



2024

# Sustainability Report

Canada Post Corporation





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# Introduction

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# About this report

## Scope

This report covers the activities and operations of Canada Post Corporation (Canada Post or the Corporation). Canada Post is a federal Crown corporation, reporting to Parliament through the Minister of Government Transformation, Public Services and Procurement,<sup>1</sup> and has a single shareholder, the Government of Canada. Canada Post's headquarters are located in Ottawa, Ontario, with operations serving every address in Canada. Information and data provided in this report cover only the Canada Post segment of the Canada Post Group of Companies. Canada Post publishes its Sustainability Report on an annual basis. Unless otherwise stated, this report covers the period from January 1, 2024, to December 31, 2024, in alignment with our financial reporting.

All amounts reported are in Canadian dollars and data calculations are based on the Global Reporting Initiative (GRI) protocols, where possible.

## Report content

Decisions regarding the content of this report were based on a full double materiality assessment completed in 2024 to identify the topics most material to the Corporation. This assessment has helped inform where we should focus environmental, social and governance (ESG) strategy and reporting based on our business impacts, financial impacts and stakeholder priorities. We provide yearly comparative data where available either in this report or in the companion [ESG transparency supplement](#). The Corporation believes the information in this report to be accurate.

1. As at March 14, 2025

## Oversight and approval of the report

Accountability for our sustainability strategy and reporting ultimately falls to the Environmental, Social and Governance Committee of the Board of Directors. The ESG Committee of the Board approved the report on June 20, 2025.

## ESG reporting frameworks

This report was prepared using the GRI as a basis of reference. It also integrates disclosure standards and indicators from the Sustainability Accounting Standards Board (SASB), air freight and logistics sector standards, and the former Task Force on Climate-related Financial Disclosures (TCFD), now managed by the International Financial Reporting Standards (IFRS) Foundation through the S2 standard for climate-related disclosures. In addition, Canada Post seeks to voluntarily align with the IFRS S1 standard for sustainability-related disclosures and the Canadian Sustainability Disclosure Standards (CSDS) 1 and 2, where possible, but disclosures in this report follow a climate-first approach. See the [ESG transparency supplement](#) for detailed sustainability performance KPIs and our GRI and SASB indices.

Questions or comments related to this report may be directed to [esg@canadapost.postescanada.ca](mailto:esg@canadapost.postescanada.ca).

## External assurance

Third-party limited assurance has been provided over the following key performance indicators:

### Responsible business practices

- Percentage of direct or indirect (Tier 2) eligible procurement spend with Indigenous suppliers
- Percentage of direct eligible procurement spend with small or medium businesses and certified B corporations
- Percentage of direct eligible procurement spend with diverse suppliers
- Percentage of direct eligible procurement spend with suppliers owned by people with disabilities
- Percentage of direct eligible procurement spend with suppliers that have an approved science-based target or a science-based target commitment
- Proportion of Board members who are women

### Environmental stewardship

- Scope 1 greenhouse gas (GHG) emissions
- Scope 2 (location-based and market-based) GHG emissions
- Scope 3 (Categories 1, 2, 3, 4, 6 and 7) GHG emissions
- Energy consumption in buildings and fleet by energy type
- Percentage non-emitting electricity consumption
- Weight of packaging products sold to Canada Post customers
- Percentage of recycled content in packaging products sold to Canada Post customers

→ For more details see the [limited assurance report](#), [ESG Transparency Supplement](#) and [Greenhouse Gas Emissions Report](#).





## Our sustainability reporting suite

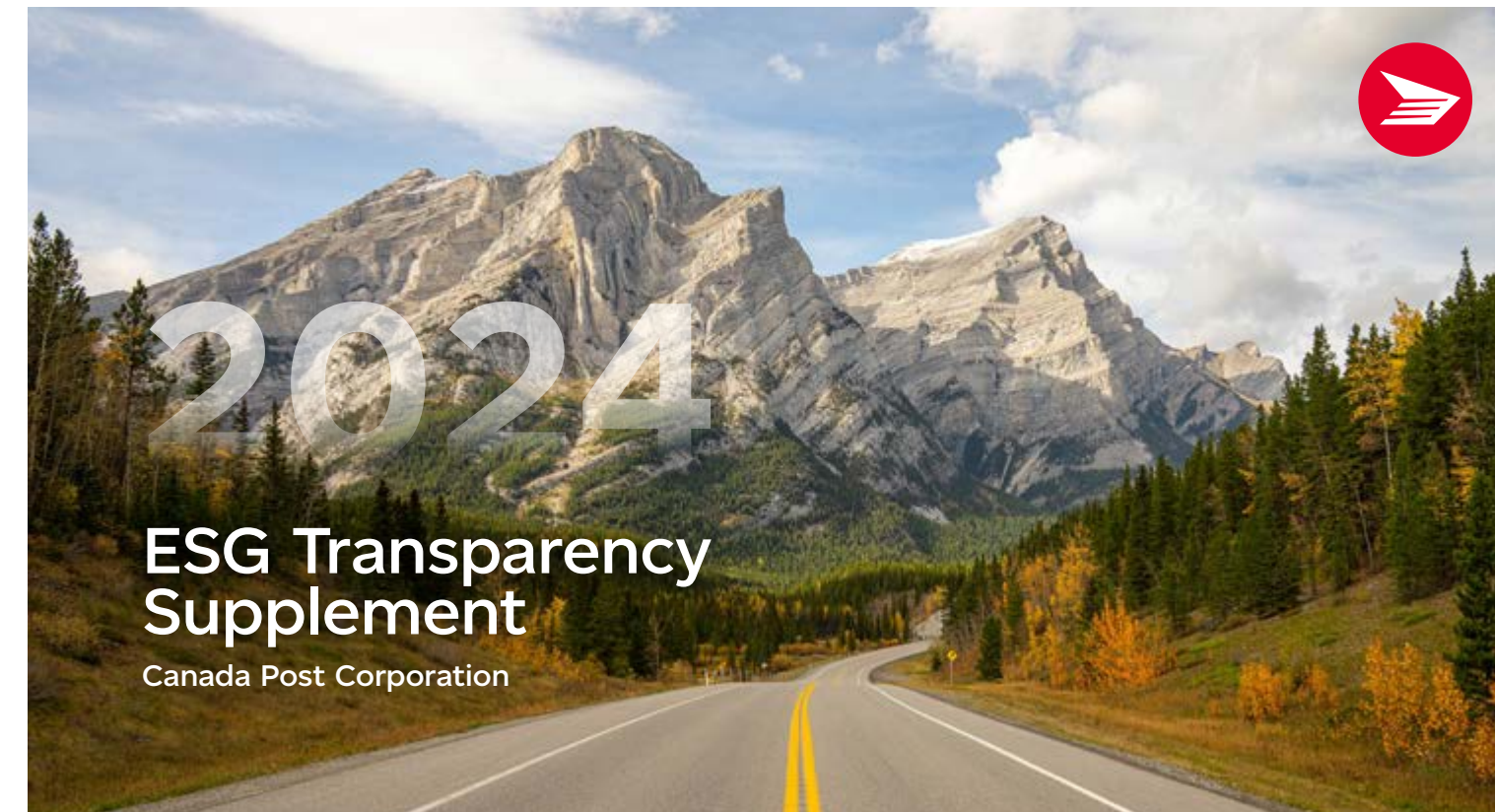


### 2024 Sustainability Report

The Sustainability Report aims to communicate our approach, performance and impact on material sustainability topics. Climate-related disclosures, reported in accordance with IFRS S2 and CSDS 2, are provided in the [Climate transition plan](#) section of this report.

#### Frameworks:

- GRI
- SASB
- IFRS S1 and S2
- CSDS 1 and 2



### 2024 ESG Transparency Supplement

The ESG Transparency Supplement aims to provide a consolidated overview of Canada Post's ESG performance. The ESG Transparency Supplement should be read in conjunction with the Sustainability Report and is not a substitute for it.

#### Frameworks:

- GRI
- SASB



### 2024 ESG Highlights

The ESG Highlights report provides an overview of our performance across key performance indicators and programs.

→ Visit our [reporting and disclosure web page](#) for more information and to view our past Sustainability Reports.





# Message from the Chair of the Board

I'm pleased to present Canada Post's annual Sustainability Report – my first opportunity to do so since taking on the role of Chair in June 2024. This important annual report provides an update on our sustainability and ESG-related targets and progress over the previous year.

Our 2024 report also clearly demonstrates that Canada Post remains committed to its targets on sustainability and social responsibility.

One of our goals is to continue our climate leadership for Canadians. Canada Post was one of the first 10 transportation and logistics companies in the world with a net-zero target approved by the Science Based Targets initiatives (SBTi); and as of early 2025, we were one of just 22 Canadian companies with an approved net-zero target.

## Building climate resilience

In parallel with decarbonizing our operations and working toward net zero emissions, we are also working to enhance the climate resilience of our operations. While we must do our part now to cut emissions, we must also ensure the long-term viability of our business by preparing for and adapting to a changing climate.

In 2024 we expanded our work on climate risk with a more robust climate scenario analysis that identified Canada Post's top climate-related risks and opportunities over the short, medium and long term. This work will inform our climate resilience strategy.

## Protecting biodiversity

Globally, biodiversity has emerged as an area of increasing significance, recognized as key to sustaining the health of the planet. Canada Post's 2023 materiality assessment similarly showed that the company's key stakeholders place increasing value on protecting biodiversity. Our employees have also told us how much they care about our environmental footprint.

In 2024 we took important steps to build biodiversity considerations into our sustainability strategy. As an initial step, we completed an assessment of Canada Post's key impacts and dependencies on nature, including critical habitat areas. In the next phase, Canada Post will develop a biodiversity plan that enables the company to do its part to protect nature and preserve biodiversity wherever possible.

## Improving accessibility reporting

Canada Post is always looking to improve its reporting and align it with national and global standards. To improve reporting and continued action on accessibility, we issued a new accessibility plan progress report in 2024.

As required by the Accessible Canada Act, this second Progress Report is measured against our 2023-2025 Accessibility Plan. The Progress Report outlines the actions taken to advance accessibility at Canada Post and was developed with survey input from more than 1,000 people with disabilities.

## A responsible corporate citizen

We continue to take steps to demonstrate to Canadians and our employees that we are a responsible corporate citizen. As Chair, I look forward to our ongoing work with the Board, the ESG committee of the Board, and the senior management team to make progress on our targets.

On behalf of the Board of Directors, I would like to thank our incredible employees for their support and delivering for Canadians every day, and the senior management team for their continued leadership on these key issues.



**André Hudon**  
Chair of the  
Board of  
Directors





# Message from the CEO and Chief Legal and Corporate Affairs Officer

Sustainability and social responsibility remain core to who we are at Canada Post. We understand the important role we play as a publicly owned corporation – to not only deliver for Canadians but also lead in certain areas. We owe it to Canadians to be a responsible corporate citizen.

It's clear that Canada Post is facing significant financial and operational challenges. We've been transparent about that with Canadians, customers and our employees. As we work to address these challenges and build a stronger postal service for the future, we want all Canadians to know that we remain committed to our social and sustainability goals.

## The need for climate action

Canada Post recognizes the seriousness of climate change and the need for action. In 2024, we continued to make progress on the road to our science-based emission targets: to cut operational emissions by 50 per cent by 2030 and become net zero by 2050.

While emissions declined in 2024 partly due to milder winter weather and the ceasing of operations during the month-long labour disruption, we also continued to make absolute emission reductions from our operations.

A key part of this effort is to shift to clean energy sources. For instance, as of January 1, 2024, the company switched to more than 90 per cent renewable electricity in Saskatchewan. This followed our shift in 2023 to using more than 90 per cent renewable electricity in Alberta.

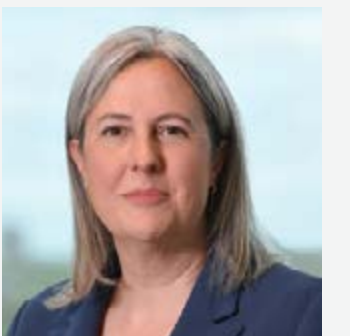
## Climate transition plan

A big part of our climate work is transparency in our planning and reporting. Transparent reporting provides accountability and helps keep companies and organizations on track. This 2024 report includes more detail about our climate transition plan – how we'll make deep emission reductions across our value chain; and how we'll adjust our energy sources, transportation and procurement models to support our climate goals and a low-carbon economy.

We've also developed a more detailed strategic roadmap to achieve net zero by 2050, with interim targets for scope 3 (indirect) emission reductions. We will continue to review and update our plans to reflect Canadians' evolving expectations in a dynamic business environment.



**Doug Ettinger**  
President  
and CEO



**Nathalie Delisle**  
Chief Legal  
and Corporate  
Affairs Officer





## Zero-waste program

With a massive network and operations from coast to coast, Canada Post's footprint is enormous. We recognize that, and it's why we've set out to cut waste wherever we can.

The goal of our zero-waste program is to divert 90 per cent of non-hazardous operational waste from landfill by 2030. As part of the first phase, we've installed standardized and more efficient waste diversion infrastructure at almost 80 locations across our network.

## Most sustainable public sector corporations

Canada Post was honoured to be ranked on Corporate Knights' inaugural list of the 25 most sustainable public sector corporations in the world. The ranking provides important recognition of our recent efforts to manage energy consumption, GHG emissions, and sustainable products and services, among others.

Similarly, in a 2024 ranking developed by Newsweek and Statista, we were named one of Canada's Most Responsible Companies, which recognized 150 companies across 13 industries.

## Taking action for the greener good

We know our progress has been incremental. Clearly, we have much further to go. Given the scale of the challenges currently facing Canada Post, we also acknowledge that some projects may happen slower than others. But our goals and our climate timelines have not changed, and we continue to make progress.

We couldn't do this without the engagement and dedication of our wonderful employees – the heart of the company and its greatest ambassadors. With continued support from our people, we'll keep taking action on sustainability for the greener good and the communities they live, work and deliver in.

Canadians can continue to count on Canada Post. We'll keep working to demonstrate leadership on sustainability for our people, customers and Canada's communities.







# How we create sustainable value



1. Refer to the [ESG Transparency Supplement](#) for further details on how these indicators are calculated.

2. Includes paid full-time and part-time Canadian employees, including temporary, casual and term employees.





# ESG strategy

## Stakeholder engagement

By serving every address in all corners of the country, Canada Post is connecting Canadians. We recognize our value to Canadians and Canadian businesses. Understanding what matters most to the people who use the postal system is fundamental to help us continually adapt our products and services to meet Canadians' changing expectations.

We actively engage with customers and key stakeholders on an ongoing basis to gather insights that inform our sustainability and ESG priorities. Stakeholder groups that influence our strategic direction include:



**In 2024 we engaged thousands of Canadian consumers and businesses through online surveys to understand their shipping and delivery expectations, including the importance of sustainable delivery options.**

## 2024 engagement activities

In 2024, we conducted a wide range of engagement activities to ensure we remain up to date on stakeholder needs and expectations. Examples of ways that we connected with Canadians include:

- Surveys
- Meetings with customers and suppliers
- Regular communications on sustainability efforts (internal and external)
- ESG-related training for employees
- Grants through the Canada Post Community Foundation
- Outreach and awareness sessions with leaders from Indigenous communities
- Direct engagement with Indigenous suppliers to encourage participation in Canada Post's purchasing process
- Direct stakeholder and community engagement through our stamp program (events, research and consultations)
- Regular committee meetings with union representatives
- Discussions with our executive team and Board members, including public events such as the Annual Public Meeting
- Collaboration and consultation with municipal governments on ESG initiatives
- Sharing of best practices through membership in industry associations and international postal groups

Further details on specific engagement activities are presented throughout this report.





## Determining our priority sustainability issues

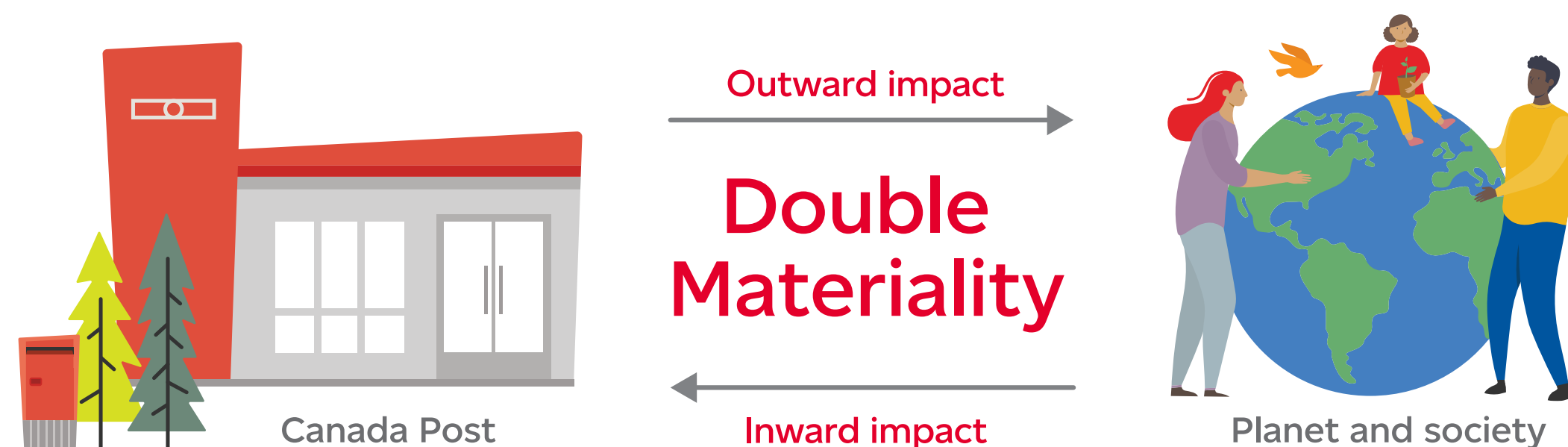
Building a robust ESG strategy requires identifying priority sustainability topics that are material to Canada Post's business and its stakeholders. This is done through our materiality assessment process, which is conducted every two years to ensure we continue to address the most relevant stakeholder concerns.

Canada Post's last materiality assessment was completed in 2023, where we incorporated double materiality for the first time:

- **Outward impact:** How significantly could Canada Post's business operations impact the environment and society?
- **Inward impact:** How significantly could sustainability-related issues affect Canada Post's financial performance?

The process we followed is outlined in the following table.

Our next materiality assessment will be conducted in 2026.



## Our double materiality process

### Identify ESG topics

A list of ESG topics most relevant to Canada Post was developed through a review of peer sustainability reports, industry-specific reporting standards and key topics from previous Canada Post materiality assessments.

### Engage stakeholders

#### Prioritization phase 1

Internal and external stakeholders were surveyed for their rankings of ESG topics where Canada Post could have the greatest impact on the environment and society (outward impacts).

#### Prioritization phase 2

Board members and senior executives were surveyed to also provide input on the ESG topics where Canada Post could have the greatest outward impacts (environmental and social) as well as potential inward impacts (financial).

**Over 4,500 internal and external stakeholders were engaged including employees, bargaining agents, senior executives, Board of Directors, commercial customers, consumers, communities, suppliers, industry associations and subsidiaries.**

### Validation

A workshop was then held with senior leadership to validate the results of the double materiality assessment and obtain alignment on the final matrix to be disclosed in Canada Post's Sustainability Report.





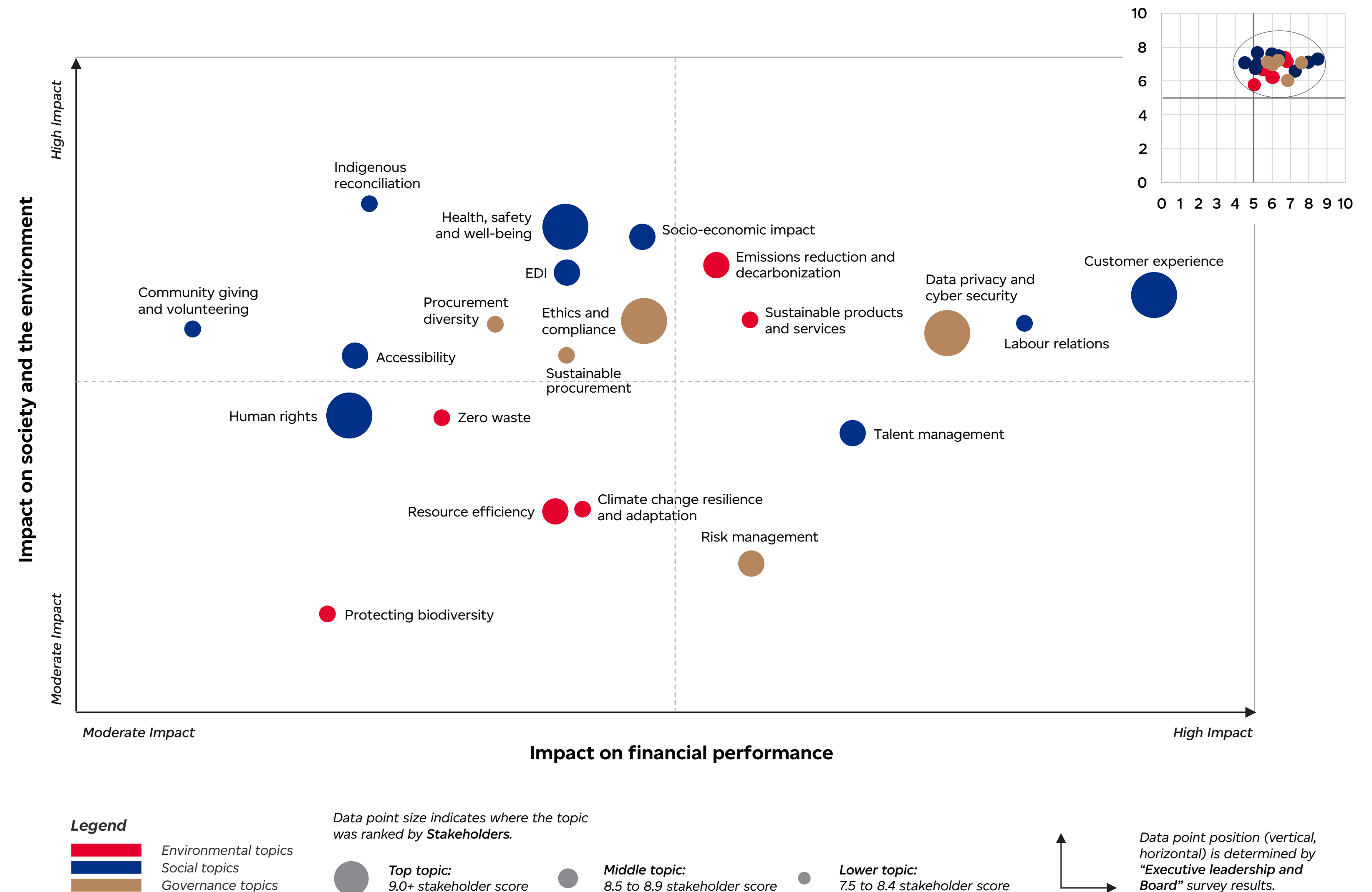
## Double materiality matrix

The results of Canada Post's double materiality assessment are summarized in the following matrix, which provides a visual ranking of the shortlisted topics and their scores based on the feedback received from our stakeholder engagement exercise. The x-axis represents the potential impact of each topic on Canada Post's financial performance, and the y-axis represents Canada Post's potential impacts on society and the environment based on Board member and senior executive scoring. The size of the circle for each topic represents the scoring of other stakeholders, based on an importance scale of 1 (not at all important) to 10 (extremely important).

For the 21 topics scored, the largest circles represent topics with the highest scores, medium circles represent middle scores, and small circles represent lower scores, with no topic scoring lower than 7.9 out of 10. Almost all topics ranked in the top right-hand quadrant of the final matrix, underscoring the importance of their consideration in our ESG strategy and sustainability disclosures.

These results form a framework for Canada Post's ESG strategy and guide priorities such as the safety of our people, investments to meet customer expectations, and actions to demonstrate leadership in sustainability.

→ View the [double materiality matrix results in a table format](#).

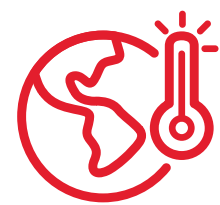






## Global and national ESG trends

In addition to stakeholder feedback through our double materiality assessment, our strategy for long-term resilience also considers global and national ESG trends and best practices that could be most relevant to our business. Key trends that have influenced our ESG strategy are summarized in the following paragraphs.



### Focus on climate adaptation and resilience

In 2024, extreme weather events across the globe continued to emphasize growing climate risk. Canadians experienced record-breaking heatwaves, wildfires, destructive winds and extreme precipitation events that disrupted lives and businesses and resulted in billions of dollars of damage across the country. To future-proof operations and supply chains, businesses need to integrate climate adaptation and resilience into their corporate strategy.

#### What Canada Post is doing:

Canada Post is integrating the consideration of climate-related risks and opportunities into its business strategy. In 2024, we completed a detailed assessment of our top climate risks and opportunities, including the identification of key sites with the greatest risk of impacts from physical climate risks. We are in the process of developing a comprehensive climate resilience roadmap to minimize these impacts as well as the impacts of potential climate transition risks.

→ See the [Climate transition plan](#) section of this report for further details.



### Increasing regulations and expectations for disclosure

ESG reporting frameworks continue to evolve, with increasing calls for links between sustainability practices and financial performance over the short, medium and long term. In December 2024, the Canadian Sustainability Standards Board (CSSB) issued its inaugural sustainability disclosure standards, aligned with similar standards released by the International Financial Reporting Standards (IFRS) Foundation in 2023, outlining disclosure criteria to provide stakeholders with a view of the current and potential future financial impacts of an entity's material sustainability-related risks and opportunities over time. Though the standards are currently voluntary in Canada, companies must continue to monitor and prepare to report in alignment with evolving voluntary disclosure standards given the potential to influence future regulations. This means continuing to refine ESG reporting, including disclosure of detailed climate transition plans, to remain ahead of regulatory requirements and to meet stakeholder expectations.

#### What Canada Post is doing:

Canada Post has been reporting publicly on its sustainability strategy and initiatives since 2007. Additionally, as a Crown corporation, Canada Post has been mandated to report on climate strategy in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) framework. We released our first TCFD report in 2022 and have continued to report on management of climate-related risks and opportunities annually. In October 2023, the TCFD disbanded and responsibility for monitoring progress on companies' climate-related disclosures passed to the IFRS Foundation under the IFRS S2 Climate-related Disclosures standard. We continue to enhance our reporting to incorporate evolving ESG disclosure standards and ensure we're in compliance.





## Growing scrutiny over sustainability practices

As sustainability disclosure requirements become more stringent and standardized globally, concerns about “greenwashing” – creating inflated perceptions that an activity, product, brand or investment is more sustainable than it is in reality – have risen and companies are facing increased scrutiny on the accuracy of their sustainability communications. This scrutiny has extended to regulatory requirements with amendments made to the *Competition Act* in Canada in June of 2024 through Bill C-59, which includes requirements for companies to be able to substantiate environmental claims made to promote a product or business interest.

### What Canada Post is doing:

Canada Post is committed to clear and accurate transparency on sustainability and ESG. Our sustainability disclosures are subject to a rigorous internal review and governance process. We continue to expand third-party verification of key ESG KPIs as outlined in the [About this report](#) section.



## Protecting biodiversity and natural capital

The United Nations Convention on Biological Diversity met for its 16<sup>th</sup> Conference of the Parties (COP16) in Colombia in November 2024, shining a public spotlight on the need to act now to halt the world’s alarming rate of biodiversity loss. COP16 also formally recognized the linkages between climate change and biodiversity. Climate change cannot be solved without addressing biodiversity, which plays a critical role in mitigation and adaptation. Companies are facing increasing scrutiny on actions to protect biodiversity and limit the impacts of climate change. To maintain leadership in environmental responsibility, businesses must factor their ecological footprint, and impacts on ecosystems, into their sustainability strategies.

### What Canada Post is doing:

In 2024, Canada Post launched a detailed assessment of its impacts and dependencies on nature. The assessment follows the approach developed by the Taskforce on Nature-related Financial Disclosures (TNFD).

→ See the [Protecting biodiversity](#) section of this report for further details.



## Building sustainable and resilient supply chains

Organizations are under growing pressure to verify that their supply chains do no harm as consumer demand for eco-friendly and socially responsible products continues to increase. Ethical sourcing, reduced environmental footprints, fair labour practices, risk management, transparency and accountability in supply chains are becoming critical to corporate sustainability and resilience. Regulatory requirements for supply chain transparency further underscore this with Bill S-211 coming into force on January 1, 2024, requiring Canadian businesses and government institutions to report on the risk of forced labour and child labour in their supply chains.

### What Canada Post is doing:

Canada Post is committed to fair sourcing that ensures we are delivering responsibly for our customers. We include environmental and social criteria in the screening of new suppliers as well as in our procurement bidding processes. We continue to enhance our procurement strategy to reduce supply chain risk and in 2024 implemented a third-party solution to support a deeper assessment of potential risks within our supply chain.

→ See the [Sustainable procurement](#) section of this report for further details.





## Our approach to ESG

Canada Post's purpose is A Stronger Canada – Delivered. To fulfill this purpose, we work toward delivering a stronger, more inclusive and greener Canada – for our customers, communities and employees. Our approach to ESG supports this purpose by integrating stakeholder expectations and relevant ESG trends into our priority actions to maximize positive impacts and drive long-term resilience for the company and the Canadians we serve.

Our ESG strategy framework groups priority topics into broad strategic focus areas to help us deliver on our purpose.

### Our purpose: A Stronger Canada – Delivered

We aim to help deliver an inclusive, equitable and sustainable Canada for our customers, communities and employees

#### ESG strategy focus areas



##### Responsible business practices

We conduct business in an open, transparent and ethical manner while maintaining high corporate governance standards that allow us to make sound business decisions and deliver sustainable value for all our stakeholders:

- [Ethics and compliance](#)
- [Data privacy and cyber security](#)
- [Sustainable procurement](#)



##### Environmental stewardship

We are committed to reducing the environmental impact of our operations, including reducing greenhouse gas emissions, protecting biodiversity, reducing waste and promoting circular economics, and moving toward sustainable transport operations:

- [Sustainable products and services](#)
- [Emissions reduction and decarbonization](#)
- [Zero waste](#)
- [Climate resilience](#)
- [Protecting biodiversity](#)



##### People and culture

We aim to do right by our people through a focus on health and safety, alignment with our bargaining agents, promoting a culture that makes us stronger together, and ensuring that our workforce reflects Canada and the priorities of Canadians:

- [Health, safety and well-being](#)
- [Culture](#)



##### Socio-economic impact

We aim to create positive social and economic value for all Canadians through our practices, products and services and community engagement:

- [Indigenous truth and reconciliation](#)
- [Customer experience](#)
- [Accessibility](#)

#### Equity, diversity and inclusion





# 2030 strategy

We are in the process of developing a detailed ESG strategy roadmap supporting our ambition to be a leader in delivering sustainable value for our people, communities and customers, while growing the business responsibly. The roadmap will reflect a phased approach to our sustainability journey, focusing first on 2025 to 2030, with concrete goals and initiatives to achieve them. Here is a high-level outline of the components of the roadmap.



## Maintaining the highest corporate governance standards by:

- Fostering an ethical culture that reflects Canadians’ shared values: Trust, respect and deliver.
- Protecting the privacy of all Canadians in an ethically responsible way.
- Building a sustainable and resilient supply chain.
- Valuing and protecting human rights for our employees and across our supply chain.

## Enhancing the resilience of our planet and our communities by:

- Achieving significant greenhouse gas emissions reductions across our operations and our value chain.
- Adapting our operations, products and services to reduce the risks from the impacts of climate change.
- Promoting the efficient and responsible use of natural resources while protecting and preserving biodiversity.
- Minimizing waste and promoting circularity.

## Enabling inclusivity and encouraging diversity by:

- Representing Canada’s diversity within our workforce.
- Fostering an inclusive environment free from racism, discrimination and harassment of any kind.
- Raising awareness and sensitivity about other cultures and adopting bias-free practices.

## Creating a positive work environment by:

- Being best in class in health and safety.
- Striving to foster a high-performance, values-driven culture.
- Providing our people with the training and support they need to expand their careers, explore new roles and achieve their full potential.






## Driving lasting social and economic value for all Canadians by:

- Becoming the Canadian delivery company most associated with corporate responsibility toward customers, communities and all Canadians.
- Supporting the well-being and growth of Indigenous and northern communities.
- Demonstrating leadership in accessibility and disability inclusion by providing programs and services that all Canadians can rely on.
- Supporting the growth and development of small businesses.



# Key ESG targets and performance

Some key performance indicators (KPIs) and targets to support our aspirations are already in place, while others will be developed through 2025. Our targets also consider how we can directly and indirectly support the global sustainability agenda to 2030 as outlined by the United Nation’s Sustainable Development Goals (SDGs). We have identified four SDGs where we believe our actions are aligned with specific SDG targets.







Focus area	Target	2024 performance	Year-over-year change	Trend (% of target achieved)	Status	SDG	SDG target	SDG indicator(s)
<div> Responsible business practices</div>	10% annual growth in direct eligible procurement spend with diverse suppliers from 2022 to 2025	0.2%	0.2%	<div><div></div></div> 0.02%	Off track <sup>1</sup>			
	10% annual growth in direct eligible procurement spend with small and medium businesses from 2022 to 2025	-14.5%	-14.5%	<div><div></div></div> 0%	Off track <sup>1</sup>		<b>12.7</b> Promote public procurement practices that are sustainable, in accordance with national policies and priorities	<b>12.7.1</b> Number of countries implementing sustainable public procurement policies and action plans
	Increase direct eligible procurement spend with suppliers owned by people with disabilities by 10% per year from 2022 to 2025	-41.9%	-41.9%	<div><div></div></div> 0%	Off track <sup>1</sup>		<b>13.2</b> Integrate climate change measures into national policies, strategies and planning	<b>13.2.2</b> Total greenhouse gas emissions per year
	Ensure that a minimum of 67% of suppliers, by spend, set science-based targets by December 31, 2025	21.6%	+2.7 percentage points	<div><div></div></div> 32%	Off track <sup>2</sup>			
<div> People and culture</div>	Continued year-over-year decrease in injuries – Total injury frequency rate	5.46	+1%	<div><div></div></div> 0%	Off track <sup>3</sup>		<b>8.</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<b>8.8.1</b> Fatal and non-fatal occupational injuries per 100,000 workers, by sex and migrant status
	Continued year-over-year decrease in injuries – Lost-time injury frequency rate	2.53	+11%	<div><div></div></div> 0%	Off track			

1. Spend with these suppliers declined from 2023 to 2024 due to the impacts of the labour disruption in Q4 2024.

2. Target progress will be updated in 2025 to include suppliers integrated into Canada Post Sourcing Management responsibility following the divestiture of Innovapost.

3. For additional details see the [Health, safety and well-being](#) section.



Focus area	Target	2024 performance	Year-over-year change	Trend (% of target achieved)	Status	SDG	SDG target	SDG indicator(s)
 Environmental stewardship	Reduce our operational emissions (scopes 1 and 2) by 50 per cent by 2030	103.5 kt CO <sub>2</sub> e	-10.2%	<div><div></div></div> 49%	On track		7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	
	Achieve net-zero emissions by 2050	876.5 kt CO <sub>2</sub> e	-11.0%	<div><div></div></div> 21%	On track		12.1 Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	7.2.1 Renewable energy share in the total final energy consumption
	95% electricity consumption from non-emitting sources by 2030	88%	+4.5 percentage points	<div><div></div></div> 93%	On track			12.1.1 Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production
	Electrify 100% of our last-mile fleet by 2040	1%	0 percentage points	<div><div></div></div> 1%	Off track <sup>1</sup>		12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	12.5.1 National recycling rate, tons of material recycled
	Divert at least 90% (by weight) of non-hazardous operational waste by 2030	66.7%	-0.4 percentage points	<div><div></div></div> 74%	On track		13.2 Integrate climate change measures into national policies, strategies and planning	13.2.2 Total greenhouse gas emissions per year
 Socio-economic impact	5% direct or indirect eligible procurement spend with Indigenous-owned suppliers by December 31, 2025	4.3%	+0.2 percentage points	<div><div></div></div> 86%	On track			
	3.2% Indigenous employees in the Canada Post workforce in 2024	3.5%	+0.2 percentage points	<div><div></div></div> 109%+	Achieved		12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	12.7.1 Number of countries implementing sustainable public procurement policies and action plans
	92% digital accessibility across all active digital projects in 2024	93.3%	+1.3 percentage points	<div><div></div></div> 101%+	Achieved			

1. Pace of fleet electrification has slowed due to financial constraints but will be increased in the future to support achievement of our target.





# Commitments, rankings and awards

## Commitments to ESG leadership

**Science Based Targets initiative:** One of the first 10 transportation and logistics companies globally with a net-zero target officially approved by the Science Based Targets initiative.

**Net-Zero Challenge:** An official participant in the Government of Canada's Net-Zero Challenge launched in 2022. The Net-Zero Challenge is a voluntary initiative that encourages companies to develop and implement credible and effective plans to transition their facilities and operations to net-zero emissions by 2050.

**United Nations Global Compact:** A signatory to the UN Global Compact, reaffirming its commitment to respecting and promoting universal human rights, implementing decent work practices, reducing environmental impacts and maintaining strong anticorruption mechanisms.

## Rankings and awards

**Corporate Knights:** Named one of Corporate Knights' Best 50 Corporate Citizens. In 2024, we ranked 26<sup>th</sup> on the list, up from 37<sup>th</sup> in 2023.

Recognized in Corporate Knights' inaugural global ranking of Global 25 most sustainable public sector corporations.

**Newsweek and Statista:** Named one of Canada's Most Responsible Companies in 2025 by Newsweek and Statista. Canada Post ranked 5<sup>th</sup> overall (out of 100) and 1<sup>st</sup> in the transport and logistics sector.

**CDP:** Received a score of A- for Canada Post's 2023 climate change submission, recognizing the Corporation's leadership and action on managing climate-related issues. 2024 score is pending.

**EcoVadis:** Earned a silver rating from EcoVadis, placing the company in the 90<sup>th</sup> percentile across all companies evaluated.

### Employee Equity Achievement Awards:

Received the 2024 Outstanding Commitment to Employment Equity Award at the 2024 Employee Equity Achievement Awards

### International Association of Financial Crime

**Investigators:** Received a 2024 Investigative Partnership Award and Investigator of the Year Award from the International Association of Financial Crime Investigators Central Canada Chapter.

**Rick Hansen Foundation:** Received the Rick Hansen Foundation Accessibility Certified Gold Rating for our Membertou Community Hub. This is our 3<sup>rd</sup> facility to receive the Gold rating.

**Energy Star Building of the Year:** Received the Energy Star Building of the Year award for our Letter Carrier Depot in Scarborough, Ontario, in the Mailing Centre and Post Office category.

**Canadian Council for Indigenous Business:** Named an Aboriginal Procurement Champion by the Canadian Council for Indigenous Business.

**Sustainable Procurement Leader:** Recognized as one of the five best public sector organizations in North America for sustainable procurement by the Sustainable Purchasing Leadership Council.







# Stamps

Canada Post's commemorative stamps and collectibles celebrate the country's people, places and events. In 2024, we continued to tell stories about Canada's diverse and vibrant communities, unique history and environmental wonders.

All postage stamps issued in 2024 were printed using 100% renewable electricity, on 100% recycled and/or Forest Stewardship Council (FSC) certified paper.



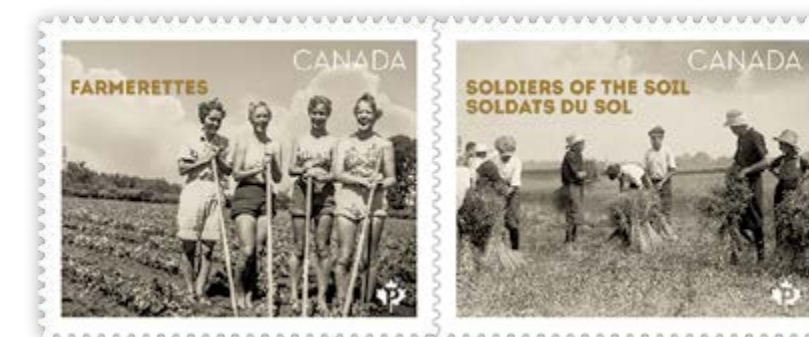
## French-Canadian authors

This literary issue celebrates the lives and works of five 20<sup>th</sup> century French-Canadian authors from across the country. Recipients of national and international accolades, these distinguished writers have brought French-Canadian literature to the world stage. Through their work, Marie-Claire Blais (1939-2021), Jean Marc Dalpé (b. 1957), Dany Laferrière (b. 1953), Antonine Maillet (1929-2025) and Marguerite-A. Primeau (1914-2011) offer unique observations on humanity's flaws and aspirations, interpreting the world around them with honesty and compassion.



## Wildflowers

The 2024 issue for the annual Flowers series features two native wildflowers – butterfly milkweed and spotted beebalm. Rich with nectar and pollen, these flowers are important food sources for pollinators such as hummingbirds and bees.



## Farmerettes and Soldiers of the Soil

This two-stamp set for Remembrance Day pays tribute to the young women and men who stepped up to support Canada's agricultural efforts when the country and its allies needed them most. The Soldiers of the Soil initiative for boys employed more than 22,000 youth in farming during the First World War. Through Ontario's Farm Service Corps (and later, the Second World War's Farmerette Brigade), thousands of young women helped fill the labour gap by working in fields, orchards and canneries.



## Endangered frogs

This issue follows a Canada Post tradition of featuring species at risk on stamps to raise awareness of the fragility of the natural world and encourage environmental stewardship. Both the Oregon spotted frog and Fowler's toad are listed as endangered and require urgent intervention to save them from disappearing forever.



## Holidays

Canada Post issues several stamps each year to celebrate events of importance to Canada's culturally diverse population, including Eid, Diwali, Hanukkah and Christmas.



# Responsible business practices

Corporate governance

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Ethics and compliance

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Privacy and security

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Sustainable procurement

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Responsible investment

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Risk management

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# Corporate governance

## Canada Post as a Crown corporation

Canada Post is a federally regulated Crown corporation operating within a complex legal and policy environment. Its mandate, established by the *Canada Post Corporation Act*, is to provide high-quality postal services at a reasonable price to all Canadian addresses in all communities – urban, rural and remote – on a daily basis.

This mandate is supported by various policy and legal instruments, including a broad set of federal legislation and the federal government’s *Canadian Postal Service Charter* (Service Charter or Charter). The Service Charter underscores the importance of universal, affordable, reliable, convenient and secure postal services that are responsive to the needs of Canadians. It also prescribes service standards such as daily mail delivery, uniform postage rates and timelines for letter delivery between locations. These regulations are required to ensure a consistent and reliable postal network for Canadians.

While these regulations are central to fulfilling the Corporation’s public service obligations, they can also impede our ability to change, adapt and meet our sustainability commitments and the changing needs of Canadians. Canada Post continues to work with the Government of Canada to build flexibility to meet its goals such as achieving net zero by 2050. We are working with our employees, bargaining agents and the Government of Canada to evolve the postal system and ensure the long-term viability of a service that millions of Canadians consider essential.

## Public policy programs<sup>1</sup>

### Government Mail Program

We operate the government mail program, which provides free-of-postage services for mail sent between Canadians and Parliament, including to and from members of Parliament, senators and the Governor General.

### Materials for the use of people who are blind or partially sighted

587,000 items delivered free of charge for people who are blind or partially sighted in 2024.

### Canadian Forces Postal Service

193,000 letters and parcels delivered to members of the Canadian Armed Forces deployed overseas during the holiday season since 2006.

### Library Material Program

882,000 shipments of library material benefitted from reduced postal rates in 2024.

1. Canada Post received a government appropriation of approximately \$22M government mail and mailing of materials for persons who are blind or partially sighted. For further details see the Other public policy programs section of Canada Post’s [Annual Report](#).



## Key initiatives in 2024

Canada Post regularly reviews and updates corporate policies. This supports responsible corporate governance by strengthening oversight mechanisms, improving accountability and ensuring alignment with evolving regulatory requirements. Policies that were updated in 2024 include:

- ✓ Procurement Policy
- ✓ Privacy Policy
- ✓ Anti-Fraud Policy
- ✓ Accessibility Policy
- ✓ Sustainability Policy





# About the Board

Canada Post is a federal Crown corporation, reporting to Parliament through the Minister of Government Transformation, Public Services and Procurement.<sup>1</sup> The Corporation’s single shareholder is the Government of Canada. As the provider of a core public service, we are committed to maintaining high corporate governance standards and ensuring that we can deliver on our mandate while creating lasting value for Canadians and our stakeholders.

## About the Board of Directors

The Board of Directors provides oversight and guidance on behalf of the shareholder on the strategies, business plans and related affairs at Canada Post. The Board follows rules and regulations defined by the *Canada Post Corporation Act* and the *Canadian Postal Service Charter*. The Board is also governed by our [Code of Conduct](#), [Standards of Conduct for Directors](#), the [Statement of Board Values and Board Charter](#), [By-Law No. 1](#) and [By-Law No. 2](#).

Board directors are subject to the [Conflict of Interest Act](#). They are required to report any personal Declaration of Interest, and to confirm the Declaration of Interest on an annual basis. Board directors are expected to recuse themselves from any discussion that could create a conflict of interest or the perception of one.

## Appointment

Members of the Canada Post Board of Directors are appointed by the Governor in Council, or the Governor General acting on the advice of the King’s Privy Council for Canada as represented by the federal Cabinet. The Governor in Council appointment process is open, transparent and merit-based, and seeks to attract qualified candidates who reflect Canada’s population in terms of linguistic capacity, regional representation and diversity.

Board composition as of December 31, 2024

Represented group <sup>2</sup>	Number of Board members	Proportion (of 10 total Board members)
Independent	9	90%
Women	4	40%
Indigenous people	1	10%

2. Based on self-identification.



1. As at March 14, 2025.





Committees

Board members are appointed to committees based on several factors, including professional designations and experience, personal interest and current membership numbers. The Board Chair and the members work together to determine committee memberships. Committee memberships can also be reassigned.

Number of members and responsibilities of the Board’s committees as of December 31, 2024<sup>1</sup>

Committee	Number of members	Duties and responsibilities
Board of Directors	10 9 out of 10 members are independent <sup>2</sup>	<ul style="list-style-type: none"><li>• Provides oversight and guidance on behalf of the shareholder on the strategies, business plans and related affairs at Canada Post</li><li>• Holds management accountable for its business performance and strategic objectives</li><li>• Exercises due diligence over strategic sustainability initiatives</li><li>• Consults regularly with stakeholders</li><li>• Reviews management reports on matters relating to health and safety, accessibility, sustainability and equity, diversity and inclusion (EDI)</li></ul>
Pension Committee	5	<ul style="list-style-type: none"><li>• Provides oversight and guidance on Canada Post Pension Plan strategies, including the responsible investment strategy</li><li>• Upholds corporate responsibilities as pension plan sponsor</li><li>• Oversees the Corporation’s fiduciary responsibilities as pension plan administrator</li><li>• Provides oversight of investment decisions and external investment managers</li></ul>
Human Resources and Compensation Committee	5	<ul style="list-style-type: none"><li>• Reviews, reports and approves or provides recommendations to the Board regarding human resources and compensation</li><li>• Provides oversight of matters including (but not limited to) health and safety, management succession, recruitment, compensation, development, retention, proposals for the compensation of the president and CEO, as well as other significant human resource policies</li><li>• Provides additional oversight and guidance to the Board on relevant aspects of environmental, social and governance (ESG) issues, such as EDI and culture</li><li>• Provides additional oversight and guidance on collective agreement negotiations and related matters</li></ul>
Environmental, Social and Governance Committee	5	<ul style="list-style-type: none"><li>• Reviews ESG issues, plans and strategies, and makes recommendations to the Board on specific ESG topics and on overall integration across the Corporation</li><li>• Provides focus on corporate governance and facilitates the Board’s effectiveness</li><li>• Oversees policies, programs, practices, procedures and performance with respect to corporate sustainability</li><li>• Approves the Sustainability Report and recommends ESG targets for Board approval as required, including the Corporation’s science-based emissions reduction target</li></ul>
Audit Committee	6 (at least one member is a financial expert)	<ul style="list-style-type: none"><li>• Oversees financial information and reporting, systems of corporate controls and the audit process</li><li>• Reviews the Corporation’s risk management framework and privacy and cyber security controls</li><li>• Provides oversight of the Corporation’s financial performance against its corporate plan</li><li>• Oversees alignment of proposed investments or procurement within the ESG strategy</li></ul>

1. For more information on the Board’s structure and composition, please refer to our website: [Corporate governance](#) and [Board of Directors biographies](#).  
2. All committee members are independent. Doug Ettinger, President and CEO, is not an independent member of the Board of Directors and may attend any committee meeting.





# ESG governance

At Canada Post, we recognize that strong ESG governance builds resilience for our organization to adapt in a changing landscape. The Corporation’s ESG Committee of the Board of Directors has oversight of the company’s ESG strategy and performance.

## Key ESG-related activities of the Board in 2024

- ✓ Approved the policy statement for the Corporation’s new amalgamated Privacy Policy
- ✓ Approved the Accessibility Plan Progress Report
- ✓ Approved the 2023 Sustainability Report
- ✓ Reviewed the ESG strategy refresh and Net Zero Strategy
- ✓ Reviewed the ESG and Indigenous Reconciliation Scorecard
- ✓ Reviewed the Scope 3 Strategy update
- ✓ Received updates on our approach to Indigenous truth and reconciliation

Canada Post Board of Directors and Committees	Provides oversight and guidance on behalf of the Government of Canada, our sole shareholder, on the strategies, business plans and related affairs of Canada Post, including oversight of the company’s ESG strategy through the Board’s ESG Committee.	
ESG Committee of the Board	Oversees ESG matters, provides guidance on plans and strategies and makes recommendations to the Board on specific ESG topics and overall integration across the Corporation.	
President and CEO	Responsible for all aspects of the company including management’s approach to ESG and sustainability.	
Chief Legal and Corporate Affairs Officer	Has overall responsibility for the ESG strategy and initiatives as well as the assessment and management of sustainability-related risks and opportunities.	
Corporate Sustainability and ESG Team	Advisory group of experts to various key internal stakeholders throughout Canada Post, with the goal of enabling the management of ESG issues across the business.	
Key internal stakeholder groups	Departments including Human Resources, Sales and Marketing, Finance and Operations are responsible for the implementation of ESG initiatives across the company.	Sustainability Forum comprised of executives from key functions including Human Resources, Information Technology, Customer Experience, Health and Safety and Operations.



## Oversight of key sustainability topics

To further embed ESG into our business practices, we’ve linked key ESG metrics to executive scorecards and compensation. These metrics account for 20 per cent of the scorecards of the CEO, vice-presidents and senior vice-presidents. The table on the next page provides a summary of oversight on Canada Post’s material sustainability topics, grouped by category.





Summary of oversight on Canada Post’s material sustainability topics, by category

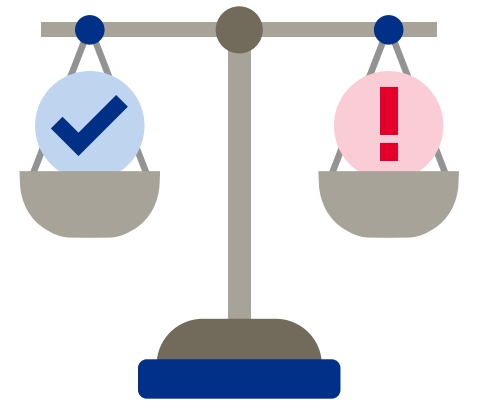
Category	Sub-category	Board oversight	Frequency of review by the Board	Highest managerial responsibility	Link to executive pay	Main policies and documents
Environmental stewardship	N/A	✓	Part of quarterly President’s reports at Board (when material); each ESG Committee meeting (3x per year).	CEO (President’s report at Board); Chief Legal and Corporate Affairs Officer (Sustainability updates at ESG Committee)	✓	<ul style="list-style-type: none"><li>• <a href="#">2024 Sustainability Report</a></li><li>• <a href="#">2024 ESG Transparency Supplement</a></li><li>• <a href="#">Sustainability Policy</a></li></ul>
Socio-economic impact	Indigenous reconciliation; accessibility	✓	Indigenous and Northern reconciliation strategy pillar updates to relevant committees four times per year; Accessibility Plan and Progress Reports at ESG Committee once per year.	Chief People and Safety Officer, Chief Legal and Corporate Affairs Officer	✓	<ul style="list-style-type: none"><li>• <a href="#">Indigenous and Northern Reconciliation Strategy</a></li><li>• <a href="#">Accessibility Plan</a></li><li>• <a href="#">Accessibility Policy</a></li></ul>
	Customer experience	✓	Quarterly	CEO (President’s report at Board); Chief Customer and Marketing Officer	✓	<ul style="list-style-type: none"><li>• Customer Service Policy</li></ul>
People and culture	N/A	✓	Quarterly at Board; every Human Resources and Compensation Committee meeting (3x per year).	CEO (President’s report at Board); Chief People and Safety Officer (at Human Resources and Compensation Committee); Chief Legal and Corporate Affairs Officer (at ESG Committee)	✓	<ul style="list-style-type: none"><li>• <a href="#">Anti-Racism and Anti-Discrimination Charter</a></li><li>• <a href="#">Accessibility Plan</a></li><li>• <a href="#">Accessibility Policy</a></li><li>• Equality in Employment Policy</li><li>• Duty to Accommodate Policy</li><li>• Health and Safety Policy</li><li>• Workplace Harassment, Violence and Discrimination Prevention Policy</li><li>• <a href="#">Privacy Policy</a></li></ul>
Responsible business practices	Ethics and compliance	✓	Quarterly	Chief Legal and Corporate Affairs Officer		<ul style="list-style-type: none"><li>• <a href="#">Code of Conduct</a></li><li>• Anti-fraud Policy</li><li>• Conflict of Interest Policy</li><li>• Disclosure of Wrongdoings Policy</li><li>• Fair Competition Policy</li></ul>
	Sustainable procurement	✓	Annually at the Audit Committee	VP, Corporate Strategy		<ul style="list-style-type: none"><li>• Procurement Policy</li><li>• <a href="#">Supplier Code of Conduct</a></li></ul>
	Data privacy and cyber security	✓	Quarterly at the Audit Committee	Chief Information Officer; Chief Legal and Corporate Affairs Officer		<ul style="list-style-type: none"><li>• <a href="#">Privacy Policy</a></li><li>• Information Security Policy</li><li>• Protection of Mail Policy</li></ul>





# Ethics and compliance

Our values – trust, respect and deliver – underpin everything we do. They are central to how we do business, define what we expect from one another, and foster behaviours that support our ethical, legal and commercial obligations.



## Ethics

Canada Post's [Code of Conduct](#) is based on our corporate values. It contains the policies and practices and ethical behaviours that define our standards of business conduct, to which we hold ourselves and others accountable. The Code exists to protect our employees, workplaces, customers, brand and the trust that Canadians place in us.

The Code of Conduct is supported by the Disclosure of Wrongdoings Policy and procedures. These outline what is reportable conduct and the mechanisms for reporting unethical actions. Employees are expected to report suspected or known violations of the Code. Reports can be made through our online portal, by mail or by calling a toll-free number. Employees are encouraged to use the confidential disclosure process outlined in the policy and procedures. In 2024, a total of 150 disclosure of wrongdoing cases were reviewed and addressed as required.

### Key initiatives in 2024

- ✓ Hosted 10 ethics workshops focused on our values and Code of Conduct, which were attended by almost 600 individuals across Canada Post.
- ✓ Held information sessions about the Disclosure of Wrongdoing program with key stakeholders, covering topics like conducting an investigation and leveraging our online portal.

## Compliance

Canada Post operates within a complex regulatory and legal environment. Ensuring employees follow proper procedures is crucial for the Corporation. Strong compliance practices ensure consistent operational practices, build customer trust, enhance governance and help to reduce risk. To support compliance across the business, we're developing policy compliance frameworks that bring together the policies, procedures and controls related to key business areas. The frameworks will be supported by new monitoring and reporting mechanisms.

### Key initiatives in 2024

- ✓ Developed the Equity, Diversity and Inclusion (EDI) policy compliance framework, creating a resource to help employees easily understand their obligations and retrieve information related to EDI policies, practices and training. We will continue the rollout of additional frameworks for key areas in 2025, including health and safety and information security.
- ✓ Introduced a new compliance risk rating scale and risk indicators, aligned with our existing enterprise risk management scale, to assess compliance risk and support quarterly reporting.
- ✓ Developed a new Compliance Dashboard to monitor performance, identify trends, risks and opportunities, and support quarterly reporting for our executives and our annual compliance posture reporting to the Board of Directors. Programs monitored through the dashboard include privacy, anti-money laundering, official languages, records and information management, access to information and disclosure of wrongdoing.





# Conflict of interest

At Canada Post, all employees are subject to the Corporation’s Conflict of Interest Policy. The Policy requires employees to disclose any personal, financial or business interests that could interfere or appear to interfere with their duties at Canada Post. The Policy prohibits employees from hiring or supervising, directly or indirectly via the reporting hierarchy, their immediate family or close personal relations. Employees are responsible for identifying, reporting and declaring any potential or actual conflicts of interest involving themselves and/or other employees, contractors and suppliers.

# Adhering to laws and regulations

Canada Post is committed to high ethical standards and compliance with laws and regulations. We work to ensure that we operate responsibly and with integrity, reflecting our unique position as a Crown corporation in a competitive market. In 2024, Canada Post did not have any court or tribunal decisions against it related to anti-competitive behaviour, nor did the company receive any material fines related to non-compliance with laws and regulations.

# Access to information

The *Access to Information Act* gives Canadians the right to access records of government institutions that are subject to the Act. We work to fulfill this right of Canadians while ensuring we protect sensitive corporate and third-party data.



Results – Access to information (ATI) requests and complaints, 2023-2024

Metric	2023	2024	2024/2023 change
Total number of requests for ATI	83	55	-34%
Total number of ATI complaints received	7	14	+100%
Total number of substantiated ATI complaints received	0	3	N/A





# Official languages

We uphold the laws and principles that reflect the linguistic duality of our country and work to foster the full recognition and use of both English and French in Canadian society. Our goal is to reduce the number of official language complaints received and improve service in both official languages.

As a federal institution, Canada Post is legally required to participate in the Official Languages Regulations Reapplication Exercise (OLRRE) to review its network of bilingual post offices every 10 years. The OLRRE is coordinated by the Treasury Board of Canada Secretariat (TBS), which determines the number of bilingual post offices each region must have. The latest census data is used to determine which communities have demand for service in both official languages. Where the OLRRE identifies communities that need bilingual service, Canada Post must designate its post offices as bilingual. After the TBS validates the OLRRE, Canada Post has one year to transition unilingual post offices to bilingual services.

## Key initiatives in 2024:

- ✓ Identified 66 post offices, including 10 dealer locations, for conversion to bilingual service, with 32 ready for immediate conversion (through the OLRRE process and consultation with Canadians).
- ✓ Developed new language proficiency level requirements for supervisors, as a result of updates to the *Official Languages Act* that ensures the rights of employees in bilingual regions to be supervised in the language of their choice.
- ✓ Enhanced the portable data terminals carried by postal workers to default to bilingual service.
- ✓ Started piloting a new instant voice-to-voice translation device for employees who are not bilingual in English and French. The devices offer the opportunity to expand to other languages.
- ✓ Started planning the piloting of a new tool that would provide English-French neural machine translation for employees to translate low-visibility documents for comprehension.

## Results – Official language complaints, 2023-2024

Year	Number of complaints
2023	28
2024	32
2024/2023 change	+14%







# Human rights

Canada Post operates and manages a complex national network and supply chain. We understand that respecting and protecting human rights is a core responsibility of our mandate to serve all Canadians and is essential to sustainable business management. That’s why we’re taking steps to better understand how our operations and supply chain can impact human rights.



## Human rights in the workplace

**Canada Post condemns all forms of racism and discrimination and is committed to eliminating them from the workplace.**

We monitor and respond to complaints related to discrimination and harassment according to the standards set out in the *Canadian Human Rights Act*. The purpose of the act includes “the principle that all individuals should have an opportunity equal with other individuals to make for themselves the lives that they are able and wish to have and to have their needs accommodated ... without being hindered in or prevented from doing so by discriminatory practices.”

Employees can file complaints internally with Canada Post or directly with the Canadian Human Rights Commission. Employees who are members of a bargaining group can also file a grievance.

Canada Post carries out these commitments by working with employee resource groups (ERGs) and its bargaining agents, in accordance with applicable collective agreements.

### Results – Human rights complaints, 2023-2024

Type of complaint	2023	2024	2024/2023 change
Formal human rights complaints	24	32	+33%
Internal human rights complaints	29	21	-28%
Pre-emptive human rights complaints	138	99	-28%
Total	191	152	-20%





## Human rights in our supply chain

In 2024, we began an initial scan to evaluate potential human rights impacts across our supply chain. The first phase of this scan focused on our procurement activities, accessibility and environmental sustainability, with the goal of identifying potential human rights impacts and groups that could be impacted, and then assessing the potential likelihood and severity of any impacts. Likelihood considers the probability of any negative impacts. Severity considers three aspects: (1) scale (how serious the impact could be), (2) scope (how widespread the impacts could be) and (3) remediability (how difficult it would be to correct the resulting harm). In this scan, we consulted with subject matter experts from each area of the business.

To further reduce the risk of impacting human rights, we’re embedding human rights into our corporate policies and practices, including the [Supplier Code of Conduct](#) and the [Sustainability Policy](#), to ensure rights are protected and that our stakeholders understand their obligations. Additionally, we are developing a human rights toolkit, including support packages for transgender employees transitioning in the workplace, and we are delivering broader human rights training across the network in partnership with external organizations.

We’re also working to protect and advance human rights in other key areas.

→ For more information see the [Pay equity](#), [Privacy](#) and [Renewing relations with Indigenous Peoples](#) sections of this report.

### Assessing our supply chain for human rights impacts

- 1

**Initial scan**  
Identify the areas of our business that could impact human rights through Canada Post activities or relationships:
  - Conduct desktop research
  - Engage with key stakeholders and subject matter experts from across the business
- 2

**Evaluation**  
Evaluate potential human rights impacts:
  1. By severity Scale, scope, remediability
  2. By likelihood
- 3

**Validation**  
Engage with internal and external stakeholders to:
  - Consolidate the results of the evaluation
  - Validate list of potential impacts, severity and likelihood







# Privacy and security

## Privacy

Canadians trust Canada Post with personal information every day. Maintaining that trust is critical to achieving our business objectives, meeting our regulatory obligations and fulfilling our purpose for Canadians.



### Our approach

As a federal institution, Canada Post is bound by the requirements of the *Privacy Act* and embeds the principles of the right to privacy, strong data governance and accountability into the products, services and programs we offer. We continue to strengthen our approach to privacy protection through the Canada Post Privacy Office, which oversees matters of privacy, data protection and anti-spam.

We develop our website, products and services using privacy-by-design and security-by-design approaches. This includes assessing privacy implications and risks at the early design or modification stage for every product or service that involves personal information. This proactive approach ensures we reduce privacy risks before a service or product is developed or launched.

We also have a well-established and robust security management program in place. This includes both cyber security and physical security risks.

→ For further details on how we protect Canadians’ information, see the [Security of the mail](#) and [Cyber security](#) sections of this report.

### Key initiatives in 2024

- ✓ Updated our employee and customer privacy policies, combining them into a new amalgamated privacy policy to ensure a consistent approach to handling personal information for both stakeholder groups. The policy statement was approved by the Board in November 2024.
- ✓ Updated our mandatory privacy e-learning for managers.
- ✓ Started the development of a new privacy training and awareness strategy focusing on high-risk business areas and roles.
- ✓ Integrated the privacy team as a stakeholder in the investment process to facilitate streamlined privacy risk and impact assessments for large investment projects.
- ✓ Continued quarterly meetings with the privacy and enterprise risk management team to discuss and quantify privacy risks.

### Results – Number of data privacy complaints and identified incidents, 2023-2024

Type of complaint or incident	2023	2024	2024/2023 change
Total number of substantiated complaints received concerning breaches of customer privacy from outside parties	7	2	-71%
Total number of substantiated complaints received concerning breaches of customer privacy from regulatory bodies	1	0	-100%
Total number of identified leaks, thefts or losses of customer data	3	2	-33%
Total	11	4	-64%



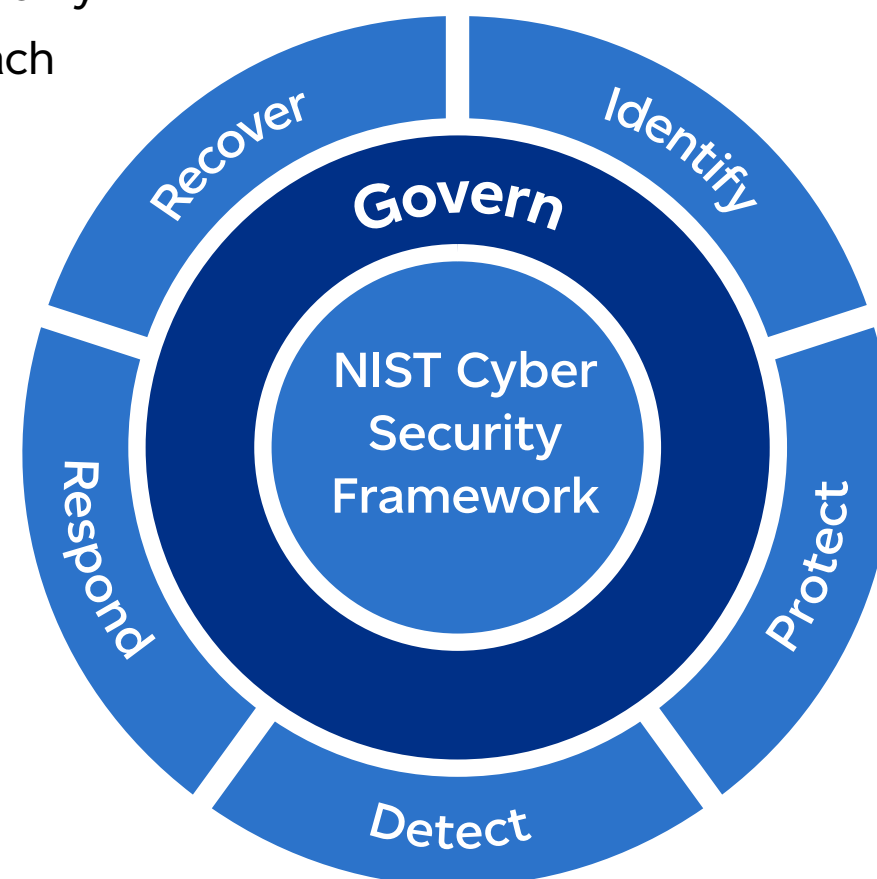


## Cyber security

Ensuring the security of Canadians' information is a critical priority for the Corporation. We work to enhance our systems and processes so that they are equipped to respond to increasingly sophisticated and constantly evolving cyber security threats. By safeguarding our systems and protecting personal information, we maintain the trust of our stakeholders, improve resilience and ensure business continuity.

### Our approach

In accordance with the Treasury Board of Canada Secretariat's risk management framework, Canada Post's senior management, process owners and information technology, security and privacy personnel ensure a consistent and integrated approach to managing information security risk. We do this using technical security controls, operational processes and security risk management principles. Physical and electronic security measures are in place to protect mail, information and data; breach and incident management protocols are in place to manage data breaches; and regular monitoring and reporting ensure only authorized users access our data. Our approach also includes advanced endpoint protection and network segmentation, and tiers of network and system protection. Our cyber security program follows the Cybersecurity Framework of the National Institute of Standards and Technology (NIST). This global industry leading framework is built on six pillars: identify, protect, detect, respond, recover and govern.



## Information Security organization

Responsible for activities to reduce risk and safeguard IT and the business against threats to people, data and systems.

### Security solution architecture

Support product teams in understanding and navigating security architecture.

### IT risk and compliance management

Monitor risks and impacts and determine mitigation strategies and response plans. Manage and maintain compliance, regulations and policies.

### Identity solution architecture

Create and enhance enterprise-wide hardening standards and access management frameworks.



### Security operations

Develop and implement operational playbooks to identify, detect and prevent cyber security incidents.

In 2024, Canada Post created a new Information Technology (IT) organization, bringing cyber security accountability into the Corporation by creating a new Chief Information Officer (CIO) role and Information Security organization whose mandate is to reduce information security risk and safeguard IT and the business against threats to people, data and systems. The new CIO, Information Security organization has four areas of responsibility: (1) security solution architecture, (2) identity solution architecture, (3) IT risk and compliance management and (4) security operations.

Day-to-day tactical and security operational responsibilities are provided by key third-party partners who are closely embedded into the Canada Post cyber security ecosystem as part of our Managed Security Services framework and

OperateNext model. This ecosystem and partnership model is governed through a designated board that manages and measures the performance of these new structures.

Part of the cyber security program's strategic planning includes regular review of performance and costing opportunities through the consolidation of services and tools. This strategic review and consolidation opens opportunities for operational cost reductions, strengthening collaboration with key third-party partners, improving business performance by reducing supply chain security complexities, and ultimately reducing Canada Post's digital footprint for security purposes. This consolidation also supports Canada Post's effort to follow the security principle of never trust, always verify.





## Employee training and awareness

Increasing awareness about cyber security threats and training our employees is a key aspect of our approach. Canada Post employees are required to complete mandatory IT security and privacy training every two years. This training gives employees an overview of the threat landscape and how to help protect themselves, fellow employees and our corporate information and systems. In 2024, we achieved a 98.5% completion rate.

One of the ways we measure and increase day-to-day awareness of cyber threats is with phishing simulations. These simulations vary in length and complexity and are rolled out to the entire employee base each quarter. We also administer targeted phishing simulations to at-risk departments, separate from the quarterly simulations. The goal of both simulations is to ensure employees are equipped to identify and address cyber security threats within their daily activities.



### Key initiatives in 2024

- ✓ **Identity and Access Management:** We simplified our user login process, creating a new standardized format for authenticating employees that is less complex than the previous standard, improving security identity governance and employee experience.
- ✓ **Identity Governance Administration solution:** Introduced a new solution that automates system access for onboarding, offboarding and lateral movements of employees, improving the employee experience with automated and faster access provisioning processes and turnaround times.
- ✓ **Digital Information Governance Program:** In partnership with key business partners, we co-launched the Digital Information Governance Program to enhance data loss prevention by improving digital records management practices and governance with all end users.
- ✓ **Reducing risk in our attack surface:** To better understand the size of our attack surface, we created a consolidated inventory of our publicly exposed assets. We are reviewing cyber tools to identify vulnerabilities and risks associated with each exposed asset.

- ✓ **Monitoring Extended Detection and Response:** We deployed a new threat monitoring platform that provides coverage across our data centre cloud environments. The platform creates efficiencies by reducing detection time, incident investigation and remediation; consolidating threat monitoring platforms; introducing user behaviour analytics and the use of large language models; and reducing related security services costs.
- ✓ **Third-party risk program:** We assessed more than 230 vendors through our cyber-security-vendor risk management program. We have plans to increase the capacity of the program in 2025 to assess and monitor up to 160 more vendors throughout the year.

### Results – Phishing simulation, average click rate, 2023-2024

Category	2023	2024	2024/2023 change (percentage points)
Average click rate	4.7%	7.0%	+2.3





# Security of the mail

When Canadians drop a letter or parcel in the mail, they trust Canada Post to deliver it safely and securely. Canada Post takes this responsibility seriously. We’re continuously enhancing our security measures and working with our partners to protect our network and the mail moving through it.

## Our approach

Canada Post handles billions of pieces of mail and parcels every year. The security of our network and the mail in our custody is critical to realizing our service mandate. We partner with local, national and international law enforcement agencies to safeguard the mail, prevent fraud and disrupt the transportation of illicit goods. Ensuring the security of our premises is central to our approach. We perform regular inspections of our facilities and work continuously to identify and rectify vulnerabilities by leveraging technology such as rapid deployment video, high-security locks and radar technology.

Key initiatives and results of our security of the mail interventions are listed on the next page.



In 2024, Canada Post postal inspectors received two awards from the International Association of Financial Crimes Investigators (IAFCI) for their leadership and support in significant international fraud investigations.





Key initiatives in 2024

- ✓ Collaborated with law enforcement, including the Canadian Anti-Fraud Centre (CAFC) to understand and respond to emerging threats and participated in the Quebec Strategic Partnership to identify and combat cross-border fraud such as imposter, investment and prize scams.
  - ✓ Deployed a new strategy to halt the fraudulent collection of parcel items at retail outlets across the country.
  - ✓ Participated in a live social media chat during Fraud Prevention Month in March, alongside the Ontario Provincial Police, Royal Canadian Mounted Police, CAFC, Financial Transactions and Reports Analysis Centre of Canada and Canadian Money Services.
  - ✓ In collaboration with law enforcement, we successfully intercepted and returned approximately \$230,000 to victims of scams.
  - ✓ Hosted a senior leadership conference with the United States Postal Inspection Service in Ottawa, to support the Canada-US Postal Security Action Plan, and provided virtual training and awareness sessions on transitory modes for narcotics.
  - ✓ Deployed counternarcotics strategies focused on the North American Drug Dialogue, a partnership between Canada, the United States and Mexico; as well as the Opioid Action Plan, a bilateral initiative between Canada and the USA.
  - ✓ A total of 5,662 items with a street value of \$9.4 million were removed from the mail stream in 2024.
  - ✓ We completed 254 postal audits and inspections and held 1,241 awareness sessions to ensure security of the mail protocols are understood by front-line employees, contractors and the general public.
  - ✓ Successfully deployed new Cellular Rapid Deployment Video (CRDV) security systems across high-risk sites to allow for early detection and response to potential security breaches.
  - ✓ Conducted regular security risk assessments and leveraged data analytics to ensure risk-commensurate security controls are in place.
  - ✓ Completed 356 facility upgrades, including high-security locks, cameras, electronic access controls, intrusion detection systems and radar technology to protect the mail and our plants, depots and retail outlets.
  - ✓ We partner with community leaders and law enforcement agencies for our Indigenous and northern communities safety initiative which led to the identification and removal of 3,675 mail items containing non-mailable matter with a street value of \$4.9 million.
- [See the Renewing relationships with Indigenous Peoples section of this report for more detail on how we support these communities.](#)

Results – Security of the mail interventions (number of inspections, awareness sessions and items intercepted), 2023-2024

Type of intervention	2023	2024	2024 target
Number of postal facility inspections	153	254	204
Number of security of the mail awareness sessions for front-line employees, contractors and the general public	1,070	1,241	900
Number of inbound items (suspected of containing illicit products) detected, inspected and removed from the postal system, in collaboration with Indigenous and northern communities that have self-identified as dry	3,191	3,675	3,660





# Sustainable procurement

With over 6,000 suppliers and approximately \$2.5 billion in annual procurement spend, Canada Post can create lasting impact through its sourcing strategy. We’re committed to increasing the proportion of diverse suppliers in our procurement activities, promoting inclusive economic opportunities for marginalized people and reducing the environmental impacts of the products and services we buy.

## Our approach

Our sustainable procurement strategy is centered on realizing maximum value for the Corporation. Suppliers with superior environmental and social performance create significant value for our business and our customers, and reduce risk in our supply chain. Our commitment to sustainability is reflected in three key dimensions: the environmental and social impacts of our suppliers, including the specifications of the goods and services (“what” we buy); diversity (“who” we buy from); and the ESG impacts (including accessibility) of our procurement processes (“how” we buy).



We collaborated with our supplier Drader Manufacturing to redesign plastic tubs used for carrying mail, enabling the use of 100% recycled plastic and allowing broken or damaged bins to be fully recycled into new bins.

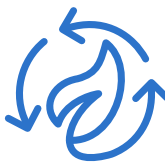
## What we buy

We integrate ESG considerations into specifications for the products and services we buy. Examples of ways we do this include:



### Accessibility

We review all product and service specifications to ensure that accessibility is promoted. We encourage (and often require) suppliers to exceed legal and regulatory standards for accessibility.



### Biodiversity

All requests for proposals (RFPs) involving forest-sourced products (e.g., paper, cardboard, wood, rubber, biofuel) require suppliers to confirm that their products are sustainably sourced, do not contribute to deforestation and are not impacting food supplies. RFPs for wood and fibre products prioritize those made from recycled fibre and/or FSC-certified (or equivalent) sources.



### Emissions reduction

We encourage the use of alternative, lower-emitting fuels such as biodiesel and electricity with our contracted transport providers.



### Circularity

We encourage our suppliers to implement end-of-life programs for the products we buy to increase waste diverted from landfills and promote a circular economy.





## Who we buy from

Our principles-based [Supplier Code of Conduct](#) articulates Canada Post’s expectations, including responsible business practices and the responsible treatment of individuals and the environment. Adherence to this Code of Conduct is a contractual requirement. All active suppliers must annually reconfirm their compliance, and so must all prospective suppliers. We further assess our suppliers using social and environmental screening criteria. These criteria are reviewed annually and are made more stringent each year to reflect the increasing expectations of Canadians. We believe that a supply base with small and diverse businesses is more competitive, agile and resilient.



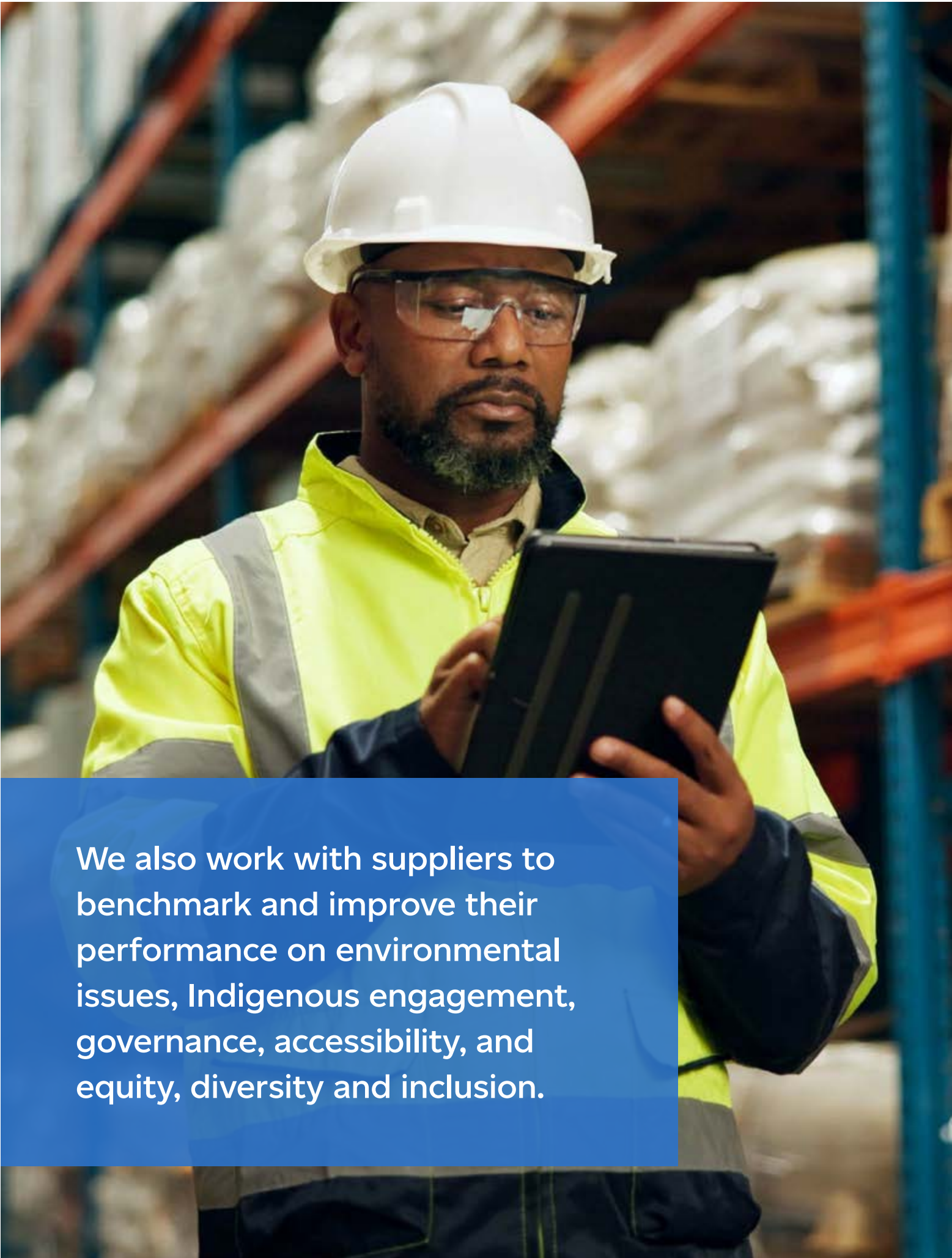
### Social criteria

- Is the supplier majority Indigenous-owned (minimum 51% ownership)? If not, will they commit to spending a percentage of the contract value with Indigenous-owned suppliers or subcontractors (preferably at least 5%)?
- Does the supplier have a strategy to support Indigenous inclusion in their workforce and supply chain, with time-bound goals related to Indigenous reconciliation?
- How does the supplier’s board of directors, executive leadership team and Canadian employee base represent Canada’s population, including women, Indigenous Peoples, people with disabilities and visible minorities? Does the organization have any time-bound goals related to inclusion and diversity?
- Is the supplier a small or medium business (SMB)? Does the supplier use SMBs in their own supply base, and treat suppliers fairly and ethically?



### Environmental criteria

- Does the supplier have a target to reduce greenhouse gas emissions, approved by the Science Based Targets initiative? If not, is the supplier willing to commit to achieving this within 18 months?
- Any other time-bound targets to reduce greenhouse gas emissions.
- What is the supplier’s policy on climate change, waste management and procurement of forest-based products?
- Is the supplier making any efforts to improve environmental outcomes from its supply chain, including supplier selection policies and compulsory requirements for its own suppliers?
- The supplier is asked to provide a copy of the most recent public report on their assessment of their environmental impact, including any reporting in line with the Task Force on Climate-related Financial Disclosure (TCFD) recommendations.



We also work with suppliers to benchmark and improve their performance on environmental issues, Indigenous engagement, governance, accessibility, and equity, diversity and inclusion.





How we buy

Our Procurement Policy governs our processes and focus, outlining guiding principles to ensure we meet the Corporation’s requirements for quality goods and services. This policy emphasizes the importance of accessibility, suppliers’ environmental and social policies and initiatives, fair competition and ensuring compliance with applicable laws, regulations and trade agreements. We emphasize the importance of fair, equal, open and transparent competition.

All Canada Post buyers receive training in sustainability and the company’s sourcing management staff understand and support its strategy to be a leader in sustainable procurement.

In collaboration with our Accessibility team, we are revising Canada Post’s procurement processes, documents and templates to enhance accessibility. We are working to establish a process to regularly review and update accessibility criteria and procurement practices.

Reducing risk in our supply chain

Our supply chain is a key risk area for the Corporation. With thousands of suppliers, big and small, we need to take a proactive approach to ensure that our suppliers operate responsibly and share our social and environmental goals.

In 2024, we began to leverage a third-party tool to support the evaluation of risk in our supply chain. This tool enables the collection of supplier sustainability performance data to allow us to identify potential ethical, social or environmental risks, including any potential human rights abuses such as forced labour or child labour. The tool currently provides information for approximately 2,400 suppliers, representing 98% of our procurement spend.

Bill S-211: *Fighting Against Forced Labour and Child Labour in Supply Chains Act*

The *Fighting Against Forced Labour and Child Labour in Supply Chains Act* came into force on January 1, 2024. The Act requires that any business in Canada (other than small businesses) producing or importing goods must submit an annual report outlining steps taken to prevent and reduce the risk of forced or child labour at any stage in the supply chain.

In compliance with the Act, Canada Post presented its first report to the Minister of Public Safety in May 2024. The report outlines the steps we took in 2023 to prevent and reduce the risk of forced and child labour in our supply chain, including strengthening our Procurement Policy and [Supplier Code of Conduct](#), procuring new technology to assist with assessing suppliers, and developing an action plan to further prevent and reduce the risk of forced or child labour in Canada Post’s supply chain.

→ [For more information, please see Canada Post’s Report on Fighting Against Forced Labour and Child Labour in Supply Chains.](#)

Key initiatives in 2024:

- ✓ Engaged with suppliers representing 98% of our procurement spend to encourage them to set science-based targets.
- ✓ Engaged with suppliers representing 85% of our non-Indigenous spend to encourage the use of Indigenous-owned subcontracts and suppliers for Canada Post projects.
- ✓ Updated our Supplier Code of Conduct to mandate that all Canada Post suppliers take steps to ensure forced labour or child labour are not used, and human rights are respected, in their business and respective supply chains.
- ✓ Updated contracts to require suppliers to confirm compliance with the Supplier Code of Conduct on an annual basis.
- ✓ Conducted our fourth annual supplier survey on ESG topics, including Indigenous engagement, environmental sustainability and equity, diversity and inclusion covering 98% of our suppliers by spend.
- ✓ Worked with internal teams and the Carbon Disclosure Project to request GHG emission data from our 495 largest suppliers.
- ✓ Published our first report on fighting forced and child labour in our supply chain.





Progress on targets<sup>1,2</sup>

Indigenous procurement

**Target:** 5% of eligible procurement spend with Indigenous-owned suppliers directly and indirectly by December 31, 2025.

Indigenous procurement	2023	2024
% of direct or indirect eligible procurement spend with Indigenous-owned suppliers, 2023-2024	4.1%	4.3%

→ See the [Renewing relationships with Indigenous Peoples](#) section for further details on our approach.

Supplier diversity

**Target:** Achieve 10% annual growth in eligible procurement spend with diverse suppliers from 2022-2025.

Supplier diversity	2023	2024
Spend (\$M)	347	348
% Annual change	63.8%	0.2%
% of direct eligible procurement spend with diverse suppliers	20.8%	24.4%

Accessibility

**Target:** Achieve 10% annual growth in eligible procurement spend with suppliers owned by people with disabilities from 2022-2025.

Accessibility	2023	2024
Spend (\$M)	0.95	0.55
% Annual change	33.2%	-41.9%
% of direct eligible procurement spend with suppliers owned by people with disabilities	0.06%	0.04%

→ For further details on our approach to accessibility, please see the [Accessibility at Canada Post](#) section of this report.

1. Eligible procurement spend for all procurement indicators represents payments to third-parties made each year and excludes Canada Post subsidiaries, payments to government entities, payments in lieu of municipal taxes, transfers to bargaining units of union dues, lawsuit settlements, payments to employee estates, payments for employee payroll deductions, family maintenance payments, payments for custodial services related to investments, charitable contributions, transfers to other postal services and postal associations, utility payments, rent payments, payments to individuals of less than \$10,000 and payments made by employees using corporate credit cards and fuel cards. Due to our divestiture of Innovapost in 2024, IT-related spend has also been excluded from all indicators. We intend to include these suppliers in the procurement indicators in future years as we develop our engagement strategy. Eligible procurement spend for the small and medium-sized businesses (SMBs) and certified B corporations, diverse, accessibility and Indigenous procurement indicators also excludes suppliers not under the direct responsibility of Canada Post's Sourcing Management team (related to purchases made without a formal request for proposal process and/or where the contracting authority resides with a function outside of Sourcing Management, such as banking, human resources and legal services), original equipment manufacturer (OEM) suppliers and low-value individual spend. Eligible procurement spend for the Indigenous procurement indicators further excludes suppliers outside Canada.

2. The diverse procurement indicator represents suppliers that are majority-owned by women, members of visible minority groups, people with disabilities, 2SLGBTQIA+ people, veterans or a combination of these diversity groups, excluding suppliers majority-owned by Indigenous Peoples (First Nations, Inuit or Metis people). Where multiple diversity categories are applicable to a supplier, the spend related to that supplier is only included once. For the diverse, accessibility and Indigenous procurement indicators, the applicable diverse category is based on self-identification voluntarily disclosed by the supplier in its most recent response to our annual supplier survey or determined by Canada Post using the supplier's website or Indigenous and diverse business directories or certifications. The Indigenous procurement indicator also includes self-reported spend by non-Indigenous suppliers with Indigenous subcontractors, which represents indirect (Tier 2) spend by Canada Post. The dollar value of the supplier's spend with Indigenous subcontractors and suppliers on work done for Canada Post and the percentage of the supplier's total revenue supported by Indigenous subcontractors is voluntarily disclosed by the supplier in its most recent response to our annual supplier survey. Where the dollar value of the supplier's spend with Indigenous subcontractors on work done for Canada Post is not available for the reporting period, it is estimated using either the ratio of the supplier's spend with Indigenous subcontractors to Canada Post's spend on the supplier from historical years or by multiplying Canada Post's spend on the supplier by the percentage of the supplier's revenue supported by Indigenous subcontractors for the current or historical years.





Progress on targets (cont’d)<sup>1,2,3</sup>

Supporting small and medium businesses and certified B corporations

**Target:** Achieve 10% annual growth in eligible procurement spend with small and medium businesses (SMEs) and B corporations from 2022-2025.

Supporting small and medium businesses and certified B corporations	2023	2024
Spend (\$M)	674	576
% Annual change	8.7%	-14.5%
% of direct eligible procurement spend with SMBs and certified B corporations	40.3%	40.4%

Reducing emissions in our supply chain

**Target:** Ensure that a minimum of 67% of suppliers, by spend, adopt a science-based target or equivalent by December 31, 2025.

Reducing emissions in our supply chain	2023	2024
% of direct eligible procurement spend with suppliers that have a science-based target commitment	26.0%	21.9%
% of direct eligible procurement spend with suppliers that have an approved science-based target	18.9%	21.6%
Total	44.9%	43.5%

1. Eligible procurement spend for all procurement indicators represents payments to third-parties made each year and excludes Canada Post subsidiaries, payments to government entities, payments in lieu of municipal taxes, transfers to bargaining units of union dues, lawsuit settlements, payments to employee estates, payments for employee payroll deductions, family maintenance payments, payments for custodial services related to investments, charitable contributions, transfers to other postal services and postal associations, utility payments, rent payments, payments to individuals of less than \$10,000 and payments made by employees using corporate credit cards and fuel cards. Due to our divestiture of Innovapost in 2024, IT-related spend has also been excluded from all indicators. We intend to include these suppliers in the procurement indicators in future years as we develop our engagement strategy. Eligible procurement spend for the small and medium-sized businesses (SMBs) and certified B corporations, diverse, accessibility and Indigenous procurement indicators also excludes suppliers not under the direct responsibility of Canada Post’s Sourcing Management team (related to purchases made without a formal request for proposal process and/or where the contracting authority resides with a function outside of Sourcing Management, such as banking, human resources and legal services), original equipment manufacturer (OEM) suppliers and low-value individual spend. Eligible procurement spend for the Indigenous procurement indicators further excludes suppliers outside Canada.

2. For the SMBs and certified B corporations procurement indicator, small and medium businesses represent suppliers where the supplier or the supplier’s parent organization employs fewer than 500 people, which is voluntarily disclosed by the supplier in its most recent response to our annual supplier survey or, if the supplier has not responded to the survey, determined by Canada Post using market intelligence websites. Certified B corporations represent suppliers that have been certified on the B Corp website. Where a supplier is a small or medium business and a certified B corporation, the spend related to that supplier is only included once.

3. For the Science-Based Target (SBT) procurement indicator, suppliers with a science-based target commitment represents suppliers where the supplier or the supplier’s parent organization has committed to setting a science-based near-term or net-zero target and having it validated, which is determined using the target dashboard on the Science Based Targets initiative (SBTi) website, the supplier’s website or publicly available reports, or voluntarily disclosed by the supplier in its most recent response to our annual supplier survey. The percentage of eligible procurement spend related to suppliers that have privately communicated their commitment to Canada Post represents 15.7%. Suppliers with an approved science-based target represents suppliers where the supplier or the suppliers’ parent organization has a validated science-based near-term or net-zero target in the target dashboard on the SBTi website.







# Responsible investment

The Canada Post Corporation Registered Pension Plan integrates ESG factors into its investment strategy while maintaining focus on returns for employees and pensioners. Our approach is based on the belief that long-term value creation requires effective management of environmental and social risks and opportunities, and that good governance leads to better returns.

## Our approach

Integrating ESG priorities into our investment approach is focused on two key positions: (1) that the uncertainty associated with climate change poses a material risk to the global economy and our business and (2) that integrating equity, diversity and inclusion into our business and investment portfolio is not only the right thing to do, but that it can improve returns for our stakeholders and create long-term value.

### Climate change

We incorporate climate considerations, with respect to physical and transition risk, in our investment strategy, engagement activities and voting practices.

In 2024, the Plan released a [Climate Action Plan](#), which outlines our commitment to achieving net-zero emissions by 2050 and the actions the Plan will undertake to meet this commitment, including establishing emissions reduction targets. To assist in the execution of the Climate Action Plan, we plan to onboard a third party in early 2025 to support our carbon inventory and target setting.

The Pension Plan is a member of REALPAC Diversity, Equity & Inclusion Committee and the 30% Club Investor Group, a global campaign working to increase gender diversity at the board and executive-committee levels.

### Equity, diversity and inclusion (EDI)

We have the following expectations for companies we invest in:

- For public companies, that a minimum of 40 per cent of their board members be women.
- For Canadian and U.S. public companies, that a minimum of 20 per cent of their board members be racially or ethnically diverse people.
- That our external investment managers promote EDI within their internal operations and disclose any relevant diversity policies, strategies and targets, and progress toward these targets.

The Pension Plan is a signatory to the Principles for Responsible Investment (PRI) and a member of the Canadian Responsible Investment Association (RIA).





The four pillars of our investment strategy

Integration

We work to incorporate ESG issues into our investment strategy, analysis and decision-making.

Key initiatives in 2024

- ✓ Conducted ESG due diligence on every new fund allocation made in 2024, with the findings included in the investment recommendation memo to the Investment Advisory Committee and/or Pension Committee.
- ✓ Issued an updated ESG questionnaire to all private debt and real estate managers; we expect to complete the assessment of responses in 2025.
- ✓ Developed in-house private markets ESG dashboards to monitor private equity and infrastructure managers. We expect to develop the same dashboards for private debt and real estate managers in 2025.
- ✓ Developed an in-house public markets ESG dashboard to monitor ESG-related risks, including climate risks, and track progress in both internal and external public equity portfolios.
- ✓ Developed and implemented a comprehensive ESG due diligence questionnaire and scorecard to assess external public equity managers, evaluating their ESG policies, integration practices and overall ESG performance.

Engagement

We engage with companies on ESG issues and expect our asset managers to engage as well.

Key initiatives in 2024

- ✓ Based on the results from private equity and infrastructure manager ESG dashboards, we created customized ESG performance summary sheets for each manager highlighting areas of strength and opportunities for improvement. We expect to complete the same summary sheets for private debt and real estate managers in 2025.
- ✓ Conducted over 10 ESG engagement meetings with private equity and infrastructure managers, discussing their ESG performance and sharing the customized ESG summary sheet with each manager.
- ✓ Onboarded SHARE, a leading Canadian shareholder engagement services provider, to facilitate constructive dialogues with our portfolio companies, including on the topics of climate change, EDI and Indigenous rights and reconciliation.

Advocacy

We advocate for policies and practices that support a more sustainable and inclusive future.

Key initiatives in 2024

- ✓ Submitted commentary to the Canadian Sustainability Standards Board; this included exposure drafts about climate-related disclosures and general sustainability-related disclosures.
- ✓ Continued to engage actively in industry working groups including: REAL ESG Committee, RIA ESG Working Group, Ceres Private Equity and Infrastructure Working Groups.

Investment

We seek opportunities to invest in solutions that improve or contribute to long-term sustainability outcomes.

Key initiatives in 2024

- At the end of 2024, the defined benefit (DB) component of the Pension Plan had:
- ✓ \$1.5B invested in buildings with environmental assessment or sustainable building certification programs for real estate (e.g., Leadership in Energy and Environmental Design [LEED]).
  - ✓ \$409M invested in renewable energy and energy storage.
  - ✓ \$419M invested in green and sustainability-linked bonds.

Company-specific engagements in 2024

- Engaged directly with TC Energy Corp. to gain deeper insights into their ESG integration within capital allocation and strategic decision-making processes, as well as the challenges in setting emissions reduction targets.
- Through the Plan’s participation in Climate Engagement Canada and Climate Action 100+, we engaged with Hudbay Minerals Inc. and Saputo Inc. alongside a group of peer investors to drive transparency and responsible governance practices while addressing climate-related risks that could influence long-term financial resilience.





# Risk management

Canada Post has a comprehensive enterprise risk management (ERM) framework that considers risks and opportunities at all levels of decision-making and provides a structured approach to understanding and managing the most significant risks to the business. As part of our risk management process, we review principal enterprise risks (including sustainability-related risks) that could have a material impact on the Corporation’s financial position, operations or reputation. Strategies are then put in place to mitigate these risks.

→ Details on our ERM framework are available in the Financial Section of our [2024 Annual Report](#) (see [Risks and Risk Management](#)).

## Sustainability-related risks and opportunities

When identifying sustainability-related risks and opportunities, we consider input from various sources including:

- Recommended disclosure topics in the Sustainability Accounting Standards Board (SASB) standards for our industry.
- Feedback received from key stakeholders through our double materiality assessment process.

In assessing sustainability-related risks and opportunities, we consider potential impacts on our own operations as well as on our upstream and downstream value chains. We also consider the likelihood and magnitude of these impacts over the short (2030), medium (2040), and long (2050) terms. Some examples of sustainability-related risks and opportunities that could have substantive impacts on the Corporation’s financial performance over time are presented in the following tables.

### Sustainability-related risks

Environmental	Social	Governance
<p><b>Climate change resilience and adaptation:</b> Increased risk of extreme weather events due to climate change could result in disruptions to operations leading to increased costs to repair damages.</p> <p><b>Management approach:</b> See the <a href="#">Climate transition plan</a> section of this report.</p>	<p><b>Customer experience:</b> Lack of innovation to meet changing customer expectations and demands, complex or confusing products and services, uncompetitive speed of service or lack of support for business customers could lead to loss of customers and revenue.</p> <p><b>Management approach:</b> See the <a href="#">Customer experience</a> section of this report.</p>	<p><b>Data privacy and cyber security:</b> Data breaches or cyber attacks resulting in the loss of customer or employee data could lead to regulatory scrutiny, legal action and loss of customer trust.</p> <p><b>Management approach:</b> See the <a href="#">Privacy and security</a> section of this report.</p>
<p><b>Emissions reduction and decarbonization:</b> Failure to reduce GHG emissions could result in increased operating costs as carbon pricing frameworks lead to elevated fuel prices.</p> <p><b>Management approach:</b> See the <a href="#">Climate transition plan</a> section of this report.</p>	<p><b>Talent management:</b> Failure to engage and motivate employees through a positive work experience could result in higher employee turnover, potential labour disruptions and increased costs to recruit and onboard new employees.</p> <p><b>Management approach:</b> See the <a href="#">Culture</a> section of this report.</p>	<p><b>Ethics and compliance:</b> Unethical behaviour or non-compliance with laws and regulations could expose the Corporation to regulatory intervention, legal action and loss of customer trust.</p> <p><b>Management approach:</b> See the <a href="#">Ethics and compliance</a> section of this report.</p>





Sustainability-related opportunities

Environmental	Social	Governance
<p><b>Climate change resilience and adaptation:</b> Integrating climate change considerations into business strategy and governance structures could mitigate disruptions from extreme weather events and ensure business continuity, minimizing impacts on costs and revenues.</p> <p><b>Management approach:</b> See the <a href="#">Climate transition plan</a> section of this report.</p>	<p><b>Customer experience:</b> Providing products and services with a positive experience tailored to customers could result in increased revenues through stronger customer retention as well as the attraction of new customers.</p> <p><b>Management approach:</b> See the <a href="#">Customer experience</a> section of this report.</p>	<p><b>Data privacy and cyber security:</b> Leveraging new technology to enhance security controls and incident response plans could build customer confidence through the provision of reliable and secure services, resulting in positive brand impacts and contributing to increased customer retention.</p> <p><b>Management approach:</b> See the <a href="#">Privacy and security</a> section of this report.</p>
<p><b>Emissions reduction and decarbonization:</b> Leadership in reducing emissions could lead to lower fuel consumption and therefore costs, as well as potential revenue gains through increased market share of customers seeking low-carbon shipping options.</p> <p><b>Management approach:</b> See the <a href="#">Climate transition plan</a> section of this report.</p>	<p><b>Talent management:</b> Building a culture where employees are encouraged to collaborate with colleagues and take pride in their service to Canadians could lead to increased employee satisfaction and productivity, which could also contribute to a better customer experience.</p> <p><b>Management approach:</b> See the <a href="#">Culture</a> section of this report.</p>	<p><b>Ethics and compliance:</b> Strong governance practices and policies such as the Code of Conduct can enhance Canada Post’s brand and reputation and increase customer trust and retention, as well as provide a better employee experience.</p> <p><b>Management approach:</b> See the <a href="#">Ethics and compliance</a> section of this report.</p>

Canada Post continues to expand its understanding of the potential impacts of sustainability-related risks and opportunities. Our initial focus has been on developing a robust understanding of the financial impacts of climate-related risks and opportunities under different scenarios over the short, medium and long terms. These impacts are summarized in the [Climate transition plan](#) section of this report. We will continue to evolve our processes and methodologies to broaden our analysis to other sustainability-related risks and opportunities.





# Environmental Stewardship

Climate transition plan

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Protecting biodiversity

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Sustainable products and services

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Zero waste

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03





# Climate transition plan

The World Meteorological Organization (WMO) has confirmed that 2024 was the warmest year on record at about 1.55 °C above pre-industrial levels. It noted that “the past ten years are the warmest on record.”<sup>1</sup> Greenhouse gas emissions (GHGs) continue to increase globally, resulting in the higher frequency and impacts of extreme weather events, rising sea levels and melting ice. While it’s still possible to reach the goal of the Paris Agreement to limit the worst impacts of climate change, UN Secretary-General António Guterres urged in his New Year’s message that countries must dramatically slash emissions and support the transition to a renewable future.

Canada Post recognizes the seriousness of the need for action on climate change. We’ve developed a climate transition plan that integrates deep emission reductions across our value chain into our business model and strategy, while also ensuring we address our top climate-related risks and maximize climate-related opportunities. We continue to review and update our plan to reflect an evolving business context and stakeholder expectations.

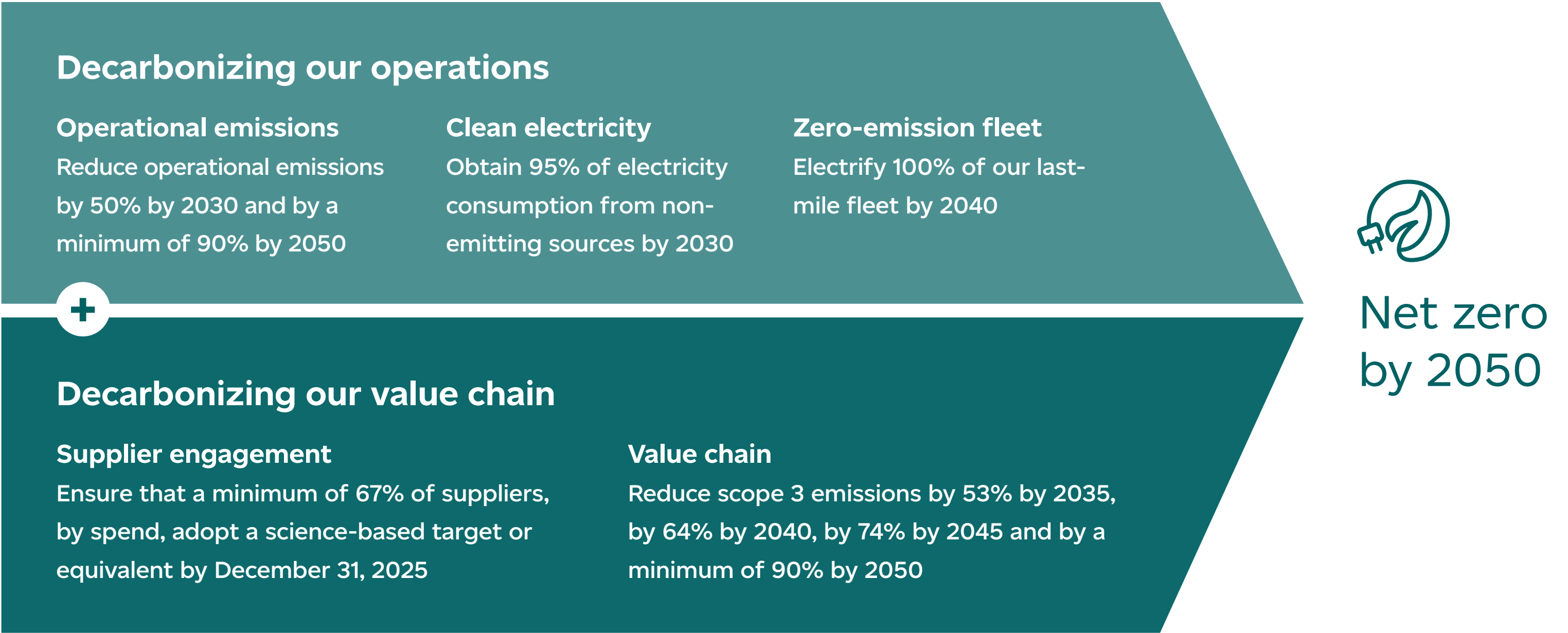
1. Source: [WMO confirms 2024 as warmest year on record at about 1.55 °C above pre-industrial level](#)

## Decarbonizing to support a 1.5 °C world

### Science-based targets

Canada Post is committed to doing its part to support the transition to a low-carbon economy by decarbonizing its operations in line with science-based pathways. We’ve set ambitious emissions reduction targets, approved by the Science Based Targets initiative (SBTi), that meet the level of ambition required to limit global warming to 1.5 °C. **Canada Post was one of the first 10 transportation and logistics companies in the world with a net-zero target approved by the SBTi and is currently one of 22 Canadian companies with an approved net-zero target.** Our decarbonization targets include interim goals to support achieving net-zero emissions by 2050.

### Our targets







# Canada Post’s net-zero strategy

Canada Post has established a detailed strategy to drive deep emission reductions (50% reduction by 2030) across our operations (scopes 1 and 2 emissions). The strategy focuses on transitioning to a zero-emission last-mile vehicle fleet, decarbonizing our buildings and investing in renewable energy. To achieve our goal of net-zero emissions by 2050, we conducted analysis of emissions from sources outside of our direct, operational control (scope 3 emissions), which represent almost 90% of Canada Post’s overall carbon footprint. In 2023, we started working with an external climate adviser and engaged key internal teams to identify solutions that would support our strategic business priorities while also achieving significant reductions in GHG emissions. We completed this work in early 2024, which informed the development of a strategic roadmap to achieve net zero by 2050, with interim targets for scope 3 emission reductions. Key elements of our net-zero strategy are outlined in the following table.



## Key elements of our net-zero strategy

	2030	2050
Fleet (scope 1)	Last-mile fleet electrification under way	100% electric last-mile fleet
	Fleet fuel efficiency initiatives	
Buildings (scopes 1 and 2)	<ul style="list-style-type: none"><li>• Fuel switching (e.g., converting fossil fuel heating systems to electric)</li><li>• Retro-commissioning</li><li>• LED lighting retrofits and solar panels</li><li>• Building automation system upgrades</li><li>• Investing in renewable energy</li></ul>	
Purchased goods and services + Capital goods (scope 3 – categories 1 and 2)	<ul style="list-style-type: none"><li>• Engaging suppliers to set science-based emissions reduction targets</li><li>• Decarbonization requirements in RFPs and contracts</li></ul>	
Upstream transportation and distribution (scope 3 – category 4)	<ul style="list-style-type: none"><li>• Shift to lower-emitting modes of transportation where possible</li><li>• Emissions reduction requirements for transportation service providers in RFPs and contracts</li></ul>	
Employee commuting (scope 3 – category 7)	Employee engagement on sustainable commuting	





## Our carbon footprint and progress

### 2024 GHG emission results

Canada Post's main sources of energy consumption and operational emissions (scopes 1 and 2) are: fuel consumed by our fleet; fuel used in our facilities (such as natural gas and oil for heating); and electricity to power our buildings. The main sources of emissions in our indirect value chain (scope 3) include upstream transportation and distribution, investments (equity ownership of Purolator) and purchased goods and services. In 2024, Canada Post generated a total of 876.5 kt CO<sub>2</sub>e, with scope 3 emissions accounting for 88 per cent of the total.

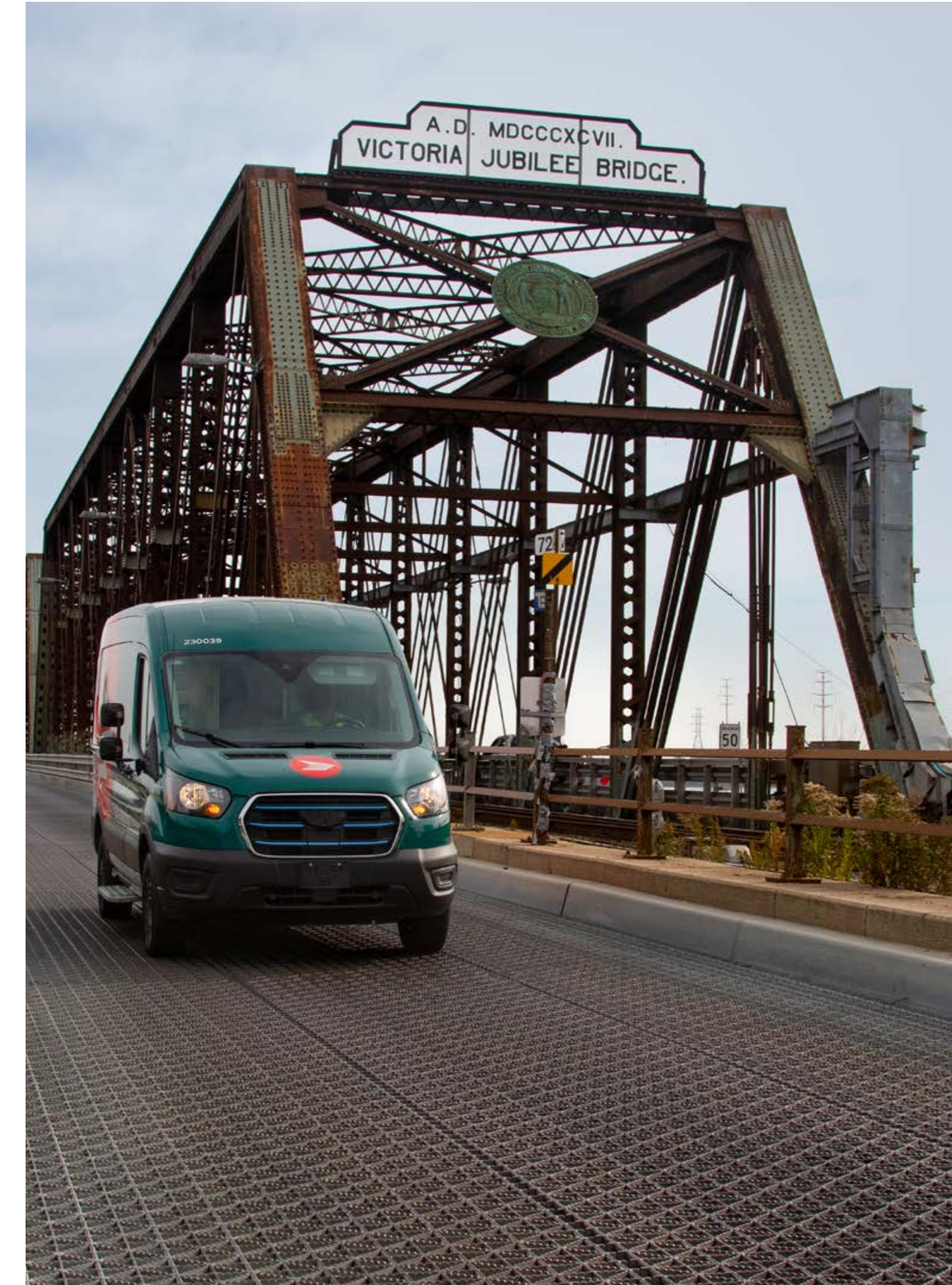


### Methodology updates

We continue to enhance our GHG emissions reporting to ensure we reflect any significant changes to our business as well as to refine our calculations where possible to improve accuracy. Key methodology updates made in 2024 include:

- The restatement of our scope 3 emissions to reflect the divestiture of two subsidiaries, Innovapost Inc. and SCI Group Inc.
- The equity share of emissions from these two subsidiaries were originally accounted for through our scope 3 emissions reported under category 15 (Investments). As a result of the sale, the company restated its historic emissions data dating back to the baseline year (2019) for its net-zero target. In alignment with guidance from the Greenhouse Gas Protocol, the scope 3 category 15 data were restated to remove the emissions from these two subsidiaries and the scope 3 category 1 (purchased goods and services) and category 2 (capital goods) data were restated to add the emissions related to CPC's spend with SCI Group Inc. and Innovapost Inc., which included flow through spend on IT-related suppliers previously under the management of the Innovapost entity.
- Enhanced accuracy of our spend-based scope 3 emissions calculations under category 1 and category 2, by switching to emission factors developed by the United States Environmental Protection Agency (EPA) through the United States Environmentally-Extended Input-Output (USEEIO) models. These emission factors more accurately reflect the North American business context and are updated more frequently than previous emission factors being used that were provided by a third party.

→ Refer to our [Greenhouse Gas Emissions Report](#) for further details on the data sources and methodology used to measure and report our GHG emissions.







Results – 2024 Scope 1 GHG emissions (kt CO<sub>2</sub>e)<sup>1</sup>

Scope 1 emissions source	2024
Facilities	32.2
Fleet	59.8
Total scope 1	92.0

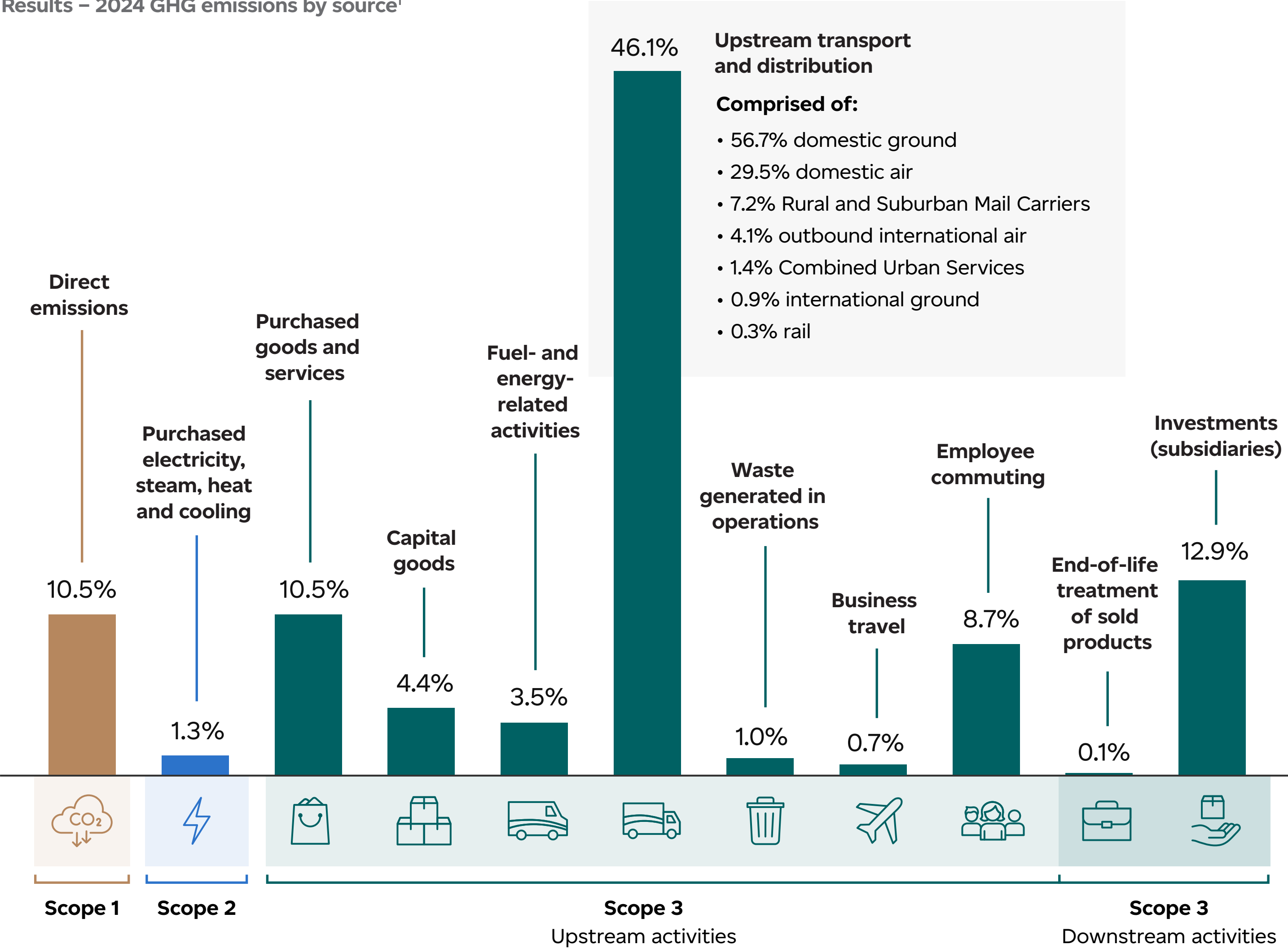
Results – 2024 Scope 2 GHG emissions (kt CO<sub>2</sub>e)

Scope 2 emissions source (market-based)	2024
Electricity	11.5
Total scope 1 and scope 2 (market-based)	103.5

Results – 2024 Scope 3 GHG emissions (kt CO<sub>2</sub>e)

Scope 3 emissions source	2024
Purchased goods & services	92.4
Capital goods	38.7
Fuel and energy-related activities	30.6
Upstream transportation & distribution	404.1
Waste generated in operations	9.2
Business travel	6.5
Employee commuting	76.8
End-of-life treatment of sold products	0.5
Investments	114.2
Total scope 3	773.0
Total scopes 1, 2 and 3	876.5

Results – 2024 GHG emissions by source<sup>1</sup>



1. May not add due to rounding.



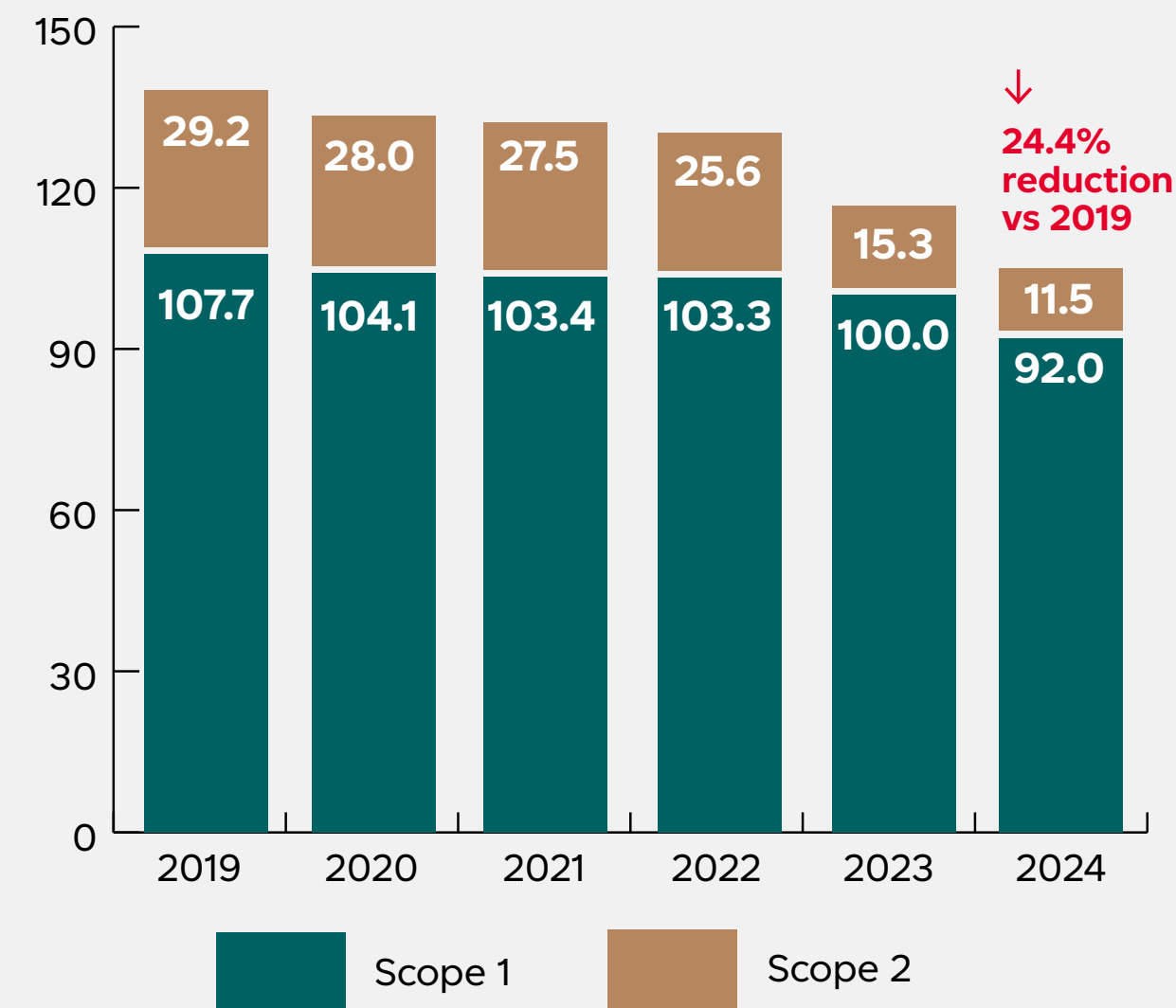


## Emissions reduction progress

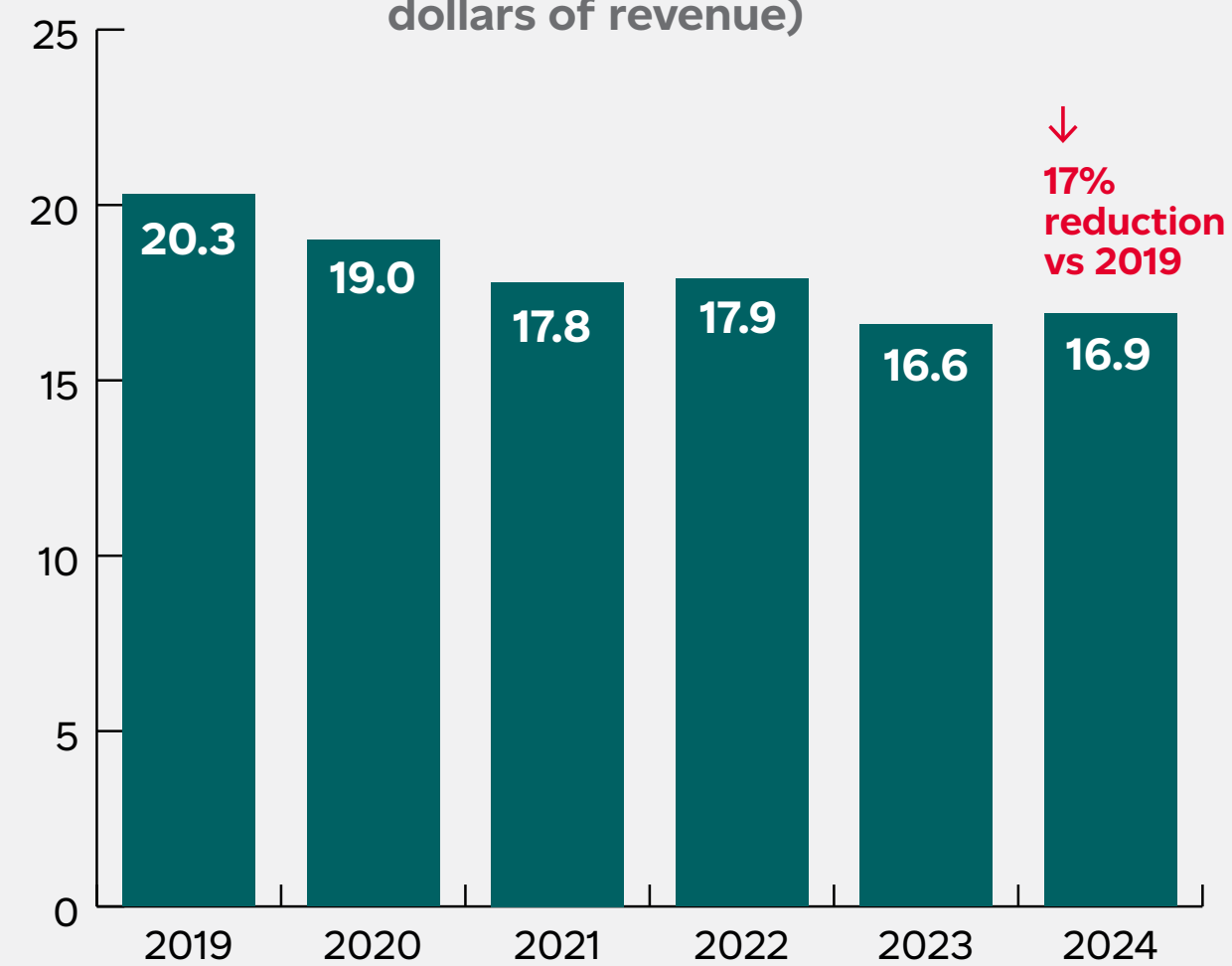
In 2024, we achieved an 10.2 per cent reduction in scope 1 and 2 emissions from 2023 emission levels, and a 24.4 per cent reduction from 2019 emission levels (our target base year). These reductions were mainly due to the switch to over 90 per cent renewable electricity in Saskatchewan and lower-than-expected consumption of natural gas and heating oil in our buildings due to milder winter conditions. Emissions from our buildings and fleet were also lower in 2024 due to the labour disruption in the fourth quarter of 2024, which halted operations for 32 days. 2024 emission intensity results (scope 1 and 2 kt CO<sub>2</sub>e per billion dollars of revenue) increased by 1.4 per cent compared to 2023 due to impacts of decreased revenues, but

decreased by 17 per cent compared to 2019. 2024 scope 3 emissions declined by 11.1 per cent from 2023, and 18.1 per cent compared to 2019. This was partially due to impacts of the labour disruption, but also reflects the continued integration of supplier-specific emissions data for scope 3 emissions in category 1 (purchased goods and services) and category 2 (capital goods), where available. The use of supplier-specific emissions data allows us to better reflect any emissions reductions suppliers have achieved, resulting in more accurate emissions reporting for these categories. In 2024, we received data from 88 suppliers representing over 60 per cent of procurement spend compared to 74 suppliers representing 54 per cent in 2023.

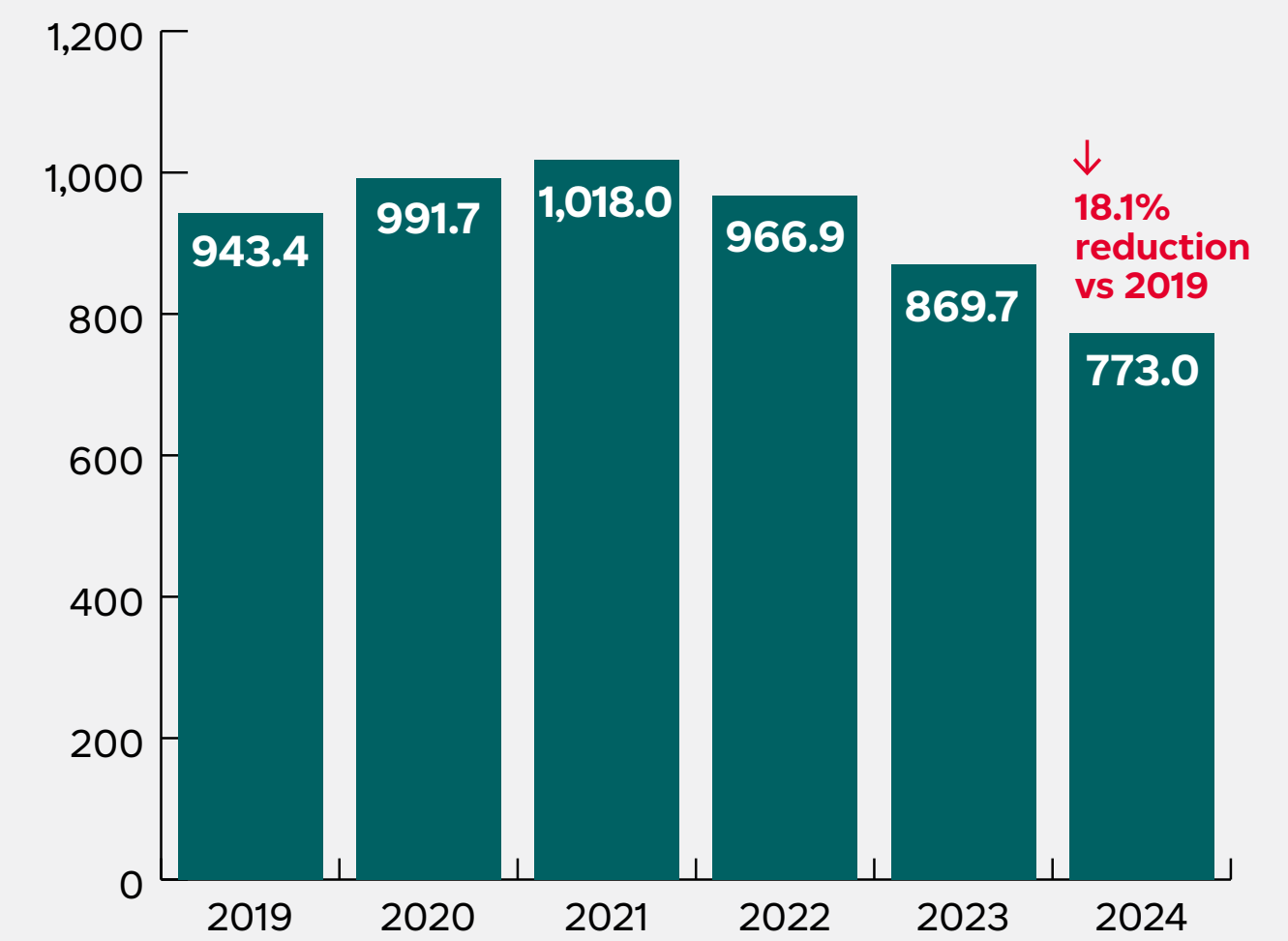
2019-2024 Scope 1 and 2 market-based emissions (kt CO<sub>2</sub>e)



2019-2024 combined scope 1 and 2 emissions intensity (kt CO<sub>2</sub>e per billion dollars of revenue)



2019-2024 scope 3 emissions (kt CO<sub>2</sub>e)<sup>1</sup>



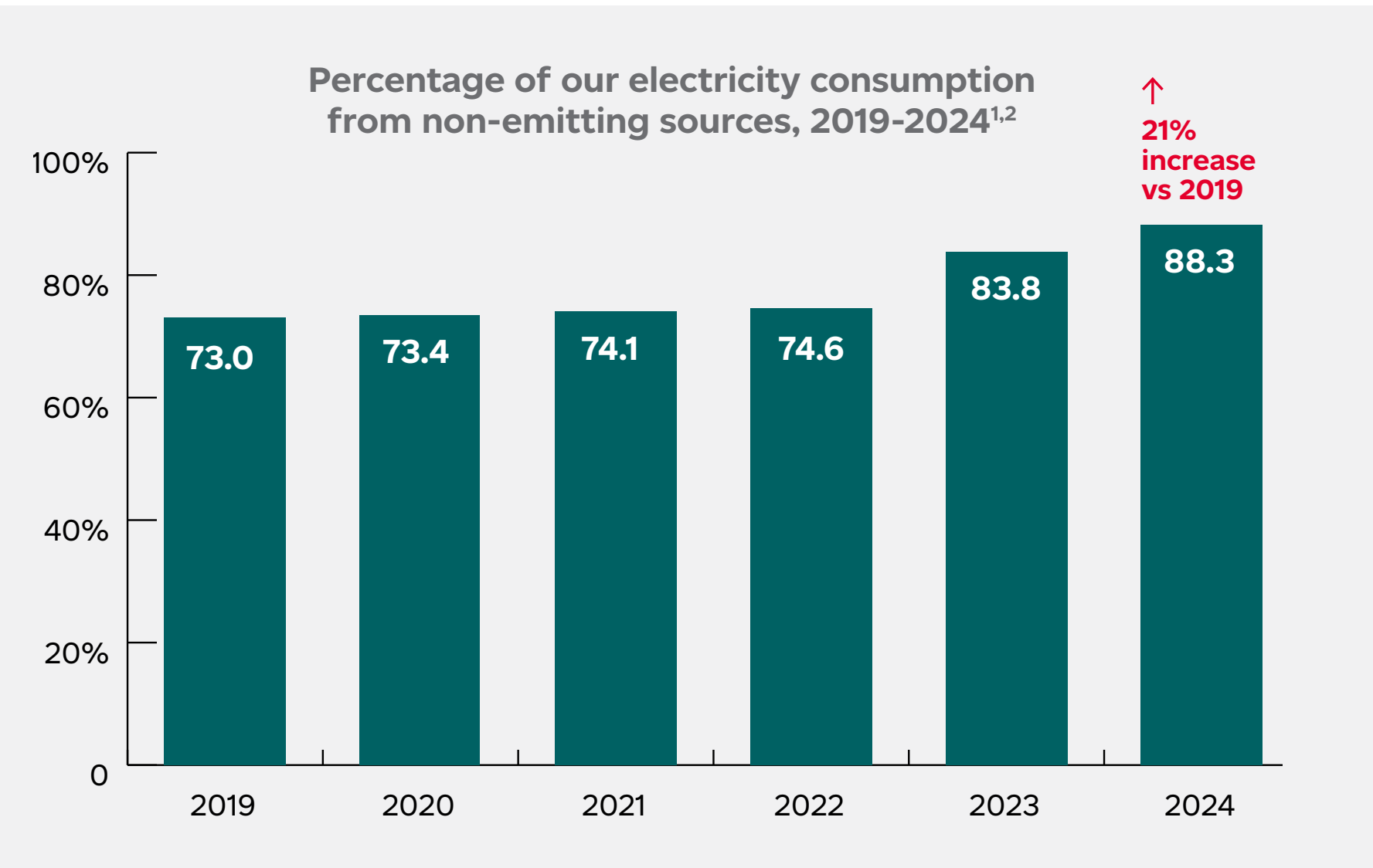
1. 2019-2023 restated to reflect updated emission factors and the divestiture of SCI and Innovapost.





## Non-emitting electricity consumption

In 2023, we established a new target for consumption of non-emitting electricity, or power generated without directly releasing GHG emissions. This includes electricity generation from renewable energy sources (hydro, solar, wind and biomass) and other zero-emission sources (nuclear). To achieve this goal, we are working closely with the Government of Canada and provincial utility providers to negotiate purchases of renewable electricity that support renewable energy generation in provinces with high-emitting electrical grids. In 2024, our consumption of non-emitting electricity increased by 5.3 per cent compared to 2023 and 21 per cent compared to 2019, mainly due to a switch to over 90 per cent renewable electricity in Saskatchewan through a Renewable Subscription Service agreement with SaskPower.



1. 2019 - 2023 values were updated to reflect enhanced calculation methodology.  
2. Refer to the [ESG Transparency Supplement](#) for further details on how this indicator is calculated.

### Key initiatives in 2024

- ✓ Switched to using more than 90 per cent renewable electricity in Saskatchewan.
- ✓ Completed LED lighting upgrades in 21 sites which are projected to reduce 66 tonnes of GHG emissions.
- ✓ Continued work on 21 electrification projects with 14 sites in the construction stage, six sites in the design stage and one site completed. These projects support the reduction of emissions by converting fossil fuel heating systems to lower-emitting electric systems and are projected to deliver a 1.1 kt reduction in GHG emissions.
- ✓ Continued testing 100 last-mile electric vehicles (EVs) that were added to our fleet in late 2023 to inform the development of our EV fleet rollout plan.



In 2024, we delivered approximately **1.4 million parcels** on routes with electric vehicles.





# Integrating climate change considerations across the company

## Governance

At Canada Post, governance of climate-related risks and opportunities falls within the corporate ESG governance framework, with the highest level of oversight at the Board level. → [Details on our ESG governance structure can be found in the ESG governance section of this report.](#)

The Board’s Environmental, Social and Governance (ESG) Committee is responsible for the full scope of ESG and climate-related issues at the Board level. Specific climate-related duties and responsibilities of the ESG committee include:



Reviewing and approving our climate budget and associated transition plan, with investments in fleet electrification and emissions reduction initiatives for our buildings. Progress on implementation of this plan is regularly monitored.



Overseeing policies, programs, practices, procedures and performance with respect to corporate sustainability, including climate-related issues.



Reviewing and approving our public climate-related disclosures, including TCFD-aligned reporting.



Approving ESG targets as required, including the Corporation’s science-based GHG emissions reduction target.



Reviewing risks and dependencies, including those related to climate, as part of the Board’s semi-annual review of the Corporation’s Enterprise Risk Management Risk Register.



Updates on key ESG issues and performance on targets, including those related to climate, are provided to the Board quarterly. Board-level competency on climate change is maintained through various means including through regular consultations with Canada Post’s ESG team as well as regular training for directors on environmental issues and industry best practices and standards.

At the corporate level, management of climate-related issues falls under the purview of the Chief Legal and Corporate Affairs Officer, who reports to the CEO. The Chief Legal and Corporate Affairs Officer has overall responsibility for the ESG strategy and initiatives, as well as the assessment and management of environmental dependencies, impacts, risks and opportunities. The Corporate Sustainability and ESG team is responsible for the development, integration and implementation of the company’s ESG strategy, including Canada Post’s net-zero and climate resilience strategies.

To assess and manage climate-related risks, the Enterprise Risk Management team consults with the Chief Legal and Corporate Affairs Officer on the top climate-related risks for the company along with corresponding risk mitigation strategies. Climate-related opportunities are considered as part of the strategic review process, which feeds Canada Post’s annual Corporate Plan. Development of the Corporate Plan falls under the direct responsibility of the Chief Legal and Corporate Affairs Officer. The strategy and associated opportunities undergo multiple executive and Board reviews before final submission of the Corporate Plan to the Minister responsible for Canada Post, in November of each year.





Risks and opportunities

Scenario analysis

Canada Post uses scenario analysis to assess physical climate risks as well as climate-related transition risks and opportunities. The scenario analysis involves qualitative and quantitative assessments of the potential impacts of our top climate-related risks and opportunities. In 2024, the Corporate Sustainability and ESG team launched its third climate-scenario analysis to refine the company’s climate risk and opportunity management strategy over the short, medium and long term. We enhanced the scenario analysis work with more granular, higher quality, Canada-specific data that helps us better assess Canada Post’s physical and transition climate risks and climate-related opportunities. The table following table summarizes scenarios used in our latest climate impact assessment.

Abbreviations glossary

**IPCC** = Intergovernmental Panel on Climate Change

**RCP** = Representative Concentration Pathway projecting future GHG emissions concentrations in the atmosphere

**SSP** = Shared Socioeconomic Pathway

**CER** = Canada Energy Regulator

Climate risk scenarios

Risk type	Warming	Source	Scenario	Description <sup>1</sup>
Physical	Moderate	IPCC	RCP 4.5, SSP2	Middle of the Road: The world follows a path in which social, economic and technological trends do not shift markedly from historical patterns. Global warming rises to between 2° and 3 °C by 2100.
	High	IPCC	RCP 8.5, SSP5	Fossil-fueled Development: The world places increasing faith in competitive markets, innovation and participatory societies to produce rapid technological progress and development of human capital as the path to sustainable development. Global markets are increasingly integrated. At the same time, the push for economic and social development is coupled with the exploitation of abundant fossil fuel resources and the adoption of resource- and energy-intensive lifestyles. Global warming rises to 4 °C by 2100.
Transition	Low	CER	Global Net Zero	The pace of global climate action is rapid. Domestic climate policies increase in strength to achieve net-zero emissions in Canada by 2050. Adoption of low-carbon technologies accelerates, leading to cost reductions and efficiency improvements. Global crude oil demand and crude oil prices drop significantly, and global natural gas demand and prices fall, though not as dramatically as crude oil. Global warming is limited to 1.5 °C by 2100.
	High	CER	Current Measures	Future action to decrease emissions globally is limited and there is no requirement to hit net zero. Existing domestic climate policies stay in place but new policies are not expected. Adoption of low-carbon technologies is slow due to limited global climate action to incent progress. Global crude oil demand and prices are high, as is global demand for natural gas. Global warming is high.

1. Sources: [What are climate model phases and scenarios?](#) | USDA Climate Hubs; [Explainer: How ‘Shared Socioeconomic Pathways’ explore future climate change](#) | Carbon Brief; [Canada’s Energy Future 2023: Energy Supply and Demand Projections to 2050](#) | Canada Energy Regulator.





Our top climate-related risks and opportunities

Detailed assessment of specific climate-related risks and opportunities is conducted by the Corporate Sustainability team. Our latest physical climate risk assessments were conducted at the site level (over 2,900 Canada Post sites) for the first time with site locations mapped to identify those at risk of multiple climate impacts. The top physical climate risks identified for Canada Post were wildfire and extreme precipitation. Transition climate risks were assessed for impacts of carbon pricing and fluctuations in energy pricing under different climate scenarios across our direct operations and our upstream value chain. Scenario analysis was also applied to assess potential impacts of climate-related opportunities in our direct operations (through fleet electrification) and in our downstream value chain (through the offering of low-

carbon services to customers). Data to inform these analyses came primarily from the Government of Canada combined with internal data on site locations, asset values, energy consumption and customers, among others. Identified climate-related risks and opportunities are assessed for substantive financial or strategic impact. The outcomes of these assessments provided guidance on classifying the size, scope, likelihood and estimated financial or operational impacts of the identified climate-related risks and opportunities. Greater attention and resources are allocated to mitigating risks or realizing opportunities that are deemed to have higher potential financial or strategic impacts. Summaries of our top climate-related risks and opportunities are presented in the following tables.

Physical risks

Risk	Description	Likelihood	Estimated annual potential financial impact <sup>1</sup>	Estimated cost to mitigate the risk
Wildfire	Increase in wildfire risk due to changes in temperature and precipitation. Potential impacts include asset damage/loss and operational disruptions during events.	More likely than not	2024: < \$10K Short term: \$6M - \$7M Medium term: \$6M - \$7M Long term: \$11M - \$14M	\$6M – Though mitigation measures are in place, such as a wildfire playbook to protect the health and safety of our people, overall, Canada Post currently accepts the cost of wildfire risk. Cost to mitigate the risk therefore reflects the short-term estimated financial impact. Our climate risk impact work will inform the development of a resilience roadmap that will include further measures to mitigate wildfire risk.
Extreme precipitation	Extreme precipitation events leading to rapid accumulation of surface water and flooding. Potential impacts include asset damage/loss and operational disruptions.	More likely than not	2024: \$700K Short term: \$2M - \$60M Medium term: \$2M - \$60M Long term: N/A <sup>2</sup>	\$30M – Though mitigation measures are in place, overall, Canada Post currently accepts the cost of extreme precipitation risk. Cost to mitigate the risk therefore reflects the average short-term estimated financial impact considering the low and high ends of the range. Our climate risk impact work will inform the development of a resilience roadmap that will include further measures to mitigate risk from extreme precipitation.

1. Financial impact estimates provided are unaudited, subject to verification and not to be used for any purpose other than to gain a high-level, directional understanding of how climate change could impact our business. The short term reflects potential impacts to 2030; medium term, 2031 to 2040; and long term, 2041 to 2050. Ranges presented represent climate scenario analysis results for the low/moderate versus high warming scenarios for physical risks and for the high versus low warming scenarios for transition risks and opportunities. Impacts presented are gross amounts. Net impacts will depend on risk mitigation measures in place and costs to realize opportunities. To be able to interpret the magnitude and significance of the estimated financial impacts provided in this report, we recommend that this information be read in conjunction with the Corporation's annual consolidated financial statements and MD&A for the year ended December 31, 2024.

2. Long-term financial impacts for the extreme precipitation risk were not assessed at this time due to uncertainty about investments in future stormwater infrastructure to build flood resilience in communities across Canada.





Transition risks

Risk type	Description	Likelihood	Estimated annual potential financial impact¹	Estimated cost to mitigate the risk
Carbon pricing mechanisms	Policy actions having the potential to increase fossil-fuel-based energy costs which could result in increased operating costs.	More likely than not	2024: \$40M Short term: \$30M - \$40M Medium term: \$40M - \$100M Long term: \$60M - \$200M	\$1B – Canada Post is mitigating its transition risks through the implementation of our net-zero strategy. This strategy requires a major transformation to transition to a low-carbon operating model. Initial estimates to complete this transformation over the coming years were \$1B to cut operational emissions through building retrofits, ensuring new buildings meet net-zero building standards, sourcing renewable energy and transforming our fleet of 14,000 last-mile vehicles to electric by 2040.
Energy pricing	Potential cost impacts from fluctuations in energy pricing under different climate scenarios.	More likely than not	2024: \$0 Short term: \$15M - \$20M Medium term: \$60M - \$100M Long term: \$70M - \$125M	

Opportunities

Opportunity type	Description	Likelihood	Estimated annual potential financial impact¹	Estimated cost to realize the opportunity
Climate leadership	Increased revenues from taking a leadership position on climate change and enhancing Canada Post’s reputation with customers.	More likely than not	2024: N/A² Short term: \$20M - \$70M Medium term: \$30M - \$100M Long term: \$30M - \$100M	N/A – Canada Post’s climate leadership brand strategy has involved external marketing campaigns to communicate our environmental leadership to our stakeholders as well as the development of our annual Sustainability Report. Costs for this vary from year to year and are dependent on our financial situation.
Fleet decarbonization	Potential operational cost savings associated with fleet electrification and fuel and maintenance savings under different climate scenarios.	More likely than not	2024: N/A³ Short term: \$15M - \$20M Medium term: \$50M - \$70M Long term: \$50M - \$85M	\$1B – Costs to decarbonize our fleet are included in the \$1B initial estimate to transition to a low-carbon operating model.

1. Financial impact estimates provided are unaudited, subject to verification and not to be used for any purpose other than to gain a high-level, directional understanding of how climate change could impact our business. The short term reflects potential impacts to 2030; medium term, 2031 to 2040; and long term, 2041 to 2050. Ranges presented represent climate scenario analysis results for the low/moderate versus high warming scenarios for physical risks and for the high versus low warming scenarios for transition risks and opportunities. Impacts presented are gross amounts. Net impacts will depend on risk mitigation measures in place and costs to realize opportunities. To be able to interpret the magnitude and significance of the estimated financial impacts provided in this report, we recommend that this information be read in conjunction with the Corporation’s annual consolidated financial statements and MD&A for the year ended December 31, 2024.

2. We do not yet have a methodology in place to accurately estimate the in-year revenues related to the climate leadership opportunity.

3. We are in the early stages of our EV fleet deployment and will be developing a methodology to track savings associated with electrification.





Influence of climate-related risks and opportunities on our strategy

Climate-related risks and opportunities have a direct influence on our strategy. We seek to mitigate climate-related risks and maximize climate opportunities by integrating their consideration into key components of our business strategy as outlined here.

Products and services

Canada Post recognizes that failure to demonstrate environmentally sustainable practices, which includes offering products and services that use fewer resources and are low carbon, could have negative brand impacts. At the same time, leadership on climate action provides value for our customers and an opportunity to grow revenues. We have made a commitment to achieve net-zero emissions by 2050 and to fully electrify our last-mile fleet by 2040. Our net-zero strategy will enable us to provide Canadians and businesses with the low-carbon products and services they need to stay connected across the country and the globe. See the [Decarbonizing to support a 1.5 °C world](#) section of this report for details on our net-zero strategy and progress to date. As we ramp up our low-carbon service offerings, we are also investing in other ways to help Canadians and Canadian businesses make sustainable shipping choices. For example, our carbon-neutral shipping services include investment in carbon offsets to support the preservation of nature and biodiversity in Canada. These offsets do not count toward our science-based emissions reduction targets.



Upstream/downstream value chain

Given the risk of increased operating costs from carbon pricing policies and energy price fluctuations, we are acting to reduce emissions and fossil fuel consumption across our value chain. Contracted transport for air and long-haul ground trucking to support our delivery services across Canada is a significant source of emissions for Canada Post. We have developed a formal supplier engagement strategy on environmental and social responsibility which includes setting a target to engage 67% of suppliers by spend to set their own emissions reduction science-based targets (SBTs) by the end of 2025. Our strategy for engagement on environmental sustainability and decarbonization prioritizes engaging suppliers that have the highest impact on the scope 3 component of our GHG footprint. To reinforce this, all requests for proposals (RFPs) include bonus points for suppliers who have an SBT at the time of the vendor selection process. Bidders who do not have an approved SBT at the time of vendor selection can earn partial bonus points if they are willing to commit, as a contract condition, to obtain an approved SBT within a specified timeframe from contract signature (generally 12-18 months). Our supplier engagement is done through letters and through regular supplier performance review meetings.







Operations

Physical climate risks could disrupt operations and service for our postal network, affect the performance of our delivery vehicles and pose health and safety risks for our employees. These types of business interruptions could result in increased operations costs to repair or replace damaged assets, as well as potentially higher liabilities and lower revenues. On the opportunity side, over the medium and long terms, Canada Post recognizes that modifying our operations to support a low-carbon business model could potentially support increased revenues as the demand for low-emission services increases, as well as lead to lower operational costs through carbon pricing and fuel cost savings. We are leveraging the results of our detailed climate risk and opportunity assessments to develop a climate resilience roadmap that will include a phased plan with key actions to support the business continuity of our operations. Our resilience roadmap includes our net-zero strategy and actions to decarbonize operations. We plan to complete the initial draft of this roadmap in 2025.



Financial planning

Canada Post integrates consideration of climate-related risks and opportunities into its financial planning over the short, medium and long term. For example, we identified key initiatives to support the achievement of our near-term (2030) and long-term (2050) science-based emissions reduction targets. To meet our 2030 target, we are transforming our last-mile fleet of 14,000 vehicles to 100% electric by 2040, implementing GHG emission reduction projects in our buildings, investing in renewable energy and prioritizing new builds with net-zero emissions certifications. Estimated expenses associated with the implementation of these initiatives have been integrated into our capital planning processes. We also consider potential climate-related impacts on our operating costs. For example, as an organization operating primarily across Canada, we are impacted by several provincial, territorial and federal climate-related regulations. Since 2019, every jurisdiction in Canada has had a price on carbon pollution. These carbon pricing mechanisms have a direct impact on our operational costs, as well as on flow-through costs from our suppliers. Moving away from the use of internal combustion engine (ICE) vehicles through the full electrification of our fleet and the decarbonization of our buildings will mitigate this risk. Operational costs could also be impacted by damages to our assets and delivery infrastructure by physical climate risks such as wildfire and flooding from extreme precipitation. Our latest climate scenario analysis work has identified climate “hot spots” across our network that would be most at risk from extreme weather events (wildfires and extreme precipitation). These results will be used to support our business continuity and facility improvement strategies, which will help mitigate the costs of repairs and asset replacement if there are damages from these events.





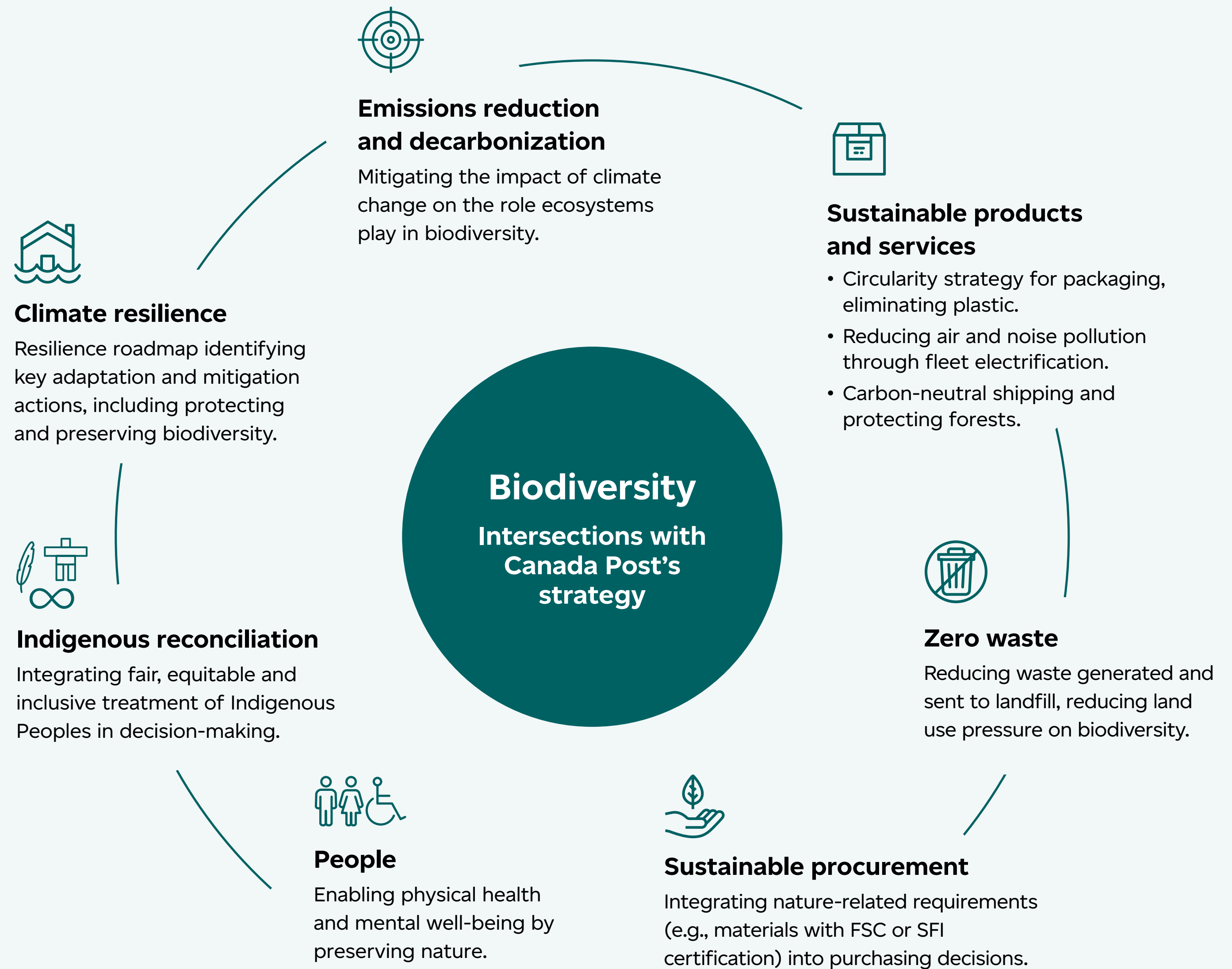


# Protecting biodiversity

## Biodiversity and Canada Post's ESG strategy

Canada Post recognizes that the health and resilience of our societies and economies also depend on the health and resilience of nature and its biodiversity. The results of our 2023 double materiality assessment identified protecting biodiversity as an area of emerging significance for Canada Post's stakeholders.

Preventing biodiversity loss is not limited to species and ecosystems. There are many ways that biodiversity intersects with Canada Post's ESG strategy. We take a holistic approach to integrating biodiversity and social considerations into our strategies, plans and practices, alongside climate and decarbonization goals. In 2025, we are working to deepen this integration into our strategy, with efforts to mitigate and reverse our impact on biodiversity.

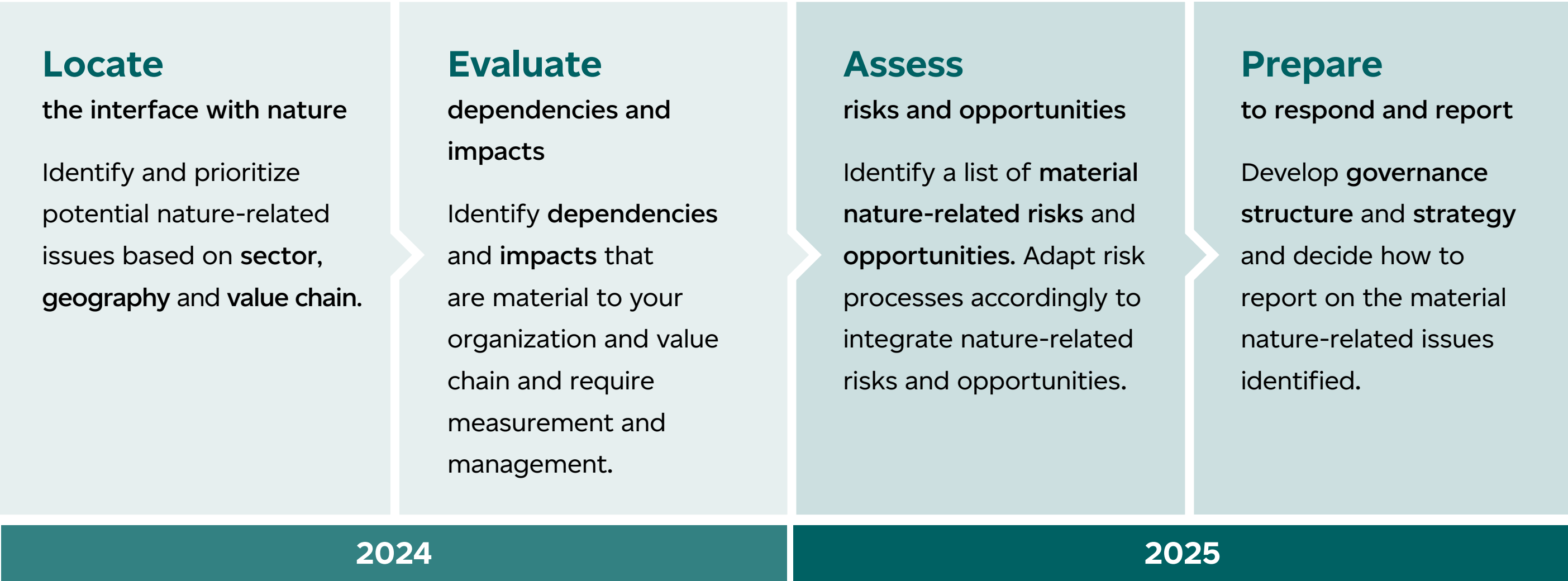






# Assessing biodiversity dependencies, impacts, risks and opportunities

Organizations have **dependencies** and **impacts** on nature, which give rise to nature-related **risks** and **opportunities**. The Taskforce on Nature-related Financial Disclosures (TNFD) collectively refers to these four concepts as nature-related issues. In 2024, Canada Post conducted a biodiversity assessment on its direct operations and performed a high-level assessment of its supply chain to identify **nature-related issues**. To conduct the assessment, Canada Post followed the TNFD’s LEAP (Locate, Evaluate, Assess, and Prepare) approach.



After completing the Locate and Evaluate phases, we determined our most material nature-related dependencies and impacts, considering not only our own operations but also our supply chain. Top material sectors for assessing nature-related issues for Canada Post included Transport (e.g., postal activities, contracted air and truck services) and Manufacturing (e.g., fleet vehicle manufacturing).

## Dependencies

Results from the assessment showed that Canada Post’s operations and transport service suppliers are dependent on nature’s ability to regulate the climate and the direct and indirect benefits that ecosystems provide. Ecosystems provide important benefits that help mitigate climate change and reduce the frequency and intensity of extreme weather events that could disrupt delivery services or impact the health and well-being of our people. This dependency was also identified in our climate risk assessment, indicating that physical risks such as wildfires and extreme precipitation could significantly impact Canada Post’s operations. This reinforces the need for a strong climate resilience strategy. Our manufacturing suppliers are also dependent on water to support production processes.

## Impacts

The most material impacts on nature from our operations and transport service suppliers include noise pollution from vehicles and planes, GHG emissions and land and water use. For manufacturing suppliers, the impacts include noise pollution, and soil and water pollutants. Our net-zero strategy will support the reduction of our impacts on nature through the electrification of our last-mile fleet and the shift to lower-emitting modes of contracted transport (e.g., shifting away from air to ground transportation, where possible). In this way, our net-zero strategy will help minimize noise pollution, smog and land and water use, in addition to reducing GHG emissions.

In 2025, we will complete our assessment to uncover our nature-related risks and opportunities and develop a strategy for reducing our impact on nature.





# Assessing our impact on key biodiversity and critical habitat areas in Canada

As we develop our biodiversity strategy, we are already acting to minimize and mitigate our impacts on nature. We have conducted a geographical assessment of locations where we operate in Canada to determine if any are located in Key Biodiversity Areas (KBAs) or Critical Habitat Areas (CHAs) across Canada. KBAs are determined to be of international importance to biodiversity conservation; CHAs are designated for recovery of wildlife species in Canada that are listed on the federal *Species at Risk Act* (SARA). The geographical assessment determined that our overall impact on KBAs and CHAs is low. Canada Post continues to take steps to mitigate impacts on two species at risk identified by Environment and Climate Change Canada for sites located in CHAs.



## Brown bats in Balcarres, Saskatchewan

Brown bats can typically roost in buildings where they raise offspring throughout the summer. To support this endangered species, Canada Post installed bat houses on poles outside the building to provide necessary alternative housing while they roost.



## Chimney swifts in Sault Ste. Marie, Ontario

Chimney swifts nest in chimneys during specific times of the year. Canada Post has adjusted any scheduled roof maintenance work outside of nesting and migration windows.

Canada Post also conducts environmental assessments and monitoring at existing sites and sites proposed for new builds on federal lands. These assessments look at the condition of soil and groundwater for contaminants, as well as monitoring impacts on migratory birds, species at risk and habitats.

# Nature-based solutions supporting good environmental stewardship

In 2023, Canada Post launched carbon-neutral shipping to help Canadians and Canadian businesses make sustainable shipping choices in the short term. For every tonne of greenhouse gas emissions (CO<sub>2</sub>e) generated by domestic Regular Parcel™ and Expedited Parcel™ deliveries, we support the removal of one tonne of CO<sub>2</sub>e from the atmosphere by purchasing high-quality, verified and accredited carbon offsets. The carbon offsets purchased support biodiversity initiatives to preserve the Great Bear Rainforest in British Columbia, which is wholly owned by a unique alliance of First Nations. The Great Bear Rainforest is one of the world’s last large, intact coastal temperate rainforests. Stretching across 6.4 million hectares on British Columbia’s northern coast, it contributes to carbon absorption on a massive scale. The landscape is also home to diverse wildlife, including the rare Spirit Bear, and its streams and rivers sustain 20 per cent of the world’s wild salmon.

## Results – Carbon-neutral shipping and carbon offsets, 2023-2024

Metrics	2023	2024
Total number of parcels shipped as carbon neutral	168M	174M
Total emissions offset (metric tonnes)	42,372	41,184

Canada Post’s Sustainability Action Fund has also funded projects that have positively promoted biodiversity, including building pollinator gardens, employee gardens and more.





# Sustainable products and services

Canada Post incorporates environmental and social responsibility considerations into the development and evolution of its products and services. We have strategies and initiatives to reduce emissions from our delivery services and to increase customer re-use and recycling of packaging and products.

## Low-carbon shipping

We have committed to ambitious, science-based targets to achieve net-zero emissions by 2050. Details on our strategy to decarbonize the delivery of parcels and mail, along with our progress to date, are provided in the [Climate transition plan](#) section of this report. We recognize that Canadians want transparency about the emissions generated when shipping with Canada Post. In 2023, the company unveiled a best-in-class calculation methodology that estimates the emissions associated with each parcel, based on the distance it travels and the mode of transportation. To support low-carbon shipping choices, customers can see the emissions associated with their parcel shipping by using our [Find a Rate](#) tool. Business customers can also request summary reports for all parcel shipments over a specified period, supporting their own emissions reporting and climate-related goals.

PersonalSmall businessCommercial

ShopOur companySupportFRSign in

SendingReceivingMoney servicesStamps and coins

Tools

### Find a Rate

#### Choose a rate

Regular Parcel™

Total\$

Continue

4 business days

0.034 kg CO<sub>2</sub>e

Most fuel-efficient

Carbon-Neutral Shipping

Tracking and delivery confirmation

Add in options

View rate summary

Xpresspost™

Total\$

Continue

2 business days (Guaranteed)

0.034 kg CO<sub>2</sub>e

Most fuel-efficient

Tracking and delivery confirmation

Liability coverage up to \$100

Add in options

View rate summary

Xpresspost™ Prepaid Envelope

Total\$

Continue

2 business days (Guaranteed)

3.484 kg CO<sub>2</sub>e

Tracking and delivery confirmation

Liability coverage up to \$100

Add in options

View rate summary





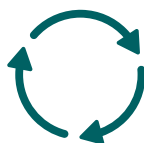


# Circularity

We incorporate circular economy principles into our products, packaging and processes. The circular economy is an approach where materials and resources never become waste because they are kept in circulation through processes like reuse, recycling, refurbishment and remanufacturing. This helps tackle climate change, waste and pollution, and breaks down the notion that economic activity requires the consumption of resources.



## Our approach to circular economy has three focus areas:



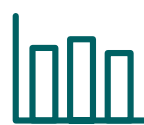
### Circular business model

Incorporating circular economy principles into our operations, products and services.



### Sustainable packaging

Prioritizing the use of recycled and sustainably sourced materials and designing packaging to be recyclable.



### Data and reporting

Improving data quality and reporting capabilities to support strategy and product development.

## Key initiatives in 2024

- ✓ We rolled out our box-free, label-free returns program nationally. Returns are bundled into fewer boxes and shipped back to the merchant, reducing carbon emissions and packaging materials, and streamlining the return process. This service is currently available at post offices nation-wide.
- ✓ We worked with a third party to complete lifecycle assessments (LCA) for 12 different packaging products and shipping materials to understand: (1) the environmental impacts of different types of materials and designs, (2) the phases of the lifecycle where there are more significant impacts and (3) opportunities to reduce environmental impact throughout the lifecycle. The data and results from the LCAs will be used to inform strategy development and packaging design.
- ✓ We eliminated single-use plastic overwrap from our products and shipping supplies, including for bubble wrap, Kraft paper wrap, Kraft paper envelopes (9 in. x 12 in., 6 pack) and #10 envelopes (40 pack), eliminating 99 tonnes of plastic from our operations in 2024.
- ✓ We collaborated with the Sustainable Mail Group and other stakeholders to develop a Plastics Roadmap to outline opportunities and best practices to reduce plastic in the mail stream.
- ✓ We will no longer accept neighbourhood mail wrapped in plastic, coming into effect at the end of 2025. This is expected to reduce 744 metric tonnes of plastic waste per year.

In 2024, recycled materials made up 65% (by weight) of packaging products sold to Canada Post customers<sup>1</sup>

1. Refer to the [ESG Transparency Supplement](#) for further details on how this indicator is calculated.










# Zero waste

We’re transforming our waste diversion and recycling processes, improving measurement and leveraging innovative solutions in our facilities to increase reuse and recycling.

## Our approach

Our zero-waste strategy has five key pillars:

 <b>Waste prevention</b>	 <b>Waste diversion</b>	 <b>Performance analysis</b>	 <b>Employee engagement</b>	 <b>Corporate and community leadership</b>
Eliminating sources of waste before they are created.	The process of diverting or redirecting waste from landfills.	Measuring our waste generation and diversion.	Increasing awareness and educating employees on waste reduction.	Supporting our customers and communities.



**Our goal:**  
Divert at least 90% (by weight) of non-hazardous operational waste and 90% of all construction and demolition waste by 2030.

### Key initiatives in 2024

- ✓ Installed new waste infrastructure at 80 sites nationwide, including new bins for each waste stream (garbage, recycling, mixed paper) and new signage for the bins, waste carrying containers inside the facility and outdoor dumpsters. In addition, we provided the facilities with new educational materials and workshops to support employees through these changes.
- ✓ Launched a new waste hauler with enhanced reporting capabilities, including waste bin sensors which help provide more timely and accurate readings. The contract includes enhanced transparency so that the waste removal contractor must disclose the location where waste is being taken (Canada Post has final say).
- ✓ Updated our corporate manual system (CMS) procedures to ensure better recycling of surplus advertising mail.
- ✓ Supported 16 employee-led projects through the Sustainability Action Fund related to zero waste.
- ✓ Diverted over 3.5 metric tonnes of waste from landfill through the Government of Canada GCSurplus program.

### Results – Waste generated and waste diverted from landfill, 2023-2024

Metrics	2023	2024	2024/2023 change
Total waste generated (metric tonnes) <sup>1</sup>	41,584	33,404	-19.7%
Waste diverted from landfill (%)	67.1%	66.7%	-0.4 (percentage points)

1. 2024 waste results include updates resulting from the new waste hauler contract



# People and culture

Culture

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Equity, diversity and inclusion

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Health, safety and well-being

---

Talent management

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Labour relations

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04





# Culture

We are constantly working to fulfill our purpose, A stronger Canada – Delivered, for Canadians, customers and our people. Fostering a culture that makes us stronger together is key to fulfilling this purpose. We’re committed to living our values and practising our behaviours every day – which form the foundation of our corporate culture.

## Our approach

Our corporate culture is important because it helps align employees with each other and our broader goals. When employees feel connected to each other and their organization, they tend to be more engaged and productive, boosting morale and reducing turnover. A culture built on trust and respect improves collaboration, supports decision-making and contributes to long-term success.

It’s even more important to foster a positive and constructive corporate culture during challenging times, when employees are looking for direction and stability. A strong corporate culture provides a foundation to help people navigate uncertainty together.

Canada Post remains committed to providing a service all Canadians can count on, advancing social and environmental leadership, and doing right by its people.







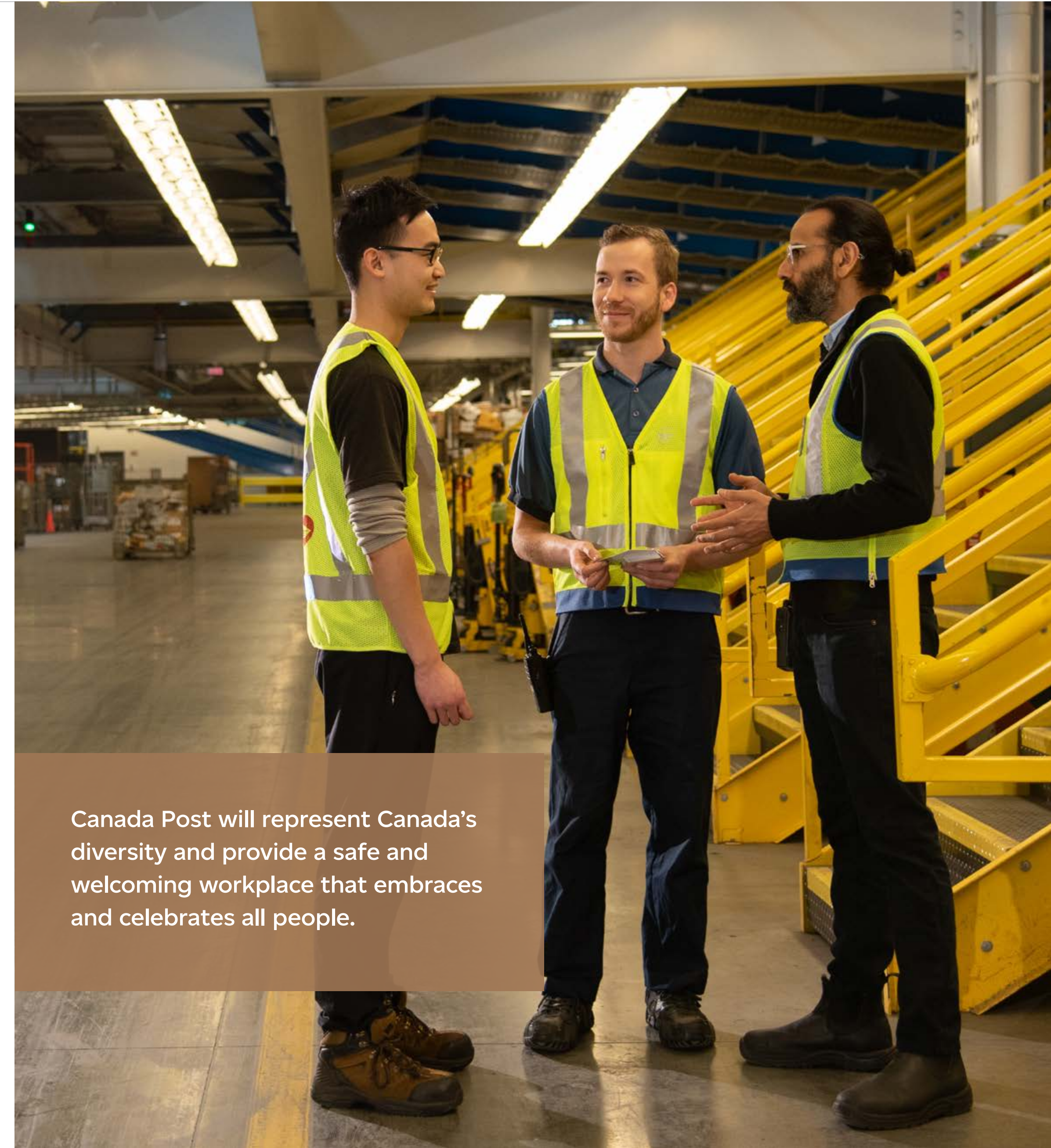
# Equity, diversity and inclusion

At Canada Post, we value diversity as an essential part of who we are and how we operate. Canada Post will represent Canada's diversity and provide a safe and welcoming workplace that embraces and celebrates all people. Treating each other with fairness and respect is fundamental to a workplace that's free from discrimination and harassment.

## Our approach

With a workforce of more than 62,300 people and a presence in virtually every community from coast to coast to coast, Canada Post has a duty to represent the entire country and provide a safe, welcoming workplace. Canada Post's approach to equity, diversity and inclusion (EDI) sets important goals, including eliminating discrimination and fostering workplaces where everyone feels welcome to bring their full selves to work. Our goals include addressing:

- Inequities and barriers to participation for Indigenous Peoples
- Inequities and barriers to participation for persons with disabilities
- Racism against racialized people
- Gender inclusivity practices
- Intolerance based on sexual orientation
- Intersectionality: The combined and cumulative effect of multiple forms of discrimination (for example, racism, sexism and classism) impacting a person.



Canada Post will represent Canada's diversity and provide a safe and welcoming workplace that embraces and celebrates all people.





**We're making changes that make a difference – to our employees, customers, our business and all Canadians. We'll do this by:**

### Driving the vision and integrating EDI goals into Canada Post strategic planning

#### Key initiatives in 2024:

- ✓ Continued to provide quarterly updates to executives and the Board of Directors on progress toward our EDI goals.
- ✓ Continued to include EDI employment goals on executive scorecards

### Improving recruitment and retention with benchmarks for attracting underrepresented groups

#### Key initiatives in 2024:

- ✓ Piloted a mentorship program for Indigenous employees and employees with disabilities.
- Learn more about our inclusive hiring practices in the [Talent Management](#) section of this report.

### Serving society and responding to social issues, movements and events

#### Key initiatives in 2024:

- ✓ Commemorated Black History Month with a special presentation at our Ottawa Head Office and a display of our stamp honoring Mary Ann Shadd.
- ✓ Held an International Women's Day panel in Ottawa featuring leaders from across the business.
- ✓ Participated in Pride Parades across Canada, including in Halifax, London and Montréal.
- ✓ Commemorated the National Day for Truth and Reconciliation.
- Learn more about our efforts to increase supplier diversity in the [Sustainable procurement](#) section of this report.

### Educating, communicating and assessing our progress by soliciting employee feedback

#### Key initiatives in 2024:

- ✓ Launched a new Accessibility Awareness e-learning course.
- ✓ Continued the release of our internal *EDI Newsletter*.
- ✓ Released an inclusive writing guide for employees designed to promote inclusion and respect for diversity in writing, and to eliminate all forms of discrimination based on any identity factor.



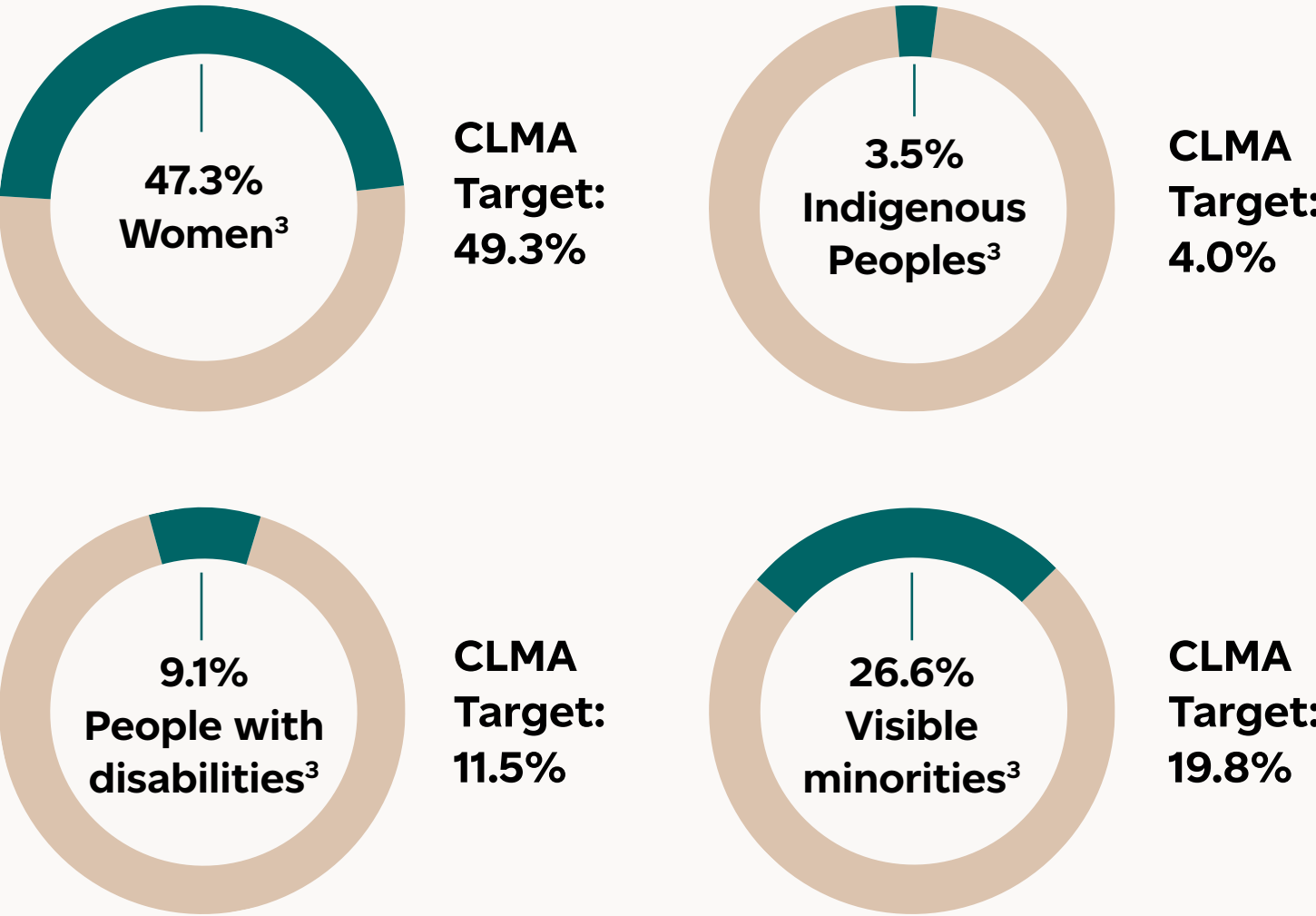




We’re working toward our goal of achieving 80 per cent employee representation of the Canadian labour market availability (CLMA) levels.<sup>1</sup> 2024 progress is summarized in the following charts.

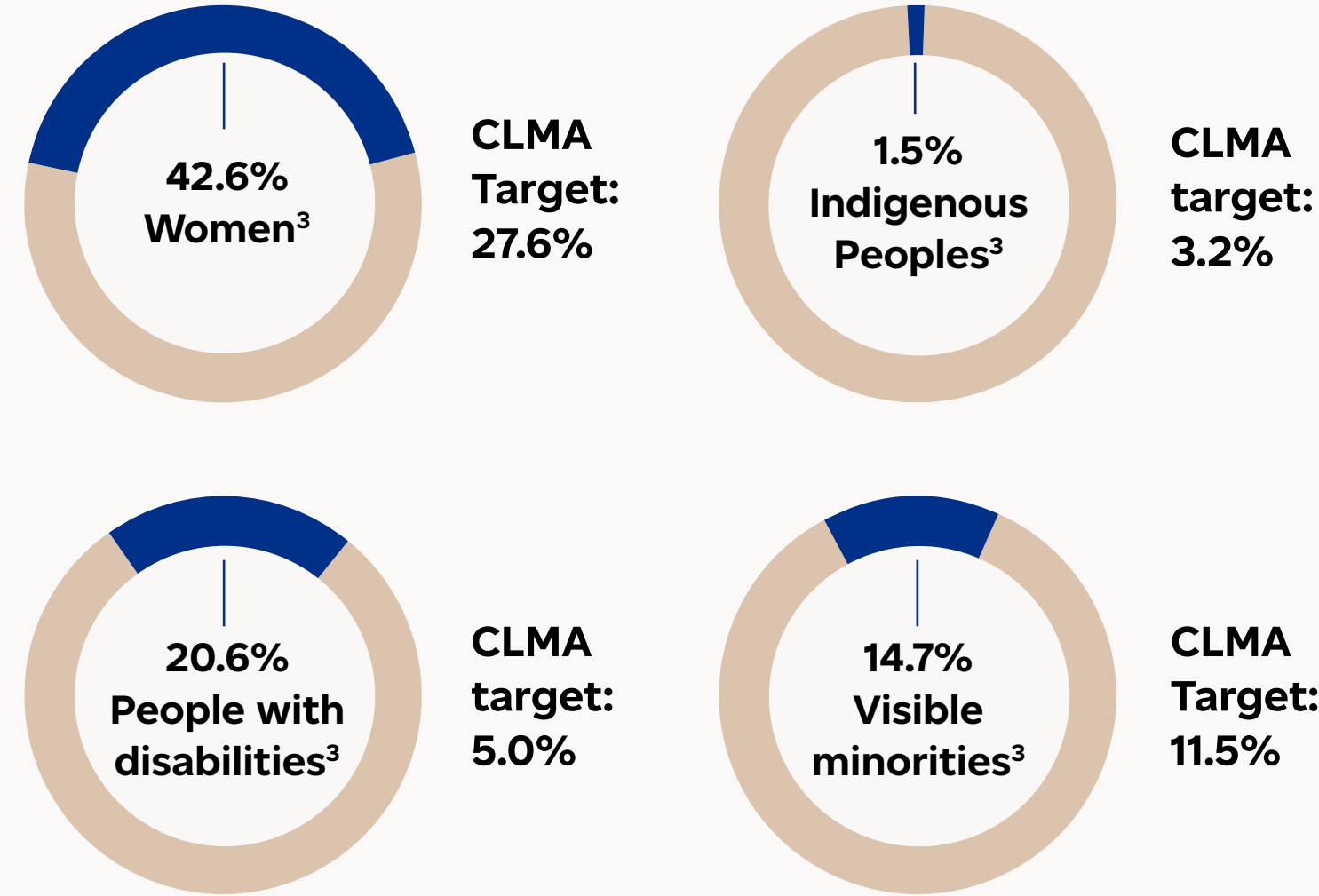
Overall workforce

Results – Representation of designated groups within our overall workforce based on the Workforce analysis operational report,<sup>2</sup> 2024, shown against CLMA levels.



Senior management

Results – Representation of designated groups within our senior management based on the Workforce analysis operational report,<sup>2</sup> 2024.



1. Canadian labour market availability (CLMA) rates are derived from 2016 Canadian census data published in 2021 and based on the 2016 National Household Survey and the 2017 Canada Survey on Disability. Note that in the event that we exceed CLMA levels, Canada Post will not modify recruitment strategies to lower representation levels in our workforce.

2. Workforce analysis report includes employees who have worked fewer than 12 weeks in a calendar year. Total workforce base: 71,518 employees.

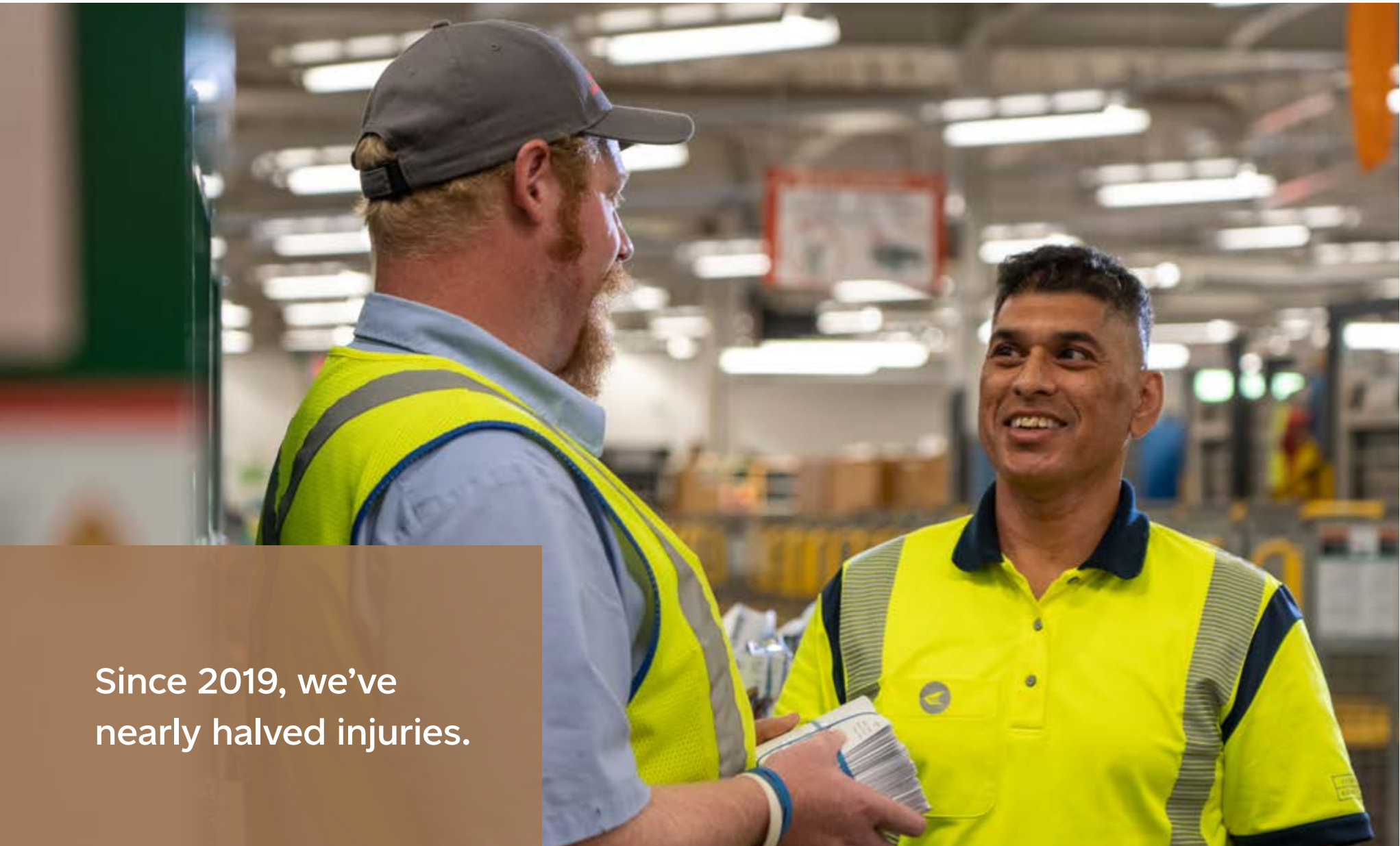
3. Based on self-identification.





# Health, safety and well-being

Canada Post’s employees do essential work for Canadians every day. Our goal is to keep them safe while they do it. This requires a proactive approach to identifying, preventing and controlling hazards that could affect employees, contractors, visitors and members of the public. We’re working to embed a safety mindset into our culture, with the goal of reducing occupational injuries and illnesses and fostering an environment that supports the mental health and well-being of our people.



Since 2019, we’ve nearly halved injuries.



Make it **safe.**  
Make it **home.**

## Our approach

Our ambition is zero harm. Canada Post’s 10-year health and safety strategy, launched in 2021, continues to roll out in key areas. The strategy’s initial priorities were the development and implementation of new programs, resources and tools, including a new Health and Safety Management System. Since its launch, we’ve also introduced key programs like positive safety interactions and upskilling leaders through the deployment of the health and safety strategy. To support the continued rollout of our strategy, we also launched the first ever Health and Safety Roadmap for all operations, serving as a key, mandatory planning tool for all operations to implement. This monthly roadmap prescribes the key safety activities to focus on each month, pre-issued for the year to help team leaders plan ahead. The roadmaps are complemented with a monthly safety digest, reminding all team leaders of upcoming activities and campaigns, as well as Life Safety Alerts, on-demand safety videos and best-practice sharing.



Keep **wellness**  
in **mind**

We understand the importance of mental health and the direct link it can have with physical health. To address this, we’ve developed a five-year Mental Health Strategy focused on supporting the mental health and well-being of our people. A core priority of this strategy is ensuring that we create psychological safety for employees. Psychological safety fosters creativity and collaboration, and creates the conditions for employees to feel comfortable expressing their thoughts, ideas and concerns without fear of judgment or negative consequences. We do this by providing employees with resources and strategies to set boundaries to avoid burnout, maintain work-life balance and take time to disconnect, while also preventing and managing conflict at work. When people feel safe to take risks and make mistakes, they are more likely to learn and grow, contributing to their personal and professional development and the overall success of the organization.





## Key initiatives in 2024

- ✓ At Canada Post, driving remains the highest-risk activity our people perform each day. To support improved reporting capabilities, we've added telematics to 13,281 corporate vehicles assigned to 815 depots. Through our driver safety education blitz and learning developed as part of Driver Safety Month in October of each year, we promote safe driving behaviours and engage in positive safety interaction coaching discussions to address negative trends and reduce the risk of collisions or injuries.
- ✓ We introduced a new feature on delivery agents' mobile devices called "Drive Safe," which is designed to minimize distractions by locking out interactions with their device while in motion.
- ✓ Slips, trips and falls (STF) continue to be our largest category of injuries. We brought in two Slip Simulators™ at our largest letter carrier schools in Montréal and Toronto in the fall. Participants are safely harnessed and, while carrying mail or parcels, practice safe walking on slippery surfaces with various obstacles. In 2024, we trained 233 employees using the slip simulators. Leveraging experiential training, the approach is shown to reduce STF injuries by up to 50 per cent.
- ✓ Ergonomics continue to be a focus area for Canada Post. More than 360 team leaders were trained on musculoskeletal injury prevention, providing them with tools and knowledge to use safe manual handling techniques. We launched additional promotional campaigns to reach rural areas, with visual posters and at-home mailers for quick and easy reminders on safe lifting practices.
- ✓ We integrated positive safety interactions (PSI) training into the onboarding of new team leaders in Operations, supported by annual workshops to maintain focus and alignment. In 2024, we trained an additional 1,900 team leaders on having PSIs – short, meaningful safety conversations – and 3,500 have been trained since launching the PSI program in 2023. These numbers meet the two-year objective outlined in our strategy.
- ✓ We launched a new platform, Homewood Pathfinder, that provides self-serve tools and access to resources. We also continued to increase awareness and encourage employees to access Employee and Family Assistance Program (EFAP) resources. EFAP utilization in 2024 was 7%.

™ Trademark of Canada Post Corporation.







## Safety results and resolving workplace complaints

We saw a year-over-year increase in the combined volume of formal and informal complaints about workplace harassment and violence (WHV), with 1,075 complaints reported in 2024, up from 923 in 2023. The majority of complaints involve internal parties and require a formal resolution process. We’ve made a focused effort to bring greater visibility to this process. In 2024, working with our bargaining agents, we developed resources to help employees understand the process and outcomes that could be achieved through it. We also enhanced the tools available to be better equipped to respond to complaints identified as frivolous, vexatious, or misplaced in the wrong process. In 2025 we are working on increasing the resolution of complaints using tools other than investigations. These include negotiated resolutions and conciliation.

To better support employees and team leaders, the company introduced new manager guidelines to assist with providing support to any employees involved in workplace harassment and violence cases. An employee experience project was also initiated in 2024, focused on giving insights on WHV and corporate culture, and providing actionable intelligence for teams to implement.

Results – Health, safety and wellness: Injury rates and number of incidents

Type of injury rate or incident	2023	2024	2024/2023 change	2024 Target
Total injury frequency rate	5.42	5.46	+1%	4.73
Lost-time injury frequency rate	2.27	2.53	+11%	2.12
Total injury severity rate	260	328	+26%	247
Motor vehicle collision rate	9.6%	7.65%	-20%	9.27%
Slips, trips and falls	925	812	-12%	N/A
Manual material handling incidents	659	844	+28%	N/A
Workplace harassment and violence incidents	886	1,075	+21%	N/A

Injury rates increased across the organization in 2024, impacting the total injury frequency rate and lost-time injury frequency rate. More employees made it home safely at the end of their day in 2024, with 213 fewer injuries compared to the previous year. The labour disruption at the end of the year significantly reduced hours worked, which contributed to the increase in the ratio of injuries per hours worked. Safety remains Canada Post’s number one priority, and the company takes these incidents very seriously. In response, we’ve doubled down on efforts to reduce injuries and incidents by rolling out enhanced training, awareness programs and employee communications.

### Pillars of our mental health strategy



- Concern** We can all use help when life feels overwhelming. During these difficult times, employees or family members could have trouble coping due to fear, anxiety, financial worries, concern about family members or anything else. Confidential help is available 24/7 when employees have a concern about their own mental health, or that of a colleague or someone close to them.
- Prevention** Prevention will help employees and family cope with whatever comes along in life so they can function well at home and at work. It’s about self-care and what can be done to improve overall mental and physical health, reduce stress and build resilience.
- Urgent** In any urgent situation – when an employee, a colleague or a family member could be in jeopardy – they can call for professional and confidential help immediately. It’s available 24/7.





# Talent management

Canada Post recognizes that a positive and constructive corporate culture helps attract and retain top talent, foster a positive work environment and increase organizational resilience.

## Talent acquisition

Attracting and retaining talent is a key priority for Canada Post. We understand that to remain competitive in today’s labour market, we have to continue to innovate and enhance our employee value proposition.

### Our approach

To ensure we hire and retain the workforce of tomorrow, we are updating our processes to reflect our culture and values, leveraging new streams for candidates, enhancing our existing systems and processes, investing in new tools and equipping our talent acquisition team with inclusive hiring skills.

### Key initiatives in 2024

- ✓ We piloted a new interview tool that makes accommodations easier, has capabilities to reduce unconscious bias and provides flexibility for candidates to complete interviews on a day and time that works best for them.
- ✓ We started the development of a new career website and job posters to increase transparency in our hiring processes.
- ✓ We continued to enhance our people management systems to include new options for self-identification to promote diversity and inclusion in the workplace.
- ✓ We developed a dashboard for hiring managers that includes equity, diversity and inclusion insights and metrics to help continuously improve our hiring efforts.
- ✓ We performed a review of our accommodation process for interviews to ensure we’re providing an inclusive experience free from barriers. We developed a plan that will focus on fostering trust, safety and inclusion of candidates with disabilities to create a consistent and positive process throughout the candidate journey.
- ✓ We hosted a 2024 Talent Attraction Roadshow to educate talent acquisition specialists on Indigenous recruitment strategies and best practices and held a two-day workshop focused on interviewing Indigenous candidates.



Results – new hires per year and proportion of designated group members<sup>1</sup>

Category	2023	2024	2024/2023 change <sup>2</sup>
Total new hires	12,368	8,177	-4,191
Women	46.1%	45.9%	-0.2
Indigenous Peoples	4.9%	6.0%	+1.1
People with disabilities	10.5%	11.4%	+0.9
Visible minorities	33.6%	30.5%	-3.1

1. Based on self-identification.  
2. Percentage points, except for the Total new hires line.





# Talent retention

We want to provide a workplace where employees can put down roots, develop their careers and increase their skills. To retain top talent, we’re continuously improving the employee value proposition, fostering a culture that recognizes employee contributions and creates opportunities for personal and career growth. The external hiring freeze for management and exempt employees, implemented as a cost-control measure in mid-2024, increases the importance of our talent management and retention activities.

## Our approach

We’re leveraging data and analytics to help leaders across the organization identify risks and opportunities in our workforce, enhance the employee experience, improve retention and increase their agility when it comes to responding to day-to-day workforce challenges.

It is important that we engage with our employees to get a better understanding of their needs. We largely use listening sessions, surveys and performance reviews to engage employees. We also conduct new-hire and exit interviews to gather more feedback about how we can improve our approach to talent management and better align our offerings with what is important to our people and potential candidates.

Canada Post takes pride in its people. We strive to create a positive corporate culture where employees feel valued and rewarded. Employees who feel this way are more likely to be motivated and have higher job satisfaction. Our recognition program is designed to champion our corporate values and behaviours, recognize employees for their contributions, celebrate special events in their lives and encourage employee engagement.

## Types of recognition employees can give or receive:



**E-cards**  
A fast and free way to say thank you or mark an occasion.



**Awards**  
Employees can choose a gift from an awards catalogue or receive an award on the spot.



**Celebrate milestones and retirement**  
Packages sent to employees’ homes to celebrate career milestones and retirement.



**Presented culture badges**  
Virtual culture badges that employees can present to each other.

## Results – voluntary and involuntary turnover rate among employees

Category	2023	2024	2024/2023 change (percentage points)
Voluntary turnover rate	5.6%	5.9%	+0.3
Involuntary turnover rate	0.5%	0.5%	0
Total	6.1%	6.4%	+0.3

506 trees planted in acknowledgement of the passing of an employee’s loved one.

1,761 appreciation posts and 864 culture badges awarded through our recognition platform.

\$7,320 donated to the Community Foundation in lieu of recognition gifts.





# Compensation and benefits

To ensure we remain attractive as an employer, we offer a total compensation package that includes medical coverage, dental benefits, retirement programs and other valuable employer-sponsored programs and services. Eligibility for these benefits vary depending on the employee group. In addition, all employees are eligible to apply for parental leave.

## Pay equity

Canada Post recognizes that pay equity is a basic human right and any disparity in pay due to gender must be corrected. In accordance with legislation, we’ve established a Pay Equity Committee, and are working closely with our bargaining agents and non-unionized employee representatives to make progress on this important requirement.

### Results – Pay ratio women/men

Level <sup>1</sup>	2024
Executive	103.6%
Middle management	96.0%
Non-management	96.1%

1. Levels defined as follows:

- Executive – Vice-president level to the CEO
- Middle management – Manager to GM level; also includes supervisors and team leaders
- Non-management – All other employee levels.

## Pension plan

Canada Post offers a pension plan for eligible employees. The Canada Post Corporation Registered Pension Plan (“the Plan”) is made up of two components: the defined benefit (DB) component and defined contribution (DC) component. Participation in the Plan is mandatory for eligible employees and enrollment is automatic when they meet the eligibility criteria. For more information on the Plan and eligibility, visit [cpcpension.com](https://cpcpension.com).



### Results – DC component of pension plan: Number of participants and total contributions by Canada Post and members, 2023-2024

Metric	2023	2024
Number of active participants	6,839	7,283
Canada Post contributions	\$27.6M	\$33.0M
Member contributions	\$16.5M	\$19.0M

### Results – DB component of pension plan: Number of participants, projected benefit obligation, estimated value of assets and total contributions by Canada Post and members, 2023-2024

Metric	2023	2024
Number of active participants	52,071	52,071
Projected benefit obligation	\$28,773M	\$29,850M
Estimated value of assets	\$30,837M	\$32,478M
Canada Post current service contributions	\$37M	\$0
Member contributions	\$251M	\$239M





# Performance management

Performance management is a way for a company to signal what it expects of its people and support their growth and career development.

## Our approach

The Canada Post Performance Management Framework is designed to foster an environment where employees can grow and achieve personal and career success by setting clear expectations, providing constructive and ongoing feedback, and creating opportunities to develop their skills on the job. Employees and team leaders should have regular conversations about their goals and what they’re doing to achieve them.

Our performance management process covers management employees of all levels, and employees represented by the Public Service Alliance of Canada/Union of Postal Communications Employees (PSAC/UPCE) and the Association of Postal Officials of Canada (APOC).

### Participants in the Performance Management Process in 2024

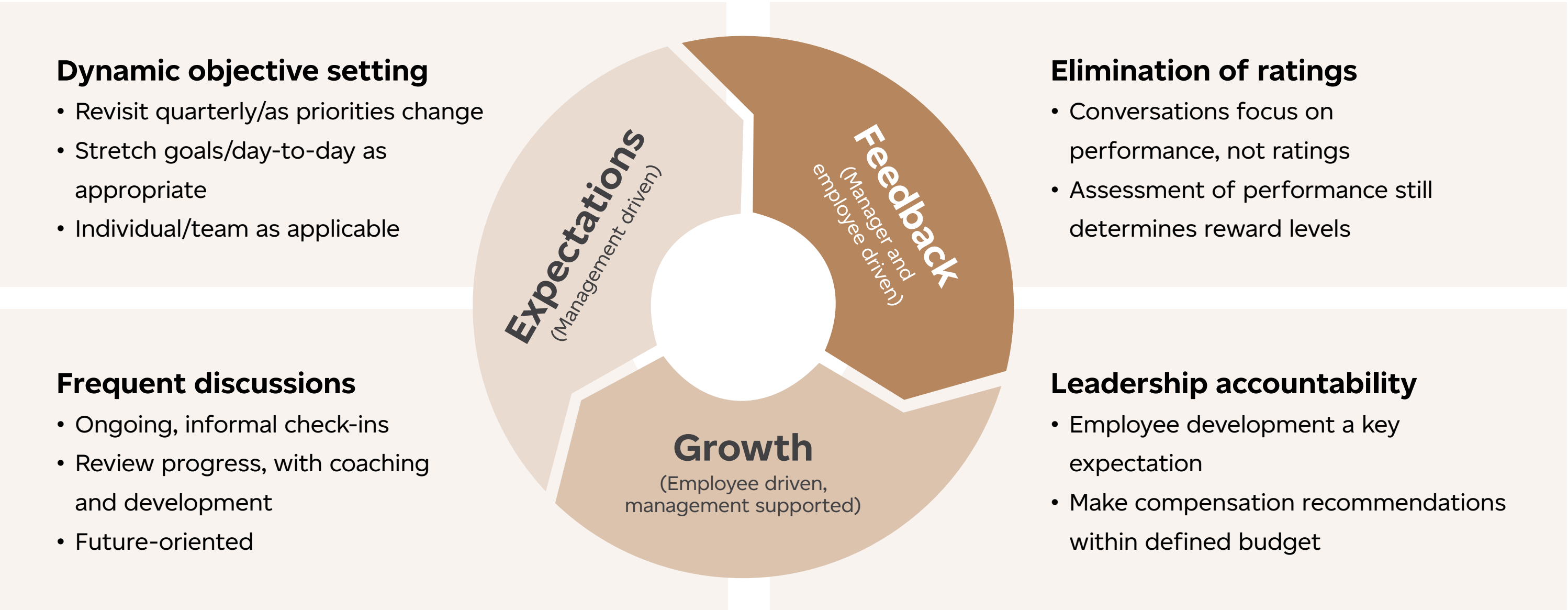
Level <sup>1</sup>	Number of employees
APOC and PSAC/UPCE	6,113
Executive	24
Middle management	2,022
Entry-level management	858

1. Levels defined as follows:

- Executive – Vice-president level to the CEO
- Middle management – Manager to GM level
- Entry-level management – All other management and exempt employees.



## Canada Post’s Performance Management Framework<sup>2</sup>



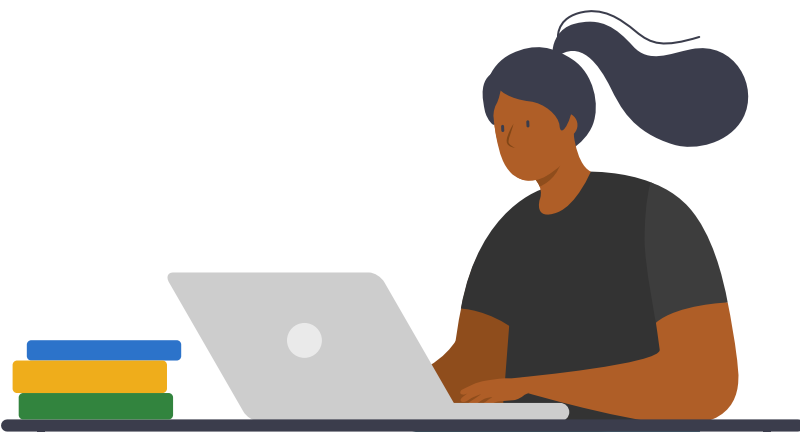
2. This framework applies to management/exempt employees.





# Learning and development

We’re committed to delivering more for our people. That includes providing opportunities for employees to develop and expand their skills throughout their career at Canada Post. We believe continuous learning and professional growth enrich the employee experience, drive business results and help us fulfill our purpose of A Stronger Canada – Delivered.



## Learning

Canada Post employees are required to complete annual mandatory training to ensure they are familiar with the company’s corporate policies and their related responsibilities. In addition to mandatory training, employees are encouraged to pursue external learning opportunities and certifications (subject to approval) to develop their skills and subject matter expertise. We continue to expand our e-learning library with new courses, including two new internally developed ESG-related courses.

### Key initiatives in 2024

- ✓ We launched a mandatory ESG 101 Course as a complement to our [Sustainability Policy](#), educating employees on foundational concepts related to sustainability, why it’s important for the Corporation, and a high-level overview of the key topics and priority areas under the “E,” “S,” and “G” of ESG. This training was rolled out to management, APOC and non-operations PSAC employees and we’re currently developing a plan to roll it out more broadly.
- ✓ We launched an Accessibility Awareness course to increase employee awareness about disability and accessibility, reduce stigma and negative stereotypes, encourage inclusive language, promote accessibility in the workplace and create a culture of inclusion.

## Development

We support our employees throughout their career at Canada Post and we are committed to developing the next generation of leaders. Our development program supports employees to: build skills to prepare for future roles; gain experience through project assignments or cross functional collaboration to learn about a business function of interest; expand their network and professional relationships; and develop leadership skills. Employees are encouraged to create a development plan, with resources available in the Career Corner of the Canada Post intranet. Team leaders are encouraged to leverage the coaching model and reflect on their employees’ aspirations, abilities and engagement during performance management conversations.

### Results – Mandatory training assigned to employees and completion rate, 2023-2024

Metric	2023	2024	2024/2023 change
Hours of training delivered	927,500	724,264	-22%
Average hours of training per employee	14	11	-21%

### Key initiatives in 2024

- ✓ We continued the Manager Fundamentals Program, an onboarding program for new Canada Post managers and directors to equip them with essential knowledge, resources and connections to fulfil leadership expectations. The program runs for eight months of the year and is facilitated by subject matter experts from across the business. Sessions included understanding the importance of our corporate culture, employee recognition and equity, diversity and inclusion. The goal of the program is to create connections with colleagues and share insights, tools and resources to improve leadership skills.
- ✓ We ran the Manager Leadership Development Program. This program is designed to equip people leaders with the tools and strategy to enhance their leadership effectiveness. The theme of this year’s virtual leadership development program was LEADing in a Changing World. The program covered topics like connecting with diverse and remote teams, cultivating inclusive environments and providing impactful coaching.
- ✓ Last spring, the Executive Leadership Development Program was held for the second consecutive year to further develop our leadership talent. Key themes from this year’s program sessions and workshops were inclusive leadership, building a purpose-driven culture and business innovation. In 2024, 30 leaders participated in the program.





# Labour relations

Canadians count on us to work constructively with our bargaining agents for the benefit of employees, customers and the communities we serve.

Collaboration and engagement with our bargaining agents support operational stability, high-quality service and employee well-being. Over the past year, we've collaborated with our bargaining agents on key initiatives, including the development of a comprehensive corporate pay equity plan and new financial services.

## Labour disruption and negotiations with CUPW

After more than a year of talks with the Canadian Union of Postal Workers (CUPW), including conciliation and a special mediation process, on November 15, 2024, CUPW started a national strike. The 32-day strike was a challenging period for Canada Post, its employees and the millions of Canadians who rely on the postal service.

Canada Post had put forward fair and reasonable proposals for a more flexible delivery model that would sustain the business while increasing wages, enhancing leave entitlements and protecting the defined benefit pension and job security provisions for current employees.

However, the parties could not reach a resolution. After receiving direction from the Minister of Labour, the Canada Industrial Relations Board ordered Canada Post and CUPW-represented employees to resume operations on December 17, 2024. The strike significantly eroded customer trust and loyalty. Many customers who found other delivery providers have not yet returned to Canada Post – an impact that's expected to last well into 2025 and beyond.

What's at stake is much bigger than the relationship between Canada Post and its employees. It's about preserving the long-standing relationship between Canada Post and the country it serves.

As seen during the strike, a large swath of the country still relies heavily on the postal service. Canadians from coast to coast to coast were impacted, particularly small businesses, charities and rural, remote and Indigenous communities. We know we need to earn back their trust. The postal service must change and become financially sustainable so they can always count on us – and never get left behind.

## Negotiations with CPAA, PSAC/UPCE and APOC

Canada Post is also in collective bargaining with the Canadian Postmasters and Assistants Association (CPAA), the Public Service Alliance of Canada/Union of Postal Communications Employees (PSAC/UPCE) and the Association of Postal Officials of Canada (APOC).

The collective agreements for CPAA and APOC provide an alternative resolution process through final offer selection arbitration, rather than a strike or a lockout, should the parties reach an impasse. CPAA has informed Canada Post that it intends to refer all outstanding issues in current negotiations to a mutually agreed-upon arbitrator for final offer selection arbitration. In March 2025, Canada Post and APOC agreed to defer negotiations on a new collective agreement until March 1, 2026, to help provide stability and continued leadership within operations.

Similarly, in April 2025, Canada Post and PSAC/UPCE agreed to defer negotiations for a new collective agreement until August 2026 – or until both parties agree to resume talks.

## Industrial Inquiry Commission

In December 2024, the federal Minister of Labour established the Industrial Inquiry Commission to review the key issues in Canada Post's collective bargaining dispute with CUPW as well as the company's broader financial situation and competitiveness.

Multiple days of in-person hearings were held in early 2025, with written submissions also received from Canada Post, CUPW and many other stakeholders. It remains our hope that this process will bring the parties to a shared understanding of the issues before us. The commission is expected to provide recommendations to help chart a roadmap for Canada Post's future operational strategies.



# Socio-economic impact

Renewing relationships with Indigenous Peoples

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Customer experience

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Supporting small business

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Accessibility

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Canada Post  
Community Foundation

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# Renewing relationships with Indigenous Peoples

Our duty is to serve all Canadians and we are continuously working to improve services to historically underserved communities. To fulfill our purpose, A Stronger Canada – Delivered, we’re refocusing our efforts and creating new internal and external pathways on the reconciliation journey.

Our strategy has four focus areas designed to renew our relationships and improve services. Focus areas and key initiatives are summarized in the following tables.



## Improving postal services in Indigenous communities

We’re strengthening our retail network in Indigenous and northern communities and working to improve existing post office services.

### Key initiatives in 2024

- ✓ Invested \$885K dollars to improve postal services for Indigenous and northern communities.
- ✓ Improved or enhanced postal services in 28 communities.

## Improving hiring and retention of Indigenous Peoples

In partnership with our bargaining agents, we’re supporting Indigenous recruitment and retention in every employee classification. We strive to integrate Indigenous perspectives, knowledge and best practices.

### Key initiatives in 2024

- ✓ We hosted events to educate talent acquisition specialists on Indigenous recruitment and best practices.
  - ✓ We achieved 3.5% Indigenous representation in our workforce, surpassing our target of 3.2%.
- See the [Talent acquisition](#) section of this report for other initiatives that support this goal.

## Supporting the wellness and safety of Indigenous communities

We’re strengthening our efforts to serve Indigenous and northern communities safely by collaborating with community leaders and local Indigenous law enforcement.

### Key initiatives in 2024

- ✓ Intercepted non-mailable matter with an estimated street value of over \$4.9M from 3,675 mail items destined for Indigenous and northern communities.

## Indigenous procurement

We’re working to increase the representation of Indigenous-owned businesses in our supply chain.

### Key initiatives in 2024

- ✓ Engaged with suppliers (representing 85% of our non-Indigenous spend) to encourage the use of Indigenous-owned subcontractors and suppliers for Canada Post projects.
- For details and progress on targets, please refer to the [Sustainable procurement](#) section.





## Employee feedback on our approach to the reconciliation journey

In 2024, to ensure more meaningful efforts, we completed an internal review of our approach to the reconciliation journey to help identify priority actions over the next five years.

We conducted listening sessions guided by the principles of listening, transparency and relationship building. We engaged our Indigenous employee resource group, Indigenous employees at all levels of the organization and all departments in leading efforts to advance Indigenous truth and reconciliation. These sessions were focused on finding new opportunities, identifying gaps and determining the direction that employees think Canada Post should be headed as we refocus our efforts.

From these discussions we heard two main themes: (1) our employees want to be more involved in understanding Indigenous reconciliation and developing Canada Post's approach; and (2) while current priority areas involve important work, we need to enhance and build on them. To address these themes, we've created Canada Post's pathways of reconciliation. The internal pathway focuses on increasing awareness and inclusion in the organization, while the external pathway focuses on outreach and engagement, and supporting the well-being and growth of Indigenous and northern communities.

**Our employees want to be more involved in understanding Indigenous reconciliation and developing Canada Post's approach.**

## Indigenous Truth and Reconciliation Signature Grant

The Indigenous Truth and Reconciliation Signature Grant is available to Indigenous regional or local organizations that offer children's programming anchored in the principles of Indigenous truth and reconciliation. The goal of this grant is to make a positive impact in the lives of Indigenous children and youth by supporting registered charities, non-profit school programs or local initiatives that work to increase the understanding of Indigenous cultures in Canada.

The 2024 recipient, Moose Hide Campaign Development Society (Saanichton, B.C.), works with Elders and Knowledge Keepers across Canada to share diverse Indigenous teachings about healing and reconciliation.



Moose Hide Campaign Development Society in Saanichton, B.C. received the 2024 Canada Post Community Foundation's Indigenous Truth and Reconciliation Signature Grant.

## Indigenous student awards

Canada Post works with Indspire to promote the Canada Post Awards for Indigenous Students. Indspire is a national Indigenous registered charity that invests in the education of First Nations, Inuit and Métis.

The Canada Post Awards for Indigenous Students celebrate the hard work and determination of members of First Nations, Métis and Inuit communities who were out of school for a year or more, then returned for at least a year.

The awards have been granted across the country annually since 2004. In 2024, 25 Indigenous students in Canada received grants of \$2,000 to help cover the cost of their education. For more details visit our [website](#).





## Telling important Indigenous stories through our stamp program

### Truth and reconciliation series

Canada Post again partnered with the Survivors Circle of the National Centre for Truth and Reconciliation (NCTR) to create this third issue of its Truth and Reconciliation stamp series – with images that shed light on the history and legacy of Canada’s residential school system, whose impacts are still felt by Indigenous Peoples today. This partnership with the NCTR helps ensure that the perspectives and voices of Survivors remain central throughout the stamp creation process. The Survivors Circle selected artists Adrian Stimson, Robert Burke and Helen Iguptak to provide works for the stamp issue. The artworks express personal experience, resilience, Indigenous culture and hope for a better future for all children.



### Indigenous leaders series

In 2024, we unveiled the third set of the Indigenous leaders series, recognizing the leaders’ contributions to their communities, culture and advancing Indigenous rights over the past 50 years. Ongoing consultations with the Assembly of First Nations, the Métis National Council and Inuit Tapiriit Kanatami guided the selection of the 2024 honorees.



Josephine Mandamin stamp launch.



#### Christi Belcourt

Christi Belcourt (b. 1966) is a Métis visual artist and environmentalist who uses her talent to celebrate nature, honour her ancestors, advocate for the protection of land and water, and support Indigenous knowledge, culture and language.



#### Elisapie

Unconditional love for her homeland and tender reflections on Inuit culture and traditions are deeply entrenched in the work of Inuk singer-songwriter, actor, director and activist Elisapie (b. Elisapie Isaac, 1977).



#### Josephine Mandamin

Known as Grandmother Water Walker, Anishinaabe Elder Josephine “Biidaasige” Mandamin (1942-2019) trekked more than 25,000 kilometres – including around all five Great Lakes – to raise awareness of the need to preserve the sacred, life-giving gift of water.





# Customer experience

We aim to provide a service that all Canadians can count on. We are committed to improving and expanding our service and are working continuously to enhance the customer experience. Our commitment reflects a desire to understand, anticipate and exceed the expectations of those who trust us with their business.

## Our approach

Canada Post knows the importance and the impact of having a customer-centric mindset when designing products, services and customer experience roadmaps. By understanding our customers' needs, we are better positioned to respond to evolving market demands and changing preferences, ensuring we stay relevant and competitive. We do this by actively engaging customers throughout our design and development processes, collaborating with our internal customer-facing teams like Sales, Marketing, Retail and Customer Service, and through mechanisms like surveys, focus groups, customer advisory councils and support channels.

We've adopted the Product Development Life Cycle (PDLC) as our formal product management practice. PDLC is anchored in customer requirements and experiences, putting the customer at the centre of all activities. This approach follows the key concepts of Design Thinking and the associated disciplines of journey mapping, user experience research and testing/prototyping in partnership with customers. Taking a customer-centric approach throughout the product lifecycle allows us to make sure that any issues are addressed in current and newly adopted products and services. Throughout 2024, we worked to further embed customer centricity into our corporate culture through ongoing training and the deployment of the PDLC practice.

### Key initiatives in 2024

- ✓ In partnership with a third-party expert, we completed a customer experience maturity assessment, which included not only an internal evaluation (featuring focus groups, departmental representation from across the organization, executive and customer interviews, and a quantitative survey), but also an external assessment (incorporating secondary research and benchmarking against industry peers and leading CX organizations). By leveraging external expertise, we ensured the validity and objectivity of both assessments, minimizing bias and enabling us to identify priority areas for advancing our customer experience roadmap.
- ✓ We held a customer centricity workshop with senior executives to further explore the current state of customer experience and advance discussions on how we can better elevate and integrate customer, employee and partner experiences.
- ✓ We installed over 863 indoor parcel lockers in apartments and condominiums in 2024, for a total of more than 22,500 indoor lockers installed across the country. We also installed more than 38 outdoor parcel lockers at existing delivery points, bringing our total to more than 7,600 across Canada.

### Keeping customers informed during the labour disruption

The 32-day national strike by the Canadian Union of Postal Workers (CUPW) in late 2024 was a challenging period for Canada Post, its employees and the millions of Canadians who rely on the postal service.

Throughout the negotiations with CUPW and during the labour disruption, Canada Post provided frequent, timely communications to business customers through digital channels and one-on-one discussions. These updates ensured businesses had the information they needed to manage their operations and plans, and to make decisions during the critical holiday shipping period. We recognize that it will take time, plus great service, to rebuild trust with customers. We're committed to improving service while working closely with customers in a spirit of partnership.





# Supporting small business

With about 1.29 million small businesses in Canada, Canada Post recognizes they are the backbone of the economy and essential to communities. Our network and the Canada Post Solutions for Small Business™ program help small businesses grow and reach customers from coast to coast to coast.

## Empowering small business

With more than 5,700 retail locations across the country and access to all 17.6 million Canadian addresses, Canada Post is well positioned to help small businesses succeed.

Canada Post's [Solutions for Small Business](#) program provides small businesses with tools, resources, discounts and insights for shipping and marketing. Membership is free and can help businesses save up to 32% on domestic shipments and up to 58% internationally.

To coincide with Small Business Month in October, we ran our annual [Free Shipping Tuesdays](#) promotion which provides Solutions for Small Business members with one free shipment each Tuesday in October, plus the chance for five members to win “free shipping for a year,” a prize valued at \$5,000. In 2024, 83,000 small businesses made use of the program.

We also again ran our promotion on [lightweight shipping](#), with discounts of up to 15 per cent for items weighing less than 250 grams. The promotion is designed to help small businesses, particularly artisans and crafters, who often ship small, lightweight items. Since its launch, the promotion has provided discounts to 126,000 customers who have shipped more than 832,000 lightweight packages. The discounts were also provided on top of other promotions, providing extra value to small business customers.



**479K** small businesses  
use our Solutions for  
Small Business program

**83K** small businesses  
took advantage of our  
Free Shipping Tuesdays  
promotion

**126K** customers used  
our lightweight shipping  
promotion to send 832K  
lightweight packages





## Tales of Triumph program

This is the fifth year of the annual [Tales of Triumph](#) contest that celebrates the determination of small businesses from across Canada and supports their future growth. We're proud to shine a light on their incredible stories so that more Canadians can discover how these small brands are having an impact in communities across the country.

The prize package includes shipping and marketing credits, marketing services, promotion across Canada Post digital channels, along with national and regional targeted media campaigns. The total value of the services is more than \$100,000.



### The 2024 Tales of Triumph winners by category are:



#### Customer Connection category:

[Le Club](#) – This Montréal-based lifestyle destination for modern active Canadians pairs activewear with social connection. [Watch the video.](#)



#### Doing Good category:

[Red Rebel Armour](#) – Based in Winnipeg, this Indigenous-led brand blends striking Anishinaabe aesthetics with contemporary streetwear. [Watch the video.](#)



#### Going Green category:

[Mindful FÜD](#) – This Vancouver brand is tackling food waste by turning discarded apples into vegan honey. [Watch the video.](#)



#### Rising Stars category:

[Rude Mama Hot Sauce](#) – This Toronto-based women-led brand is winning customers over with its authentic Vietnamese hot sauce. [Watch the video.](#)



#### Staying Power category:

[Cedar Valley](#) – Based in Windsor, Ontario, this mother-son duo crafts pita chips inspired by their Lebanese heritage. [Watch the video.](#)





# Accessibility

We are committed to our obligations under the *Accessible Canada Act* and support the creation of a barrier-free Canada by 2040. This means ensuring that accessibility and inclusion is top of mind when it comes to our customers, employees and communities.

## Accessibility strategy

Our ambition is to be recognized as a leader in accessibility in Canada. We've aligned our accessibility strategy with the *Accessible Canada Act* and are taking a proactive approach to identifying, removing and preventing barriers. Our strategy has four pillars centered on creating inclusive, barrier-free spaces for our employees and customers and creating opportunities for business owners from the disability community.

Key initiatives for these pillars are highlighted on the next page.

## Accessibility Plan

As required by the *Accessible Canada Act*, Canada Post created and published a [2023-2025 Accessibility Plan](#). This multi-year plan identifies barriers, achievements so far and the actions Canada Post will take to identify, remove and prevent barriers moving forward.

The progress report highlights the challenges we've faced and how we continue to apply feedback and lessons learned to make improvements and achieve our goals. For further details, please refer to our [2024 Accessibility Progress Report](#).



### Our goal:

Support the creation of a **barrier-free Canada** by 2040







Four pillars of our strategy

Creating a diverse and inclusive workforce culture

We’re aiming to become an inclusive employer of choice by leveraging a diverse talent pool and removing barriers to enable the full participation of people with disabilities in the work environment.

Key initiatives in 2024

- ✓ We publish an internal Accessibility Newsletter to share key updates and progress and highlight employees who are championing accessibility.
- ✓ We launched a mandatory Disability and Accessibility Awareness training to employees to reduce stigma, promote accessibility in the workplace and encourage the use of inclusive language.
- ✓ We developed a series of custom, on-demand training resources to provide our mobile development team with the skills and knowledge to design and test for accessibility across mobile platforms.

Building accessible, barrier-free spaces

We’re working to make our post offices, administrative offices, depots and processing facilities accessible to users.

Key initiatives in 2024

- ✓ We completed accessibility upgrades including vehicular access and parking; entrances and pathways (including ramps); post office counters; audio and visual emergency systems; tactile indicators; and postal boxes.
- ✓ We have also identified 50 sites for prioritization across our network and will continue to review our real estate portfolio for opportunities to make improvements.

Delighting our customers

We’re striving to create a more welcoming and inclusive experience for all our customers.

Key initiatives in 2024

- ✓ We enhanced the Accessibility Feedback process, developing standardized responses, as opposed to relying on automated responses, to create a more personalized approach, where more customers receive individual responses and follow-up. A quarterly reporting process was developed to track feedback with greater detail and accuracy.
- ✓ We conducted a consultation survey to identify barriers at Canada Post across all priority areas of the *Accessible Canada Act*, and to measure progress from over the past two years.

Seeking inclusive business opportunities

We’re promoting accessibility and inclusion in our supply chain and creating opportunities for businesses owned by people with disabilities.

→ For more details on how we’re including accessibility considerations in our procurement process, see the [Sustainable procurement section of this report](#).







# Delivery accommodation program

Canada Post’s Delivery Accommodation Program is a key program we offer and is available year-round, temporarily or seasonally based on the needs of our customers. The program supports residential customers who have functional limitations or health conditions that can present barriers to accessing their parcels and mail.

In 2024, we ran ads in various publications and digital channels to raise awareness about the program. We also developed a five-year strategy for the program with a focus on reducing barriers to delivery for Canadians. The strategy has four focus areas: (1) improving and evolving our service, (2) enhancing operational efficiencies, (3) increasing awareness internally and externally and (4) future proofing the program. Next steps include launching a new database and online application for the program.

## Key numbers – Delivery accommodation program:

- New approved accommodations in 2024: 1,728
- Total active accommodations:<sup>1</sup> 17,540

1. As at December 31, 2024

## Accommodations available include:



Mailbox key turners.



Sliding mail trays.



Mailbox height/location adjustments.



Weekly home delivery.



Braille.

## How to request an accommodation

Canadians who need accommodations can make requests [online](#) or by calling 1-844-454-3009

# Digital accessibility

As Canadians increasingly rely on technology and digital services in their daily lives, it is vital that we create an inclusive online experience by continuing to prioritize accessibility and usability in our digital services. As part of our efforts to provide accessible products and services to Canadians, all new public-facing digital products must meet the Web Content Accessibility Guidelines (WCAG) 2.1 at level AA. Looking forward, we will be developing a strategy to respond to the additional requirements introduced by WCAG 2.2.

Current digital  
accessibility score

93.3%

2025 digital  
accessibility target

94%

## Accessibility Advisory Panel

Canada Post’s Accessibility Advisory Panel includes up to 15 members who identify as people with disabilities and/or are part of organizations that represent people with disabilities and older Canadians. In 2024, Canada Post held virtual meetings in June and November. Panel members consulted on the development of our disability and accessibility awareness training and our new delivery accommodation strategy. Feedback was reviewed and incorporated where appropriate to further enhance our training and delivery accommodation strategy.

We continue to recruit new panel members as we strive to form a panel that reflects Canada’s diversity.





# Canada Post Community Foundation

The mission of the Canada Post Community Foundation is to make a positive impact in the lives of Canadian children in three key areas: community, education and health.

The Canada Post Community Foundation provides grants to Canadian schools, charities and community organizations that make a difference in the lives of children and youth (up to age 21). In 2024, the Foundation distributed \$1.3 million in grants to 106 charities, schools or community groups across Canada.

→ For more information about the Canada Post Community Foundation, visit our [website](#).

The Canada Post Community Foundation has three types of grants:

## Community-based project grants

Grants to increase the capacity of an organization and create or expand services.

Project grants vary in value, up to \$25,000.

## Signature Grant

The Signature Grant is meant to contribute to the overall work and mission of national organizations that deliver programs or support to Canadian children and youth.

The Foundation awards up to three Signature Grants valued at \$50,000 each year.

## Indigenous Truth and Reconciliation Signature Grant

The Indigenous Truth and Reconciliation Signature Grant is available to Indigenous local, regional or national organizations offering programming anchored in the principles of Indigenous truth and reconciliation that supports Indigenous children and youth across the country.

One Indigenous Truth and Reconciliation Signature Grant of \$50,000 can be awarded each year.

→ For the 2024 recipient, see the [Renewing relationships with Indigenous Peoples](#) section of this report.

Grants are available for projects in three areas:



## Community

Projects that help foster a better future for children, including social services, arts and culture.



## Education

Projects that offer education, therapeutic and rehabilitative programs.



## Health

Projects that support the health and physical activity of children from vulnerable communities, or those with disabilities or illnesses.



## 2024 Community Foundation stamp

The 2024 stamp, designed and illustrated by Seung Jai Paek, is an illustration of a diverse group of animals flying in a hot air balloon – evoking our support for young Canadians to reach for their dreams and soar as high as they can imagine. The stamp serves as a reminder of the ways we can uplift, inspire and support young people.

Our impact since 2012:

**\$14.8M** in grants

**1,300+** projects funded

**2 million+** youth impacted

**19,000+** communities served





## Snapshot of organizations supported by the Foundation in 2024

### Signature Grant recipients

#### **Actua (Ottawa, Ont.)**

National organization providing high-impact, barrier-free STEM learning experiences to youth across Canada, with a specific focus on engaging underrepresented youth, including girls, Indigenous youth, Black youth, youth living in rural/remote areas and youth with disabilities.

#### **Drug Free Kids Canada (Ottawa, Ont.)**

Expand the scope of Collaborate, Learn & Innovate for Canadian Communities (CLICC) to reach more vulnerable youth and their families living in rural, remote and underserved communities.

#### **Right to Play (Toronto, Ont.)**

Right to Play delivers weekly safe, fun and educational programming in 77 Indigenous communities.

### Community-based project grant recipients

#### **ABC Head Start Society (Edmonton, Alta.)**

Opening a new preschool prioritizing children from low-income families and newcomers who may need extra support to be prepared for kindergarten.

#### **Caring, Helping and Nurturing Children Every Step (C.H.A.N.C.E.S.) Inc. (Charlottetown, P.E.I.)**

The Enhancing Autism Room Accessibility initiative will provide supplies and adaptive equipment to support child development.

#### **Hospice Yukon Society (Whitehorse, Y.T.)**

The program will positively impact the community by increasing the number of Kids Create workshops available to children who are grieving.

#### **Municipalité de Sainte-Émélie-de-l'Énergie (Sainte-Émélie-de-l'Énergie, Que.)**

This program offers a toy library with a wide range of educational games for children and youth.

#### **Ridgecliff Middle School Library (Beechville, N.S.)**

Expand and enhance the book collection to better reflect the diverse student base by focusing on LGBTQ2S, ANS, INS and mental health resources.

#### **Stigma-Free Mental Health Society (Medicine Hat, Alta.)**

This program will empower educators, school counselors, parents, guardians and youth in Southern Alberta to address stigma and prioritize mental health.

#### **West Flat Citizens Group Inc. (Prince Albert, Sask.)**

This program creates an after-school and evening recreation program for children and youth in the community.

→ Visit our [website for the complete list of grant recipients](#).



### Community Foundation governance

The Canada Post Community Foundation is governed by an independent Board of Trustees. Grant decisions are supported by the Grant Advisory Committee, a voluntary group of current and retired Canada Post employees. Funding is raised through donations in post offices, employee payroll deductions and the sale of our annual Community Foundation Stamp. Every dollar raised goes directly to grant recipients with administrative costs covered by Canada Post.





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