



WE HELP PEOPLE TRANSFORM HOUSES INTO HOMES

2024: LIVING OUR PURPOSE



MESSAGE FROM OUR CEO



Kent Bowie, President and CEO

In its third year of publication, Metrie's Purpose Report is being released amidst many uncertainties in 2025, including tariffs, labor shortages and industry consolidation. There are also climate, geopolitical, and global supply chain risks. Against this backdrop, leaders must make sound decisions that generate profit while minimizing impact on the planet and our communities. We believe that running a sustainable business adds value to all stakeholders.

Sustainability and ESG (Environment, Social, and Governance) are under tremendous scrutiny. While corporate responsibility has existed for decades, the pendulum has never swung so far or so fast. The politicization of sustainability, increased scrutiny of companies, and mounting regulatory pressures have created a turbulent environment.

While some companies have stayed the course, others—some quite prominent—have begun to backtrack or de-invest in their environmental and social commitments, fueling more questions about the value of choosing a sustainable path. As a leader of Metrie, I believe it's essential to use our purpose and values as a lens for decision-making, especially when pressure comes from both directions.

As a building products company with a clear purpose— We Help People Transform Houses into Homes—we are driven to be part of the solution. Real issues like housing affordability and availability are being felt by our employees and the communities we serve. We continue to believe we play a role in addressing these challenges and we remain committed to building a strong business focused on more than just corporate profits. In short, we are committed to doing the right thing, even when it is hard.

In 2024, we continued integrating sustainability principles into our strategic and operational decision-making. We completed our second consecutive Greenhouse Gas Inventory, preparing the business to make commitments and set carbon reduction goals. We also participated in the Carbon Disclosure Project for the first time, which sends a clear signal to our customers and suppliers that we support collective action. In the name of energy conservation, two of our largest manufacturing plants continue to explore energy and cost-saving opportunities that are good for business and the environment.

What I'm most proud of in 2024 is that for the sixth consecutive year, Metrie's employee engagement increased. We achieved our goal of becoming a top-quartile engagement company globally! Our core business has grown from the 35th percentile to the 76th percentile in Gallup's Q12 engagement survey—in just a third of the time it takes most companies. And, as we fully integrate our California business into the Metrie culture, we'll keep doing the work needed to be a great place to work. We believe that building trust internally leads to stronger relationships with our external partners and helps us realize our vision of being the most trusted company in the millwork industry.

We remain committed to investing in the communities where we live and work. In 2024, through our Community Impact Program, we proudly donated \$155,000 to local charities—bringing our total contributions close to \$1 million since the program's inception.

Our purpose is rooted in our deeply held values, and these have not changed. They shape everything we do to serve every stakeholder: employees, shareholders, customers, and the communities we impact. At Metrie, everyday excellence is more than a daily pursuit—it's a fundamental commitment. While profitability matters, we measure success by our integrity, innovation, and the lasting impact we create. Making and distributing millwork products is what we do. How we do it is what makes all the difference.

Our purpose embraces the individuality that is unique to each of us. Diversity, inclusion, and belonging are more than just principles; they are essential to our culture. We empower our colleagues to explore and define what they need to truly thrive. When we asked what our purpose meant to people at Metrie, common themes emerged—community, family, and a sense of home. We are dedicated to nurturing these values, both individually and collectively, ensuring they remain at the heart of everything we do.

As a privately held organization, we are not required to release a purpose or sustainability report. We choose to do so because it makes sense for our business, strengthens our brand for future recruitment and retention, and because it's the right thing to do. Sustainability is at the heart of our long-standing mantra: Do the right thing, and you will never be sorry, passed down from the Sauder family decades ago. If you're curious where our shareholders and directors stand on sustainability, check out their personal messages on page [22](#) and [23](#).

In 2026, Metrie will celebrate its centennial. We're laying the foundation now to strengthen our position as an industry leader, delivering exceptional customer experience, innovative products and solutions, and continuing to lead as a responsible employer in the millwork space.

On behalf of the Management Team, the Sauder family of shareholders, and our Board of Directors, I invite you to join us on this journey. We need your involvement to keep growing and thriving for the next hundred years and beyond.

Thanks,



Kent Bowie

2024 SUSTAINABILITY HIGHLIGHTS



TOP-TIER ENGAGEMENT

76th

percentile in our core business among
Gallup's Q12 Grand Mean.

GIVING BACK

\$155,000

donated through our Community
Impact Program.

ENERGY EFFICIENCY

4%

reduction in energy consumption achieved at two
of our largest manufacturing plants.

WOMEN IN MANAGEMENT

26%

of management roles in our core
business are held by women.

OUR ENVIRONMENTAL IMPACT

6%

reduction in company-wide emissions intensity,
along with a decrease of 170 tons of CO₂e in
scope 1 and 2 greenhouse gas emission.

STEPPING UP TRANSPARENCY

1st

time participation
in the Carbon
Disclosure Project.

SUSTAINABLE MATERIALS

30%

of MDF used in our
Western plants was
formaldehyde-free,
up from 20% in 2023.

PEOPLE & COMMUNITIES



OVERVIEW

FOSTERING AN EMPOWERING AND NURTURING CULTURE

Ask any Metrie employee what makes this a special place to work—and we do, regularly, through our engagement and training programs—and you’ll hear two common themes: “It’s the excellence of the people” and “Metrie has a feeling of community.” This sentiment has remained constant for decades, deeply rooted in the values of the family that has owned and led Metrie since 1926.

We actively build on this strong foundation, fostering a culture where every team member feels safe, engaged, valued, and empowered to grow and give back to our communities. This people-first approach allows us to deliver exceptional service, navigate challenges with resilience, and stay committed to everyday excellence in any circumstance.



How do Metrie's cultural pillars drive us to take responsibility for ESG?



(E) ENVIRONMENT

Conserving the natural world

(S) SOCIAL

Investing in people and relationships

(G) GOVERNANCE

Building trust through ethical and transparent business practices

How we show up each day is guided by three cultural pillars which shape how we run our business, build relationships, and drive success for our customers:

- **Ownership** – We take on challenges with an owner’s mindset, using our entrepreneurial spirit to win the day—for our customers, against our competitors, and alongside our teammates.
- **Learning** – We are humble enough to know we can improve as a learning organization. Every day presents an opportunity to enhance policies, processes, operations, customer experiences, and teamwork. Our commitment to learning ensures that tomorrow is even better than today.
- **One Team** – Above all, we succeed together. With 2,000 employees across North America, our strength comes from our shared values and collective effort. When you visit any of our branches, you’ll see it firsthand—we win as One Team.

SAFETY FIRST. NO COMPROMISES.

PROACTIVITY IS THE HEART OF OUR SAFETY CULTURE

At Metrie, safety is our number one priority—on the job and in every aspect of our employees’ health and well-being. We weave safety into our daily operations so it becomes second nature, a core part of who we are. Every team member plays a role in maintaining a safe workplace because safety is a shared responsibility. Our goal is simple: for every employee to go home to their families just as they arrived—safe and sound.

In 2024, our team remained committed to this goal through sustained, proactive safety efforts. We track this commitment through Metrie’s Total Safety Performance (TSP) metric—our key measure of safety engagement. Using this benchmark, our team increased proactive safety input by over 22% compared to the previous year. In total, employees submitted more than 41,000 proactive safety reports, covering hazard identification, mitigation efforts, self-audits, behavioral safety assessments, and ergonomic hazard inspections.

While safety engagement and proactive input grew significantly, our results were mixed. Our Recordable Incident Rate (RIR) rose from 1.75 to 2.58 year over year. At the same time, we reinforced the importance of near miss reporting as a tool for learning and improvement. This focus led to a 19% increase in reported near misses, which we view as a positive indicator. Identifying near misses more effectively allows us to take preventive action and reduce future risks.



Over the past year, we’ve also placed greater emphasis on preventing ergonomic injuries, our industry’s most common type of recordable injury. Our TSP metric now includes ergonomics-focused activities to help employees better understand how their bodies interact with products and workspaces. Additionally, we rolled out HumanTech Ergonomics Assessment, a sensor-free motion-capture tool that brings cutting-edge insights into our injury prevention efforts.

Our journey toward a safer workplace remains a top priority as we continue working toward our ultimate goal: **ZERO** workplace injuries.

SAFETY METRIC	2022	2023	2024
Recordable Injury Rate	1.70	1.75	2.58
Days Away/Restricted Time Injury Rate	1.50	1.35	1.91
Lost Time Rate	0.91	0.8	0.76
Near Misses Reported per 100 FTE	38.56	41.65	50.24
Total Safety Performance (TSP)	225%	204%	250%

* 2023 metrics exclude Metrie EL & EL and Metrie Anderco
* TSP is a leading metric measuring monthly safety performance against prescribed benchmarks, with 100% as the minimum successful score

TALENT DEVELOPMENT

SHAPING TALENT, DRIVING RESULTS

Metrie’s Talent Development strategy is designed to drive performance, strengthen engagement, and support our ongoing commitment to being a Learning Organization.

In 2024, the Metrie leadership team committed to the Quarterly Check-In (QCI) process across the organization. This regular touchpoint gives leaders and team members the opportunity to celebrate wins, provide structured feedback aligned on goals, and have meaningful career development conversations.

We continue to offer a wide range of learning opportunities for employees at all levels. Our formal development programs span three learning formats: online learning, peer learning, and one-to-one coaching and mentoring.

- **Online learning** includes access to Challenger, a sales methodology and skill-building program for our sales teams, and LinkedIn Learning, which offers expert-led, open-source courses that can be curated by Metrie or explored independently.
- **Peer learning** brings together small cohorts of 10–15 leaders from across the business for multi-session learning experiences. These sessions not only build leadership skills but also foster strong cross-functional connections. In 2024, peer learning included the Annual Operations Summit (for operations leaders), a Negotiations course at UBC’s Sauder School of Business, Accelerate (for emerging commercial leaders), LIFT (for women in leadership), and Innovation Academy.
- **One-to-one** coaching and mentoring give participants the chance to work directly with a coach to expand their mindset, grow personally and professionally, and become stronger leaders who inspire others.

Participation in formal learning has grown steadily over the past four years at all levels of the organization—a trend we believe has contributed to our strong engagement results (see Engagement on [page 8](#)).

LEARNING PARTICIPATION RATES

EMPLOYEE TYPE (#)	(% OF SALARIED EMPLOYEE TYPE)		
	2022	2023	2024
Individual Contributor (364)	35%	57%	47%
Mid-Level Leader (146)	64%	63%	70%
Senior Leader (53)	77%	61%	94%

PARTICIPATION BY LEARNING MODALITY

LEARNING MODALITY	(% OF SALARIED EMPLOYEES)		
	2022	2023	2024
Online Learning	30%	32%	50%
Peer/Classroom Learning	36%	44%	25%
1:1 Coaching/Mentoring	16%	23%	10%

*Data excludes Metrie EL & EL and Metrie Anderco



DIVERSITY, INCLUSION, AND BELONGING (DIBS)

ENABLING EVERYONE TO THRIVE IN THE WORKPLACE

Throughout 2024, public discourse around DEI (Diversity, Equity, and Inclusion) became more polarized, with growing skepticism around tailored support for underrepresented groups.

At Metrie, we remain confident in the business value of helping everyone thrive. Listening to diverse voices and thoughtfully supporting individuals and communities helps us unlock stronger performance and more dynamic outcomes.

One reason Metrie may be more resilient to any “DEI backlash” is our long-standing focus on the “B” in DIBs—Belonging. Belonging is for everyone. It reflects how we work together as One Team and helps ensure that every colleague feels valued and included.

That said, we recognize that our industry remains heavily male-dominated. To help shift this, we’ve intentionally expanded our candidate pools to include a broader range of experiences and skillsets. These new voices are actively shaping a more resilient, innovative culture.

This progress is the result of deliberate action: inclusive hiring, stronger onboarding, and a more connected community through initiatives like our Women’s Network ERG (employee resource group). In 2024, we also saw a notable increase in internal promotions for women showing that long-term investment in equity is translating into real opportunity.

3/11

Board Directors are women

3/13

members of the Strategic [Executive] Leadership Team are women

26%*

of leadership roles [Managers and senior individual contributors] are held by women—up from 19% five years ago

*At the end of 2024 we calibrated our diversity goals through the inclusion of our California business (Metrie EL & EL and Metrie Anderco). This reduced the cohort to 22%. We will use this figure going forward and seek to increase the cohort size each year.

Network Health

We’re incredibly proud of Metrie’s self-directed employee Networks, which continue to foster connection, growth, and leadership across the business. These groups have become hubs of culture and community, offering leadership experience and strengthening our pillars of Learning, Ownership, and One Team.

Networks frequently collaborate to host intersectional learning sessions and support one another’s initiatives. While driven by volunteers, these Networks receive ongoing support, coordination, and funding from our corporate team to help bring their ideas to life.

Current Networks include:

- Women’s Network
- Pride Network
- Black Excellence Network
- Learning Network
- Hispanic / Latin Network



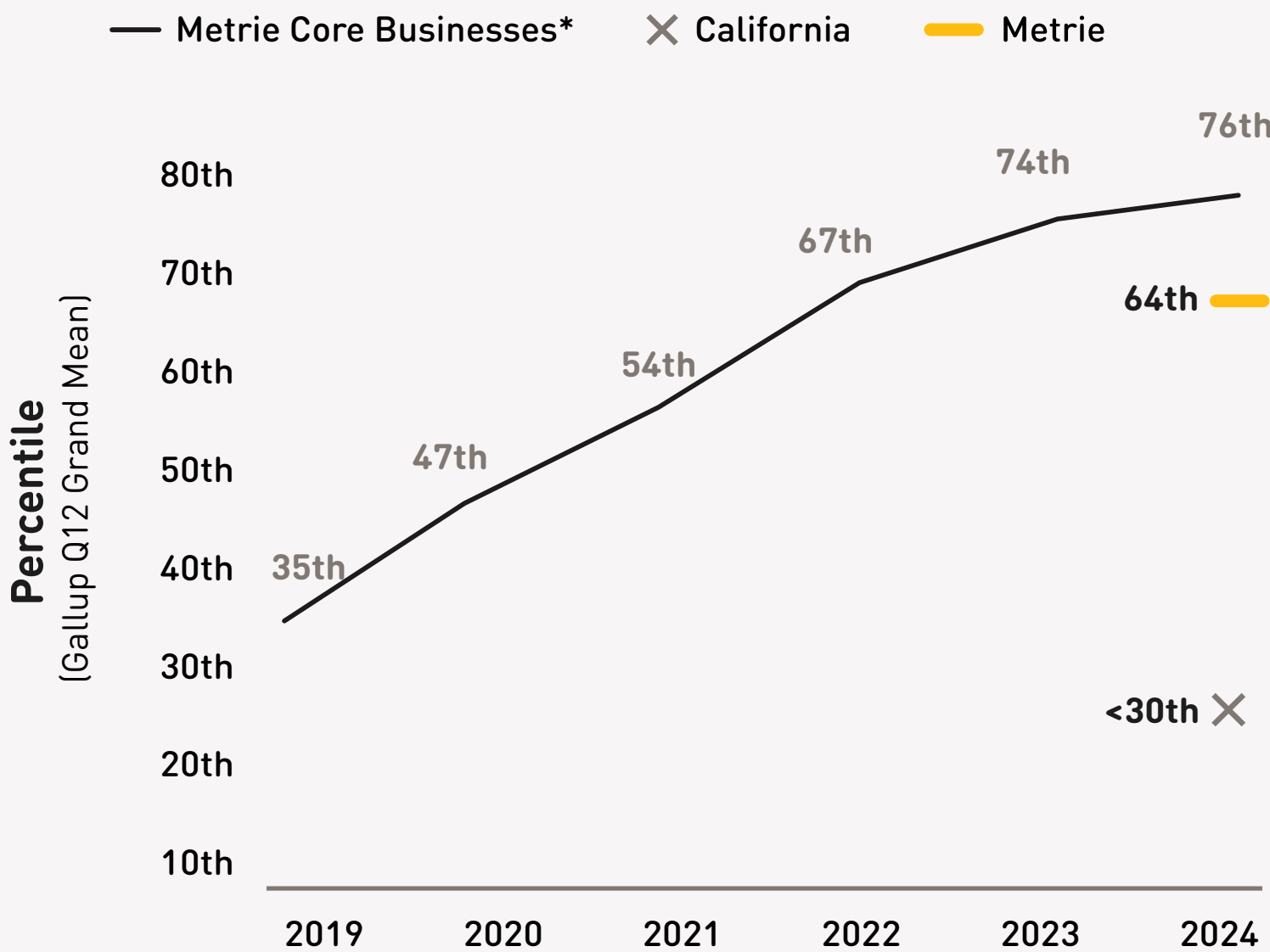
HIGH ENGAGEMENT = HIGH PERFORMANCE

ENABLING A GREAT DAY AT WORK, FOR EVERYONE

The Gallup Q12 engagement survey is a recognized benchmark for identifying exceptional workplaces—where strong engagement fuels high performance. At Metrie, we know that our people are the key to making a difference for our customers and driving success in the market. By measuring engagement, we gain valuable insights into how we can better support our teams, foster a culture of everyday excellence, and ensure every team member experiences **a great day at work**.



Employee Engagement



*Prior to integration of Metrie EL & EL and Metrie Anderco

We’ve made strong, consistent progress in this space. In 2024, we achieved our five-year goal of reaching top quartile engagement with a 76th percentile score across our established census of 1,500 team members in Canada and the U.S.

We also welcomed 500 new colleagues from our recently acquired California operations (Metrie EL & EL and Metrie Anderco). As these teams were in their first year of the Gallup process (versus Year 6 for the rest of

Metrie), our overall company score settled at 4.27, placing us in the 64th percentile. That said, we’re excited by the enthusiasm our California teams have shown. They’ve already taken steps to create action plans and refine team dynamics—clear signs of our shared commitment to learning and growth. We’re confident they’re on the same path of continued improvement we’ve seen across the broader Metrie organization.

COMMUNITY IMPACT

SUPPORTING OUR LOCAL COMMUNITIES

The spirit of employees stepping up and organizing inside the company is reflected in how our branches support their local communities. At the heart of this effort is the Metrie Community Impact Program (CIP), which aims to make a meaningful difference by supporting charities and social service organizations that enhance dignity and improve quality of life.

In 2024, we donated \$155,000 through sixteen employee-led giving groups across North America. Each group chose local charities they believed would have the greatest impact.



EMPLOYEE HEALTH AND WELLNESS

ENCOURAGING AND ENABLING EMPLOYEE WELLBEING

At Metrie, we care about the well-being of our team members. One way we show that commitment is by offering strong benefit plans for employees and their families. These include health, dental, vision, retirement savings, basic life, and accident insurance, short- and long-term disability, and access to an employee and family assistance program.

Over the last few years, we've made several important improvements, including:

- Enhanced mental health programs in both Canada and the US
- Earlier access to health benefits for new hires in the US
- Increased short-term disability coverage
- Higher paramedical coinsurance in Canada
- Paid maternity leave in the US (up to 12 weeks)
- Protected parental leave in the US (up to 24 weeks)

We regularly benchmark our plans to stay in step with the market, and we partner with industry leaders to offer a wide range of support, from preventive health to long-term disability coverage.

In 2024, we continued our partnership with BetterUp, which provides one-on-one coaching to help team members thrive both personally and professionally. Coaching topics range from leadership and communication to nutrition, sleep, parenting, and more. When people feel well and supported, they lead better—and that's good for everyone at Metrie.



MANUFACTURING & ENVIRONMENTAL RESPONSIBILITY

At Metrie, we take pride in using ethically sourced materials—and doing so efficiently, safely, and with as little environmental impact as possible. As the leading manufacturer in our industry in North America, our seven mills produced just over 430 million linear feet of product in 2024.

Manufacturing at this scale requires a lot of energy, from drying raw materials in kilns to running production lines and prepping products for delivery. That's why we're always looking for ways to manage our energy use more efficiently. It's not just a win for the planet- it's smart business. Across our operations, we're constantly learning and evolving to reduce our footprint and improve how we work.



SUSTAINABLY SOURCED RAW MATERIAL

LOOKING FOR ENVIRONMENTALLY FRIENDLY SOLUTIONS

A key focus of our commitment to sustainability is the use of responsibly sourced raw materials. Medium-density-fiberboard (MDF) is the most utilized material in our plants, making up about 80% of our production. MDF is ideal because it’s uniform, easier to work with than natural wood, and made from byproducts of wood waste, making it a semi-sustainable option.

Most of the MDF we use comes from sawdust and planer chips generated by sawmills. These sheets are third-party certified Green by SCS Global as being made of at least 80% pre-consumer recycled wood fiber, the highest rating of any moulding producer they audit. On top of that, 80% of our supply is domestically produced, traveling an average of less than 650 kilometers to reach our facilities.



Sustainability of MDF Mouldings - % of Recycled Content

[Source: SCS Global]

Company Name	Moulding & Trim	Pre-Consumer Recycled Content (%)
Metrie	Platinum Prime, SPERO, Metrie Complete	Minimum 80%
Alexandria	MDF Mouldings	Minimum of 66%, 62% (certified each of their plants separately)
Setzer	MDF Mouldings	Minimum 80%
Eggers	MDF Mouldings	Minimum 71%
Masisa, S.A.	MDF Mouldings (Primed, Jesso and Raw)	Minimum 22%

Another part of sustainability is the resin used to bind wood fibers. Most MDF resins contain urea-formaldehyde, which is regulated due to air emission concerns. All MDF used in our manufacturing facilities meet those regulations. Some Western Canadian producers have adopted a formaldehyde-free resin system. In 2024, over 30% of our production in three Western MDF plants used this alternative—double the volume from last year.

Our softwood products, which make up 7% of production, are mainly sourced from British Columbia, where strict logging practices are in place. Our largest supplier has 100% of their managed forests third-party certified, ensuring responsible forest management.

We’re always exploring alternative green substrates. In 2023 and 2024, our Rocklin mill ran about 60 truckloads of MDF made from rice straw—a 100% sustainable material. Although that supplier has since ceased operations, we continue to test new substrates and sources sustainably for both existing and new products.

MANAGING CHEMICALS IN PRODUCTS

DECREASING DISCHARGE AND WASTE

Paint is the main chemical used in our manufacturing process. All our mills now use 100% water-based coating products, which contain significantly fewer VOCs (volatile organic compounds) than traditional lacquer-based finishes. PWP was the last facility to make the switch. When they began in 2009, their VOC discharge was 184 tonnes annually. By 2024, that number dropped to just 8.43 tonnes—a 95% reduction.

This improvement includes both our Metrie Complete prefinished moulding and the newly introduced door finishing line. Offering a superior alternative to on-site finishing, our factory-applied finish not only delivers higher quality but also minimizes waste.



WASTE MANAGEMENT

MAKING THE MOST OF RAW MATERIALS

Aside from office waste, our manufacturing process produces almost zero waste! Most of the shavings we create are recycled. Some are used for commercial animal bedding that turns into compost, while others are repurposed to absorb liquids at oil field sites before being burned to create energy. In some cases, the dust is even used as fuel to dry alfalfa, which is later compressed into commercial animal feed.

As part of our commitment to sustainability, we’ve been modernizing our production processes to make better use of raw materials and reduce defects. In Q4 of 2023, we installed new scanning equipment in Ferndale, which increased the usable product we get from our solid wood lumber by 225,000 board feet—equal to 14 truckloads of lumber going into finished products instead of our bi-products’ stream. We also added a new frame saw that improves our yield by 50%, allowing us to get three faces out of a lumber blank instead of just two.

Our Continuous Improvement team in MDF is working on new scanning technology that will help us catch quality issues earlier on our automated lines, reducing defects even further. We expect to install prototypes in Calgary in 2025. These efforts help us use less raw material while still meeting our customers’ needs.



PARTNERING TO MAKE A DIFFERENCE

Two of our manufacturing facilities are looking at their business through an energy conservation lens to make an impact, and both are capitalizing on internal and external expertise to make it happen.

Sustainability Moves in Ferndale, Washington

In July 2024, we acquired Tacoma Firelogs, a product made from compressed wood byproducts that offers a clean and sustainable fireplace fuel. While fuel isn’t part of Metrie’s core business, this innovative solution allows us to transform wood dust waste into something useful, profitable, and planet friendly. Instead of transporting waste offsite, we’re creating value right where it’s made. A true win-win.

Ferndale’s Director of Manufacturing, Tom Soran, and Continuous Improvement Specialist, Matt Buys, are also driving long-term energy savings through their participation in the ISEM program, supported by Puget Sound Energy. This initiative trains our team, conducts energy audits, and unlocks access to state-funded capital projects—with up to 70% of capital retrofit costs subsidized. Modest savings have already been realized in 2024, with a major upgrade to the plant’s dust collection system planned for 2025. That single project is expected to significantly cut energy use and save hundreds of thousands of dollars annually. Stay tuned; there’s more to come in next year’s report.



Energy Conservation in Calgary, Alberta

In Calgary, our team is turning audit insights into action. Following a comprehensive energy review in 2023, they’ve implemented smart upgrades to reduce emissions and operating costs like LED lighting with advanced sensors and switching out pneumatic agitators for more efficient electric ones.

Through the Strategic Energy Management for Industry (SEMI) program, funded by the Government of Alberta and Natural Resources Canada (NRCan), we’re gaining critical expertise while covering up to 50% of retrofit costs. Thanks to these efforts, we expect to see a 15% reduction in annual energy use starting in 2025, with fast payback periods (i.e., less than one year) made possible by the grant.

Across Metrie, our teams are proving that sustainability and smart business go hand in hand. We’ll keep looking for Everyday Excellence that supports both our planet—and our bottom line.

SUPPLY CHAIN AND OPERATIONS EXCELLENCE

DISRUPTION MAKES US STRONGER

While sustainability efforts have come under scrutiny recently, the Metrie supply chain believes that a sustainable supply chain is resilient and cost-efficient. We continually strive for stability in supply, a cost-effective model, and customer satisfaction. By adopting a responsible mindset and process rigor, often synonymous with sustainability-driven initiatives, we find that we can achieve all three simultaneously, doing what's right for our customers, shareholders, and people.

Amid the disruption of tariff policy, our team must remain agile and vigilant. Given the varied responses across our supply community, a singular approach isn't practical. The situation is fluid and complex; depending on the outcome, two realities emerge: it will impact Metrie and our industry, and Metrie's supply chain is strong. We are structured for success: decision-making operates at the intersection of local needs and a global perspective. Our experience is strong: Metrie's senior procurement team consists of five seasoned professionals with a combined 130 years of industry and sourcing expertise. Most importantly, we are prioritized: our largest suppliers have guaranteed supply continuity and the right of first refusal on additional capacity. They have reaffirmed their commitment to us, ensuring neither their market share nor ours is up for sale.

Historically, these types of threats to our business and connected experiences make us a stronger company. At Metrie, our company culture is a driving force behind our resilience. The obstacles we face do not divide us—they unify us, reinforcing our commitment to our customers, suppliers, and, most importantly, one another.



RESPONSIBLE SOURCING

CHOOSING LIKE-MINDED SUPPLIERS

As Metrie formalizes its sustainability commitments, it’s important to highlight how far our supply chain has already come in supporting responsible sourcing and environmental stewardship. Each year, we allocate a portion of our budget for crucial compliance initiatives—not just as a requirement, but as a commitment to doing the right thing.

Before a supplier becomes a vendor of record, they go through a thorough approval process. This includes updated (2024) supplier declarations, plus all necessary certifications: chain of custody, Recycled Content, TSCA, CANFER, and CARB. We also collect specific header declarations such as the Lacey Act, Uyghur Forced Labor Prevention Act, Forced and Child Labour, and PFAS-related content. We’ve partnered with Zimmfor for over a decade to verify these declarations, conduct external audits, and support our internal audits as well.

In 2024, we completed successful surveillance audits for FSC® (C081806) / PEFC (26-31-148) and SCS recycled content for both our Manufacturing and Distribution groups. Alongside Zimmfor, we carried out in-person field audits across Argentina, Brazil, Cambodia, Chile, China, Indonesia, and Vietnam. These site visits assess everything from working conditions and safety to raw material sourcing and certification validity. We meet directly with employees, managers, and owners to ensure our supply chain is ethical, legal, and resilient.

We continue to evolve alongside changing government regulations and customer expectations. Our SMS (Supply Management System) supports successful customer audits—including annual reviews from Lowe’s and Rona—and helps us manage HTS (Harmonized Tariff Schedule) codes accurately across global operations.

As interest in ethical wood sourcing grows, we’re committed to continual improvement. By staying transparent and collaborating with key partners like Lowe’s, Floor & Décor, and US LBM, we’re working across the value chain to protect our planet and be a responsible supplier for the long term.



TRANSPORTATION OPTIMIZATION

ENHANCING OUTBOUND LOGISTICS

This past year, Metrie put a strong focus on optimizing our outbound transportation, with two main goals in mind: improving our cost-to-serve model and delivering a better experience for our customers. Across the regions, teams have been working to fine-tune routing, evaluate asset use, and ensure we continue to meet our next-day delivery promise wherever possible.

Part of that effort has included bringing in new carriers across many of our business units. So far, 15 carriers have participated in our formal bid process, helping us build a transportation network that balances service, cost, and visibility. We’re selecting carriers based on their ability to deliver clear KPIs, offer visibility tools, and support ongoing efficiency improvements.

With this new approach, we’re gaining better insights than ever, including customer-level data like cost per delivery and cost per pound. This gives our internal teams the power to make smarter, data-driven decisions on both the sales and operations sides. It also helps us work more strategically with our carriers to keep improving performance.



A big win has been the boost in visibility, both for us and for our customers. The new carriers offer real-time tracking and notifications by text or email, including advance notice of expected delivery times and alerts when the truck is nearby. This kind of transparency cuts down on back-and-forth calls and emails. Everything is available right in the carrier portal, which is now a requirement for all dedicated carriers. And of course, efficiency goes beyond just cutting costs. By using fewer assets and driving fewer miles, we’re reducing expenses and improving delivery consistency, hitting tighter timelines, and making progress toward our sustainability goals.

While not all of our outbound freight is currently handled by dedicated carriers, we’ll soon begin working with brokers who meet the same technology and data standards — closing the loop on service, cost, and visibility across the board.

WAREHOUSE EXCELLENCE

RAISING THE BAR

Our Operational Excellence team applies proven methodologies to improve performance across Metrie. We focus on key drivers like efficiency, quality, innovation, adaptability, employee engagement, and customer satisfaction. To support the development of our frontline leaders, we introduced the Regional Lead Summit—a program that empowers hourly team members to take on broader roles and share best practices across locations.

Our Operational Excellence team has also led several high-impact initiatives, including warehouse resets and relocations, the nationwide rollout of interior doors, and the launch of our Heatmap tool. This tool gives us a real-time view of operational metrics by branch and region, helping us identify opportunities and track progress.

Operations Standards remain an organizational priority. With input from a steering committee of Operations Managers, we’ve added six new standards to help raise the bar even higher.

Standardization efforts have included reviewing and aligning SOPs, conducting time studies, hosting Kaizen events, and completing operational audits. These initiatives build a culture of continuous improvement, where teams are encouraged to spot gaps, propose ideas, and deliver meaningful change.

Looking ahead, we’ll continue investing in our leaders—strengthening their skills and supporting initiatives that drive lasting impact. Our focus stays on performance, innovation, and creating long-term value through operational excellence.



RESPONSIBLE BUSINESS PRACTICES



ENTERPRISE RISK MANAGEMENT

PARTNERING WITH THE BUSINESS TO REMOVE OBSTACLES TO GROWTH

At Metrie, we’ve always embraced calculated risk as a path to growth; our entrepreneurial spirit depends on it. As we scale, however, managing those risks with intention becomes just as important as taking them. That’s where our Enterprise Risk Management (ERM) program plays a vital role. It helps us shift from reactive to proactive by identifying, prioritizing, and addressing risks across our business.

Launched just a year ago, ERM has quickly proven its value. Not only does it help minimize threats to our daily operations and strategic goals, ERM is uncovering new opportunities for cost savings and process improvements. The program is led by our Director of Risk Management, who reports to the CFO and is supported by our Risk Manager.

How ERM Works:

- Risks are events that may positively or negatively impact our goals.
- We measure risk by evaluating their likelihood and impact. High-priority risks are addressed with targeted control measures.
- Controls encompass the actions, infrastructure, or processes (people, tech, space, reporting, etc.) that help us reduce or monitor risk.



What ERM Does:

- Works with business leaders and employees to control material risks (identify, score, and prioritize risks).
- Designs and implements controls in partnership with business units.
- Aligns our material risk priorities with the Board’s Audit Committee.

ERM Highlights from 2024:

- Led the Tariff Response Team to monitor and model potential tariff impacts.
- Developed and implemented Freight Optimization controls to minimize freight cost and improve service.
- Implemented the Metrie Car Program, replacing our corporate lease fleet to reduce operating costs and enhance employee benefits.
- Partnered with the Sustainability team to scope a Climate Risk Assessment for 2025, aligning with upcoming California regulations.
- Directed the IT General Controls audit with external auditors to safeguard our IT systems.

What’s Ahead in 2025:

- Revamping our Material Handling Equipment portfolio to reduce costs and improve asset management.
- Implement a new Contract Management Program to streamline reviews, define signing authorities, and enhance contract lifecycle oversight.
- Continuing freight optimization initiatives to further improve service standards and reduce costs.

CYBERSECURITY

ENSURING STRONG PROTECTION THROUGH EXPERT OVERSIGHT

Metrie is committed to maintaining a resilient cybersecurity program that protects our systems, data, and operations. Our proactive and continuously evolving approach is designed to keep pace with emerging threats.

To maintain the highest standards, we partner with external cybersecurity experts who regularly review our systems and processes. Their assessments provide valuable insight, helping us strengthen our defences, close any gaps, and stay ahead of evolving risks.

Through these ongoing efforts, Metrie reinforces its commitment to safeguarding information, ensuring business continuity, and maintaining trust with our customers, partners, and employees.



BOARD GOVERNANCE

SUPPORTING METRIE WITH EXPERIENCE AND EXPERTISE

Metrie’s Board of Directors is committed to responsible business practices and upholding the highest ethical standards of governance. This supports the company’s culture, values, and long-term success.

The Board is composed of 11 directors : four independent directors, six family shareholders, and one operating officer—our CEO Kent Bowie. Our independent directors bring deep expertise across key areas such as manufacturing, distribution, retail, and finance, all of which align with Metrie’s strategic focus.

The Board operates through three standing committees: Audit, Compensation, and Governance. Each committee is composed entirely of independent directors and functions under a formal charter outlining its core duties and responsibilities.



PAY EQUITY

ENSURING WAGE EQUITY AND COMPETITIVENESS

At Metrie, we take pride in providing competitive wages for all employees—well above government-mandated minimums—and ensuring equitable pay for everyone. We believe fair compensation supports a healthy workforce and reflects our values, even in an industry where such practices have not always been standard.

Since 2020, we have conducted regular gender pay equity studies to ensure we remain both competitive and fair across all roles and levels of the organization. To support this, we have taken the following steps:

- We routinely review our wages to ensure they are market-competitive in every region we operate.
- We partner with an independent compensation consultant to complete annual pay analyses across all roles and salary bands.
- In Canada, we also conduct periodic pay equity audits for Ontario and Quebec in compliance with provincial legislation.

THE SHAREHOLDER AND DIRECTOR VIEW

LOOKING FORWARD TO A GREAT FUTURE



Marcia Sauder
Board Director, 3rd Generation

As a director, I have a fiduciary responsibility to uphold value for the company’s shareholders. But how do we define “value”? Caring about more than financial returns has a long history in this company. They didn’t have the “ESG” label for it, but our parents continually demonstrated concern for much more than the bottom line. They stressed the importance of doing the right thing and they recognized in tangible ways that the strength of the business depended in large part on the employees’ contributions. In calm waters, it’s easy to chart a clear path. In our current turbulent world, where important principles feel under attack, I am proud that our company—leaders, owners, and employees—steadfastly affirm our commitment to stay the course and be guided by our values.



Will Wright
Board Director, 4th Generation

As a private company we are not forced to act or report on ESG issues - we do so because we want to do the right thing for the right reasons. Our purpose and values are core to the way we do business and do not fluctuate with passing fads. We need meaningful, effective action that drives value for the company and builds trust within the company and with our suppliers, customers and the communities we operate in. This is core to the Sauder family and has helped sustain the business for 99 years! I am proud that the passion, purpose, and values of the Metrie team are reflected in the way we do business.



Matt Robinson
Shareholder, 4th Generation

At Metrie, doing the right thing has always been part of who we are. As a values-driven business, our approach to social and governance priorities reflects the principles our family has believed in for generations. Given the industry we’re in, some might not expect environmental responsibility to be a key focus—but we see it as a chance to do what’s right and lead with integrity, while building trust and long-term value for everyone we work with.



Amy Campbell
Sil Board Member, 4th Generation

I am so encouraged by Metrie’s focus on sustainability and ESG. I have three children who are growing up with the reality of the climate crisis, and I believe our company should take action for the benefit of their generation and future ones. I am also proud that Metrie is focused on increasing the prominence of women in management roles. It feels good to know that ESG initiatives are a real priority at Metrie.



Andrew Bull
Board Member, 4th Generation

Having a sustainable focus is becoming table stakes for businesses that want to be viable and resilient in the 21st century. Customers and suppliers need to support each other up and down the value chain to meet this challenge. If we want to continue to attract great talent, a clear purpose is essential—especially for younger generations. While we’ve made great strides in the social realm and have opportunities on the Environmental side, we should not forget the importance of strong, responsible, and ethical Governance. From a family perspective, we’ve always been focused on doing the right thing —and we always will be.



Vi Konkle Independent
Director, Board Chair

Sustainability is a journey; it doesn’t begin or end. We have a right to enjoy this beautiful country, but we also have a duty to look after it and make sure our children and grandchildren have equal access to it. Metrie is taking a very pragmatic and authentic approach. We’re doing things we know we can do, things that are right for the business, the environment, and our people.



Leigh Sauder
Board Member, 3rd Generation

The world is demanding that we take sustainability and environmental responsibility seriously. It has become glaringly critical, and we need to do our part to get things on track. In my view, the number one driver of any successful company is its people. If they are not engaged, happy, and thinking about how to make things better, we won’t be successful. We’re running a business, and profitability is important —especially for the two thousand employees and their families who rely on us for their livelihood. But at the same time, we need to be good global citizens. We’re leaving this world to our children. Young people joining the workforce today want to be responsible leaders, and they do seriously look at the purpose and ESG practices of potential employers. You’ll hear “Do the right thing” from all members of the Sauder family, in every generation, because it was drilled into us. The part you don’t hear as often? “...and you’ll never be sorry.”



Jeff Vincent
Independent Director

We can no longer ignore the invisible costs of doing business. We need to view sustainability the same way we view profitability. Securing our long-term financial position requires making business decisions today with a decades-long mindset, something Metrie’s shareholders support. If we can create a situation where all our stakeholders win, including the communities in which we live and work and the environment, then we’re all better off, for generations to come.

LOOKING AHEAD

WHAT YOU CAN EXPECT FROM FUTURE REPORTS

CONTINUING OUR SUSTAINABILITY JOURNEY

Since our inaugural report last year, we have made meaningful improvements and learned even more from the opportunities in front of us. What might you expect from future reports? Here are a few possibilities:

- **Goals:** 2025 will be our second year conducting Metrie's Greenhouse Gas Inventory, which is now an annual initiative. By establishing this baseline, we can set goals for future emission reduction. Like any of our company's objectives, these goals will be SMART-specific, measurable, achievable, relevant, and time-bound- and closely aligned to our strategic direction. We look forward to sharing our goals and path forward in the next edition of this report.
- **Commitments:** We will continue to identify material areas of our business that impact internal and external stakeholders. We will establish clear goals, define measurable metrics, and benchmark our performance against relevant competitors. This level of transparency will demonstrate our commitment to accountability and continuous improvement.
- **Accomplishments and Challenges:** As we did this year, we will proudly share accomplishments across the business that support our sustainability efforts. At the same time, we will openly address any setbacks or challenges we encounter. What matters most is our commitment to truthfully sharing these stories, inspiring progress, and moving us all forward, together.

APPENDIX

– ESG DATA

About this Report
This is Metrie’s third purpose report and is intended as an internal document for Metrie employees. All measures reported herein are as of the 2024 fiscal year (ended December 31, 2024) unless otherwise indicated.

Metrie believes this report contains information that is accurate in all material respects, timely and balanced.

QUESTIONS & FEEDBACK
Metrie welcomes your feedback. For additional information or to provide feedback, email the Director of Sustainability at dave.danesh@metrie.com

BOUNDARY, SCOPE, AND BASIS OF REPORTING
The boundary of this report is based on operational control. In areas where data is limited, the scope of coverage is noted in the relevant data table. The ESG Metric index includes a summary of Metrie’s ESG data, including alignment to the Sustainability Accounting Standards Board, where relevant. The metric system units of measurement were used for all quantitative data reported. We provide safety and environmental incident definitions so that all operations report incidents consistently. Greenhouse gas (GHG) emissions are calculated using published emission factors, which are appropriate for the region, technology, and time frame of the GHG Inventory. The GHG Inventory was reviewed according to the GHG Protocol.

At the time of publication, energy and emissions data are still being vetted and are subject to change.

RESTATEMENTS
As we improve our ESG reporting, it may be necessary in future reports to restate our data. Reasons for restatements could include changes in reporting boundaries, metric definitions or calculation methodologies. We will highlight the restated items and reasons for restatement if we believe it would be meaningful information.

ESG Metric	Unit	2022	2023	2024	SASB Reference
Total Energy Consumed	Gigajoules (GJ)	N/A	487,167	511607	CG-BF-130a.1
- Natural Gas	Gigajoules (GJ)	N/A	221,914	242,516	CG-BF-130a.1
- Diesel	Gigajoules (GJ)	N/A	96,986	99,707	CG-BF-130a.1
- Gasoline	Gigajoules (GJ)	N/A	15,010	14,533	CG-BF-130a.1
- Propane	Gigajoules (GJ)	N/A	23,232	24,028	CG-BF-130a.1
Electricity	Gigajoules (GJ)	N/A	130,026	130,823	CG-BF-130a.1
Electricity from Grid	Percent (%)	N/A	100%	100%	CG-BF-130a.1
% Electricity Renewable	Percent (%)	N/A	0%	0%	CG-BF-130a.1
Total Energy Use	Gigajoules (GJ)	N/A	487,167	511,607	CG-BF-130a.1
Direct (Scope 1) Emissions	Tonnes CO2e	N/A	21,204	22,084	
Indirect (Scope 2) Emissions - Location Based	Tonnes CO2e	N/A	9,178	8,790	
Indirect (Scope 2) Emissions - Market Based	Tonnes CO2e	N/A	9,178	8,790	
Greenhouse Gas Emissions Intensity	kg CO2e per production unit	N/A	0.0164	0.0154	
Greenhouse Gas Emissions Intensity	Tonnes CO2e per \$million revenue	N/A	21	22	

Includes Metrie EL & EL and Metrie Anderco
N/A is not available

ESG Metric	Unit	2022	2023	2024	SASB Reference
HEALTH AND SAFETY					
Total Incident Rate (TIR) ¹	Total Incidents/100 FTE employees	1.70	1.75	2.58	
Occupational Diseases ¹	Number of Incidents (#)	0	0	0	
Fatalities	Number of Incidents (#)	0	0	0	
Lost Time Injury Frequency Ratio	"Total lost time incidents/ 100 FTE equivalent"	0.91	0.80	0.76	
Near Miss Frequency Rate	"Total near misses/ 100 FTE equivalent"	38.2	41.7	50.2	
Days Away Restricted or Transferred (DART) Rate	Total days away restricted or transferred/100 FTE employees	1.44	1.35	1.91	
GOVERNANCE					
Board of Directors	Number (#)	11	11	11	
Independent Directors on Board	Number (#)	4	4	4	
Women and Minority Directors	Percent (%)	27%	27%	27%	
Board / Committee Meetings on ESG	Number (#)	0	2	1	
Average Attendance at Board Meetings on ESG	Percent (%)	n/a	100%	100%	

2024 Health and Safety data Includes Metrie EL & EL and Metrie Anderco
1) A condition or disorder that arises from conditions related to and as a natural incident of risk factors of a person’s work environment or work activities. Health conditions and disorders that occur at a higher statistical frequency than in the general population are deemed occupational diseases

ESG Metric	Unit	2022	2023	2024	SASB Reference
DIVERSITY, EQUITY AND INCLUSION*					
Total Population - Male	Percent (%)	81%	81%	82%	
Total Population - Female	Percent (%)	19%	19%	18%	
Management - Male	Percent (%)	75%	73%	78%	
Management - Female	Percent (%)	25%	27%	22%	
Hourly Staff - Male	Percent (%)	87%	88%	86%	
Hourly Staff - Female	Percent (%)	13%	12%	14%	
Total Population - Under 35 Years Old	Percent (%)	39%	37%	36%	
Total Population - 35-55 Years Old	Percent (%)	46%	48%	47%	
Total Population - Over 55 Years Old	Percent (%)	15%	15%	17%	
New Hire - Men	Percent (%)	79%	82%	89%	
New Hire - Women	Percent (%)	20%	16%	11%	
TALENT MANAGEMENT					
Employee Full Engagement Rate ¹	Percent (%)	64%	70%	64%	
Voluntary Turnover Rate	Percent (%)	27%	22%	31%	
Voluntary Turnover Rate - Canada	Percent (%)	26%	23%	28%	
Voluntary Turnover Rate - US	Percent (%)	29%	22%	38%	

2024 data include Metrie EL & EL and Metrie Anderco, recent acquisitions that substantially impacted the employee mix versus prior years.
1) Percent of employees “actively engaged” based on their responses to the Gallup Q12 survey items. Note this differs from the percentile engagement (76th percentile in 2024), which compares Metrie’s engagement score with other companies in Gallup’s global database



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