

**groupe  
touchette**

2024

# ESG Annual Report

## Table of Contents

Message From Our Owners .....	4
Our ESG Journey .....	5
End of Life and Waste Reduction .....	13
Green Transition.....	19
People & Communities.....	24
Steering, Culture & Performance .....	30
Conclusion.....	36

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# Message From Our Owners

## Message From Our Owners

At Groupe Touchette, we have always taken pride in our role within the communities we serve and the partnerships we've built. Over the years, our commitment to excellence in both products and services has remained steadfast. As we look to the future, we recognize the need to adapt and evolve in ways that align with the changing expectations of our customers, employees, and stakeholders. This journey has led us to the integration of Environmental, Social, and Governance (ESG) principles into our operations.

Our decision to embrace ESG was not made overnight. It has been a deliberate and reflective process, shaped by listening to those around us and considering the impact of our actions on both people and the planet. We took time to understand how we can continue to deliver value while also contributing positively to the world around us. This has meant rethinking not just how we operate but also how we can be a force for good in everything we do.

We are still at the beginning of our ESG journey, and we acknowledge that there is much to learn and improve. As we move forward, the precision of our metrics, the depth of our data collection, and the robustness of our reporting will continue to evolve and improve. This journey requires patience, collaboration, and a commitment to transparency, and we are determined to meet these expectations. We have the utmost confidence in our people, our most important asset, to deliver on our promise.

This first report marks an important milestone in that journey. It is a comprehensive look at the steps we are taking and the commitments we are making to ensure that our company remains sustainable, responsible, and responsive to the evolving landscape.

We are excited to share this with you and look forward to the journey that will follow.

Warm regards,



A handwritten signature in black ink, appearing to read 'Nicolas Touchette'.

Nicolas Touchette  
*Chief Executive Officer*



A handwritten signature in black ink, appearing to read 'Frédéric Bouthillier'.

Frédéric Bouthillier  
*Chief Operating Office*

## Our ESG Journey

In today's business landscape, Environmental, Social, and Governance (ESG) factors have become more than just buzzwords—they are essential to a company's long-term success. Customers, investors, and employees are increasingly demanding that businesses operate responsibly and sustainably. From managing supply chain risks to addressing environmental impacts, ESG is becoming a key driver of both competitiveness and resilience.

The tire and parts distribution sector faces unique challenges, including regulatory pressures, environmental concerns, and the need for innovation in products and processes. However, these challenges also present significant business opportunities for those willing to adapt. Integrating ESG into our business model not only helps us manage risks, attract and retain top talent, and maintain strong relationships with our stakeholders, but it also positions us to capitalize on the growing demand for sustainability in our industry. By embracing innovation and sustainability, we can transform challenges into opportunities, ensuring that we remain agile and prepared for future developments while driving positive change for the industry.

### How We Approach ESG

Our journey is grounded in a structured methodology that ensures we move from understanding our current state to fully integrating ESG into our operations. We have broken it into four structured phases:



In the first phase, Groupe Touchette engaged a diverse group of internal and external stakeholders to conduct a materiality assessment of ESG issues across our value chain. Following this, we benchmarked our ESG practices through a maturity analysis, helping us assess our current position relative to industry's best practices. This phase provided valuable insights into our ESG maturity and established a foundation for improvement.

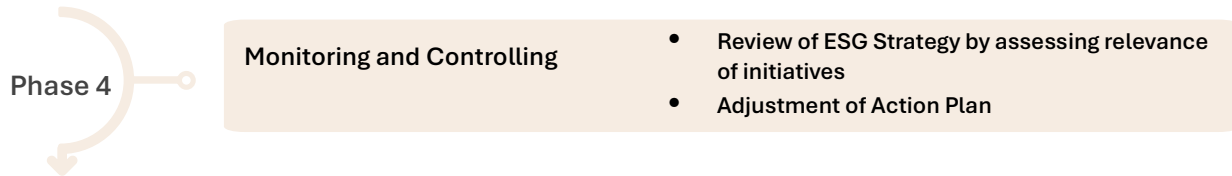


In the second phase, Groupe Touchette held a strategic workshop to define our ESG Must-Win Battles and develop a comprehensive action plan. This collaborative effort led to the establishment of clear priorities and initiatives to drive our ESG objectives forward. Additionally, we implemented governance mechanisms to ensure accountability and effective monitoring, setting the stage for consistent progress and alignment with our ESG goals.



In the third phase, Groupe Touchette focused on implementing our ESG strategy by developing a detailed ESG roadmap and planning and prioritizing key initiatives. This phase outlined specific actions within each ESG Must-Win Battle to ensure progress. With a structured approach to execution, we have begun

rolling out initiatives across the organization, actively advancing our commitment to sustainable practices.



Finally, a fourth phase that will be recurrent will help Groupe Touchette to maintain the relevance of its efforts towards ESG, by reassessing the strategy and the initiatives previously identified. We aim to perform this exercise once a year and implement continuous improvement within ESG's strategic pillar.

## Our ESG Strategy

We have already begun implementing several initiatives, which will be detailed in the following sections. Through consultations with various stakeholders, both internal and external to our organization, Groupe Touchette has identified key areas for improvement and innovation. Our focus rests on the five materiality items below, deemed critical to both our business and our stakeholders. By actively engaging with them, we ensured that our initiatives align with their needs and expectations, thereby enhancing our overall impact and effectiveness.



The figure below outlines our sustainability vision, the four strategic must-win battles (MWB) we have established to guide our efforts. This figure illustrates how Groupe Touchette has elaborated its strategy by integrating the outcome of the materiality assessment and the stakeholder consultation. From this mapping, each must-win battle has been characterized by its specific goal which will lead the future initiatives that will take part in them.

Sustainability Vision			
End of Life and Waste Reduction	Green Transition	People and Communities	Steering, Culture and Performance
Supply Chain & Logistics Efficiency		Health, Safety & Well-Being	Data Integrity, Protection & Privacy
Stakeholders Experience			



Below is the specific goal each must-win battle leads toward sustainability. While we are still at the embryo stage, the next report should review these goals to make them more measurable. As of now, each must-win battle defines qualitatively how it will lead to sustainability.

## Sustainability Vision

Putting our employees and customers first to profitably grow our business, support local communities and positively contribute to a healthier planet

### End of Life and Waste Reduction

Contribute to the End-of-Life challenge found within the Tire Business by reducing waste in our operations and by enhancing the management of the Tire & Wheel end of life.

### Green Transition

Work on the Efficiency of our operations by reducing our footprint and by enhancing our connection within our systems.

### People and Communities

Enhance the wellness and the relationship with our employees and partners through different initiatives.

### Steering, Culture and Performance

Enhance the governance by improving risk management, strengthening corporate culture and ensuring performance throughout the organization

As a results-driven organization, we established a robust ESG governance structure to ensure accountability and drive progress across our identified must-win battles. The ESG Committee, comprising of four leads responsible for each must-win battle and a senior management sponsor, meet monthly to align on strategy and monitor advancements. Additionally, each lead is supported by a dedicated team to maintain focus and momentum on their specific plans. Our governance structure, detailed below, is central to overseeing these key ESG initiatives.

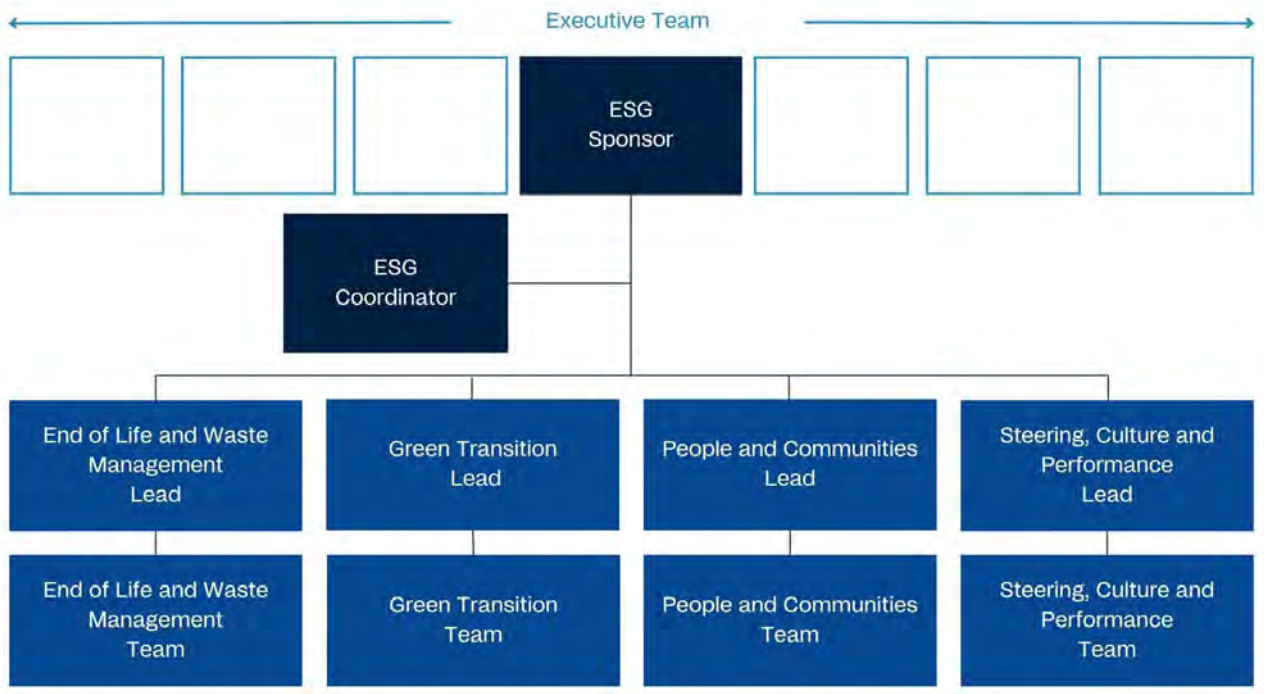
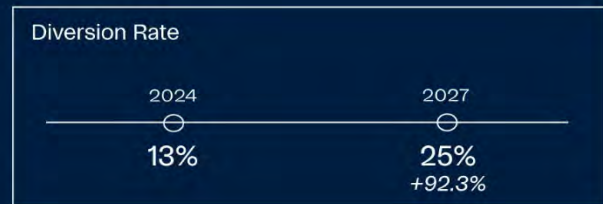
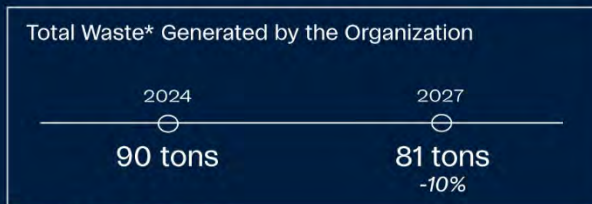


Figure 1. Groupe Touchette's ESG Governance Structure.

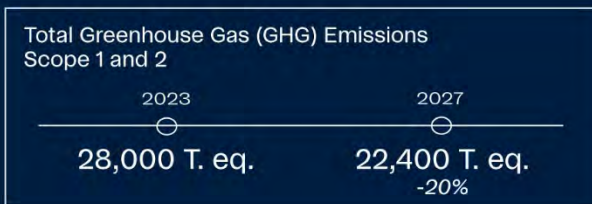
## High-Level Performance Summary

### 1 End of Life and Waste Management



\*6-month period sample.

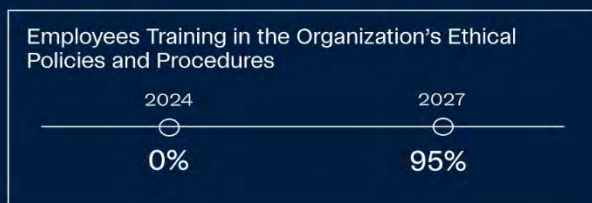
### 2 Green Transition



### 3 People and Communities



### 4 Steering, Culture and Performance



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# End of Life and Waste Reduction

## End of Life and Waste Reduction

### Our Ambitions

At Groupe Touchette, the commitment to sustainability is not just a business imperative but a moral duty. One of the core Must-Win Battle of our Environmental, Social, and Governance (ESG) strategy is **End of Life and Waste Reduction**, a battle we must win to ensure our long-term success and contribute positively to the environment.

Regarding this must-win battle, we strive to lead in sustainable practices within the tire industry. Our ambitions focus on continually improving waste reduction, expanding recycling initiatives, and promoting a circular economy. We are committed to driving innovation, collaborating with key partners, and raising awareness for more sustainable practices in all areas of our operations. Through these efforts, we aim to contribute positively to environmental stewardship and long-term sustainability. We see distribution as the cornerstone of the tire industry, linking manufacturers and customers through a seamless and efficient supply chain.

## THE TIRE JOURNEY

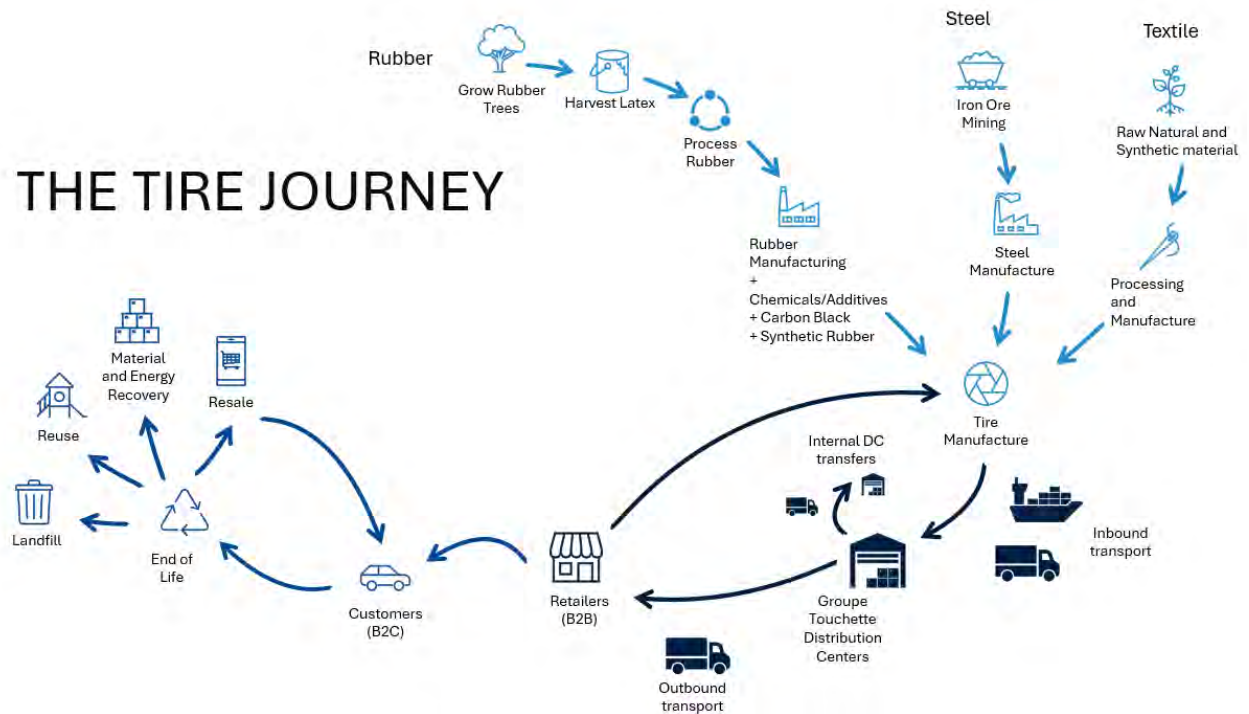


Figure 2. Representation of Groupe Touchette’s place in Dark Blue showing a strong relationship with our suppliers, customers, and partners in order to align with industry demands.

### Why End of Life and Waste Reduction Matters to Groupe Touchette

As a leading player in the tire and wheel industry, Groupe Touchette recognizes its responsibility to minimize the environmental impact of its products, from their creation to their eventual disposal. The automotive sector has long been associated with environmental challenges, particularly in the form of waste generated at the end of product life cycles. Luckily, in Canada, the diversion rate for tires is impressively high, with nearly 100% of end-of-life tires being diverted from landfills<sup>1, 2</sup>. This success is

<sup>1</sup> Millette, S., & Kelleher, M. (2022). *Tires: A successful waste diversion story*. Waste & Recycling. <https://www.wasterecyclingmag.ca>

<sup>2</sup> Scrap Tire News. (2020). *CATRA Report showcases tire recycling in Canada*. Scrap Tire News. <https://www.scraptirenews.com>

the result of decades of effort by provincial programs and industry stakeholders, making Canada's tire recycling programs amongst some of the most effective in the world, hence, our motivation to make this Must-Win Battle one of our must-win battle to preserve that achievement.

For us, waste reduction isn't just about compliance with regulations—it's about improving operational efficiency and leading by example in the broader marketplace. Reducing the number of tires and wheels going to landfills aligns with global sustainability goals and directly supports a circular economy, where materials are kept in use for as long as possible. Moreover, reducing component waste in our warehouses and offices, integrating recycling programs, and promoting consumer awareness are essential for tackling the larger issue of raw resources management. By focusing on waste reduction at every stage of our supply chain, we reduce our environmental footprint and enhance our brand's value as a responsible and forward-thinking company.

## Our Approach to End of Life and Waste Reduction

At Groupe Touchette, we approach End of Life and Waste Reduction through multiple integrated strategies:

- 1. Sustainable Product Selection and Consumer Education:** We aim to reduce environmental impact by offering durable, eco-friendly products and encouraging customers to choose tires and wheels that prioritize longevity and recyclability.
- 2. Tire Recovery and Diversion:** We want to maintain Canada's high diversion rate and increase the number of tires sent to recycling facilities, where they are repurposed into new materials by implying ourselves in rethreading, thus promoting the circularity of tire products.

3. **Warehouse and Office Waste Reduction:** We want to reduce component waste in our facilities through better inventory management, waste audits, and reuse programs, but also integrate recycling programs across our facilities and offices throughout Canada.

## Achievements to Date

1. **Partnership with Manufacturers**

We have initiated a strategic partnership with a major tire manufacturer to explore future initiatives focused on circularity, enhancing our shared commitment to sustainability in the tire industry.

2. **Waste Management Reporting**

We have successfully established a foundational waste management report that outlines our current practices and performance. This report also sets the stage for future waste reduction targets, ensuring continuous improvement in our environmental efforts.

3. **End-of-Life Tire Sub-Committee**

Groupe Touchette is a member of an industry committee along with other organizations from the tire/rubber manufacturing and tire recycling sectors of Canada. Our goal is to support the deployment of campaigns aimed at building awareness across our vast customer base on End-of-Life Tire Management in Canada.



## Outlook for the Future

Looking ahead, we are focusing on key initiatives that will further strengthen our commitment to waste reduction:

1. **Waste Management Action Plan:** Through programs and collaborations, we aim to minimize waste in our supply chain and embed sustainability across all operations.
2. **Consumer Education:** In the coming years, we will launch programs to educate consumers on responsible tire disposal and sustainable product choices.
3. **Collaboration with Industry and Government:** We will continue working with government and industry partners to advocate for stronger waste reduction regulations and support industry-wide recycling initiatives.

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# Green Transition

## Green Transition

### Our Ambitions

As part of our commitment to sustainability, Groupe Touchette recognizes that the transition to greener operations is not just a goal, but a necessity. One of the core Must-Win Battle of our Environmental, Social, and Governance (ESG) strategy is the **Green Transition**, which focuses on reducing our greenhouse gas (GHG) footprint by optimizing fleet management and routes, and enhancing energy efficiency across all operations.

We are committed to driving a broad, sustainable transformation in all aspects of our operations. Our ambitions focus on continuously reducing our environmental impact, particularly in lowering carbon emissions, optimizing logistics, and enhancing energy efficiency. We aim to lead by example, foster innovation, and collaborate with key stakeholders to build a greener future for our industry. Through these efforts, we seek to contribute meaningfully to the fight against climate change while ensuring the long-term sustainability of our business.

### Why Green Transition Matters for Groupe Touchette

The transportation and logistics sectors are significant contributors to global GHG emissions, and as one of Canada's leading tire distributors, Groupe Touchette has a responsibility to address this challenge head-on. Reducing our environmental impact is not just about meeting regulatory requirements; it's about securing a sustainable future for our business and the communities we serve.

The increasing global focus on climate change, rising energy costs, and the need for efficient resource use makes the green transition an essential part of our long-term strategy. Reducing emissions, optimizing fleet operations, and cutting down on energy consumption align with global sustainability goals, contributing to a healthier planet while also improving our operational efficiency and cost-effectiveness.

The importance of transitioning to greener practices is not just external but internal as well. A sustainable, low-carbon approach is key to attracting top talent, enhancing our brand reputation, and maintaining a competitive edge in a marketplace where environmental performance is increasingly a deciding factor for customers and stakeholders.

## Our Approach to Green Transition

At Groupe Touchette, our approach to the Green Transition focuses on several key areas:

1. **Reducing GHG Footprint:** We are actively working to lower our carbon emissions through a combination of operational changes, energy optimization, and sustainable practices. By tracking and reporting our GHG emissions, we aim to better understand our environmental impact and identify opportunities for further reduction.
2. **Fleet and Route Optimization:** Transportation is a major source of emissions for our business. We want to optimize our fleet through route planning technologies that minimize fuel consumption, invest in more fuel-efficient vehicles, exploring alternative energy sources such as electric vehicles, and reducing empty truck mileage.
3. **Energy Consumption Optimization:** We are committed to reducing energy consumption across our offices, warehouses, and distribution centers. By upgrading our facilities with energy-efficient lighting, heating, and cooling systems, optimizing our warehouse network and

strategically managing inventory to ensure the right products are in the right place, not only are we reducing our operational footprint and contributing to more sustainable resource use, but we are also able to better serve our customers.

## Achievements to Date

### 1. Fleet Standardization and Electric Truck Trials

We are in the work of standardizing our fleet and we initiated trials for electric trucks at our Montreal location. This is a critical step toward transitioning our fleet to more sustainable energy sources and reducing our transportation emissions.



### 2. GHG Emissions Reporting

We have successfully produced our first comprehensive report on greenhouse gas (GHG) emissions, covering Scope 1 and Scope 2 emissions for FY2023 and FY2024. This report establishes a baseline for future reductions and highlights our commitment to transparency in our environmental impact.

## Outlook for the Future

Looking ahead, we have identified several key initiatives that will support our continued green transition:

1. **Fleet Electrification:** As EV technology advances and becomes more accessible, we plan to integrate Electrical Vehicles into our operations, reducing both emissions and fuel costs.
2. **Collaborating with Industry Partners:** Our future efforts will include increased collaboration with industry partners, suppliers, and customers to promote greener practices throughout our value chain. By working together, we can drive larger-scale sustainability improvements and innovations.
3. **Routing Optimization Software:** We aim to invest and enhance our routing optimization tools, enabling us to further reduce fuel consumption, minimize delivery times, and lower overall carbon emissions by improving route efficiency across our fleet.

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People &  
Communities

## People & Communities

### Our Ambitions

At Groupe Touchette, we firmly believe that our greatest asset is our people, and by extension, the communities we serve. As part of our Environmental, Social, and Governance (ESG) strategy, **People and Communities** stand as one of our most critical Must-Win Battle. This commitment centers on embedding Diversity, Equity, and Inclusion (DEI) into our corporate culture, ensuring a safe and welcoming workplace, and actively engaging with our local communities.

### Why People and Communities Matter to Groupe Touchette

Our people are the foundation of our organization's success. By fostering a corporate culture that values inclusivity, safety, and community support, we are not only enhancing employee well-being and engagement but also building a stronger, more resilient business. Diversity in the workplace brings new perspectives, creativity, and innovation, while an equitable and inclusive environment allows every individual to reach their full potential.

In today's world, social expectations for organizations to contribute positively to society are higher than ever, where 52% of people expect businesses to drive positive social change<sup>3</sup>. Groupe Touchette recognizes the importance of creating lasting positive impacts not only within the company but in the communities we operate. By embedding DEI into our corporate framework and prioritizing community

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<sup>3</sup> Edelman. (2022). *2022 Edelman Trust Barometer*. Edelman. Retrieved from <https://www.edelman.com/trust/2022-trust-barometer>



engagement, we are not only aligning with global social trends but also driving sustainable, long-term growth.

A focus on people and communities also allows us to attract and retain top talent, strengthen employee satisfaction, and ensure that we are contributing to social well-being, which is increasingly important for customers, partners, and investors.

## Our Approach to This People & Communities

Our approach to this ESG Must-Win Battle is threefold:

### 1. **Diversity, Equity, and Inclusion (DEI)**

We are committed to fostering an inclusive workplace where every employee feels valued, respected, and supported. Our DEI initiatives are focused on removing barriers to opportunity, ensuring that diverse voices are heard, and promoting fairness and equality in all aspects of our business. This includes training programs, recruitment efforts that prioritize diversity, and policies designed to create an equitable environment for all.

### 2. **Workplace Health and Safety**

We prioritize the health and well-being of our employees by creating a safe, healthy, and supportive work environment. This includes ongoing health and safety training, mental health support programs, and initiatives that foster overall well-being. Our goal is to cultivate a workplace where employees feel physically safe, emotionally supported, and empowered to thrive both personally and professionally.

### 3. **Community Engagement**

We are committed to giving back to the communities where we live and work. This includes developing a community engagement program that allows our employees to volunteer, partner

with local organizations, and support causes that are meaningful to both our business and the communities we serve. By investing in community development and social initiatives, we are helping to build stronger, more vibrant communities.

## Achievements to Date

### 1. **Launch of Women’s Network (EmpowerHER)**

In May 2024 during our Innovation Summit, we officially launched the EmpowerHER network to support women in the workplace, organizing various well-being activities through the network to



foster empowerment and connection. We also put in place listening sessions to open the discussion, listen to concerns and challenges, to help identify the best initiatives to put in place in order to ensure a safe workplace and support the growth of women’s workforce at Groupe Touchette. Up to this date, it’s 16 women who enlist the help of others within the organization, to organize diverse activities throughout the year to promote collaboration, mentorship, and personal development, creating a supportive and inclusive environment that champions the success of women at Groupe Touchette.

### 2. **Community Initiatives Census**

We created a comprehensive census of all existing community initiatives within Groupe Touchette. This serves as the foundation for building our global community engagement program to strengthen our impact and reach in the communities we serve.



*Figure 3. Youth Impact's Santa Bag Drive, in Moncton, NB.*

### 3. Diversity Census

We conducted a brief census to celebrate and honor the remarkable diversity within Groupe Touchette. The main objectives were to recognize and appreciate the richness of our workforce, knowing that diversity brings invaluable perspectives to our company. Creativity, innovation and open-minded approach are reinforcing an inclusive work environment where every voice is heard and valued. This census, where 476 employees responded, highlighted an outstanding 79 nationalities and 62 spoken languages, existing and working together at Groupe Touchette.

## Outlook for the Future

Our future efforts will be focused on several key initiatives to further People and Communities:

### 1. Expanding DEI Initiatives

We will continue to expand our DEI efforts through enhanced recruitment practices, mentorship programs, and partnerships with external organizations that promote diversity and inclusion. We also intend to train all our managers and leaders by the end of 2025 on Unconscious bias to address the hidden attitudes or stereotypes that can affect decision-making, behavior, and

interactions in the workplace. The main purpose would be to increase awareness, and help our leaders be the champions of diversity and promote equity and inclusion to support employee's engagement and retention.

## 2. **Strengthening Workplace Safety Programs**

We are committed to ongoing improvements in workplace safety, including enhanced mental health support programs and further integration of safety measures that promote both physical and emotional well-being. Our main goal is to simplify our employees' health journey through deep and collaborative partnerships and introducing new services tailored to the unique needs of each of one of our employees across Canada

## 3. **Community Engagement and Volunteerism**

We plan to launch a formal community engagement program that will encourage employees to volunteer and participate in local initiatives. By collaborating with local organizations and non-profits, we aim to create opportunities that highlight our collective efforts, celebrate achievements, and integrate volunteerism into our culture. This initiative is designed to enhance team spirit, instill a sense of pride, and strengthen the bond between employees and the organization.

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# Steering, Culture & Performance

## Steering, Culture & Performance

### Our Ambitions

This will be achieved by setting up ESG KPIs and ensuring that we meet or exceed these targets through continuous improvement and accountability and meeting the Global Reporting Initiative (GRI) ESG Framework Standard.

At Groupe Touchette, the **Steering, Culture & Performance** is integral to our Environmental, Social, and Governance (ESG) strategy. We understand that strong governance and ethical business practices are the foundation of long-term success, and as such, we are committed to embedding these principles into the very core of our organization. This Must-Win Battle focuses on:

- Steering the organization towards success with a solid governance structure, effective risk assessment and management as well as adherence to recognized sustainability framework(s);
- Implementing a Culture where ESG is an integral part, corporate values and ethical guidelines are known and followed by all, data integrity and accuracy is prioritized;
- Ensuring excellence and Performance by tracking ESG targets achievement as well as overall corporate performance.

With the intention to create a corporate culture deeply rooted in ethical principles, ensuring that all employees are empowered to act with integrity, our goal is to be recognized as a leader in Governance, in the Tire Distribution industry, fully adhering and complying to the GRI Sustainability Framework within the next 2 years.

## Why Steering, Culture & Performance Matters to Groupe Touchette

In today's business landscape, customers, employees, partners, investors, and regulators are expecting greater responsibility regarding governance and performance. As a leading player in the tire and distribution industry, Groupe Touchette recognizes that excellence in governance and culture is essential not only for maintaining trust, but also for achieving our ESG goals while meeting the expectations of our stakeholders in driving sustainable business performance.

## Our Approach to Steering, Culture & Performance

Our approach to this Must-Win Battle is multifaceted, encompassing several key areas:

### 1. **Robust Governance**

By enhancing our governance structure, aligning with global best practices and recognized sustainability standards, ensuring that decision-making processes are inclusive, accountable, and ethical and that our ESG priorities are fully integrated into our corporate strategy.

### 2. **Strategic Risk Management**

Comprehensive risk strategy is critical to our ability to navigate a rapidly changing business environment. This proactive approach ensures that we are prepared for both immediate and long-term challenges, enabling us to make informed decisions that support the sustainability and resilience of our business.

### 3. **Ethical Business Practices**

We are committed to embedding ethics into every aspect of our operations. This involves creating a strong organizational culture that prioritizes ethical behavior, ensuring that all employees are trained by end of Fiscal Year 2027 and supported in upholding these values. Our Code of Conducts, as much for our employees than our suppliers, including sustainable

sourcing standards, will serve as a foundation, setting clear expectations for how we conduct business and interact with stakeholders.

#### 4. **Effective and Responsible Data Management**

We prioritize responsible data management by implementing rigorous data protection measures, complying or exceeding regulations. We recognize that accurate and timely data is key to making the best business decisions.

### Achievements to Date

Last year, Groupe Touchette has made significant strides in driving governance, ethics, and performance across the organization:

1. **Redefining Corporate Values:** As part of our rebranding, we solidified Groupe Touchette's core values to guide ethical decision-making and reinforce our organizational culture. We also updated our employee Code of Conduct.
2. **Establishment of Core KPIs:** Key performance indicators were developed for each ESG Must-Win Battle to measure progress and ensure accountability.
3. **Selection of Sustainability Framework:** We selected the Global Reporting Initiative (GRI) as our future standard since it aligns with our ESG goals to provide a structured approach for achieving long-term sustainability objectives.
4. **Creation of the Data Committee:** A dedicated committee was formed to oversee data integrity and strengthen responsible data management practices across the organization.
5. **Cybersecurity Enhancements:** Groupe Touchette has worked on several initiatives in order to enhance our company's security, such as the full deployment of Multi-Factor Authentication and



Microsoft Defender on all endpoints. We are also planning for the next year to enlarge our cybersecurity team, perform penetration tests, and run a project of Disaster Recovery to ensure our data and system protection.

6. **Whistleblower Program (EthicsPoint):** We launched an anonymous whistleblower mechanism, allowing stakeholders to report ethical concerns confidentially, ensuring integrity and transparency.

## Outlook for the Future

Looking ahead, Groupe Touchette is focused on several key initiatives within the **Steering, Culture & Performance** Must-Win Battle:

1. **Strong Governance:**

We will continue refining our governance by integrating more ESG considerations and broaden all of our organizational KPIs to better track our sustainability and business efforts, providing greater transparency and driving continuous improvement.

We will implement the GRI (Global Reporting Initiative) sustainability framework.

2. **Strategic Risk Management:**

We will continue the implementation of our Comprehensive Risk Management Strategy across all departments of the organization, and ensure that ESG-related issues are included in this initiative.

3. **Ethical Business Practices:**

We will launch our supplier Code of Conduct and Responsible Sourcing Standards and make sure it is communicated to all strategic suppliers.

We will implement a periodic review and attestation to ensure all employees are aware and abiding by our employee Code of Conduct and our Values.

4. **Effective and Responsible Data Management:**

To address data privacy and security, we'll invest in new technologies to improve data protection and compliance.

5. **Document Management Policies and Principles:** We will enhance our document management systems by implementing standardized policies and principles that promote secure and efficient responsible handling of information, ensuring compliance with regulatory requirements and improving accessibility for all stakeholders.

6. **Human Rights Strategy:** We will continue to safeguard human rights through a comprehensive approach that includes policy development, regular risk assessments, and robust supplier due diligence. We prioritize training, grievance mechanisms, and stakeholder engagement to ensure respect for human rights across our operations, with progress monitored and reported annually as part of our ESG initiatives.

# | Conclusion

## Conclusion

At Groupe Touchette, our ESG journey represents a pivotal step in aligning our operations with the values and expectations of our customers, employees, and stakeholders. We want to extend our deepest gratitude to all those who have contributed to this ongoing transformation. Their dedication, passion, and expertise have been instrumental in helping us take the first steps toward embedding Environmental, Social, and Governance principles into our organization.

As we reflect on the beginning of this journey, we are both humbled and inspired. Humbled, because we recognize that there is still much to learn and improve as we navigate the complexities of sustainability and responsible business practices. Inspired, because of the immense potential we see to make a meaningful difference—not just within our company, but in our industry and the communities we serve. This first ESG report marks a significant milestone, but it is only the starting point. We are committed to refining our ambitions, enhancing the precision of our metrics, and deepening the integrity of our data collection processes. Over time, the depth of our insights and the transparency of our reporting will continue to evolve, enabling us to measure our impact more effectively and align with globally recognized best practices.

Our strategic vision and defined commitments provide us with a strong foundation for the road ahead. However, it is the ingenuity, collaboration, and resilience of our people that give us confidence in our ability to achieve our goals. By fostering a culture of innovation, accountability, and purpose, we are equipping ourselves to meet the challenges of today while building a brighter, more sustainable future.

We also want to acknowledge and thank our stakeholders—our customers, employees, partners, and community members—who have been integral to this journey. Your trust, feedback, and collaboration motivate us to do better every day and remind us of the shared responsibility we hold to create a positive impact.

Looking ahead, we remain steadfast in our commitment to continuous improvement. Whether through refining our processes, innovating our operations, or strengthening our partnerships, we are dedicated to making progress in meaningful and measurable ways. Together, we are shaping a resilient and responsible organization that delivers value and contributes to a sustainable future for generations to come.

Thank you for being a part of this journey with us. We are excited about the opportunities and look forward to continuing this work with you as we adapt, evolve, and strive to be a force for good in everything we do.