

Corporate Responsibility Report

2021 fiscal year



metro

Corporate profile

METRO is a food and pharmacy leader in Québec and Ontario

Sales of
more than **\$18**
billion

Network of
1,612
stores

More than
90,000
colleagues

Founded in
1947

Food

metro **metro**
PLUS



963 Food stores

	Supermarkets	Discount stores	Neighbourhood stores	Specialized stores
Québec	198 Metro Metro Plus	98 Super C	53 Marché Richelieu 307 Marché Ami	22 Première Moisson
689	11 Adonis			
Ontario	130 Metro	139 Food Basics		1 Première Moisson
274	4 Adonis			
Total	343	237	360	23

Pharmacy



649 Drugstores

Québec	381 PJC Jean Coutu PJC Santé PJC Santé Beauté
538	157 Brunet Brunet Plus Brunet Clinique Clini Plus
Ontario	9 PJC Jean Coutu PJC Santé
83	74 Metro Pharmacy Food Basics Pharmacy
New Brunswick	28 PJC Jean Coutu PJC Santé PJC Santé Beauté
28	
Total	649

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About this report

This corporate responsibility report covers the 2021 fiscal year: the 52-week period ending on September 25, 2021. The significant events that occurred between the end of the fiscal year and late December 2021 are also included. In this report, METRO refers to the corporation and Metro refers to the store banner. The report was reviewed by internal auditors but was not audited externally.

Forward-looking information

Throughout this report, we used statements that may constitute forward-looking information. In general, any statement in this report that does not constitute historical fact may be considered a forward-looking statement. The forward-looking statements that may be set out in this report refer to hypotheses on the Canadian food and pharmacy industries, targets, the economy in general and our 2016-2020 corporate responsibility plan.

These forward-looking statements do not provide any guarantees as to the future performance of the Corporation and are subject to known and unknown risks and uncertainties that could cause the outcome to differ significantly. We believe these statements to be reasonable and relevant at the date of publication and to represent our expectations. METRO does not intend to update any forward-looking statements contained herein.

For more information

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Messages



Eric La Flèche
President and Chief Executive Officer

A purpose we embody

2021 was once again marked by the pandemic, and as we did with our business priorities, we were able to continue to deliver our 2016–2020 corporate responsibility (CR) plan. In view of the events, we added a year to the plan. The release of our new 2022–2026 plan will coincide with the publication of this report.

The public health context turned a spotlight on the work of our pharmacist owners in Québec, Ontario and New Brunswick. We can be proud of our contribution to the vaccination effort: our teams joined forces with government authorities to deploy a historic vaccination campaign.

In Québec, an innovative partnership between three regional public health units in Montréal, Jean Coutu and Brunet put two *Vaccivan* vehicles on the roads to reach citizens in outdoor locations and offer them the vaccine without appointment. METRO also partnered with other employers to open four COVID-19 vaccination clinics for employees, the members of their immediate family and the community.

The safety of our employees remains our priority. We rolled out a major internal communications campaign and implemented several measures to encourage and facilitate vaccination among our employees. Because we are sensitive to the mental health impacts of the pandemic, we also offered well-being support programs for employees in our stores, distribution centres and administrative offices.

On course

The teams stayed well on course on our CR priorities in 2021 and pursued the programs that support our CR approach while tackling the persistent challenges brought about by the pandemic.

Key issues such as responsible procurement, animal welfare and the environment remained at the core of the discussions with our stakeholders. This transparent and constructive communication has been part of our approach for over a decade and enables us to improve our mutual comprehension of what is at stake.

We also continued to focus on the implementation of our 2016–2020 CR plan, particularly to gain a better perspective and understanding of our supply chain and structure our approach to more effectively roll out our actions to optimize our packaging and printed materials, while maintaining our efforts to reduce our greenhouse gas emissions.

At the same time, we continued to focus on our CR priorities. We multiplied our initiatives in support of local purchasing, which is more important than ever to our customers and in line with our intent to support local businesses. We also pursued our One More Bite food donation program as the need for food assistance exploded.

Along with this report, we are releasing our 2022–2026 CR plan, which we worked very seriously to develop with the support of the executive team and many colleagues. We especially focused on identifying our priorities, objectives and targets and solidifying our practices and reporting tools. Our aim is to clearly define what METRO can and must do to fulfill its mission from a sustainable development perspective and continue to effectively integrate ESG factors into its business model.

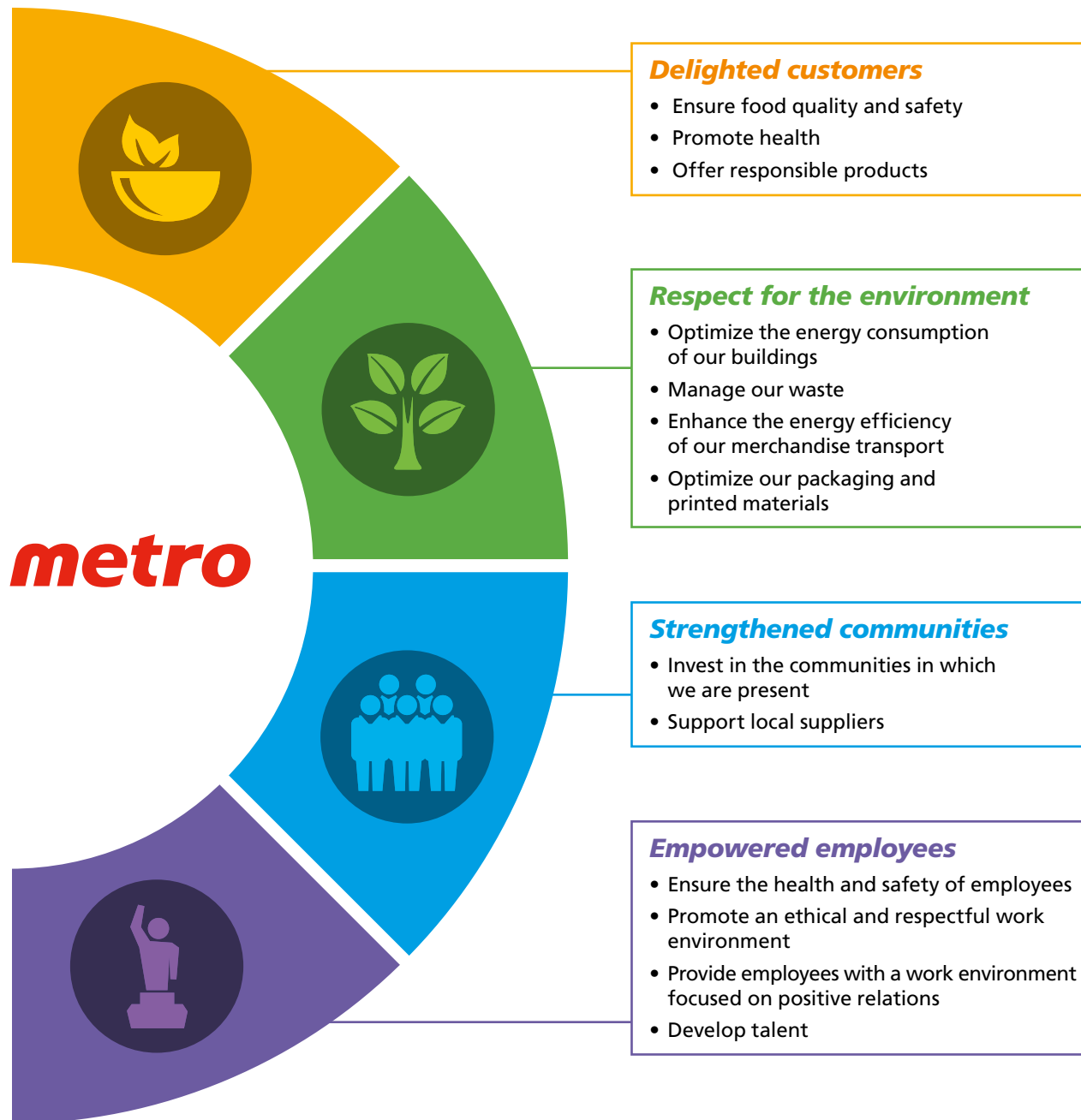
Our purpose to nourish the health and well-being of our communities is reflected in the importance we attach to the health of our employees and our communities and is eloquently demonstrated by the work METRO has accomplished since the onset of the pandemic to provide people with the food and medication they need.



Marie-Claude Bacon
Vice President, Public Affairs and Communications

Over time, we have established solid policies and key programs we will continue to implement and enhance. We are proud to present this last report of our current plan. The development of our 2022–2026 plan figured prominently in our work this year. We view this next step with a great deal of enthusiasm, and I can attest to my colleagues' commitment to establishing a relevant plan for METRO and society.

Corporate responsibility at METRO



Approach

METRO's corporate responsibility approach is built on four pillars. Priorities were set out for each pillar based on the Corporation's significant economic, social and environmental impacts.

Governance

Corporate responsibility governance is part of the Corporation's management structure and involves key individuals at each decision-making and implementation stage under the guidance of the Board of Directors.

Board of Directors

The Governance and Corporate Responsibility Committee is responsible for the oversight of the Corporation's activities and disclosure with regards to corporate responsibility, including ESG matters. The Board of Directors approves corporate responsibility plans and reports. See the [Board of Directors](#).

Executive Committee

Approves the corporate responsibility strategy, and ensures the priorities are in line with the Corporation's business strategy and that objectives have been achieved. See the [Management Team](#).

Vice-Presidency, Public Affairs and Communications

Develops the strategic corporate responsibility directions and reports on progress to the executive committee and to the Governance Committee.

In-house teams

Reporting to the vice-presidencies responsible for the programs of the corporate responsibility plan, the teams assigned to the initiatives ensure their progress against the goals and targets set.

Visit the [Governance](#) section of our corporate website to learn more about our practices and policies.

Delighted customers



Our 2016–2020 Priorities

- Ensure the quality and safety of food products
- Promote health
- Offer responsible products

Meeting our customers' needs is at the core of METRO's business strategy. We aim to provide consumers with products that meet their expectations and we work toward a more responsible supply chain that is committed to the adoption of best practices.

Food quality and safety

Ensuring food quality and safety is among a food retailer's most important responsibilities. Our teams implement rigorous control systems and carry out regular follow-ups with our suppliers so that they formalize their practices and comply with our requirements.

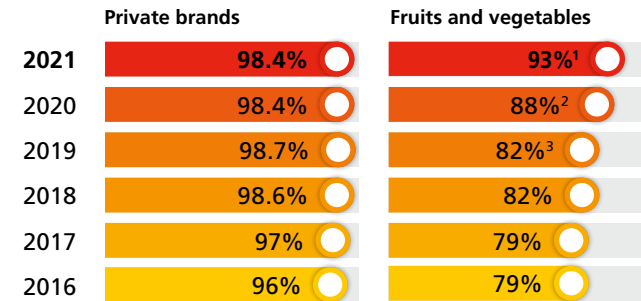
In 2020, at the height of the pandemic, access to the facilities operated by several of our suppliers was strictly controlled and travel restrictions were in place, creating a situation that delayed annual GFSI audits. The backlog increased in 2021. We monitored the situation very closely and have implemented the mechanisms required to ensure supplier compliance despite the circumstances.

Key objectives	Status
Aim for 100% of private brand and fruit and vegetable suppliers to be certified by a standard recognized by GFSI	
Carry out quality controls for 100% of our private brand products	
Première Moisson - Baie-D'Urfé plant: maintain GFSI SQF - Dorion plant: comply with GMP and HACCP system	

GMP: Good Manufacturing Practices | HACCP: Hazard Analysis Critical Control Point

Suppliers certified by a standard recognized by GFSI

GFSI: Global Food Safety Initiative



1. Representing over 99% of purchases
2. Representing nearly 99% of purchases
3. Representing nearly 97% of purchases

Health promotion

Key objectives	Status
Increase the number of private brand products in the lines that foster healthy eating habits by 10% every year	
Promote products that foster healthy eating in METRO's grocery banners	
Pharmacy: provide pharmacists with professional programs focused on patient health and provide customers with health advice	

Private brands dedicated to healthier options

Products that foster healthy eating

Irresistibles Life Smart, Irresistibles Organics, Irresistibles Naturalia, Irresistibles Gluten Free and the new Life Smart line.

	2015	2016	2017	2018	2019	2020	2021
Total	411	337	377	403	417	429	402

In February 2020, we launched the new Life Smart brand to have all our healthy products under the same umbrella. The transition of our food products currently sold under our other healthy brands is well underway, and we have ceased production on many of them to begin marketing them under our Life Smart brand.

However, the supply chain disruptions caused by the pandemic led to delays in the availability of the new products and explain the 6% decrease compared to 2020. Still, the challenges have not altered our focus, and we work on expanding the offer of Life Smart products to meet the expectations of customers who seek healthier food products.

Three DUX Grand Prix Awards

The excellence of our products was recognized at the [DUX Grand Prix Awards](#).

- ▶ Première Moisson's sprouted grain baguette won in the bakery category (medium and large companies).
- ▶ Our certified organic Personnelle Baby line launched in 2020 was also honoured almost as soon as it arrived on shelves. The baby purées were the winner in the refrigerated and ready-to-eat category (medium and large companies).



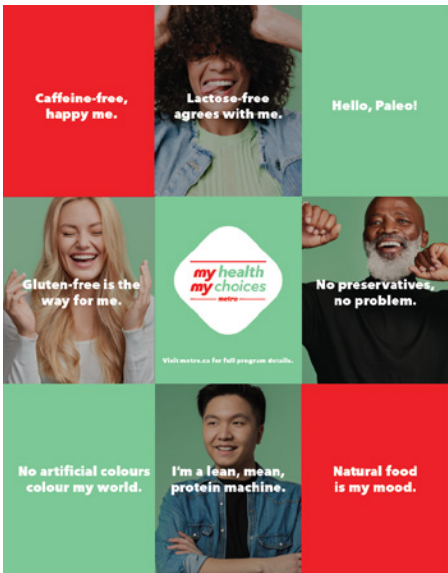
- Objective reached
- Project on track / Ongoing
- Project in its initial phase
- Objective not reached



Health promotion

Improvements to the profile of our private brand products

This past year, our teams also pursued the development of our Life Smart products for healthy eating and continued to improve the profiles of our Irresistibles and Selection brands. Nearly all Irresistibles (95%) and Life Smart (99%) products, as well as 100% of Selection Premium and Personnelle Baby products, have no artificial colours or flavours.



Supporting our customers' healthy lifestyles

In January 2021, the Metro banner launched the [My Health My Choices](#) guide in Québec and Ontario to provide information on around 45 food attributes to help customers make better choices based on their lifestyles, values and health needs.

Metro joined forces with experts and specialists to design and implement the guide, which is based on a unique methodology. The attribute classification criteria were developed using research data, Canadian consumer trends, Canada's Food Guide, information published by regulatory bodies like Health Canada and healthy lifestyle standards.

Around 10,000 products in stores, online and through My Metro app indicate one or several of the program attributes so customers can quickly and easily spot the items labelled as vegan, organic, gluten free, high in protein, to name a few.

Food stores in Québec



Every week since its launch in January 2021, the My Health My Choices program has been featured in all our weekly flyers, as well as in a special digital insert, to help customers discover foods whose attributes meet their needs and support their well-being.



Throughout the year, we promoted healthy foods to our customers: information, promotions, recipes, tips and tricks on a range of themes and product categories were shared on all our platforms.

Food stores in Ontario



In 2021, in addition to offering and promoting healthy products in its weekly flyers, Metro created weekly publications that were featured online for 18 weeks. The special digital editions provide information and tips to meet specific health needs, such as for celiac disease, and to encourage customers to add healthier items to their grocery carts.



Healthier products like fruits and vegetables and private brand products with an improved nutritional profile were integrated on an ongoing basis through our outreach platforms, metro.ca, flyers and other communication tools. Emphasis was placed on social media to engage our customers.



Health promotion

Pharmacies in Québec, Ontario and New Brunswick

In 2021, as frontline healthcare professionals, the pharmacists in our networks in Québec, Ontario and New Brunswick and their teams continued to be a reassuring presence in their communities. They have been especially called upon since the beginning of the pandemic and remained at the forefront by actively contributing to the COVID-19 vaccination effort. The vaccination service in pharmacies was deployed in record time to participate in the collective fight against the pandemic.



The pharmacist owners affiliated with Jean Coutu are dedicated to making a difference in the lives of their patients by providing sound advice, accessible services and technological tools to make their lives easier. In 2021, they personally encouraged people to get vaccinated against COVID-19 on multiple platforms.



Advertising and poster campaigns in Brunet-affiliated pharmacies turned the spotlight on the role of pharmacists and the services they can now provide patients with minor health problems, including prescribing medication for 33 minor conditions, extending prescriptions, vaccinating and substituting a medication for another.

Our Ontario pharmacists continued to provide nutrition and health management support. The online experience on metro.ca/pharmacy was enhanced, thanks to more information and the promotion of our health services.

Our HealthBites program, which provides health and nutrition support, continues to grow. In 2021, our pharmacists provided 30% more personalized nutrition-related consultations than in 2020, when we saw a significant increase.



Responsible product offer

Key objectives	Status
Release the Responsible Procurement (RP) Framework and begin its implementation	
Revise the Supplier Code of Conduct and complete its deployment	
Revise the Sustainable Fisheries and Aquaculture Policy and begin its implementation	
Begin the responsible procurement approach in the pharmacy domain	

Objective reached Project on track / Ongoing Project in its initial phase Objective not reached

Understanding better our supply chain

In the past year, we pursued the roll out of our Responsible Procurement Framework and our efforts to characterize our supply chain by updating the overall picture of our purchasing. To that end, we developed new tools to document our suppliers' practices on topics of interest, including a specific questionnaire on working conditions, which includes worker housing. Through this type of proactive management initiative, we are able to monitor compliance with our [Supplier Code of Conduct](#).

The characterization exercise combined with the ongoing monitoring of issues related to supply served as a basis to determine our responsible procurement priorities and objectives for our next corporate responsibility plan.

Sustainable fisheries and aquaculture

In 2010, METRO introduced its [Sustainable Fisheries and Aquaculture Policy](#) to provide customers with products that are caught or farmed using responsible practices which do not endanger species health or the integrity of natural environments and that respect workers' rights.

Product traceability is at the heart of our approach. In 2021, we obtained the traceability of more than 99% of our purchases. To keep our customers well informed, we communicate this important information as often as possible, especially when there is sufficient space on the product label. Traceability details are provided for over 95% of the fish counter products for which it is possible to include the information on the label. For more details on our program and initiatives, read our [Sustainable Fisheries and Aquaculture Policy](#) or go to Metro's [Freshness you can Trace](#) page.

Traceability and transparency

For the third straight year, [SeaChoice](#) highlighted METRO's efforts—and its traceable and transparent labelling in particular—in its *Seafood Progress* report on the practices implemented by Canadian retailers.





Responsible product offer

In 2017, METRO published its Responsible Procurement Framework, which specifically addresses the production practices of the food products sold in our stores. Below is an overview of the responsible product commitments detailed in the framework.

Commitments and 2021 results

- ▶ **For meat, poultry, egg, milk and dairy product suppliers:**
 - **Ensure they apply, at minimum, the Codes of Practice for the care and handling of farm animals**
 - **Encourage them to refrain from using antibiotics used in humans as a preventive measure or growth factor**

Meat and poultry

We expanded the scope of our assessment following a review of our meat and poultry supplier categories to include processed foods. Doing so nearly tripled the number of suppliers, 30% of which were assessed.

Our suppliers are grouped into four categories: producers, slaughterhouses, processors and distributors. Among vendors with live animal contact:

- Nearly 80% of our producers representing 99% of our purchases were evaluated. All (100%) meet our expectations when such codes are developed (for 8% of the suppliers evaluated, there is no such code). In total, 95% of the producers evaluated by METRO meet our expectations regarding the use of antibiotics.
- 68% of our suppliers whose main activity is slaughtering were assessed. Their products represent 78% of our purchases. It was determined that 100% apply at least a code of practice and 53% meet our criteria for antibiotics use.

Eggs, milk and dairy products

Close to 70% of our egg, milk and dairy product suppliers were assessed, a good increase from 50% last year. These data are significant, since they represent a large portion of our overall product offer: over 90% for our eggs and milk and 72% for our dairy products. Our suppliers' performances are highly satisfactory, with almost 100% of them meeting our expectations in terms of a code of practice and the use of antibiotics.

- ▶ **Expand our offers of:**
 - **certified fair-trade cacao, coffee, tea and herbal tea products**
 - **organic products**

We expanded our offer of fair-trade products by just over 10% compared to 2020. Our overall offer of organic products was slightly reduced, but the number of private brand organic products rose by 20%.



- ▶ **For aquaculture salmon and shrimp, ensure that 100% of private brand products are certified by Best Aquaculture Practices (BAP)**

100% of our salmon and 99.5% of our shrimp are BAP-certified. The remaining 0.5% of our shrimp are certified organic.

Our performances on our other commitments remain unchanged from last year:

- ▶ **Develop a line of private brand meat products that are free of growth hormones**

Under current Canadian regulations, this commitment targets only beef. Currently, market conditions do not make it possible for METRO to offer hormone-free products.

- ▶ **Develop a line of private brand organic chicken products**

This objective was achieved in 2017. The Irresistibles Organics fresh chicken line includes six products.

- ▶ **Ensure that 100% of Irresistibles private brand chicken is purchased in Québec and Ontario**

All Irresistibles private brand chicken is currently purchased in Québec and Ontario.



- ▶ **Ensure that 100% of private brand canned tuna is from sustainable fishing**

100% of the canned tuna sold under our private brands meets this commitment: the product is not from clearly endangered stocks and the supplier contributes to the conservation of the species and/or improvement of fishing practices and is able to document the traceability of the fishing vessel at all times.

Private brand eggs

Today, more than 60% of the whole eggs sold under our LifeSmart private brands are organic and cage-free, including 100% of brown eggs.*



Animal welfare approach

In June 2021, we clarified our position on animal welfare, specifically regarding METRO's industry commitments through the Retail Council of Canada to purchase fresh pork products from sows that were not raised in gestation crates and eggs from cage-free chickens.

Through our ongoing discussions with our suppliers, it was determined that the industry would not be able to fulfill the commitments in a timely manner. METRO will continue to work with its suppliers to increase its supply of such products and remains firmly committed to achieving its animal welfare goals as part of its responsible procurement approach.

For more information, read our [statement](#).

*Data corrected as of May 2022

Respect for the environment



Our 2016–2020 Priorities

Optimize the energy consumption of our buildings

Manage our waste

Enhance the energy efficiency of our merchandise transport

Optimize our packaging and printed materials

The continuous improvement of METRO's environmental performance is built on the rigour of the organization's processes and the optimization of its practices. Through the environmental management system (EMS) and implementation of core programs, teams give priority to the factors that most contribute to reducing the environmental footprint of METRO's activities.

Updates to our Environmental Policy

In May 2021, METRO released its updated [Environmental Policy](#). Initially adopted in 1998, the policy is based on the recommendations of the ISO 14001:2015 standard regarding environmental policies. This update reflects the evolution of our approach and new issues we now account for, including pollution prevention, climate change mitigation, sustainable resource use and protection of biodiversity and ecosystems. The policy is overseen by METRO's environmental committee, which is chaired by an executive who reports annually to the Governance and Corporate Responsibility Committee of the Board of Directors.

Management of our carbon footprint

In 2020, the intensity of our greenhouse gas (GHG) emissions remained stable, despite the surge in the volumes of products shipped to our stores owing to the increase in consumer traffic during the pandemic. The additional emissions generated by the activities were offset through actions to reduce the carbon footprint of our other activities. These actions include:

- ▶ improved transport efficiency;
- ▶ replacement of lighting systems;
- ▶ waste management; and
- ▶ conversion of refrigeration systems to refrigerant gases with lower GHG emissions in some stores.

Corporate and franchised stores – Québec and Ontario

2020*	Intensity of 22.36 kg CO ₂ eq./sq. ft.	
2019	Intensity of 22.29 kg CO ₂ eq./sq. ft.	
2018	Intensity of 23.88 kg CO ₂ eq./sq. ft.	
2017	Intensity of 25.63 kg CO ₂ eq./sq. ft.	
2016	Intensity of 25.31 kg CO ₂ eq./sq. ft.	
2015	Intensity of 25.85 kg CO ₂ eq./sq. ft.	

Methodology: Greenhouse Gas Protocol (GHG Protocol)

* Data calculated according to the methodology used since 2015.

New reference line

In 2021, METRO continued to improve its methodology to better reflect its GHG emissions. Our approach now provides a more accurate account of our operations and better meets international standards and the GHG Protocol. We now rely on more recent emission factors based on Canadian publications and the global warming factors in the [Fifth Assessment Report of the Intergovernmental Panel on Climate Change \(IPCC\)](#).

Other methodological adjustments were made to enhance our calculations, in addition to expanding the scope of our activities to all the banners under our operational control.

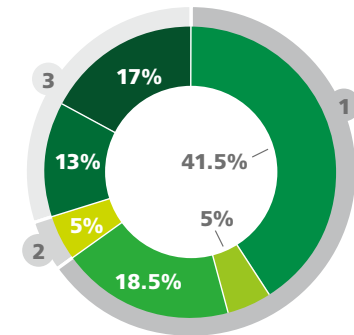
When our declaration was submitted to CDP in the summer of 2021, those methodological changes had not yet been finalized. Based on the advancement of the methodology at that time, we reported GHG emissions of 16.18 kg CO₂ eq./sq. ft.

We then finalized our calculation method. When the exercise was complete, we concluded that the intensity of our GHG emissions totalled 16.36 kg CO₂ eq./sq. ft. The assessment more accurately reflects the intensity of the GHG emissions of the activities over which METRO has direct operational control. It should be noted that some data were estimated as part of this exercise.

We will use this new 2020 data as a reference to report on our future GHG performance. We will pursue our efforts to measure and report based on the latest standards and thus improve our emissions reduction reporting and strategies.

Sources of our GHG emissions

As reported to CDP in 2021 (data for 2020)



Scope 1

- Refrigerant leaks
- Transport (by METRO vehicles: between distribution centres and stores, for e-commerce and business travel)
- Building energy consumption (use of natural gas, diesel generators and propane floor burnishers)

Scope 2

- Building energy consumption (electricity)

Scope 3

- Waste elimination
- Merchandise transport (by third parties between distribution centres and stores)

Some sources of GHG emissions were recategorized based on the improvement to our methodology. The table above excludes volatile organic compounds (from cleaning solvents in our distribution centres (scope 1) and paper consumption (scope 3), which each represent less than 1% of our global emissions (negligible).



Optimization of our buildings' energy consumption

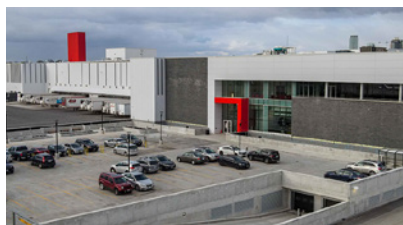
Key objectives	Status
Integrate efficient features and equipment into new buildings to improve their efficiency by at least 5% compared to 2010	🟢
Select, audit and recommission 10 existing sites to improve their efficiency by 5 to 10% compared to their initial performances	🟢
Enhance outdated mechanical systems as part of major renovation projects when applicable	🟢
Première Moisson: replace equipment at the end of its life cycle with less energy-intensive options	🟢

Since 2016, we have been incorporating more efficient standards to new constructions, including LED lighting and CO₂ refrigeration systems with virtual zero global warming potential compared to HFC-type synthetic refrigerants. The efficiency measures integrated into our standards lead, on average, to a 25% reduction in our energy consumption compared to 2010.

Every major renovation is assessed to improve site energy performance by modernizing outdated equipment, when applicable.

Finally, despite the slowdowns brought about by the pandemic, we stayed the course and pursued our recommissioning program. At the end of this sixth year, we have completed over 60 sites, for an average energy efficiency improvement that was maintained at nearly 10% compared to their original performances.

At Première Moisson, energy efficiency is considered when selecting new equipment to replace older models.



Modernizing our distribution network

In January 2021, our new fresh product distribution centre was inaugurated in Ontario. Despite the addition of new systems, the building's energy consumption is expected to be comparable or better than that of the former centre. The installation of LED lighting systems and efficient refrigeration systems will contribute to the energy performance.

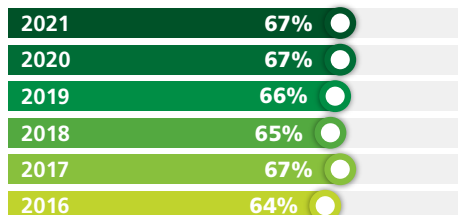
Reducing our carbon footprint

The Metro store in Belleville, Ontario, recently added new CO₂ refrigeration systems as part of its renovations and reduced its refrigerant emissions by about 80% compared to the store's pre-renovation footprint.

Waste management

Key objectives	Status
Set out a specific waste management plan for every corporate and franchised store	🟢
Aim for zero waste to landfill as established by the U.S. Zero Waste Business Council (90% waste diversion rate) for the corporate and franchised stores in Québec and Ontario enrolled in recovery programs	🔴
Optimize construction waste management	🟢
Première Moisson: implement the waste recovery program across the entire network	🔴

Diversion rate



The diversion rate represents the portion of waste that is not sent to landfill.

The 67% diversion rate for 2021 is similar to our performances in previous years. Efforts to continuously improve in-store recovery systems and equipment continued throughout the year. Stores were also made aware of waste-related issues and our programs' processes and objectives.

At the end of our 2016–2020 plan, our objective of zero waste to landfill for our stores included in the scope is not met. Still, we remain committed to improving the diversion rates in our stores and aiming for zero landfill. We will also continue to raise awareness among our team members and in our stores and optimize our current programs to divert more waste from landfills.

2021 at a glance

Waste recovered (tonnes)

Corporate and franchised stores – Québec and Ontario

Organic material (unsold food and food residues)	34,299
Cardboard (for recycling)	59,024
Mixed paper (for recycling)	43
Plastic film (for recycling)	1,379
Mixed materials (plastic, paper, metal, waxed cardboard and cardboard for recycling)	21,485
Total	116,230

Construction waste management

In 2021, we drew up the profile of our construction waste management to understand how materials were disposed of as part of our projects in Québec and Ontario. Considering that current regulations do not impose a single set of rules for the disposal of construction waste, recovery obligations and construction waste recycling were therefore integrated into our new building and renovation contracts.

🟢 Objective reached 🟡 Project on track / Ongoing 🟡 Project in its initial phase 🔴 Objective not reached



Waste management

Première Moisson

At Première Moisson, 19 of our 22 locations have waste management systems and 7 actively manage the waste they generate. In some locations, the deployment of the program is more challenging due to constraints (e.g., small or limited space). Still, we are pursuing our efforts to implement the program in its entirety across our network.

Food waste reduction

In January 2019, METRO announced its goal to reduce the food waste generated by its activities by 50% by 2025 compared to 2016. This measure helps curb food insecurity and reduce the environmental impacts generated by the landfilling of organic waste. In 2021, we continued to work on the methodology to obtain rigorous data to assess our progress in reducing food waste.

The very nature of our activities inevitably generates loss, despite the implementation of increasingly efficient systems to minimize the number of unsold products.

Through our programs, we sell fresh and edible products nearing their expiry date at a discount. The Metro banner in Québec offers customers 30% off products nearing their expiry date that have not lost any of their quality. The anti-waste mobile app FoodHero, which is available in 103 stores across the province, provides discounts of 30 to 50% on a range of unsold products.

METRO makes every effort to ensure unsold items are redistributed and provided to people in need through our One More Bite program—the leading initiative of our actions in the fight against food waste. From a pilot project in 2014, the initiative is now implemented in more than 73% of our stores in Québec and Ontario. We then work to recover the products that cannot be donated by shipping them to processors (animal feed and industrial uses) or producing compost and biogas (methanization) to give the items a second life.

Energy efficiency of transport

Key objective	Status
Adopt best operating practices in energy efficiency for the transport fleet	

In 2021, the teams in Québec and Ontario pursued their efforts to minimize the environmental footprint of our transport activities through the initiatives implemented in 2020. Work continued to increase the volume of merchandise loaded onto the trucks delivering to stores and reduce the number of truck trips and kilometres travelled.

In addition, the timeframes for deliveries from our distribution centres were extended to further decrease the number of trips by adding more clients to each delivery. We also continued to improve the number of road train trips by an average of 33% compared to the previous year.



In Ontario, 75 new hybrid reefer trailers were ordered in 2021. Their introduction on the road began in November. These trailers will help improve our fuel consumption.

Optimization of our packaging and printed materials

Key objective	Status
Launch and deploy the Packaging and Printed Materials Management Policy	

Implementation of the policy

Again this year, the impacts of the pandemic on the supply chain and customer behaviours slowed the rollout of our [Packaging and Printed Materials Management Policy](#), which was launched in May 2019.

Still, our teams continued to progress on a number of fronts and work toward our commitments to minimize the environmental footprint of our packaging and printed materials.

BPA- and BPS-free receipt paper rolls

In addition to the packaging and printed material optimization principles of the [Packaging and Printed Materials Management Policy](#), we apply a series of measures to support the policy's implementation, including monitoring to identify materials and substances that may be controversial or of concern.

With that in mind, METRO's food and pharmacy banners completed the transition to receipt paper rolls containing no bisphenol A or S in August 2021.



Objective reached Project on track / Ongoing Project in its initial phase Objective not reached



Optimization of our packaging and printed materials

Below is an overview of our commitments to optimize our packaging and printed materials, as detailed in our Policy.

Packaging in stores

► **Reduce the number of single-use plastic shopping bags by 50% in our food and pharmacy banners by the end of 2023 compared to 2018**

After experiencing a decrease in use in 2019, the number of single-use plastic bags in our food and pharmacy banners increased slightly in 2020, owing to the impacts of the pandemic on consumer behaviours. In 2021, the use of single-use plastic bags returned to pre-pandemic levels, with a modest decrease compared to 2018. We are pursuing our efforts to meet our objective on schedule.

► **Reduce overpackaging and single-use plastics in our food stores' fresh sections**

The teams continue to work to reduce the environmental footprint of the plastic containers used in our stores' fresh sections.

As a result, our banners have reduced the amount of coloured and black polystyrene trays by more than 15% since 2018, bringing us closer to our objective to reduce our use of these trays by 20%.

The number of black polyethylene terephthalate (PET) trays was cut by over 50% compared to 2018. Today, virtually all the PET packaging used in stores is transparent. Supply chain disruptions for certain specific types of packaging brought about by the pandemic prevented us from completing the transition in 2021.

We are also working to increase the recycled content of our polystyrene foam trays by 25 to 50%. In 2021, nearly 80% of the polystyrene trays used in our stores contained over 50% recycled materials, bringing us closer to our objective of having all our trays meet this criterion. The objective has already been met by our Metro and Super C stores in Québec and is on track in our banners in Ontario.

Promotional materials

► **Reduce by 10% the total weight of the paper used in our food and pharmacy banner flyers by 2022 compared to 2018**

This objective was met in 2020. In 2021, we continued to reduce the total weight of the paper used to print flyers with an over 14% decrease compared to 2020. A series of initiatives continued this year: more precise and targeted flyer distribution, the end of flyer distribution in certain stores and the optimization of our flyer formats and number of pages.

► **Use 100% recycled materials for all temporary in-store promotional signage made of fibre as of January 1, 2020**

In our banners, several promotional communications are printed on 100% recycled mediums, including posters, leaflets and recipe cards and tip sheets. When signs cannot be printed on 100% recycled paper because of stiffness, FSC-certified paper or cardboard is used.

► **Reduce the number of single-use materials in our administrative sites**

In 2021, our administrative sites were practically closed since our employees were working from home. As our offices gradually reopen, we will implement necessary measures to eliminate single-use materials.

Private brands

Commitments	2018	2019	2020	2021
Reduce the average weight of packaging by 10% by 2025 compared to 2018. 2025 objective: 46 g	50.85 g	49 g	50.94 g	48.77 g
Ensure that 100% of packaging is entirely recyclable and/or compostable (fibres) by 2025	93%	93%	92.3%	93.1%
Ensure that 100% of packaging includes sorting instructions by 2025	23%	27% ¹	30% ²	44%³
Increase post-consumer recycled content in packaging to 45% by 2025	30%	30%	30%	31%
Provide support to our private brand suppliers so they can access resources to develop more responsible packaging				

1. Nearly 850 products 2. Over 1,000 products 3. Over 1,400 products

Objective reached Project on track / Ongoing Project in its initial phase Objective not reached

Our performance indicators have progressed, bringing us closer to our objectives to reduce and optimize our private brand packaging.

To maximize our impact, our packaging optimization efforts are focused on high-volume products, like our Irresistibles and Naturalia lines of frozen fruit. Working in collaboration with our business partners, we replaced the original packaging made of non-recyclable plastic laminate with high-density polyethylene (no. 2) and low-density polyethylene (no. 4) bags. Sorting instructions also appear on the packaging to inform consumers of the proper way to dispose of it. The optimization will prevent approximately 126 tonnes of non-recyclable materials from going to landfills annually.



In order to provide private brand suppliers with resources to support them in the development of more ecofriendly packaging, we launched in 2020 an interactive [training module](#) and a practical guide. In 2021, the module was made available to all private brand suppliers, leading to a number of tangible improvements that are in effect and under development.

Award-winning bottles

In 2021, our sparkling water bottles received an Award of Distinction in the sustainable innovation design category at the [PAC Canadian Awards](#). The bottles are made from recycled and recyclable PET (no. 1), and the caps are recyclable polypropylene (no. 5).



Strengthened communities



Our 2016–2020 Priorities

Invest in the communities in which we are present
Support local suppliers

We play a part in the economic and social well-being of the communities in which we operate. Through our actions, we seek to make a positive contribution and expand the reach and benefits for them.

Investments in communities

Key objectives	Status
With regard to philanthropy ¹ , dedicate an amount equal to 1% of METRO's net earnings ² in the last three fiscal	
Foster food security through the implementation of a food recovery program in Québec and Ontario	
Promote healthy eating habits through the Green Apple program	

1. Financial contributions and food donations

2. Calculation based on the average adjusted net earnings of the past three fiscal years

Objective reached Project on track / Ongoing Project in its initial phase Objective not reached

METRO demonstrates its ongoing commitment to communities by providing financial contributions and food donations and supporting local suppliers in Québec and Ontario.

2020 Outstanding Corporation Award

In December 2020, Metro Ontario was awarded the Outstanding Corporation Award by the Greater Toronto Chapter of the Association of Fundraising Professionals.

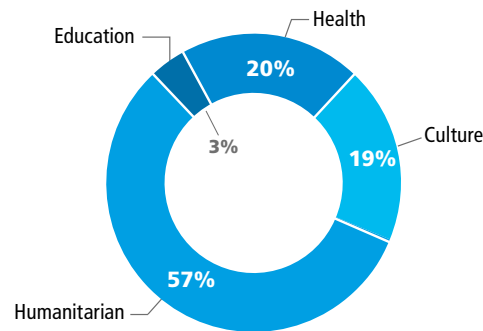
The award honours a corporation or corporate foundation that has demonstrated outstanding financial support, community involvement and motivation of others to take leadership roles.



Financial contributions

Corporation: \$3.9M

- ▶ Green Apple program: nearly \$700,000
- ▶ Other sectors: \$3.2M



Employees: \$2.1M

- ▶ In Québec, METRO took part in its 23rd annual campaign for Centraide.
- ▶ In Ontario, the employee donation program supported United Way.

Customers and suppliers: \$2.9M

Our customers and suppliers support their local communities by contributing to events and in-store fundraising activities.

Food donations: \$46.9M*

This amount represents the value of the food donations made through our distribution centres and stores.

* Because part of the data in both provinces were not available, they were estimated.

Food security

Our One More Bite food recovery program continued this year in our Metro, Super C, Food Basics, Adonis and Marché Richelieu stores.

Thanks to the collaboration of our in-store teams and partners—Food Banks of Québec and Second Harvest and Feed Ontario in Ontario—the program recovered and redistributed over 4,700 tonnes of food, the equivalent of over 9 million meals. Despite the pandemic, the partners pursued the deployment of the program with the addition of 129 stores in 2021.

One More Bite is METRO's leading initiative in the fight against food waste. Introduced in 2014, it provides our partners with unsold quality products from our participating stores in Québec and Ontario.

Year	Participating stores	Food donated	Equivalence in meals
2016	112	1,075,000 kg	+ 2.1 million
2017	146	1,680,000 kg ¹	+ 3.3 million
2018	193	3,200,000 kg	+ 6.4 million
2019	272	3,876,000 kg ²	+ 7.8 million
2020	297	3,950,499 kg ²	+ 7.9 million
2021	426	4,701,319 kg ^{2,3}	+ 9.4 million

1. Data for Québec only. Data from Ontario unavailable.

2. The data also include three distribution centres in Ontario.

3. Because part of the data for both provinces were not available, they were estimated.

Première Moisson

Since 2012, La Table des Chefs, whose mission is to provide meals for people in need and help young people develop their culinary education, has collaborated with Première Moisson to recover unsold products from its stores and redistribute them in the community. In 2021, over 120 tonnes of food were shared between 67 organizations: the equivalent of about 405,000 portions (16% more than in 2020).



Investments in communities

Concerted efforts

In 2021, we continued to make our store and pharmacy networks available to communities to help raise funds for various organizations.

Centraide

Thanks to the tremendous generosity of our employees and customers and the ongoing efforts invested by METRO's food and pharmacy banners, the 23rd annual Centraide campaign raised a record sum of \$2,341,562, representing an increase of 11% compared to last year.

Community Spirit Like No Other

From November 12 to December 31, 2020, Metro Ontario customers answered the call to help their local communities by donating at the register to Metro's Community Spirit Like No Other campaign, which was created to support the local food banks that have been under added pressure in the pandemic. Metro Ontario also committed to matching the donations made by customers in an amount up to \$250,000. The effort exceeded all expectations and helped raised \$1.44 million for 146 Ontario food banks.



Donation by the Metro Beachwood store to the Ottawa Food Bank

La Guignolée des médias

A partner in the fundraising event since its very first edition in 2000, Jean Coutu took part in the 20th Guignolée des médias in December 2020. Every year, media outlets across Québec pool their resources and speak in one voice to raise money for regional efforts to help those in need. Every Jean Coutu store participated in the collection of food, in addition to amassing nearly \$375,000 for local organizations and food aid counters supported by the initiative.

Mira

The most recent Mira fundraising campaign in our Super C stores, which have partnered with the organization for over 20 years, raised nearly \$315,000 thanks to the generosity of our customers and the commitment of our employees across Québec. The donations will help improve the lives of people affected by visual and physical disabilities and young people on the autism spectrum.

Daffodil campaign



Canadian Cancer Society

Because the Canadian Cancer Society could not lead its traditional daffodil fundraising campaign in our stores, an initiative to collect donations at the register was launched in April 2021 in our Metro, Super C, Adonis, Jean Coutu and Brunet banners in Québec, as well as in our Metro and Adonis stores in Ontario. METRO customers raised over \$300,000 to support innovative cancer research and maintain the direct services to those affected by cancer and their loved ones.

Toonies for Tummies

In February, customers in Metro and Food Basics stores in Ontario were invited to donate at the register to support Toonies for Tummies—an initiative of the Grocery Foundation. The 2021 campaign broke records thanks to our customers, who donated over \$1.4 million to school breakfast programs.

CHU Sainte-Justine Foundation



Participating in the Sainte-Justine Tree of Lights event for the seventh year, Metro store employees and our generous customers raised a record

of \$255,500 in December 2020. Because the pandemic jeopardized the foundation's capacity to support the hospital, METRO reaffirmed its commitment to the cause by donating an additional \$50,000 on Giving Tuesday.

For the 15th consecutive year, the Jean Coutu Group has shown its support for Sainte-Justine's Mois des Câlins. In 2021, the sale of Clarins Rose Câlins Lip Perfector in Jean Coutu-affiliated pharmacies helped raise \$302,500 for the foundation, which supports the mother-child hospital in the development of care projects, including a number of initiatives at the Marie Enfant Rehabilitation Centre of the CHU Sainte-Justine. The Jean Coutu Group made an additional donation of \$100,000 and provided visibility for the fundraiser on its platforms.

Vaccination: tangible support for the collective effort

In summer 2021, to support the actions of the health network and pharmacies, METRO joined forces with other Québec companies to open COVID-19 vaccination clinics for their employees, the members of their immediate families and the communities of Brossard, Montréal, Laval and Québec. The objective was to accelerate the pace of the vaccination campaign by adding resources and capacities to the collective immunization effort against COVID-19.

From June to October, an innovative partnership between three regional public health units in Montréal, Jean Coutu and Brunet helped get two Vaccivan vehicles on the roads to go out to meet citizens in parks and outdoor locations, to offer a first or second dose of the vaccine without an appointment.





Support for local suppliers

Key objectives	Status
Roll out the Local Purchasing Policy in Québec and Ontario	
Première Moisson: support the local purchasing of high-volume ingredients	

Objective reached Project on track / Ongoing Project in its initial phase Objective not reached

At METRO, we are always seeking innovative local suppliers that stand out for the originality of their products or production methods. We want to continue to build long-lasting relationships with entrepreneurs who will grow with us and contribute to the economic development of the businesses operating in the provinces in which we are present.

A distinctively regional selection

Implemented in 2013, our local purchasing program is firmly rooted in our business practices. Our support for companies in Québec and Ontario takes shape at the regional level as we facilitate access to our store shelves for smaller suppliers and the provincial level as we work to supply all our stores.

In 2021, we collaborated with several new regional suppliers, including Vivanda Boréal based in Saguenay–Lac-Saint-Jean, whose fava bean veggie burgers are sold in Metro stores across Québec. Other brands with which we work added new products to their lines in our stores or expanded their distribution to more stores. In 2021, Sprague canned goods manufactured in Ontario's Bay of Quinte region increased its offer from three products in 12 Metro stores in 2019 to 15 products in 14 stores in eastern Ontario.



The new fava bean-based veggie burgers made by Vivanda Boréal of Saguenay–Lac-Saint-Jean are now available in all Metro stores across Québec.

A unique showcase for regional products

Year	Québec				Ontario			
	Regions	Stores	Suppliers	Products*	Regions	Stores	Suppliers	Products*
2014	3	30	51	301				
2015	7	80	118	710				
2016	9	129	143	823				
2017	11	142	175	1,013				
2018	11	164	205	1,279				
2019	11	168	131	810				
2020	13	214	213	1,301				
2021	13	264	234	1,908	7	130	166	893

* Fresh and grocery products

Collaborations

In 2021, we pursued our collaborations with our partners, including the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ), Aliments du Québec and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).

In October 2021, in an effort to strengthen our ties with Québec's agri-food sector, we once again met with all the Tables de concertation bioalimentaire du Québec to present METRO's local purchasing program. The meetings also served to launch a speed networking activity that will be led in 2022 with each of the regional Tables agroalimentaires to create links between Metro grocers and regional bio-food companies so new products can find their way to Metro shelves and expand the scope of those that are already part of the network.

Support for our maple heritage

In spring 2021, with 75% of Québec's sugar shacks at risk of bankruptcy when the 2020 season was cancelled, Metro joined the [Ma cabane à la maison](#) initiative along with the Association des salles de réception et érablières du Québec. Metro grocers from across Québec contributed to the wave of solidarity by becoming drop-off points for the boxes prepared by the nearly 70 participating sugar shacks. Thanks to this unprecedented project, Quebecers could enjoy the sugaring season from the comfort of their homes. Over 110,000 boxes were purchased.



Foodland Ontario

The Metro and Food Basics banners in Ontario participated once again in the Foodland Ontario Retailer Awards contest, which recognizes excellence in the display and promotion of Ontario foods. Our stores earned 29 of the 63 awards that were handed out.



Royal Agricultural Winter Fair in Toronto

For the second year of its partnership with the Royal Agricultural Winter Fair, which was held virtually in November 2020, Metro once again presented the Spotlight on Local component to showcase Ontario products from the food companies in Metro's Locally Sourced program and artisanal food and beverage suppliers across Ontario. As a result of these efforts, Metro was recognized again for its public relations and communications campaign and received an ACE Gold Award for Best Pivot Campaign at the annual Achieving Communications Excellence (ACE) Awards organized by the Toronto chapter of the Canadian Public Relations Society.





In 2021, our teams in Québec and Ontario continued their ongoing promotion of local products on all our platforms to support producers and processors and provide maximum visibility for their companies and products.



In Québec, a large-scale advertising campaign for the Metro banner was set in motion in April under the theme *Choosing Metro means choosing Québec*. Several initiatives were also developed to feature Metro's collaborators and suppliers. The summer 2021 edition of *M c'est moi* magazine was dedicated to Québec products and local artisans.

Simplified access

In late 2020, Metro implemented an innovation program to make it easier for producers and manufacturers of innovative Québec products to contact us.

The innovation@metro.ca email address provides direct access to a dedicated team that will quickly begin the process to determine whether a collaboration is possible. Since the address was created, we have been in communication with nearly 100 businesses, which has led to several new collaborations and brought new products to our shelves.

To highlight specific regional products and encourage customers to seek them out, we produced a number of regionalized paper and online flyers to present products and the people who produce them.



In Ontario, the Metro banner continued to develop its Locally Sourced program, which is present in stores and on Metro's various platforms through initiatives to promote local suppliers and their products.



To feature the people behind the products sold in our stores, more than 60 company profiles were created and posted on our [Committed to Local](#) webpage, in our flyers and in our stores with signage placed near their products. The initiative was supported by year-round promotional efforts at the regional and provincial levels.

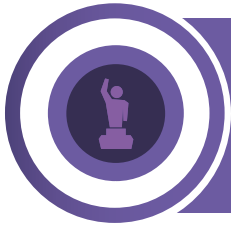
With a new visual signature created in 2020 and fully deployed in 2021, our stores continued to provide customers with local products placed on dedicated shelves and racks and throughout the stores.

At Food Basics, the friendly We Love Local competition between all the banner's stores was back again this year. From May to October, stores were invited to create displays to feature local fruits and vegetables. There were five themes, and every display was judged by a panel of colleagues based on its creativity and the atmosphere it brought the store.



Local products were also regularly featured in our paper and online flyers, highlighted with recipes to prepare them.

Empowered employees



Our 2016–2020 Priorities

- Ensure occupational health and safety (OHS)
- Promote an ethical and respectful work environment
- Offer a work environment focused on positive relationships
- Develop talent

We aim to support METRO’s business objectives and provide a quality experience for our employees throughout their professional lives, from attraction, recruitment and integration to development, advancement and retirement. While the customer experience is at the core of our mission, the employee experience drives our human resources management approach.

Health and safety: our key priorities

As was the case in 2020, the health and safety of our employees remained our key priorities. The prevention measures implemented in 2020 further evolved to create safe work environments for frontline teams so they could continue to provide customers with the food and medications they need. Throughout the year, we released regular communications to remind our employees of the measures implemented to protect their health at work and at home.

As early as October 2020, we launched a digital health and well-being platform for managers that offers them a range of tools to better support their teams. The application for mobile and PC features videos, audio clips, tips and advice and blogs by experts on topics from physical and mental health to skills development and leadership and child and elder care.

At the heart of the actions to tackle the pandemic

In spring, as soon as vaccines were widely available, METRO launched a communications campaign to build awareness of the benefits of vaccination among our employees. They were invited to an online conference by a medical expert who explained the positive impacts, alleviated doubts and answered their questions on the vaccine. The campaign continued throughout the summer to encourage employees to get vaccinated. METRO allowed employees who had a vaccination appointment during work hours to attend without being financially penalized by paying up to a maximum of two hours of regular time for each vaccine dose.



Occupational health and safety

Key objective	Status
Improve our performance regarding the frequency and severity of work-related accidents and number of lost days	

- Objective reached
- Project on track / Ongoing
- Project in its initial phase
- Objective not reached

Our performance

Year	Injury frequency rate		Injury severity rate		Lost days	
2021	-4.2%	-28.1%	-23.3%	-37.5%	-22.6%	-30.2%
2020	+4.3%	-25.0%	-1.0%	-18.6%	+2.7%	-9.9%
2019	-11.5%	-28.1%	-9.8%	-17.7%	-9.7%	-12.3%
2018	-3.7%	-18.8%	-14.2%	-8.7%	-15.2%	-2.8%
2017	+8.0%	-15.6%	+29.6%	+6.4%	+30.5%	+14.6%
2016	-2.0%	-21.9%	-5.9%	-17.9%	-4.0%	-12.2%

- Compared to previous year
- Compared to 2013

In 2021, we enhanced the performance of our three key indicators compared to 2020 and reference year 2013. The results show that the initiatives implemented by METRO effectively support the ongoing improvement of the health and safety of our colleagues. Our positive performance stems from a number of factors, including the active involvement of our employees through joint health and safety committees, our managers’ commitment in our programs and initiatives, frequent communication through various channels and the reinforcement of follow-ups.

Throughout the year, several training activities were organized on various subjects, including prevention measures and ergonomics, lacerations and equipment handling. Other topics related to health and safety, such as the prevention of sprains and strains, pedestrian safety and COVID-19 were also featured on a regular basis.

While we are encouraged by the results, we remain committed to pursuing our efforts to maintain and improve our health and safety culture and rigorously monitoring compliance with safe work methods and processes for all our employees.



Solidarity

In March 2021, to mark an entire year of the pandemic, we invited employees across all divisions to send us short messages of encouragement for their colleagues in a collective show of support. Participation was beyond our expectations and resulted in a unifying video for everyone to view.



Ethical and respectful work environment

To reflect the constant evolution of our business context, we aim to create a work environment that echoes our commitment to promoting high standards of ethics and integrity.

Key objectives	Status
Review and launch Conflicts of Interest and Professional Ethics Policy (Code of Conduct of METRO's Employees)	
Review and launch the Communications and Public Intervention Policy	
Review and update the Employee and Family Assistance Program (EFAP)	

New respectful workplace policy

In September 2021, we launched a new [Respect in the Workplace Policy](#). We consider this framework of good practices to be a complement to our [Diversity Policy](#) and that it will enable us to continue to promote a healthy work environment where employees can grow and develop to their full potential while respecting their differences. A diverse and inclusive workplace is an environment that fosters innovation, productivity, performance and success of all.

Work environment focused on positive relationships

Like many industries across Canada, the retail sector is affected by the current labour shortage. We are therefore working to provide stimulating, positive and diverse work settings in which skills are valued and professional aspirations are encouraged to retain the best talents.

Key objectives	Statut
Update and implement a total compensation program	
Renew our actions to recognize the contributions of long-serving employees	
Reinforce open communications within organizations	
Maintain positive employee relations	
Draft and implement a Diversity Policy	
Foster the integration of new immigrants in Québec's job market	
Foster the career development of women to access management positions	

Employee salary bonus

As we did in 2020, METRO marked another unusual year by giving employees a recognition bonus. On three occasions, in December 2020, February 2021 and May 2021, our frontline employees received gift cards in an amount of \$300, \$150 or \$75, based on the number of hours worked during the reference period.

Diversity and inclusion

At METRO, we believe in an inclusive culture that values, respects and builds on our employees' differences and on a team that represents the broad diversity of the customers and communities we serve. Diversity within our teams constitutes an asset and an integral part of our corporate culture in our stores, pharmacies, distribution centres and administrative offices. We made it a [corporate policy](#) in 2015.

In 2021, METRO's new diversity and inclusion adviser helped further structure our initiatives and establish a new strategic plan to determine short- and medium-term actions to foster a more equitable, diverse and inclusive work environment.



Among the initial actions was the creation of a voluntary survey so employees could self-identify as members of minority groups. Through the approach, which will be completed in 2022, METRO will have the means to assess employee diversity. We are also pursuing our efforts to implement measures for greater diversity and inclusion at METRO and to measure our progress in the years to come.

For an inclusive work environment

The partnership created last year with [Ready, Willing & Able](#), whose mission is to increase the labour force participation of people with an intellectual disability or autism spectrum disorder, continues to be beneficial for METRO, which recruited nine individuals referred by the organization. In September, seven of them were still pursuing their careers in our stores.

METRO also took part in the Employment Recovery Project led by Inclusion Canada and the Canadian Autism Spectrum Disorder Association. Through [Project Fast Track](#), we welcomed six candidates in stores and four trained workers were subsequently hired. Through [Project Relay](#), METRO hosted a conference on recruitment and training remotely and the challenges faced by businesses who choose inclusive hiring. The conference was presented to a diverse audience and extended the reach of METRO's initiatives to the companies and organizations in attendance.



Cécilia Delespesse, employee in the online orders fulfillment facility

Resource groups

In 2021, two new resource groups were created for and by METRO employees in Québec and Ontario: one for members of the Black community and the other for members of the LGBTQ+ community. Along with the Women's Inspiration Network (WIN), the groups provide a discussion forum for participants and help raise awareness within METRO.

Objective reached Project on track / Ongoing Project in its initial phase Objective not reached Objective withdrawn in 2019



Work environment focused on positive relationships

Women at METRO

The Women's Inspiration Network program aims to foster the career development of women within the organization and continues to be a valued resource for our managers and professionals. In the pandemic, the group's seventh year involved virtual activities to share ideas and network. In Québec, the committee invited a guest speaker, who shared her inspiring entrepreneurial path. A case study was also conducted with several dozen participants on the theme of diversity. In Ontario, WIN hosted mentoring sessions on topics including skills leadership, effective communication and networking.

At METRO, higher female employment is tied to access to higher positions. In the past year, of the 280 promotions for managers and professionals, half went to women. The same trend was observed for managerial and professional hires: women filled close to 45% of the positions (excluding rehires).

Employees
47% — 18,836 women
53% — 21,415 hommes

These data include employees in our administration and distribution centres in Québec and Ontario (food and pharmacy), Super C stores in Québec and pharmacies and corporate stores in Ontario.

Senior management
24% — 14 women
out of 58 positions

These data include employees with a title of Vice President or President.

Management
24% — 154 women
out of 651 positions

These data include managers in our administration and distribution centres and corporate stores in Ontario and Super C in Québec.

Board of Directors
31% — 4 women
out of 13 members

Gender balance target for the Board of Directors: 30%

Recognition for our colleagues

Three of our colleagues were the inaugural inductees in *Grocery Business* magazine's **Hall of Fame**: Christian Bourbonnière, outgoing President of Groupe Adonis; Carmen Fortino, Executive Vice President, Ontario Division Head and National Supply Chain; and Eric La Flèche, President and Chief Executive Officer. They were each honoured for their contributions to the food industry's growth.

A **Management Achievement Award** was presented to geneviève bich, Vice President, Human Resources. The award was presented as part of the Desautels Management Achievement Awards (DMAA), which honour inspirational leaders who have made significant contributions to the business world and the community at large.

Canadian Grocer magazine's **Generation Next Awards** to recognize outstanding leaders under 40 went to Natacha Roy, Director, National Procurement, Grocery at METRO, and Kyle Findlay, District Manager.

Fadi Abou-Ali, Produce Manager at Metro Danforth in Toronto, won the **U.S. United Fresh Retail Produce Manager Award** for his exceptional work. Of the hundreds of nominations submitted, he was selected among the 25 winners and is the only winner from Canada.

Several of our colleagues received a **Star Women in Grocery Award** to highlight women's expertise, innovation and leadership in the food sector.

- ▶ **Store-Level Stars**: Michelle Blair, Store Manager at Metro and Jennifer Newton, Store Manager at Food Basics
- ▶ **Rising Stars**: Stéphanie Marando, Merchandising Director, Grocery, at Super C
- ▶ **Senior-Level Stars**: Marie-France Gibson, Vice President, Corporate Brands

Talent development

Key objectives	Status
Hire 10% more new graduates compared to 2014 by late 2016	🎯
Offer student internships	🎯
Review and implement the orientation program	🎯
Create a leadership development program	🎯
Support internal mobility Target: award 80% of promotions to internal candidates	❌
Review the performance assessment process and tool	🎯

🎯 Objective reached ⚙️ Project on track / Ongoing 🔌 Project in its initial phase ❌ Objective not reached

The pandemic exacerbated workforce challenges in the retail industry, and our teams stepped up their efforts to attract and retain colleagues across METRO. While all sectors are experiencing the effects of the situation, they were particularly felt in our distribution centres, stores and pharmacies.

Developing the best team

In 2021, we relaunched the mentorship program, which was paused in 2020. We received a record number of applications, and many senior leaders volunteered to serve as mentors. A total of 43 mentor-mentoree pairs were created in Québec and 24 in Ontario. Professional co-development groups were assembled to foster the development of employees enrolled in the program who could not be paired with a mentor. The small groups meet about six times a year to discuss the issues they face, reflect together and share their different perspectives on various topics and expand their networks.

Internal staff movement

In 2021, 56% of positions were filled internally and 31% were promotions. The figures are similar to those observed in recent years and are largely explained by the high number of vacant positions within METRO. In addition, major initiatives such as the modernization of our distribution networks in Québec and Ontario and the deployment of e-commerce require specialized skills for which METRO must hire externally.



Talent development

Recruitment for our networks

In 2021, in response to the intensely competitive market, METRO relied on innovation to meet its recruitment objectives and attract and retain new employees.

A major recruitment campaign was set in motion in 2021, and we capitalized on new communication channels to reach as many potential candidates as possible where they are. For example, a bus outfitted in METRO's colours was designed to provide transportation to our online orders fulfillment facility employees from three meeting points, while displaying METRO's interest in recruiting new candidates. The bus is also used to conduct interviews, in compliance with current health regulations.



We took part in 20 virtual and in-person recruitment events, six of which were specifically to fill positions in our distribution centres and our online orders fulfillment facility.

Again this year, we hosted recruitment open houses in Québec (by appointment, in compliance with health regulations). Hiring activities were also held over two days in our distribution centres, as well as one simultaneously in all our Metro and Super C stores.

To support grocery store managers and assist them at every step in the recruitment process, a dedicated team for store positions in Québec and Ontario was assembled in 2021. Among the tools available is the new [Careers](#) section of our website, which was redesigned to facilitate hiring, provide a simplified application process and group job offers from all our banners.

Students and recent graduates

In 2021, METRO took part in 10 virtual job fairs for students and recent graduates in a number of universities across Québec. We also renewed our participation in the Jeux du commerce and the Ontarian equivalent *JDC Central*, which enable students to solve academic cases and obtain a summer job offer in our administrative centres. During the summer, we welcomed nearly 100 students, who carried out paid internships in our administrative centres in Québec and Ontario.

Practical experience for students

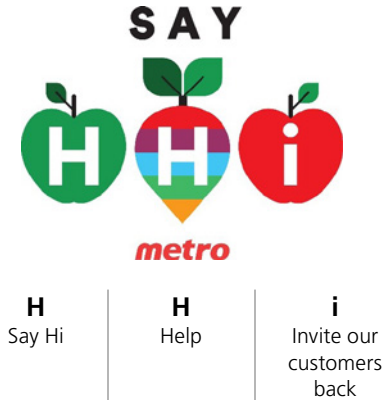
METRO joined forces with the Bensadoun School of Retail Management at McGill University to provide undergraduate students with some early hands-on business experience.

A real business case tackled by METRO was presented to the class, along with data and information to support the academic work. With their professor, students conducted market research and presented their results and recommendations to METRO. The project was an integral part of the curriculum, and participants were graded on their performance. The aim was to provide the students with a better understanding of the workplace they will one day evolve in.



Recognition program

Introduced in all Metro and Food Basics stores across Ontario in 2019, the Say HHi employee recognition program is a way for managers to highlight the contributions of their team members in one of the program's three aspects. In 2021, there was a 23% increase in the number of recognitions compared to 2020. Since the launch, over 100,000 recognitions were awarded to employees, helping to attach value to the work of our colleagues in stores every day.



Support for managers

In 2021, we launched a pilot transition program for new managers. The three-month pathway for newly promoted managers enables them to develop basic leadership skills and provides them with the tools they need in their new professional challenge. The project will be deployed on a broader scale in 2022.

Telework Policy

In June 2021, METRO launched its new [Telework Policy](#) to provide employees with more flexibility. Several tools were developed to help managers and employees in the transition to the hybrid mode.