2025

Sustainability Report

Canada Post Corporation

DK22906

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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, 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, 2025, to December 31, 2025, 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 informs our 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 the main report sections or the data appendix. The information in this report is derived from internal records and is subject to our policies and controls. Unless otherwise indicated, this information has not been audited, assured or verified by an external party and is subject to change. The Corporation believes the information in this report to be accurate.

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 July 17, 2026.

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 appendix 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.

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 suppliers that have an approved science-based target or equivalent, or a science-based target commitment

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 supplied to Canada Post customers
- Percentage of recycled content in packaging products sold to Canada Post customers

→ **For more details see the limited assurance report, data appendix and Greenhouse Gas Emissions Report.**

Message from the Chair of the Board

This past year marked a pivotal moment for Canada Post. Building on the Government of Canada's decision to lift regulatory and policy restrictions, Canada Post is moving forward with transformative measures to secure the future of the postal service.

The company is taking action to build a modern postal service that meets the needs of Canadians today and into the future, while sustainably returning to profitability, so that Canada Post is not a burden on taxpayers. These strategic actions focus on top-line revenue growth as well as optimizing our network to increase productivity, address inefficiencies and meet the evolving needs of Canadians.

Financial sustainability is foundational to achieving our environmental, social and governance (ESG) objectives. A self-sustaining company can provide stability for its employees while better supporting innovation, growth and environmental stewardship for the business, its customers and the communities that rely on it.

Powering the business with revenue growth initiatives

Building on the tentative agreements reached with the Canadian Union of Postal Workers (CUPW), we are prioritizing the growth of our Parcels business. We have proposed a new weekend delivery model and plan to enhance local, next-day delivery options. These service enhancements will strengthen our competitive position, increase revenue and improve customer satisfaction.

We will also pursue new revenue streams in areas that align with our core business and that build on our network, assets and brand. This revenue diversification will reduce risk and enhance our long-term resilience.

In addition to new pricing strategies for parcels and letter mail, we will also improve services for small and mid-sized businesses, helping them reach customers more reliably while growing a vital segment of our revenue base.

Optimizing our network for the modern needs of Canadians

While focusing on growth and revenue generation, the Corporation must also take steps to improve productivity and increase efficiencies. The company's proposed transformation plan aligns Canada Post with how Canadians and businesses use the postal system today, while continuing to uphold the company's universal service obligation to all addresses across the country.

Transformational initiatives like converting remaining door-to-door delivery to community mailboxes, adjusting letter mail service standards, and modernizing our retail network, will provide the company with much-needed flexibility, increase operational productivity and efficiencies, and reduce our environmental footprint.

Canada Post's commitment to ESG is fully integrated into our proposed transformation plan. By strengthening our financial foundation and building a modern, more resilient company, we are better positioning the Corporation to lead on environmental stewardship and social responsibility for decades to come.

André Hudon
Chair of the Board of Directors

Message from the CEO

The past year was one of historic change and challenge for Canada Post. Significant financial pressures and labour uncertainty made it an exceptionally challenging year for employees and customers. As we turn the page and work to transform the company, we continue to strategically integrate our commitment to environmental, social and governance (ESG) principles.

We now have a path toward building a modern postal service that is financially sustainable while better meeting the needs of all Canadians and businesses. Our transformational measures will also support our broader social and sustainability goals.

Expanding community mailboxes

Nearly three quarters of Canadian addresses currently have some form of centralized mail and parcel delivery, such as community mailboxes. Converting the remaining addresses to community mailboxes will provide a more efficient and consistent service to communities across the country, while aligning with our ESG principles.

Centralized delivery, as opposed to door-to-door, enables more efficient delivery operations and requires fewer vehicles on the road, reducing greenhouse gas emissions and our overall environmental footprint.

Modernizing our retail network

Canada Post is committed to serving all Canadians from coast to coast to coast. We currently have the largest, most extensive retail network in Canada, with close to 5,800 post offices (including full-service and light-service models).

However, the network was designed in an era dominated by letter mail, where service was defined by the presence of a post office in virtually every community. Modernizing our retail network and addressing current inefficiencies will align our services with how Canadians use them today, strengthen our financial position, and improve our environmental and operational performance.

Letter mail pricing and service standards

We are also implementing changes to letter mail pricing and service standards that will help address operational costs and reduce greenhouse gas emissions. Our services need to reflect the fundamental changes in the way Canadians communicate and use the postal service. The ongoing decline in letter mail continues as we deliver to more addresses each year.

Our proposed transformation plan will adjust letter mail service standards to provide additional time to deliver letter mail from coast to coast to coast at a viable cost. The proposed changes will increase operational efficiencies, including transitioning a large portion of letter mail from air transport to less expensive, lower-emission ground transportation.

To remain financially sustainable, pricing must also reflect the structural realities of letter mail delivery. We plan to take a more flexible pricing approach to letter mail to better align with international standards, current market realities and operational costs.

Resilience for critical assets and operations

Our continued focus on resilience for critical assets and operations means anticipating and mitigating the risks posed by extreme weather and climate-related events. Strong processes and preparedness also ensure we can respond quickly, maintain service continuity, and protect employees, customers and infrastructure in the event of an emergency.

Updating carbon reporting to align with customer needs

Our direct emissions are our customers' indirect emissions, making transparent and accurate reporting essential. We have updated our carbon reports to provide greater detail, demonstrate accountability and support our customers' sustainability goals. These updates reinforce that doing business with Canada Post is a responsible and sustainable choice.

A unique and vital role

We recognize our unique and vital role as a national institution that reaches every corner of the country. Strong governance is essential to fulfilling that role and maintaining public trust. This means governance must be transparent, inclusive and reflective of the people we serve. We are committed to ethical procurement, fair labour practices, and a workplace where all employees feel respected.

The transformational changes we are proposing are investments in the long-term strength of Canada Post and the communities that rely on the postal service. Our ESG goals are fundamental to every aspect of our transformation and central to building a sustainable postal service for the future.

D. Ettinger

Doug Ettinger
President
and CEO

Canada Post as a Crown corporation

Canada Post is a federally regulated Crown corporation operating within a complex legal and policy environment. Our 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. This mandate is supported by various policy and legal requirements, 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. Over time, these important policy and legal instruments, designed to ensure effective operation of the Corporation, limited Canada Post's ability to adapt to changing market demands and the needs of Canadians.

Transforming our business to meet the needs of today

In September 2025, the federal government announced a series of measures to stabilize Canada Post and enable its modernization. These measures included: (1) changes to letter mail delivery standards that allow non-urgent mail to move by ground instead of air, (2) lifting the moratorium on community mailboxes and (3) lifting the moratorium on rural post office closures.

These changes to Canada Post's operating model will allow it to be more competitive and help the company become financially sustainable. Adjusting letter mail delivery standards and shifting from air to ground transport will also help the Corporation meet its greenhouse gas reduction targets.

To support the conversion to community mailboxes, we are continuing to improve our Delivery Accommodation Program. This program ensures that Canadians who have functional limitations or health conditions that present barriers to accessing their mail and parcels can do so in a way that works for them and their situation.

As we continue to transform our business, we remain committed to our mandate of providing high-quality postal services to all Canadians. These measures will provide the flexibility we need and help us meet the current and future needs of Canadians.

Public policy programs[1]

Canada Post is proud to support Canadians through its public policy programs:

Government mail program

We operate the government mail program, which provides free-of-charge 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

363,000 items delivered free of charge for people who are blind or partially sighted in 2025.

Canadian Forces Postal Service

199,000 letters and parcels delivered to members of the Canadian Armed Forces deployed overseas during the holiday season since 2006.

Library materials service

851,000 shipments of library materials benefitted from reduced postal rates in 2025.

1. Canada Post received a government appropriation of approximately $22M for 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.

2025 in review

2025 inputs

Financial capital

$137M invested in our network and operations

$5B in wages and benefits

$2.1B in goods and services purchased

Natural capital

716M kWh of energy used

72% of electricity used was from renewable sources and **90%**[1] non-emitting

Human capital

60,400 employees[2]

$36M employer contributions to pension plan

656,166 training hours assigned to employees

Social capital

$8M invested to improve accessibility for employees and customers

$1.6M donated through the Canada Post Community Foundation

$813,000 invested to expand and enhance postal services for Indigenous and northern communities

Our business

Upstream value chain

Suppliers

- Health insurance for our employees
- Facility management services
- Vehicles for our fleet
- Information technology
- Containers
- Packaging
- Call centres
- Warehousing
- Processing equipment
- Uniforms

Contracted transport

- Long-haul trucking
- Air freight services
- Rail freight services

Our purpose

A stronger Canada – Delivered

Our values

Trust, respect, deliver

What we do

Collect, process, transport, deliver

Downstream value chain

Canadians

- Every community across Canada
- Small, medium and large businesses

2025 outputs

Responsible business practices

$5.8B in revenues

$222M[1] spent with diverse suppliers

$7M of illicit goods intercepted and removed from the mailstream

Environmental stewardship

-22% reduction in operational GHG emissions since 2019

23,288 tonnes of waste diverted from landfill

61.5% of packaging products sold to Canada Post customers (by weight) made of recycled materials[1]

People and culture

6,500 new hires

An average of **11.8 training hours** delivered per employee

115,211[3] participants in the Canada Post pension plan

Socio-economic impact

5.9B pieces of mail, parcels and messages delivered

17,598 active delivery accommodations

349,000 businesses supported through Canada Post Solutions for Small Business™

1. Refer to the data appendix 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.
3. Includes active, retired, and deferred members, survivors and beneficiaries.

ESG strategy

Canada Post's purpose is A Stronger Canada – Delivered. To fulfill this purpose, we work toward delivering a stronger, more inclusive and environmentally responsible Canada, for our customers, communities and employees. Our ESG strategy framework groups priority topics into strategic focus areas to help us deliver on our purpose.

Our purpose: A Stronger Canada – Delivered

ESG strategy focus areas

Responsible business practices

- Ethics and compliance
- Data privacy and cybersecurity
- Sustainable procurement

Environmental stewardship

- Climate change resilience and adaptation
- Greenhouse gas emissions and air quality
- Sustainable products and services
- Sustainable resource management

People and culture

- Health, safety and well-being
- Talent management
- Labour relations
- Equity, diversity and inclusion (EDI)

Socio-economic impact

- Accessibility
- Indigenous reconciliation
- Customer experience

Stakeholder engagement

As Canada's postal operator, it is important that we understand what matters most to the people and businesses that use the postal system to ensure that our products and services meet their expectations. We actively engage with our stakeholders on an ongoing basis to gather insights that inform our ESG priorities.

2025 engagement activities

In 2025, 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
- 2025-2030 priority roadmap development with internal groups
- Meetings with customers and suppliers
- Regular communications on ESG efforts (internal and external)
- ESG-related training for employees
- 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)
- 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

Determining our priority ESG issues

Canada Post determines its priority ESG issues through the double materiality assessment process. This is a stakeholder engagement exercise, conducted every two years, to ensure that we are addressing the topics that matter most to our customers, communities and employees.

Double materiality incorporates two perspectives:

- **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?

In 2025, we launched a refresh of our double materiality matrix that will be completed 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.

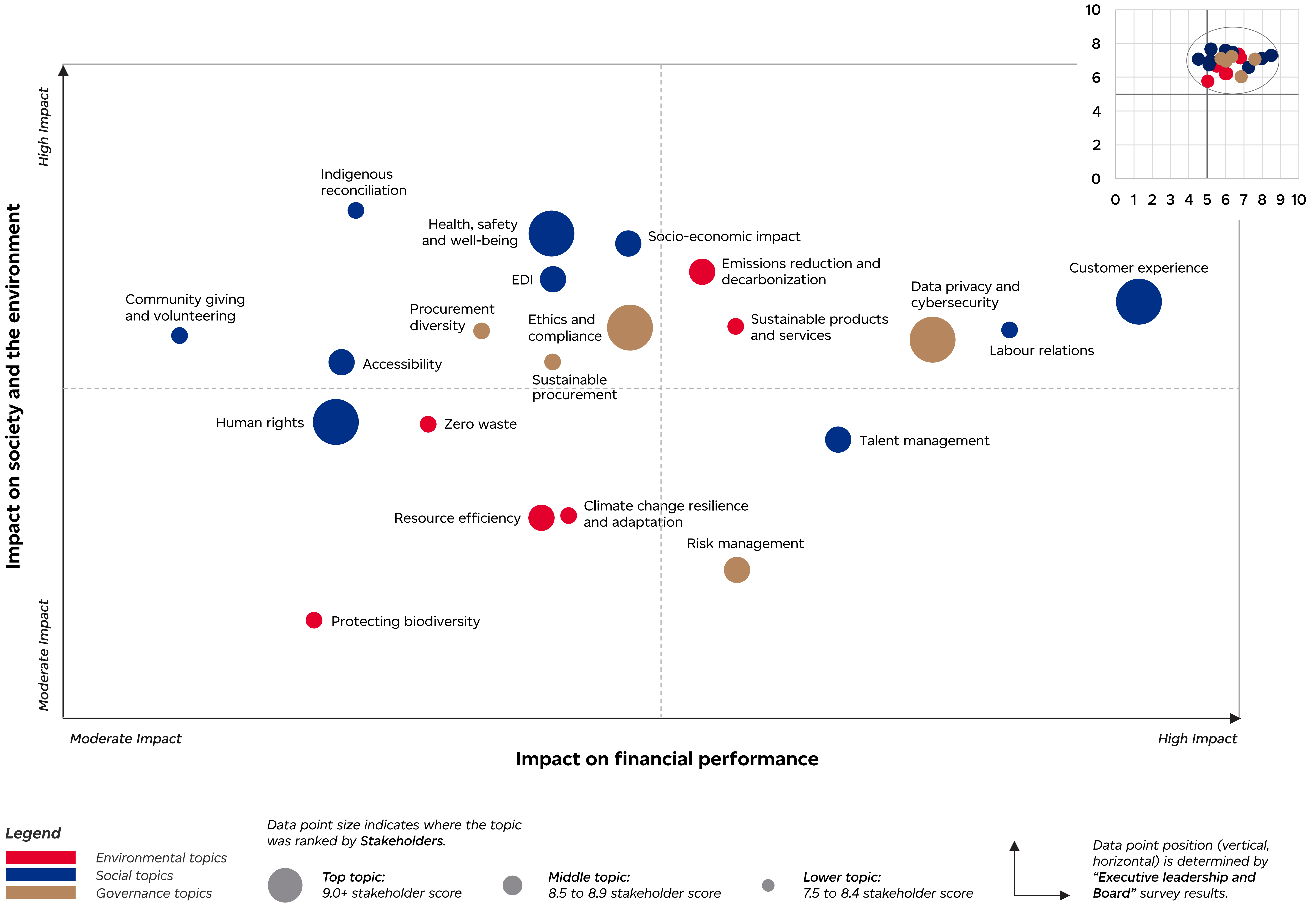
Double materiality matrix[1]

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.



1. The double materiality matrix is based on the results of Canada Post's last double materiality assessment completed in 2024.

2030 strategy

In 2025, the corporate sustainability team worked with key stakeholders across the Corporation to develop 2025-2030 roadmaps for the lines of business associated with our material ESG issues. These roadmaps will reflect a phased approach with the flexibility to adjust our path as our business undergoes important changes in the coming years. The roadmaps have three core components: (1) concrete goals, (2) the initiatives or programs to achieve the goals and (3) the investment dollars (where applicable) required to complete the initiatives. By plotting the initiatives and investments required from now until 2030, we are strengthening ESG governance through increased accountability and clarity on the priorities we need to focus on to advance our ESG goals and ensure the responsible use of our financial resources.

Maintaining the highest corporate governance standards by:

- Fostering an ethical culture that reflects our 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 2026. 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	2025 performance	Year-over-year change	Trend (% of target achieved)	Status	SDG	SDG target	SDG indicator(s)
Responsible business practices	10% annual growth in direct eligible procurement spend with diverse suppliers from 2022 to 2025	-36.2%	-36.2%	0%	Not achieved	12 Responsible consumption and production; 13 Climate action	**12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities **13.2** Integrate climate change measures into national policies, strategies and planning	**12.7.1** Number of countries implementing sustainable public procurement policies and action plans **13.2.2** Total greenhouse gas emissions per year
	10% annual growth in direct eligible procurement spend with small and medium businesses from 2022 to 2025	-11.7%	-11.7%	0%	Not achieved			
	Increase direct eligible procurement spend with suppliers owned by people with disabilities by 10% per year from 2022 to 2025	+173.4%	+173.4%	100%	Achieved			
	Ensure that a minimum of 67% of suppliers, by spend, set science-based targets by December 31, 2025	69.7%	N/A[1]	101%	Achieved			
People and culture	Continued year-over-year decrease in injuries – Total injury frequency rate	5.55	+1.64%	0%	Off track	8 Decent work and economic growth	**8.** Promote sustained, inclusive and sustainable economic growth and productive employment and decent work for all	**8.8.1** 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	2.59	+2.4%	0%	Off track			

1. Due to changes in the methodology to measure this indicator, which are further described in the footnotes on page 64, the year-over-year results are not comparable.

Focus area	Target	2025 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	106.6 kt CO_2e	+3.3%	44%	Off track	7, 12, 13	**7.2** By 2030, increase substantially the share of renewable energy in the global energy mix **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 **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse **13.2** Integrate climate change measures into national policies, strategies and planning	**7.2.1** Renewable energy share in the total final energy consumption **12.1.1** Number of countries developing, adopting or implementing policy instruments aimed at supporting the shift to sustainable consumption and production **12.5.1** National recycling rate, tons of material recycled **13.2.2** Total greenhouse gas emissions per year
	Achieve net-zero emissions by 2050	658.8 kt CO_2e	-15%	33%	On track			
	95% electricity consumption from non-emitting sources by 2030	90%	+2 percentage points	95%	On track			
	Electrify 100% of our last-mile fleet by 2040	1%	0 percentage points	1%	Off track[1]			
	Divert at least 90% (by weight) of non-hazardous operational waste by 2030	66.5%	-0.2 percentage points	74%	On track			
Socio-economic impact	5% direct or indirect eligible procurement spend with Indigenous-owned suppliers by December 31, 2025	4.5%	+0.2 percentage points	90%	Not achieved	12	**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
	94% digital accessibility across all active digital projects in 2025	94.3%	+1 percentage points	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.

Stamps

Every year Canada Post releases commemorative stamps and collectibles to celebrate the country's rich history and diverse and vibrant communities.

Holidays

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

Places of Pride

This issue proudly celebrates spaces and places across the country that in some way shaped the present and can inspire the future: It highlights the resilience, courage and achievements of 2SLGBTQIA+ communities that have contributed to Canada's ongoing journey toward inclusivity and equality.

From Far and Wide

From Far and Wide showcases more of Canada's most photogenic vistas, transporting Canadians – and their mail – from coast to coast to coast. This issue celebrates the incredible beauty and diversity of Canada's natural and cultural landscapes.

Black History Month

This stamp, which is part of the Black History Month series, pays tribute to Marie Joseph Angélique, whose story has come to symbolize Black resistance to enslavement and to remind Canadians of the history of Black enslavement in what is now Canada.

Graphic Novelists

This set of six stamps – the second in a two-part series (the first was issued in 2024) – pays tribute to some of Canada's most talented and influential graphic novelists: Kate Beaton, Jimmy Beaulieu, Guy Delisle, Julie Doucet, Bryan Lee O'Malley and Michael Nicoll Yahgulanaas.

Truth and Reconciliation

In partnership with the Survivors Circle of the National Centre for Truth and Reconciliation (NCTR), this series of stamps seeks to raise awareness about residential schools and the legacy of trauma and abuse that continues to have an impact on Indigenous Peoples today. This partnership with the NCTR helps ensure that the perspectives and voices of Survivors remain central throughout the stamp creation process.

All postage stamps issued in 2025 were printed using 100% renewable electricity, on 100% recycled and/or Forest Stewardship Council (FSC) certified paper.

National Indigenous Peoples Day series

First unveiled in 2022, The National Indigenous Peoples Day series recognizes the outstanding achievements and contributions of First Nations, Inuit and Métis people. The 2025 issue pays tribute to three remarkable knowledge/language keepers, Julia Haogak Ogina, Sophie McDougall and Bruce Starlight.

Julia Haogak Ogina: Witnessing the erosion of her Inuit heritage spurred Julia Haogak Ogina (b. 1962, Ulukhaktok, Northwest Territories) to devote her life to revitalizing the culture and languages of her ancestors.

Sophie McDougall: Sophie McDougall (née Margaret Sophie Boyer, 1928-2023) shared extensive knowledge of her Métis culture and language with generations of students and community members over her long life.

Bruce Starlight: Known as Dit'óní Didlishí (Spotted Eagle), Bruce Starlight is one of the last fluent speakers of the Tsúut'ínà language. Born in 1947 on the Tsúut'ínà Nation near Calgary, Alberta, the Elder and Knowledge Keeper has worked hard for more than five decades to save his language and culture from extinction.

Artists perform at the Bruce Starlight stamp unveiling in Calgary on June 20, 2025.

Responsible business practices

Corporate governance

Risk management

Ethics and compliance

Privacy and security

Sustainable procurement

02

Corporate governance

About the Board

Canada Post is a federal Crown corporation, reporting to Parliament through the Minister of Government Transformation, Public Services and Procurement. The Corporation's single shareholder is the Government of Canada. As providers 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.

Role of the Board of Directors

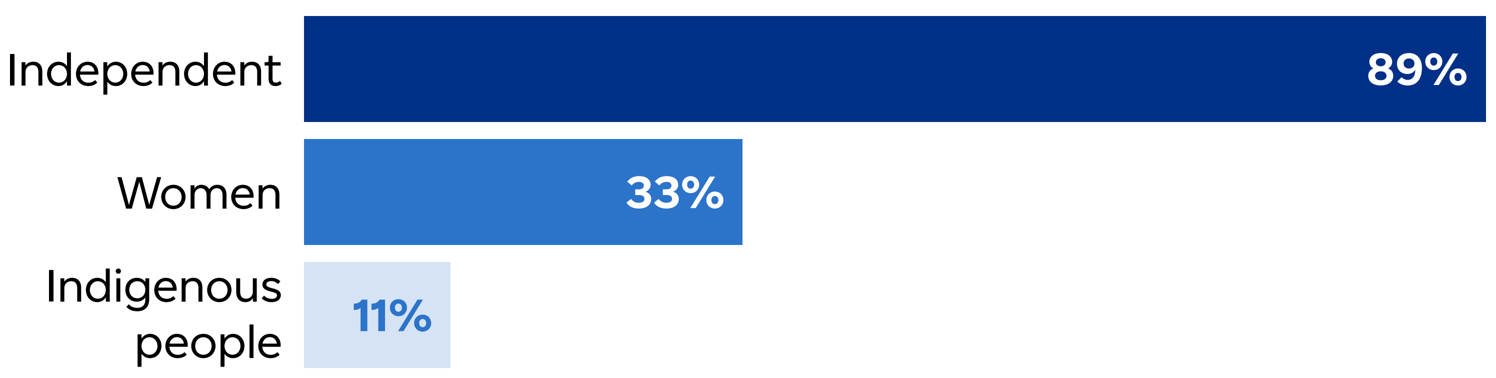
The Board of Directors provides oversight and guidance on behalf of the shareholder on the strategies, business plans and related affairs at Canada Post. The Board follows rules and regulations defined by the *Canada Post Corporation Act* and the *Canadian Postal Service Charter*. The Board is also governed by its 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, 2025
(Based on self-identification)



Committees of the Board of Directors

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, 2025[1]

Committee	Number of members	Duties and responsibilities
Board of Directors	9 8 out of 9 members are independent[2]	• Provides oversight and guidance on behalf of the shareholder on the strategies, business plans and related affairs at Canada Post • Holds management accountable for its business performance and strategic objectives • Exercises due diligence over strategic sustainability initiatives as well as all major contracts, investments, acquisitions and divestitures • Reviews management reports on matters relating to health and safety, accessibility, sustainability and equity, diversity and inclusion (EDI)
Pension Committee	5	• Provides oversight and guidance on Canada Post Pension Plan strategies, including the responsible investment strategy • Upholds corporate responsibilities as pension plan sponsor • Oversees the Corporation's fiduciary responsibilities as pension plan administrator • Provides oversight of investment decisions and external investment managers
Human Resources and Compensation Committee	5	• Reviews, reports and approves or provides recommendations to the Board regarding human resources and compensation • 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 • Provides additional oversight and guidance to the Board on relevant aspects of environmental, social and governance (ESG) issues, such as EDI and culture • Provides additional oversight and guidance on collective agreement negotiations and related matters
Environmental, Social and Governance Committee	5	• Reviews ESG issues, plans and strategies, and makes recommendations to the Board on specific ESG topics and on overall integration across the Corporation • Provides focus on corporate governance and facilitates the Board's effectiveness • Oversees policies, programs, practices, procedures and performance with respect to corporate sustainability • Approves the Sustainability Report and recommends ESG targets for Board approval as required, including the Corporation's science-based emissions reduction target
Audit Committee	5 (at least one member is a financial expert)	• Oversees financial information and reporting, systems of corporate controls and the audit process • Reviews the Corporation's risk management framework and privacy and cybersecurity controls • Provides oversight of the Corporation's financial performance against its corporate plan • Oversees alignment of proposed investments or procurement within the ESG strategy, and monitors the Corporation's progress against its Indigenous procurement target

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[1]

Our approach

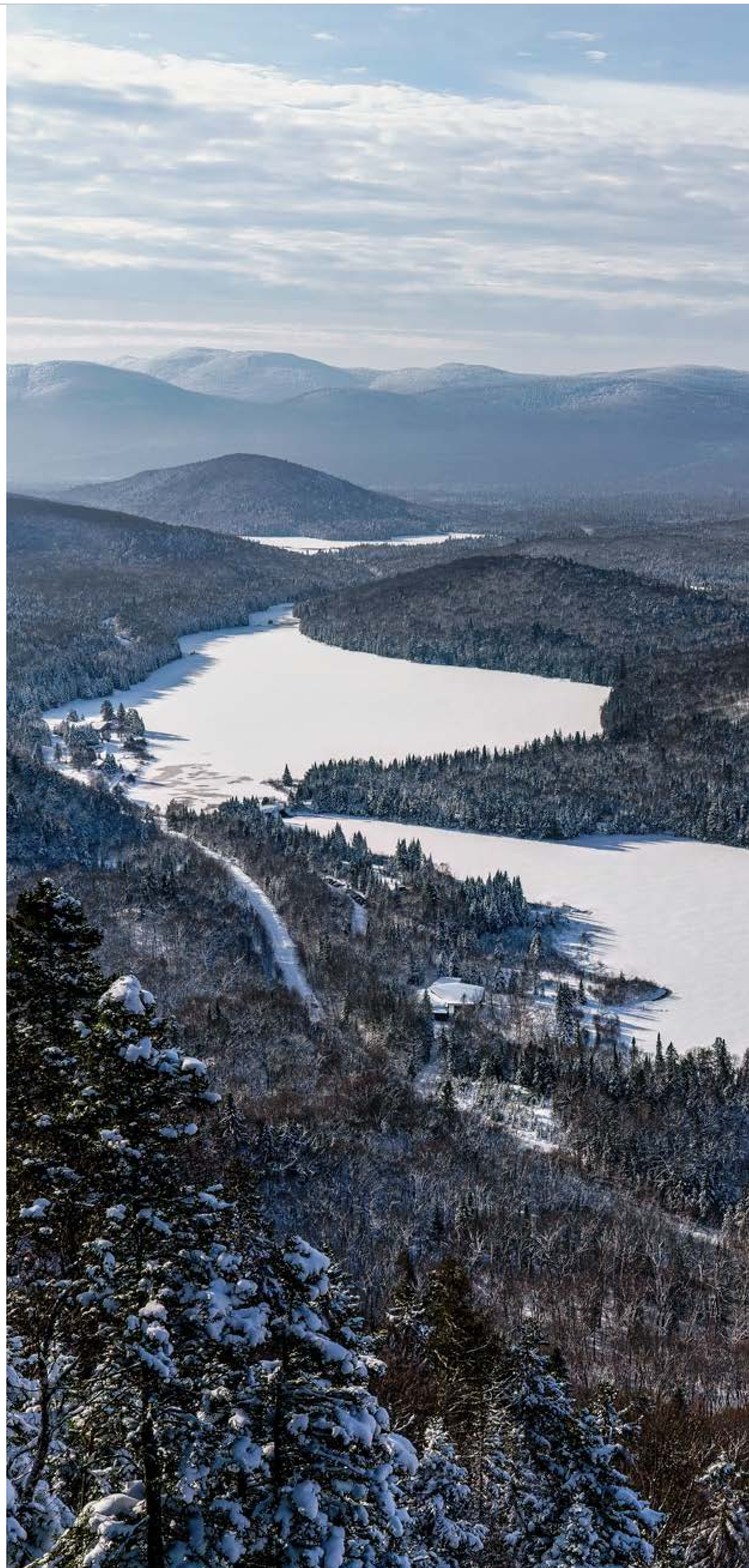
- The Corporation's ESG Committee of the Board of Directors has oversight of the company's ESG strategy and performance.
- We have linked key ESG metrics to executive scorecards and compensation, accounting for 20 per cent of the scorecards of the CEO, vice-presidents and senior vice-presidents.

Key ESG-related initiatives for the Board in 2025

- Approved the 2026-2028 Accessibility Plan
- Approved the 2024 Sustainability Report
- Reviewed the 2025-2030 ESG roadmaps
- Reviewed the updated net-zero strategy
- Reviewed the ESG and Indigenous Reconciliation Scorecard
- Received updates on our approach to Indigenous truth and reconciliation

1. ESG governance represents structure as at December 31, 2025.

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 teams	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.



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 (representative as at December 31, 2025)	Link to executive pay	Main policies and documents
Responsible business practices	Ethics and compliance	✔	Quarterly	Chief Legal and Corporate Affairs Officer		• Code of Conduct • Anti-fraud Policy • Conflict of Interest Policy • Disclosure of Wrongdoings Policy • Fair Competition Policy
	Sustainable procurement	✔	Annually at the Audit Committee	VP, Corporate Strategy		• Procurement Policy • Supplier Code of Conduct
	Data privacy and cybersecurity	✔	Quarterly at the Audit Committee	Chief Information Officer; Chief Legal and Corporate Affairs Officer		• Privacy Policy • Information Security Policy • Protection of Mail Policy
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)	✔	• 2025 Sustainability Report • Sustainability Policy
Socio-economic impact	Indigenous reconciliation; accessibility	✔	Indigenous and Northern Reconciliation Strategy pillar updates to relevant committees 4x per year; Accessibility Plan and Progress Reports at ESG Committee once per year.	Chief People and Safety Officer, Chief Legal and Corporate Affairs Officer	✔	• Indigenous and Northern Reconciliation Strategy • Accessibility Plan and Accessibility Policy
	Customer experience	✔	Quarterly	CEO (President's report at Board); Chief Customer and Marketing Officer	✔	• Customer Service Policy • Privacy Policy • Official Languages Policy
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)	✔	• Anti-Racism and Anti-Discrimination Charter • Accessibility Plan and Accessibility Policy • Equality in Employment Policy • Duty to Accommodate Policy • Health and Safety Policy • Workplace Harassment, Violence and Discrimination Prevention Policy • Privacy Policy • Official Languages Policy

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 2025 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:

- Desktop research and reviewing our peers' sustainability reporting.
- Feedback received from key stakeholders through our double materiality assessment process.
- Recommended disclosure topics in the Sustainability Accounting Standards Board (SASB) standards for our industry and other standards, frameworks and industry guidance.

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
Climate change resilience and adaptation: Increased risk of extreme weather events due to climate change could result in disruptions to operations leading to increased costs to repair damages. **Management approach:** See the Climate transition plan section of this report.	**Customer experience:** 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. **Management approach:** See the Customer experience section of this report.	**Data privacy and cyber security:** 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. **Management approach:** See the Privacy and security section of this report.
Emissions reduction and decarbonization: Failure to reduce GHG emissions could result in increased operating costs as carbon pricing frameworks lead to elevated fuel prices. **Management approach:** See the Climate transition plan section of this report.	**Talent management:** 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. **Management approach:** See the Culture section of this report.	**Ethics and compliance:** Unethical behaviour or non-compliance with laws and regulations could expose the Corporation to regulatory intervention, legal action and loss of customer trust. **Management approach:** See the Ethics and compliance section of this report.

Sustainability-related opportunities

Environmental	Social	Governance
Climate change resilience and adaptation: 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. **Management approach:** See the Climate transition plan section of this report.	**Customer experience:** 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. **Management approach:** See the Customer experience section of this report.	**Data privacy and cyber security:** 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. **Management approach:** See the Privacy and security section of this report.
Emissions reduction and decarbonization: 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. **Management approach:** See the Climate transition plan section of this report.	**Talent management:** 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. **Management approach:** See the Culture section of this report.	**Ethics and compliance:** 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. **Management approach:** See the Ethics and compliance section of this report.

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.

Ethics and compliance

Our approach

- Canada Post's Code of Conduct 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.
- We require employees to complete mandatory Code of Conduct training every two years.
- We're developing policy compliance frameworks that bring together the policies, procedures and controls related to key business areas with monitoring and reporting mechanisms.

Related policies and practices:

- The Disclosure of Wrongdoings policy and procedures outline the ways employees can raise concerns about ethics or business conduct. Confidential reports can be made using our online portal, by mail or by calling a toll-free number.

Key initiatives in 2025

- Made updates to the Code of Conduct (full review of the Code of Conduct is due in 2028).
- Collaborated with the communications team on various corporate policy updates.
- Reviewed and addressed 76 Disclosure of Wrongdoing cases.

Conflict of interest

The Conflict of Interest Policy requires all 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.

Access to information (ATI)

The *Access to Information Act* gives Canadians the right to access records of government institutions that are subject to the Act. We comply with the Act while ensuring we protect sensitive corporate and third-party data. In 2025, we received 61 ATI requests and 8 ATI complaints (4 substantiated).

Key links:

→ Responsible business practices data

→ Canada Post Code of Conduct

Official languages

Our approach

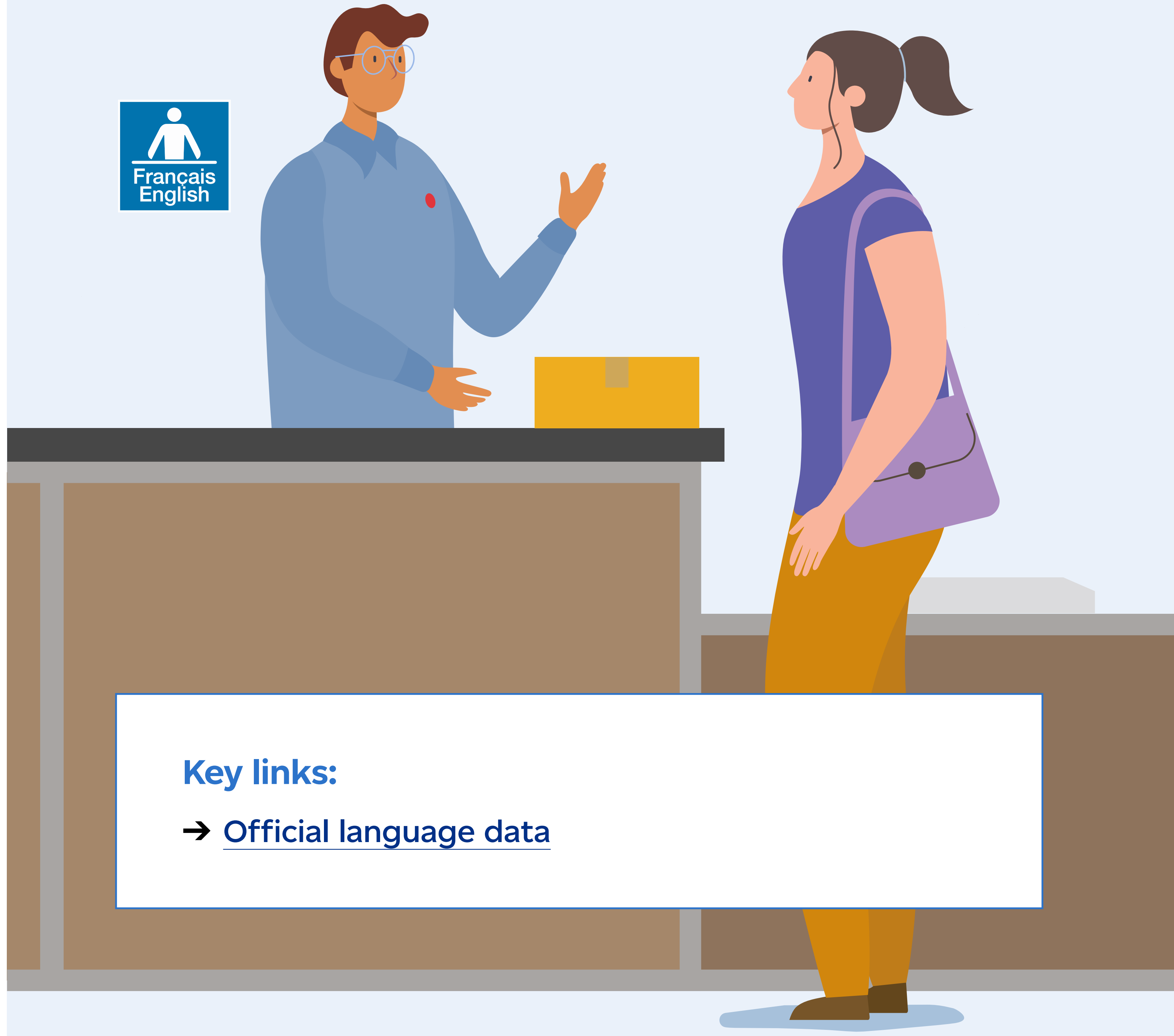
- We uphold the country's laws and principles on official languages to fulfill our obligations under the *Official Languages Act* to ensure we provide high-quality communications and services in both official languages. That includes serving customers in both official languages and displaying the official languages symbol, as well as offering bilingual in-store signage, forms, pamphlets and products.
- We offer a workplace that is conducive to the use of both official languages and provide employees with training, tools and resources to ensure compliance.
- We comply with our legal requirements to participate in the Official Languages Regulations Reapplication Exercise (OLRRE).

Key initiatives in 2025

- Continued to incorporate feedback from our engagement with official language minority populations on their current bilingual post offices and additional post offices to be designated as bilingual in impacted census areas alongside criteria defined by the OLRRE.
- Converted linguistic designation of positions to meet the Treasury Board Secretariat's updated minimum second official language proficiency requirements.[1]
- Offered self-paced Rosetta Stone Bronze Program licenses to executive and management employees in bilingual regions to provide language-learning support.
- Updated our mandatory Official Languages (OL) e-learning to align with the modernized *Official Languages Act*.
- Enhanced our Official Languages Handbook that explains how retail employees should deliver bilingual service, and launched a dashboard that allows them to monitor their OL compliance in real time.
- Completed a pilot to test an automated translation tool for management employees and conducted a pilot for translation devices at 11 post offices.

Results

Official language complaints, 2024-2025



Key links:

→ Official language data

1. Applicable to new appointments in supervisory and people leader positions for employees in designated bilingual regions (National Capital Region, areas of Ontario and Quebec, and the province of New Brunswick).

Human rights

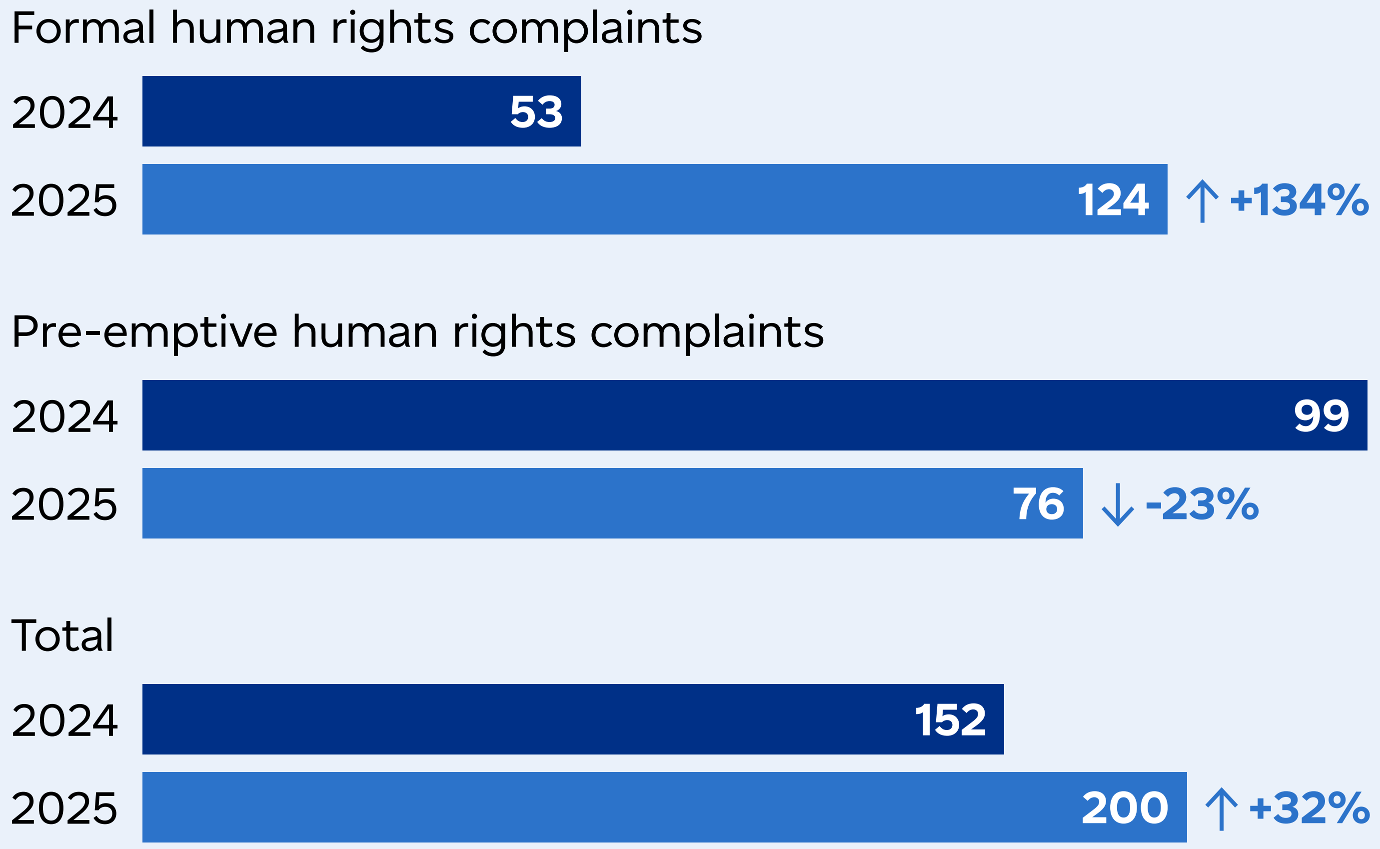
Our approach

- We monitor and respond to complaints related to discrimination and harassment according to the standards set out in the *Canadian Human Rights Act*. 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.
- We provide training and communications to employees to promote greater awareness of human rights and to ensure employees are aware of their obligations to protect human rights.
- We work with employee resource groups and bargaining agents, in accordance with applicable collective agreements to fulfill our commitments to human rights.

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

Results

Number of human rights complaints



Key links:

➔ Human rights data

Privacy and security

Privacy

Our approach

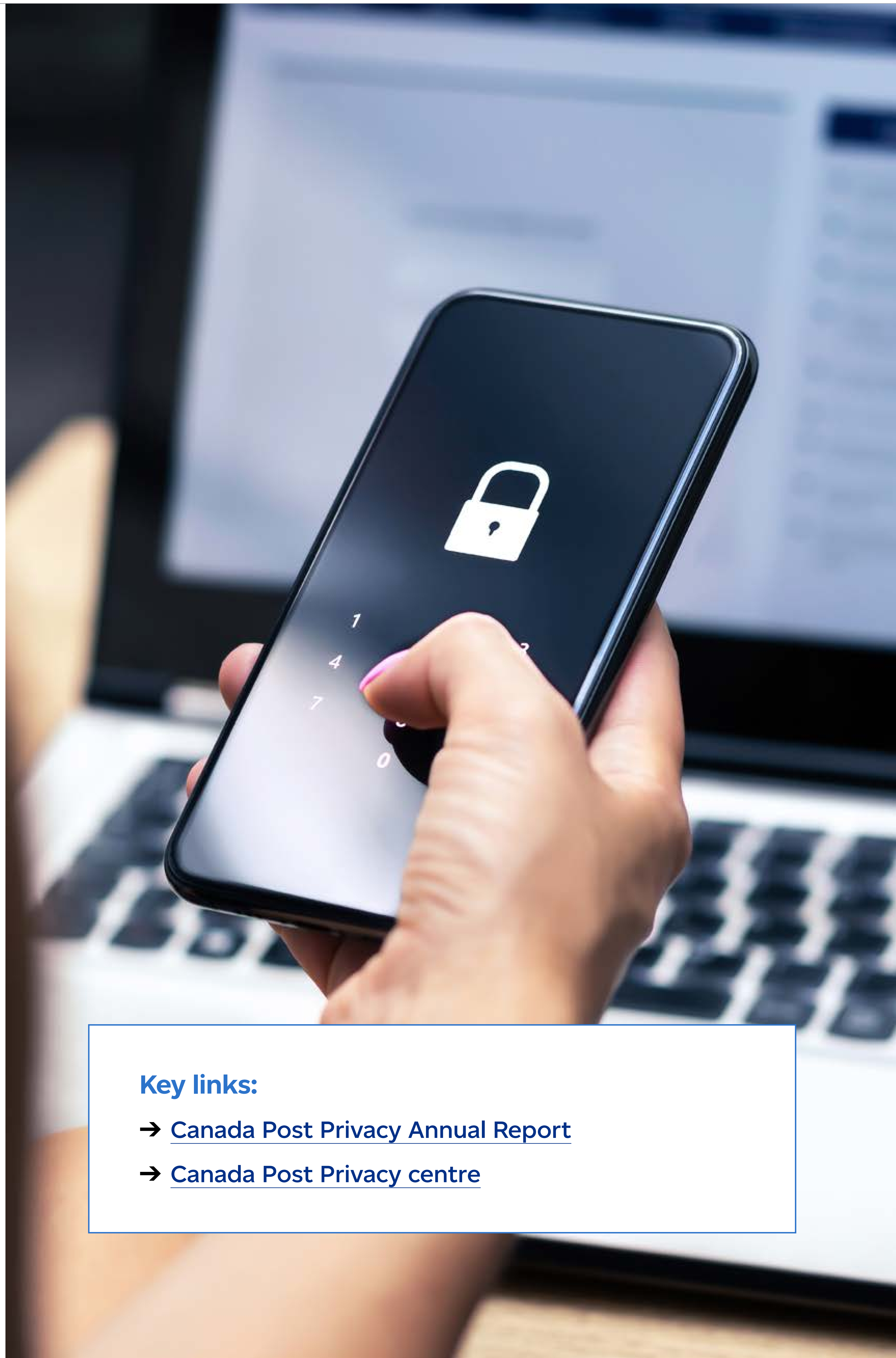
- We have a dedicated Privacy Office that is responsible for overseeing compliance with the *Privacy Act* and *Privacy Regulations*, as well as statutory and regulatory requirements and those pertaining to the processing of personal information throughout its lifecycle.
- We train our employees on their responsibilities as they relate to protecting the privacy of our customers and colleagues.
- We take a proactive approach to ensure that privacy considerations are embedded in the development of new and updated programs, products and services.

Related policies and practices:

- Privacy Policy
- Protection of Mail Policy
- Records and Information Management Policy
- Information Security Policy
- Code of Conduct
- Privacy Impact Assessment Practice
- Notification of Breach of Personal Information Practice

Key initiatives in 2025

- Refreshed our mandatory privacy training module to be launched in 2026.
- Started the development of new scenario-based training workshops tailored to the specific needs of different business areas. Workshops are expected to be delivered in 2026.
- Started to review and improve existing privacy processes within the Privacy Office to reduce first line of defense interventions.
- Developed guidance, templates and forms on various privacy-related topics to further improve process efficiency, as well as knowledge and awareness among CPC employees.



Key links:

→ Canada Post Privacy Annual Report

→ Canada Post Privacy centre

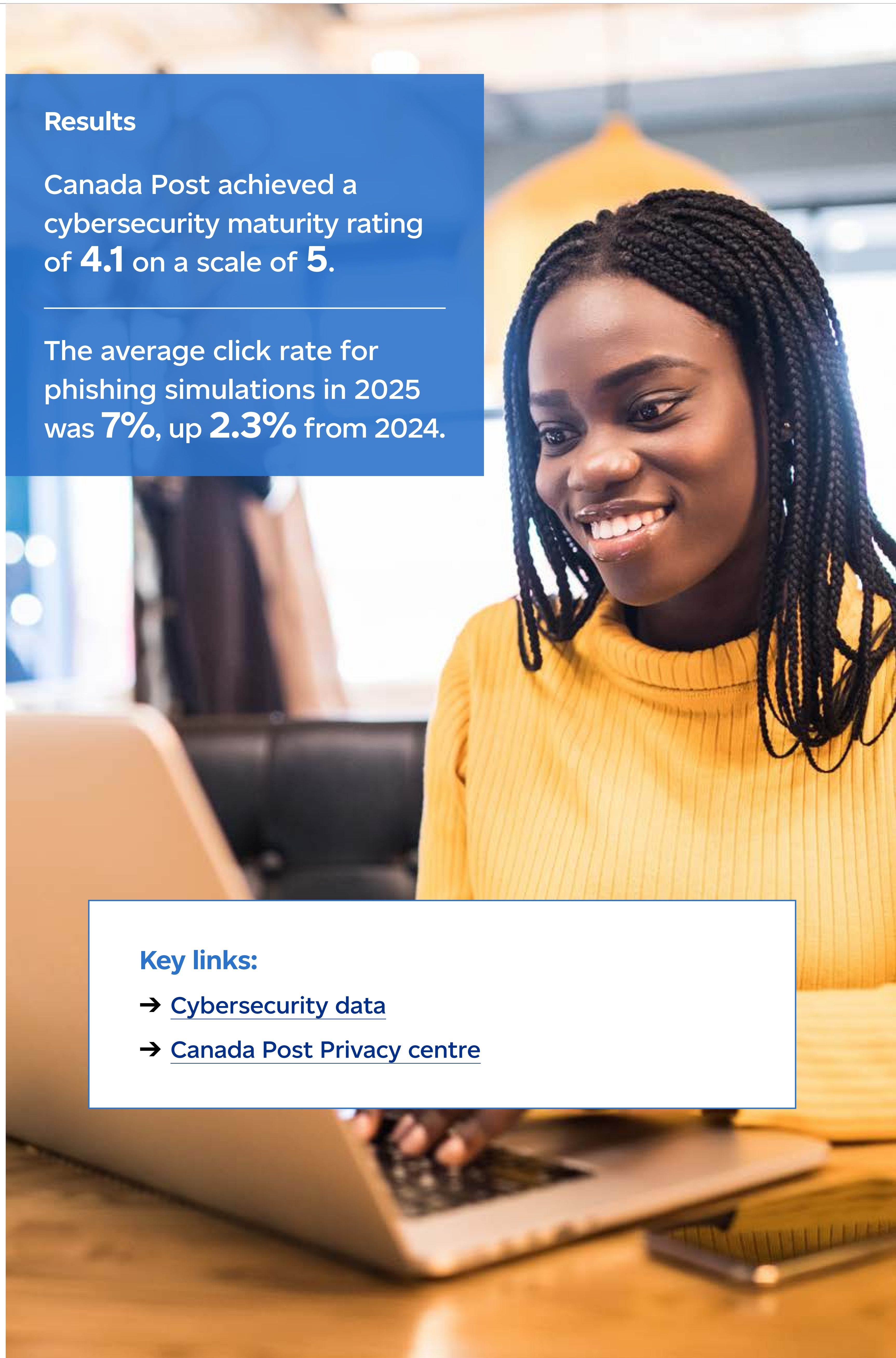
Cybersecurity

Our approach

- We have an Information Security organization that consists of five areas of responsibility: (1) security solution architecture, (2) identity solution architecture, (3) IT risk and compliance management, (4) security operations and (5) security IT delivery.
- We use physical and electronic security measures to protect mail, information and data with breach and incident management protocols in place. This includes continuous and regular monitoring, reporting and the use of advanced endpoint protection, network segmentation, and tiers of network and system protection to ensure authorized access only.
- We work with third-party partners, who are closely embedded in the Canada Post cybersecurity ecosystem, for day-to-day tactical and operational responsibilities. This ecosystem and partnership model is governed by a designated board that oversees their performance.
- We require employees to complete IT security training every two years to ensure they understand the threat landscape and how to protect themselves, fellow employees and our corporate information and systems.

Key initiatives in 2025

- ✔ Established Canada Post's Attack Surface Management process to allow continuous identification, remediation and monitoring of potential exploitable vulnerabilities in our attack surface.
- ✔ Reduced malicious requests around Canada Post's parcel tracking services by 38%.
- ✔ Successfully reduced our data theft risk exposures related to USB media by removing these drives from 97% of corporate devices.
- ✔ Expanded our vendor risk management program, increasing coverage by approximately 1,800% including 100% of Canada Post's critical IT vendors.
- ✔ Implemented full coverage threat monitoring and alerting of our entire cloud footprint.
- ✔ Implemented a Continuous Threat Exposure Management Program that allows us to have continuous visibility into different types of vulnerabilities in our environment.
- ✔ Launched a new Information Security Steering Committee. The Committee met quarterly in 2025.
- ✔ Commissioned an external assessor to evaluate our cybersecurity posture and resilience maturity against emerging threats and global industry standards and practices.



Results

Canada Post achieved a cybersecurity maturity rating of **4.1** on a scale of **5**.

The average click rate for phishing simulations in 2025 was **7%**, up **2.3%** from 2024.

Key links:

→ Cybersecurity data

→ Canada Post Privacy centre

Security of the mail

Our approach

- We partner with local, national and international law enforcement agencies and national security partners to safeguard the mail, prevent fraud and disrupt the transportation of illicit goods. These partnerships are essential for building security resilience.
- We perform regular inspections and security risk assessments of our facilities to identify and rectify vulnerabilities by leveraging technology like high-security locks, video surveillance and radar technology to allow for early detection and response to potential breaches.
- We collaborate with Indigenous and northern communities as part of our ongoing efforts to reduce non-mailable matter, such as alcohol and illicit drugs, that enter these communities.
- We train employees on our legal requirements to safeguard the mail and we deliver security awareness resources to both operational and non-operational employees.

Key initiatives in 2025

- Following two competitive RFP processes, onboarded a new security integrator to improve the cohesion of our security services and platforms, and a new guard service for our facilities.
- Completed 209 postal facility threat risk assessments.
- Updated three security standards and six standard operating procedures in our Security Management Manual and developed the corresponding forms and job aids.
- Hosted 1,425 security awareness sessions targeting 13,172 employees and developed new security awareness resources available to employees through our intranet.
- Worked with Elections Canada to complete audits of their facilities.
- Increased cross-border engagement through our work with the North American Joint Strike Force, North American Drug Dialogue and Opioid Action Plan to improve visibility into trafficking trends and potential exploitation of the postal system.

Results

Security of the mail interventions (number of inspections, awareness sessions and items intercepted, 2024-2025).

Category	2024	2025	2025 target
Number of postal facility threat risk assessments	254	209	190
Number of "security of the mail" awareness sessions for front-line employees, contractors and the general public	1,241	1,425	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	3,675	4,420	3,600

Key links:

→ Security of the mail data
→ Canada Post Privacy centre

Sustainable procurement

Our approach

- We have a principles-based Supplier Code of Conduct that outlines our expectations, including responsible business practices and treatment of people and the environment. Adherence is a contractual requirement, and all active and prospective suppliers confirm their compliance annually.
- We work to create fair opportunities for Indigenous suppliers, including both directly and through sub-contracting, small and medium businesses, diverse suppliers and suppliers owned by people with disabilities.
- We assess 98% of our suppliers using social, including accessibility, and environmental criteria, such as whether the supplier has targets to reduce greenhouse gas emissions and strategies in place to support the inclusion of Indigenous peoples, women, people with disabilities, visible minorities and 2SLGBTQIA+ people.
- We work with suppliers to reduce greenhouse gas (GHG) emissions from our supply chain.
- We use third-party tools to evaluate our supply chain for any potential ethical, environmental or social risks, including potential human rights abuses such as forced labour or child labour.
- Staff and buyers are trained on sustainability to ensure our goals and strategy are realized.

Key initiatives in 2025

- ✔ Started the development of a 2030 target for procurement-related emissions (scope 3) and sector-specific scope 3 net-zero plans.
- ✔ Continued using rated points in requests for proposals to incentivize suppliers to decarbonize and continued to move toward requiring suppliers to having approved science-based targets.
- ✔ Started the development of a strategy to address medium-to-high-risk critical suppliers.
- ✔ Published our second annual report on fighting forced and child labour in our supply chain.
- ✔ Completed a supplier risk assessment and formalized risk assessment processes covering 2,200 suppliers representing 99% of procurement spend.

Key links:

→ Sustainable procurement data
→ Canada Post's Report on Fighting Against Forced Labour and Child Labour in Supply Chains
→ Canada Post Supplier Code of Conduct

Progress on targets[1]

Indigenous procurement

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

Indigenous procurement	2024	2025
% of direct or indirect eligible procurement spend with Indigenous-owned suppliers	4.3%	4.5%

Supplier diversity

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

Supplier diversity	2024	2025
Spend ($M)	348	222
% Annual change	0.2%	-36.2%
% of direct eligible procurement spend with diverse suppliers	24.4%	19.7%

Accessibility

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

Accessibility	2024	2025
Spend ($M)	0.55	1.5
% Annual change	-41.9%	173.4%
% of direct eligible procurement spend with suppliers owned by people with disabilities	0.04%	0.1%

Supporting small and medium businesses and certified B corporations

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

Supporting small and medium businesses and certified B corporations	2024	2025
Spend ($M)	576	509
% Annual change	-14.5%	-11.7%
% of direct eligible procurement spend with SMBs and certified B corporations	40.4%	45.2%

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	2024	2025
% of direct eligible procurement spend with suppliers that have an approved science-based target	20.2%	43.4%
% of direct eligible procurement spend with suppliers that have the equivalent of a science-based target	1.4%	24.4%
% of direct eligible procurement spend with suppliers that have a science-based target commitment	21.6%	1.9%
Total	**43.5%**	**69.7%**

1. Refer to the Sustainable procurement section of the data appendix for further details on how these indicators are calculated.

Environmental stewardship

- Climate transition plan
- Environmental management
- Sustainable products and services
- Zero waste

03

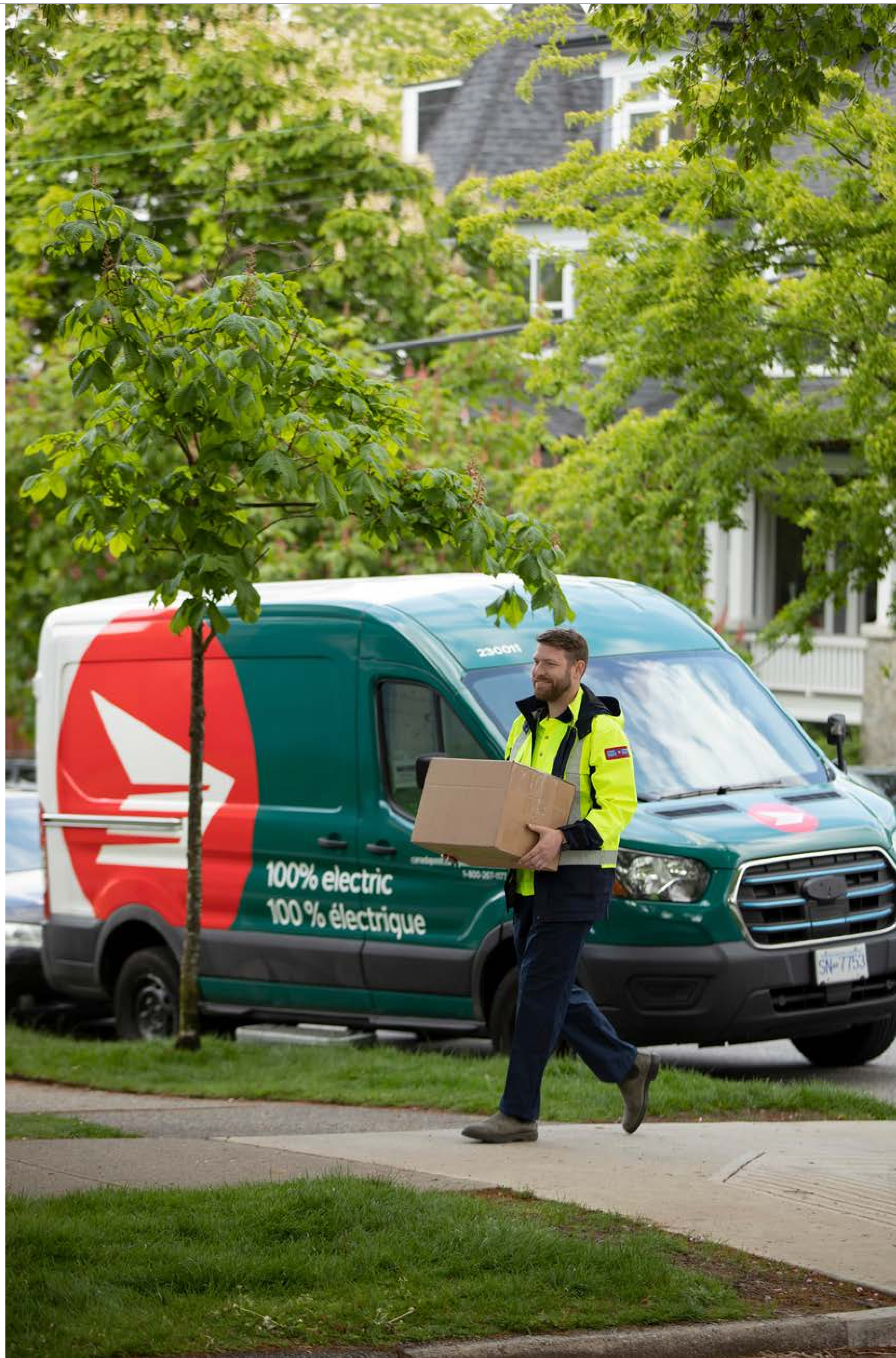
Climate transition plan

Governance of climate-related issues[1]

Canada Post's ESG Committee of the Board of Directors is responsible for the full scope of ESG and climate-related issues. Specific climate-related duties of the ESG Committee include: (1) reviewing and approving our climate budget and associated transition plan, (2) overseeing policies, practices, procedures, programs and performance with respect to climate-related issues, (3) reviewing and approving public climate-related disclosures, including TCFD-aligned reporting, (4) approving climate-related targets and (5) reviewing risks and dependencies related to climate as part of the Board's semi-annual review of the Corporation's Enterprise Risk Management Register. The Corporate Sustainability team provides updates to the Board on climate-related issues and performance on targets quarterly, and Board-level competency on climate change is maintained through regular consultations with Canada Post's ESG team and regular training for directors on environmental issues and industry best practices.

Within Canada Post management, responsibility for climate-related issues falls under the purview of the Chief Legal and Corporate Affairs Officer, who reports to the President and CEO. The Chief Legal and Corporate Affairs Officer has overall responsibility for our net-zero strategy, supporting initiatives and the assessment and management of climate-related dependencies, impacts, risks and opportunities. The Corporate Sustainability and ESG teams are responsible for developing and implementing Canada Post's net-zero and climate resilience strategies and work in collaboration with teams across the Corporation to integrate climate-related considerations.

The Enterprise Risk Management team consults with the Chief Legal and Corporate Affairs Officer on the company's top climate-related risks and mitigation strategies. Climate-related opportunities are considered as part of the strategic review process, which informs 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 the final submission of the Corporate Plan to the Minister responsible for Canada Post, in November of each year.



1. Governance of climate-related issues represents governance structure as at December 31, 2025.

Net-zero strategy

Our targets

We've set ambitious emissions reduction targets approved by the Science Based Targets initiative (SBTi) and established a detailed strategy to drive emissions reductions across our operations and value chain.

Decarbonizing our operations

Decarbonizing our buildings
Reduce operational emissions by 50% by 2030 and by a minimum of 90% by 2050

Electrifying our last-mile fleet
Electrify 100% of our last-mile fleet by 2040

Investing in renewable energy
Obtain 95% of our electricity from non-emitting sources by 2030

+

Decarbonizing our value chain

Supplier engagement
Ensure that a minimum of 67% of suppliers, by spend, adopt a science-based target or equivalent by December 31, 2025

Value chain
Reduce scope 3 emissions by 53% by 2035, by 64% by 2040, by 74% by 2045 and by a minimum of 90% by 2050

Key elements of our net-zero strategy

	2030	2050
Fleet (scope 1)	Last-mile fleet electrification[1]	100% electric last-mile fleet
	Fleet fuel efficiency measures	
Buildings (scopes 1 and 2)	• Fuel switching (e.g., converting fossil fuel heating systems to electric) • Retro-commissioning • LED lighting retrofits and solar panels • Building automation system upgrades • Investing in renewable energy	
Purchased goods and services + capital goods (scope 3 – categories 1 and 2)	• Engaging suppliers to set science-based emissions reduction targets • Decarbonization requirements in RFPs and contracts	
Upstream transportation and distribution (scope 3 – category 4)	• Shift to lower-emitting modes of transportation where possible • Emissions reduction requirements for transportation service providers in RFPs and contracts	
Employee commuting (scope 3 – category 7)	Employee engagement on sustainable commuting	

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

GHG inventory and emissions reduction progress

2025 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 2025, Canada Post generated a total of 765.4 kt CO_2e, with scope 3 emissions accounting for 86 per cent of the total.

How we calculate our GHG inventory

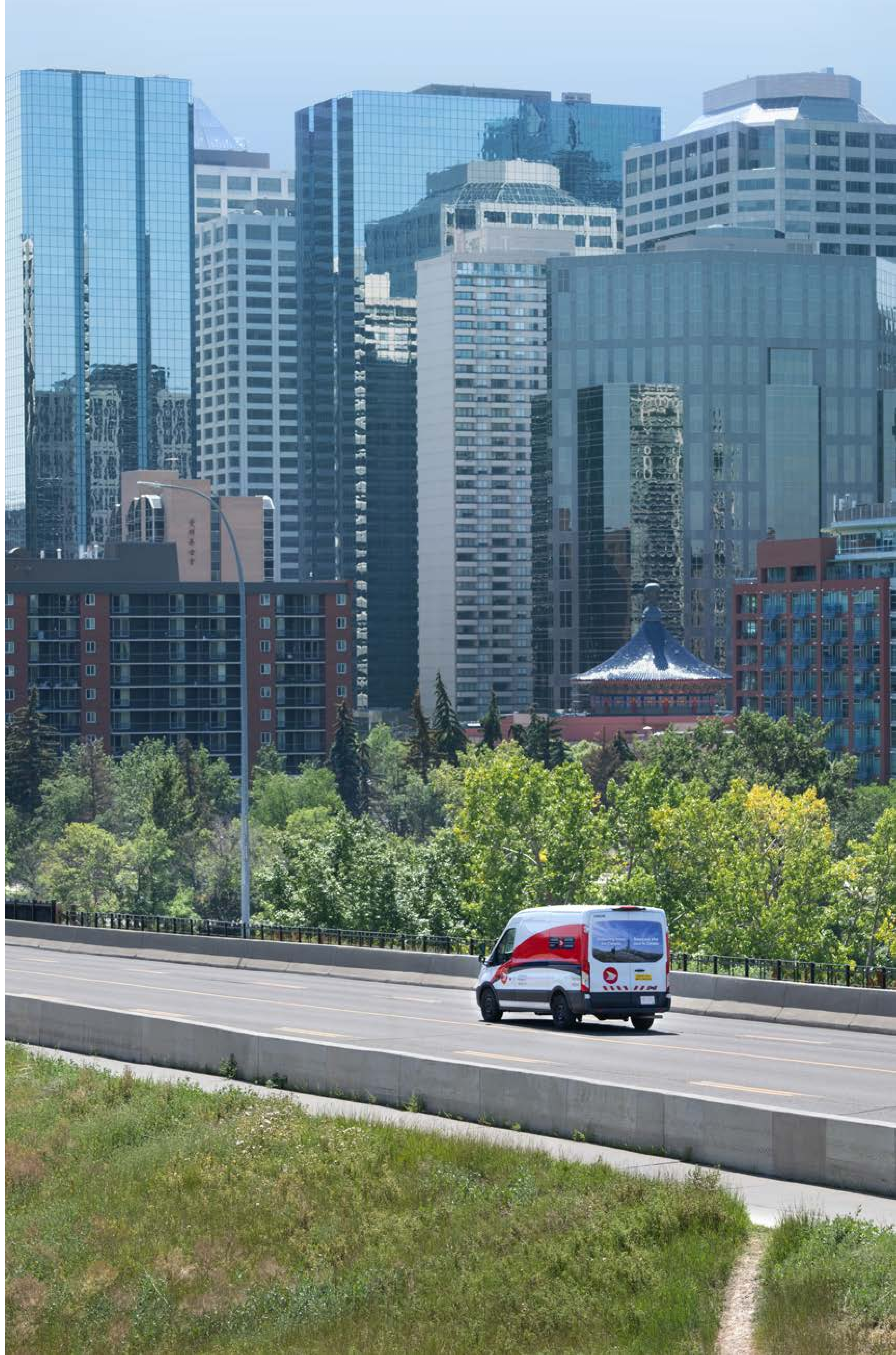
We prepare our GHG inventory in accordance with the Greenhouse Gas Protocol: Corporate accounting and Reporting Standard and Scope 2 Guidance. Our inventory reflects the activities of Canada Post Corporation for the GHG scopes and categories that are relevant to our operations and value chain.

Methodology updates

We continue to update our GHG emissions reporting to ensure we reflect any material changes to our business as well as to refine our calculations where possible to improve accuracy and enhance assumptions. Key methodology updates made in 2025 include:

- This year we identified an additional data source used to pay for diesel fuel for our truck fleet that had not previously been captured in our Scope 1 calculations. We have incorporated this information into our 2025 results and have restated our 2024 emissions to ensure year over year consistency.
- Our methodology typically incorporates the most current emissions factors from the U.S. Environmentally Extended Input Output (USEEIO) model. Due to the discontinuation of updates to USEEIO by the U.S. administration, new factors were not released this year. As a result, we continued to apply the most recent available USEEIO emissions factors across relevant Scope 3 categories.

➔ Read our Greenhouse Gas Emissions Report for further details on our methodology and data sources used to measure and report our GHG emissions.



Results – 2025 Scope 1 GHG emissions (kt CO_2e)[1]

Scope 1 emissions source	2025
Facilities	36.2
Fleet	63.5
Total scope 1	99.7

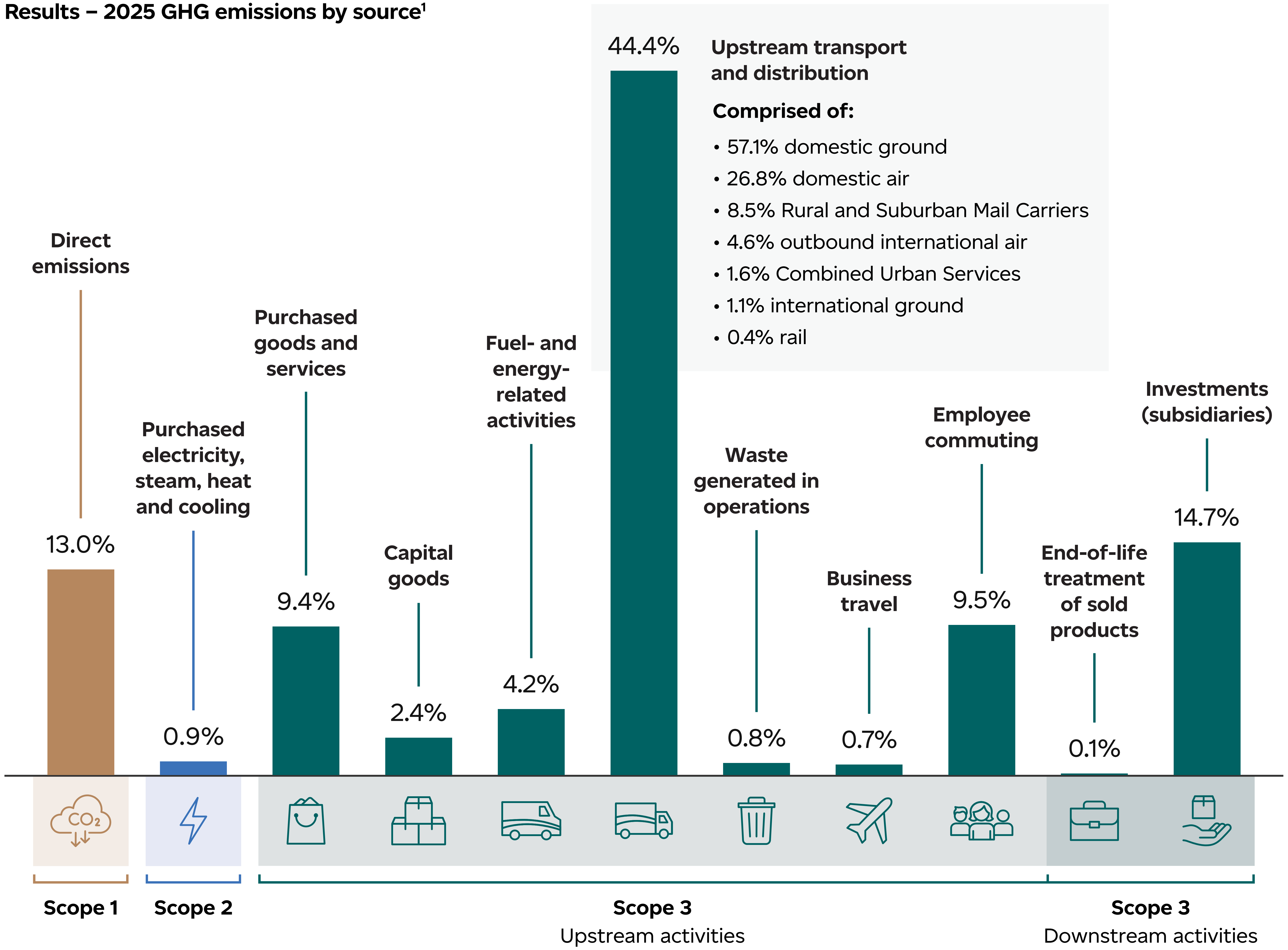
Results – 2025 Scope 2 GHG emissions (kt CO_2e)

Scope 2 emissions source (market-based)	2025
Electricity	6.9
Total scope 1 and scope 2 (market-based)	106.6

Results – 2025 Scope 3 GHG emissions (kt CO_2e)

Scope 3 emissions source	2025
Purchased goods and services	71.8
Capital goods	18.5
Fuel and energy-related activities	32.1
Upstream transportation and distribution	339.5
Waste generated in operations	5.9
Business travel	5.2
Employee commuting	72.8
End-of-life treatment of sold products	0.4
Investments	112.6
Total scope 3	658.8
Total scopes 1, 2 and 3	765.4

Results – 2025 GHG emissions by source[1]



1. May not add due to rounding.

Emissions reduction progress

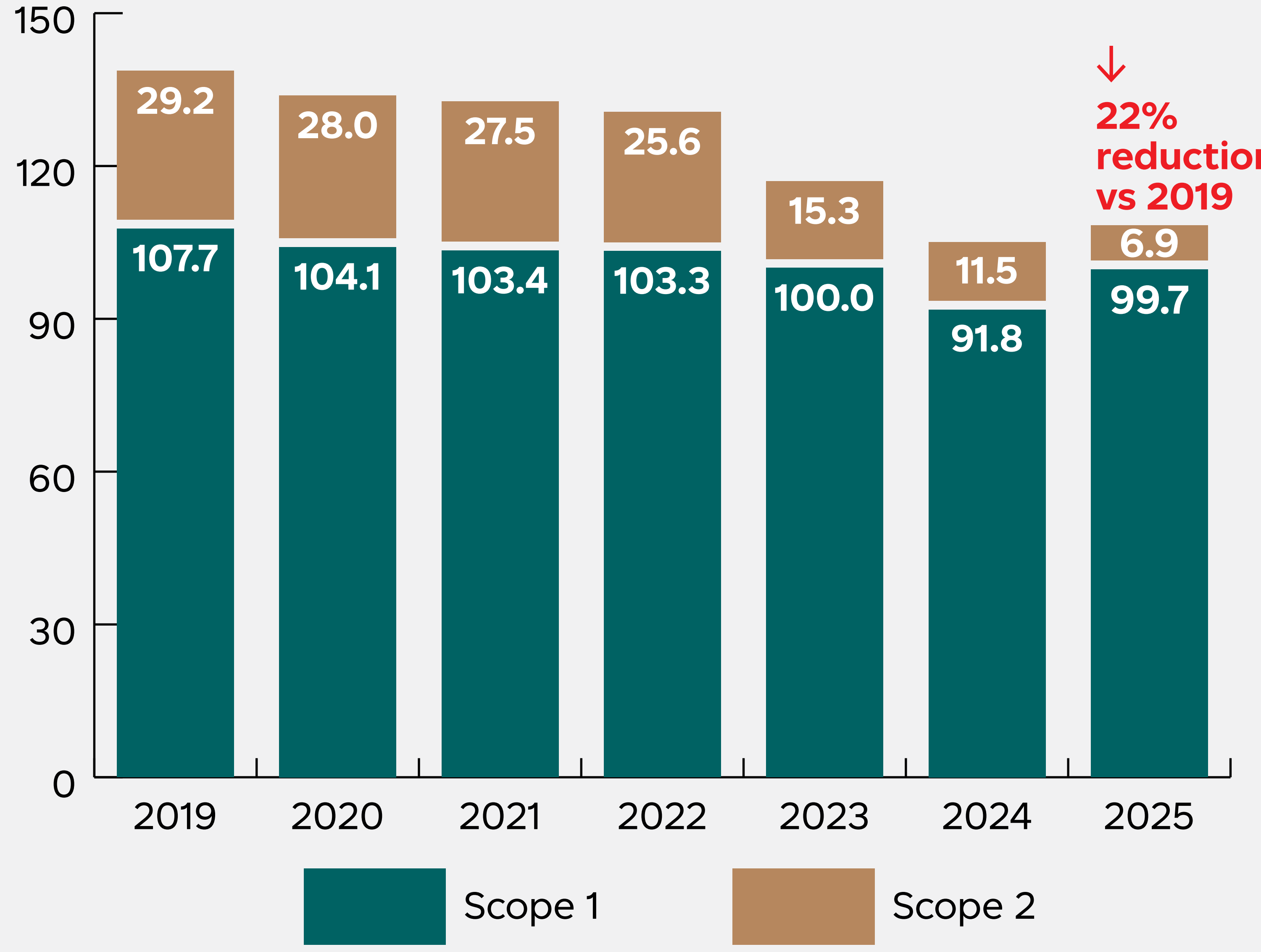
Scopes 1 and 2 emissions (market-based)

In 2025, we experienced a 3 per cent increase in year-over-year scope 1 and 2 emissions, primarily due to a colder-than-expected winter and increased demand for heating across our facilities, and a 22 per cent reduction from 2019 emissions levels (our target base year).

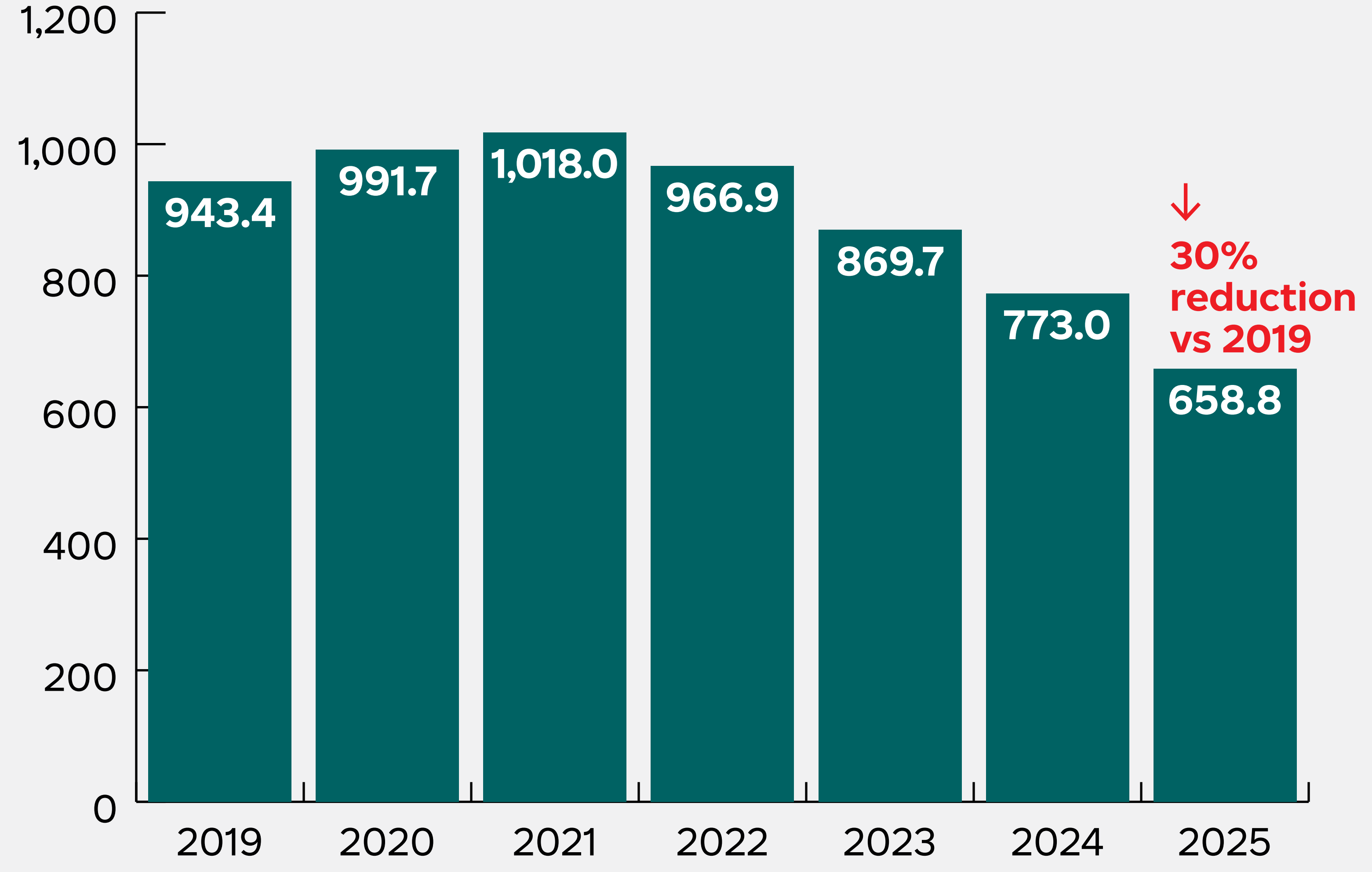
Scope 3 emissions

Scope 3 emissions declined by 15 per cent from 2024, and 30 per cent from 2019. Year-over-year changes are largely due to reduced category 1 (purchased goods and services) and category 2 (capital goods) emissions and reflects the continued integration of supplier-specific emissions data which allows us to better reflect any emissions reductions suppliers have achieved.

2019-2025 Scope 1 and 2 market-based emissions (kt CO_2e)



2019-2025 scope 3 emissions (kt CO_2e)[1]



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

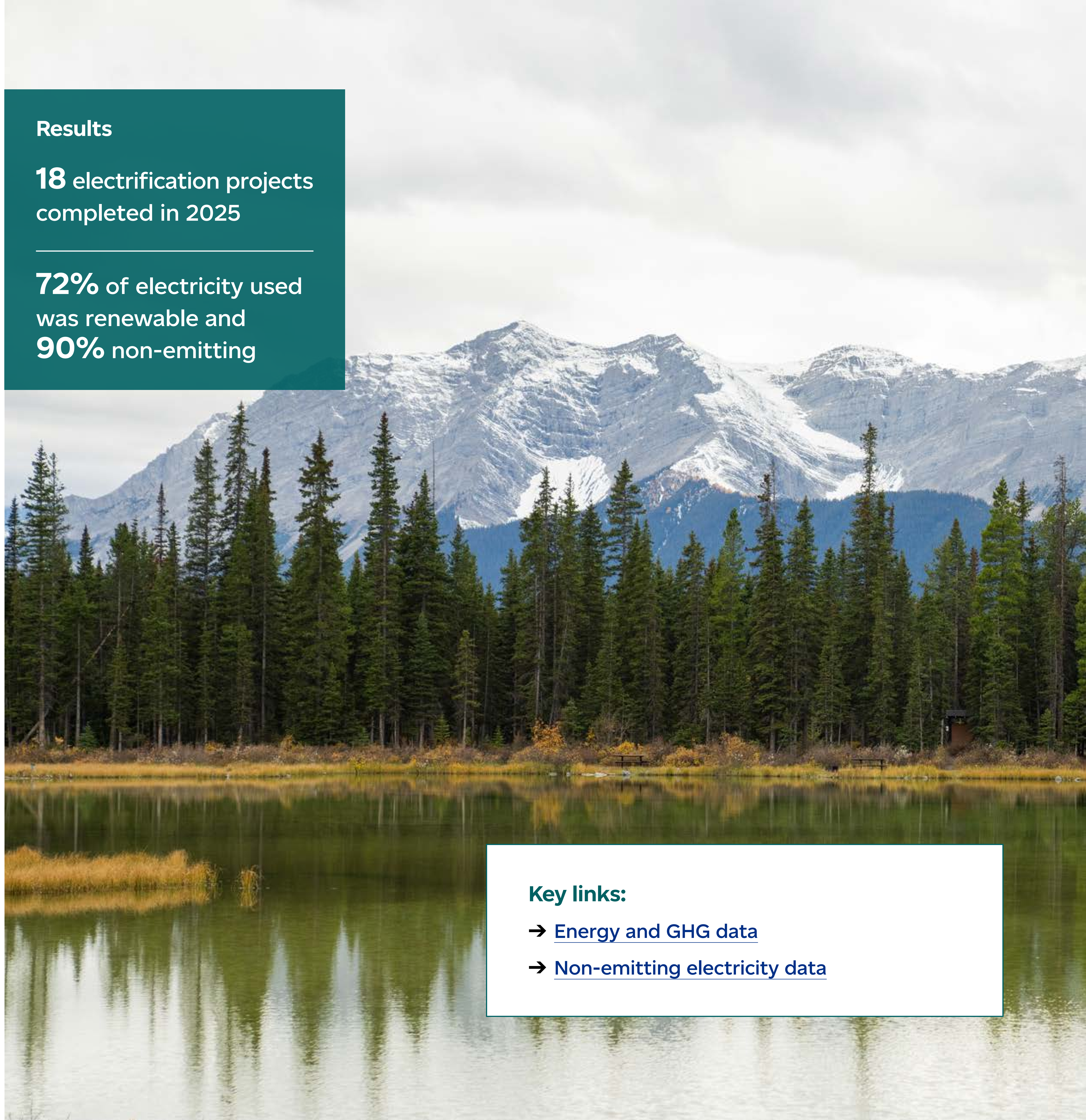
Decarbonizing our operations

Our approach

- We have a multi-phase emissions reduction plan to make our facilities more efficient. Measures include fuel switching (converting fossil fuel heating systems to electric), retro-commissioning (analyzing building performance and taking specific actions to reduce energy use), LED lighting retrofits and building automation system upgrades (automated centralized control of heating, cooling and lighting).
- We are upgrading our facilities to accommodate electric vehicles and charging infrastructure.
- We have set a target of obtaining 95% of our electricity from non-emitting sources by 2030. This includes electricity generation from renewable energy sources (hydro, solar, wind and biomass) and other zero-emission sources (nuclear).

Key initiatives in 2025

- ✔ Completed phase 2 of our real estate GHG reduction program. In 2025, we completed 18 electrification projects, one retro-commissioning project and one LED upgrade. These projects are expected to reduce 1.2 kilotonnes of emissions.
- ✔ Started phase 3 of our real estate GHG reduction program that is focused on applying learnings from phases 1 and 2 to larger facilities and working directly with contractors and our in-house real estate design team to reduce fees spent on external consultants where possible.
- ✔ Continued work on designing electric vehicle (EV) charging infrastructure across facilities. In 2025, we completed the design work to support the addition of another 512 EVs to our fleet.
- ✔ Started to procure renewable natural gas to further reduce emissions associated with heating. We will continue to expand this program in 2026.



Results

18 electrification projects completed in 2025

72% of electricity used was renewable and **90%** non-emitting

Key links:

→ Energy and GHG data

→ Non-emitting electricity data

Climate-related risks and opportunities

Our approach

- We use 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 over the short, medium and long term.
- We continue to enhance our scenario analysis work with higher quality data that is specific to Canada and Canada Post to better assess our physical and transition risks and climate-related opportunities. This data primarily comes from the Government of Canada and internal data related to our assets.
- We conduct physical climate risk assessments at the site level with site locations mapped to identify those at risk of multiple climate impacts.

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[1]
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-fuelled 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

Physical risks

Risk type	Description	Likelihood	Estimated annual potential financial impact[1]	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	2025: < $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	2025: $700K Short term: $2M-$60M Medium term: $2M-$60M Long term: N/A[2]	$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.

Transition risks

Risk type	Description	Likelihood	Estimated annual potential financial impact[1]	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	2025: $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 its 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	2025: $0 Short term: $15M-$20M Medium term: $60M-$100M Long term: $70M-$125M	

1. Financial impact estimates provided were last updated in 2023 and 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 management's discussion and analysis for the year ended December 31, 2025.
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.

Opportunities

Opportunity type	Description	Likelihood	Estimated annual potential financial impact[1]	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	2025: N/A[2] 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	2025: N/A[3] 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 were last updated in 2023 and 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 management's discussion and analysis for the year ended December 31, 2025.
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.

Environmental management

Our approach

- We monitor and comply with applicable environmental regulations, working with both employees and contractors to ensure regulations are understood and managed accordingly.
- We deliver an annual environmental monitoring and compliance report to our Board of Directors to ensure effective oversight and governance of the requirements.
- We conduct environmental compliance audits with trusted third parties and take corrective actions to improve and maintain compliance.
- We monitor facilities and equipment for refrigerant, fuel and other hazardous materials releases and spills.
- We develop and implement management plans for contaminated sites.[1]
- We monitor compliance with Occupational Health and Safety regulations to confirm radon in the workplace and potable well-water quality are within acceptable levels.

Key initiatives in 2025

- ✓ Completed and presented our annual environmental compliance report to the Board of Directors.
- ✓ Completed third-party environmental compliance audits at five facilities, including three major plants and two post offices.
- ✓ Completed Radon Measurement at 133 corporate owned and leased facilities and radon mitigation measures at two rural facilities. This program confirms compliance with the Canadian Occupational Health and Safety Regulations (COHSR) action limit for average annual radon levels in the workplace.
- ✓ Conducted well-water quality testing at corporately owned rural facilities in spring and fall, including corrective actions.
- ✓ Completed lighting retrofits throughout our national portfolio to align with the federal regulations end-of-use deadline for polychlorinated biphenyl (PCB).

Protecting biodiversity

Canada Post is committed to minimizing its impacts on nature and biodiversity. Protecting biodiversity is not limited to species and ecosystems; there are many ways that biodiversity intersects with Canada Post's operations and value chain. Some of the ways we're working to reduce our impact on biodiversity include:

- Mitigating the impact of climate change and air pollution through emissions reductions.
- Incorporating the principles of circularity into our products and packaging, and reducing single-use plastics and virgin materials.
- Reducing waste generation and waste sent to landfill to reduce land use pressure on biodiversity.
- Integrating nature-related requirements (e.g., materials with Forest Stewardship Council [FSC] or Sustainable Forestry Initiative [SFI] certification) into purchasing decisions.
- Continuing to work on our assessment of our nature-related dependencies and impacts.

Our approach to biodiversity will continue to evolve as we implement our transformation plan and may impact initiatives over the coming years.

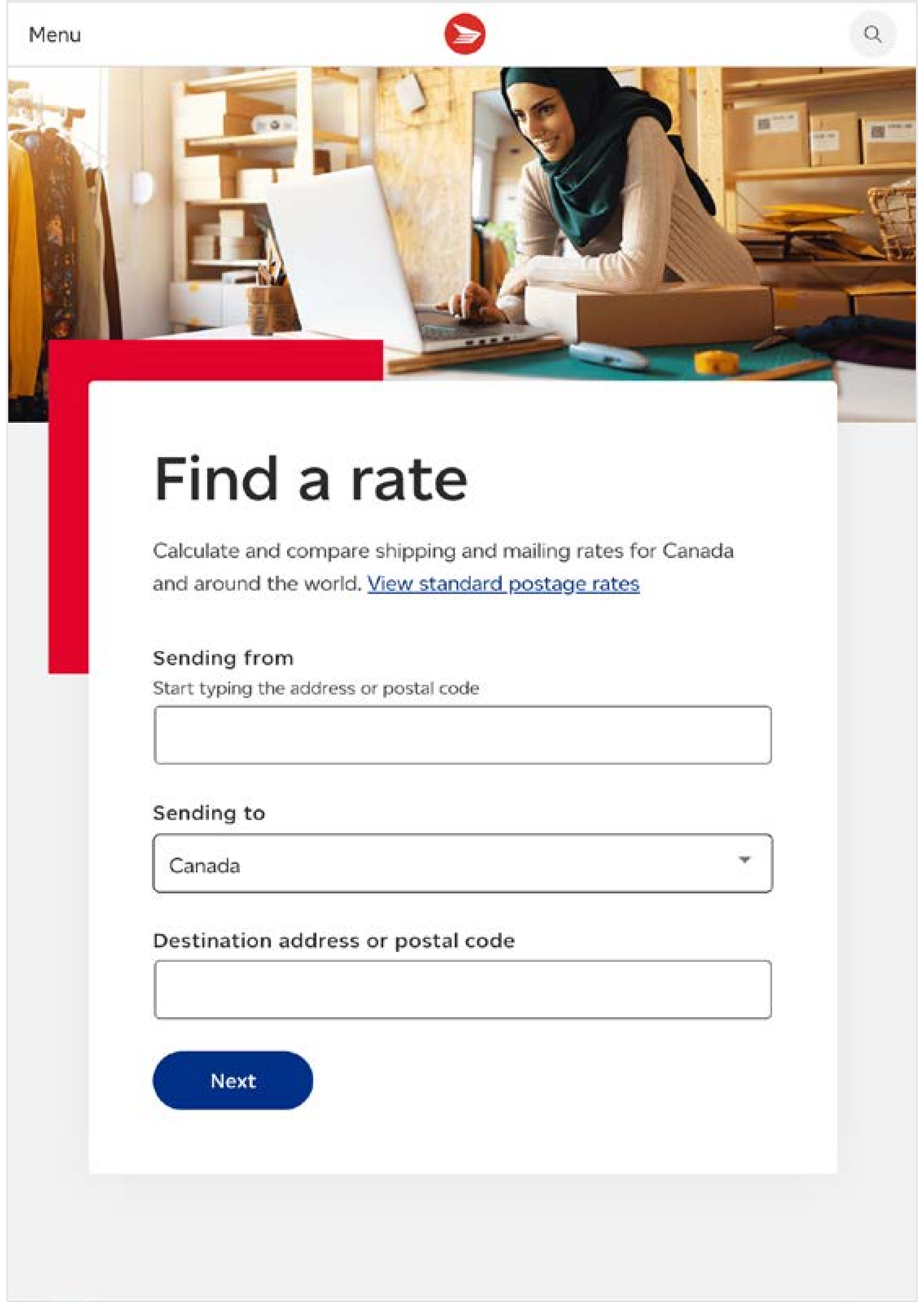
1. Site contamination can occur due to, but not limited to, Canada Post operations, contamination from neighbouring properties and former land use (e.g., former service station on adjacent property).

Sustainable products and services

Low-carbon shipping

Our approach

- We have 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.
- We incorporate estimated emissions in our Find a Rate tool to provide transparency to customers and help them evaluate low-carbon shipping choices.
- We support commercial customers by offering summary reports for all parcel shipments over a specified period to enable their own emissions reporting and climate-related goals.
- We provide 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_2e) generated by domestic Regular Parcel™ and Expedited Parcel™ deliveries, we support the removal of one tonne of CO_2e from the atmosphere by purchasing high-quality, verified and accredited carbon offsets.



Nature-based solutions to support environmental stewardship

The carbon offsets purchased by Canada Post 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. In 2025, 137M parcels were shipped as carbon neutral, offsetting 95,000 tonnes of emissions.

Key links:

→ Carbon-neutral shipping data
→ Canada Post Sustainable delivery
→ Canada Post Delivering more, for the greener good

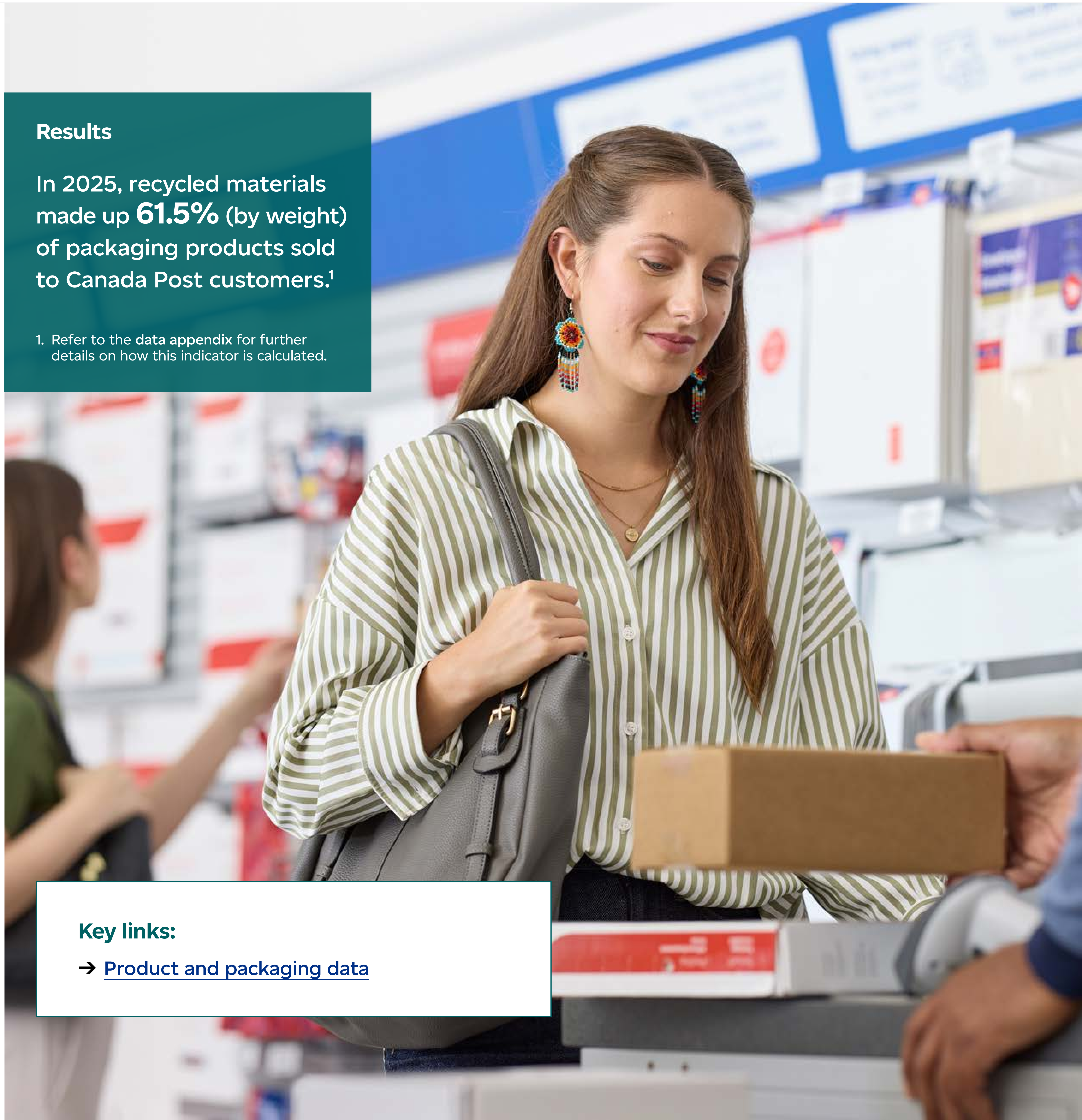
Products and packaging

Our approach

- We incorporate circular economy principles into our products, packaging and operations.
- We prioritize the use of recycled and sustainably sourced materials, designing products to be recyclable, and working with suppliers to eliminate plastics from our products.
- We are enhancing data collection and validation to support strategy and product development.
- We comply with legislated requirements to report to the extended producer responsibility (EPR) program and the Federal Plastics Registry (FPR).

Key initiatives in 2025

- ✔ Completed our annual EPR and FPR reporting and worked with internal teams and our suppliers to collect data and information.
- ✔ Included criteria in requests for proposals to ensure that we have the data required to complete our reporting requirements.
- ✔ Collaborated with internal stakeholders to identify packaging and shipping supplies with opportunities to introduce or increase recycled contents.
- ✔ Began exploring options for developing guiding principles for sustainable packaging.
- ✔ Phased out labelopes for returns and replaced them with printed labels for box-free label-free returns.



Results

In 2025, recycled materials made up **61.5%** (by weight) of packaging products sold to Canada Post customers.[1]

1. Refer to the data appendix for further details on how this indicator is calculated.

Key links:

→ Product and packaging data

Zero waste

Target: Divert at least 90% (by weight) of non-hazardous operational waste and 90% of all construction and demolition waste by 2030.[1]

Our approach

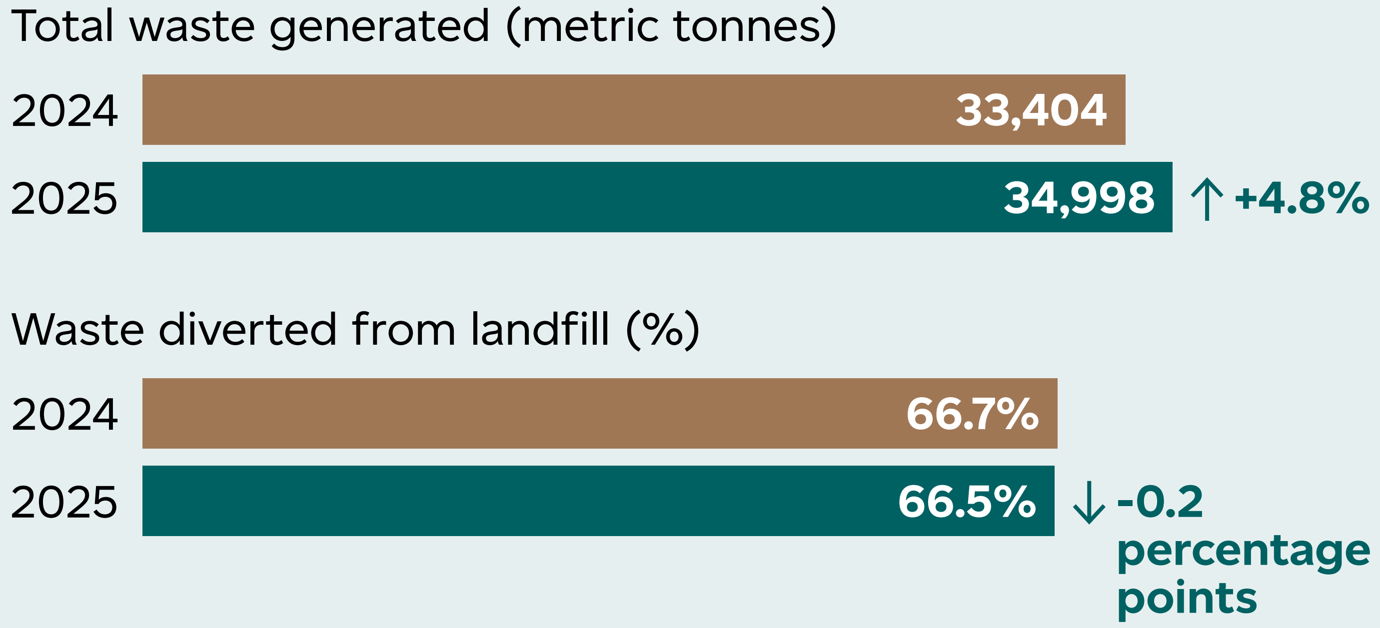
- We have a Zero Waste Program focused on preventing waste generation, increasing waste diversion, improving reporting capabilities and educating employees on waste reduction.
- We use technology like waste bin sensors which help provide more accurate and timely readings and work with our waste haulers to improve data quality.
- We install waste infrastructure at our sites, including bins for each waste stream (garbage, recycling, mixed paper) and signage to ensure proper waste sorting.
- We provide educational materials and resources to our facilities to support employees and ensure that they understand the importance of our zero waste targets.

Key initiatives in 2025

- Completed the rollout of our Zero Waste Program to an additional 58 sites.
- Completed a pilot project at three sites in Quebec to support the recyclability of excess direct mail. Based on the results of the pilot, we are looking to expand this program to a further 65 sites.
- Developed a dashboard to track waste generation and cost data on a monthly basis.
- Analyzed waste hauling requirements and identified potential cost savings of approximately $230K by right sizing waste services at 40 Canada Post facilities. These measures will be expanded to a further 35 sites, with estimated cost savings of $200K.

Results

Waste generated and waste diverted from landfill, 2024-2025



Key links:

→ Waste data

→ Canada Post Delivering more, for the greener good

1. As Canada Post implements its transformation plan, we are assessing our zero waste targets to ensure they remain achievable and aligned with the federal government's Greening Government Strategy.

People and culture

Culture

Equity, diversity and inclusion

Health, safety and well-being

Talent management

Labour relations

04

Culture

Our approach

- We have a culture framework that brings together our values and signature behaviours to guide our employees in fulfilling our purpose.
- We survey our employees, using a trusted independent third party, to solicit feedback on what is and isn't working and to develop our understanding of how we can improve the employee experience.
- We encourage frequent discussions between team leaders and employees to build trust, respect and an understanding of our culture framework and we provide resources to support these discussions at regular 1x1 meetings and through the performance management process.

Our purpose The core of who we are and what we stand for	A Stronger Canada – Delivered			
The three pillars What we do	Providing a service all Canadians can count on	Social and environmental leadership	Doing right by our people	
Our values How we bring our purpose to life	Trust | Respect | Deliver We matter as individuals. We matter to one another. We matter to our country.			
Our behaviours How we show up every day	Make the call	Know the destination	Deliver for others	Ignite our pride
	Culture = Values + Behaviours	Stronger together		

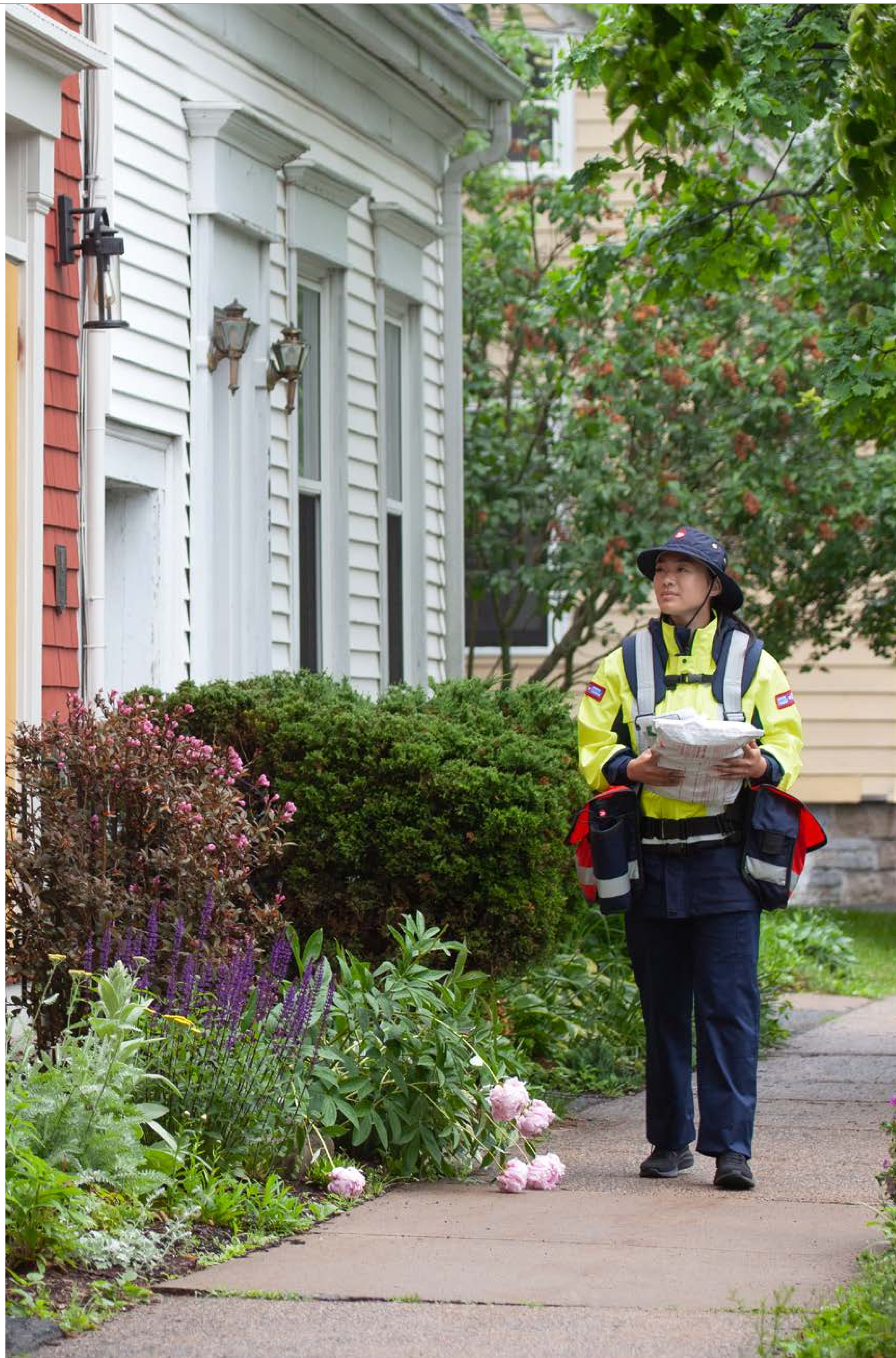
Equity, diversity and inclusion

Our approach

- We value diversity as an essential part of who we are and how we operate, and we are working to eliminate discrimination and fostering workplaces where everyone feels welcome to bring their full selves to work.
- We integrate equity, diversity and inclusion (EDI) goals into Canada Post's strategy planning, providing regular updates to our executives and Board of Directors, and include EDI employment goals on executive scorecards.
- We commemorate Canada's diverse communities through participation in cultural events and through our stamp program.
- We educate and provide our employees with resources to ensure inclusivity and respect for our cultural differences.

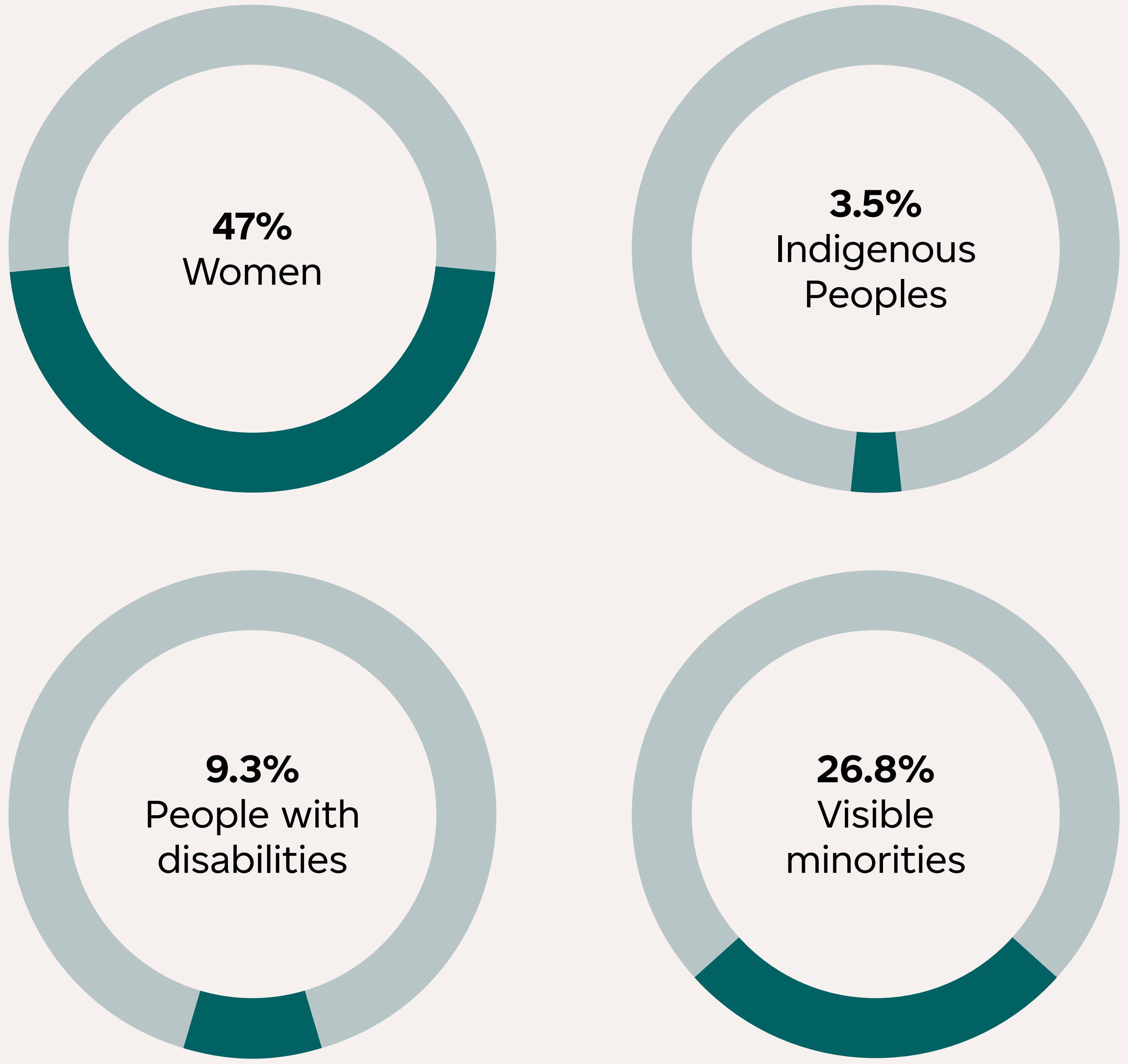
Key initiatives in 2025

- Hosted an event at head office for community partners and language keepers who helped develop Canada Post's Land and Territory Acknowledgement plaque.
- Continued participation in the Global Diversity, Equity and Inclusion Benchmarks (GDEIB) to identify opportunities to increase our maturity on the benchmark.
- Collaborated with the employee engagement team to ensure there was an EDI lens to the development of a national mentorship program and supported updates to corporate policies to ensure they align with our EDI goals and to remove any outdated language.
- Developed various trainings and resources to support inclusivity, including respect in the workplace training, cultural competency sessions and inclusive practices resources.

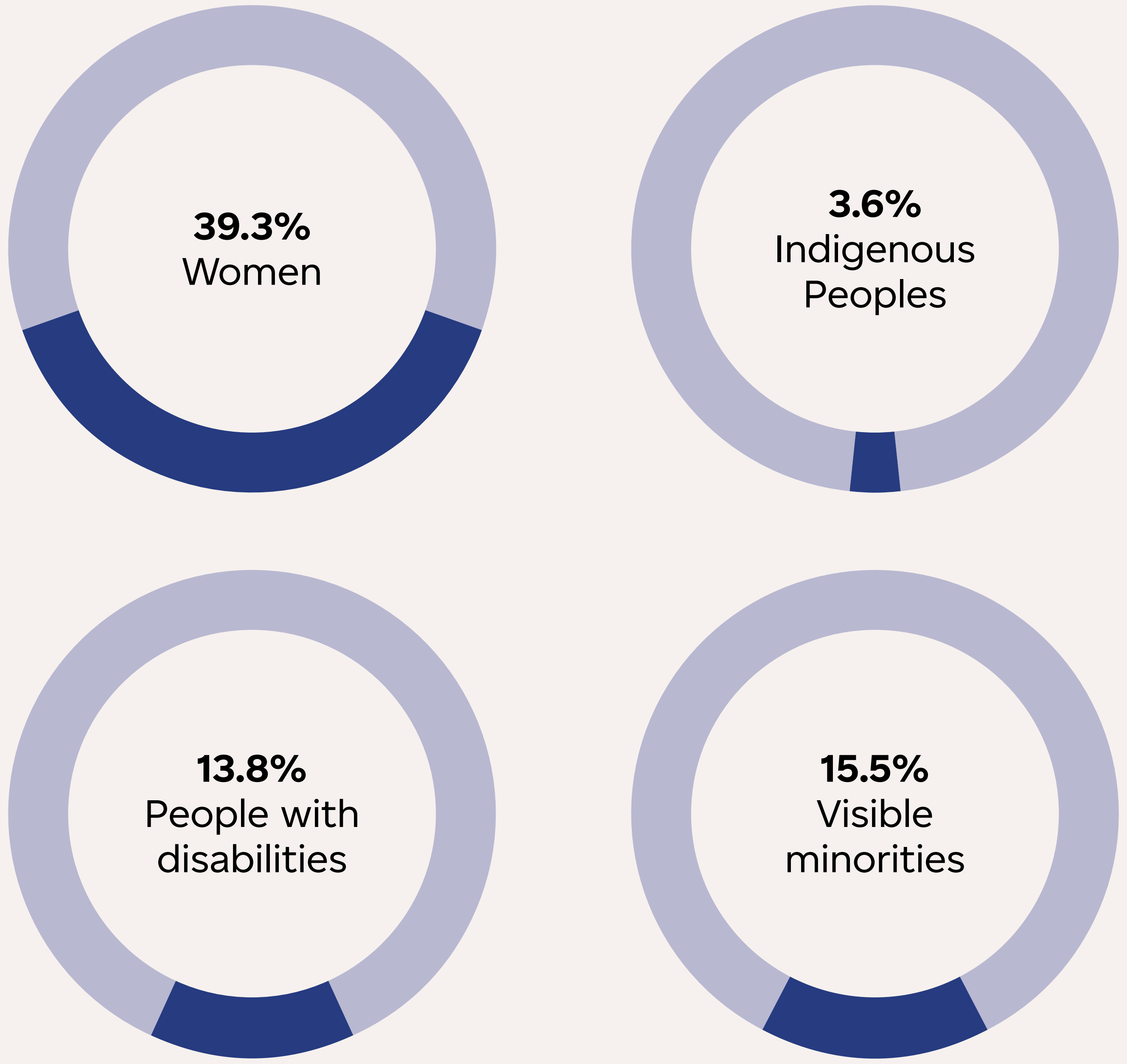


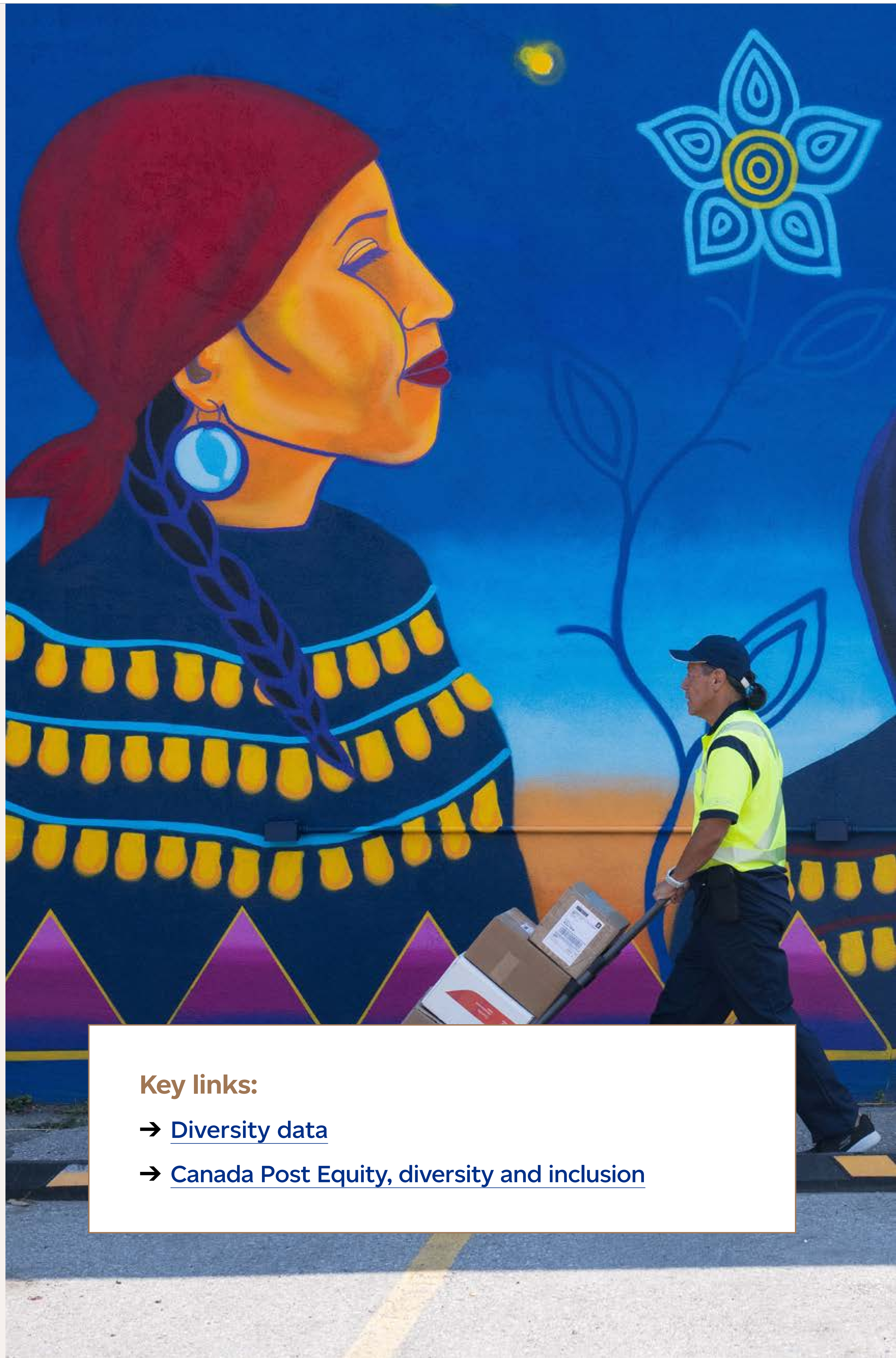
Results:

Overall workforce – Representation[1] of designated groups within our overall workforce



Senior management – Representation[1] of designated groups within our senior management





Key links:

→ Diversity data

→ Canada Post Equity, diversity and inclusion

1. Based on self-identification.

Health, safety and well-being

Our approach

- 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.
- We provide employees with resources and tools to reinforce health and safety requirements, educate employees on accident prevention and safe procedures, and have programs like positive safety interactions and leader upskilling to support the continued rollout of our health and safety strategy.
- We issue monthly Health and Safety Roadmaps that prescribe key safety activities to focus on each month.
- We work to create psychological safety for employees by providing resources and strategies to avoid burnout, maintain work-life balance, take time to disconnect and manage conflict at work.

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

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

Key initiatives in 2025

- Launched a new portal that allows users to view and manage leading health and safety events. This includes activities like registering risk assessments, hazard reports, safety committee activities and emergency plans, such as evacuation drills and identifying employees needing assistance during an emergency.
- Issued our Health and Safety Monthly Roadmap with themes, activities and tools for team leaders to implement. This standardized roadmap allows us to communicate key safety topics on a consistent basis and aligns with our seasonal awareness campaigns to ensure our employees receive relevant information at the right time.
- Established a sustainable foundational training plan for employees in human resources, health and safety and security and investigations to build capabilities to guide critical response plans for significant incidents related to workplace harassment and violence. This will enable us to provide impacted employees with a tailored safety plan in the aftermath of an aggravated event.
- Launched a new program to educate team leaders and commercial vehicle drivers on hours-of-service regulations.[1]
- Established a standardized framework to monitor execution and record evidence for activities listed in our Health and Safety Improvement Plan.

1. Hours-of-service regulations limit the number of hours a commercial driver can operate a commercial vehicle during a specified time frame to reduce fatigue-related accidents.

Results:

Health, safety and well-being: Injury rates and number of accidents

Type of injury rate or incident	2024	2025	2025/2024 change
Total injury frequency rate[2]	5.46	5.55	+1.65%
Lost-time injury frequency rate[2]	2.53	2.59	+2.37%
Motor vehicle collision rate	7.65%	7.64%	-0.13%
Slips, trips and falls incidents[3]	812	913	+12.44%
Manual material handling incidents[3]	844	823	-2.49%
Workplace harassment and violence incidents	1,075	1,006	-6.42%

2. See the data appendix for more details on how this indicator is calculated.
3. Year-over-year results were significantly impacted by a five-week national strike that began on November 15, 2024, as operational employees were not delivering or processing mail until halfway through the last fiscal week of 2024, resuming activities on December 17, 2024.

Key links:

➔ Injury frequency data

Talent management

Our approach

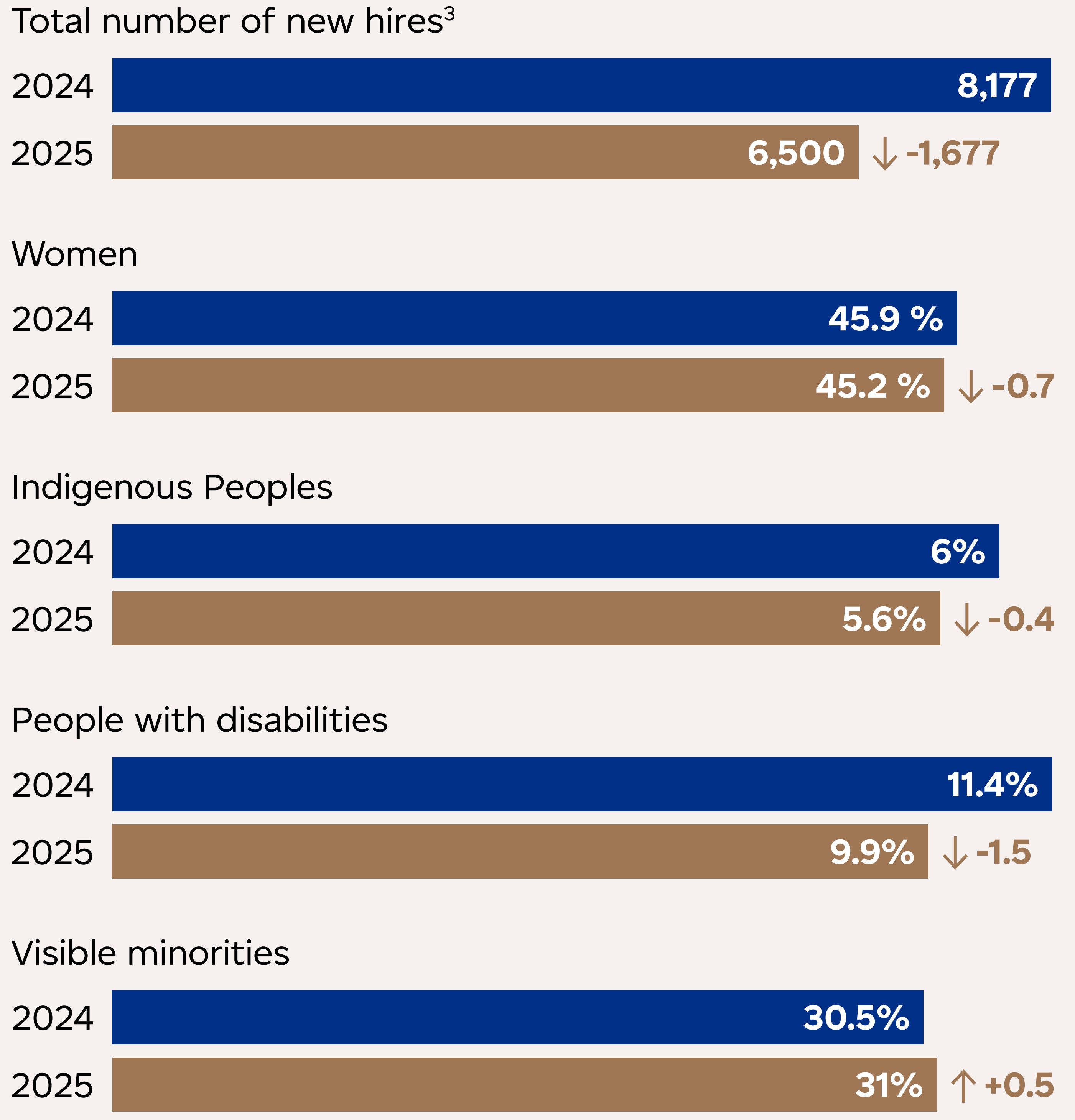
- We equip our talent acquisition team with inclusive hiring skills; we work to remove barriers in the hiring process; and we use tools to make accommodations easier and to reduce unconscious bias.
- We use surveys and performance reviews to better understand the needs of our workforce and use new-hire and exit interviews to gather feedback on how to improve our hiring and retention processes.
- We have a recognition program that is designed to champion our values and behaviours, recognize employees for their contributions, celebrate special events in their lives and encourage employee engagement.

Key initiatives in 2025

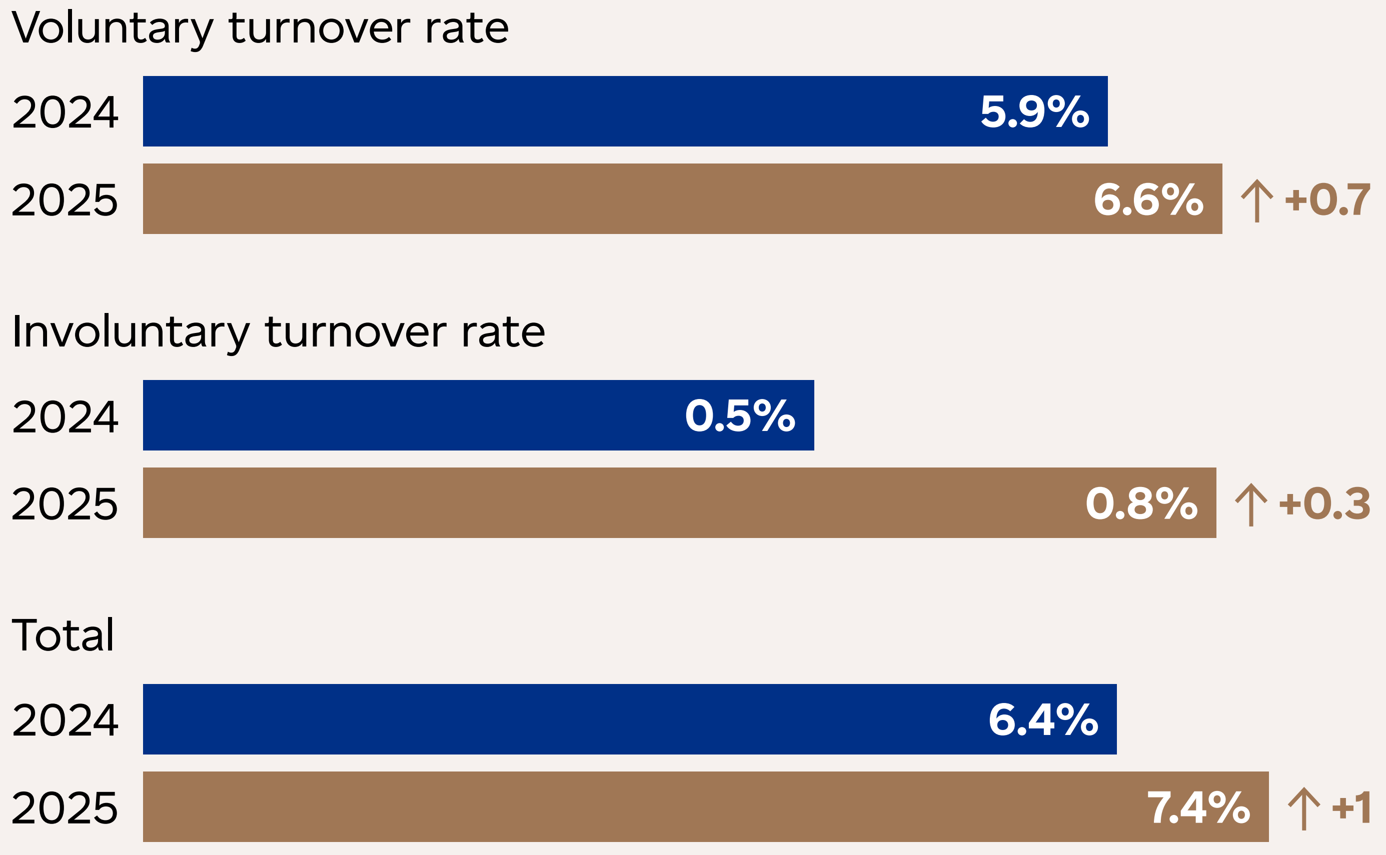
- Integrated a new online platform into our hiring process for front-line roles. The new platform allows us to better equip candidates by giving real-life examples of the type of work they would be doing, including videos that show “a day in the life” of a letter carrier and the type of vehicle they can expect to drive. The platform also allows us to provide pre-screening questions for accessibility needs or accommodations; it helps create efficiencies by allowing the candidate to pre-record responses to questions; and it provides data and analytics that our HR teams can use to further improve the hiring process.

Results:

New hires and proportion of designated group members[1, 2]



Voluntary and involuntary turnover rate among employees[2]



1. Based on self-identification.
2. 2025/2024 change is expressed in percentage points, except for total number of new hires.
3. Decrease is due in part to an external hiring freeze implemented for management employees as a cost-control measure.

Key links:

→ Talent acquisition and retention data

→ Canada Post Careers website

Compensation and benefits

Our approach

- We offer a total compensation package that includes medical coverage, dental benefits, and other employer-sponsored programs and services. In addition, all employees are eligible to apply for parental leave.
- We recognize that pay equity is a basic human right and any disparity due to gender must be corrected. In accordance with legislation, we've established a Pay Equity Committee and are working to make progress on this important requirement.
- We offer a pension plan for eligible employees. The Canada Post Corporation Registered Pension Plan is made up of two components: the defined benefit (DB) component and the defined contribution (DC) component. Participation in the pension plan is mandatory for eligible employees and enrollment is automatic when they reach the eligibility criteria.
- We integrate ESG factors into the investment strategy of the Canada Post Corporation Registered Pension plan while maintaining focus on returns for employees and pensioners. We believe that long-term value creation requires effective management of environmental and social risks and opportunities, and that good governance leads to better returns.

Results:

Pay equity – Pay ratio women/men, 2025

Level[1]	2025
Executive	101.7%
Middle management	95.4%
Non-management	96.8%

1. Levels defined as follows:
   - Executive – vice-president level to the CEO
   - Middle management – manager to general manager level; also includes supervisors and team leaders
   - Non-management – all other employee levels

Key links:

→ Parental leave data

→ Canada Post Pension Plan Report to Members and Financial Statements

Performance management

Our approach

- We have a Performance Management Framework that is designed to foster an environment where employees can achieve career and personal growth.
- We require employees and their team leaders to complete performance check-ins to ensure continued alignment of objectives and performance outcomes.
- We have a performance improvement plan process to support employees and team leaders who are having difficulties meeting objectives to ensure their success.

Key initiatives in 2025

- Completed the development of a new performance management platform that transitions the process from being hard copy and spreadsheet based. This new digital platform and process will create efficiencies, reduce versioning errors, capture milestones and increase transparency by centralizing information. This platform also provides strategic capabilities, with the ability to cascade objectives and create better line of sight through the organization.
- Hosted change management and upskilling sessions throughout the annual performance cycle to ensure employees and people leaders are equipped to use the new platform.

Canada Post's Performance Management Framework[1]

Dynamic objective setting
- Revisit quarterly/as priorities change
- Stretch goals/day-to-day as appropriate
- Individual/team as applicable

Rating-less
- Conversations focus on performance, not ratings
- Assessment of performance still determines reward levels

Frequent discussions
- Ongoing, informal check-ins
- Review progress, with coaching and development
- Future-oriented

Leadership accountability
- Employee development a key expectation
- Make compensation recommendations within defined budget

1. This framework applies to management/exempt employees.

Results:

Participants in the performance management process, 2025

Level[2]	Number of employees
APOC and PSAC/UPCE	5,562
Entry-level management	708
Middle management	1,720
Executive	19

2. Levels defined as follows:
- APOC and PSAC/UPCE – employees represented by the Association of Postal Officials of Canada and the Public Service Alliance of Canada/Union of Postal Communications Employees
- Entry-level management – management and exempt employees up to officer level
- Middle management – manager to general manager level
- Executive – vice-president level to the CEO

Key links:

→ Canada Post Careers website

Learning and development

Our approach

- We require employees to complete training to ensure they have the skills and knowledge necessary to do their work properly and safely.
- We provide opportunities to expand and develop skills to help employees prepare for future roles, gain experience through project assignments or cross-functional collaboration, expand their network and professional relationships and develop leadership skills.
- We offer tuition reimbursement for external courses and certifications (subject to approval) and provide learning opportunities through our e-learning library and subscriptions to learning platforms.

Key initiatives in 2025

- ✔ Launched updated programs to support driver safety and provided new tools and resources to employees during National Road Safety Month.
- ✔ Deployed updated policy compliance training for areas like official languages and travel and expenses to help ensure consistent practices across the organization.
- ✔ Hosted a monthly Change Management Virtual Learning Table, as part of our Change Management Community of Practice program, to create a forum for discussion to elevate internal awareness, knowledge and sharing around key change management themes.
- ✔ Expanded capacity for self-guided second language learning.

Results:

Mandatory training delivered and hours of training completed, 2024-2025

Key links:

→ Training and development data

Labour relations

Canadians count on Canada Post to collaborate effectively with its bargaining agents for the benefit of employees, customers and the communities it serves. Working with our bargaining agents helps us maintain operational stability, deliver high-quality service, and support employee well-being as the organization continues to adapt to a changing delivery market.

Over the past year, Canada Post has actively collaborated with all of its bargaining agents while advancing key initiatives that support both employees and the long-term viability of the postal service.

Negotiations with CUPW

Labour relations over the past year were greatly shaped by negotiations with the Canadian Union of Postal Workers (CUPW). Following a 2024 ministerial directive related to the ongoing labour dispute between the Corporation and CUPW, an Industrial Inquiry Commission was established early in the year. Its resulting report provided a frank and objective assessment of the challenges and fundamental obstacles facing Canada Post. It also outlined a series of recommendations to support a more sustainable path forward for the Corporation. Canada Post's most recent bargaining offers were aligned with, and informed by, these recommendations.

Despite sustained negotiation efforts throughout the year, 2025 was once again marked by various forms of labour disruption and uncertainty. Ultimately, these continued efforts led Canada Post and CUPW to reach agreements in principle in November 2025, followed by tentative agreements for both the Urban and Rural and Suburban Mail Carrier bargaining units in December 2025.

The tentative agreements are for five-year terms ending January 31, 2029, and focus on enhancing stability while supporting a path toward long-term sustainability. They balance preservation of key protections for current employees, such as the defined benefit pension plan, benefits and job security provisions, with the introduction of critical transformative initiatives such as a weekend parcel delivery model and more flexible weekday staffing measures. A ratification vote by CUPW-represented employees is scheduled to take place from April 20 to May 30, 2026, and both parties have agreed not to engage in strike or lockout activity during this period.

Negotiations with CPAA, PSAC/UPCE and APOC

In June 2025, Canada Post reached a new collective agreement with the Canadian Postmasters and Assistants Association (CPAA). The agreement includes wage increases over three years, lump-sum payments and support measures for employees serving communities nationwide, such as extra compensation for staff in remote areas.

Collective bargaining also commenced with the Association of Postal Officials of Canada (APOC) and the Public Service Alliance of Canada / Union of Postal Communications Employees (PSAC/UPCE). In March 2025, Canada Post and APOC mutually agreed to postpone negotiations on a new collective agreement until March 2026. Similarly, in April 2025, Canada Post and PSAC/UPCE agreed to delay negotiations until August 2026, or until both parties mutually decide to resume talks. These agreements have contributed to maintaining much needed operational stability.

Canada Post remains dedicated to collaborating with its bargaining agents to enhance labour relations, facilitate customer trust and ensure our postal service continues to serve Canadians' needs well into the future.

Socio-economic impact

Renewing relationships with Indigenous Peoples

Customer experience

Accessibility

05

Renewing relationships with Indigenous Peoples

Our approach

- We have an Indigenous and Northern Reconciliation Strategy, known as Canada Post's Pathways of Reconciliation. The enhanced strategy is structured around two pathways. The Internal Pathway focuses on increasing Indigenous awareness and inclusion across Canada Post, while the External Pathway is dedicated to supporting the well-being and growth of Indigenous and northern communities.
- We engage with Indigenous and northern communities to understand their priorities and ensure our products and services reflect local needs through a community-by-community approach.
- We are working with Indigenous businesses to develop inclusive, community-driven procurement strategies that support economic reconciliation and long-term partnerships.

Key initiatives in 2025

- ✔ Expanded our engagement process to encompass all areas of the business, strengthening relationships and enhancing our capacity to respond to community concerns and needs.
- ✔ Improved equipment in non-automated locations to enable internet connectivity, allowing these locations to provide all Canada Post products and services.
- ✔ Started an Indigenous Employee Retention Strategy working group to reduce barriers, support career growth and strengthen long-term retention for Indigenous employees.
- ✔ Published a land and territory acknowledgment guide and made it available to employees.
- ✔ Completed 152 engagements with Indigenous communities across Canada, covering topics such as mail service concerns, civic addressing, employment, security, procurement and postal service improvements.
- ✔ Invested $813,000 in improving postal services in Indigenous and northern communities, delivered through 40 enhancement projects in various communities across Canada.
- ✔ Achieved 3.5% Indigenous representation in our workforce.
- ✔ Intercepted non-mailable matter with an estimated street value of over $7M from 4,420 mail items destined for Indigenous and northern communities.

M'Chigeeng post office

In 2025, we completed a full site relocation and image upgrade of the M'Chigeeng First Nation dealer post office on Manitoulin Island, Ontario. The previous site had limited space and could no longer meet the growing community's needs, so we worked with local leadership to develop a space that supports more reliable service.

The new post office provides expanded capacity, improved accessibility, and features Indigenous artwork created by a local artist. The redesign also includes better lighting and a modernized layout and design that improves day-to-day service for customers and staff.

Customer experience

Our approach

- Improving the customer experience is a priority and we are investing strategically to deliver the services our customers need. Those needs are constantly evolving, which is why we engage with customers regularly, using surveys, focus groups, advisory councils and support channels to make sure our services meet and surpass expectations.
- We provide service alerts when mail delivery may not be possible because of weather-related disasters, fires, floods, major incidents or other conditions. We invest in our network and operations to ensure we meet the service needs of all Canadian communities, including those that are urban, rural and northern.

Supporting small business

The Canada Post Solutions for Small Business™ program provides small businesses with 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% when shipping internationally.

We have tools that allow members to compare shipping services, access discounted rates, create and print shipping labels, book package pickups and create effective, integrated direct mail and digital campaigns.

We also provide access to partners who can help members set up an online store, connect with buyers and sellers globally, and integrate shipping software with different ecommerce platforms.

Accessibility

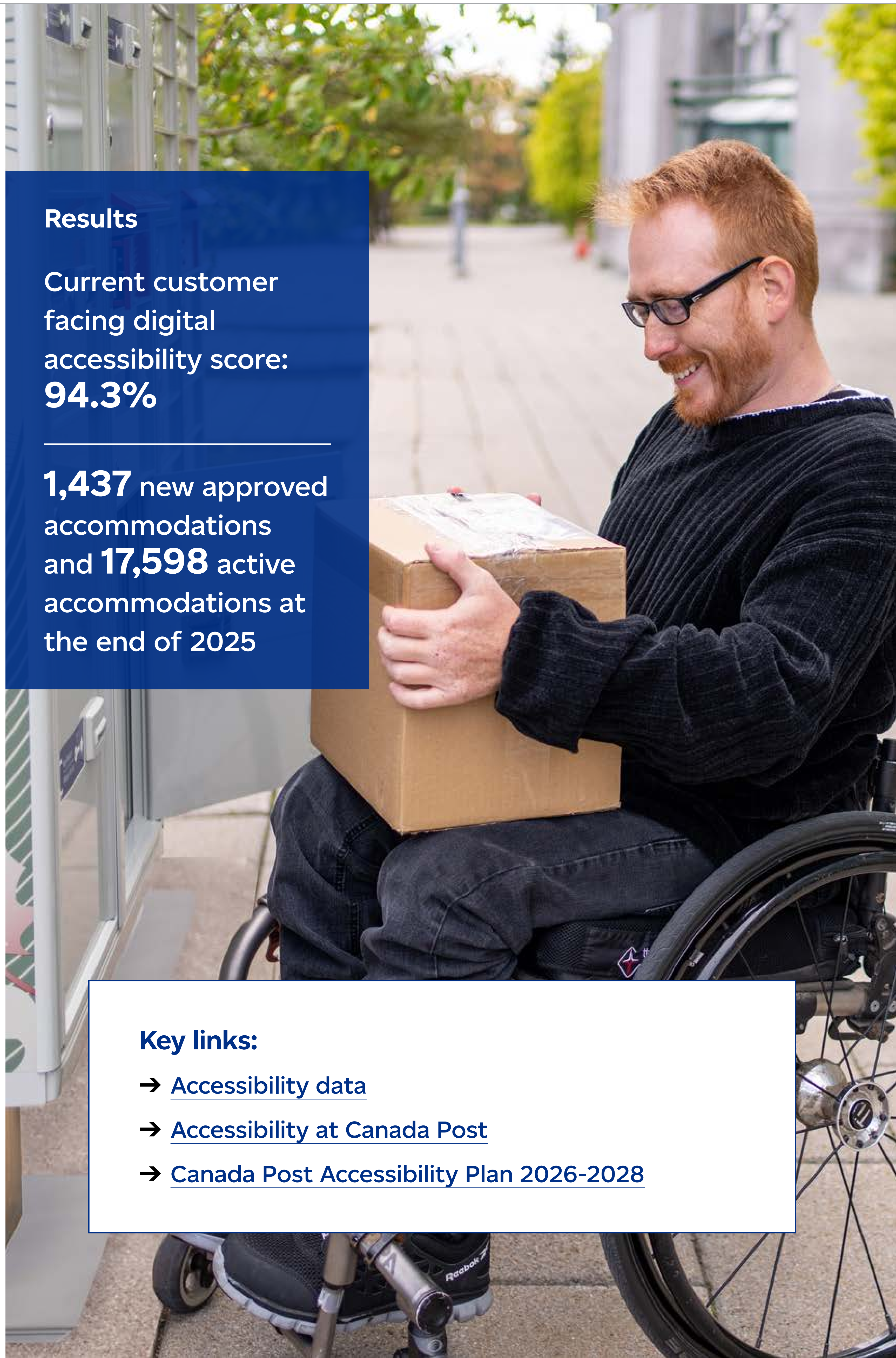
Goal: Support the creation of a barrier-free Canada by 2040

Our approach

- We are integrating the federal government's Accessibility Canada Standards into all areas of the company by working with stakeholders to educate, advise, track and advocate for the necessary changes.
- We are committed to removing barriers from our employment processes, built environment (post offices, facilities and administrative offices) and digital technology (websites, apps and digital files) to ensure they are inclusive and meet the highest standards of accessibility.
- We consult with people with disabilities, disability organizations and the public through our Accessibility Advisory Panel and annual surveys to help develop our Accessibility Plan, progress reports and initiatives. We also have an accessibility feedback process that allows our stakeholders to submit feedback regarding the implementation of the Plan, barriers they encounter and any other accessibility matters.
- We offer, and continue to enhance, the Delivery Accommodation Program to ensure all Canadians have appropriate access to mail service in a way that matches their needs.

Key initiatives in 2025

- ✔ Published our 2026-2028 Accessibility Plan.
- ✔ Continued to roll out the five-year strategy for our Delivery Accommodation Program, launching new simplified forms and the ability to request all types of accommodations online. To support this, we developed a new database that improves efficiency by automating several processes like case creation and entering approved accommodations.
- ✔ Completed 96 accessibility upgrades, including ramps, door openers and counters, at facilities across our real estate portfolio.
- ✔ Hosted a lunch and learn, delivered by our Persons with disabilities Employee Resource Group, to highlight hidden disabilities in the workplace.



Results

Current customer facing digital accessibility score: **94.3%**

1,437 new approved accommodations and **17,598** active accommodations at the end of 2025

Key links:

- → Accessibility data
- → Accessibility at Canada Post
- → Canada Post Accessibility Plan 2026-2028

ESG data appendix

Responsible business practices

Sustainable procurement

Environmental stewardship

People and culture

Socio-economic impact

Global Reporting Initiative index

Sustainability Accounting Standards Board index

Canada Post is committed to timely and transparent ESG reporting. By disclosing clear and comprehensive information about the company's performance on environmental, social and governance initiatives, we can provide accountability, foster trust with our stakeholders and enable informed decision-making. The ESG data appendix includes data for the last three years. Data is not audited, assured or verified by an external third-party unless otherwise indicated in the About this report section of this report.

Responsible business practices

The following table presents results for our key responsible business practice metrics, 2023-2025.

Indicator	Metric	2023	2024	2025
Economic performance	Revenues (in millions of dollars)	$6,942	$6,142	**$5,827**
Governance structure and composition	Total number of members on the Board of Directors (Board)	11	10	**9**
	Number of independent members on the Board	10	9	**8**
	Proportion of Board members who are women[1]	50%	40%	**33%**
	Number of Indigenous people on the Board	1	1	**1**
	Number of Board members who self-identify as a visible minority	1	0	**0**
	Number of Board members who self-identify as a person with a disability	0	0	**0**
Disclosure of wrongdoing	Number of disclosure of wrongdoing cases reviewed and addressed	130	150	**76**
Human rights	Formal human rights complaints	53	53	**124**
	Pre-emptive human rights complaints	138	99	**76**
	Total human rights complaints	191	152	**200**
Compliance and anti-competitive behaviour	Number of court or tribunal decisions against Canada Post related to anti-competitive behaviour	0	0	**0**
	Material fines related to non-compliance with laws and regulations	0	0	**0**
Public policy programs	Number of items delivered free of charge to people who are blind or partially sighted	717,422	586,964	**362,649**
	Number of shipments of library materials benefitting from reduced postage	942,000	882,052	**850,843**
Official language complaints	Total number of official language complaints	28	32	**27**

1. Based on self-identification.

Indicator	Metric	2023	2024	2025
Security of the mail	Number of postal facility inspections	153	254	**209**
	Number of security of the mail awareness sessions with front-line employees, contractors and the general public	1,070	1,241	**1,425**
Cybersecurity	Cybersecurity maturity rating	N/A	4.0	**4.1**
	Average click rate for phishing simulations	4.7%	7.0%	**7.0%**
Access to information requests and complaints	Total number of requests for access to information	83	55	**61**
	Total number of complaints received concerning access to information requests	7	14	**8**
	Total number of substantiated complaints received concerning access to information requests	0	3	**4**
Responsible investment	Canada Post Pension Plan (defined benefit component) investments in renewable energy and energy storage (in millions of dollars)	$305	$409	**$658**
	Canada Post Pension Plan (defined benefit component) investments in green and sustainability-linked bonds	$318M	$419M	**$300M**
	Canada Post Pension Plan (defined benefit component) investments in buildings with environmental assessment or sustainable building certification programs for real estate (e.g., Leadership in Energy and Environmental Design [LEED]®)	$1.1B	$1.5B	**$1.5B**

Sustainable procurement

The following table presents results for the proportion of our procurement spend in each of our key focus areas, 2023-2025.

Indicator	Metric[1]	2023	2024	2025
Reducing emissions in our supply chain[2]	Percentage of direct eligible procurement spend with suppliers that have an approved science-based target	18.5%	20.2%	**43.4%**
	Percentage of direct eligible procurement spend with suppliers that have the equivalent of a science-based target	0.4%	1.4%	**24.4%**
	Percentage of direct eligible procurement spend with suppliers that have a science-based target commitment	19.3%	23.0%	**1.9%**
	Total percentage of direct eligible procurement spend with suppliers that have an approved science-based target or equivalent, or a science-based target commitment	44.9%	43.5%	**69.7%**
Supporting small and medium businesses (SMBs) and certified B corporations	Percentage of direct eligible procurement spend with SMBs and certified B corporations	40.3%	40.4%	**45.2%**
	Annual change in spend with small and medium businesses and certified B corporations	8.7%	-14.5%	**-11.7%**
Supplier diversity	Percentage of direct eligible procurement spend with diverse suppliers[3]	20.8%	24.4%	**19.7%**
	Annual change in spend with diverse suppliers	63.8%	0.2%	**-36.2%**
Accessibility	Percentage of direct eligible procurement spend with suppliers owned by people with disabilities[3]	0.06%	0.04%	**0.10%**
	Annual change in spend with suppliers owned by people with disabilities	33.2%	-41.9%	**173.4%**
Indigenous procurement	Percentage of direct or indirect eligible procurement spend with Indigenous suppliers[3]	4.1%	4.3%	**4.5%**

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 (except where the underlying vendor can be identified and is over $10,000 in total) and fuel cards. Eligible procurement spend for the small and medium businesses (SMBs) and certified B corporations, diverse, accessibility and Indigenous procurement indicators also excludes suppliers not under the direct responsibility of Canada Post's Procurement team (related to purchases made without a formal request for proposal process and/or where the contracting authority resides with a function outside of Procurement, such as banking, human resources and legal services), original equipment manufacturer (OEM) suppliers and IT suppliers. Eligible procurement spend for the Indigenous procurement indicator further excludes suppliers outside Canada. We intend to include IT suppliers in the Indigenous procurement indicator in future years as we develop our engagement strategy. Eligible procurement spend for the science-based target (SBT) procurement indicator further excludes new suppliers added in 2024 or 2025 that do not have an approved or equivalent science-based target or a science-based target commitment and includes new suppliers that do. This also now captures IT suppliers that were previously excluded from this indicator, subject to the new supplier criteria described directly above. This change in methodology was developed based on 2025 guidance from the Science Based Targets initiative (SBTi) that indicates that new suppliers should be given at least two years to set SBTs. Our previous years' results have not been restated for this change in methodology, and therefore, the year-over-year results are not comparable.
2. For the science-based target procurement indicator, "Suppliers with an approved science-based target" represents suppliers where the supplier or the supplier's parent organization has a validated science-based near-term or net-zero target in the target dashboard on the SBTi website. "Suppliers with an equivalent of a science-based target" has been determined by Canada Post using internal assessment criteria developed with reference to the SBTi Corporate Near-Term Criteria and Financial Institutions' Near-Term Criteria. For the suppliers that have been included, the supplier or the supplier's parent organization has indicated that their targets are science-based, 1.5°C aligned, the timeframe has a minimum of 5 years and a maximum of 10 years, includes Scope 1+2 emissions, includes Scope 3 emissions where this represents greater than 40% of total Scope 1+2+3 emissions, does not incorporate the use of purchased credits or avoided emissions and has annual reporting. Our assessment and conclusions are based on publicly or privately (e.g. through CDP submissions) available information, which satisfies our own internal assessment criteria but may not include all relevant information needed to demonstrate alignment with the SBTi's criteria, particularly related to coverage requirements. "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 SBTi website. In prior years, this category also included suppliers that had privately communicated their commitment to Canada Post, which represented 15.7% of the reported 21.9% in 2024 and 15.0% of the reported 26.0% in 2023. Our previous years results have not been restated for this change, and therefore, the year-over-year results are not comparable.
3. For the diverse, accessibility and Indigenous procurement indicators, the applicable diverse category is based on certification by supplier councils (CCIB, CAMSC), the Indigenous Services Canada Indigenous Business Directory, or self-identification voluntarily disclosed by the supplier in its most recent response to our annual supplier survey, and confirmed by Canada Post using Indigenous and diverse business directories and/or the supplier's website or direct communications with the supplier. 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 spent with 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.

Environmental stewardship

The following table presents results for our key environmental metrics, 2023-2025.

Indicator	Metric	2023	2024	2025
Energy consumption (MWh)[1]	Natural gas	160,912	152,838	**178,544**
	Heating oil	8,176	7,069	**6,162**
	Propane	845	792	**603**
	Diesel	64	67	**61**
	Owned fleet propane and compressed natural gas (CNG) use	12	55	**98**
	Owned fleet gasoline use	212,367	204,283	**207,850**
	Owned fleet diesel use	60,778	41,804	**53,810**
	Electricity	271,600	266,768	**268,919**
	Total energy consumption	714,755	673,677	**716,046**
Energy intensity (MWh per billion dollars of revenue)	Energy intensity	102,961	109,684	**122,884**
Non-emitting electricity (%)[2]	Non-emitting electricity consumption	84%	86%	**90%**
Direct (scope 1) GHG emissions (kt CO_2e) – Facilities[3]	Natural gas	29.6	28.0	**32.6**
	Heating oil	2.1	1.8	**1.6**
	Propane	0.2	0.2	**0.1**
	Diesel	0.0	0.0	**0.0**
	Fugitive emissions	1.7	2.2	**1.9**
Direct (scope 1) GHG emissions (kt CO_2e) – Fleet[3]	Owned fleet propane and CNG use	0.0	0.0	**0.0**
	Owned fleet gasoline and diesel use	66.4	59.6	**63.5**

1. Represents energy consumption from the buildings and fleet within our operational control. Please refer to our Greenhouse Gas Emissions Report for details on the data sources and methodology used to measure and report these metrics.
2. Non-emitting electricity is electricity generated from renewable (hydro, solar, wind and biomass) or zero-emission (nuclear) sources. The percentage of non-emitting consumption is calculated by aggregating 100% of our electricity consumption from utility vendors where the electricity supply is generated predominantly from these sources (97% or higher), as determined through the utility vendor's website, and the percentage of our electricity consumption in Ontario, as determined based on the energy output of the grid from the IESO website for the current period, and then dividing that by our total electricity consumption. Where vendor electricity supply is not from predominantly non-emitting sources, non-vendor RECs are used in the calculation of the percentage non-emitting electricity metric.
3. Refer to our Greenhouse Gas Emissions Report for details on the data sources and methodology used to measure and report these metrics.

Indicator	Metric	2023	2024	2025
Indirect (scope 2) GHG emissions (kt CO_2e)	Electricity – Location-based	29.3	28.5	**27.5**
	Electricity – Market-based	15.3	11.5	**6.9**
Other indirect (scope 3) GHG emissions (kt CO_2e)	Category 1: Purchased goods and services	111.7	92.4	**71.8**
	Category 2: Capital goods	45.0	38.7	**18.5**
	Category 3: Fuel- and energy-related activities	32.7	30.5	**32.1**
	Category 4: Upstream transportation and distribution (total)	449.6	404.2	**339.5**
	Domestic Ground	255.8	229.0	**193.9**
	Rail	1.1	1.3	**1.3**
	International Outbound Air	19.2	16.4	**15.5**
	Domestic Air	131.7	119.2	**91.0**
	International Ground	4.0	3.6	**3.6**
	Rural and Suburban Mail Carriers (RSMC)	31.6	29.1	**28.9**
	Combined Urban Services (CUS)	6.2	5.6	**5.3**
	Category 5: Waste generated in operations	10.7	9.2	**5.9**
	Category 6: Business travel	10.2	6.5	**5.2**
	Category 7: Employee commuting	84.7	76.9	**72.8**
	Category 12: End-of-life treatment of sold products	0.5	0.5	**0.4**
	Category 15: Investments	124.7	114.2	**112.6**
Total GHG emissions (kt CO_2e)	Total scope 1	100.0	91.8	**99.7**
	Total scopes 1 and 2 (market-based)	115.3	103.3	**106.6**
	Total scope 3	869.7	773.0	**658.8**
	Total scopes 1, 2 (market-based) and 3	985.1	876.3	**765.4**
Emissions intensity (kt CO_2e per billion dollars of revenue)	Scope 1 and 2 (market-based) emissions intensity	16.6	16.8	**18.3**

Indicator	Metric	2023	2024	2025
Nitrogen oxides (NO_x), sulphur oxides (SO_x) and other significant air emissions (metric tonnes)	Nitrogen oxides (NO_x)	36.9	47.1	**48.9**
	Sulphur oxides (SO_x)	4.6	5.4	**5.6**
	Particulate matter (PM)	2.2	3.0	**3.1**
Waste generated (metric tonnes)[1]	Total weight of waste generated	41,584	33,404	**34,998**
	% of Canada Post sites covered by square footage	100%	100%	**100%**
	Total weight of waste to landfill	13,682	11,134	**11,710**
	Total weight of waste recycled	27,902	22,270	**23,288**
	% waste diverted from landfill	67.1%	66.7%	**66.5%**
Packaging and recycled materials	Weight of packaging products sold to Canada Post customers (metric tonnes)[2]	N/A	1,423.3	**1,312.0**
	Percentage of recycled content in packaging products sold to Canada Post customers[3]	N/A	65.0%	**61.5%**
Carbon neutral shipping	Total number of parcels shipped as carbon neutral	168M	174M	**137M**
	Total emissions offset (metric tonnes)	42,372	41,184	**95,000**

1. 2024 waste metrics reflect enhanced data from new waste hauler.
2. Total weight of packaging products sold to Canada Post customers represents the aggregate weight of shipping products and supplies (e.g., boxes, prepaid envelopes, kraft wrap) sold at Canada Post retail locations, online and to commercial customers during the reporting period. It includes outer packaging such as plastic overwrap, and articles supplied to commercial customers at no cost. It is calculated as the total of the sum of product sales volumes multiplied by product weights. Sales volumes include all units sold and articles supplied at no cost. Product weights in previous years were captured manually (i.e., weighing the products at a Canada Post facility), whereas product weights in the current year were updated to reflect weights provided by the vendor of the packaging.
3. The percentage of recycled content in packaging products sold to Canada Post customers is obtained from product specifications and attestations from vendors of the packaging products. This value is calculated by multiplying the product weight by the percentage of recycled content and then dividing the sum of the total weight of the recycled content by the sum of the total weight of packaging products sold to Canada Post customers during the reporting period. Recycled content includes both post-industrial and post-consumer recycled content.

People and culture

The following table presents our results against people and culture metrics, 2023-2025.

Indicator	Metric	2023	2024	2025
Work-related injuries	Total injury frequency rate[1]	5.42	5.46	**5.55**
	Lost-time injury frequency rate[2]	2.27	2.12	**2.59**
	Motor vehicle collision rate	9.6%	7.7%	**7.6 %**
	Slips, trips and falls	925	812	**913**
	Manual material handling incidents	659	844	**823**
	Workplace harassment and violence incidents	886	1,075	**1,006**
Diversity of employees[3] (Workforce analysis, Operational report)	Overall workforce – Women	47.4%	47.3%	**47.0%**
	Overall workforce – Indigenous people	3.3%	3.5%	**3.5%**
	Overall workforce – People with disabilities	8.5%	9.1%	**9.3%**
	Overall workforce – Visible minorities	26.1%	26.6%	**26.8%**
	Senior management[4] – Women	41.7%	42.6%	**39.3%**
	Senior management[4] – Indigenous people	0.0%	1.5%	**3.6%**
	Senior management[4] – People with disabilities	20.8%	20.6%	**13.8%**
	Senior management[4] – Visible minorities	13.9%	14.7%	**15.5%**
Employee engagement	% participation rate in engagement survey	46%	N/A	**77%**
	Engagement score (index)	70%	N/A	**64%**
Training and development	Hours of training delivered	927,500	724,000	**656,166**
	Average hours of training per employee	14.8	11.1	**11.8**

1. Total injury frequency rate is calculated by dividing the total number of injuries over a certain period of time by the total number of hours worked in that period of time.
2. Lost-time injury frequency rate is calculated by dividing the total number of lost-time injuries over a certain period by the total number of hours worked in that period.
3. Based on self-identification.
4. Includes general managers and above.

Indicator	Metric	2023	2024	2025
Talent acquisition[1]	Total new hires	12,368	8,177	**6,500**
	% Women	46.1%	45.9%	**45.2%**
	% Indigenous people	4.9%	6.0%	**5.6%**
	% People with disabilities	10.5%	11.4%	**9.9%**
	% Visible minorities	33.6%	30.5%	**31.0%**
Employee retention	Employee turnover rate (regular full-time and part-time permanent employees) – voluntary	5.6%	5.9%	**6.6%**
	Employee turnover rate (regular full-time and part-time permanent employees) – involuntary	0.5%	0.5%	**0.8%**
	Employee turnover rate (regular full-time and part-time permanent employees) – overall	6.1%	6.4%	**7.4%**
Parental leave	Number of employees taking parental leave[2]	1,530	1,462	**1,260**
Labour relations	Grievances filed	17,022	17,532	**18,018**
	Grievances pending[3]	26,172	27,593	**23,185**

1. Based on self-identification.
2. Reflects both maternity and parental leave. Some employees may be counted in multiple years if their leave crossed over between years.
3. Excludes grievances held in abeyance under 9.082.

Socio-economic impact

The following table presents our results in the community engagement and accessibility categories, 2023-2025.

Indicator	Metric	2023	2024	2025
Community engagement	Number of security of the mail awareness sessions with Indigenous community leaders, law enforcement and/or local postal officials	125	123	**152**
	In collaboration with Indigenous and northern communities that have self-identified as dry communities, number of items (suspected of containing illicit products) detected, inspected and removed from the postal system inbound for these communities	3,191	3,675	**4,420**
	Grants made by the Canada Post Community Foundation (in millions of dollars)	$1.2	$1.3	**$1.6**
	Total number of organizations supported by the Canada Post Community Foundation	84	106	**144**
Digital accessibility	% of digital accessibility across all active digital products	92.0%	93.3%	**94.3%**
Delivery accommodation program	New approved accommodations	2,004	1,728	**1,437**
	Total active accommodations	16,753	17,540	**17,598**

Global Reporting Initiative index

Canada Post's 2025 Sustainability Report has been prepared using the Global Reporting Initiative (GRI) Standard. The index below lists where you can find information related to each GRI criterion – either within this 2025 Sustainability Report, this data appendix, or through links to other sources as required. For some indicators, we provide a short statement within the index with comments or further information.

For a summary of ESG key performance indicators over the last three years, please refer to the "Responsible business practices," "Environmental stewardship," "People and culture" and "Socio-economic impact" sections of the ESG data appendix.

General disclosures

Category	Disclosure number	Requirements	Response
General disclosures	2-1	Organizational details	See "About this report" in this report.
	2-2	Entities included in the organization's sustainability reporting	See "About this report" in this report.
	2-3	Reporting period, frequency and contact point	See "About this report" in this report.
	2-4	Restatements of information	Where applicable, restatements were made to our 2019-2024 GHG Inventories as a result of methodology updates to increase the accuracy of our GHG emissions reporting. See "Climate transition plan" in this report.
	2-5	External assurance	See "About this report" in this report.
	2-6	Activities, value chain and other business relationships	See "2025 in review" in this report. There have been no significant changes to our activities, value chain and other business relationships in the reporting year.
	2-7	Employees	See "2025 in review" and "Equity, diversity and inclusion" in this report.
	2-8	Workers who are not employees	Our contracted employees are included in our total number of full-time employees. Canada Post contracted employees provide on-call backup to support our operational demands. See "2025 in review" in this report. Data provided reflects headcount as of December 31, 2025.
	2-9	Governance structure and composition	See "Corporate governance" in this report. See also: Board tenure and responsibility details: Canada Post website: Role of the Board. Board gender and diversity details: Canada Post website: Board of Directors' biographies, Board diversity.
	2-10	Nomination and selection of the highest governance body	See "Corporate governance" in this report.

Category	Disclosure number	Requirements	Response
General disclosures	2-11	Chair of the highest governance body	See "Corporate governance" in this report.
	2-12	Role of the highest governance body in overseeing the management of impacts	See "Corporate governance" in this report.
	2-13	Delegation of responsibility for managing impacts	See "Corporate governance" in this report.
	2-14	Role of the highest governance body in sustainability reporting	See "Corporate governance" in this report.
	2-15	Conflicts of interest	See "Corporate governance" in this report.
	2-16	Communication of critical concerns	Canada Post handles critical concerns from stakeholders, citizens and customers through corporate correspondence, escalating critical issues to senior management. Canada Post also handles concerns from municipal, provincial and federal governments through established government and community affairs channels, escalating critical issues to senior management who in turn communicate critical issues to the Board of Directors. See "Corporate governance" in this report.
	2-17	Collective knowledge of the highest governance body	See "Corporate governance" in this report.
	2-18	Evaluation of the performance of the highest governance body	See "Corporate governance" in this report. See also: Canada Post website: Corporate governance and Role of the Board.
	2-19	Remuneration policies	See "Corporate governance" in this report. See Government of Canada website: Performance Management Program for Chief Executive Officers of Crown Corporations and Salary ranges and maximum performance pay for Governor in Council appointees.
	2-20	Process to determine remuneration	See Government of Canada website: Performance Management Program for Chief Executive Officers of Crown Corporations and Salary ranges and maximum performance pay for Governor in Council appointees.
	2-22	Statement on sustainable development strategy	See "Message from the Chair of the Board" and "Message from the CEO" in this report.
	2-23	Policy commitments	See "Ethics and compliance" in this report.

Category	Disclosure number	Requirements	Response
General disclosures	2-24	Embedding policy commitments	See "ESG governance," "Ethics and compliance" and "Sustainable procurement" in this report. Corporate policies outline Canada Post's commitments or expectations on issues of importance to its business operations and reputation, and: • are intended to guide decisions, actions, conduct and practices and are necessarily broad to enable the Corporation to address issues consistently across its entire operation. • apply to every employee. • define the parameters (standards/expectations) within which present and future management decisions should be made, as well as guide actions and conduct within Canada Post and outsiders. Policies address internal needs (e.g., conflict of interest), external trends (e.g., contributions, marketing and competitive practices) and legislated requirements (e.g., official languages, access to information, privacy). Policies provide a foundation for internal operational and administrative decisions. They are consistent with the direction of the Code of Conduct and provide information for a specific area of business. Business practices standardize the way Canada Post operates and applies policies, rules and relevant decisions. By describing how something should be done, business practices allow for consistent operation across the entire Corporation. Business practices are directed to specific groups of employees. For example, the hiring practice is directed to team leaders.
	2-25	Processes to remediate negative impacts	See "Renewing relationships with Indigenous Peoples," "Ethics and compliance," "Climate transition plan," "Zero waste," "Equity, diversity and inclusion" and "Labour relations" in this report.
	2-26	Mechanisms for seeking advice and raising concerns	See "Ethics and compliance" and "Labour relations" in this report.
	2-27	Compliance with laws and regulations	See "Ethics and compliance" in this report.
	2-28	Membership associations	Canada Post's memberships include: PAC Global, the Canada Green Building Council, Climate Engagement Canada, Climate Action 100+, Canadian Council for Aboriginal Business, Canadian Aboriginal and Minority Supplier Council, Women Business Enterprises Canada Council, Sustainable Mail Group, Urban Delivery Solutions Initiative (USDI) and the Rick Hansen Foundation, among others.
	2-29	Approach to stakeholder engagement	See "ESG strategy" in this report.
	2-30	Collective bargaining agreements	See "Labour relations" in this report.
Material topics	3-1	Process to determine material topics	See "ESG strategy" in this report.
	3-2	List of material topics	See "ESG strategy" in this report.
	3-3	Management of material topics	Details on the management of each material topic are reported in the relevant section of this report.

Category	Disclosure number	Requirements	Response
Biodiversity	101-1	Policies to halt and reverse biodiversity loss	See "Protecting biodiversity" in this report.
	101-4	Identification of biodiversity impacts	See "Protecting biodiversity" in this report.
Economic performance	201-1	Direct economic value generated and distributed	See "2025 in review" and "Responsible business practices" in this report, and the 2025 Canada Post Annual Report.
	201-2	Financial implications and other risks and opportunities due to climate change	See "Climate transition plan" in this report.
	201-3	Defined benefit plan obligations and other retirement plans	See "Talent management" in this report.
	201-4	Financial assistance received from government	The Government of Canada provided Canada Post with repayable funding of up to $1.034 billion available to the Corporation through the 2025-26 fiscal year. This short-term financing liability, which is within the regulations of the *Canada Post Corporation Act*, is designed to ensure the Corporation can maintain its solvency and continue operating as it deals with significant financial challenges.
	203-1	Infrastructure investments and services supported	See "2025 in review" in this report.
	203-2	Significant indirect economic impacts	See "2025 in review" in this report.
Procurement practices	204-1	Proportion of spending on local suppliers	In 2025, 95% of addressable spend was with local suppliers within Canada.
Anti-corruption	205-1	Operations assessed for risks related to corruption	Security and Investigation Services (S&IS) is responsible for oversight and interpretation of Canada Post's Anti-Fraud Policy and is accountable for maintenance. S&IS will conduct investigations in accordance with established investigative processes and procedures consistent with regulatory and legislative requirements. In addition, S&IS will investigate other categories of fraud that have failed to be captured by the legislative requirements, such as cyber-fraud, data breach, suspicious money laundering activities, insider threat, mail forward fraud, etc., to ensure that all emerging categories of fraud continue to be monitored or prevented. Investigation results will not be disclosed or discussed other than with those persons who have a legitimate right and need to know. Canada Post will seek restitution for any losses incurred from an act of fraud.
	205-2	Communication and training about anti-corruption policies and procedures	Canada Post has an internal Anti-Fraud Policy in place. Employees are required to adhere to corporate policies as laid out in our Code of Conduct. For details, see Canada Post's Code of Conduct.
	205-3	Confirmed incidents of corruption and actions taken	See "Ethics and compliance" in this report.

Category	Disclosure number	Requirements	Response
Anti-competitive behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	See "Ethics and compliance" in this report.
Materials	301-2	Recycled input materials used	See "Sustainable products and services" in this report.
Energy	302-1	Energy consumption within the organization	See "Climate transition plan" in this report.
	302-3	Energy intensity	See "Environmental Stewardship" in this report.
	302-4	Reduction of energy consumption	See "Climate transition plan" in this report.
Emissions	305-1	Direct (scope 1) GHG emissions	See "Climate transition plan" in this report.
	305-2	Energy indirect (scope 2) GHG emissions	See "Climate transition plan" in this report.
	305-3	Other indirect (scope 3) GHG emissions	See "Climate transition plan" in this report.
	305-4	GHG emissions intensity	See "Climate transition plan" in this report.
	305-5	Reduction of GHG emissions	See "Climate transition plan" in this report.
	305-6	Emissions of ozone-depleting substances (ODS)	Canada Post does not currently have any ODS emissions through the operations of its business.
	305-7	Nitrogen oxides (NO_x), sulphur oxides (SO_x) and other significant air emissions	See "Environmental stewardship" in this report.
Waste	306-1	Waste generation and significant waste-related impacts	See "Zero waste" in this report.
	306-2	Waste by type and disposal method	See "Zero waste" in this report.
	306-3	Waste generated	See "Zero waste" in this report.
	306-4	Waste diverted from disposal	See "Zero waste" in this report.
	306-5	Waste directed to disposal	See "Zero waste" in this report.
Supplier environmental assessments	308-1	New suppliers that were screened using environmental criteria	See "Sustainable procurement" in this report.

Category	Disclosure number	Requirements	Response
Employment	401-1	New employee hires and employee turnover	See “Talent management” in this report.
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See “Talent management” in this report.
	401-3	Parental leave	See “Talent management” in this report.
Labour/ management relations	402-1	Minimum notice periods regarding operational changes	Our collective agreements include provisions for notification of changes, such as technical or technological changes (normally 120 days) and reorganization or restructuring (normally 30-90 days). The status of those collective bargaining agreements can be found in the “Labour relations” section of this report.
Occupational health and safety	403-1	Occupational health and safety management system	See “Health, safety and well-being” in this report.
	403-2	Hazard identification, risk assessment and incident investigation	See “Health, safety and well-being” in this report.
	403-3	Occupational health services	See “Health, safety and well-being” in this report.
	403-4	Worker participation, consultation and communication on occupational health and safety	See “Health, safety and well-being” in this report.
	403-5	Worker training on occupational health and safety	See “Health, safety and well-being” in this report.
	403-6	Promotion of worker health	See “Health, safety and well-being” in this report.
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See “Health, safety and well-being” in this report.
	403-8	Workers covered by an occupational health and safety management system	See “Health, safety and well-being” in this report.
	403-9	Work-related injuries	See “Health, safety and well-being” in this report.
	403-10	Work-related ill health	See “Health, safety and well-being” in this report.
Training and education	404-1	Average hours of training per year per employee	See “Talent management” in this report.
	404-2	Programs for upgrading employee skills and transition assistance programs	See “Talent management” in this report.
	404-3	Percentage of employees receiving regular performance and career development reviews	See “Talent management” in this report.
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	See “Corporate governance” and “Equity, diversity and inclusion” in this report.
	405-2	Ratio of basic salary and remuneration of women to men	See “Talent management” in this report.

Category	Disclosure number	Requirements	Response
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	See "Ethics and compliance" and "Equity, diversity and inclusion" in this report.
Freedom of association and collective bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	See "Labour relations" in this report.
Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Canada Post operations are conducted solely within Canada and the Corporation deems that there is no significant risk for incidents of child labour. No supplier was identified as having significant risk for incidents of child labour. Canada Post has issued guidelines that require suppliers to comply with and uphold all applicable international standards and domestic laws related to human and labour rights. During a request for proposals (RFP) process, due diligence is carried out through rated requirements, customer references and site visits to evaluate supplier experience and expertise for all contracts that warrant it. For projects where a subcontractor performs the majority of the work, Canada Post's contractors are required to perform the same due diligence and are held responsible for the quality and punctuality of the work performed. In compliance with the *Fighting Against Forced and Child Labour in Supply Chain Act*, Canada Post is required to publish an annual report outlining steps to prevent and reduce the risk of child labour at any stage in the supply chain. See Canada Post's Supplier Code of Conduct, report on Fighting Against Forced Labour and Child Labour in Supply Chains and "Sustainable procurement" in this report.
Forced or compulsory labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Canada Post operations are conducted solely within Canada and the Corporation deems that there is no significant risk for incidents of forced or compulsory labour. No supplier was identified as having significant risk for incidents of forced or compulsory labour. Canada Post has issued guidelines that require suppliers to comply with and uphold all applicable international standards and domestic laws related to human and labour rights. During an RFP process, due diligence is carried out through rated requirements, customer references and site visits to evaluate supplier experience and expertise for all contracts that warrant it. For projects where a subcontractor performs the majority of the work, Canada Post's contractors are required to perform the same due diligence and are held responsible for the quality and punctuality of the work performed. In compliance with the *Fighting Against Forced and Child Labour in Supply Chain Act*, Canada Post is required to publish an annual report outlining steps to prevent and reduce the risk of child labour at any stage in the supply chain. See Canada Post's Supplier Code of Conduct, report on Fighting Against Forced Labour and Child Labour in Supply Chains and "Sustainable procurement" in this report.

Category	Disclosure number	Requirements	Response
Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of Indigenous Peoples	In 2025, Canada Post did not have any legal action or complaint registered against it involving the rights of Indigenous Peoples. See "Renewing relationships with Indigenous Peoples" in this report for details on our Indigenous and Northern Reconciliation Strategy. See also: Canada Post website: Indigenous and Northern Reconciliation.
Local communities	413-1	Operations with local community engagement, impact assessments and development programs	See "2025 in review," "Accessibility" and "Renewing relationships with Indigenous Peoples" in this report.
Supplier social assessment	414-1	New suppliers that were screened using social criteria	See "Sustainable procurement" in this report.
Public policy	415-1	Political contributions	Canada Post is a federal Crown corporation and does not make financial or in-kind contributions to political parties or politicians.
Marketing and labelling	417-2	Incidents of non-compliance concerning product and service information and labelling	In 2025, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.
	417-3	Incidents of non-compliance concerning marketing communications	In 2025, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	See "Privacy and security" in this report.

Sustainability Accounting Standards Board index

The 2025 Sustainability Report contains information in line with the recommendations of the Sustainability Accounting Standards Board (SASB) – Air Freight and Logistics industry classification. The index below lists where you can find information related to each SASB accounting metric – either within this 2025 Sustainability Report, this data appendix, or through links to other sources as required. For some indicators, we provide a short statement within the index with comments or further information.

For a summary of ESG key performance indicators over the last three years, please refer to the "Responsible business practices," "Environmental stewardship," "People and culture" and "Socio-economic impact" sections of the ESG data appendix.

Category	SASB disclosure code	Accounting metric	Response
Greenhouse gas emissions	TR-AF-110a.1	Gross global scope 1 emissions	See "Climate transition plan" in this report.
	TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	See "Climate transition plan" in this report.
	TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	See "Climate transition plan" in this report.
Air quality	TR-AF-120a.1	Air emissions of the following pollutants: (1) NO_x (excluding N_2O), (2) SO_x and (3) particulate matter (PM_{10})	See "Environmental stewardship" in the ESG data appendix.
Labour practices	TR-AF-310a.1	Percentage of drivers classified as independent contractors	N/A
	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labour law violations	N/A
Workforce health and safety	TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	See "Health, safety and well-being" in this report.
Supply chain management	TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	See "Environmental stewardship" in the ESG data appendix.
	TR-AF-430a.3	Discussion of policies and strategies to identify, assess and manage business disruption risks associated with contract carrier safety	N/A

Category	SASB disclosure code	Accounting metric	Response
Accident and safety management	TR-AF-540a.1	Description of implementation and outcomes of a safety management system	See "Health, safety and well-being" in this report.
	TR-AF-540a.2	Number of aviation accidents	N/A
	TR-AF-540a.3	Number of road accidents and incidents	See "Health, safety and well-being" in this report.
Activity metrics	TR-AF-000.A	Revenue tonne kilometres (RTK) for: (1) road transport and (2) air transport	N/A
	TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	N/A
	TR-AF-000.C	Number of employees, number of truck drivers	See "2025 in review" in this report.

For more information visit:
canadapost.ca/sustainability