



# Appendix

## Double materiality matrix

ESG topics relevant to Canada Post were prioritized in two phases. The first phase surveyed internal and external stakeholders for their rankings of ESG topics where Canada Post could have the greatest impact on the environment and society (outward impacts). The second phase surveyed Board members and senior executives to 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).

The tables below show the validated results of these two surveys and how they were combined to form the double materiality matrix.

**Results – Board and executive survey: Average score for each environmental, social and governance topics based on their impact on society and the environment, and their impact on financial performance**

These results are the averages of the results from the Board and executive survey responses, and are the basis for the X and Y value positioning of points in the double materiality matrix.

ESG Topic	ESG topic category (environmental, social or governance)	Average score for impact on society and the environment (Y axis)	Average score for impact on financial performance (X axis)
Emissions reduction and decarbonization	Environmental	7.4	6.7
Climate change resilience and adaptation	Environmental	6.2	6.1
Zero waste	Environmental	6.7	5.5
Protecting biodiversity	Environmental	5.8	5.0
Sustainable products and services	Environmental	7.1	6.8
Resource efficiency	Environmental	6.2	6.0
Equity, diversity and inclusion	Social	7.4	6.1
Health, safety and well-being	Social	7.6	6.0
Talent management	Social	6.6	7.3
Indigenous reconciliation	Social	7.7	5.2
Human rights	Social	6.7	5.1
Community giving and volunteering	Social	7.1	4.5
Socio-economic impact	Social	7.5	6.4
Labour relations	Social	7.1	8.0
Accessibility	Social	7.0	5.2
Customer experience	Social	7.3	8.5
Ethics and compliance	Governance	7.2	6.3
Risk management	Governance	6.0	6.9
Data privacy and cyber security	Governance	7.1	7.6
Sustainable procurement	Governance	7.0	6.0
Procurement diversity	Governance	7.1	5.7



**Results – Stakeholder survey: Average score and rank for each ESG topic and its ranking among top, middle or lower scores**

The data point size in the double materiality matrix indicates where the topic was ranked by stakeholders, with no topic scoring lower than 7.9 out of 10.

ESG topic	Average score	Rank	Importance
Data privacy and cyber security	9.10	1	Top
Ethics and compliance	9.09	2	Top
Customer experience	9.01	3	Top
Health, safety and well-being	9.00	4	Top
Human rights	8.99	5	Top
Accessibility	8.78	6	Top
Talent management	8.63	7	Top
Equity, diversity and inclusion	8.53	8	Middle
Socio-economic impact	8.52	9	Middle
Resource efficiency	8.50	10	Middle
Emissions reduction and decarbonization	8.47	11	Middle
Risk management	8.45	12	Middle
Sustainable products and services	8.43	13	Middle
Zero waste	8.43	14	Middle
Labour relations	8.36	15	Lower
Sustainable procurement	8.30	16	Lower
Protecting biodiversity	8.28	17	Lower
Climate change resilience and adaptation	8.27	18	Lower
Indigenous reconciliation	8.26	19	Lower
Community giving and volunteering	8.10	20	Lower
Procurement diversity	7.93	21	Lower