

2018

CORPORATE
RESPONSIBILITY
REPORT

Contents

1 Our business

- 1 Introduction
- 1 2018 Highlights
- 2 Message from the Chair of the Board
- 3 Message from the President and CEO
- 4 Governance
- 4 Responsible investment and procurement
- 4 Canadian Postal Service Charter

5 Our people

- 5 Health and safety
- 7 Employment equity
- 8 Human rights
- 8 Employee relations

10 Our planet

- 10 Carbon footprint
- 12 Energy efficiency
- 13 Waste and recycling

14 Our communities and country

- 14 Accessibility at Canada Post
- 15 Indigenous People and communities
- 15 Recognizing Indigenous achievement
- 15 Helping to address congestion in major cities
- 16 Canada Post Community Foundation for Children
- 17 Canada Post Santa Letter-writing Program
- 17 Sharing Canada's stories through stamps

18 Our customers

- 18 Accessible delivery
- 18 Security of the mail
- 18 Privacy
- 19 Official Languages
- 19 Access to Information

20 About this report

21 2018 GRI Standards Content Index



Supervisor Eric Patry, who works at a depot near Ottawa, with one of Canada Post's new hybrid light delivery vehicles.

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

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

info.csr@canadapost.ca

Our business

Introduction

Canada Post has the trusted and dedicated people, strong community presence and national network to serve all of the country's 16.4 million addresses – and is the only delivery company that does. In 2018, we delivered almost 8 billion pieces of mail and parcels. With more than 6,100 post offices, ours is Canada's largest retail network. We also operate a fleet of almost 13,000 vehicles. Finally, with almost 53,000 employees, we are one of the largest employers in the country.

We recognize that Canadians expect us to provide more than great service. They expect us to contribute to protecting our planet; to reflect a corporate social responsibility by providing our employees with safe workplaces and treating them with respect, as well as contributing to communities; and to meet the highest standards for governance.

We are investing, making decisions and managing our business and people to meet the changing expectations of Canadians. We have a sharper focus on safety, our environmental impacts, accessibility of the post and employee diversity, among other considerations. While strong governance is not new to us, we now have a renewed and more diverse Board of Directors that reflects gender balance.

At right are some of the highlights of our efforts, which are found in more detail in this 2018 Corporate Responsibility report.

2018 Highlights

65%
of waste diverted
from landfills



50%
of the senior
management
team are women



5 of 11
members of the
Board of Directors are women. As well,
one man is Indigenous and one woman
is a member of a visible minority.



500 hybrid
light delivery
vehicles
ordered



\$1.2 million
in grants distributed to
112 community
organizations

1 million+
replies from Santa
thanks to the help of almost
9,000 volunteer elves



12 experts with lived experience
were appointed to the Canada Post
Accessibility Advisory Panel to advise
us on programs and services

117,000 hours
of safety
training
in 2018



Message from the Chair of the Board

On behalf of the Board of Directors, I am pleased to present Canada Post's 2018 Corporate Responsibility Report. This snapshot reflects new progress in several areas: contributing to a sustainable environment, contributing to communities, and making our services more accessible to Canadians with disabilities and to seniors. At the same time it recognizes that we are committed to defining a path of further achievement in all areas, especially workplace safety.

This report also reflects our first steps taken toward a shift to now report through an environmental, social and governance (ESG) lens. This change recognizes that, while a Crown corporation, Canada Post holds itself to the increasing standards in areas of corporate responsibility that reflect expectations across both the private and public sectors in Canada.

In 2018, this transformative shift began at Canada Post. The Government of Canada installed a more diverse Board with the appointment of several new directors, and undertook a search for a new CEO, resulting in the appointment of Doug Ettinger to lead the Corporation. The Corporation is now setting important new objectives in several areas of corporate responsibility.

Nothing is more important than ensuring employees are safe and healthy. While we reduced our total injury frequency in 2018, we did not achieve a reduction in our lost-time injury frequency. We are committed to finding meaningful solutions to reduce all employee injuries and to expand our efforts to support employee mental health.

Canadians want to protect the environment for future generations. Because we operate one of the country's largest fleets of vehicles and facilities across the country and play a central role in the delivery of increasing parcels that require the use of packaging materials, we recognize we have opportunities to make a real difference. Accordingly,

we are engaging our unions, employees and customers as we create a comprehensive environmental strategy. That strategy must be focused on reducing our carbon footprint and on reducing the amount of packaging associated with the growing number of parcels being delivered to all Canadians. The investment in 500 new hybrid delivery vehicles is an early achievement in this shift.

In 2019, we are focused on creating new strategies and stronger relationships, knowing these are critical to our success and sustainability. Collaboration with our employees, unions and customers will play a critical role in building a more engaged workforce and a stronger, more sustainable Canada Post.

We are proud of our long history of service. As we serve Canadians today and position ourselves for a strong future, we also embrace the broader responsibilities reflected in this report. In doing so, we reflect the values and expectations of the country we serve.



A handwritten signature in black ink, reading "Jessica McDonald".

Jessica McDonald
Chair of the Board of Directors

Message from the President and CEO

Canada Post's past and future are tied to the same guiding principle – connect and serve all Canadians and the many communities they call home. It means we must always be in tune with the changing wants and needs of our customers. Over time, that focus has helped create the incredible foundation we have today – an unrivalled national network, an important presence in communities across the country, and a team of great people dedicated to serving Canadians.

To build on our foundation and succeed in the future, we understand that Canadians expect more than great service. They also expect Canada Post to reflect what's important to them. That's why we're incorporating environmental, social and governance principles in everything we do. It means we are actively working to improve in areas such as the environment, accessibility, diversity and our relationship with Indigenous People and communities, among others. Keeping our people safe and providing them and the people who count on them with key supports is also incredibly important.

Simply put, it's about doing business the right way – not just the easy way. That's something I strongly believe in and hear from employees across the country. This report is about being transparent on our progress and highlighting many of the steps we are taking as an organization. I'd like to highlight just a few.

Reducing our environmental footprint is an interest we share with our unions, so we began a more formal collaboration in April of this year. We are pleased with the level of engagement from participants who represent members of the Association of Postal Officials of Canada, the Canadian Postmasters and Assistants Association, the Canadian Union of Postal Workers, and the Public Service Alliance of Canada – Union of Postal Communications Employees. By working together, we hope to make important and positive changes.

The safety, mental health and well-being of employees is our top priority. In 2018, we revamped our safety programs and relaunched them under a clear, empowering call-to-action called Make it safe, make it home. Employees across the organization are taking the changes to heart and we are seeing important improvements – although we acknowledge we must do better on safety. We have taken the same approach to mental health and well-being, which is just as important as physical safety, and will launch our new approach for employees and their families this fall.

Our employees are part of the communities they serve. Beyond the service they provide, they also do an incredible job raising money for the Canada Post Community Foundation every year. Last year was no different, with well over 100 organizations in communities of all sizes receiving grants to help provide needed support and programs for children and youth.

Together with our employees and unions, we're building a postal service that conducts business responsibly – and in the right way. I look forward to sharing our progress with Canadians.



Doug Ettinger
President and CEO, Canada Post



Governance

The Canada Post Board of Directors provides oversight and guidance on behalf of the Government of Canada, Canada Post's shareholder, on the strategies and related affairs of Canada Post. Additional oversight is accomplished by the Audit Committee, the Corporate Governance and Nominating Committee, the Human Resources and Compensation Committee, the Labour Relations Committee and the Pension Committee.

In a Special Examination of Canada Post conducted in 2018, the Office of the Auditor General of Canada and KPMG found that overall, Canada Post Corporation had in place good practices to oversee the running of the Corporation and to manage its operations. Their special examination concludes that there is reasonable assurance that there were no significant deficiencies in the systems and practices examined at Canada Post.

In May and June of 2018, the Government of Canada appointed a number of directors through an open, merit-based process. They are from across Canada and have diverse backgrounds as well as broad-ranging experience – in business, marketing, logistics, information technology, management consulting, leading Indigenous organizations, and in the labour movement. One new Board member is Indigenous and another is a member of a visible minority. The Board has five female members, including the Chair, out of a total membership of 11. The senior management team, which includes all vice-presidents, chief officers and the President and CEO, is gender-balanced.



The Corporation has a Statement of Board Values and Board Charter, a document outlining standards of conduct for directors, and a bylaw that requires directors to be independent of management.

More information can be found under **Corporate Governance** at canadapost.ca.

Responsible investment and procurement

Canada Post manages investment projects through a four-stage process from idea generation to go-live readiness. All investment projects must be reviewed at each stage and a business case completed with a thorough financial assessment and a project timeline, among other things. As it conducts business, Canada Post is focusing more on environmental impacts, accessibility and its relationship with Indigenous People and stakeholders, as well as meaningful engagement with communities. In 2018, these four kinds of considerations became mandatory and integral parts of the review and approval of investment projects.

As for procurement, the values of social inclusion, accessibility and environmental responsibility will be fully embedded in Canada Post's request for proposals (RFP) process in 2019.

Canadian Postal Service Charter

The *Canadian Postal Service Charter* ensures that postal services remain universal, affordable, reliable, convenient, secure and responsive to Canada Post's customers. The Charter and our compliance to it for 2018 are in the **2018 Annual Report** on canada.st.ca.

As it conducts its business, Canada Post is focusing more on environmental impacts, accessibility and its relationship with Indigenous People and stakeholders, as well as meaningful engagement with communities.

Our people

Health and safety

Operational safety

Health and safety is our highest priority. We feel a tremendous responsibility for the safety and well-being of our employees, contractors and visitors to our facilities, as well as of our customers and Canadians with whom we share the roads.

Canada Post measures its safety performance using two key indicators – total injury frequency (TIF) and lost-time injury frequency (LTIF). TIF is the annualized number of injuries per 100 employees, including injuries that result in professional medical attention or a fatality. Lost-time injury frequency is the annualized number of injuries per 100 employees that caused an employee to miss at least one day of work after the day of injury.

In 2018, our TIF was 11.2, an improvement of six per cent compared to 2017 and one per cent better than our target of 11.3. The LTIF was 5.2, about two per cent worse than 2017, and short of our target of 4.6.

Slips, trips and falls continue to be the largest cause of injuries, followed by manual material handling. The two injury types account for about 80 per cent of all injuries at Canada Post.

We know we have to improve and are taking action. In 2018, Canada Post:

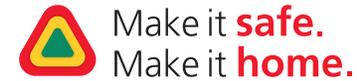
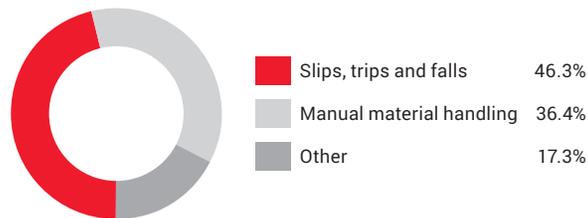
- provided leadership assessment and injury prevention tools to improve safety compliance in plants and depots where injury rates were highest, and as a result improved total injury by 36 per cent and lost time injury frequency by 41 per cent by the end of March 2019. We will continue to add locations that need this kind of targeted focus in 2019;
- launched Make it safe, make it home, a comprehensive national communications program and website that provides team leaders with wider access to guides and job aids;

- delivered more than 117,000 hours of safety training to employees on Respect in the Workplace – Violence Prevention, Motorized Material Handling Equipment and First Aid;
- trained 7,300 employees on conveyor safety;
- trained almost 23,000 letter carriers on the Workplace Hazardous Materials Information System;
- made team leaders and employees aware that they can put employees' safety first by deciding to temporarily halt deliveries in severe weather or when conditions are hazardous; and
- partnered with retailers to offer employees discounts on slip-resistant footwear.

Total injuries	2016	2017	2018
Total injuries	5,297	5,227	5,010
Total injury frequency ¹	12.2	11.9	11.2
Lost-time injuries	2016	2017	2018
Total lost-time injuries	1,658	2,256	2,340
Lost-time injury frequency rate ¹	3.8	5.1	5.2

1. Per 100 full-time equivalent employees.

2018 lost-time injuries by type



Road safety

With more motorized routes, 13,000 corporately owned vehicles and thousands more private vehicles used by our Rural and Suburban Mail Carriers (RSMC), we have more employees driving than ever before. This explains our strong emphasis on defensive driver training.

All drivers must take a mandatory course that is aligned with our driver safety policy. We also monitor provincial driver records and qualifications. Team leaders are expected to reinforce road safety so that our people do not pose a risk to others or themselves.

In 2018, our fleet and RSMC vehicles logged about 5.7 million more kilometres than in 2017. Any contact with another vehicle or object is considered a collision, and they increased by about 12 per cent. Of all collisions that occurred, 5.5 per cent resulted in an injury to our employee.

While there was no specific reason or discernable pattern of causes, the increase was of concern. To address it, we engaged a consultant and performed in-vehicle and on-street observations of driver behaviour. As a result, we improved our vehicle inspection process, and training for team leaders on commercial vehicles, among other things.

In 2019, drawing on external expertise, we will continue to identify opportunities to enhance safety on our motorized routes.

Motor vehicle collisions (all vehicles)*	2016	2017	2018
Millions of km driven (owned fleet)	80.9	85.1	87.1
Millions of km driven (RSMC)* ¹	110.9	114.7	118.4
Total collisions ²	1,932	2,187	2,449
Collision frequency rate ^{2,3}	1.01	1.09	1.19

* In 2018, we refined our calculation methodology for kilometres driven by RSMCs to better reflect Canada Post's growth in both deliveries and addresses. We have updated 2016 and 2017 numbers accordingly.

1. Rural and suburban mail carriers.

2. Historical numbers have been revised to include collision statistics for RSMC personally owned delivery vehicles.

3. Per 100,000 km driven.

Fatalities

There were no work-related fatalities to report in 2018. However, in each of 2016 and 2017, a replacement contractor for a Rural and Suburban Mail Carrier lost their life in a motor vehicle collision.

Employment and Social Development Canada (ESDC) determined the individuals in both fatal collisions were employees of Canada Post for the purposes of the *Canada Labour Code*. Independent investigations determined that neither of our employees were at fault.

Canada Post views any fatality as a sombre reminder of the diligence required around health and safety. Our top priority is safety – including the safety of the thousands of employees who share the roads with millions of Canadians.

Fatalities	2016	2017	2018
Canada Post employees	1	1	0

Mental health

In any given year, one in five Canadians experiences a mental illness or addiction problem. At Canada Post, mental illness is a leading cause of long-term disability claims and the second leading cause of short-term disability claims.

In 2018, Canada Post began to work on a new integrated strategy to support the mental health and well-being of employees and their families.

As a caring employer that values its employees, we have a responsibility to foster a healthy workplace conducive to good mental health. We intend to do more to educate and inform employees and enhance the skills of team leaders in regards to mental health, and promote awareness of and access to resources that exist to help employees.

Our new mental health program will be a full and equal complement to the Make it safe, make it home program we introduced in 2018 to focus on physical safety. Senior leaders have committed to a three-year strategy focused on preventing harm through communications and training. We are aligning our approach with the National Standard of Canada for Psychological Health and Safety in the Workplace, which provides a framework to help actively prevent harm to workers' psychological health and promote well-being. We are also working collaboratively with our unions on the development of our strategy.

In 2018, we:

- studied what government departments and leading employers are doing in the area of mental health, to refine our vision;
- created the role of Senior Adviser, Mental Health to develop a coordinated approach to mental health and connect our Health & Safety team with Human Resources;
- held an inaugural talk on mental health that has since become an ongoing speaker series on wellness; and
- through training, enhanced the skills of 1,400 team leaders, providing them with the confidence to recognize and respond to mental health concerns.

As well, in early 2019, our Employee Assistance Program provider, Homewood Health, developed an app that provides our employees and their families with convenient access to a wide range of resources. We also extended Employee Assistance Program benefits, which include full access to mental health counselling and other resources, to more than 9,000 temporary employees. All leaders who have at least one direct report must complete mandatory mental health training within their first year in a leadership role.

Training enhanced the skills of 1,400 team leaders, providing them with the confidence to recognize and respond to mental health concerns.

Absenteeism

In 2018, absenteeism increased by almost 2 per cent compared to 2017. There was a significant increase in the fourth quarter, when more than 43,000 employees were directly affected by the labour disruption and all paid leave had to be recorded as leave without pay (LWOP).

Absenteeism (as a percentage of usual hours of work)	2016	2017	2018
	6.9%	7.1%	7.2%

In 2019, we are working with our Employee Assistance Program (EAP) provider to better support our employees and continuing to focus on a Promoting Good Attendance training program. It focuses on LWOP and Sick Unpaid absences, the types that employees request when they have used all their Personal Days.

Reasons for absence	2016	2017	2018
Short-term disability and urgent personal days	80.5%	80.9%	73.3%
Injury on duty	12.6%	13.0%	14.1%
Other ¹	6.9%	6.0%	12.6%

1. Includes special leave, leave for family responsibility, unauthorized leave without pay and other employee-requested leave without pay.

Dog bite safety campaign

Every day, Canada Post employees deliver to millions of homes across Canada, an estimated 41 per cent of which have at least one dog. Dog attacks and bites cause serious injuries to our employees every year.

In 2018, there were 216 dog-bite reportable injuries, down by almost 19 per cent from 266 in 2017. This was due in part to hazard prevention activities taken by our Local Joint Health and Safety Committees – and in part to an effective public awareness campaign.

It began in the fall of 2018, when we delivered flyers to customers on five routes in Grande Prairie, Alta., that posed a high risk for dog bites. The flyers reminded customers that all dogs – big or small, and regardless of breed – can bite, and that our delivery agents can't know if a dog is friendly (hence the flyer's title: "What will Daisy do?") We offered tips and asked them to keep their dogs secure and at a safe distance. We followed up with another card at homes where problems with dogs still arose.



In the expanded national campaign in 2019, employees – many of them dog owners – participated in media interviews to reinforce the safety message, which we amplified through social media and a short video.

Employment equity

Our employees serve every person in Canada and they live or work in virtually every community in Canada. To better reflect and serve Canada, we recruit with diversity in mind.

We believe talented people with varied backgrounds can contribute significantly to improving our products and services, and our recruitment strategy reflects that. We welcome inclusivity and aim to foster a workplace that represents the Canadian labour market.

In 2018, we continued to increase the percentage of women in senior management, and again significantly exceeded the Canadian Labour Market Availability (CLMA).

While we increased the number of persons with disabilities and members of visible minorities in our overall workforce representation, there was no change to our representation of Indigenous peoples. The percentage of these two designated groups remained lower than the CLMA, however, and we recognize that we have more to do to build a fully representative workforce.

Overall workforce	2016	2017	2018	CLMA ¹
Women	49.9%	49.6%	49.0%	49.3%
Indigenous peoples	2.3%	2.4%	2.4%	4.0%
Persons with disabilities ²	3.0%	3.4%	3.5%	11.5%
Visible minorities	17.1%	18.1%	19.6%	19.8%

Senior management	2016	2017	2018	CLMA ¹
Women	33.3%	38.9%	40.0%	27.6%
Indigenous peoples	1.3%	0.0%	0.0%	3.2%
Persons with disabilities ²	2.2%	3.7%	3.9%	5.0%
Visible minorities	6.4%	6.9%	7.1%	11.5%

1. Updated Canadian Labour Market Availability (CLMA) rates were implemented for 2018 employment equity annual reporting under direction of Employment and Social Development Canada (ESDC). The rates are derived from 2016 Census of Canada Data based on the 2016 National Household Survey and the 2017 Canada Survey on Disability.
2. Per ESDC, statistics for persons with disabilities at the Senior Management level (Employment Equity Occupational Group [EEOG] 1) are combined with that of EEOG 2, Middle and Other Managers.

Human rights

We strive to create a work environment that is respectful and supportive and that values and protects human rights.

We reinforce a culture of respect and integrity through our code of conduct, training, company policies and performance management.

Our human rights mandate is anchored in the *Canadian Human Rights Act*, and we have policies that promote a respectful workplace, such as the Equality in Employment Policy, Duty to Accommodate Policy, No Discrimination / No Harassment Policy, and a Workplace Violence Prevention and Protection Policy. As well, all five of our collective agreements have human rights clauses.

Employees know what we expect, and what to do, if they see or experience inappropriate or aggressive behaviour. We teach employees that violence is not just physical but can include threats or gestures that can harm or upset people – and that violence, harassment, intimidation and bullying are all unacceptable.

Canada Post considers all human rights discrimination and harassment complaints, and works to address them diligently.

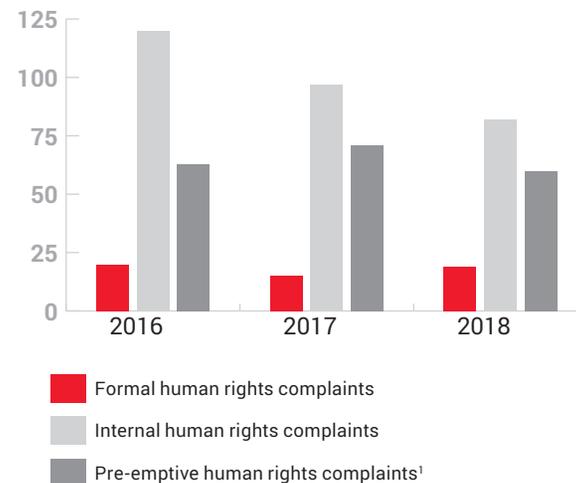
In 2018, Canada Post:

- developed an employee questionnaire designed to help us assess employee requests for accommodations on the grounds of religion;
- taught more than 750 employees about the duty to accommodate and employment equity;
- trained more than 4,000 CUPW-represented employees in Human Rights and Conflict in the Workplace;
- delivered Helping to Create a Positive Work Environment training to 1,314 Rural and Suburban Mail Carriers (RSMC);

- provided 370 supervisors with CORE training, (which includes sections on human rights, diversity, inclusion, discrimination and harassment) in co-operation with the Association of Postal Officials of Canada (APOC);
- and educated nearly 1,450 employees represented by the Canadian Postmasters and Assistants Association (CPAA) on Creating a Workplace Free of Discrimination and Harassment.

In 2019 we will continue to train employees on topics related to human rights. In a spirit of collaboration, this often occurs with the union that represents the employees being trained. As well, at in-person training, management and union representatives both facilitate.

Human rights and harassment complaints



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

Employee relations

Our nearly 53,000 employees are proud to serve Canadians and every address in Canada. Whether it is a delivery agent on the street or at the door, or a postal clerk at a post office counter, they are Canada Post's greatest ambassadors. Canadians rely on and value their service.

As a leading employer, we want to inspire and lead an engaged, safe and reliable workforce that Canadians and shippers continue to trust with their valuable items. Toward this end, in 2018, Canada Post:

- expanded a talent management and succession tool across the organization to capture the skills, experience and career aspirations of employees;
- brought a new performance management system, anchored in ongoing coaching and employee development, to 35 per cent more managers;
- more than 200 mid-level managers participated in our intensive leadership development program in 2018 (twice as many as in 2017);
- delivered 950,000 hours of employee training, including training on substance use for 4,300 employees and training for 47,000 employees and 2,400 retail dealers on safely delivering recreational cannabis;
- created plaques with enlargements of the five stamps that honoured the country's emergency responders, professional and volunteer, civilian and military. Employees across the country presented close to 2,000 plaques – on their own initiative – at fire halls, police stations, military bases and elsewhere. Their enthusiasm for this local, grassroots program reflected our employees' community pride and gratitude toward those who serve and protect.

Labour relations

Two important events marked labour relations in 2018: a pay equity ruling that resulted in significant pay and benefit improvements for thousands of Rural and Suburban Mail Carriers (RSMC), and a labour disruption in the fall involving employees represented by the Canadian Union of Postal Workers (CUPW).

Under the September 2018 pay equity ruling, the significant pay and benefit improvements for RSMC employees were retroactive to 2016, as previously agreed by Canada Post and CUPW. We are fully implementing the ruling through a joint committee. Gender equality is a basic human right and pay disparity on the basis of gender is wholly unacceptable at Canada Post.

The labour disruption occurred despite our best efforts in months of negotiations toward new collective agreements with CUPW. An impasse was followed by CUPW conducting rotating strikes from October 22 to November 27, 2018. This was extremely difficult on our employees and customers.

When we resumed operations, we made “employees first” our guiding principle as we addressed the significant backlog of holiday parcels. Health and safety was our highest priority, and our Operations leaders helped employees work through the backlog in a safe manner. An arbitrator has until the end of 2019 to deliver two new collective agreements.

Our relationship with two other bargaining agents saw two new collective agreements come into effect in 2018 after positive negotiations. One was with the Association of Postal Officials of Canada (APOC), which represents mostly supervisors in Operations. In April 2018, APOC’s new collective agreement took effect; it had been signed in 2017, before the previous agreement expired, a historic first for APOC and Canada Post. The other was with

the Public Service Alliance of Canada/Union of Postal Communications Employees (PSAC-UPCE), which represents administrative and technical employees. In February 2018, PSAC-UPCE ratified a new four-year collective agreement without third-party assistance or a labour disruption.

Collaboration

We remain committed to fostering collaboration, openness and transparency with all our unions and associations, which represent roughly 95 per cent of our employees. We realize that we need to find new ways of working together, listening to each other and being open to new solutions.

We have several joint initiatives underway. They include a study on supervisors’ workloads, being conducted with the Association of Postal Officials of Canada (APOC), which represents them; and a fresh look at the work content of RSMC employees, with CUPW-RSMC.

In addition, management is consulting with all unions on strategies to support the mental health and well-being of our employees and their families, and in 2019 initiated a collaborative effort focused on Canada Post’s environmental footprint.

We remain committed to fostering collaboration, openness and transparency with all our unions and associations, which represent roughly 95 per cent of our employees. We realize that we need to find new ways of working together, listening to each other and being open to new solutions.

Grievances

In 2018, we negotiated with our largest union, CUPW, throughout most of the year, and had a labour disruption lasting more than five weeks in the fall.

Typically grievances increase in years when the company is negotiating with CUPW, which represents more than 43,000 employees. This occurred again, with 3,000 grievances filed in November and December in relation to the disruption. Not counting those, grievances filed by CUPW-represented employees fell slightly to 13,670 from 13,853, or 1.3 per cent, compared to 2017.

For all unions, the total number of filed grievances decreased by 1.6 per cent compared to 2017. Were the grievances related to the labour disruption not counted towards normal grievance activity, the number of grievances would have fallen significantly.

The year-over-year number of grievances pending remained steady. Grievances pending are those that are not yet resolved; they may roll over from one year to the next. There were 29,300, just 12 fewer than in 2017.

We are working to eliminate the root causes of grievances and taking steps to improve our relationships with all bargaining units.

Grievances	2016	2017	2018
Filed	13,857	15,355	15,102
Resolved	18,124	17,374	15,949

Our planet

Carbon footprint

On average, Canada Post sorts and delivers 32 million items daily. We achieve this by leveraging 21 processing plants, 480 letter carrier depots, almost 22,000 delivery routes, more than 6,100 post offices and 13,000 vehicles. We have the largest delivery network and one of the largest transportation networks in Canada.

Meanwhile, the number of addresses we serve grows every year, and has increased by 2.1 million (from 14.3 million to 16.4 million) since 2006. Our corporately owned fleet has almost doubled over that same period to meet the growing demands of our business.

For 2018, our direct greenhouse gas (GHG) emissions (scope 1) and indirect emissions (scope 2) remained relatively flat with an increase of less than 3% over last year. Direct emissions are from sources we own or control; indirect emissions are from transportation-related activities in vehicles not owned or controlled by Canada Post and emissions from buildings and electricity.

While emissions from electricity fell by 1% compared to the previous year due to energy-saving retrofits, emissions from heating increased 3% due to the record-breaking cold weather. Emissions from our corporate fleet also increased by almost 2% in 2018 compared to 2017. This overall performance in our direct and indirect emissions is not surprising given our business growth.

Our planet is getting hotter and Canada is warming at twice the global rate. Canadians expect us to do our part in the fight against climate change. With our role in serving all of Canada, and our vast size and scope, it will take time to significantly reduce emissions from last-mile delivery, but we recognize that shifting to a low-carbon economy will require us to continue to invest in lower emission vehicles over the next decade.

GHG emissions by type (kilotonnes of CO₂ equivalents)

Scope 1: Direct GHG emissions – owned assets	2016	2017	2018
Owned Fleet ¹	61.2	64.9	66.1
Buildings, heating ^{1,2}	29.7	31.6	32.4
Fugitive emissions	0.8	0.6	2.5

Scope 2: Indirect GHG emissions – purchased electricity	2016	2017	2018
Buildings, electricity ²	43.1	40.3	39.9

Scope 3: Indirect GHG emissions – other ³	2016	2017	2018
Domestic air delivery ¹	92.8	100.7	90.5
International outbound air delivery	19.2	18.7	14.4
RSMC delivery ^{1,4}	45.5	45.9	47.4
Subcontracted ground transportation	158.7	162.4	171.5
Rail	1.9	2.0	1.8
Business travel ⁵	8.3	8.2	8.4
Employee commuting and conveyance ⁶	42.6	42.8	51.8
Total	503.8	518.1	526.7

1. Extrapolated based upon best available data
2. Covers approximately 81 per cent of the total area (square metres) of our portfolio. Excludes postmaster-managed buildings and some leased buildings where energy consumption is not reported.
3. Indirect GHG emission – other categories are estimated based on best available data.
4. Rural and Suburban Mail Carriers.
5. Air, rail and car rental usage for business travel
6. Emissions from employee commuting to work and use of taxis

Carbon emissions by scope



Scope 1

19.2%



Scope 2

7.6%



Scope 3

73.2%

Fugitive emissions

Fugitive emissions are unintentional emissions of gases or vapours that arise in the regular use of industrial or heating and cooling equipment. In the case of heating and cooling equipment, these emissions are usually refrigerants or halocarbons, which have a significantly higher Global Warming Potential (GWP) than carbon dioxide (CO₂). The figures in the scope 1 table have been converted into an equivalent amount of carbon dioxide (CO₂e) to be consistent with other greenhouse gas emissions.

In 2018, Canada Post's fugitive emissions increased substantially from the previous two reporting years due to three unexpected leaks of halocarbons, each of more than 100kg. These were our first leaks of that magnitude since 2015.

Since then, we've worked closely with JLL, our real estate service provider, to reduce the risk of future leaks. To date, JLL lead operators and technicians have received training at five key sites, and training will continue. We've also updated procedures, conducted weekly tests at five key sites and performed preventive maintenance.

We continue to review our major HVAC equipment, evaluate the need for further upgrades to refrigerant-release detection equipment and alarms, and will perform monthly leak testing at 12 more sites for a total of 17.

500 new hybrid delivery vehicles joining our fleet

In 2018, we decided to purchase 500 hybrid Light Delivery Vehicles, which are able to meet our business needs while minimizing our emissions. They are joining our fleet in 2019.

Hybrid technology is not new to Canada Post. Over the past decade, our fleet has integrated a mix of alternative propulsion technologies such as propane, compressed natural gas, and hybrid electric vehicles (HEV). In 2019, Canada Post continues to consider alternative propulsion technologies that can be rolled out at scale, including electric vehicles, where infrastructure and clean electricity make it feasible.

Since 2010, Canada Post has deployed 6,000 Light Delivery Vehicles, which reduced per vehicle GHG emissions by more than 50 per cent compared to the older, less fuel-efficient cargo vans they replaced. However, total emissions from our corporate fleet, and from vehicles owned and driven by Rural and Suburban Mail Carriers, increased by roughly 2 per cent because our business grew.

Vehicle composition by type



Fleet performance (fleet owned by Canada Post, excluding RSMC vehicles)	2016	2017	2018
Litres of fuel (in millions)	24.6	26.7	27.2
Number of kilometres travelled (in millions)	91.0	96.9	98.9
CO ₂ emissions by road vehicles (in kilotonnes)	61.2	64.9	66.1
Total number of road vehicles (in thousands)	12.6	13.0	13.2
CO ₂ (grams)/km travelled	672.5	669.8	668.4



Energy efficiency



In 2018, the Edmonton City Centre Depot attained LEED Silver certification and became our 30th LEED-certified project.

LEED (or Leadership in Energy and Environmental Design) certification is a globally recognized symbol of sustainability achievement. Certified projects earned points across several categories: location and transportation, energy and atmosphere, innovation and more.

In recent years, we've also installed Variable Frequency Drives or controllers that regulate voltage to motors on HVAC (heating, ventilating and air conditioning) equipment and fully upgraded to LED lights at plants in Toronto, Ottawa, Hamilton, Windsor and Halifax. We also made improvements at about 120 other sites.

Since 2007, Canada Post has received more than \$2 million in rebates from more than 16 sources in six provinces and territories for retrofits and renovations that have reduced energy consumption. Between 2016 and the end of 2018, Canada Post's focus on building efficiency has reduced our GHG emissions from electricity in our managed buildings portfolio by 7 per cent. 2018 saw a reduction of 1 per cent from the previous reporting year. This reduction is not only a cost savings for Canada Post, but also a reduction of 3.2 kilotonnes (kt) of carbon dioxide equivalent (CO₂e) in our scope 2 greenhouse gas emissions.

LEED buildings

	2016	2017	2018
Total number of LEED certified building projects	27	29	30



Edmonton City Centre Depot, based on the prototype above, scored high marks for optimizing energy performance under the LEED green building rating system, which takes into account sustainability, indoor environmental quality, water, energy and materials efficiency, and innovation in design. We are using similar prototypes for other projects.

Real estate energy performance¹

	2016	2017	2018
Electricity (gigajoules [GJ])	1,005,331	928,493	929,928
Natural Gas (GJ)	577,976	616,312	638,098
Oil (GJ)	222,059	195,121	215,581
Square metres (GJ)	1,437,446	1,416,196	1,471,820
GJ per square metre	1.3	1.2	1.2

1. Covers approximately 81 per cent of total area (square metres) of our real estate portfolio. Excludes postmaster-provided buildings and some leased buildings where energy consumption is not reported.

Energy-Saving Reward Program

In 2016, Canada Post began a joint initiative with JLL Real Estate, our maintenance provider, to reduce the energy we use in our facilities.

Since the program launched, we have been asking employees in operational facilities and administrative offices to conserve energy by doing the little things that add up – like keeping dock doors closed when not loading, switching off lights when they're not in use, unplugging personal devices once they're charged, and shutting down computers at the end of the day.

Employees at our plants and depots were full of ideas, and enthusiasm, for the program in 2018. We rewarded teams that had the greatest participation and success, and encouraged them to spend the prize money on items that would save more energy.



Local Area Manager Melanie Beresnack and Okotoks, Alta., Postmaster Teresa Phelan accept a cheque for energy conservation at the Okotos site, one of 31 awarded \$1,500 in 2018 as part of our Energy Saving Rewards Program. In 2018, we provided a total of \$47,500 in rewards.

Waste and recycling

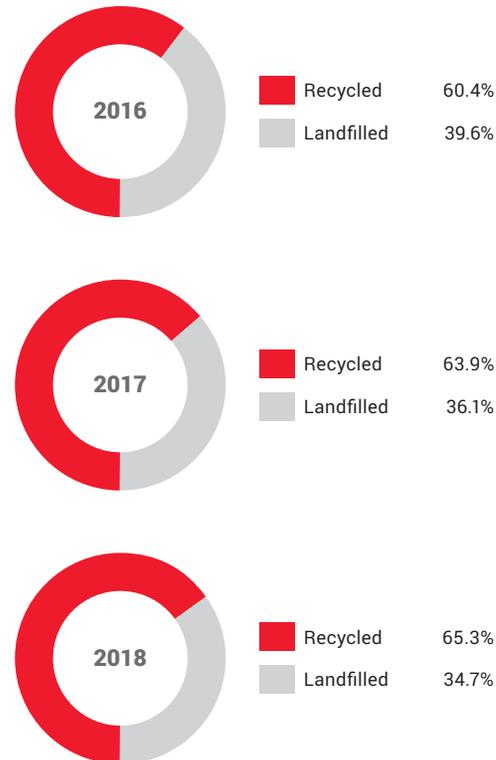
Landfill waste diversion

In 2018, Canada Post diverted 65.3 per cent of total waste generated in our facilities from landfills. This represents a 1.4 per cent improvement in the total waste diverted over last year.

We continue to encourage the use of reusable handling materials by our suppliers and customers, which significantly reduces at source the residual materials in our operations.

In 2019 we will conduct waste studies to identify opportunities to reduce and recycle more waste from our operations.

Recycling Summary



Customers are encouraged to put their used aluminum capsules in a fully recyclable, sealed Red Bag provided by Nespresso Canada and drop it in a regular mailbox, or at any Canada Post outlet, at no extra cost.

Nespresso: recycling by mail

In 2016 we piloted a program with Nespresso Canada to launch an innovative “return on the go” option to make it easier to give a second life to aluminum coffee capsules and coffee grounds.

In June 2018, we launched a full, national program that allowed Nespresso Club Members in every province and territory to recycle used aluminum Nespresso capsules by simply sending them back through the mail at no cost.

At the time of purchase, Nespresso Canada provides customers with a recyclable bag. Once it’s filled with used capsules, they drop it off at a Canada Post outlet or in a Canada Post mailbox. The used capsules are shipped to a local partner that separates coffee grounds from the capsules. The aluminum is recycled into products and coffee grounds transformed into quality compost used by farms. Nespresso pays for the process.

Through this partnership with Canada Post, over 95 per cent of Nespresso Members now have access to a convenient option to recycle their capsules. The company was honoured for this solution at the 2018 Canada Post E-commerce Innovation Awards, taking first place in a special category for advancing the nation’s retail industry.

Our communities and country

Accessibility at Canada Post

In 2018, Canada Post took steps to become a more accessible service provider, organization and employer. For example, it created an Accessibility Policy team to provide insight into best-in-class accessibility practices, and lead improvements to corporate accessibility strategies and action plans.

We are developing a new multi-year accessibility plan by taking a collaborative approach. We are engaging union partners, the disability community and accessibility networks, as well as key stakeholders such as the Accessibility Secretariat at Employment and Social Development Canada.

As the strategy is being developed, efforts are already underway to improve and enhance accessibility at Canada Post. For example:

- A select group of employees completed the Rick Hansen Foundation Accessibility Assessor Training Course, an intensive accredited program focused on applying the principles of universal design. Sensitivity and awareness training has also taken place.
- A new pilot is aimed at recruiting persons with disabilities as part of the summer student employment program.
- The Digital team now integrates accessibility during the design phase of webpages. Our 2018 Annual Report was the first in our history to be accessible to all Canadians whatever their hardware, software, network infrastructure, native language, location, or physical ability. This was achieved by writing code for the website so that it would comply with the international W3C standards for accessibility. As a result, for example, any visually impaired reader could access to the same information as a fully sighted reader.

Accessibility Advisory Panel



The advisory panel includes experts in disability and seniors' issues, including individuals with lived experiences, from across the country. They advise us on the accessible delivery program and on the accessibility of our programs and services more broadly.

Canada Post's customers have diverse individual needs. Identifying, removing and preventing physical and non-visible barriers is important for our country and for Canada Post, and our services should reflect that.

In 2018, we launched a new national Accessibility Advisory Panel to help us. The panel met in November 2018 and again in May 2019. It includes experts and advocates with lived experience from across the country. To start, they were offering input to help make Canada Post's delivery services more accessible to persons with disabilities and to seniors. (See "delivery accommodation" in the "Our customers" section.) The panel's mandate has expanded, to also offer advice and guidance on accessibility of Canada Post's programs and services more broadly.

In time, measures like these will make not just Canada Post, but Canada itself, more inclusive.

"I'm grateful to serve on the Accessibility Advisory Panel. It's exciting to see Canada Post doing things to make sure that people with disabilities and seniors can access their mail in an accessible way, and to be able to advise them on improvements."

Diane Bergeron

Vice-President, Engagement and International Affairs
Canadian National Institute for the Blind



Diane Bergeron, a member of the Canada Post Accessibility Advisory Panel, and her guide dog Lucy visit her Canada Post mailbox kiosk in Manotick, Ont.



Indigenous People and communities

Canada Post has a long history with Indigenous communities and a strong presence in them. There are 134 post offices located in First Nation communities, and more than 100 post offices in or near Métis communities, and 53 post offices in Inuit communities across the north.

We are committed to partnering with Indigenous Peoples across the country. In 2018, we created a team to work with Indigenous communities. As we engage in meaningful consultation and build respectful relationships, we hope to reflect their concerns and needs in our business plans and operational decisions.

Our aim is to create stronger business relationships with Indigenous-owned businesses and identify opportunities for the future. This year, we are exploring how to include the participation of Indigenous Peoples when we issue requests for proposals from vendors looking to supply products or services, or to participate as we build new facilities.

Approximately 1,500 Canada Post employees have self-identified as Indigenous. We are developing strategies for hiring more Indigenous employees.

Recognizing Indigenous achievement

In May 2019, we announced 25 winners of our 2018 Aboriginal Education Incentive Awards, which recognize Canadians of Aboriginal heritage who are continuing in school after an absence from formal education.

Applicants submitted an essay outlining the obstacles and challenges they'd overcome in pursuit of further education. Each year, up to 25 winners across the country are presented a \$1,000 award. Since 2004, we've presented more than 300 awards.

In 2019, the awards program is going forward under a new name, the *Canada Post Awards for Indigenous Students*. Details are on canadapost.ca.

In May 2018, we shared the inspiring story of a determined award recipient who has overcome obstacles and, with the help of an Incentive Award, is pursuing her dream of a medical career. You can read it and watch a video on canadapost.ca/magazine.



Laura McNab-Coombs was the recipient of an Aboriginal Education Incentive Award.

Helping to address congestion in major cities

Traffic congestion frustrates and delays residents and creates added costs and uncertainty for businesses. The growth of e-commerce adds traffic to urban streets and adds to parking challenges in downtowns. Canada Post is an active participant in problem-solving partnerships to address serious congestion in Toronto, Montréal and Vancouver. At the same time, we want to improve safety for our employees and customers, and bring to the discussions the needs of our customers for prompt and reliable delivery.

In Toronto, a Canada Post representative is a co-chair of the Toronto Region Board of Trade's Movement of Goods Council. That group is researching the extent and impact of the problem and advocating innovative ideas. In the city of Montréal, we are actively involved in the efforts of the Heavy Vehicle Task Force led by Vision Zéro, and have been invited by the city to discuss opportunities to develop innovative logistics and delivery solutions. In the city of Vancouver, we are at the table with municipal leaders, the major stakeholders of Translink (the region's transportation authority) and the Greater Vancouver Board of Trade, among others.

We recognize that with our important role in major urban centres, we contribute to congestion. Accordingly, we are playing an active and constructive role in seeking solutions that are responsible and sustainable, yet allow us to meet our customers' needs.

Canada Post Community Foundation for Children

The Canada Post Community Foundation for Children was created to improve the lives of young Canadians.

It provides grants to meet real needs, whether it's funding summer camps for children living with serious illness; crisis lines; anti-bullying campaigns; mental health initiatives; literacy, sports and breakfast programs; special needs clinics; arts and recreation projects; playgrounds and more.

In 2018, the Foundation contributed almost \$1.2 million in grants to 112 community organizations across the country. It also raised another \$1.2 million for its 2019 grants.

Funds are raised through an annual in-store campaign, sales of a special fundraising stamp and employee support that includes a dime-a-day payroll deduction program.

In the last seven years, the Foundation has granted about \$7 million to more than 660 projects. Here are a few of the 2018 recipients, and how they put their grant to work:

1 Victoria Gold Yukon Student Encouragement Society

Whitehorse, Yukon

Impact: \$10,000 addressed student absenteeism. With the Kwanlin Dün First Nations and the Elijah Smith Elementary School in Whitehorse, the Society launched a Walking School Bus pilot with adult volunteers. About 100 children were served. Funding paid for a project coordinator, protective equipment and training.



2 Cerebral Palsy Kids and Families

Calgary, Alberta

Impact: A grant of \$20,000 helped the Association's Special Bikes for Special Kids program, which has for two decades outfitted children with special needs with modified bicycles. About 200 children with cerebral palsy or other neuromotor disability got to experience the joys of riding a bike, while staying active.



3 Radville Laurier Regional Park

Radville, Saskatchewan

Impact: With \$11,000 from the Foundation, this leader in community programming built an outdoor classroom and garden tower next to gardens planted and cared for by students from nearby St. Olivier School. Two hundred pupils benefitted from hands-on learning, especially pupils who don't thrive in conventional classroom environments.



4 Mentoring Juniors Kids Organization

Toronto, Ontario

Impact: A grant of \$15,600 helped to sustain the Parkdale Safe Walk program, an after-school pick-up and drop-off service to free fitness programs at the MJKO Champion Centre west of downtown. The program served at least 100 youth between the ages 6 and 18 in the Parkdale South neighbourhood.



5 Grands Frères Grandes Soeurs Trois-Rivières

Trois-Rivières, Quebec

Impact: Our \$20,000 grant helped fund the Grands Amis scholastic mentoring program, which focuses on reducing bullying, drug use, risky behaviour and the drop-out rate. Funding enabled 120 more youth to take part. Grand Amis matches senior students with younger pupils who meet weekly under supervision.



6 Janeway Children's Hospital Foundation

St. John's, Newfoundland and Labrador

Impact: Our \$15,000 grant allowed Janeway to create a therapy room equipped with educational toys and tools to help children struggling with mental illness express their thoughts and emotions in a safe and curative environment. About 1,000 people, including parents, were directly impacted by the grant.



Canada Post Santa Letter-writing Program

Over more than 35 years, the Canada Post Santa Letter-writing Program has warmed the hearts of millions. What started as a volunteer effort by a small group of employees soon grew into a vibrant national program. Today, parents and grandparents who write often recount the joy of receiving a reply from Santa when they were young.

Canada Post delivers more than 1 million letters to Santa almost every year. In 2018, almost 9,000 volunteers spent about 125,000 hours making the program a success. Since 1982, volunteers have contributed about 6 million hours of their time.

Santa can respond in 39 languages, including braille, and has replied to more than 30 million letters since the program's inception.

“My little man had no idea what to ask @Santa for Christmas and didn't figure it out until Thursday last week (Nov. 29). On Christmas Eve he received a letter back from Santa. In French too. Thank you Canada Post!! We've got a very happy boy. #merrychristmas #thankyou #canadapost #awesome.”

Cecile Gambin Photography



Sharing Canada's stories through stamps

In 2018, our stamps celebrated this great country, including its achievers, history and everyday heroes. Among the highlights were:

- **Armistice 1918-2018** honoured our soldiers and their sacrifices while marking the 100th anniversary of the armistice that ended the First World War;
- **Emergency Responders** paid tribute to our paramedics, the Canadian Armed Forces, search and rescue experts, firefighters and police officers who protect Canadians. Our employees said a special thank you to emergency responders in their communities by visiting police stations, fire halls, military bases, paramedic stations and the offices of other responders, often bringing baked goods with them. Employees organized some 2,000 individual presentations. It was an unscripted outpouring of heartfelt thanks.
- **Women in Winter Sports** honoured six former Olympic and Paralympic athletes who have been role models and ambassadors for their sports: Sharon and Shirley Firth (cross-country skiing), Sonja Gaudet (wheelchair curling), Danielle Goyette (hockey), Nancy Greene (alpine skiing) and Clara Hughes (speed skating).
- Our **Memorial Cup** stamp paid tribute to one of hockey's oldest and most cherished trophies, 100 years after the Cup was first presented in remembrance of Canadians who lost their lives in the First World War.



Our customers

Accessible delivery

We want all Canadians to be able to access their mail and parcels. Canada Post's delivery accommodation program ensures that they can. The program was designed to provide customers a convenient and respectful process that results in effective solutions. We sought input from external stakeholder groups, researched common accommodation practices, sought expert advice and consulted with the Canadian Human Rights Commission.

The delivery accommodation program offers solutions to accommodate residential customers whose functional limitations restrict their ability to access mail and parcels from their mailbox. Some solutions help customers use their mailbox more easily: a key turner, sliding mail tray, changing the compartment and braille tags. Other solutions help customers who cannot readily get to their mailbox.

For example, we can:

- redirect their mail so that we deliver it to a person they trust at another address
- deliver their mail to a community mailbox that is closer to their home
- gather their mail from their community mailbox and deliver it to their address one day a week. (We would still deliver parcels to their door on the day they are ready for delivery.)
- explore other customer specific accommodation solutions.

Accommodations can be temporary, year-round or seasonal. All delivery accommodations are free. Any customer can call Canada Post customer service and request an accommodation. Our accommodation team engages with each customer on a confidential, case-by-case basis.

The Delivery Accommodation Appeals Committee provides an avenue for customers who are not satisfied with the accommodation provided.

Security of the mail

Canada Post is responsible for the security of the mail and for protecting its customers' and employees' privacy.

We've invested in physical and electronic security to protect against data breaches or fraudulent use of our products and services. Over time, we have:

- introduced high-security locks, cameras and electronic access controls to protect the mail and our postal facilities;
- adopted a records management system with security controls and oversight;
- implemented a process to escalate breaches of sensitive information;
- taken steps to ensure third-party contractors have adequate security access controls in effect.

We also require security clearance for all employees and contractors and regularly conduct risk assessments to better protect customer and employee privacy. We will continue to invest in information security, including a new artificial intelligence solution to protect against malicious emails.

Privacy

Canadians and our employees trust us to protect their personal information. We uphold the privacy of all Canadians by following leading privacy practices, including strict adherence to the *Privacy Act*.

In 2018, Canada Post continued to advance several privacy initiatives, including: assessments on the privacy impacts of partnering with third-party consumer data aggregators; customer authentication methods used by our Mail Forwarding service; and various public and private sector data-sharing initiatives.

We received 38 informal complaints under the *Privacy Act* at our Privacy Office in 2018 and two formal complaints under the *Act* through the Office of the Privacy Commissioner of Canada.

Privacy	2016	2017	2018
Informal complaints ¹ under the <i>Privacy Act</i>	69	46	38
Formal complaints ² under the <i>Privacy Act</i>	2	4	2

1. Complaints that individuals submit directly to the Canada Post Privacy Office

2. Complaints that the Canada Post Privacy Office receives from the Office of the Privacy Commissioner of Canada.

Official Languages

Canada Post respects its obligations under the *Official Languages Act*. We take steps to communicate with employees and customers in the official language of their choice and to offer anglophones and francophones equal opportunities.

The Corporation holds annual awareness activities with employees and linguistic duality celebrations.

In 2018, callers to our Customer Service line who agreed to take a survey were asked if they were served in their official language of choice. Of the 10,823 people surveyed, 10,612, or 98 per cent, responded positively.

The number of complaints received from the Office of the Official Language Commissioner increased in 2018 – which has us looking to improve.

	2016	2017	2018
Official languages complaints	23	27	38

Access to Information

Canada Post is committed to fulfilling our obligations under the *Access to information Act* (the “Act”) while protecting the information received from its partners, suppliers and customers. We believe it is of paramount importance to balance the requester’s right of access with the protection of commercially sensitive corporate and third-party information. This commitment is fundamental to respecting customer relationships and to maintaining trust.

Canada Post embraces the principles of openness and transparency expected of us as a Crown corporation that serves Canadians. We demonstrate our commitment in several ways, including publishing a comprehensive annual report about our business and financial performance, a Corporate Plan Summary Report, and the Canada Postal Guide. We also proactively disclose the travel and hospitality expenses of senior executives and members of the Board of Directors. These proactive disclosures became a legal requirement under the Act in 2019.

In 2018, Canada Post undertook to eliminate the backlog of historical complaints in an effort to improve compliance and become more transparent. The ATI Directorate established a task force to focus efforts on the resolution of these complaints. These efforts continued into 2019 with the successful elimination of all backlogged complaints.

In 2019, with the passage of the amendments to the Act, Canada Post will be reviewing its processes, practices and policies to ensure alignment with any new obligations to the corporation.

	2016	2017	2018
ATI Requests	155	111	111
ATI Complaints	36	17	9

Canada Post embraces the principles of openness and transparency expected of us as a Crown corporation that serves Canadians.

About this report

The Global Reporting Initiative (GRI) sustainability standards provide an internationally recognized platform for private enterprises, non-profit organizations and public agencies to measure and track their performance in their environmental, social, and economic disclosures, as well as their governance measures.

The 2018 Corporate Responsibility Report from Canada Post will be its 12th report using the GRI standards. It has been prepared according to GRI Standards: Core Option.

In this report, the indicators published are for the Canada Post Corporation only and exclude our subsidiaries. The Canada Post **Annual Report** provides a broader range of financial disclosures and includes data on subsidiaries within the Canada Post Group of Companies.

2018 GRI Standards Content Index

General Disclosures

Organizational Profile		
Disclosure Number	Disclosure Title	Reference
102-1	Name of the organization	Canada Post 2018 Annual Report, Management Discussion & Analysis, 1 st paragraph, pg.1: Canada Post
102-2	Activities, brands, products, and services	Canada Post 2018 Annual Report, Management Discussion & Analysis, Executive Summary, pg.1-2 and section 2, Core Business Strategy, pg.6
102-3	Location of headquarters	Canada Post 2018 Annual Report, Consolidated Financial Statements, note #1 pg. 65
102-4	Location of operations	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 1, pg.1
102-5	Ownership and legal form	Canada Post 2018 Annual Report, Management Discussion & Analysis, 1 st paragraph, pg.1
102-6	Markets served	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 2, pg.6
102-7	Scale of the organization	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 2, pg.7 and pg.9 Purolator
102-8	Information on employees and other workers	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 4, pg.16-19
102-10	Significant changes to the organization and its supply chain	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 4.2, pg.19
102-11	Precautionary Principle or approach	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.
Strategy		
Disclosure Number	Disclosure Title	Reference
102-14	Statement from senior decision-maker	Canada Post 2018 Corporate Responsibility Report, Message from the President and CEO, pg. 3
102-15	Key impacts, risks, and opportunities	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 5, pg.22-28
Ethics and Integrity		
Disclosure Number	Disclosure Title	Reference
102-16	Values, principles, standards, and norms of behavior	See Canada Post Code of conduct
102-17	Mechanisms for advice and concerns about ethics	See Canada Post "About Us"

Governance		
Disclosure Number	Disclosure Title	Reference
102-18	Governance structure	Canada Post 2018 Annual Report, Online Component, Corporate Governance
102-19	Delegating authority	Canada Post 2018 Annual Report, Online Component, Corporate Governance
102-20	Executive-level responsibility for economic, environmental, and social topics	Canada Post External Website, Environment Policy
102-21	Consulting stakeholders on economic, environmental, and social topics	Canada Post External Website, Environment Policy
102-22	Composition of the highest governance body and its committees	Canada Post 2018 Annual Report, Online Component, Corporate – Board of Directors
102-23	Chair of the highest governance body	Canada Post 2018 Annual Report, Online Component, Corporate – Board of Directors
102-24	Nominating and selecting the highest governance body	Canada Post External Website, About Us, Leadership, Governance and Board of Directors
102-25	Conflicts of interest	Canada Post External Website, About Us, Leadership, Governance and Board of Directors
102-26	Role of highest governance body in setting purpose, values, and strategy	Canada Post External Website, About Us, Leadership, Governance and Board of Directors
102-27	Collective knowledge of highest governance body	Canada Post 2018 Annual Report, Online Component, Corporate Governance
102-28	Evaluating the highest governance body's performance	Canada Post 2018 Annual Report, Online Component, Corporate Governance
102-29	Identifying and managing economic, environmental, and social impacts	Canada Post External Website, Environment Policy
102-30	Effectiveness of risk management processes	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 5, pg.22-28
102-31	Review of economic, environmental, and social topics	Canada Post External Website, Environment Policy
102-32	Highest governance body's role in sustainability reporting	The Board of Directors has final approval of each Corporate Responsibility report before publishing
102-33	Communicating critical concerns	Canada Post 2018 Corporate Responsibility Report, Our Business – Message from the Chair of the Board, pg. 2
102-34	Nature and total number of critical concerns	Canada Post 2018 Corporate Responsibility Report, Our Business – Message from the Chair of the Board, pg. 2
102-35	Remuneration policies	Canada Post 2018 Annual Report, Online Component, Corporate Governance
102-37	Stakeholders' involvement in remuneration	Canada Post 2018 Annual Report, Management's Responsibility for Financial Reporting, pg. 57

Stakeholder Engagement		
Disclosure Number	Disclosure Title	Reference
102-40	List of Stakeholder Groups	Canada Post 2018 Annual Report, Executive Summary, paragraph 1, pg. 1
102-41	Collective bargaining agreements	Canada Post 2018 Annual Report, Management Discussion & Analysis Section 4.1, pg.17-18
102-42	Identifying and selecting stakeholders	Canada Post 2018 Annual Report, Executive Summary, paragraph 1, pg. 1
102-43	Approach to stakeholder engagement	The Annual Public Meeting and additional available tools (bargaining agents, whistle blower program, relationship committee set up with the unions etc.) are communication mechanisms for stakeholders
102-44	Key topics and concerns raised	Canada Post 2018 Annual Report, Online Component, Reflecting Canada, Enhancing Engagement with Communities

Reporting Practice		
Disclosure Number	Disclosure Title	Reference
102-45	Entities included in the consolidated financial statements	Canada Post 2018 Annual Report, Management Discussion & Analysis, 1 st paragraph, pg.1
102-46	Defining report content and topic Boundaries	Canada Post 2018 Corporate Responsibility Report, Our Business, pg. 1
102-47	List of material topics	The current structure of this report reflects our understanding of material issues we face today. We are undertaking a Sustainability materiality assesment in the fall of 2019 to update our material topics.
102-49	Changes in reporting	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 9, pg.43-48
102-50	Reporting period	Canada Post 2018 Annual Report, Management Discussion & Analysis, 1 st paragraph, pg.1
102-51	Date of most recent report	Canada Post 2018 Annual Report, Management Discussion & Analysis, 1 st paragraph, pg.1
102-52	Reporting cycle	Canada Post 2018 Annual Report, Management Discussion & Analysis, 1 st paragraph, pg.1
102-53	Contact point for questions regarding the report	csr.info@canadapost.ca
102-55	GRI content index	Canada Post 2018 Corporate Responsibility Report, About This Report, pg. 21-27

Material Topics

Economic Performance		
Disclosure Number	Disclosure Title	Reference
201-1	Direct economic value generated and distributed	Canada Post 2018 Annual Report, Management Discussion & Analysis, Section 2, pg.6

Anti-competitive Behavior		
Disclosure Number	Disclosure Title	Reference
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2018, Canada Post did not have any legal actions taken against it relating to anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes

Materials		
Disclosure Number	Disclosure Title	Reference
301-1	Materials used by weight or volume	Currently not material to Canada Post operations

Energy		
Disclosure Number	Disclosure Title	Reference
302-1	Energy consumption within the organization	Canada Post 2018 Corporate Responsibility Report, Our Planet: Energy Efficiency pg.12
302-3	Energy intensity	Canada Post 2018 Corporate Responsibility Report, Our Planet: Energy Efficiency pg.12
302-4	Reduction of energy consumption	Canada Post 2018 Corporate Responsibility Report, Our Planet: Energy Efficiency pg.12

Emissions		
Disclosure Number	Disclosure Title	Reference
305-1	Direct (Scope 1) GHG emissions	Canada Post 2018 Corporate Responsibility Report, Our Planet: Carbon Footprint, pg. 10
305-2	Energy indirect (Scope 2) GHG emissions	Canada Post 2018 Corporate Responsibility Report, Our Planet: Carbon Footprint, pg. 10
305-3	Other indirect (Scope 3) GHG emissions	Canada Post 2018 Corporate Responsibility Report, Our Planet: Carbon Footprint, pg. 10
305-5	Reduction of GHG emissions	Canada Post 2018 Corporate Responsibility Report, Our Planet: Carbon Footprint, pg. 10
305-6	Emissions of ozone-depleting substances (ODS)	Canada Post does not currently have any CFC emissions through the operations of our business. For Halocarbon fugitive emissions please see the Canada Post 2018 Corporate Responsibility Report, Our Planet: Carbon Footprint, pg. 10

Effluents and Waste		
Disclosure Number	Disclosure Title	Reference
306-2	Waste by type and disposal method	Canada Post 2018 Corporate Responsibility Report, Our Planet: Waste and recycling, pg.13

Environmental Compliance		
Disclosure Number	Disclosure Title	Reference
307-1	Non-compliance with environmental laws and regulations	In 2018, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.

Labor/Management Relations		
Disclosure Number	Disclosure Title	Reference
402-1	Minimum notice periods regarding operational changes	Approximately 95% 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). The status of those collective bargaining agreements is reflected in the Canada Post 2018 Annual Report, Management Discussion and Analysis, Labour Negotiations, pg. 3

Occupational Health and Safety		
Disclosure Number	Disclosure Title	Reference
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.

Diversity and Equal Opportunity		
Disclosure Number	Disclosure Title	Reference
405-1	Diversity of governance bodies and employees	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.

Non-discrimination		
Disclosure Number	Disclosure Title	Reference
406-1	Incidents of discrimination and corrective actions taken	Human Rights Complaints: Canada Post 2018 Corporate Responsibility Report, Our People, Human Rights, pg. 8; Official Languages Complaints: Canada Post 2018 Corporate Responsibility Report, Our Customers, Official Languages, pg. 19

Freedom of Association and Collective Bargaining		
Disclosure Number	Disclosure Title	Reference
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	95% of our employees are covered by a collective bargaining agreement. The status of those collective bargaining agreements is reflected in the Canada Post 2018 Annual Report, Management Discussion and Analysis, Labour Negotiations, pg. 3

Child Labor

Disclosure Number	Disclosure Title	Reference
408-1	Operations and suppliers at significant risk for incidents of child labor	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.

Forced or Compulsory Labor

Disclosure Number	Disclosure Title	Reference
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	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.

Human Rights Assessment

Disclosure Number	Disclosure Title	Reference
412-2	Employee training on human rights policies or procedures	Canada Post 2018 Corporate Responsibility Report, Our People: Human Rights, pg.8

Local Communities

Disclosure Number	Disclosure Title	Reference
413-1	Operations with local community engagement, impact assessments, and development programs	Canada Post 2018 Corporate Responsibility Report, Our communities and country, pg.14

Supplier Social Assessment

Disclosure Number	Disclosure Title	Reference
414-1	New suppliers that were screened using social criteria	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 canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf .

Public Policy

Disclosure Number	Disclosure Title	Reference
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 Labeling

Disclosure Number	Disclosure Title	Reference
417-3	Incidents of non-compliance concerning marketing communications	In 2018, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.

Socioeconomic Compliance

Disclosure Number	Disclosure Title	Reference
419-1	Non-compliance with laws and regulations in the social and economic area	In 2018, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.