

# 2016

## SOCIAL RESPONSIBILITY REPORT



# Contents

- 1 Introduction
  - 1 About this report
- 2 Social**
  - 3 Health and safety
    - 3 Operational safety
    - 3 Road safety
    - 3 Absenteeism
  - 4 Diversity
  - 4 Human rights
  - 5 Employee relations
  - 6 Giving back to our communities
    - 6 Canada Post Community Foundation for Children
    - 6 Santa Letter-writing Program
  - 7 You and Canada Post
    - 7 Security of the mail
    - 7 Privacy
    - 7 Official languages
    - 7 Access to information
- 8 Environment**
  - 9 Greenhouse gas emissions
  - 10 Fleet
  - 11 Real estate
  - 11 Landfill waste diversion
  - 11 Paper consumption
- 12 Global Reporting Initiative listing**



We welcome your feedback on this report.  
Write to us at

CORPORATE SOCIAL RESPONSIBILITY  
CANADA POST  
2701 RIVERSIDE DR SUITE N0940  
OTTAWA ON K1A 0B1

# Introduction

At the start of the decade, Canada Post began a journey to becoming Canada's No. 1 parcel company. It built a foundation for Canadian retailers to succeed in e-commerce, and for busy Canadian shoppers to enjoy greater convenience.

By transforming its established letter-centric business into a business focused on e-commerce, Canada Post squarely faced digital disruption by reinventing itself. By 2016, we grew our annual Parcels revenue by more than half a billion dollars compared to 2011, and we shattered previous records for parcel delivery volumes.

This is a credit to our hard-working employees. It is also a reflection of Canada Post honouring its mission to serve every community and address in the country, including those that are remote.

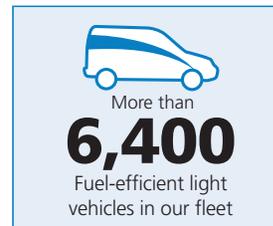
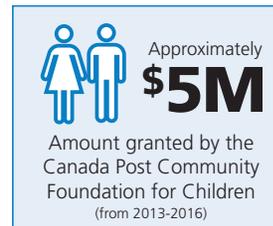
As we transform our business, we remain committed to social responsibility. We respect our responsibilities to our employees, to the communities and country we serve, and to the environment, as these highlights show:

- We purchased 411 new vehicles as we continue to modernize our fleet with fuel efficient vehicles.
- We had three more major building projects certified under the LEED™ (Leadership in Energy and Environmental Design) green building program, and improved the energy efficiency of our buildings through installation of LED lighting and new mechanical systems.
- In the first full year of our domestic air transportation contract with Cargojet, our related carbon emissions fell by 18% over the previous year.
- Over the past four years, the Canada Post Community Foundation for Children granted approximately \$5 million to help deliver a brighter future for children and youth in Canada.

- Our employees and retirees volunteered 270,000 hours to reply to 1.6 million letters that children wrote to Santa as part of the Santa Letter-writing Program.

We continually review programs to ensure they support our employees' health and well-being, the communities we serve and the environment.

## 2016 highlights



## About this report

The 2016 Social Responsibility Report is our tenth and the sixth as a complement to our Annual Report. It should be read in conjunction with the 2016 Annual Report to provide a comprehensive picture of the Corporation's economic, social and environmental performance.

The Social Responsibility Report assesses key performance measures as set out by the Global Reporting Initiative (GRI), which promotes sustainable development. Data is specific to the Canada Post segment of Canada Post Corporation.



# SOCIAL

# Health and safety

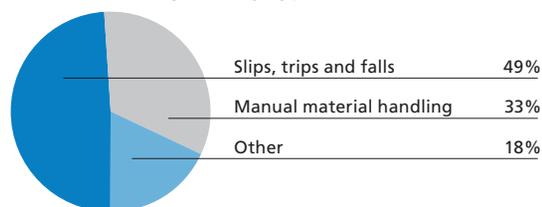
## Operational safety

Canada Post is committed to the health and safety of its employees. While the frequency of lost time injuries rose slightly in 2016 to 3.8 per 100 full-time equivalent employees, this key measure has been reduced by nearly 40% over the past five years. We achieved this through the combined efforts of frontline managers and employees identifying and resolving hazards and making smart decisions together.

Initiatives in 2016:

- Continued an annual awareness campaign to reduce the most common workplace injuries – slips, trips and falls. The continued emphasis has reduced the number of slips, trips and falls by more than 40% since 2011.
- Refreshed emergency management protocols to align them to Canadian Occupational Health and Safety Regulation requirements and began implementation.
- Launched a new Driver Safety Functional Policy for all employees who drive for Canada Post.
- Introduced a new, more comprehensive injury frequency metric that will be used as a key performance indicator in 2017.

### 2016 lost-time injuries by type



## Lost-time injuries

	2016	2015	2014	2013	2012	2011
Injuries	1,658	1,537	1,871	2,021	2,569	2,888
Injury frequency rate <sup>1</sup>	3.8	3.5	4.2	4.4	5.5	6.2

1. Per 100 full-time equivalent employees.

## Road safety

Route motorization has significantly changed the role of delivery agents and increased the number of employees driving for Canada Post over the last six years. Canada Post maintains rigorous driver-safety programs designed to reduce the risk of collisions and reinforce defensive driving techniques. Defensive driver training, safety auditing of driver abstracts and the introduction of a driver safety functional policy have all contributed to keeping the overall average collision rate below 1.0 per 100,000 kilometres driven for three of the past four years. One fatality occurred in 2016. It was the first in four years.

## Motor vehicle collisions (all vehicles)

	2016	2015	2014	2013
Millions of km driven (owned fleet)	91.0	92.4	86.9	82.1
Millions of km driven (RSMCs) <sup>2</sup>	95.2	94.2	96.6	97.6
Total collisions <sup>3</sup>	1,710	2,058	1,461	1,312
Vehicle collision frequency <sup>3,4</sup>	0.92	1.10	0.80	0.73

2. Rural and Suburban Mail Carriers (RSMCs) operating their own vehicles.

3. Historical numbers have been revised to include collision statistics for RSMCs personally owned delivery vehicles.

4. Per 100,000 km driven.

## Absenteeism

In an increasingly competitive business environment, a productive and reliable workforce is essential for us to consistently meet our customer service commitments. We continue to work with our employees to create a workplace culture that emphasizes their health and well-being. These efforts are bringing results. The absence rate, Canada Post's measure for reporting absenteeism, remained below 7.0 per cent in 2016. The incidence and severity of Injury on Duty claims has fallen nearly 20% over the last 3 years and this now represents less than 13% of our unplanned absenteeism for the first time.

We continue to focus on prevention and early access to treatment, in conjunction with team leaders and our disability management providers. In 2016, we increased our focus on mental health issues. Our employee healthcare providers help employees to navigate the healthcare system where necessary and identify how and when employees may return to full or modified duties.

## Absenteeism – as a percentage of usual hours of work

	2016	2015	2014
	6.9%	6.8%	7.1%

## Reasons for absence

	2016	2015	2014
Short-term disability and urgent personal days	80.5%	79.4%	77.3%
Injury on duty	12.6%	13.6%	14.5%
Other <sup>5</sup>	6.9%	7.0%	8.2%

5. Includes leaves such as employee-requested leave without pay and special leave.

# Diversity

Canada Post is one of Canada's largest employers with a workforce of more than 50,000 permanent full-time and part-time employees.<sup>1</sup> As an employer, Canada Post promotes a diverse workplace inclusive of women, Aboriginal peoples, persons with disabilities and members of visible minorities. Our employees play a vital role in our success. By embracing the diversity of the Canadian labour market and the communities we serve, Canada Post can better provide a positive, trusted and reliable customer experience.

In 2016, our recruiting efforts continued to encourage women, Aboriginal peoples, persons with disabilities and members of visible minorities to apply for jobs at Canada Post. The proportions of women and members of visible minorities employed by the Corporation continue to exceed Canadian Labour Market Availability (CLMA). Representation of Aboriginal peoples and persons with disabilities among Canada Post's workforce will be an area of focus for outreach efforts in 2017 as the Corporation continues to implement its three-year Employment Equity Plan.

Canada Post recognizes the positive relationship between gender diversity and corporate performance. Women now hold one third of senior management roles in the Corporation, and the Board of Directors has a female membership of 30 per cent, including the Chairperson. The Board is focused on growing this number as it works with its Shareholder, the Government of Canada, to identify highly qualified female candidates for any vacancies.

The Board regularly reviews the Corporation's Equality in Employment Policy to ensure the highest standards in this area are met.

Overall workforce	2016	2015	2014	CLMA <sup>2</sup>
Women	49.9%	50.1%	50.4%	49.4%
Aboriginal peoples	2.3%	2.3%	2.3%	3.5%
Persons with disabilities <sup>3</sup>	3.0%	3.2%	3.4%	7.7%
Visible minorities	17.1%	16.2%	15.4%	15.8%

Senior management	2016	2015	2014	CLMA <sup>2</sup>
Women	33.3%	28.4%	25.6%	27.4%
Aboriginal peoples	1.3%	1.2%	1.2%	2.9%
Persons with disabilities <sup>3</sup>	2.2%	2.5%	2.4%	4.3%
Visible minorities	6.4%	6.2%	7.0%	10.1%

2. Based on Government of Canada Census data, 2011.

3. Per federal regulator, statistics for persons with disabilities at the senior level are combined with Employment Equity Occupational Group 2 (Middle and Other Managers).

# Human rights

Canada Post is committed to creating a culture of fairness and respect and continuing to comply with the *Canadian Human Rights Act*. The Corporation addresses human rights complaints received internally from employees and those brought formally to the Corporation's attention by the Canadian Human Rights Commission. The Human Rights team determines appropriate measures to resolve and prevent incidents. In 2016, Canada Post continued to develop and deliver human rights and conflict-resolution training programs and tools to supervisory and operational employees. The result of this continued focus has been a steady decrease in the number of formal and internal human rights complaints received.

Human rights complaints	2016	2015	2014
Formal complaints	20	21	20
Internal complaints	120	175	183
Pre-emptive complaints <sup>4</sup>	63	74	78

4. Pre-emptive complaints are received by the Canadian Human Rights Commission but deferred to Canada Post internal resolution processes.



1. Excludes temporary, casual and term employees.

# Employee relations

Our employees play a vital role in delivering a positive customer experience to Canadian consumers and businesses alike. As we transform our business to meet Canadians' growing demand for parcel delivery and declining use of mail, training is a vital component of our Human Resources effort.

In 2016, we maintained our focus on leadership development by delivering more than 700,000 hours of formal training.

2016 was the fifth year of our LEAD 3.0 executive development training program. The program presents Canada Post directors and general managers with CEO-assigned learning projects on key business and workplace culture issues. Canada Post continues to benefit from the innovative business solutions resulting from teams' research, analysis and recommendations. We have expanded the program to managers for 2017.

We continued to expand the reach of Success Factors, our digital learning management system, in 2016. A total of 125,000 hours of training were delivered through the system, an increase of 20% over 2015. Online training greatly increases the scalability and effectiveness of our training programs in a large, national company with employees across the country. The program received global recognition with the SAP HR Excellence Award in the category of Better Business Results.

Two focus areas for company-wide learning in 2016 were:

- Health and Safety training focused on key programs such as Workplace Violence Prevention and Protection, Basic Driver Training and Safety on the Move.



- The New Generation Mobile Computers project trained more than 10,000 delivery employees across 210 sites on the next-generation Portable Digital Terminal (PDT). This tool greatly enhances the ability of our delivery agents to provide an improved customer experience.

12% per year over the same period, largely due to fewer pending grievances for the CUPW-Urban bargaining unit.

	2016	2015	2014
Filed	13,857	13,976	14,410
Resolved	18,124	18,540	22,598

## Grievances

In 2016, the number of grievances filed by employees fell for a seventh consecutive year. The number of pending grievances has also fallen an average of

# Giving back to our communities



## Canada Post Community Foundation for Children

The Canada Post Community Foundation for Children helps to deliver a brighter future for children and youth in Canada by supporting registered charities, school programs and local initiatives.

The Foundation funds breakfast programs, anti-bullying initiatives, early literacy programs, camps for children living with serious illnesses, crisis lines and more. It has helped promote physical activity and play in kids of all abilities and helped at-risk youth gain a deeper understanding of the importance of education

in building their future. In the last four years, the Foundation has granted approximately \$5 million to more than 440 community projects, fulfilling its promise to deliver a brighter future for Canadian children and youth.

In 2016, the Canada Post Community Foundation for Children contributed almost \$1.2 million in grant support to 125 different community organizations across the country. It also raised another \$1.1 million that it will grant to new recipients in 2017.

## Santa Letter-writing Program

Over three and a half decades, the Canada Post Letter-writing Program has touched millions and left a legacy of good memories. The campaign is a holiday tradition, bringing a little Christmas magic to children across the country and around the world. The program's community impact is evident in the many letters Canadians have written to laud the "very special people" who make the program work.

In 2016, about 6,500 postal elves volunteered about 270,000 hours to help Santa reply to a record 1.6 million letters.



*"I am very grateful for all your time and words that inspire hope and faith and Christmas spirit in all of our children."*

*"You have no idea how much joy that brings each family."*

*"Please know that we appreciate that you volunteer your time to keep the magic alive!"*

# You and Canada Post

## Security of the mail

Canada Post's Security and Investigation Services team deploys investigative and preventive strategies to guard the security of our customers' physical and digital mail.

In 2016, the team focused on security screening of our transportation contractors, issuing 1,800 identification cards to our contractors in Toronto, Vancouver and Montréal. The team also conducted comprehensive security assessments of 50 delivery depots to reduce security risks. A number of corrective measures, designed to ensure physical safeguards and process compliance to protect the security of our employees, mail and assets, were implemented during the year.

During the year, the Security and Investigation Services team continued the Address Security pilot launched in 2015. In 2016, the program was extended to ten commercial customers. The team also assessed the security of our top 20 digital applications and prioritized appropriate mitigation strategies.

## Privacy

Canada Post is fully committed to protecting the privacy of its customers and employees through strict adherence to the *Privacy Act*.

Increasingly, Canadians require organizations to be more accountable and transparent in how they manage personal information. As we transform to operate in the competitive e-commerce market, we must ensure we continue to hold ourselves to the highest privacy standards. How we manage privacy and data protection will be pivotal to our reputation, our brand and our bottom line.

Canada Post held its third annual Privacy, Access to Information and Information Management Conference in November 2016 to raise the level of awareness and expertise of key internal partners and stakeholders.

In 2016, the Privacy team conducted privacy risk assessments on several key new projects that leverage new technologies to gather and analyze customer or employee information.

## Official languages

Canada Post provides excellent customer service in both official languages in compliance with the *Official Languages Act*. In the five years since 2011, the annual number of complaints received from the Office of the Commissioner of Official Languages has dropped by more than 40%.

This continuous improvement can be attributed to internal awareness activities targeting both customer-facing and operational employees. More than four of five employees have now completed the official languages e-learning course, which was recognized in 2015 as one of the top 10 best practices by Treasury Board and the Official Languages Champions Network.

Canada Post continues its commitment to ensuring that anglophone and francophone Canadians have equal employment and career-advancement opportunities within the Corporation.

### Official language complaints

2016	2015	2014	2013
23	25	26	38



## Access to information

Canada Post is committed to meeting all its obligations under the *Access to Information Act*. The Corporation proactively discloses information to the public through its Annual Report, Corporate Plan Summary, Canada Postal Guide, Corporate Social Responsibility Report and website.

Canada Post operates in an increasingly competitive environment in each of its lines of business and must protect confidential and financial information received from its partners, suppliers and customers. It is important to balance the requesters' right of access with the protection of commercially sensitive, corporate and third-party information.

# ENVIRONMENT

# Greenhouse gas emissions

Greenhouse gas (GHG) emissions generated by our owned fleet and buildings decreased slightly year over year and have declined by 23% since 2002. We have undertaken projects to modernize our buildings and our fleet with significant impact on carbon emissions.

Over the past two years, we have made significant investments that reduce energy use in our facilities, by installing LED lighting and more efficient air-handling units. Projects implemented in 2016 are expected to eliminate 0.7 kilotonnes of CO<sub>2</sub> equivalents on a full-year basis.

Our delivery fleet continues to grow to serve an increasing number of addresses (on average the number of Canadian addresses increased by 171,000 per year over the last ten years). In the past four years, the fleet has grown by more than 30%. In that same period, emissions per kilometre travelled have reduced by 2%.

Our domestic air delivery service was provided by Cargojet Inc. for a full year in 2016. The contract with Cargojet Inc. has enabled a reduction in distance flown and, combined with more fuel efficient aircraft, helped reduce carbon emissions attributed to domestic air delivery by 18% over the previous year.



## GHG emissions by type (kilotonnes of CO<sub>2</sub> equivalents)

Direct GHG emissions – owned assets	2016	2015
Owned fleet	61.2	62.0
Buildings, heating <sup>1</sup>	29.7	30.1 <sup>2</sup>
Indirect GHG emissions – purchased electricity		
Buildings: electricity <sup>1</sup>	43.1	42.9 <sup>2</sup>
Indirect GHG emissions – other <sup>3</sup>		
Domestic air delivery <sup>4</sup>	92.8	113.1
International outbound air delivery	19.2	20.6
RSMCs	45.5	44.9
Subcontracted ground transportation	158.7	151.0
Rail	1.9	1.9
Business travel	8.3	8.4
Employee commuting	41.1	40.5
Employee conveyance	1.5	1.6

1. Covers approximately 80 per cent of the total area (square meters) of our real estate portfolio in 2016. Excludes postmaster-managed buildings and some leased buildings where energy consumption is not reported.
2. Restated to incorporate 2014 electricity conversion factors.
3. Indirect GHG emissions – other categories are estimated based on best available data.
4. First full year of results for Cargojet Inc. contract.

## Continued progress in GHG reduction

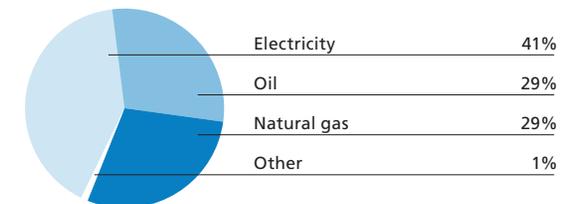
The decrease in building-generated emissions as we modernize our facilities outweighs the increase in emissions from our expanding delivery fleet. Our owned fleet has grown by more than 70 per cent since 2010 as we motorize our delivery force. The number of RSMC-owned delivery vehicles also continues to grow annually to serve an expanding number of suburban addresses. Emissions attributable to our delivery vehicles have increased by less than 32 per cent compared to our 2002 baseline.

## GHG emissions compared to our 2002 baseline (kilotonnes of CO<sub>2</sub> equivalents)

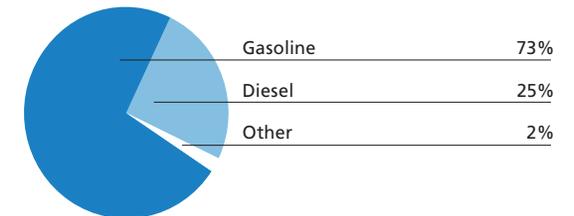
	2016	2002	Change
Fleet	61.2	54.5	12.3%
Buildings	72.8	120.4	-39.5%
Total	134.0	174.9	-23.4%
RSMCs <sup>5</sup>	45.5	26.9	69.1%
Total with RSMCs	179.5	201.8	-11.1%

5. Delivery personnel operating their own vehicles.

## 2016 emissions from buildings by energy source



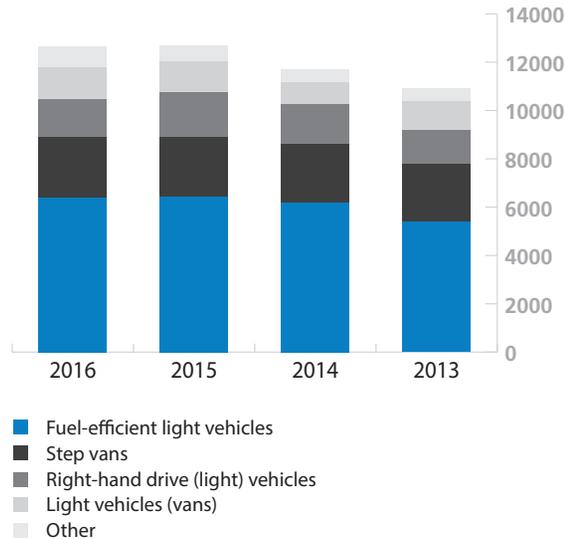
## 2016 emissions from owned vehicles by fuel type



# Fleet

In 2016 we purchased a total of 411 vehicles. As well, 283 older vehicles at the end of their service life were retired as we continue to implement our fleet modernization program. Fuel-efficient vehicles continue to account for more than half of our almost 13,000 vehicles. Over the next five years we plan to replace an additional 4,500 vehicles.

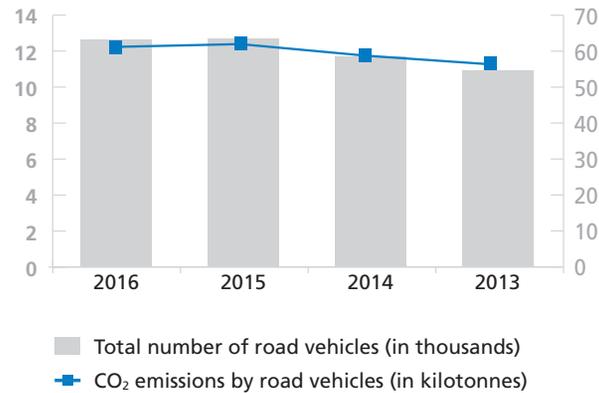
## Fleet composition by vehicle type



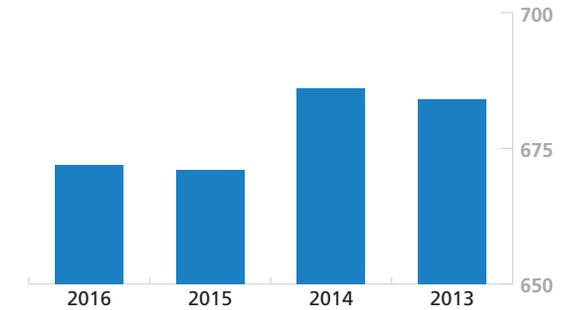
In 2019, we expect to introduce the New Light Delivery Vehicle (NLDV) to the fleet. The NLDV will include a smart Cargo Management System capable of handling Lettermail™, parcels, packets and equipment. This new cargo system will support our evolving delivery requirements while remaining adaptable to emerging energy technologies.

While motorization of our delivery network has increased our owned fleet size by more than 70 per cent since 2010, fuel consumption and greenhouse gas emissions per kilometre have been reduced by 5.7% and 6.4% respectively.

## Variations in number of vehicles and CO<sub>2</sub> emissions



## CO<sub>2</sub> emissions per kilometre travelled (grams)



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

	2016	2015	2014	2013
Litres of fuel (in millions)	24.9	25.3	24.3	22.9
Number of kilometres travelled (in millions)	91.0	92.4	86.9	79.7
CO <sub>2</sub> emissions by road vehicles (in kilotonnes)	61.2	62.0	59.6	56.1
Total number of road vehicles (in thousands)	12.6	12.7	11.7	10.9



## Real estate

Canada Post has been committed to the sustainable, energy-efficient design of its new buildings. As of December 2016, 27 of our new major building projects have achieved LEED certification, including three depot projects in 2016 (in North Vancouver, downtown Vancouver and Milton, Ont.). We continue to explore ways to improve the operating efficiency of our buildings, and in 2016, pursued investments in more energy-efficient lighting and mechanical systems in existing buildings. As a result of our efforts, energy performance (in gigajoules per square metre) improved for the third year in a row. Canada Post is a member of the Canada Green Building Council.

### LEED buildings

	2016	2015	2014
Total number of LEED registered building projects	32	32	32
Total number of LEED certified building projects	27	24 <sup>1</sup>	19

### Real estate energy performance<sup>2</sup>

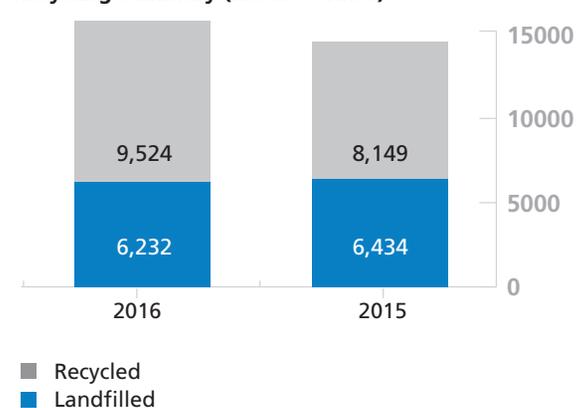
	2016	2015	2014
Electricity (gigajoules [GJ])	1,005,331	1,037,219	1,054,394
Natural gas (GJ)	577,976	586,396	704,559
Oil (GJ)	222,059	244,685	327,757 <sup>3</sup>
Square metres	1,437,446	1,421,683	1,391,055
GJ per square metre	1.26	1.31	1.50

1. Restated in 2016.
2. Covers approximately 80 per cent of the total area (square metres) of our real estate portfolio in 2016. Excludes postmaster-managed buildings and some leased buildings where energy consumption is not reported.
3. Restated for 2014 to correctly reflect energy output.

## Landfill waste diversion

In 2016, the amount of waste material sent to landfills decreased slightly from the previous year. While Canada Post diverted an annual average of 60% of potential waste from landfill, this figure improved each quarter to reach 65% diversion by year end.

### Recycling summary (metric tonnes)

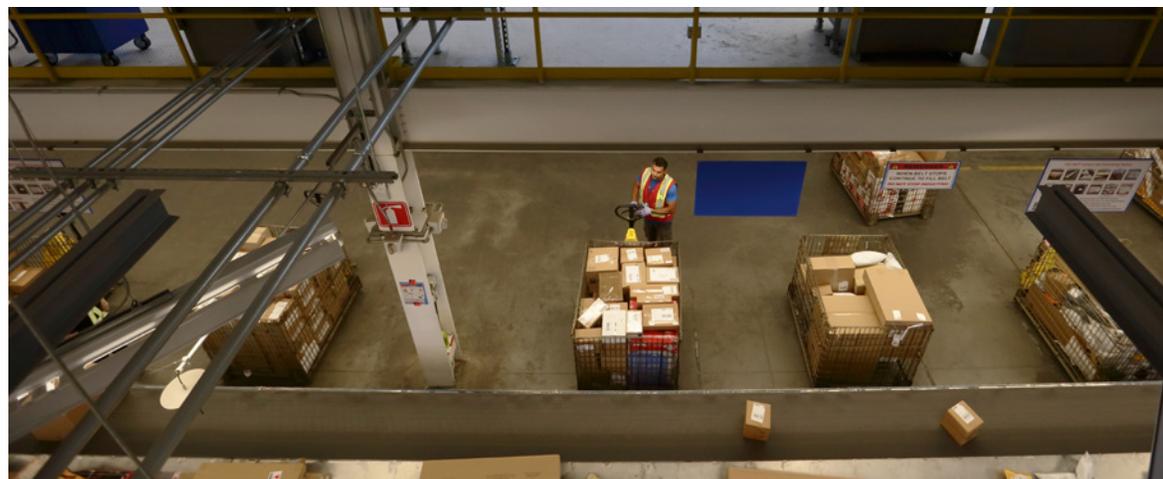
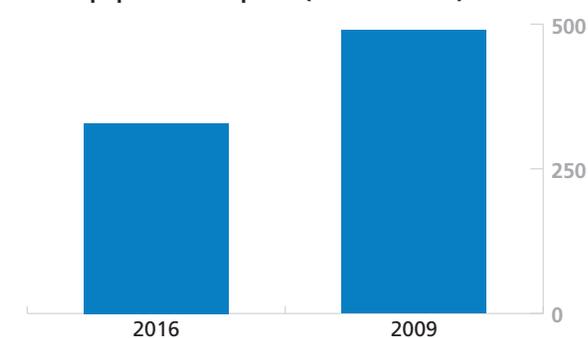


Note: data shown is for sites where vendors have reported both landfilled and recycled volumes.

## Paper consumption

Since the introduction of the Next Generation Print Initiative in 2009, Canada Post has reduced its paper consumption from 490 metric tonnes per year to 329 metric tonnes in 2016, a reduction of 33%. Green paper products, with a 30% recycled content, account for over 90% of total consumption in 2016.

### Office paper consumption (metric tonnes)



# Global Reporting Initiative listing

Our Social Responsibility (SR) Report was developed with reference to the Global Reporting Initiative (GRI) G4 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, visit [www.globalreporting.org](http://www.globalreporting.org).

## G4 General Standard Disclosures

### 1. Strategy and Analysis

Profile disclosure	Description	Reference	Extent of reporting
G4-1	President's message.	AR p. 2-3	Partial
G4-2	Description of key impacts, risks and opportunities.	AR pp. 49-52	Full

### 2. Organizational Profile

Profile disclosure	Description	Reference	Extent of reporting
G4-3	Name of the organization.	AR p. 91	Full
G4-4	Primary brands, products, and/or services.	AR pp. 32-36	Full
G4-5	Location of organization's headquarters.	AR p. 91	Full
G4-6	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. <b>Response:</b> Canada Post Corporation's major operations and those specifically relevant to this report are based in Canada.	Response	Full
G4-7	Nature of ownership and legal form.	AR p. 91	Full
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	AR pp. 32-36, 63-65	Partial
G4-9	Scale of the reporting organization.	AR pp. 28-31, 32-36	Full
G4-10	Total workforce by employment type, employment contract, and region, broken down by gender.	AR pp. 42-45, SR p. 4	Partial
G4-11	Percentage of employees covered by collective bargaining agreements.	AR p. 44	Full
G4-13	Significant changes during the reporting period regarding size, structure or ownership. <b>Response:</b> There were no significant changes during the reporting period concerning size, structure or ownership.	Response	Full
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization. <b>Response:</b> 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.	Response	Partial

3. Identified Material Aspects and Boundaries			
Profile disclosure	Description	Reference	Extent of reporting
G4-17	Operational structure of the organization including main divisions, subsidiaries and joint ventures.	AR pp. 42-45	Full
G4-18	Process for defining report content.	SR p. 1	Partial
G4-19	List all material aspects identified in the process for defining report content.	SR p. 1	Partial
G4-20	Boundary of the report within the Organization. See GRI Boundary Protocol for further guidance. State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	SR p. 1	Full
G4-21	Boundary of the report outside the Organization. See GRI Boundary Protocol for further guidance. State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	SR p. 1	Full
G4-23	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	SR p. 1	Partial
4. Report Profile			
Profile disclosure	Description	Reference	Extent of reporting
G4-28	Reporting period (e.g., fiscal/calendar year) for information provided.	SR p. 1	Full
G4-29	Date of most recent previous report (if any). <b>Response:</b> The CSR report is published annually in conjunction with the Annual Report.	Response	Full
G4-30	Reporting cycle (annual, biennial, etc.). <b>Response:</b> The CSR report is published annually in conjunction with the Annual Report.	Response	Full
G4-31	Contact point for questions regarding the report or its contents.	SR Contents	Full
G4-32	Table identifying the location of the standard disclosures in the report.	SR pp. 12-17	Full
5. Governance			
Profile disclosure	Description	Reference	Extent of reporting
G4-34	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. <b>Response:</b> See Corporate Governance at <a href="http://www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance">www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance</a> .	Response	Full
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees. <b>Response:</b> See Corporate Governance at <a href="http://www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance">www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance</a> .	Response	Partial
G4-36	Report whether the organization has appointed an executive-level position with responsibility for economic, environmental and social topics. <b>Response:</b> The Senior Vice President, Strategy has been given responsibility for preparation of the annual CSR Report. Ongoing responsibility for aspects of CSR rests with the executives responsible for the relevant business segments.	Response	Full
G4-37	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. <b>Response:</b> 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.	Response	Full
G4-38	Composition of the highest governance body and its committees with respect to independence, commitments, gender, under-represented groups, stakeholder representation.	AR pp. 18-21	Full

G4-39	Indicate whether the Chair of the highest governance body is also an executive officer. <b>Response:</b> The positions of Chairman of the Board of Directors and Chief Executive Officer are separate.	Response	Full
G4-40	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. <b>Response:</b> 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.	Response	Full
G4-40	Processes in place for the highest governance body to ensure conflicts of interest are avoided. <b>Response:</b> 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.	Response	Full
G4-42	Highest governance body's and senior executives' roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies and goals.	AR pp. 20-21	Full
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	AR pp. 20-21	Partial
G4-44	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance. <b>Response:</b> The Board of Directors conducts an annual self-assessment through the completion of a survey. The results are reported and action plans are put in place to address any issues affecting the Board's performance.	Response	Full
G4-45	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. <b>Response:</b> See Corporate Governance at <a href="http://www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance">www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance</a> .	Response	Full
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	AR p. 49	Full
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities. <b>Response:</b> See Corporate Governance at <a href="http://www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance">www.canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance</a> .	Response	Partial
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material aspects are covered. <b>Response:</b> the Sustainability Report is fully reviewed and approved by the senior executive Disclosure Committee prior to release.	Response	Full
G4-49	Process for communicating critical concerns to the highest governance body. <b>Response:</b> The Annual Public Meeting is the communication mechanism for all stakeholders.	Response	Full
G4-50	The nature and total number of critical concerns communicated to the highest governance body and the mechanism(s) used to address and resolve them.	AR p. 21	Full
G4-51	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). <b>Response:</b> 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.	Response	Full
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration. <b>Response:</b> The Annual Public Meeting is the communication mechanism for all stakeholders.	Response	Full

## 6. Ethics and Integrity

Profile disclosure	Description	Reference	Extent of reporting
G4-56	Describe the organization's values principles, standards and norms of behaviour such as codes of conduct and codes of ethics. <b>Response:</b> See Vision, Values and Leadership Behaviours at <a href="http://www.canadapost.ca/web/en/pages/aboutus/details.page?article=visionvalues">www.canadapost.ca/web/en/pages/aboutus/details.page?article=visionvalues</a> .	Response	Full
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organizational integrity.	AR p. 21 SR pp. 4-5	Full
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour and matters related to organizational integrity.	AR p. 21 SR pp. 4-5	Full

## G4 Specific Standard Disclosures

### 1. Economic and Environmental

Profile disclosure	Description	Reference	Extent of reporting
G4-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. 16,17, 26-126 SR pp. 1, 6	Full
G4-EN1	Materials used by weight or volume.	SR p. 9	Partial
G4-EN3	Direct energy consumption by primary energy source. Indirect energy consumption by primary source.	SR p. 11	Full
G4-EN5	Energy intensity ratio.	SR p. 11	Full
G4-EN6	Energy saved due to conservation and efficiency improvements. Initiatives to reduce indirect energy consumption and reductions achieved.	SR p. 9, 11	Partial
G4-EN15	Total direct and indirect greenhouse gas emissions by weight (Scope 1).	SR p. 9	Full
G4-EN16	Total direct and indirect greenhouse gas emissions by weight (Scope 2).	SR p. 9	Full
G4-EN17	Other relevant indirect greenhouse gas emissions by weight.	SR p. 9	Full
G4-EN19	Initiatives to reduce greenhouse gas emissions and reductions achieved.	SR p. 9	Full
G4-EN20	Emissions of ozone-depleting substances by weight.	SR p. 9	Partial
G4-EN23	Total weight of waste by type and disposal method.	SR p. 11	Partial
G4-EN27	Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation.	SR pp. 9-11	Partial
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. <b>Response:</b> In 2016, Canada Post did not receive any material fines or sanctions relating to environmental performance.	Response	Full
G4-EN30	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. 10	Partial
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms. <b>Response:</b> None were received or processed.	Response	Full

2. Labour Practices and Decent Work			
Profile disclosure	Description	Reference	Extent of reporting
G4-LA4	<p>Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.</p> <p><b>Response:</b> 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).</p>	Response	Full
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	SR p. 3	Partial
G4-LA12	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. 4	Partial
G4-LA14	<p>Percentage of new suppliers that were screened using labour practices criteria.</p> <p><b>Response:</b> 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. The guidelines are available at <a href="http://www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf">www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf</a>.</p>	Response	Full
3. Human Rights			
Profile disclosure	Description	Reference	Extent of reporting
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including percentage of employees trained.	SR p. 4	Partial
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	SR p. 4	Partial
G4-HR4	<p>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.</p> <p><b>Response:</b> Canada Post operations are conducted 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.</p>	Response	Full
G4-HR5	<p>Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.</p> <p><b>Response:</b> Canada Post operations are conducted solely within Canada and the Corporation 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 <a href="http://www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf">www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf</a>.</p>	Response	Full
G4-HR6	<p>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.</p> <p><b>Response:</b> Canada Post operations are conducted solely within Canada and the Corporation 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. 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. The guidelines are available at <a href="http://www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf">www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf</a>.</p>	Response	Full
G4-HR10	<p>Percentage of new suppliers that were screened using human rights criteria.</p> <p><b>Response:</b> 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. The guidelines are available at <a href="http://www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf">www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf</a>.</p>	Response	Partial
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms.	SR p. 4	Partial

4. Society			
Profile disclosure	Description	Reference	Extent of reporting
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	AR pp. 20-25	Partial
G4-SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. <b>Response:</b> Canada Post is a federal Crown corporation and does not make financial or in-kind contributions to political parties or politicians.	Response	Full
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes. <b>Response:</b> In 2016, Canada Post did not have any legal actions taken against it relating to business practices.	Response	Full
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. <b>Response:</b> In 2016, Canada Post did not receive any material fines or material sanctions relating to non-compliance with laws and regulations.	Response	Full
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society. <b>Response:</b> 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. The guidelines are available at <a href="http://www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf">www.canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf</a> .	Response	Full
5. Product responsibility			
Profile disclosure	Description	Reference	Extent of reporting
G4-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. <b>Response:</b> In 2016, Canada Post did not have any incidents of material non-compliance related to marketing activities.	Response	Full
G4-SO9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. <b>Response:</b> In 2016, Canada Post did not have any incidents of material non-compliance related to products and services.	Response	Full