



metro

Corporate Responsibility Report

2020 fiscal year

Corporate profile

METRO is a food and pharmacy leader in Québec and Ontario

Sales of
close to **\$18**
billion

Network of
1,601
stores

Nearly
90,000
colleagues

Founded in
1947

Food

metro **metro**
PLUS



953 food stores

	Supermarkets	Discount stores	Neighbourhood stores	Specialized stores
Québec	196 680	98 Super C	53 Marché Richelieu	22 Première Moisson
	10 Adonis		301 Marché Ami	
Ontario	130 273	138 Food Basics		1 Première Moisson
Total	340	236	354	23

Pharmacy

Jean Coutu



648 drugstores

	Québec	Ontario	New Brunswick	Total	
	537	9 PJC Jean Coutu PJC Santé PJC Santé Beauté	74 Brunet Brunet Plus Brunet Clinique Clini Plus	28 PJC Jean Coutu PJC Santé PJC Santé Beauté	648
Québec	377				
Ontario	160	9 PJC Jean Coutu PJC Santé	74 Metro Pharmacy Food Basics Pharmacy	28 PJC Jean Coutu PJC Santé PJC Santé Beauté	648

Table of contents

Messages	2
- President and Chief Executive Officer	
- Vice President, Public Affairs and Communications	
Corporate responsibility at METRO	3
2019 Highlights	4
Delighted customers	5
Respect for the environment	8
Strengthened communities	11
Empowered employees	14

About this report

This corporate responsibility report covers the 2020 fiscal year: the 52-week period ending on September 26, 2020. The significant events that occurred between the end of the fiscal year and late December 2020 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 represent our expectations. METRO does not intend to update any forward-looking statements contained herein.

For more information

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Cover: METRO has implemented a series of measures across all its banners to ensure the safety of its employees and customers during the COVID-19 pandemic.

10 years of collective efforts



A handwritten signature of Eric La Flèche's name.

Eric La Flèche
President and Chief Executive Officer



A handwritten signature of Marie-Claude Bacon's name.

Marie-Claude Bacon
Vice President, Public Affairs and Communications

Building on our experience to launch the next phase

The year 2020 will invariably be associated with the COVID-19 pandemic that disrupted our activities in our grocery stores and pharmacies and across our organization. From the very start of the pandemic, the health and safety of our employees and customers were of the highest importance. We also immediately lent our support to communities during this time of real need. As a result, these initiatives, which are among the priorities of our corporate responsibility (CR) plan, took on new dimensions this year.

Despite the extraordinary circumstances, I am pleased that we have kept our CR programs on track. There has been some slowdown, but this exceptional situation does not change our commitments in any way.

The year 2020 also marks a major milestone: the 10th anniversary of our CR approach. In the last decade, we have implemented solid initiatives, produced annual reports and gained knowledge and expertise. ESG (environmental, social and governance) issues are the focus of our CR approach.

The business context has changed since 2010, and the CR challenges have become more wide-ranging and complex, from diversity and inclusion with the Me Too and Black Lives Matter movements that give us food for thought to the global issue of climate change, which we intend to more fully take into account as we move forward. We also recognize investors' sustained interest in ESG factors.

A year of agility

As we began to finalize our next CR plan, many of our colleagues were dedicating much of their time to managing the pandemic. This situation forced us to postpone the work, since we could not have devoted the time required to complete the exercise with the same rigour that has constituted the cornerstone of our approach.

Postponing the release of the 2022–2026 plan by a year also provides us with new perspectives. The extra time allows us to take a step back, better grasp the impacts of the health crisis and adapt our roadmap accordingly.

In 2021, we will invest our efforts in the key programs that will continue in the coming years and in the development of our 2022–2026 plan. We will especially focus on establishing our priorities, objectives and targets and strengthening our reporting practices and tools.

*The sense of duty of our 90,000 colleagues has been admirable during this extraordinary period and their remarkable resilience exemplifies METRO's redefined purpose: **Nourish the health and well-being of our communities.** Reflecting our support for the wellness of communities and guiding our decisions with even greater clarity, our purpose goes beyond financial performance alone, which remains essential to fulfilling our mission over the long term.*

The next step in our approach will reflect the new realities. Indeed, 2020 was to be the final year of our 2016–2020 CR plan, but the current situation compels us to extend the plan by one year and delay the release of the 2022–2026 plan until January 2022.

For us, 2021 is the opportunity to pursue the programs that are in line with a longer-term vision, including packaging and printed materials, food waste and responsible procurement, and further develop our approach. We aim to ensure that our actions bring added value to METRO and to our stakeholders—clients, employees, suppliers, investors and community partners.

I am proud to present our 10th CR report and would like to thank my colleagues for their ongoing efforts. I know I can count on their cooperation to establish the 2022–2026 plan and pursue the effective integration of CR into our business model.

Our goal is to gain a clear understanding of what METRO can and must do to achieve its mission within a sustainable perspective.

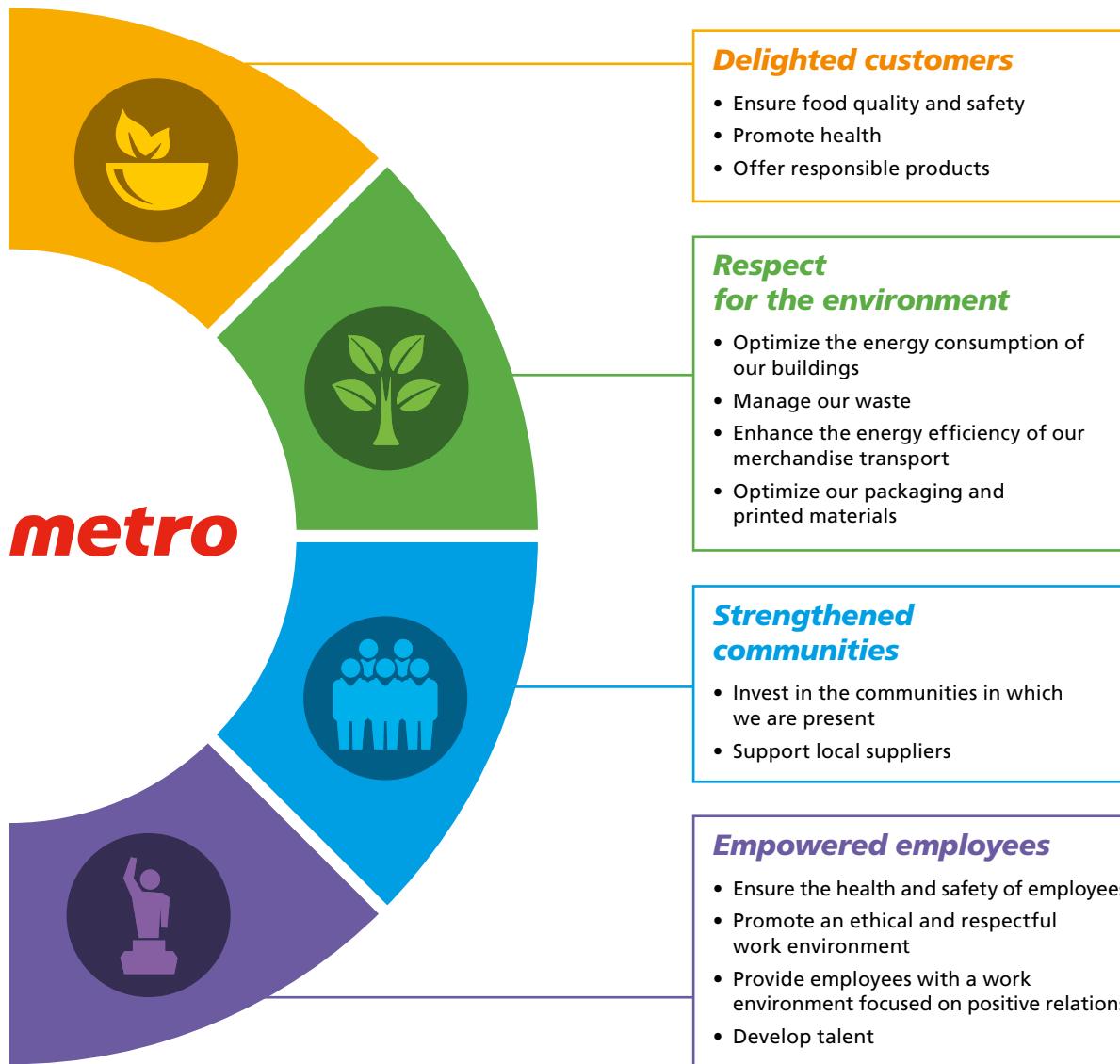
For the past decade, listening and dialogue with our stakeholders have been among the defining aspects of our CR approach. An organization like ours is always under close scrutiny that only grows as ESG knowledge evolves. We have always placed significant emphasis on understanding our stakeholders' expectations and will maintain this practice.

With the management team and all our colleagues, we will continue to invest in relevant and meaningful actions to responsibly assume our role as a food and pharmacy leader.

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

At METRO, corporate responsibility (CR) governance is part of the corporation's management structure and involves key individuals at each decision-making and implementation stage.

Board of Directors

The Corporate Governance Committee of the Board of Directors is responsible for the oversight of the Corporation's activities and disclosure with regards to CR, including ESG factors. The Board of Directors approves CR plans and reports.

Management Committee

Approves the CR strategy and ensures that the priorities are in line with METRO's business strategy

Vice President, Public Affairs and Communications

Defines the strategic CR directions and reports on progress to the management committee

Manager, Corporate Responsibility

Oversees the implementation of the CR plan: coordinates the work of in-house teams and external stakeholder relations

In-house teams

Report to their respective vice presidents, ensure the advancement of the projects as part of the four pillars based on the objectives and targets that were set

2020 Highlights

Quick adaptation of our teams and implementation of innovative measures, including the transfer of our recruitment activities to virtual.

In our Québec and Ontario banners, **increased visibility for local products and collaboration with regional suppliers** to support the local economy during the health crisis.

Launch of the **renewed version of our Life Smart brand**, which now unites all our healthier food items under a single line.

Progress in the implementation of our **Packaging and Printed Materials Management Policy**, including:

- **Just over 10% reduction in the total weight of paper used to print flyers** for our food and pharmacy banners as compared to 2018;
- **Launch of a training module aimed** at our private brand suppliers to help them meet our ecoresponsible packaging requirements.

Broad mobilization of our teams to maintain our activities at the start of the pandemic. Efforts included the implementation of measures to ensure the safety of our employees and customers and restock our grocery stores and pharmacies.

Introduction of the very **first line of Personnelle organic baby products** as the result of a collaboration between our food and pharmacy teams.

Reduction in the intensity of our greenhouse gas emissions of nearly 7% as compared to the previous year through our efficiency measures in the transport, waste management and building energy sectors and use of new refrigerants.

Meeting the need brought about by the pandemic

- **Nearly \$4.2 million was donated to our community partners** to help them address the increase in the need for food aid and other essential services.
- The **One More Bite** program recovered and redistributed 3,950 tonnes of food to the community—the equivalent of **some 8 million meals**.

Recognition for our team

The solid performance of METRO's team was recognized by the financial community, which named our president and CEO Canada's Outstanding CEO of the Year for 2020. The award highlights METRO's long-term success in a number of aspects, such as vision and leadership, business performance, competitiveness, innovative achievements and corporate responsibility.

*Retail is a team sport.
I lead a team, and this recognition is more of a team award than an individual one.*

– Eric La Flèche



Delighted customers



Respect for the environment



Strengthened communities



Empowered employees

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. In the current pandemic, this became all the more significant to our customers.

As we pursue the rigorous application of our control systems, we implemented a number of measures in our grocery stores, including the temporary closure of the bulk food counters, soup and olive bars and bread slicers.

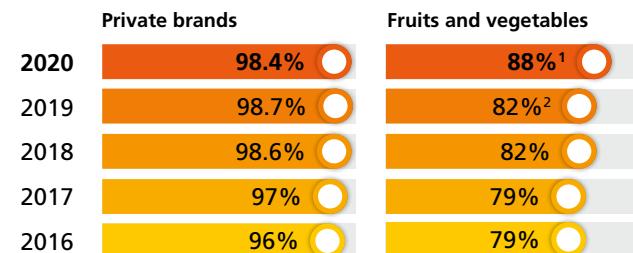
The rapid shift in consumer behaviours to at-home dining noted at the beginning of the pandemic led to an increase in the demand for many private label products. Some suppliers proposed alternative production facilities and contingency options in the event that the pandemic impacted their supply chains, which required additional validation by our teams.

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 – Level 3 certification - 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 (Global Food Safety Initiative)



1. Representing nearly 99% of purchases

2. 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
Total	411	337	377	403	417	429

Organic baby food line

In 2020, we launched our very first organic baby food line under the Personnelle brand. There are 15 new products in the line, which was jointly created by food and pharmacy teams.



In the past year, the number of private brand products aiming to encourage healthy eating habits rose by 3%.

This performance, which falls below our objective of 10%, is attributable to two key elements. First, we delayed the launch of a number of products to dedicate our operational capabilities to our priorities in the pandemic. Second, we had to adapt some of our products with healthier nutritional profiles in order to comply with new Health Canada regulations relative to the products' nutritional facts tables and ingredients lists, and doing so temporarily reduced the number of Irresistibles Life Smart products. We are confident that we will experience more growth in the future owing to the significant potential of our new Life Smart program.

Objective reached

Project on track | Ongoing

Project in its initial phase



Health promotion

Renewal of the Life Smart brand

In February 2020, we launched the new Life Smart brand to have all our healthier products under the same umbrella.

The food items that are currently available under our other health brands will be progressively changed over to the new Life Smart brand, which will include organic products, items with improved nutritional profiles (reduced fat, fat free, reduced salt, salt free, no added sugar, high in fibre, high in iron, high in vitamins) and plant-based and gluten-free choices.

Our study findings reveal that Canadians still want to eat better but find it challenging to identify healthy products on grocery shelves. In their search for organic, more natural and less processed products with short and simple ingredients list, consumers also want to save time at the grocery store.

As we continue to develop our approach to health, we redesigned our program to better support our customers and expand our offer. We therefore chose to unify our healthy products under a single brand that is easily recognizable and appreciated by our customers: Life Smart.



Improvements to our Irresistibles and Selection brands

In addition to developing product lines that are fully dedicated to healthy eating, we also want to enhance the profiles of our Irresistibles and Selection private brands:

- ▶ Nearly all Irresistibles products (96%) and close to 13% of Selection items contain no artificial colours or flavours. This is the case for 100% of our Life Smart products.
- ▶ In addition to the some 130 Life Smart products with an improved nutritional profile, over 1,000 Irresistibles and Selection brand products also have a nutritional attribute, which represent 40% of all private brand products.

Supporting our customers' healthy lifestyles

METRO's food and pharmacy banners continued to support customers in their healthy lifestyle choices. The reach of our many communication platforms enables us to effectively communicate with customers and provide them with information, promotions and advice.

Food stores in Québec



In addition to pursuing our Meatless Monday initiative, we increased the visibility of our Fresh to Go vegetarian meals by rolling out new in-store signage and by featuring this line of products on all our platforms and in the media.



Even in confinement, Metro helped Quebecers maintain their healthy eating habits. Material developed with nutritionist Linda Montpetit was widely distributed, and we encouraged families to stay active in collaboration with the Grand défi Pierre Lavoie.

Food stores in Ontario



In addition to offering and promoting healthy products on a weekly basis, Metro publishes Wellness, a digital publication that provides information and guidance to help customers meet their specific health needs.



In Ontario, the Nature's Signature boutiques truly embody Metro's approach to health and wellness. Located in nine of our stores, they enable us to support our growing customer base interested in a healthier lifestyle.

Drugstores in Québec and New Brunswick



In addition to providing information on a range of health topics throughout the year, the pharmacist owners affiliated to Jean Coutu also help customers navigate seasonal health issues such as food allergies, which were the focus of a back-to-school campaign.



Launched in January 2020, the Ma Santé sans tabous podcasts hosted by pharmacist owners affiliated to Brunet take a simple approach to address health issues, including tobacco cessation, sexual dysfunction, women's health, pain management, cannabis 101, shingles, ADHD and celiac disease. Produced in French, the podcasts are available [here](#).

Pharmacies in Ontario



In 2020, we provided even more customers with health and nutrition support through our HealthBites program. In addition to developing new educational material on the chronic conditions covered by the program, our pharmacists made nearly 80% more personalized nutrition-based recommendations this past year.

We also launched Nutrition Essentials for the Pharmacist, a new training program accredited by the Canadian Council on Continuing Education in Pharmacy to expand our pharmacists' knowledge of nutrition and enable them to provide patients with diet and lifestyle advice.



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

Implementation in the food domain

Over the last year, we continued to implement the Responsible Procurement Framework and created a position dedicated to sustainable procurement management so that we may pursue the improvement of our practices and support our teams.

Commitments and 2020 results

For meat, poultry, egg, milk and dairy product suppliers:

- Ensure that 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

To date, we have evaluated 45% of all our unprocessed meat and poultry suppliers.

We refined our assessment methodology to better identify the suppliers in contact with farm animals. They are classified in four separate categories: producers, slaughterhouses, processors and distributors.

- 92% of our producers, which represent nearly all of our purchases, were evaluated. All (100%) respect our commitment when a code is in effect (for 5% of the producers that were assessed, no code is available). In total, 82% of the producers evaluated by METRO meet our expectations with regard to the use of antibiotics.

- 79% of our suppliers whose main activity is slaughtering were assessed. Their products represent 86% of our purchases. It was determined that 100% apply at least the Canadian codes of practice and 53% meet our criteria for antibiotics use.

Eggs, milk and dairy products

Close to 50% of our egg and milk suppliers, which represent almost the entirety of our overall offer, were evaluated. Nearly 100% meet our expectations with regard to the codes of practice and the use of antibiotics.

Regarding dairy products, nearly 40% of our suppliers, which represent over 90% of our overall offer, were evaluated, and over 80% meet our expectations with regard to the codes of practice and use of antibiotics.

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

Under current Canadian regulations, this commitment targets only beef. At this time, the market conditions do not make it possible for METRO to offer hormone-free products. Still, our efforts are ongoing.

Develop a line of private brand organic chicken products

This objective was achieved in 2017. The Irresistibles Organics fresh chicken line includes six products that account for nearly 50% of all Irresistibles chicken 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.

Expand our offers of:

- certified fair-trade cacao, coffee, tea and herbal tea products
- organic products

Again this year, we made more fair-trade and organic products available to our customers. We also launched the Life Smart Organics chocolate bars, which are also fair-trade certified.

Keeping customers informed

For the past decade, METRO has had a firmly established sustainable fisheries and aquaculture program. Its rigorous implementation has led to the rollout of initiatives with added value for customers.

After launching the Freshness You Can Trace campaign in 2019, our teams introduced a new responsibly sourced product declaration in 2020. The private brand products that carry it meet all the requirements of our Sustainable Fisheries and Aquaculture Policy, which is driven by three core principles: natural resource preservation, responsible operating methods and traceability.

For a second year, METRO was recognized by Seachoice as a leader for the quality of its traceability program, which was expanded in 2020 to include sushi.

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

100% of our salmon and 97% of our shrimp are BAP-certified. The remaining 3% of our shrimp are certified organic.

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.



Selection Eco: reviewed and improved

The private brand product team reviewed the selection criteria and formulations of the Selection Eco cleaning products, which have been available in stores for over a decade, to meet the requirements of our increasingly demanding customers and account for recent developments in sustainability standards.

The cleaning products have a number of attributes. They are readily biodegradable and not tested on animals, and some have received EcoLogo certification. The recyclable or compostable paper products are made from recycled materials.



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, our teams give priority to the factors that most contribute to the environmental footprint of our activities.

Management of our carbon footprint

In 2019, we recorded a reduction in our greenhouse gas (GHG) emissions intensity of nearly 7% compared to the previous year. This improvement in our carbon footprint is attributable to our efficiency measures in transport, waste management, building energy consumption and the use of new refrigerants.

Carbon footprint

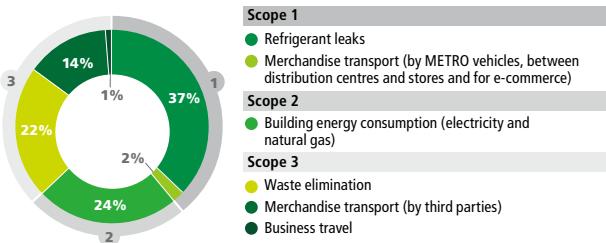
In 2020, METRO submitted its 13th carbon footprint to CDP. The data sent to CDP reflect the results of the previous year: data for 2019 were reported in 2020.

Corporate and franchised stores – Québec and Ontario

2019	Intensity: 22.29 kg CO ₂ eq./sq. ft.	
2018	Intensity: 23.88 kg CO ₂ eq./sq. ft.	
2017	Intensity: 25.63 kg CO ₂ eq./sq. ft.	
2016	Intensity: 25.31 kg CO ₂ eq./sq. ft.	
2015	Intensity: 25.85 kg CO ₂ eq./sq. ft.	

Methodology: Greenhouse Gas Protocol (GHG Protocol). METRO measured its emissions for scopes 1 and 2, which cover in-house activities. Waste elimination, third-party transportation and business travel are measured in scope 3.

Sources of our GHG emissions



Optimization of our buildings' energy consumption

Key objectives

Integrate efficient features and equipment into new buildings to improve their energy efficiency by at least 5% as compared to 2010 constructions



Select, audit and recommission 10 existing sites to improve their efficiency by 5 to 10% as compared to their initial performances



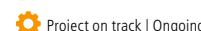
Enhance outdated mechanical systems as part of major renovation projects when applicable



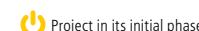
Première Moisson: replace equipment at the end of its life cycle with less energy-intensive options



Objective reached



Project on track | Ongoing



Project in its initial phase

In 2016, we began a review of our practices and equipment to determine the measures to implement in order to optimize the energy consumption of our stores.

We integrated new construction standards for our supermarkets, including LED lighting and CO₂ refrigeration systems. These measures alone lead to a 25% reduction in our average energy consumption as compared to 2010.

After five years, we have attained our objective to recommission 50 sites. Though the constraints dictated by the pandemic limited some of our interventions, we were able to pursue our efforts through means including remote access to test equipment. The optimization of current systems generated average in-store energy savings of nearly 10% as compared to their original performances.

METRO also made investments to modernize its outdated systems when undertaking major store renovations. These enhancements are the opportunity to reduce our environmental impact by introducing new measures, including the use of CO₂ refrigerants with a global warming potential that is virtually nil as compared to synthetic HFC refrigerants.



Improvements to Metro Plus Beaumont in Town of Mount Royal

With the new refrigerated display cases, CO₂ now accounts for some 75% of the refrigerants used to preserve food.

A washer fluid station has been installed to help reduce the number of single-use plastic containers.





Waste management

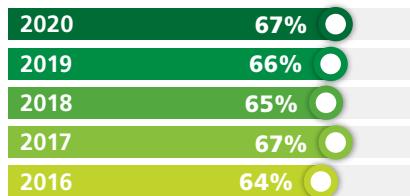
Key objectives	Status
Set out a specific waste management plan for every corporate and franchised store	
Aim for zero waste to landfill as established by the U.S. Zero Waste Business Council (90% waste diversion rate) for the corporate and franchised stores in Québec and Ontario enrolled in recovery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

Objective reached

Project on track | Ongoing

Project in its initial phase

Diversion rate



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

With a slightly higher diversion rate, that reached 67% in 2020, the waste management performance of our stores is not evolving as quickly as planned.

A more in-depth analysis of the recovery systems begun last year enabled us to more precisely identify the reasons why some stores face more challenges than others in moving toward zero waste. The obstacles include physical constraints such as building configuration, the availability of equipment at our sites and the recovery services offer.

In the coming year, we will continue to work in close collaboration with our in-store teams to determine the levers that will help the sites that are tackling technical challenges to improve their performances and reach their full potential.

Food waste reduction

In January 2019, METRO announced its goal to reduce the food waste generated by its activities by 50% by 2025 as compared to 2016. This measure helps curb food insecurity and reduce the environmental impacts generated by the landfilling of organic waste.

We take a three-pronged approach against food waste:

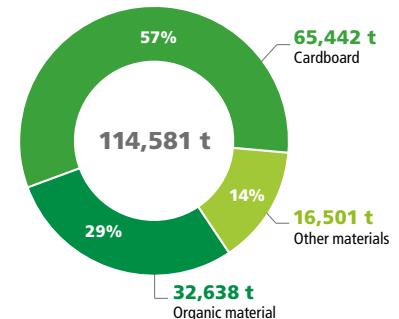
1. **Reduce at the source** by implementing measures aiming to ensure products are sold and consumed by customers rather than thrown out or donated.
 - In September 2020, the [FoodHero](#) mobile app was introduced in Metro supermarkets in Québec. The initiative provides customers with discounts of 30 to 50% on fresh products nearing their expiry date.
2. **Donate unsold items**, mainly through our major One More Bite program (see Strengthened Communities section for further details on the program).
3. **Cover food residues** and give them a second life by shipping them to processors for animal feed or industrial uses and producing compost and biogas (methanization).

2020 at a glance

Waste recovered (tonnes)

Corporate and franchised stores – Québec and Ontario

Organic material (unsold food and food residues)	32,638
Cardboard (for recycling)	65,442
Mixed paper (for recycling)	77
Plastic film (for recycling)	1,019
Mixed materials (plastic, paper, metal, waxed cardboard and cardboard for recycling)	15,405
Total	114,581



Energy efficiency of transport

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

Improving our practices

The progress made to reduce the environmental footprint related to the transport of goods by METRO is strongly supported by the ongoing improvements to our practices, specifically the number of truck trips and kilometres travelled, as well as the volume of merchandise per trip.

We continued to increase the number of road train trips in 2020 in an effort to reduce the number of trips required to transport goods.

We also expanded our delivery timeframes. The measure enabled us to add more clients to each trip, providing a supplementary means to reduce the number of trips, as well as decrease the number of departures during peak traffic hours, reducing our fuel consumption.

In addition to the optimization of our practices, equipment choices constitute an efficient way to improve energy efficiency in transport. Over the last year, we renewed all our tractors (nearly 45 vehicles in total) in Québec and purchased 50 new hybrid reefer trailers, which helped improve our fuel consumption.



Optimization of our packaging and printed materials

Key objective	Status
Launch and deploy the <u>Packaging and Printed Materials Management Policy</u>	

Implementation of the policy

The pandemic slowed the rollout of the plan to implement our Packaging and Printed Materials Management Policy launched in May 2019. The application of the health measures and supply disruptions led to changes in our practices, as well as delays in carrying out some in-store initiatives and delivering packaging options.

Despite the challenges we encountered in the past months, our teams made progress on many fronts, as evidenced in the status of commitment implementation. We will get back in step with the plan as soon as the situation permits.

Private brands

In October 2020, we released an interactive training module and a practical guide aimed at our private brand suppliers. Accessible to all suppliers, these tools provide helpful tips and resources to design more sustainable packaging that meets our requirements.



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

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

Our performance remained relatively stable, considering the fact that a number of initiatives were paused during the pandemic so as not to affect the supply chain. We also noted that consumers have begun to adopt new behaviours by preferring larger formats and products packaged in glass jars (heavier packaging material). This had the effect of slightly increasing the average weight of our packaging.

Packaging in stores

Commitments and 2020 accomplishments

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

During the pandemic, we were able to limit the use of single-use plastic shopping bags and continue to comply with health requirements by allowing customers to use their own reusable bags and inviting them to bag their purchased items themselves to avoid handling.

As soon as the situation permits, we will resume our activities to raise awareness by encouraging customers to choose reusable bags and providing them with a wider range of environmentally responsible alternatives.

- ▶ Reduce overpackaging and single-use plastics in our food stores' fresh sections.

In 2020, we have not been able to make all the packaging substitutions that were planned, and we were forced to stop certain practices (e.g., bulk product offerings). Even so, we took a number of actions to improve our performance, including:

- Recyclability of packaging in Ontario:
 - Replaced 100% of black polystyrene trays by white trays, exceeding the 20% objective;
 - Eliminated black PET containers in the deli, cut fruit and prepared foods counters;
 - Introduced an in-store plastic film and single-use plastic bag recovery program.
- Increasing the recycled content of polystyrene trays from 25% to 50% in Metro and Super C stores in Québec and attaining the objective to achieve 50% recycled content.
- Introducing reusable produce bags in stores across Québec and Ontario.
- Reducing the use of plastic in our in-store bistro through initiatives such as removing all single-use plastic straws.

Promotional material

Commitments and 2020 accomplishments

- ▶ Reduce by 10% the total weight of the paper used in the flyers of our food and pharmacy banners by 2022 as compared to 2018.

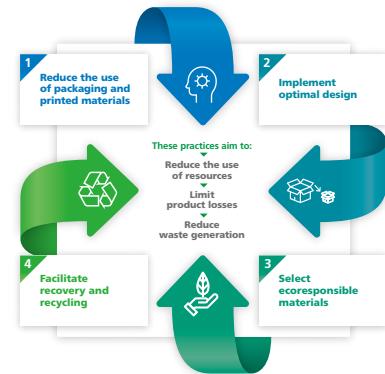
By the end of fiscal year 2020, we had already reduced the weight of the paper used to print flyers for our Metro, Marché-Richelieu, Super C, Food Basics, Adonis, Jean Coutu and Brunet banners by just over 10%.

To attain our objective, we are focused on reducing the number of pages in the flyer, its width and the number of copies distributed.

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

When the materials are available, we choose those that contain recycled content. A large portion of our fibre-based promotional signage is printed on mediums made from recycled content (e.g., leaflets, recipe cards, flyers and cards for food and checkout counters).

We also implemented additional measures to reduce the overall environmental footprint of our promotional material: removal of non-recyclable elements from our promotional signage, reducing the amount of packaging when shipping materials in store and raising awareness among merchants to recycle the materials when they are no longer in use.



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 years	GREEN
Foster food security through the implementation of a food recovery program in Québec and Ontario	ORANGE
Promote healthy eating habits through the Green Apple program	GREEN

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

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

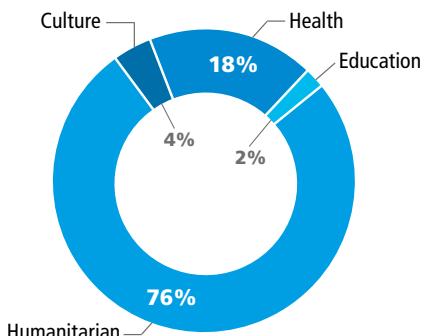
There is no doubt that 2020 was an extraordinary year. Indeed, the urgent needs brought about by the COVID-19 pandemic largely explain the 66% increase in our corporation's financial contributions as compared to 2019.

Financial contributions

Corporation: \$6.8M

► Green Apple program: close to \$1M

► Other sectors: \$5.8M



Employees: \$2.1M

► In Québec, METRO took part in Centraide's annual campaign again this year.

► In Ontario, the METRO Full Plate employee donation program supported four organizations: Ontario Association of Food Banks, Second Harvest, Breakfast Clubs of Canada and United Way.

Customers and suppliers: \$2.7M

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

Food donations: \$42.2M

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

Support for Lebanon

Following the tragic explosion that rocked Beirut on August 4, METRO donated \$50,000 to the Canadian Red Cross in order to contribute to local efforts to meet urgent needs as well as support rescue and recovery operations.

A fundraising campaign was set in motion in Metro, Super C, Food Basics, Première Moisson and Adonis stores in Québec and Ontario, as well as in Jean Coutu and Brunet drugstores. Customers contributed \$757,185 to help those most in need, bringing the Corporation's total donation to the Lebanon Humanitarian Needs Appeal of the Canadian Red Cross to \$807,185.

Food security

The rollout of the One More Bite food recovery program continued in our Metro, Super C, Food Basics and Adonis stores. In Québec, the Marché Richelieu banner also joined the program with the launch of an in-store pilot project.

Though the pandemic hampered our partner organizations' capacities to add participating stores, 3,950 tonnes of food were recovered and donated—the

equivalent of nearly 8 million meals and an increase of 8% as compared to 2019.

Introduced in 2014, One More Bite is METRO's leading initiative in the fight against food waste. Under the program, our partners—Food Banks of Québec and Second Harvest and Feed Ontario in Ontario—receive unsold quality products from our participating stores in both provinces.

onemorebite

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 kg²	+ 7.9 million

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

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



Investments in communities

Quick response to urgent needs in the pandemic

From the very start of the pandemic, METRO and its customers donated nearly \$4.2 million to support Quebecers and Ontarians. Sensitive to the public's concerns about COVID-19 and its impacts on our daily lives, METRO quickly responded to the call from its long-standing community partners to act immediately and address the increased need for food aid and other essential services, including support for seniors and mental health services.

Support for our long-standing partners



Two short weeks following the declaration of the COVID-19 health emergency, METRO announced that it was making a \$1M donation to support community relief efforts: \$500,000 to Food Banks of Québec and Feed Ontario and \$500,000 to the Centraide/United Way emergency fund.

Shortly after, given the unprecedented needs, METRO reiterated its commitment and announced that it would be making additional contributions to its partners to distribute essential help to regional organizations, whose frontline teams provide assistance to those living in precarious conditions in this difficult period.



In Québec, another \$1M donation was made to Food Banks Québec and the Centraide Emergency Fund. METRO also called upon the members of its metro&moi customer program to convert their points into donations, which the Corporation committed to match. The campaign helped raise over \$500,000.

The Jean Coutu Group also lent a helping hand to its long-time partner, United Way New Brunswick, by pledging \$50,000 to support relief efforts in communities across the province.

Première Moisson: deep roots in the community

Since 2012, Première Moisson has worked in collaboration with La Tablée des Chefs to recover unsold products from its stores and redistribute them in the community. In 2020, nearly 110 tonnes were donated, providing some 70 community organizations with close to 350,000 portions of food.

In addition to its in-kind donations, Première Moisson held two in-store fundraising activities this year.

► In what has become a holiday tradition, Première Moisson donates \$20 to an organization for each Signature log sold. In December 2019, sales of the Crispy Chocolate-Orange log raised just over \$30,000 for Le Chaînon Foundation, which provides women in difficulty with adapted support and safe accommodation.



► As part of the collective efforts to support communities during the pandemic, Première Moisson donated \$1 for each Easter chocolate sold to the Centraide Emergency Fund. The initiative helped raise over \$15,000 for the organization.

Support for local suppliers

The geographic scope of our local purchasing program reached full maturity in 2020, as Québec rolled out its initiatives in the two regions that remained to be covered: Capitale-Nationale and Montréal. In Ontario, the program has been in effect in all regions since last year.

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

Support for the economy

The keen interest in local purchasing took on a new dimension in the current period of economic fragility brought about by the pandemic. Despite the challenges this unique situation has given rise to, the teams in our Québec and Ontario banners took the measures necessary to support regional suppliers and provide our customers with the local products they seek.

In this more constraining context, we demonstrated innovation and encouraged producers to contribute to our local purchasing program by relying on our ongoing relationships with our suppliers and collaborations with our partners, including the MAPAQ (Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec) and Aliments du Québec, as well as OMAFRA (Ontario Ministry of Agriculture, Food and Rural Affairs).





Support for local suppliers

A unique showcase for regional products

In Québec, more visibility was given to local products during the pandemic. To encourage customers to support the local economy, ongoing promotional efforts were featured in our various communication platforms: our stores, printed and online flyers and social networks.



Local fruits and vegetables were front and centre in our weekly flyers from April to September.



In-store labels helps customers quickly identify local products.



From April 25 to May 20, 2020, local products were featured in a major television and digital advertising campaign.

In Ontario, we feature monthly advertising campaigns in the regions in which the program is implemented to support our local suppliers and dedicate space in our stores to regional products.

We were a partner in the Royal Agricultural Winter Fair to promote local producers for a second year. Our initiatives for the 2019 edition, which was held in November, were widely recognized:

- ▶ Winner of the Award of Distinction in both the *Best New Initiative* and *Events & Festivals* categories at the 2020 Sponsorship Marketing Awards;
- ▶ Award of Merit in the *Media Relations* category at the 2020 International Association of Business Communicators Toronto OVATION Awards;
- ▶ Gold award in the *Best Use of Media Relations* category, Bronze award in the *Brand Marketing* category and shortlist for the *Best Creative Campaign* at the 2020 Canadian Public Relations Society National Awards of Excellence Gala.

These awards and honours acknowledge our solid communications campaign to promote local producers and their products, as well as our partnership with the Royal Agricultural Winter Fair. Our efforts generated so much visibility that Metro's booth was the most visited of the event.



A springboard for local suppliers

At METRO, we constantly seek innovative suppliers whose original products or production methods set them apart. We aim to continue to build long-term relationships with entrepreneurs who will grow along with us and help local businesses take off. In 2020, many suppliers in Québec and Ontario joined our ranks.

Suppliers in Québec

▶ La Fabrique à pizza

In June 2020, Metro introduced La Fabrique à pizza, a range of frozen pizzas that is exclusive to our grocery stores. Made in Québec, La Fabrique thin crust pizzas come in five varieties.

▶ Barista

Montréal-based Barista microtorréfacteur is committed to the community and works to continuously improve its environmental practices. Sold exclusively at Metro, Barista coffees are certified organic and fair trade.

▶ Mami Vegan Sauce

Mami Vegan makes its sauces in Shawinigan, in the Mauricie region. They are available in a range of options, and their textures are much like those of traditional sauces. The first two Mami Vegan sauces were exclusively launched at Metro in summer 2020.

Suppliers in Ontario

▶ Nerpy's

Richmond Hill-based Nerpy's joined our program in early 2019 in two stores. Today, Nerpy's hot sauces and seasonings are available in over 40 Metro stores across the Greater Toronto Area.

▶ Halenda's Meat

Halenda's Meat is a well-established Ontario butcher shop. For the past two years, we have showcased its products at the Royal Winter Fair and in our stores, making Halenda a true partner in our local program.

▶ Abokichi

Using vegan, gluten-free, preservative-free and non-GMO ingredients, Abokichi makes versatile and convenient miso products. First introduced in our stores in 2018, the products are now available in 45 Metro locations across Ontario.

Québec

Year	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

* Fresh and grocery products

Ontario

Year	Regions	Stores	Suppliers	Products*
2014				
2015				
2016				
2017	2	67	41	148
2018	5	136	99	463
2019	7	130	129	794
2020	7	130	150	814

* Fresh and grocery products

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.

Resilience of our teams

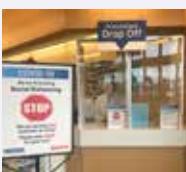
Empowered employees: no other pillar name in our corporate responsibility plan could so aptly represent METRO's key driver in 2020.

At the start of the pandemic, our grocery stores and drugstores became hubs for their communities, and the vast mobilization that followed took many shapes. Preventive measures were quickly deployed to ensure the safety of our employees and customers, and ongoing efforts were dedicated to restocking the shelves of our grocery stores and drugstores when our customers were compelled to stockpile. To continue to support the Corporation, employees in our administrative centres began working from home.

To keep our customers and employees safe during the pandemic, METRO implemented a series of measures. Further details are available in the special COVID-19 [section](#) of our website.



Cleaning our grocery stores and pharmacies on a regular basis to meet the strictest hygiene standards is a priority.



The installation of Plexiglas® barriers and management of customer traffic are among the measures that were implemented.



METRO is proactive in protecting the health and safety of its employees and providing them with the support they need.

Follow-up and transparency

Since the start of the pandemic, when we are informed of a COVID-19 case in one of our food stores or distribution centres, we advise public health authorities and fully comply with their instructions to ensure the safety of our employees and customers. In the interest of transparency, we continue to update our online COVID-19 [tracker](#).

Thank you to our employees!

Moms of Metro

Metro employees worked tirelessly, even on Mother's Day. To brighten up the day for Metro employees in Ontario, we invited their family members to send them special messages, which they received through in-store intercom systems and social media. In Québec, teleworking moms had their selfies posted on LinkedIn, among other activities.



Distribution centres

Since the onset of the pandemic, the distribution centre employees at the heart of METRO's operational chain have worked tirelessly to supply our stores. To show their appreciation, grocery and pharmacy employees produced personalized thank-you videos specifically for them.

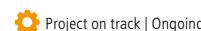


Occupational health and safety (OHS)

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

Our performance

Year	Injury frequency rate	Injury severity rate	Lost days
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 2020, most of our key performance metrics remained stable or improved while some deteriorated marginally compared to the two previous years' very positive results. We are confident that METRO's planned prevention initiatives will continue to bear fruit and contribute to the improvement of our performance.

METRO is committed to continuing its efforts to maintain and improve our health and safety culture and rigorously monitoring compliance with safe work methods and procedures for all our employees.

New initiatives in 2020

Active employee participation, collaboration with our union partners and the commitment by managers to identify risks continue to be key to our preventive actions.

In 2020, our employees were at the heart of the measures put in place during the pandemic. In response to the COVID-19 situation and for the safety of our employees and customers, relevant prevention information, instructions and training were developed and implemented, including safe work practices, personal protective equipment, proper hygiene measures and specific audits for distribution centres.

Our teams have also been engaged in major business projects, such as the review of the design of new distribution centres to provide safe conditions and prevent the risk of accidents.



Ethical and respectful work environment

In order 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.

Support for employees and families

This past spring, because of the pandemic, the scope of the Employee and Family Assistance Program was extended to all employees, regardless of their group insurance coverage. METRO will maintain the extended program permanently, increasing the number of employees covered from 12,500 to 52,000.

Key objectives	Status
Review and launch the conflicts of interest and professional ethics policy (<i>Code of Conduct of METRO's Employees</i>)	
Review and launch the communications and public intervention policy	
Review and update the Employee and Family Assistance Program (EFAP)	

Work environment focused on positive relationships

Retail is a stimulating and highly competitive sector that faces significant staff retention issues. We therefore aim to create work environments that recognize and value the talent and aspirations of our employees.

Key objectives	Status
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 <u>diversity</u> 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

From March 8 to June 13, 2020, on account of the exceptional context brought about by the pandemic, METRO paid a \$2/hour wage premium to food store and distribution centre employees. The measure was implemented in recognition of their outstanding work during this unprecedented period. As an additional mark of appreciation, our full-time employees also received an amount of \$200 and our part-time employees an amount of \$100 at the end of June. Thanks to their efforts, METRO was able to continue to meet the needs of its customers.

Objective reached Project on track | Ongoing
 Project in its initial phase

Objective withdrawn in 2019

Work relations

We have developed good relationships with all our employees and the unions that represent them and work continuously to maintain and improve them. We foster productive exchanges as part of the labour relations committees in our unionized establishments and ensure we communicate to our employees and the unions that represent them our businesses plans, as well as the projects and changes that may affect them, in due course.

A labour dispute involving the unionized employees of the Varennes distribution centre occurred from September 23 to November 12, 2020, at which time the employees ratified their new five-year collective agreement at 78%, thus ending the labour dispute. All together and along with the union, we are determined to relaunch our working relationship on new footing.

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. We implemented a corporate policy in 2015 as well a series of programs to this effect.

We support diversity and inclusion in society and understand that further thought is necessary. We recently initiated a dialogue within the Corporation to recognize, learn about and become allies of this cause and remain committed to setting out a path for the future, including the ways in which we interact publicly and with our employees.

With that in mind, we created the position of diversity and inclusion adviser to support our approach through the implementation of measures that will help make METRO an even more inclusive workplace that stands out for its capacity to bring together a diverse group of employees focused on fulfilling our corporate mission.

For an inclusive work environment

METRO entered into a partnership with Ready, Willing & Able, an organization that was founded to increase the labour force participation of people with an intellectual disability or autism spectrum disorder.

Women in the workplace at METRO

The Women's Inspiration Network (WIN) program aims to foster the career development of women within the organization and continues to be highly valued by female managers and professionals. Now in its sixth year, WIN was extended to our Varennes offices to provide an increasing number of women with access to activities focused on the exchange of ideas and networking. At the launch of the program's latest edition in 2019, some 135 women came together for a discussion panel and conversation on current business issues.



Just as for Alyssa, Juliana and Wendy

metro.ca

At METRO, higher female employment is tied to access to higher positions. Of the over 450 management and professional positions filled by external applicants, nearly half of this year's new hires are women.

Employees

47% — **19,359 women**
53% — **22,087 men**

These data include employees in administrative and distribution centres in Québec and Ontario (food and drugstores), as well as in Super C stores in Québec, pharmacies and corporate stores in Ontario.

Senior management

23% — **13 women**
out of 57 positions

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

Management

25% — **172 women**
out of 688 positions

These data include managers working in our administrative centres, 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%



Talent development

It is a known fact that the retail industry regularly faces workforce issues, and these were only exacerbated by the pandemic. At the start of the health crisis, as our grocery and pharmacy activities were deemed essential services, we invested every effort to have the staff required to maintain our operations and provide the level of service our customers are accustomed to.

Faced with new challenges, our talent management team quickly reshaped its processes and adjusted its priorities. Doing so involved a reconsideration of our work methods since it was impossible to rely on our usual recruitment strategies.

Key objectives	Status
Hire 10% more new graduates as 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

Opportunities for student employees

In summer 2020, we welcomed 109 student employees in our administrative centres. Despite the challenges of integrating new collaborators working remotely during the pandemic, especially for such short-term positions, we adapted our processes to be able to welcome them as they took up their positions.

While many organizations cancelled their internships, we made the decision to maintain ours in an effort to meet our needs and support students in the completion of their education programs.

Internal staff movement

In 2020, 54% of positions were filled internally, and 48% were promotions. This performance is explained by the fact that, in the past year, we hired a number of technical positions on our major corporate projects, including the construction of the automated distribution centre in Toronto. We resourced this specialized staff externally, since it was not available within our corporation.

In an effort to increase in-house movement, METRO will launch career development training in 2021 to provide employees with visibility with respect to internal opportunities and raise their awareness of ways to prepare and take charge of their careers.

Adaptation and innovation

In the pandemic, filling entry-level positions in stores and distribution centres is even more difficult than normal.

In response, we increased the number of recruiters significantly and developed material to provide our job offers with more visibility. We also revised our hiring processes for in-store positions, opted for virtual interviews for all candidates and shortened the length of our recruitment process.

These efforts enabled us to recruit over 1,500 individuals in our network of stores in just three months.



In 2020, we hosted provincial recruitment days and open houses at our distribution centres. In the pandemic, these events were moved online.

The fall 2020 job fairs were also transferred online. To date, we have taken part in five virtual fairs and continue to assess the various options at our disposal to attract new applicants and create a presence.

Honours for our colleagues

► The Ontario Produce Marketing Association presented its **Lifetime Achievement Award** to Linda Cavasin, Senior Director of Produce and Floral Merchandising, in honour of her remarkable work, which had a significant impact on Ontario's produce industry.

► At a gala hosted by Canadian Grocer, Krystel De Conninck-Lord, Director of Merchandising, Grocery, Metro, earned a **Generation Next Award**, which is presented to top leaders under 40.

► Kevin MacLeod, Produce Clerk at Metro Cumberland in Orleans, Ontario, was recognized for his exceptional work in the produce field and received the **U.S. Produce Manager Award**. He was the only Canadian of the 25 award winners selected among hundreds of nominations submitted.

► Several of our colleagues received a **Star Women in Grocery Award** in recognition of the expertise, innovation and leadership of women in the food sector.

- Store-Level Stars: Katherine McDonald, Store Manager, Food Basics Midland, Ontario
- Rising Stars: Philippa MacLeod, Director, Merchandising Planning and Analytics Customer Intelligence, Metro Ontario
- Senior-Level Stars: Marie-Claude Bacon, Vice President, Public Affairs and Communication, METRO and Christina Bédard, Vice President, eCommerce and Digital Strategy, METRO