

Canada Post

2013 Social Responsibility Report

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We welcome your feedback on this report.
Please send us an email at info.csr@canadapost.ca

or write to us at
CORPORATE SOCIAL RESPONSIBILITY
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OTTAWA ON K1A 0B1

Introduction

In December 2013, Canada Post put forward the Five-point Action Plan to realign how it delivers and prices postal services to meet Canadians' emerging and future needs, while reducing costs substantially. Several of the integrated plan's initiatives affect communities and the environment.

- **Community mailboxes.** The one third of Canadian households that still receive mail at their door are being converted to community mailbox delivery over a five-year period. More of the delivery network will become motorized. As Canada Post acquires more fuel-efficient vehicles to deliver to more centralized points and as consumer spending shifts from trips to the mall to the online retailer, the Corporation will continue to monitor emission outcomes.
- **Streamlining operations.** Changes to internal operations will result in a more efficient flow of parcels and mail through the network and to the customer. The greening of our fleet and buildings and a continued focus on safety all play a part in the success of this initiative. Metrics regarding green vehicles and buildings along with our ongoing safety results are already tracked through the Corporate Social Responsibility (CSR) Report.
- **Addressing the cost of labour.** With its current labour costs, Canada Post has a much higher cost structure than its competitors. This is simply not sustainable. The Corporation will continue to bring the cost of labour in line with its competitors through attrition and collective bargaining over time. Also, Canada Post will seek to improve the culture and environment of the workplace. These efforts will strive for fewer grievances and reduced absenteeism.

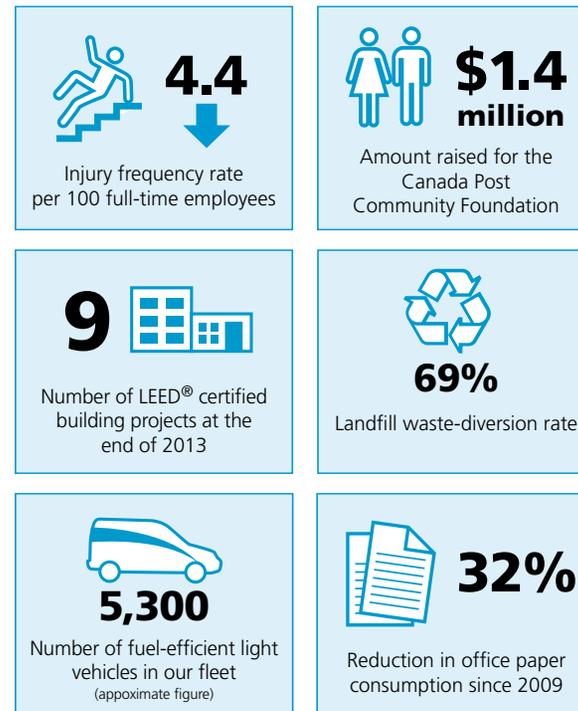
The Five-point Action Plan is a major undertaking for Canada Post. Its impact will be felt in the community and reflected in our annual reporting of corporate social responsibility through existing metrics.



BEST 50
CORPORATE CITIZENS

Canada Post was recognized in 2014 as a Best 50 Corporate Citizen by Corporate Knights. This marks the fifth time in six years we have received this honour.

2013 highlights



LEED® is a trademark of U.S. Green Building Council.

About this report

The 2013 Social Responsibility Report examines subjects of considerable interest to Canada Post and its stakeholders. With the Corporation's Annual Report, the CSR Report provides a comprehensive examination of the Corporation's economic, social and environmental performance.

This is our seventh CSR Report and the third year of publication as a complement to the Annual Report.

The CSR Report assesses key performance measures as set out by the Global Reporting Initiative (GRI), which promotes sustainable development (see page 13).

The data is specific to the Canada Post segment of Canada Post Corporation. It also includes some references to contracted vehicles and aircraft within the Canada Post Group of Companies (see the Corporation's 2013 Annual Report page 12).

Our approach

We continually reviews programs to ensure they accurately reflect our primary interests and those of our stakeholders. Our commitment to social responsibility mirrors our concern for the communities we serve, the health and well-being of our employees and the environment.

We are committed to maintaining the trust of Canadians by measuring and reporting our performance in a transparent manner.

Corporate social responsibility is a core value at Canada Post. It reflects not only the guidance of leadership but also the actions of employees.

Social

Health and Safety

Operational safety

Canada Post is committed to strengthening health and safety by building leadership programs, identifying and mitigating hazards, and making continual improvement.

The thousands of employees in our plants, on Canadian streets and throughout the entire Corporation executed these commitments with ever greater success in 2013, driving down lost-time injury frequency by 19 per cent. The frequency has dropped by roughly 32 per cent over four years.

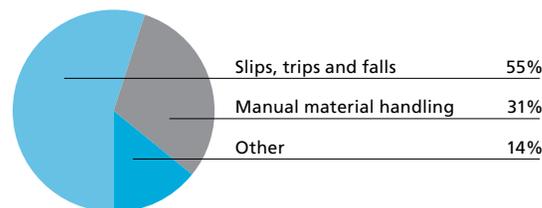
Initiatives in 2013:

- The annual awareness campaign to reduce slips, trips and falls, the most common form of workplace injuries in 2013.
- A new program introduced in 2013 to reduce ergonomic injuries related to manual handling of materials and musculoskeletal injuries.
- A continued campaign to raise awareness among home and business owners on how they can play a role in keeping delivery personnel safe.
- Leadership action plans completed for all areas of operations, with each location targeting high-risk areas for improvement.
- Changes to the training and evaluation program for employees who drive on duty.
- Activities designed to improve compliance with statutory health and safety requirements, such as a tracking database enabling health and safety representatives to assess compliance with regulatory and corporate requirements.
- More enhancements of the safety management system to improve the overall management of safety priorities and programs.



As a result of these measures, the lost-time injury frequency rate declined to 4.4 per 100 full-time employees in 2013 from 5.5 the year before.

2013 lost-time injuries by type



Lost-time injuries

	2013	2012	2011
Injuries	2,021	2,569	2,888
Injury frequency rate ¹	4.4	5.5	6.2

1. Per 100 full-time equivalent employees.

Fatalities

	2013	2012	2011
Canada Post employees	0	2	1
RSMC ¹ helpers, ergonomic assistants and replacements	0	0	0

1. Rural and suburban mail carriers.

Road safety

Our safety programs for employees who drive on company business are designed to help reduce the risk of accidents by reinforcing defensive-driving techniques. We are working to develop a driving culture where safety is a value, not a target.

In 2013, the number of collisions decreased from 2012 and the frequency of collisions also declined.

Motor vehicle collisions (owned fleet)

	2013	2012	2011
Collisions	1,437	1,523	1,423
Collision frequency rate ¹	1.8	1.9	2.0

1. per 100,000 km driven

Rural mail delivery safety

In 2013, Canada Post completed a review of rural mail delivery safety, which began in 2007 to assess 843,000 rural mailboxes across the country. We have preserved delivery to approximately 90 per cent of them.

To avoid potential repetitive-strain injuries and address ergonomic concerns, we continue to deploy right-hand drive vehicles or reaching devices for those addresses where employees deliver mail through the passenger-side window of a vehicle.

Absenteeism

The absence rate, our measure for reporting absenteeism, remained constant at 6.7 per cent in 2013. Most absences were the result of sick leave, which rose by 3.4 percentage points in 2013.

In January of 2013, we implemented the Short-Term Disability Program negotiated with the Canadian Union of Postal Workers (CUPW). All Canada Post employee groups are now included in the Program.

Absenteeism (as a percentage of usual hours of work)

2013	2012	2011
6.7%	6.7%	6.4%

Reasons for absences

	2013	2012	2011
Sick leave	76.8%	73.4%	68.3%
Injury on duty	15.6%	14.6%	15.7%
Other	7.6%	12.0%	16.0%

Diversity

Our goal is to have a workforce that reflects our customers and the communities we serve. Our commitment extends beyond complying with the *Employment Equity Act*. Our 2012-2014 Employment Equity Plan was designed with input from internal stakeholders as well as external partners, including Service Canada and the Aboriginal Human Resources Sector Council.

In 2013:

- We exceeded the Canadian labour market availability (CLMA) representation rate for women.
- We increased awareness of our Aboriginal employee career development program and enhanced recruiting initiatives and partnerships with employment equity organizations.

Overall workforce	2013	2012	2011	CLMA ¹
Women	50.7%	50.5%	50.3%	49.6%
Aboriginal peoples	2.3%	2.3%	2.3%	2.8%
Persons with disabilities	3.8%	4.0%	4.3%	4.8%
Visible minorities	14.5%	13.8%	13.5%	15.4%

Senior management	2013	2012	2011	CLMA ¹
Women	27.7%	26.2%	27.0%	24.1%
Aboriginal peoples	1.1%	0.0%	0.0%	2.5%
Persons with disabilities	5.3%	4.8%	5.0%	3.3%
Visible minorities	9.6%	6.0%	6.0%	8.4%

1. Based on Government of Canada Census data, 2006.

Human Rights

Canada Post is committed to continued compliance with the *Canadian Human Rights Act* and fostering a culture of respect and fairness.

In 2013, we worked with CUPW in updating content materials on human rights and conflict-resolution training that were provided in sessions across the country.

Human rights complaints	2013	2012	2011
Formal human rights complaints	18	27	26
Internal human rights complaints	210	147	192
General complaints of harassment	291	232	473

Employee Relations

In 2013, we continued to focus on improving employee relations through the promotion and reinforcement of expected leadership behaviours and values.

Our primary areas of focus were talent management, workforce management and training.

To support these initiatives, we enhanced our talent-management framework, refreshed corporate values and revised our performance-management program. In addition, we continued our executive development program for a second consecutive year to build our leadership talent and support our succession plan.

We also established and implemented a strategy to proactively match attrition patterns with labour requirements. This strategy is important as we adjust the size of our workforce to reflect new methods of mail delivery. An estimated 15,000 full-time employees (or an average of 3,000 per year) are expected to leave the Canada Post segment between 2014 and 2018 as a result of retirements and normal attrition.

We expect to gradually hire a smaller number of people, as required, to fill the several thousand vacancies this creates.

As the Corporation transforms, its employees need to be prepared to assume new or modified roles. As in prior years, 2013 saw continued focus on training associated with updated business processes, structures and equipment using tools such as e-learning. Front-line employees and supervisors received more than 540,000 hours of corporate-wide training.

Grievances

In 2013, we surpassed our target, with fewer grievances filed and fewer pending at the end of the year, and more grievances resolved at the first level (before being referred to arbitration).

In 2014, the Corporation has set a target of 95 per cent of grievances to be heard and answered at the first level and aims to decrease overall grievances pending at year-end.

Grievances	2013	2012	2011
Filed	16,195	18,390	21,132
Total outstanding	44,566	50,452	56,584



Giving Back to Our Communities



Canada Post Community Foundation

The Canada Post Community Foundation makes a positive impact on the lives of children in the communities we serve by supporting registered charities, school programs or local initiatives that benefit children through an annual grants program. In 2013, the Foundation granted more than \$1.4 million to 111 community organizations across Canada. These grant recipients are libraries, schools, daycare centres, food banks and parks that offer a range of benefits from breakfast, literacy, play and arts programs to

services that address suicide and bullying. These organizations support community programming that touch the lives of thousands of children in every province and territory.



Canada Post
Community
Foundation

Fondation
communautaire
de Postes Canada

Aboriginal Canadians

In 2013, we once again helped young Aboriginal Canadians continue their education. Through the Canada Post Aboriginal Education Incentive Awards, 24 students from across the country who resumed their pursuit of learning after overcoming personal, economic or social adversity were each awarded a cash prize of \$1,000. The Awards were launched in 2004.

Santa Letter-writing Program

The Corporation's signature community investment program is the Santa Letter-writing Program. Every year, Canadians turn to Canada Post to deliver their holiday wishes to friends and loved ones down the street, across town and around the world. But there is one particular letter Canadians trust the post office to handle with extra care and attention – a letter to Santa. For 32 years, special postal elves (current and retired Canada Post employees) have helped Santa reply to more than 23.2 million letters. Their volunteer efforts – some 226,000 hours a year – have ensured this beloved tradition remains among holiday essentials in Canadian homes. In 2013, postal elves helped Santa answer a record number of letters – nearly 1.5 million (a 9.6 per cent increase from 2012).

United Way

Canada Post employees have been proud to generously support the United Way™ for many years. Each year, employees participate in our national campaign, which raises much-needed funds for programs and services that help children, teens, adults and seniors from all walks of life in every community.

United Way™ is a trademark of United Way of Canada – Centraide Canada.

You and Canada Post

Security of the mail

The security of our customers' mail is essential to our sustainability and growth. Security and Investigation Services will continue to deploy investigative and preventive initiatives that contribute toward achieving the Corporation's strategic objectives. In 2013, the team conducted 1,400 security-compliance audits and issued 24 risk-communication reports on vulnerabilities in order to safeguard mail, assets and people.

Security and Investigation Services also

- implemented various physical safeguards within Canada Post's facilities and assets to support theft-prevention strategies
- performed 12,300 security clearances to support customer confidence as well as security-leadership activities.

Privacy

Privacy is of vital importance to Canadians. Canada Post understands that Canadians want to be able to control the collection, use and disclosure of their personal information. The Corporation is fully committed to protecting the privacy of its customers through strict adherence to the *Privacy Act*.

This year, the Privacy team worked with businesses to anticipate and address privacy risks. Our continued collaboration with the Office of the Privacy Commissioner of Canada resulted in resolving seven formal complaints.

Official languages

A number of measures were carried out in 2013 to ensure Canada Post's compliance with the *Official Languages Act*.

During the year:

- we further developed our alliance with the Canada Post Corporation Heritage Club (for retirees and those with 25 years' service interested in social events and charitable causes) and the Fédération des aînées et aînés francophones du Canada, which represents the interests of Francophone seniors in Canada;
- we initiated online customer-satisfaction surveys;
- we developed a communication strategy to promote the use of both official languages;
- we developed a new e-learning course to improve awareness and application of our official languages policy;
- we adjusted the number of bilingual post offices in accordance with Treasury Board regulations – the first phase of a multi-year effort to align retail network with the country's linguistic distribution, based on 2011 Census results; we will consult official language groups on further adjustments;
- we also continued our outreach to linguistic minority communities by updating our provincial and territorial distribution list of Canada Post job advertisements.

During the year, the Official Languages group took a leadership role in the management of an anonymous observation by the Office of the Commissioner of Official Languages to measure the quality of bilingual services. The results will be published in the Commissioner's 2013-14 report card.

Official language complaints

2013	2012	2011
39	37	40



Access to information

Canada Post became subject to the *Access to Information Act* in 2007. Before then and to this day, the Corporation discloses information to the general public through a variety of sources, such as the Annual Report, the Corporate Plan Summary, the Canada Postal Guide, the Corporate Social Responsibility Report and the Canada Post website.

Canada Post has received 772 access to information requests since 2007. It closed 99.8 per cent of current requests on time in 2013, as compared to 98 per cent in 2012 and 88 per cent in 2011.



Environment

Greenhouse Gas Emissions

In 2013, overall carbon emissions from our buildings and fleet increased by approximately 0.33 per cent, from 151.8 to 152.3 kilotonnes. Although our owned fleet grew by nearly 13 per cent in 2013, its emissions increased by only 3.9 per cent or 2.1 kilotonnes. Emissions from our buildings decreased by 1.5 per cent or 1.5 kilotonnes.

GHG emissions by scope (kilotonnes)

Scope 1	2013	2012
Owned fleet	56.1	54.0
Buildings: heating ¹	30.9	32.4
Scope 2		
Buildings: electricity ¹	65.4	65.4
Scope 3 ²		
Domestic air delivery – DC-10 aircraft	47.4	46.8
Domestic air delivery – Other (estimated)	38.0	40.9
International outbound air delivery (estimated)	32.3	23.1
RSMCs ³ (estimated)	45.4	33.2
Subcontracted ground transportation (estimated)	135.3	137.7
Rail	2.1	2.1
Business travel	7.9	8.8
Employee commuting (estimated)	42.1	43.9
Employee conveyance (estimated)	2.0	2.6

1. Covers approximately 74 per cent of the total area (square metres) of our real estate portfolio in 2013 and 77 per cent in 2012. Excludes postmaster-managed buildings and some of our leased buildings where energy consumption is not measured.

2. Scope 3 categories are estimated based on best available data. The increase in emissions for domestic air delivery is due to the inclusion of new data sources.

3. Rural and suburban mail carriers.

Continued progress in GHG reduction

Short term. From 2002 to 2013, we reduced emissions from our vehicle fleet and buildings by a total of 12.9 per cent (2.0 per cent, including RSMCs), compared to a target of 14 per cent.

Greenhouse gas (GHG) emissions compared to our 2002 baseline (kilotonnes)

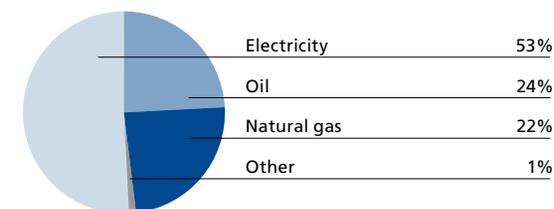
	2013	2002	Change
Fleet	56.1	54.5	2.9%
Buildings	96.2	120.4	-20.1%
Total	152.3	174.9	-12.9%
RSMCs	45.4	26.9	68.8%
Total with RSMCs	197.7	201.8	-2.0%

Long term. From 2008 to 2020, our target is to reduce emissions by 20 per cent from our fleet and buildings as well as from air transportation. From 2008 to 2013, we reduced emissions from these three sources by 3.9 per cent.

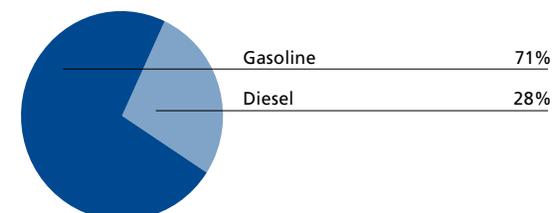
GHG emissions compared to our 2008 baseline (kilotonnes)

	2013	2008	Change
Fleet	56.1	58.9	-4.8%
Buildings	96.2	101.0	-4.8%
Total	152.3	159.9	-4.8%
DC-10 aircraft	47.4	48.0	-1.3%
Total with DC-10 aircraft	199.8	207.9	-3.9%

2013 emissions from buildings by energy source



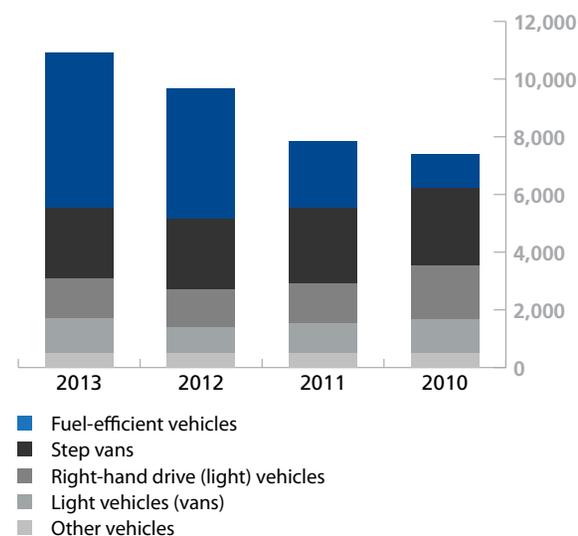
2013 emissions from owned vehicles by fuel type



Fleet

In 2013, the size of our fleet grew by almost 1,300 to nearly 11,000. We added more than 800 new fuel-efficient Ford Transit Connect™ vehicles and removed about 400 older vans, step vans and right-hand drive vehicles. Fuel-efficient vehicles now make up almost half our entire fleet.

Fleet composition by vehicle type

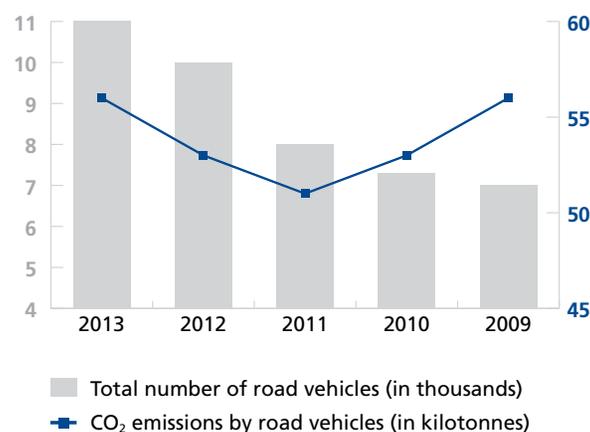


The increase in fleet size reflects our modernization and new delivery model. By increasing motorization, our delivery agents can now perform multiple roles in the same area, such as collecting mail from street letter boxes and parcels from post offices and customers.

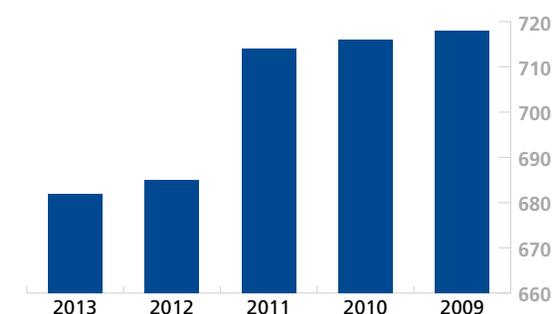
Although modernization has increased our vehicle fleet by almost 55 per cent from 2009, fuel consumption and greenhouse gas emissions declined by more than one per cent over that period.

Transit Connect™ is a trademark of Ford Motor Company.

Variations in number of vehicles and CO₂ emissions



CO₂ emissions per kilometre travelled (grams)



As we introduced new fuel-efficient vehicles to our fleet, CO₂ emissions per kilometre travelled have decreased from approximately 719 grams in 2009 to 683 grams in 2013.

Fleet performance (Canada Post-owned fleet, excluding RSMC vehicles)

	2013	2012	2011	2010	2009
Litres of fuel (in millions)	22.9	21.9	21.0	21.8	22.9
Number of kilometres travelled (in millions)	79.7	78.7	72.1 ¹	75.1	78.9
CO ₂ emissions by road vehicles (in kilotonnes)	56.1	54.0	51.5	53.9	56.7
Total number of road vehicles (in thousands)	10.9	9.7	7.8	7.3	7.0

1. This lower number is partly related to a labour disruption.

Types of vehicles

	Litres of fuel per 100 km	Number of vehicles				
		2013	2012	2011	2010	2009
Cars – SUV hybrid	12	42	46	44	35	32
Fuel-efficient light vehicles	16	5,384	4,522	2,280	1,177	2
Light vehicles (vans)	27	1,213	903	1,030	1,153	1,688
Right-hand drive (light) vehicles	29	1,378	1,301	1,388	1,897	2,204
Step vans	33	2,425	2,445	2,624	2,667	2,686
Medium trucks	43	344	321	305	287	297
Tractors	48	27	26	26	24	25
Shunts – Yard tractor	94	13	13	13	13	14
Trailers	0	100	100	94	94	94

Real Estate

We work to bring the highest environmental standards to our new buildings. By meeting rigorous requirements under the Leadership in Energy and Environmental Design (LEED®) program, a total of nine buildings have now been certified.

In 2013, three delivery-facility projects were certified under the LEED program and three depot projects were registered for LEED certification. The three projects registered in 2013 were the depots in North Vancouver, downtown Vancouver and central Toronto.

In 2014, our goal is to have all major new building projects registered under the LEED program.

LEED buildings

	2013	2012	2011
Total number of LEED registered building projects	31	28	23
Total number of LEED certified building projects	9	6	3

Real estate energy performance¹

	2013	2012	2011
Electricity (gigajoules [GJ])	1,077,894	1,042,661	1,023,582
Natural gas (GJ)	622,075	568,502	605,151
Oil (GJ)	36,062	37,884	42,516
Square metres	1,325,405	1,408,142	1,414,176
GJ per square metre	1.31	1.19	1.20

1. Covers approximately 74 per cent of the total area (square metres) of our real estate portfolio in 2013. Excludes postmaster-managed buildings and some leased buildings where energy consumption is not reported.

LEED® is a trademark of U.S. Green Building Council.

Landfill Waste Diversion

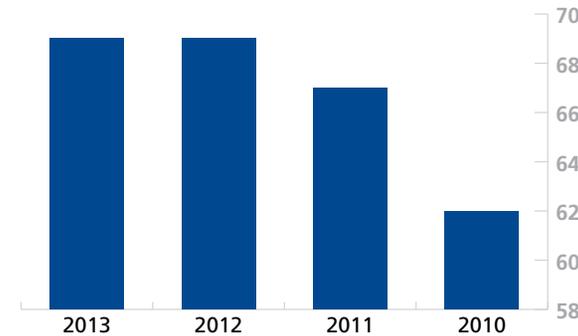
Our landfill waste-diversion rate has remained constant at 69 per cent in 2013. Since 2011, there has been an increase of two percentage points and since 2010 an increase of seven percentage points.

Recycling summary

	2013	2012	2011
Landfill	3,835	3,572	5,434
Recycling	8,504	8,546	11,233
Total	12,339	12,298	16,667
Diversion (%)	69%	69%	67%

All measurements are in metric tonnes, as reported by facility management companies. The reported landfill waste-diversion rate reflects the known weighted volume of waste and recycled material, as well as estimated volumes based on a number of assumptions used by waste-management service providers. The actual landfill waste-diversion rate might, therefore, be lower or higher than reported.

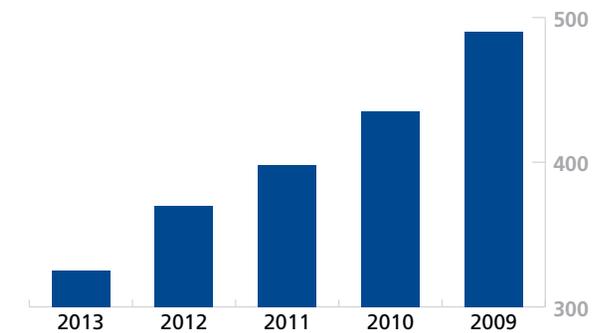
Landfill waste-diversion rate



Paper Consumption

Office paper consumption continues to fall at Canada Post. Since launching the Next generation Print Initiative in 2009, we have cut paper consumption by 158 tonnes from 490 tonnes to 332 tonnes – a 32 per cent reduction.

Office paper consumption (tonnes)



Global Reporting Initiative Listing

Our Social Responsibility (SR) Report was developed with reference to the Global Reporting Initiative (GRI) G3.1 Guidelines. The table below shows the GRI indicators covered in the SR report, our Annual Report (AR) and other sources.

The GRI has developed the world's most widely used sustainability and SR reporting framework, which sets out the principles and indicators that organizations can use to measure and report their economic, environmental and social performance. To find out more about the GRI, please visit www.globalreporting.org.

Standard Disclosures Part I: Profile Disclosures

1. Strategy and Analysis			
Profile disclosure	Description	Reference	Extent of reporting
1.1	President's message.	AR pp. 2-3	Full
1.2	Description of key impacts, risks and opportunities.	AR pp. 43-47	Full
2. Organizational Profile			
Profile disclosure	Description	Reference	Extent of reporting
2.1	Name of the organization.	AR p. 1	Full
2.2	Primary brands, products, and/or services.	AR pp. 6-12	Full
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	AR p. 12	Full
2.4	Location of organization's headquarters.	AR p. 85	Full
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	AR p. 12	Full
2.6	Nature of ownership and legal form.	AR p. 85	Full
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	AR pp. 6-12	Partial
2.8	Scale of the reporting organization.	AR pp. 12, 24, 30	Full
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	AR pp. 4-5	Full
3. Report Parameters			
Profile disclosure	Description	Reference	Extent of reporting
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	SR p. 2	Full
3.2	Date of most recent previous report (if any).	SR p. 2	Partial
3.3	Reporting cycle (annual, biennial, etc.).	SR p. 2	Full
3.4	Contact point for questions regarding the report or its contents.	SR p. 1	Full
3.5	Process for defining report content.	SR p. 2	Partial
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	SR p. 2	Full
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	SR p. 2	Partial
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	SR p. 2	Partial

3. Report Parameters (continued)

3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	SR p.2	Partial
3.12	Table identifying the location of the Standard Disclosures in the report.	SR pp. 13-16	Full

4. Governance, Commitments and Engagement

Profile disclosure	Description	Reference	Extent of reporting
	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.		
4.1	Response: See Corporate Governance at www.canadapost.ca/cpo/mc/aboutus/corporate/governance/default.jsf	See response	Full
	Indicate whether the Chair of the highest governance body is also an executive officer.		
4.2	Response: The positions of Chairman of the Board of Directors and Chief Executive Officer are separate.	See response	Full
	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.		
4.3	Response: See Corporate Governance page at www.canadapost.ca/cpo/mc/aboutus/corporate/governance/default.jsf	See response	Full
	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		
4.4	Response: The Annual Public Meeting is the communication mechanism for employees. The single shareholder, the Government of Canada, provides direction to Canada Post through the Corporate Plan approval process as well as less formal meetings and channels.	See response	Full
	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).		
4.5	Response: SR factors are embedded in the development of objectives and compensation plans for senior managers. In addition, oversight of SR factors is also part of the Board's governance mandate.	See response	Full
	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		
4.6	Response: The Board of Directors has adopted a code of conduct for its members including an annual declaration by all directors of the entities in which they hold an interest. Additionally, the Corporation has created a whistleblowing mechanism that is managed by an independent third party to allow employees and suppliers to report any wrongdoing to the Corporation without fear of reprisal.	See response	Full
	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.		
4.7	Response: The Board of Directors has adopted a profile for the selection of directors that has been communicated to the Government of Canada. The Board provides recommendations to the Government of Canada on the qualifications and experience required to replace an outgoing director. The Government of Canada appoints directors.	See response	Full
	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.		
4.8	Response: See Vision, Values and Leadership Behaviors at www.canadapost.ca/cpo/mc/aboutus/corporate/visionvalues.jsf	See response	Partial
	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		
4.9	Response: See Corporate Governance at www.canadapost.ca/cpo/mc/aboutus/corporate/governance/default.jsf	See response	Full
	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		
4.10	Response: The Board of Directors conducts an annual self-assessment through the completion of a survey. The results are reported to the Board, and action plans are put in place to address any issues affecting the Board's performance.	See response	Full
	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		
4.11	Response: The Corporation presents an enterprise risk management framework to the Board of Directors as part of the business planning process for the development of the Corporate Plan.	See response	Partial
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	AR pp. 22-123; SR p. 7	Full

Environmental			
Performance indicator	Description	Reference	Extent of reporting
EN1	Materials used by weight or volume.	SR p. 10	Partial
EN3	Direct energy consumption by primary energy source.	SR p. 10	Full
EN4	Indirect energy consumption by primary source.	SR p. 10	Full
EN5	Energy saved due to conservation and efficiency improvements.	SR pp. 10,12	Partial
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	SR p. 10	Partial
EN16	Total direct and indirect greenhouse gas emissions by weight.	SR p. 10	Full
EN17	Other relevant indirect greenhouse gas emissions by weight.	SR p. 10	Full
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	SR p. 10	Full
EN19	Emissions of ozone-depleting substances by weight.	SR p. 10	Partial
EN22	Total weight of waste by type and disposal method.	SR p. 12	Partial
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	SR pp. 10-12	Partial
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. Response: In 2013, Canada Post did not receive any material fines or sanctions relating to environmental performance.	See response	Full
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	SR p. 11	Partial
Social: Labor Practices and Decent Work			
Performance indicator	Description	Reference	Extent of reporting
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	AR pp. 37-40	Partial
LA4	Percentage of employees covered by collective bargaining agreements. Response: Approximately 95 per cent of Canada Post's employees are covered by collective agreements.	See response	Full
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements. Response: Approximately 95 per cent of Canada Post's employees are covered by collective agreements that include provisions for notification of changes such as technical or technological changes (normally 120 days) and reorganization or restructuring (normally 30-90 days).	See response	Full
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	SR p. 4	Partial
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	SR p. 5	Partial

Social Performance: Human Rights			
Performance indicator	Description	Reference	Extent of reporting
HR4	Total number of incidents of discrimination and corrective actions taken.	SR p. 5	Partial
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights. Response: Canada Post operates solely within Canada, and approximately 95 per cent of employees are covered by collective agreements. No significant supplier was identified in which the right to exercise freedom of association and collective bargaining were at significant risk.	See response	Full
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor. Response: Canada Post operates solely within Canada and deems that there is no risk for incidents of child labour. No significant 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 applicable domestic laws related to human and labour rights, including all applicable child labour laws. The guidelines are available at www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf	See response	Full
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour. Response: Canada Post operates solely within Canada and deems that there is no risk for incidents of forced or compulsory labour. No significant supplier was identified as having significant risk for incidents of forced or compulsory labour.	See response	Full
Social Performance: Society			
Performance indicator	Description	Reference	Extent of reporting
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	AR pp. 18-21	Partial
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. Response: Canada Post is a federal Crown corporation and does not make financial or in-kind contributions to political parties or politicians.	See response	Full
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. Response: In 2013, Canada Post did not have any legal actions taken against it relating to business practices	See response	Full
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. Response: In 2013, Canada Post did not receive any material fines or material sanctions relating to non-compliance with laws and regulations.	See response	Full
Social Performance: Product Responsibility			
Performance indicator	Description	Reference	Extent of reporting
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	AR pp. 36-37	Partial
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. Response: Canada Post is a member of the Canadian Marketing Association (CMA) and abides by the CMA's compulsory Code of Ethics and Standards of Practice – www.the-cma.org/regulatory/code-of-ethics	See response	Partial
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. Response: In 2013, Canada Post did not have any incidents of material non-compliance related to marketing activities.	See response	Full
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. Response: In 2013, Canada Post did not have any incidents of material non-compliance related to products and services.	See response	Full