



2019

SUSTAINABILITY REPORT



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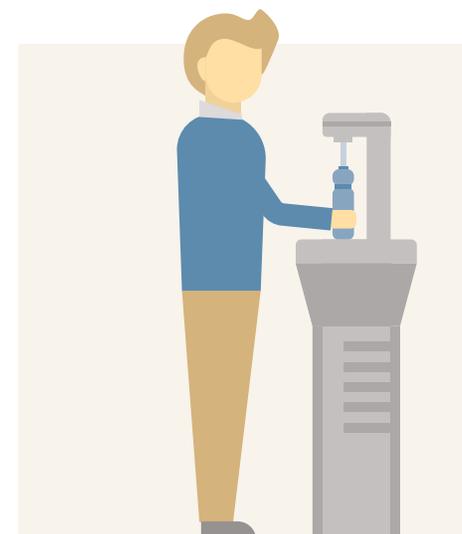
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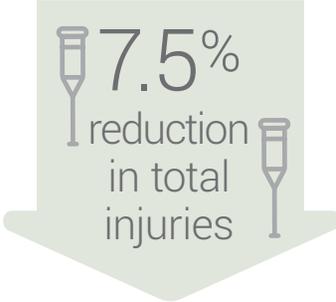
We value your feedback

Our Sustainability Report is how Canada Post discloses Environmental, Social and Governance performance to all our stakeholders. We welcome feedback and questions on our initiatives and progress.

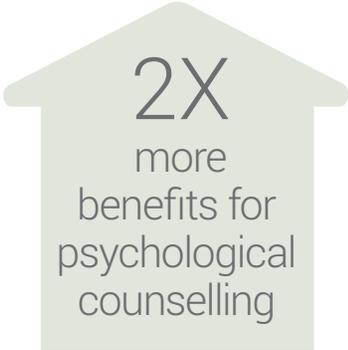
**You can contact us at
ESG@canadapost.ca at any time.**

2019 Highlights

49% 
of total
workforce
are women

7.5% 
reduction
in total
injuries

1,627 
team leaders received
mental health
leadership training

2X 
more
benefits for
psychological
counselling

67% 
more hours for
health & safety
training

69% 
of waste
diverted from
landfills

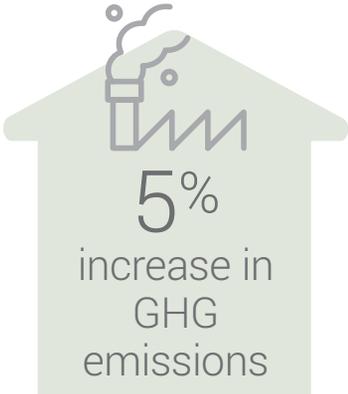
374 
hybrid
vehicles joined
our fleet

62 LED 
lighting retrofits

Canada Post Pension
becomes signatory of



\$1.1 million 
in GRANTS distributed
to 118 community
organizations

5% 
increase in
GHG
emissions

Message from the Board of Directors

On behalf of the Board of Directors, we are pleased to present Canada Post's 2019 Sustainability Report. The report outlines our progress on environmental, social and governance (ESG) performance in areas of importance such as employee safety, environmental sustainability and collaboration with bargaining agents. These areas of focus are important to Canadians, customers and employees, and align with the broad direction from our shareholder, the Government of Canada.

Canadians are increasingly concerned about environmental sustainability – and so are we. Our mandate to serve over 16.5 million Canadian addresses, coupled with increasing e-commerce deliveries, requires that we grow our network. We have an important responsibility to future generations to grow sustainably by taking steps to reduce greenhouse gas emissions and waste. We also have an opportunity to be innovative and creative, and help our customers reduce their own environmental footprints.

Our efforts to make progress ramped up in 2019. We are retiring older, less efficient vehicles and replacing them with hybrid and other alternative propulsion technologies that offer better fuel efficiency. We deployed 374 hybrid-electric vehicles in 2019, our largest purchase of alternative propulsion vehicles to date, and intend to deploy over 500 more in 2020.

In August 2019, Canada Post and its four bargaining agents signed a joint public statement committing to work together to reduce Canada Post's environmental footprint. We co-developed our

2020-2022 Environmental Action Plan, which includes significant steps to achieve that objective. We are also proud of our work with the Canadian Postmaster and Assistants Association (CPAA) to reach a tentative agreement in 2019, which was later ratified by its members.

Safety is our top priority. In 2019, our total injury frequency and lost-time injury frequency results improved considerably. But even one injury is too many, and we are committed to a sharp focus on safety and improvements going forward. The Corporation also launched *Keep wellness in mind*, a new approach that embraced mental health and wellness.

Canada Post values diversity and inclusion. We made progress by increasing the number of Indigenous people and persons with disabilities in our workforce by 7.6% and 8.3% respectively.

At the Board level, we created a new Environment, Social and Governance (ESG) committee to oversee Canada Post's efforts in this area. By giving this priority our keen focus, we are aligned with the broad priorities of our shareholder, supporting our customers' needs and keeping step with Canadians.

We are grateful to the Board of Directors, the leadership team and employees who are helping Canada Post to become safer, a better employer and a more environmentally responsible corporation that serves as a vital link to connect Canadians and communities with one another and the online world.



Jessica McDonald
Chair of the Board of Directors

Lloyd Bryant
Chair of the Board's Environmental, Social and
Governance Committee

Canadians have an important and familiar connection with Canada Post

It's rooted in the fact we exist to serve Canadians with the ability to cover this country like no one else. With an unrivalled delivery network and a national team of dedicated people in processing, delivery, transportation, retail and more, we proudly reach all Canadians every day. That dedication means Canadian communities, businesses large and small, non-profit organizations and many others can rely on us to keep them connected.

We're building on that connection by broadening our view. We've always had a sharp focus on prompt, secure and reliable delivery, which has only increased with customers ordering more items online. Providing a great customer experience has always been the central thread throughout our operations, from our plants right to where it's most visible – our extensive post office network.

But over the last couple of years, we've also been acting, changing and investing in other ways. We've done so with excitement and commitment, because we've embraced the fact that Canadians expect more from us. Canadians want us to do our part to reflect what they value: strong communities; safe, diverse, accessible workplaces; accessible services; a sustainable environment; and a stronger relationship with Indigenous Peoples.

When I visit Canada Post facilities across the country, and meet with the people in our plants, delivery depots and post offices, I'm always encouraged by a level of engagement that goes beyond their daily responsibilities. They're eager to share their ideas and they're proud of what they accomplish. Look at how their collective focus and efforts have improved on safety right across the country. Our employees were noticeably safer in 2019 – and it is a credit to them. We achieved significant declines in our Total Injury Frequency and Lost-time

Injury Frequency rates, and in our two most common types of injury – slips, trips and falls, and manual material handling.

We've also embraced mental health. I've welcomed the opportunity to speak to many employees about the importance of our new approach, *Keep wellness in mind*. We want to foster a culture where it's OK to talk about these things. Change will take time, but we are making progress by working together, and by looking out for one another.

As we accomplish more in regards to our Environmental, Social and Governance (ESG) responsibilities, we are actively engaging our bargaining agents. We are working together on our shared interest in the environment, and reducing Canada Post's environmental footprint. Our duty to serve all Canadians means we are everywhere. Our duty to Canadians means we need to do much more to reduce the large environmental impact of our operations. In 2019, our Parcels business grew, our owned corporate fleet drove 2.8 million more kilometres across this vast country, and the number of addresses receiving daily mail and parcel service climbed by 168,000. The scale of our service to Canada strengthens the need to work together to reduce our environmental footprint. Our progress is reflected in this report, as well as in the 2020-22 Environmental Action Plan that was a result of close collaboration with key stakeholders.

This report is a snapshot of our recent progress – achieved with our unions and our employees. To me, it's as simple as doing business the right way. It's something I fundamentally believe in and know our employees and customers are fully behind our efforts. I look forward to sharing more each year as our progress gains momentum – progress that is good for Canada Post, for our people, and for our country.



Canadians want us to do our part to reflect what they value: strong communities; safe, diverse, accessible workplaces; accessible services; a sustainable environment; and a stronger relationship with Indigenous Peoples.

A handwritten signature in black ink, which appears to read "D. Ettinger". The signature is fluid and cursive.

Doug Ettinger
President and CEO, Canada Post

About this report

The 2019 Sustainability Report is Canada Post's 13th edition of non-financial reporting following the Global Reporting Initiative's (GRI) sustainability disclosure framework. It has been prepared in accordance with the Core option of the current GRI Standards. The non-financial disclosures in this report have not been externally verified.

To learn more about our GRI performance, please refer to our GRI Index.

Report scope

This report covers the calendar year from January 1, 2019 to December 31, 2019. Reports from previous years are available on our website at canadapost.ca/sustainability. Indicators and data are for the Canada Post Corporation only. They exclude the subsidiaries of Innovapost, SCI and Purolator. The 2019 Canada Post Annual Report provides a broader range of financial disclosures and includes data on subsidiaries within the Canada Post Group of Companies.

Materiality

Canada Post began engaging and consulting various stakeholders on a comprehensive list of Environmental, Social and Governance (ESG) topics in 2019. This list was identified based on a review of what was found to be most material to our business by competitors, the Sustainability Accounting Standards Board (SASB) Materiality Map, customer interviews, consultation with our unions, employee feedback and discussions with key leaders throughout the company. A materiality assessment is underway and will be completed over 2020. Canada Post stakeholders include our employees, unions, customers, shareholder, suppliers, government, and non-governmental organizations.

United Nations Sustainable Development Goals

In 2015 the United Nations announced 17 goals for the world to achieve by 2030 to tackle the most pressing social and environmental challenges that pose increasing threats to our way of life. The UN Sustainable Development Goals (SDGs) provide a framework for countries and companies to rise to the challenge by setting ambitious sustainability goals that contribute to their delivery. In 2019, Canada Post began to assess the SDGs and identified the 10 that were the most relevant to our business. We're already acting on many of the opportunities where we can make a positive contribution. See how we report on the SDGs in our GRI Index.

SUSTAINABLE DEVELOPMENT GOALS



Canada Post at a glance

PIECES DELIVERED

Over
7.7 BILLION
PIECES of mail,
parcels and messages



Billions of items are processed by our workforce and delivered to Canadians across the country. The path travelled through our network is described below.

Items enter our network at post offices or mailboxes and are transferred to a processing plant to be sorted for last-mile delivery from one of our local depots. Our letter carriers deliver to community mailboxes, parcel lockers, businesses and homes with the help of more than 20,000 vehicles. At every stage, our people work hard to ensure the mail arrives at the right place at the right time.



Almost
65,000
WORKFORCE
Full-time and part-time employees, including management, temporary casual and term employees

REVENUE

More than
\$2.7 BILLION



Parcels

More than
\$2.7 BILLION

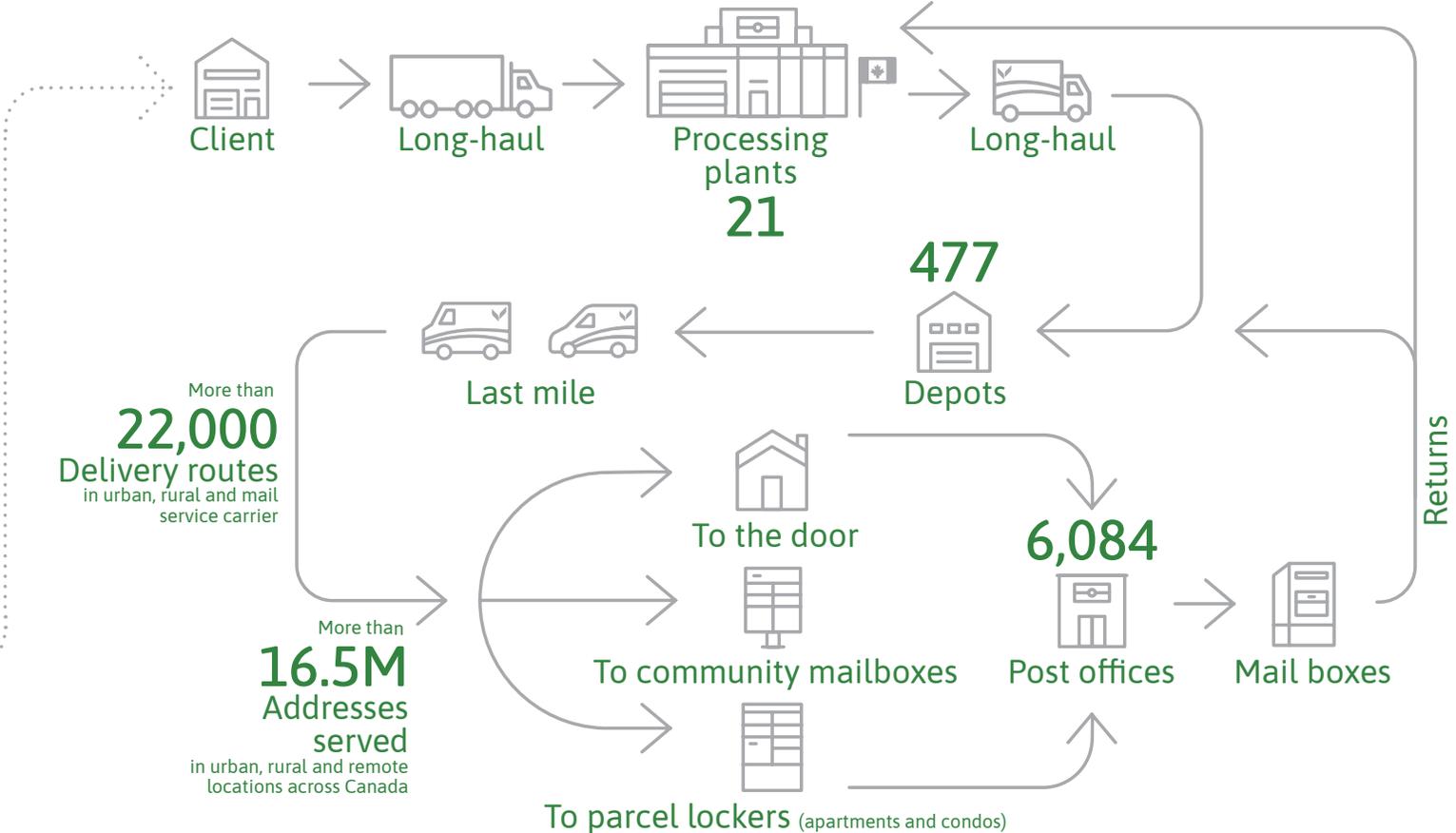


Transaction Mail

More than
\$1 BILLION



Direct Marketing



More than
22,000
Delivery routes
in urban, rural and mail
service carrier

More than
16.5M
Addresses
served
in urban, rural and remote
locations across Canada

Leadership and governance

Our approach

The Board of Directors and the senior executive management of Canada Post are committed to excellence and integrity in corporate governance. We have designed our corporate governance policies, principles and practices to meet our responsibilities to our shareholder, the federal government, and other relevant stakeholders, as we serve and create long-term value for Canadians.

Board composition

Our Board of Directors is diverse and bring a wealth of experience. The Board is comprised of eleven members, including the Chair, the President and Chief Executive Officer and nine directors. Within the Board:

- One member identifies as Indigenous
- One member belongs to a visible minority
- Five members are female, representing 45% of the Board
- Several members have key expertise in environmental, social and governance matters

Corporate governance

The Board of Directors oversees the evolution of Canada Post's corporate governance policies, including its Code of Conduct which sets out the ethical standards that are expected of employees in their dealings with customers, the Corporation and each other. We reinforce our Code with ongoing employee training and a confidential third-party reporting channel.

Governance and accountability

There are five committees that assist the Board of Directors in fulfilling its oversight and decision-making responsibilities, including an ESG committee. The purpose of the ESG Board Committee is to provide a focus on corporate governance, facilitate Board effectiveness and oversee policies, programs, practices, procedures and performance with respect to corporate responsibility.

In 2019, an ESG Steering Committee was established at the senior management level, bringing together all parties across Canada Post who are accountable for ESG-related topics. The Committee's purpose is to ensure cross-company alignment of Canada Post's ESG strategies, investments and timelines and review recommendations from a number of advisory and technical teams. Senior management also receives advice and feedback from ongoing stakeholder consultation with joint union committees as well as external subject matter experts, which include non-profit organizations and an advisory panel of Canadian accessibility leaders.

ESG governance and accountability



Key stakeholders are consulted to ensure their perspectives on ESG issues are taken into account in management decisions. We do so by engaging in ongoing two-way dialogue through meetings with internal working groups, joint committees and external advisory panels. The SVP Corporate Affairs and Sustainability oversees cross-company issue prioritization and alignment with members of the ESG Steering Committee and reports regularly to our Management Executive Committee and Board of Directors on performance.

A key priority of Canada Post's executive management team over this past year has been to incorporate ESG considerations into our strategy and operations. The ESG Steering Committee was established to help streamline this transition.

Cheryl Hodder, QC*, ICD.D**, Senior Vice-President, Corporate Affairs and Sustainability at Canada Post

* Q.C., Queen's Counsel is a legal designation awarded to lawyers of good character, legal ability and integrity.

** ICD.D is a designation granted by the Institute of Corporate Directors for a lifelong commitment to excellence in the boardroom, a desire to stay current and to be a more effective director.

Innovation at Canada Post

Canada Post is committed to fostering a culture of innovation to better serve our customers. At our mail and parcel processing plants, robotics and automation have played a big role in improving our employee's health and safety while improving performance. In Montreal, a new Robotic Induction system increases processing efficiency while reducing physical strain on operators. In York, Ontario, another pilot project targets health and safety outcomes using Automated Guided Vehicles (AGVs) to improve the flow of products within our facilities.



Robotic arm induction at the Montreal processing plant.

Canada Post Pension Plan

Our intention is to also adopt ESG principles in setting, designing and implementing Canada Post's pension investment strategy to drive long-term performance. In December 2019, we hired staff to lead the development of the Pension Plan's ESG investing strategy and action plan. In January 2020, our Pension Plan became signatory to the United Nations-supported Principles of Responsible Investment (PRI) and became a member of the Responsible Investment Association (RIA) of Canada. Over 2020, the pension investment team will develop an ESG investing strategy and action plan. This includes formalizing our approach to integrating ESG factors and broader systemic issues, such as climate change, into investment decisions.

Responsible investment and procurement

In 2019, important groundwork was laid towards responsible investment and socially inclusive procurement. Our Procurement and supply chain teams signalled our new ESG priorities to vendors by applying standard language to all procurement templates. They also set the stage for being more inclusive of Indigenous companies, which included baselining our current vendors, surveying our top 100 vendors to establish their social-inclusion initiatives and consulting with experts to help us develop policy options around Indigenous inclusion.

In 2020, we will integrate the inclusion of Indigenous-owned businesses in Canada Post's procurement policy, develop a new forestry-product procurement policy and work on a roadmap to further embed other material ESG topics such as climate action into our procurement and supply chain management practices.



Sustainable products and services

In 2019, Canada Post embarked on a journey to assess all unnecessary single-use disposable plastics in our operations, including what we sell at retail outlets. In just one year, we've taken great strides to increase the recyclability of our retail products and reduce excess plastic packaging.

In our retail outlets, we increased the percentage of recycled content in our bubble mailers and removed plastic film from our line of flat rate boxes, replacing the plastic wrap with a natural fibre paper band. These changes will save over three tons of plastic per year. We also reduced waste by sourcing our retail fixtures out of more recyclable materials and shifting toward digital signage to minimize paper usage.

In 2020, we are redesigning more packaging items to further remove or substitute plastic wrap. Our objective for the year is to remove plastic wrap from all retail packaging products. We are also working on two new 100% recyclable paper based padded mailers made from recycled materials, as an alternative to our plastic bubble mailers. To continue to push the envelope on sustainable packaging innovation, we will join forces with the Sustainable Packaging Coalition (SPC) in 2020. The SPC is a multi-stakeholder organization that brings together the packaging value chain's sustainability leaders to collectively drive progress.

In 2019, we continued to leverage our superior network to enable partnerships for a circular economy, working with sustainable brands such as Give Back Box and Nespresso to help activate their product donation and take-back programs. In 2020, we intend to pilot an innovative reusable packaging model.



Implement and promote sustainable solutions for parcels and mail (material selection, packaging, shipping) by 2022.

Sustainable mail

Canada Post is constantly seeking out innovative solutions and products that contribute to the sustainability of the mail stream. In 2019 we worked with our partners to remove barriers and promote the use of more sustainable materials throughout the value chain, from producer to consumer. By the end of 2020 Canada Post aims to effectively measure baselines by compiling data on all mail materials that we process. This is a critical stage in our drive to properly understand what actions to take in the future to further improve the sustainability of the mail stream.



The Sustainable Packaging Coalition is a membership-based, sustainable packaging collaborative.



Two Sides is a non-profit organization created by members of the graphic communications supply chain to promote industry sustainability.



Regulatory context

As a federal Crown corporation, Canada Post is subject to several acts and charters which guide our services and maintain our high standards of corporate responsibility. Free or reduced-rate mailings for the blind, between libraries and to Members of Parliament are a few of the ways we live up to our obligations to provide service that is universal, affordable and responsive. These and other Canada Post services are regularly audited to safeguard our commitments to Canadians.

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 2019 are in the **2019 Annual Report** on canadapost.ca.

Canada Post Corporation Act

Under the *Canada Post Corporation Act* (the Act), Canada Post has a mandate to provide high quality postal services to all Canadians — in every region and from all walks of life — in a secure and financially self-sustaining manner. Under the Act, Canada Post has an exclusive privilege in the collection, transmission and delivery of letters within Canada to help it meet its service obligations. Rates of postage must be fair and reasonable, and are subject to Governor in Council approval.

Government mail and material for the use of the blind

The Act allows for mailing of letters free of charge between citizens and the Governor General, Members of Parliament (MPs), the speakers of the Senate and the House of Commons, and other designated officials of Parliament. MPs can also send up to four flyer mailings a year to their constituents free of charge.

The Act also provides for free mailing of material for the use of the blind. Canadians who are visually impaired and many libraries across the country, including that of the Canadian National Institute for the Blind (CNIB), send talking books and other materials free of charge across Canada and around the world.

Canada Post received a government appropriation of approximately \$22 million in 2019 to help offset this financial impact.

Library materials

The library materials service provides reduced postage rates for eligible library materials circulated between a library and its patrons. This service is mandated by the Act and is available to recognized public libraries, university libraries or other libraries that are maintained by non-profit organizations or associations and are for public use in Canada. Canada Post receives no appropriation or compensation of any kind from the government to offset this reduced postage rate.

The Office of the Auditor General of Canada and KPMG found that overall, the Corporation had in place good practices to oversee the running of the Corporation and to manage its operations.

Office of the Auditor General Special Examinations, 2019

Operational safety

Canada Post believes all occupational injuries and illnesses are preventable and aims for zero incidents. While we have work to do to reach that goal, we made good progress in 2019 through training, safety audits and development of new safety tools.

Our total injury frequency and lost-time injury frequency improved 10% and 12% respectively, compared to 2018.

Total injury frequency (TIF) is the annual number of injuries per 100 employees, including those that result in medical attention from a registered health care professional or a fatality. Lost-time injury frequency (LTIF) is the annual number of injuries per 100 employees that caused an employee to miss at least one day of work after the day of injury.

Several efforts contributed to these improvements:

Analytics

Data analytics and audit results helped us focus on systemic deficiencies in our network and allowed us to make IT enhancements.

Tools

Our *Make it safe, Make it home* program added more than 50 training videos, guides and job aids to the safety website to help our people work safely. Tools added in 2019 include:

- Safety Leadership Assessment tool;
- Workplace Hazard Prevention Plan tool; and
- Local Joint Health and Safety Committee Assessment tool.

Training

We delivered more than 120,000 hours of training in violence prevention, equipment handling, first aid and more. For example:

- more than 4,600 employees completed our conveyor safety program;
- more than 5,700 letter carriers were trained on the Workplace Hazardous Materials Information System; and
- nearly 1,500 team leaders took part in our Safety Leadership Training.

We also increased training at sites with a high rate of injuries from manual material handling, our second-highest cause of injury.

Total injuries	2017	2018	2019	2019/18 change
Total injuries	5,227	5,010	4,632	↓ 7.5%
Total injury frequency per 100 employees	11.9	11.2	10.1	↓ 10%

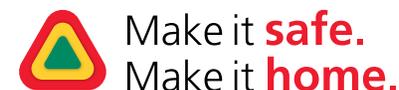
Lost-time injuries	2017	2018	2019	2019/18 change
Total lost-time injuries	2,256	2,340	2,117	↓ 9.5%
Lost-time injury frequency rate per 100 employees	5.1	5.2	4.6	↓ 12%

Lost-time injuries by type	2017	2018	2019	2019/18 change
Slips, trips and falls	45%	47%	46%	↓ 2%
Manual material handling	33%	37%	35%	↓ 7%
Other	22%	16%	19%	↑ 19%

Motor vehicle collisions (all vehicles)	2017	2018	2019	2019/18 change
Millions of km driven (owned fleet)	96.9	98.9	101.0	↑ 2.1%
Millions of km driven (RSMC) ¹	95.0	95.2	95.9	↑ 0.7%
Total collisions ²	2,187	2,449	2,516	↑ 2.7%
Collision frequency per 100 employees	1.14	1.26	1.20	↓ 4.8%
Fatalities	1	0	0	0

1. Rural and suburban mail carriers.

2. 2017 and 2018 numbers have been revised to reflect the inclusion of 872 corporately-owned RSMC vehicles in the corporate owned fleet.



Vehicle safety

We improved oversight of our commercial fleet vehicles in 2019 through a risk-reducing pilot project in the Greater Toronto Area. Our learnings will serve to introduce remedial solutions in the future.

In 2019, our corporate fleet of 13,175 vehicles, along with 6,936 private vehicles used by Rural and Suburban Mail Carriers (RSMC), travelled almost 197 million kilometres. Any contact with another vehicle or object is considered a collision. There were 2,516 reported throughout the year, an increase of almost 3% compared to 2018, due to a proportionate increase in kilometres driven. Of all collisions, almost 7% resulted in an injury to an employee, compared to 6% the year before.

We continue to provide tens of thousands of training hours each year to reduce or eliminate injury from motor vehicle collisions. In 2019, almost 22,000 hours of training were delivered in the following programs:

Course	Hours of training
Basic Driver Training Course	16,978
Licence Upgrade – Light to Medium Vehicles	64
Orientation to Right-Hand Drive Vehicles	1,436
Step Van Safety Orientation	3,300

Fatalities

In 2019, there were no work-related fatalities to report, for the second year in a row.



Snowflake boot program

While slip, trip and fall injuries occur throughout the year, winter weather conditions pose additional hazards. Our snowflake-rated boot campaign entered its third year in 2019. Canada Post partners with retailers to offer discounts on “snowflake-rated” boots tested by the Toronto Rehabilitation Institute. The lab tests how well different boots offer traction on slippery surfaces. We also held our first winter safety orientation training program, and prepared a readiness plan for peak season. These initiatives contributed to reducing slips, trips and falls – the primary cause of injury at Canada Post – by 10%, compared to 2018.

Wellness

In 2019, we introduced *Keep wellness in mind*, a mental health initiative giving our people access to confidential mental health and well-being programs, content and expert advice.

Keep wellness in mind is available to all full-time, part-time and temporary employees, and their families. It reflects our belief that our employees' mental well-being is as important as their physical health and safety and is a full and equal complement to our *Make it safe, Make it home* program.

The program provides confidential expert advice 24/7 and is simply one of several initiatives introduced to support the health and well-being of our employees. In 2019, we:

- trained 1,627 team leaders across the country in mental health leadership;
- extended Employee and Family Assistance Program benefits to more than 9,000 temporary employees;
- doubled the benefits available for psychological counselling for employees and family members eligible for the Extended Health Care Plan; and
- implemented flexible work arrangements to help employees better manage their work and home life.

We continue to work with our bargaining agents to build a world-class health and safety culture. In 2020, we'll be launching further initiatives to improve employee engagement and support their mental health.

Our employees are an important part of the communities they serve, and connect us with Canadians in every corner of the country. They are trusted by Canadian consumers and businesses, and proudly give back to the places they call home. We have an important responsibility to keep our employees safe, engaged and informed.

Susan Margles, Chief People and Safety Officer at Canada Post



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



Employee engagement

In October 2019, we conducted a company-wide employee engagement survey. Overall, 18% of active employees responded. These results are low compared to similar surveys in Canada, however, are statistically valid. Canada Post's overall engagement score of 64 tells us that we have to do better in a number of areas. Action plans that include improving employee recognition, training, attracting, growing and retaining talent are being developed based on results and a second survey will be deployed in 2020 to measure progress.

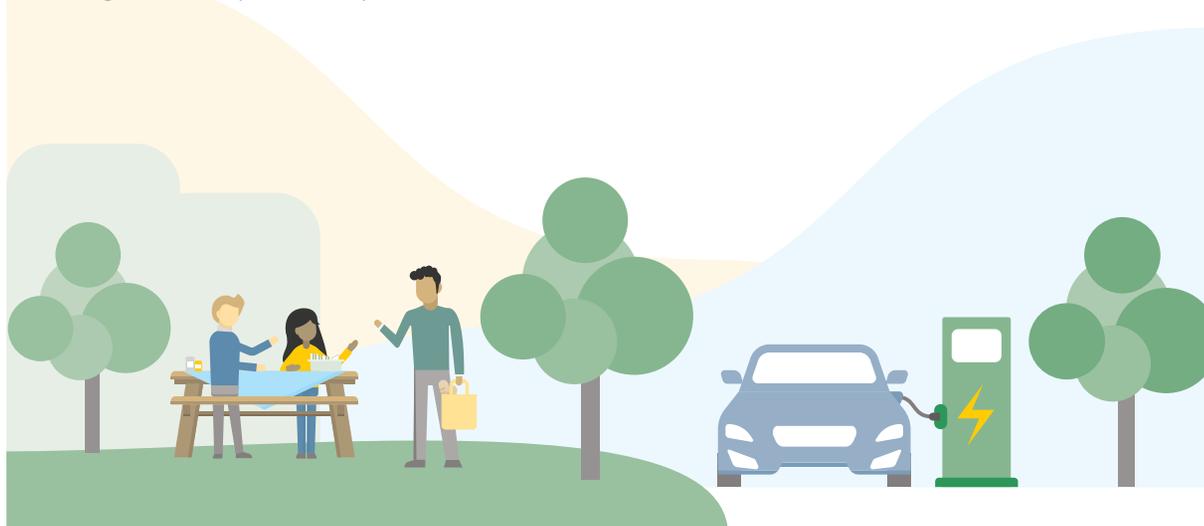
We shared the results to ensure employees know their voices are being heard, and we will continue to communicate with them as we make changes to become a better employer.

Engaging our people on environmental sustainability

In 2020, we'll begin to engage and empower our people with the tools and training to make responsible decisions that reduce Canada Post's environmental footprint. We'll also launch a fund that will allow local teams to tap into resources in support of local environmental initiatives and will be piloting electric vehicle charging stations for our people at key sites.

Canada Post will extend beyond legislated requirements to embrace the multiple dimensions of diversity and reinforce a truly inclusive work environment where all individuals can contribute to their fullest potential.

Susan Margles, Chief People and Safety Officer at Canada Post



Respectful workplace

Our commitment to a respectful workplace is enshrined in our corporate policies, including our Equality in Employment Policy, Duty to Accommodate Policy, No Discrimination/No Harassment Policy and Workplace Violence Prevention and Protection Policy. Combined with training and performance management, we strive to provide a workplace where our employees feel safe, recognized and valued.

Employee diversity and inclusion

In 2019, we launched a diversity and inclusion strategy to help our workplace better reflect Canadian society.

To help us recruit employees from underrepresented groups, we established new partnerships with the Canadian Council on Rehabilitation and Work, the Canadian Centre for Diversity and Inclusion, the Indigenous Skills and Employment Training Program, and Carleton University's David C. Onley Initiative.

Our plans for the future include the launch of the next Corporate Employment Equity Plan (2021-2023), and full implementation of the new five-year Diversity and Inclusion Strategy developed in collaboration with all bargaining units, which will extend beyond legislated requirements to embrace the multiple dimensions of diversity and reinforce a truly inclusive work environment where all individuals can contribute to their fullest potential. Canada Post has adopted a practice to identify opportunities in Operations that will be more inclusive to the LGBTQ2I+ community, including all-gender bathrooms at our high-traffic facilities.

Employee diversity and inclusion

Canada Post strongly supports an equitable work environment and the fundamentals of employment equity. We continually strive towards a workforce that reflects the diversity of the customers and communities we serve.

Of the four employment equity designated groups, women and visible minorities are well represented at Canada Post. The number of persons with disabilities employed at Canada Post rose from 3.5% to 3.6% in the overall workforce, and jumped from 3.9% to 5.2% in senior management – surpassing the corresponding Canadian Labour Market Availability (CLMA). While we are trending in the right direction, we recognize that more efforts are needed for persons with disabilities and Indigenous Peoples in our workforce to become more representative of CLMA.

While minor human rights related issues can sometimes be resolved through informal conflict resolution processes, other matters require more formal or specialized resolution. Such matters may be raised through internal channels (as “internal” complaints), or through the Canadian Human Rights Commission (as “formal” complaints). Canada Post considers all human rights-related discrimination and harassment complaints, and works to address them diligently and in a timely manner.

In 2018, the Canadian Human Rights Commission introduced a new online complaint platform, which allowed individuals the ability to file a complaint with greater ease and access. The implementation of the Commission’s online platform reduced the time to file a complaint significantly. Following the implementation of the online complaint platform, the Commission experienced an increase in the number of human rights complaints; the increase in the number of complaints filed to the Commission continued in 2019. The Commission’s online platform provides individuals

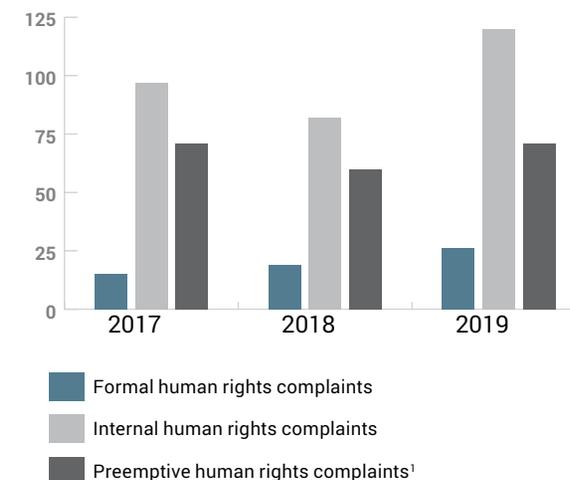
seeking to file a human rights complaint with resources and answers to commonly asked questions. At times, through the use of the resources available on the Commission’s online platform, individuals choose not to file a formal complaint with the Commission, and instead choose to resolve their complaint through Canada Post’s internal resolution procedure.

Overall workforce	2017	2018	2019	Change in result/2018 result	CLMA ¹
Women	49.6%	49.0%	48.6%	↓ 0.8%	49.3%
Indigenous Peoples	2.4%	2.4%	2.4%	–	4.0%
Persons with disabilities ²	3.4%	3.5%	3.6%	↑ 2.9%	11.5%
Visible minorities	18.1%	19.6%	19.9%	↑ 1.5%	19.8%

Senior management	2017	2018	2019	Change in result/2018 result	CLMA ¹
Women	38.9%	40.0%	40.8%	↑ 2.0%	27.6%
Indigenous peoples	0.0%	0.0%	0.0%	–	3.2%
Persons with disabilities ²	3.7%	3.9%	5.2%	↑ 33.3%	5.0%
Visible minorities	6.9%	7.1%	7.0%	↓ 1.4%	11.5%

1. Canadian Labour Market Availability (CLMA) 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 and harassment complaints



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

Labour relations

Over 95% of Canada Post's workforce is represented by five bargaining units and four unions. A binding arbitration process involving Canada Post and two bargaining units of the Canadian Union of Postal Workers (CUPW) representing approximately 53,000 employees began in January 2019, after a labour disruption in 2018. The arbitration concluded in 2020 and the parties are working to implement the details of the decision. Impacts from the labour disruption continue to affect all lines of business.

In 2019, we paid Rural and Suburban Mail Carriers retroactively for wages, benefits, leaves and allowances owed as a result of a 2018 pay equity ruling.

We also reached an agreement with the Canadian Postmasters and Assistants Association (CPAA) on a Canadian Human Rights Act complaint alleging gender-based pay discrimination between 1992 and 1997.

Grievances

In 2019, Canada Post resolved 19,772 grievances, an increase of 24% from 2018. Filed grievances decreased for the third straight year. Likewise, 2019 saw only 25,918 grievances, a decrease of 13% from 2018. This is the eighth consecutive year in which pending grievances have decreased.

Grievances	2017	2018	2019	2019/18 change
Filed	15,355	15,102	14,777	↓ 2%
Resolved	17,374	15,949	19,772	↑ 24%

Collaboration between labour and management

We have committed to working more closely with our bargaining agents to support our employees. Examples of our collaboration include:

- In December 2019, Canada Post and the Canadian Postmasters and Assistants Association (CPAA) reached a five-year collective agreement, without any labour disruption, following more than a year of respectful and collaborative discussions. The deal was later ratified by CPAA members.
- In an effort to reach a new collective agreement early, we began expedited negotiations with the Public Service Alliance of Canada/Union of Postal Communications Employees (PSAC/UPCE), whose current agreement expires in August 2020.

Building a greener Canada Post together with our unions

In April 2019, Canada Post, the Association of Postal Officials of Canada, the Canadian Postmasters and Assistants Association, the Canadian Union of Postal Workers, and the Union of Postal Communications Employees formally initiated a collaborative effort focused on the environment. On August 30, the parties published a **joint statement** outlining guiding principles and initial next steps to reduce Canada Post's impact on the environment.

Canada Post's Environmental Action Plan for 2020-2022 is the result of this collaboration and an important step toward building a greener postal service we're all proud of.

The committee on environmental collaboration between Canada Post and its five unions has created a forum to share our experiences, knowledge and best practices. This new approach allowed us to develop an ambitious and inclusive action plan. We collectively recognize the environmental challenges we face and are working to find solutions.

Claudia Labonté, National Vice-President, Union of Postal Communications Employees



Climate action

Canada Post has a presence in every community and a network built to serve all Canadians. It's our privilege to serve the country, but we need to do much more to reduce our environmental impact. That's why we're taking action on a number of fronts and will support the transition to a low-carbon future through significant GHG emissions reductions across our network.

Doug Ettinger, President and Chief Executive Officer

In Canada, the transportation industry is the second-largest and fastest-growing source of greenhouse gas (GHG) emissions after the oil and gas sector. As a major delivery company operating one of Canada's largest last-mile delivery fleets, Canada Post has an important role to play in addressing climate change and is committed to a low-carbon future.

We began work on a long-term climate strategy in 2019 and the work is ongoing in 2020 to look at ambitious targets in line with the 2015 Paris Agreement. Our ambition is aligned with that of the shareholder, the federal government, to reach net-zero emissions by 2050.

Carbon footprint

In 2019, Canada Post delivered 26 million more parcels than the previous year, an 8.3% increase. We also served approximately 168,000 more addresses and transformed 241 walking letter carrier routes into motorized routes. As a result, our owned corporate fleet drove an additional 2.8 million kilometres. We also delivered more mail and parcels using subcontracted ground transportation and national air transportation than in 2018. These factors contributed to an increase in our overall carbon footprint by 5% from last year.

Scope 1

In 2019, Canada Post's Scope 1 emissions from owned fleet, building heating and fugitive emissions increased by 1% from 2018. This came largely as a result of the increase in fuel consumption for our owned fleet and for heating our buildings. We report fugitive emissions (sources of halocarbons) which include replacement refrigerants used by our facilities as well as any accidental releases. Our 2019 fugitive emissions decreased by 85% from the previous year due to improved preventative maintenance that minimized potential leaks.

Despite overall emissions increasing from the fleet due to a larger fleet driving more, the intensity of those emissions per vehicle is expected to decline year-over-year as we retire older, less efficient vehicles and replace them with new alternative propulsion technologies.

GHG emissions by type (kilotonnes of CO₂ equivalents)

	2017	2018	2019	2019/18 change
Scope 1				
Heating (natural gas + oil) ¹	32.6	33.5	36.7	↑ 9%
Fugitive emissions ¹	0.5	2.5	0.4	↓ 85%
Propane and CNG	0.27	0.27	0.27	0%
Fuel consumption	62.9	64.1	65.9	↑ 3%
Scope 2				
Electricity ¹	40.7	40.0	36.6	↓ 9%
Scope 3				
Subcontracted ground	162.4	171.5	184.5	↑ 8%
International ground	7.9	8.3	9.1	↑ 10%
Rail	2	1.8	1.5	↓ 17%
International outbound air	18.7	14.4	20.4	↑ 42%
Domestic air	100.7	90.5	93.1	↑ 3%
Business travel ²	8.2	8.4	10.2	↑ 21%
Employee conveyance	1.5	1.9	1.3	↓ 32%
Waste ³	6.4	5.4	5.3	↓ 2%
RSMC ⁴	36.5	36.7	36.9	↑ 1%
Total emissions⁵	473.4	479.2	502.6	↑ 5%

1. Covers 98% of Canada Post's total area (square metres), which includes all corporately-owned and operated sites, Innovapost facilities and excludes post offices owned by Post Masters.

2. Air, rail and car rental usage for business travel.

3. Emissions are from waste and recycling generated through Canada Post operations.

4. Rural and Suburban Mail Carrier owned vehicle emissions. We have corrected previous years' emissions for 872 corporately-owned vehicles driven by RSMCs.

5. Employee commuting emissions are no longer reported under Scope 3 due to the lack of data that accurately reflects employee commuting patterns.

Scope 2

Canada Post's Scope 2 emissions decreased by 9% in 2019 as a result of increased energy efficiency, as well as a decrease in overall electricity consumption. The result is that Canada Post emitted 3,000 fewer tonnes of emissions than last year and Scope 2 emissions have now fallen consistently since 2016.

Scope 3

In 2019, Canada Post saw a 7.1% increase in indirect Scope 3 emissions. This was primarily due to more volume shipped domestically and internationally by air carriers. In a more challenging Canadian winter in 2019, Canada Post moved some ground freight onto its air network to increase speed and service to customers. This alone increased indirect emissions by 3% from 2018. We also shipped more volume through our subcontracted ground transportation vendors, resulting in 9.3% more kilometres travelled than 2018.

Carbon methodology

In 2019, Canada Post began reporting carbon data for Postmaster Delivered (PMD) sites and has adjusted numbers for the last two years. These facilities are primarily corporately managed post offices and represent 15% of Canada Post's owned and operated real estate portfolio. These sites contribute 1% of total Scope 1 direct emissions and less than 3% of Scope 2 electricity emissions.

As of 2019, corporate vehicles driven by Rural and Suburban Mail Carriers (RSMC) are now being reported under Scope 1 emissions. This has resulted in a restatement of the RSMC emissions in Scope 3 published in previous reports.

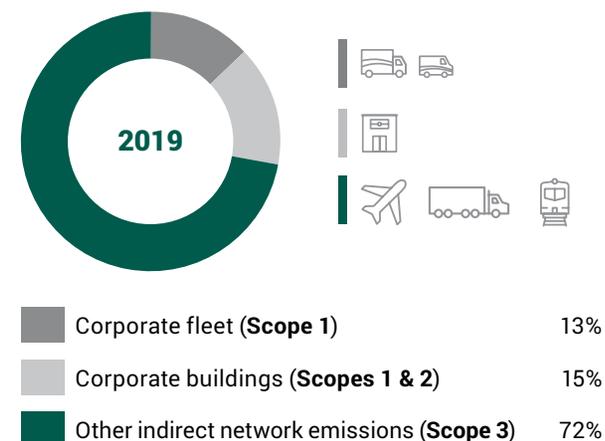
Greening our fleet

Canada Post's network has close to 20,000 vehicles in operation. In 2019, we owned 13,175 vehicles and the remaining 6,936 were owned and operated by our Rural and Suburban Mail Carriers. Roughly 94% of our owned fleet is composed of last-mile delivery vehicles with less than 6% operating long-haul routes. The majority of Canada Post's long-haul ground freight is subcontracted to third-party vendors and reported as indirect Scope 3 emissions.

Our fleet reaches all but the most remote communities across all of Canada. We deliver to sparsely populated regions, while also serving the downtown cores of major cities. As we renew and grow our fleet to meet Canadians' changing needs, Canada Post is exploring all forms of alternative propulsion on the market. This includes zero-emission vehicles where clean electricity allow us to maximize carbon reductions across our direct and indirect electricity emissions (Scopes 1 and 2).

Our corporate fleet accounted for 13% of the Corporation's total carbon footprint in 2019. Reducing the carbon intensity of our owned fleet over the coming years is a key strategic priority that will help both Canada Post and Canadians transition to a low-carbon future.

2019 Network emissions



Alternative propulsion technology

Canada Post has a long history of leading the delivery industry in Canada on alternate propulsion technology. Over the past three decades, we have piloted low-carbon fuels, hybrid electric vehicles and battery electric vehicles as new technologies become available on the market.

Low-carbon fuels

We have deployed vehicles that use low-carbon fuels since 1983. We use compressed natural gas (CNG) and propane fuel hybrids in Ottawa and Toronto where we have installed infrastructure to support refuelling. Today, our fleet has 111 delivery vehicles that are powered using propane, and 10 vehicles powered with compressed natural gas (CNG). We also have 4 administrative vehicles that use propane. Both propane and CNG vehicles emit approximately 20% fewer emissions than traditional gasoline equivalents.

Hybrid vehicles

We began introducing hybrid-electric (HEV) step vans in 2003 and progressively rolled out more over the past two decades. In 2019, we were the first Canadian company to employ at a large scale hybrid electric upfits to Ford Transit light delivery vehicles. We deployed 374 hybrid-electric vehicles nationally in 2019, our largest purchase of alternative propulsion vehicles to date. Most of these have replaced less efficient end-of-life cargo vans. We also began to purchase plug-in hybrid electric cars (PHEVs) for administrative uses.

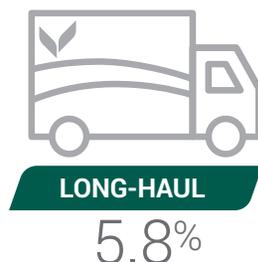
As we're continually evaluating ways to green our fleet at scale, hybrid-electric technology offers several benefits including easy deployment across Canada in urban and remote communities alike. We'll be purchasing another 500 hybrid delivery vehicles in 2020. These vehicles are 20% more fuel and carbon-efficient than their traditional gasoline counterparts.

Zero-emission vehicles

In 2011, in Vancouver and Ottawa, Canada Post piloted 10 fully battery electric vehicles (BEV) Transit Connects, and four battery electric eStar vans. However these BEVs have since reached the end of their useful life and have been retired from our fleet.

In 2020 we will invest \$2.5 million in new models of zero emission delivery vehicles and charging infrastructure as part of a pilot to inform future fleet renewal strategies. The vehicles purchased will be a mix of electric straight trucks, shunt trucks, full size vans and step vans. They will be deployed in provinces with the greenest electricity grids to test equipment reliability in a range of Canadian postal applications.

Vehicle composition by type



Alternative propulsion vehicles (APVs) in our fleet

Propulsion type	2017	2018	2019	2019/18 change
Battery electric (BEV)	15	15	1	↓ 93%
Hybrid (HEV + PHEV)	5	5	379	↑ 7.880%
Low-Carbon (Propane and CNG)	125	125	125	0%
Total APVs	145	145	525	↑ 262%
Percentage of APV in corporate fleet	1.1%	1.1%	3.8%	↑ 2.7%

Fleet performance ¹	2017	2018	2019	2019/18 change
Number of vehicles in thousands ²	12.6	13.0	13.2	↑ 1.5%
Litres of fuel in millions ²	26.4	27.0	27.8	↑ 3.0%
Number of kilometres in millions ²	96.9	98.9	101.8	↑ 2.9%
CO ₂ emissions in kilotonnes ²	62.9	64.1	65.9	↑ 2.8%

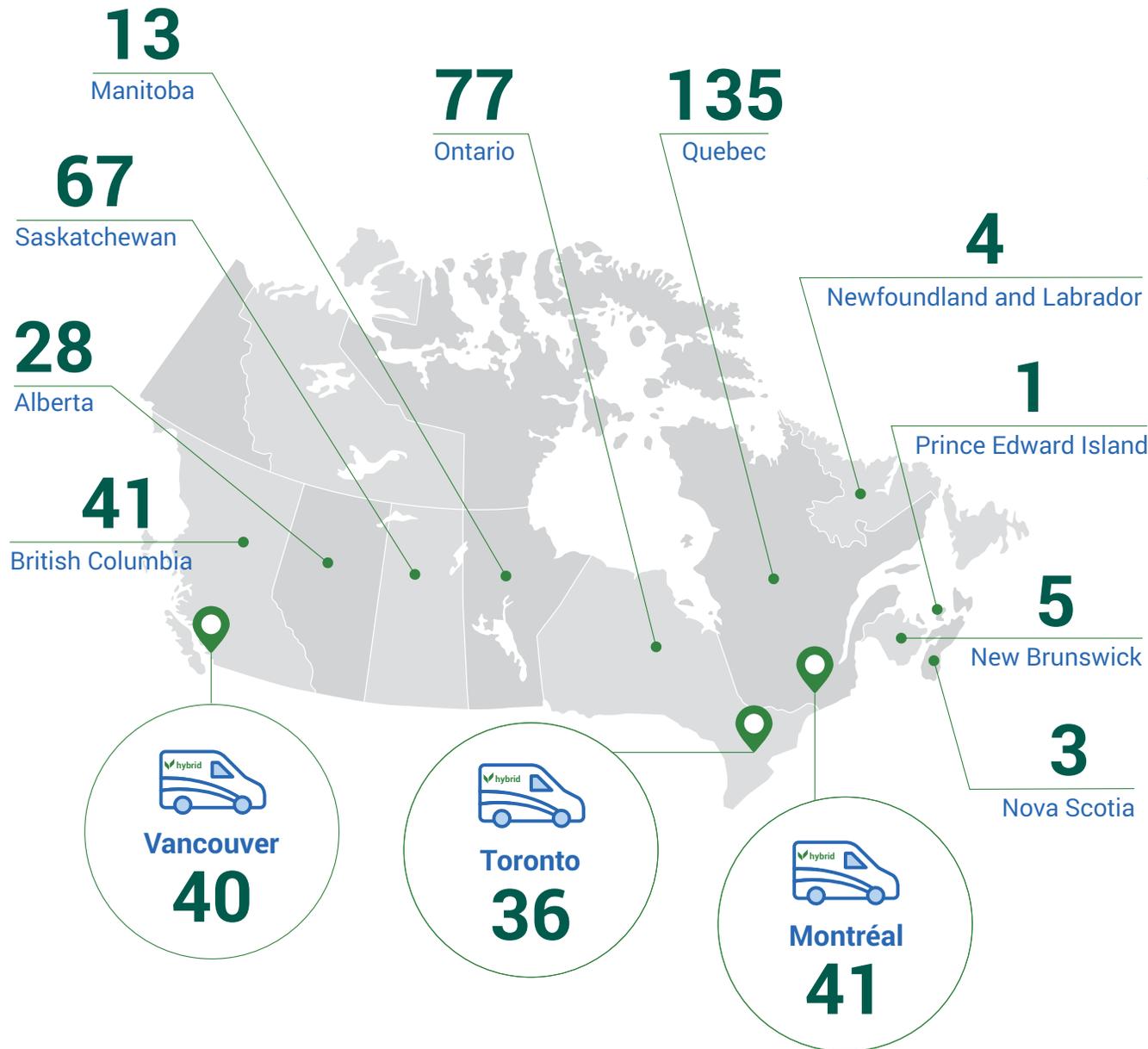
1. Fleet owned by Canada Post, including 872 corporately-owned Rural and Suburban Mail Carrier (RSMC) vehicles.
2. We have corrected 2017 and 2018 emissions to account for the 872 corporately-owned vehicles driven by RSMCs previously not reported as part of our Fleet Performance metrics.



ELECTRIC MOBILITY CANADA
ACCELERATING ELECTRIC TRANSPORTATION

In 2019, Canada Post officially joined Electric Mobility Canada to help accelerate the transition to electric fleets across the country.

Hybrid vehicles deployed across Canada in 2019



374 

Grand total

In 2019, we were the first Canadian company to employ, at a large scale, hybrid electric upfits to Ford Transit light delivery vehicles. We deployed 374 hybrid-electric vehicles nationally in 2019, our largest purchase of alternative propulsion vehicles to date.

Renewable energy and energy efficiency

Canada Post is committed to ensuring that its building portfolio operates efficiently to minimize its environmental impact. As a result, in 2019 Canada Post began work on a study about preparing its real estate portfolio for future carbon neutrality.

In 2019, Canada Post had two building projects certified under the Leadership in Energy and Environmental Design (LEED) program. Both the Scarborough 11 and Toronto Wickstead Letter Carrier Depot projects received their LEED certification in 2019. LEED is a globally recognized symbol of sustainability achievement. Based on the accrual of points, a project will be certified, or given the rankings of silver, gold or platinum. Canada Post has also opted to design and build a new processing plant in Toronto to meet the Canada Green Building Council's Zero Carbon Building Standard in 2022.

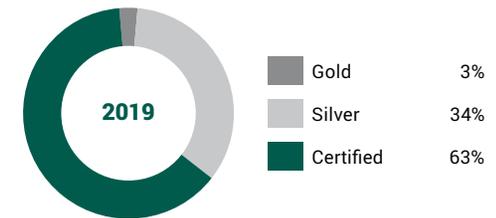
To limit our emissions from electricity consumption, we have undertaken a multi-year program of retrofitting our lighting systems to efficient LEDs. Canada Post invested nearly \$2 million to retrofit 62 sites to LED lighting across the country in 2019. This has resulted in a major savings to Canada Post both on operational expenditures as well as on indirect Scope 2 GHG emissions from electricity production.

As part of our commitment to sustainability and a low carbon future, we have begun to produce on site renewable energy at key facilities. Solar walls are in place at Letter Carrier Depots in Spruce Grove, AB., and Winnipeg. Solar walls convert thermal energy from sunlight into heat, reducing the need for heating from fossil fuels or electricity, and lowering the GHG emissions for those sites. In 2020, we intend to add a solar wall to an office tower at our Head Office campus in Ottawa that is being designed to be zero carbon-ready. Likewise, there are plans to install photovoltaic solar panels at a new mail processing plant being built in Toronto in 2022.

In 2020, we'll begin converting heating oil to electrical heating systems in our smaller facilities. Sites will be selected to maximize carbon savings. We will also work towards a renewable energy procurement strategy that will leverage power purchase agreements (PPA's) alongside our partners in the federal government. Doing so will allow us to source an even greater volume of renewable energy needed to compensate for current electricity emissions.

LEED certified building projects

	2017	2018	2019	2019/18 change
LEED certified building projects	29	30	32	↑ 7%



Canada Post has 32 LEED certified building projects nationally, including this Letter Carrier Depot in Port Credit, ON.

Climate risk

Over the past five years, global carbon emissions have risen by 20% and sea levels by over 3.3 mm per year. Global temperatures are on course to increase by 3.4°C by 2100 [...] To bring climate risks and resilience into the heart of financial decision-making, climate disclosure must become comprehensive [...] Markets need information to assess which companies can seize the opportunities in a low carbon economy and which are strategically resilient to the physical and transition risks associated with climate change.

Mark Carney, Governor of the Bank of England, remarks to the TCFD Summit 2019, Tokyo, October 8, 2019.

The risks posed by climate change have become top of mind for many organizations and are the subject of guidance from the Task Force on Climate-Related Financial Disclosures (TCFD). Canada Post is assessing the risks and opportunities posed by climate change on its assets and operations. This work, alongside other climate action efforts, will inform the company's overarching climate strategy.

Canadians and Canada Post's operations throughout the country were impacted by severe weather and climate events in 2019, from devastating wildfires in northern Alberta and flooding along the Ottawa River, to destructive hurricanes and record droughts. Scientists have discovered that Canada is warming at nearly twice the global rate, with parts of northern Canada warming at three times the global average. With more warming expected, extreme weather events will happen more frequently.

In 2019 we started working with a consultant to assess Canada Post's enterprise-wide climate risk exposure. The outcomes of this work are expected in 2020 and will help the company better understand the opportunities and risks faced by a warmer and wetter Canada, including mitigation and adaptation measures that could be considered. This work will also help us to holistically factor climate risk considerations into our operations and guide us in integrating climate-related issues into our enterprise risk management, strategic planning and future ESG disclosures.



Photo: Sean Kilpatrick, The Canadian Press

A Canada Post mailbox sits under water near the flooded banks of the Ottawa River in Cumberland, Ontario during the severe, record-setting spring flooding. Flooding along the Ottawa River in 2019 was the second record discharge in three years.



The Task Force on Climate-related Financial Disclosures (TCFD) is an organization that develops voluntary, consistent climate-related financial risk disclosures for use by companies in providing information aligned to financial stakeholders' needs. They help companies understand what financial markets want from disclosure in order to measure and respond to climate change risks.

Zero waste

Waste and recycling

Over the past year, Canada Post diverted 69% of its total waste from landfill, an increase of 3.7% over 2018. The increased diversion rate can be attributed to methodology, as we improve the quality and completeness of our tracked data. A series of waste audits at our plants and depots gave us further insights into the waste management work in front of us. We also set a new waste target: 90% diversion of operational waste by 2030. Such a target will require a shift in our approach.

Moving toward the circular economy requires Canada Post to design out waste from operations, reuse materials efficiently, and rethink all waste as a resource. For decades, we have been reusing and recycling materials from every corner of our operations. In 2019, our plants and depots successfully repaired more than 500,000 lettertrays, flat tubs and other mail sorting bins, sending them back into circulation instead of into the landfill. From our offices, we refurbished 5,186 desktop and notebook computers. From our fleet repair facilities, we recycled more than 20,000 tires, 4,456 litres of washer fluid and 3,377 batteries, among many other recycled or repaired items.

In 2020, we will be further improving our data tracking system, optimizing recycling services, updating recycling communications and developing a new zero waste policy to guide our efforts over the coming decade.

Construction and demolition waste

Canada Post seeks to minimize the environmental impacts of new buildings, processing plants and delivery centres. We are working towards reusing or recycling construction and demolition materials from corporate facilities and tracking the percentage of construction waste diverted from landfill. Beginning in 2020, we will be working to put processes in place to track our construction waste to help us meet our new 2030 target of diverting 90% of all construction and demolition waste from landfills.

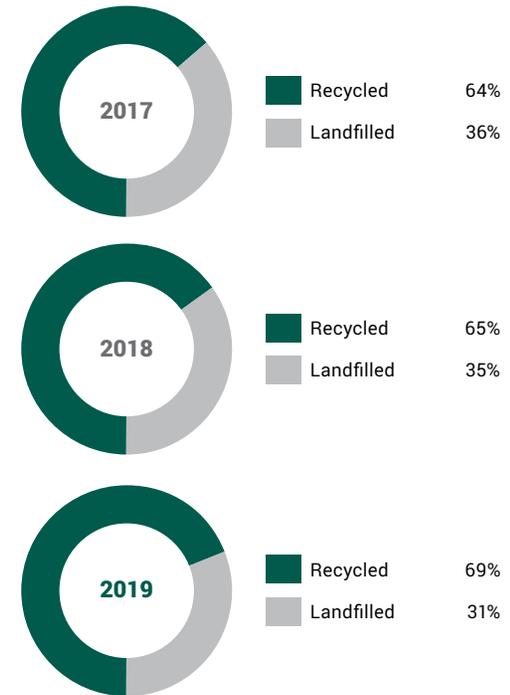
Asset end-of-life

We strive to find sustainable end-of-life solutions for our assets wherever possible. Postal delivery equipment incurs a lot of wear and tear, but we perform many repairs in-house, including the refurbishment of more than 10,000 community mailboxes per year. In 2019, we refurbished and reused (or allowed third parties to repair and reuse) more than 500 metric tons worth of equipment, ranging from vehicles to forklift batteries to computers. Most of this equipment goes right back into our operations, with a small minority (e.g. electronics) moving on to a second life with other users. In 2020, we'll look for even more opportunities to grant new life to our machines and equipment.

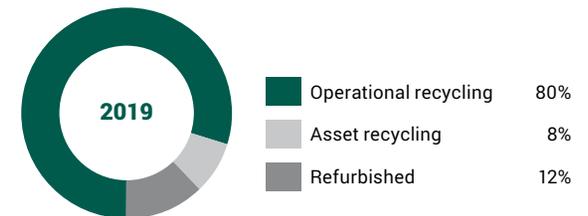


Divert at least 90% by weight of non-hazardous operational waste by 2030 and 90% of all construction and demolition waste by 2030.

Recycling summary



Operational vs. asset recycling



Single-use plastics

Canada Post is committed to reducing the unnecessary use of single-use plastics across all our operations, events and meetings. In 2019, we worked to identify the types of plastics targeted and researched suitable alternatives for administrative uses, corporate catalogues, on site cafeterias and corporate functions. We try as much as possible to eliminate unnecessary uses at source or replace them with durable solutions. When those options are not possible we try to find recycling or composting solutions. In 2020 we'll be acting on this information, removing or replacing single-use plastics where feasible, starting with our Head Office.

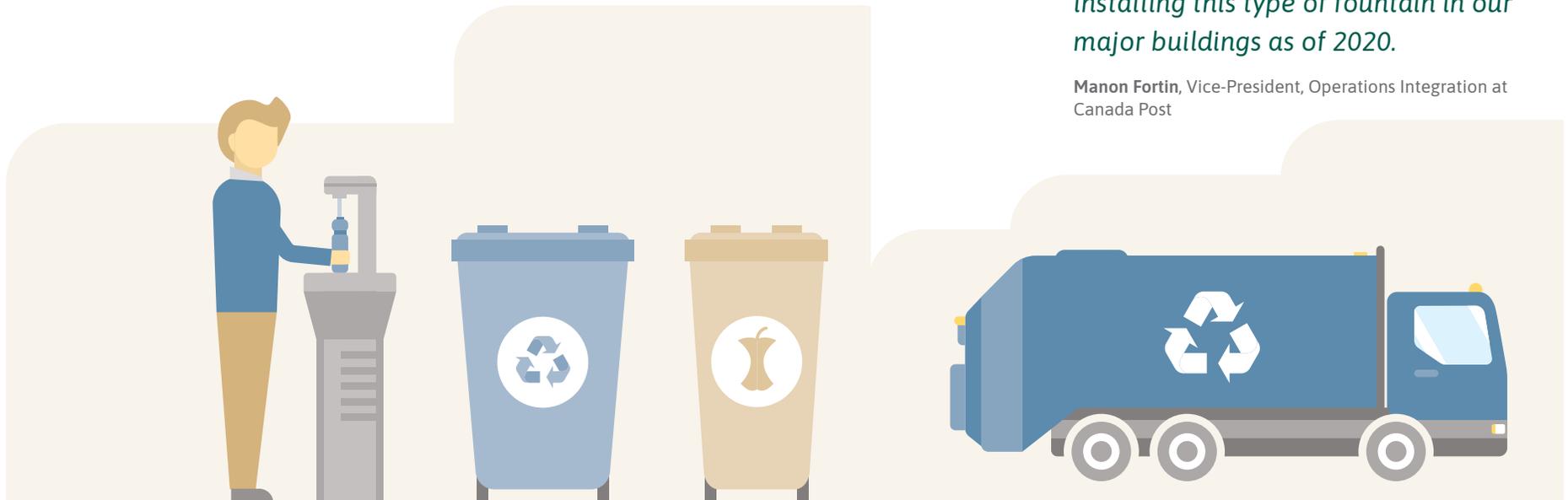


Eliminate the unnecessary use of single-use plastics in Head Office corporate events and meetings by 2020 and Canada Post operations by 2022.

In Canada, nearly 90% of plastics end up in landfills, incinerators, lakes, parks and oceans. When plastic enters the ocean, it never really goes away causing harm to ocean life. I am committed to eliminating single-use plastic water bottles at our operations meetings as a first step in our efforts to phase out the use of unnecessary single-use plastics.

Our new delivery depots include water fountains that are designed to fill reusable water bottles, and we will be installing this type of fountain in our major buildings as of 2020.

Manon Fortin, Vice-President, Operations Integration at Canada Post



Accessibility at Canada Post

In 2019, Canada Post continued to become more accessible and inclusive for its customers and employees. As we developed an accessibility strategy, we assessed our current state, built internal capacity and raised awareness about accessibility.

Our people

Canada Post is focused on creating a more disability-inclusive workplace that attracts diverse talent, fosters growth and supports its employees throughout their careers.

In order to identify potential systemic barriers and improve hiring, on-boarding and retention practices, Canada Post engaged the Canadian Council of Rehabilitation and Work (CCRW) to conduct a review related to an employee's employment lifecycle. Our partnership with the CCRW will help us develop an inclusive recruitment strategy that includes a focus on persons with disabilities.

Building a welcoming workplace that values people of all backgrounds fosters innovation and contributes to a healthy and engaging work environment. We have a fresh focus on equity, diversity and inclusion, and see accessibility as a facet of workplace diversity. Work is underway to develop an equity, diversity and inclusion strategy and action plan through collaboration with our bargaining agents and in partnership with the Canadian Centre for Diversity and Inclusion.

Our customers

Providing an accessible and inclusive customer experience remains a top priority. With this in mind, several initiatives took place to enhance accessibility in our digital products and website, service delivery and the physical environment.

Examples of our commitment and our ongoing efforts to enhance accessibility include: the launch of canadapost.ca/accessibility – a dedicated webpage where customers can learn more about our continued improvements activities such as: the Delivery Accommodation Program, which offers alternative delivery services to clients with functional limitations to better access their mail and packages. We also developed a digital accessibility roadmap to guide our overall efforts to enhancing digital accessibility.

We were successful in raising awareness through a pilot program with some Retail employees which sought to broaden understanding of diverse backgrounds, abilities and differences while complementing existing focus on customer service. A specialized training session was also held with select staff members in Human Rights, Customer Service and Service Delivery to further expand perspectives with respect to accessibility, disability and inclusion.

Becoming more accessible also includes enhancing our facilities that serve the public and where employees work. Canada Post engaged the Rick Hansen Foundation to conduct audits in order to establish a sample baseline for accessibility in our built environment. These will be instrumental in the development of a more comprehensive audit of our buildings and in the elaboration of an integrated and improved accessibility plan.

Canada Post serves Canadians, and accessibility will mean better service to more Canadians, it's a natural progression for us.

Jeff Willbond, Director of Accessibility Policy at Canada Post



Jeff is pictured with Accessibility Minister Carla Qualtrough in Parliament to celebrate the first national accessibility legislation: the *Accessible Canada Act*.



The Rick Hansen Foundation creates and delivers innovative solutions that lead to a global movement to remove barriers and liberate the potential of people with disabilities.

Accessibility at Canada Post

Our communities

Our national Accessibility Advisory Panel – comprised of 12 members of experts and advocates from across the country – met in May and October 2019. This group offers advice, guidance and accessibility best practices to inform and develop various strategies in the workplace, service delivery and the digital space. We leveraged their expertise and experience to embed accessibility in our planning and in our broader engagement and promotion efforts.

Through our memberships, we are also actively collaborating and engaging with the Canadian Accessibility Network, the Accessibility Professionals Network and the Retail Council of Canada to create more accessible communities.

Delivery accommodation program

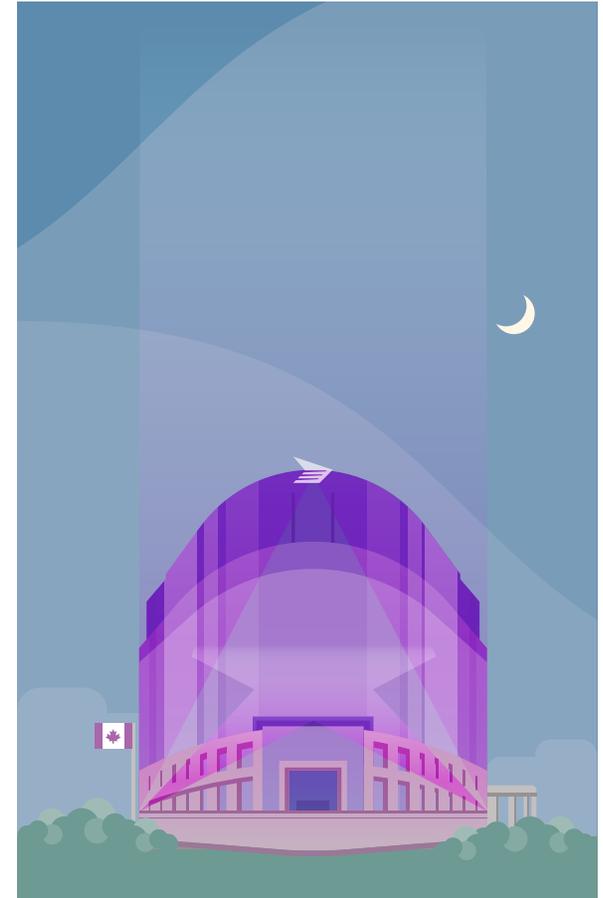
Now more than ever, persons with disabilities are leading more independent lives made possible through innovative technology, the implementation of accessibility programs and initiatives, and through provincial and federal legislation aimed at removing disabling barriers. Canada Post has launched several accessibility initiatives, including the Delivery Accommodation Program. Since 2014, the program has been in place to ensure all Canadians have access to their mail and parcels.

In 2019, actions were taken to enhance and promote the program, such as revising the Accommodation Request Forms and letters so that they are easier to understand, and launching an external web page to increase visibility and improve customer access to the program. The web page features information about the program and how to request an accommodation.

Canada Post also worked to raise awareness of the program with Canadians who may need to access it:

- Accessibility landing page and section on the program was launched on canadapost.ca/accessibility in September 2019;
- Accessibility Advisory Panel members were engaged to promote the program through their disability networks and organizations in October 2019;
- Through support of an Advisory Panel member, an article promoting the program appeared in the FADOQ Virage magazine in November 2019 (distribution network of 450,000 people).

In 2019, approximately 2,300 requests for accommodation were received. Customers who need accommodation can access the program through to website or by calling 1-844-454-3009.



Canada Post Head Office participated in the December 3 Purple Light Up initiative, when business buildings across the world went purple as a demonstration of their commitment to improving accessibility for persons with disabilities.



Indigenous and Northern Affairs

In keeping with the Government's policy on Indigenous Peoples – First Nations, Métis and Inuit – we are committed to reconciliation and ensuring that their unique rights, interests and circumstances are acknowledged, affirmed and implemented. We believe that work towards renewed relationships and partnership must reflect the uniqueness, interests and priorities for all Indigenous communities.

Improved delivery services

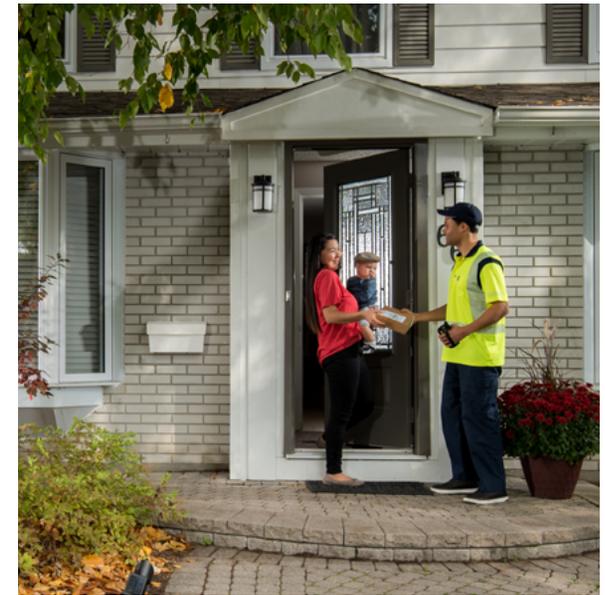
Our first priority is to improve the delivery of postal services to Indigenous communities consistent with our Service Charter and commitments to Canadians. We will work to identify operational issues that impact postal services in Indigenous and Northern communities, and strive to find solutions grounded in best practices and innovative business models. In order to meet this objective, we are developing and adopting a postal framework which includes a retail model that recognizes the unique challenges of business operations in these communities.

Indigenous procurement

Our second priority is to engage in successful and profitable business relationships. The aim is to connect with the more than 43,000 Indigenous businesses and more than 1,500 communities in Canada through our service delivery and procurement process. Part of this process means the development and launch of a more diverse supply chain, which includes a policy specifically related to Indigenous procurement. These efforts refocus our priority to being recognized as a corporate leader in Indigenous business engagement, and as a corporation that seeks to embrace reconciliation through meaningful growth in the Indigenous economy. Our goal is to implement the policy by spring of 2020, with full integration of Indigenous business engagement by 2024.

Indigenous employment

Our third priority is to improve Indigenous employment and retention. We are working with Indigenous stakeholders with a goal of meeting at least 80% of our employment equity targets for Indigenous Peoples by 2024. Approximately 1,500 of our employees, or 2.4%, have self-identified as Indigenous. Work is underway to develop substantial and meaningful Canada Post Indigenous human resource policies. This includes building on current employment equity practices and successes, identifying and mitigating barriers to recruitment and retention, and identifying and targeting Indigenous hiring networks, training and development programs. We aim to be considered as a premier employer of choice for Indigenous Peoples, with a commitment to recognizing and retaining Indigenous employees.



Over the past year, the Indigenous and Northern Affairs team has taken a three-pronged approach to developing internal mechanisms and policies to better serve our Indigenous and Northern communities. I'm proud to support the current direction.

Dale LeClair, Director of Indigenous and Northern Affairs at Canada Post

Urban congestion

The movement of people and goods in dense, urban centres often frustrates and delays residents as well as creating added costs and uncertainty for businesses. Yet, the movement of goods is what Canadians rely on for their evolving e-commerce needs. The growth and diversity of consumer preferences and expectations makes policy decisions around the use of urban streets, bicycle lanes, sidewalks and public spaces very complex.

Canada Post is an active participant in problem-solving partnerships to address serious congestion across the country, particularly in Toronto, Montréal and Vancouver. In partnership with the Federation of Canadian Municipalities' The Urban Project, as well as through working discussions at the municipal level, Canada Post is committed to improving safety for our employees and customers, and discussing the realities of the needs of our customers for prompt and reliable delivery.

In Toronto, a Canada Post representative continues to work with industry leaders as the co-chair of the Toronto Region Board of Trade's Movement of Goods Council. That Council brings together industry partners – academia, stakeholders and policy makers – to advocate new ideas and creative thinking. In Montréal, Canada Post remains actively involved in the efforts of the Heavy Vehicle Task Force led by Vision Zéro, and participates with City officials to discuss opportunities to develop innovative logistics and delivery solutions. In Vancouver, Canada Post is engaged with municipal leaders, the major stakeholders of Translink (the region's transportation authority) and the Greater Vancouver Board of Trade's Regional Transportation and Infrastructure Committee, among others.

Canada Post values our responsibility to deliver Canadians' e-commerce needs, especially in major urban centres while working to be a part of the solution to alleviate congestion in dense areas. We will constantly engage, discuss and find solutions that are responsible and sustainable, that allow us to meet our customers' needs in a way that works with diverse curbside interests.



The movement of goods by freight trucks congests Ottawa's lower town.



Photo: Jesse Lim production

Founding Members of Pembina's Urban Delivery Solutions Initiative

In 2019, Canada Post became a founding partner of the Urban Delivery Solutions Initiative (USDI), led by the Pembina Institute. By convening delivery companies, governments at all levels, academia, industry and the NGO sector, the USDI will undertake needs-based research to fill knowledge and information gaps, and convene dialogue around ways to modernize urban freight in Canadian cities. This will help to address important issues such as greenhouse gas emissions, air quality and curbside congestion in Canada's largest and mid-size cities. Under the auspices of the USDI, Canada Post will have greater visibility into best practices, new technologies and innovative ways of thinking that can help us craft solutions to the emerging issues faced by municipalities with the growth of e-commerce and other deliveries.



Canada Post Santa Letter-writing Program

For almost 40 years, the Canada Post Santa Letter-writing Program has warmed the hearts of millions, young and old. Canada Post employees and retirees have been the driving force behind the program, begun by a small group of employee volunteers. Since its inception, elves have helped Santa reply to nearly 32 million letters, leaving a lasting legacy of cherished memories.

In 2019, more than 9,000 elves responded to over a million letters, tallying over 130,000 volunteer hours to make the program a great success. Since 1982, volunteers have contributed well over six million hours of their time. Santa receives letters in more than 39 languages (including Braille) and he answers every letter in the language it was written in.



On October 10, the team in Camrose, AB, braved the cold and held a fundraising BBQ for the Foundation. They raised \$730. The local newspaper, *Booster*, was also on hand to take some pictures.

9,000
elves replied to over
1,000,000
letters to Santa!



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 and more.

In 2019, the Foundation contributed over \$1.1 million in grants to 118 community organizations across the country. Funds are raised through an annual in-store campaign, sales of a special fundraising stamp and employee support that includes a payroll deduction program. Our employees and customers also raised another \$1.3 million to grant to new recipients in 2020.

In the last eight years, the foundation has granted approximately \$9 million to more than 775 projects.



Year	2017	2018	2019	2019/18 change
Donations (in millions)	\$1.1	\$1.2	\$1.1	↓ 8%
Projects funded	103	112	118	↑ 5%

Signature Grant – Childhood Cancer Canada Foundation

In 2019, the Community Foundation gave \$50,000 to the Childhood Cancer Canada Foundation to provide emPower Packs to families in Canada whose child is newly diagnosed with cancer. The Packs are tailor-made to match each child's interests and needs. They also provide families with the information and inspiration to cope with what comes next. The emPower Packs program is part of the Childhood Cancer Foundation's mission to create victories for Canadian children with cancer.



\$1.1M
in grants to
118 community organizations

\$9M
donated to over
775 projects since 2010

\$1.3M
raised in 2019 by
Canada Post **employees and customers** at retail to support 2020 projects



Employees in Nobleton, Ontario organized a bake sale to raise funds for the Canada Post Community Foundation.

A snapshot of organizations supported by the Foundation in 2019



Security of the mail

Canada Post is responsible for the security of the mail and for protecting the privacy of its customers and employees. Despite constantly evolving physical and electronic security threats, Canada Post is trusted to maintain the privacy of its customers. To meet this important obligation, we adhere to multiple Acts, policies and practices.

In 2019, the Corporation reset passwords for all online customer accounts as a precautionary data security measure, after learning of the potential compromise of some personal information from 2017. Although it was not a breach of the Canada Post network, the Corporation reviewed its policies and procedures to protect the security of our online platforms.

Our security measures continue to adapt to protect against mail and data security risks.

In-depth security

Some of the precautions we take include:

- use of high-security locks, cameras and electronic access controls to protect the mail, our plants, depots and retail outlets;
- employment of a records management system with security controls and oversight;
- a process to escalate breaches of sensitive information;
- working with our third-party contractors to ensure they also have adequate security controls in place; and
- mandatory security clearance for all employees and contractors.

Data security

We have also invested heavily in electronic security to protect against data breaches, fraudulent use of our products and services or malicious emails.

Privacy impact assessments are conducted regularly to ensure our technologies and systems are working adequately, and we have electronic access controls in place.

We've developed partnerships with third parties and law enforcement agencies to detect, deter and disrupt threats.

In 2019, we also made further investments in information security, including a new artificial intelligence solution to identify malicious activity. We conducted exercises to help identify gaps in our security posture against a motivated attacker and provided continued employee training and education to reduce the risk of data breaches and cyber-attacks.



Privacy

Canadians and our employees trust us to protect their personal information. Our physical and digital security measures serve, in part, to safeguard the privacy of our customers' personal information. We uphold the privacy of all Canadians by strictly adhering to the federal *Privacy Act*, as well as by following leading privacy practices.

In 2019, Canada Post launched its customer-facing online privacy centre on canadapost.ca. The updated policy now covers the personal information that Canada Post collects from its customers both online and offline. This increases our transparency around our personal information handling practices and explains the relevant practices in a more user-friendly way. This will enable the customer to exercise their privacy preferences in the context of the products and services we offer to them.

We also continued to advance several privacy initiatives, aimed at ensuring that the personal information of our employees and customers is collected, stored and managed with their full consent and in a manner consistent with all relevant regulations. These measures include assessments of our employee accommodation practices, video surveillance practices, the privacy impacts of partnering with specific third-party consumer data aggregators and the offer of specific new, innovative mail delivery and engagement services to Canadians.

During the year, we received 30 informal *Privacy Act* complaints at our Privacy Office and two formal *Privacy Act* complaints through the Office of the Privacy Commissioner of Canada.

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 2019, the Access to Information team successfully completed a comprehensive review of the backlog of historical complaints which had spanned which has spanned over a decade. This review resulted in a closure of 90% of all complaint files.

With the passage of the amendments to the Act in June 2019, Canada Post has been reviewing its processes, practices and policies to ensure alignment with the new obligations to the corporation. In 2020, the Treasury Board Secretariat will conduct its mandatory review of the Act and will be inviting all government institutions subject to the Act to consult and provide recommendations.

Year	2017	2018	2019	2019/18 change
All requests	111	111	158	↑ 42%
All complaints	17	9	15	↑ 67%

Official languages

Canada Post is firmly committed to giving its customers access to the Corporation's services in both official languages, in line with the *Official Languages Act* (OLA).

In 2019, 98% of surveyed callers to our Customer Care Service line indicated that they were served in their official language of choice.

The number of complaints received from the Office of the Official Language Commissioner increased slightly in 2019 – which has us looking to continuously improve our services to Canadians.

Year	2017	2018	2019	2019/18 change
Official languages complaints	27	38	39	↑ 3%

As a federal institution with national presence, Canada Post strives to ensure that English-speaking and French-speaking Canadians have equal opportunities to obtain employment and advancement within the Corporation, and that we provide our employees with a work environment that is conducive to the use of both official languages.

Canada Post further remains committed to fostering the full recognition and use of both English and French in Canadian society. In 2019, Canada Post marked the 50th anniversary of the OLA by wrapping two Canada Post vehicles with OLA promotional messaging, creating stamps with special messaging in September 2019 (approximately 6.5M pieces of letter mail) and by dedicating an article in Canada Post Magazine.

General disclosures

Organizational profile			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
102-1	Name of the organization	Canada Post Corporation	
102-2	Activities, brands, products, and services	2019 Canada Post Annual Report, Management's Discussion and Analysis, 1st paragraph, pg. 1.	
102-3	Location of headquarters	2019 Canada Post Annual Report, Management's Discussion and Analysis, Incorporation, Business Activities and Directives, 1st Paragraph, pg. 1.	
102-4	Location of operations	2019 Canada Post Annual Report, Management's Discussion and Analysis, Incorporation, Business Activities and Directives, 1st Paragraph, pg. 1.	
102-5	Ownership and legal form	2019 Canada Post Annual Report, Management's Discussion and Analysis, Incorporation, Business Activities and Directives, 1st Paragraph, pg. 1.	
102-6	Markets served	2019 Canada Post Annual Report, Management's Discussion and Analysis, Incorporation, Business Activities and Directives, 1st Paragraph, pg. 1.	
102-7	Scale of the organization	2019 Canada Post Annual Report, Management's Discussion and Analysis, Core Business Strategy, Our Business, pg. 6.	
102-8	Information on employees and other workers	2019 Canada Post Annual Report, Management's Discussion and Analysis, Core Business Strategy, Our Business, pg. 13.	
102-10	Significant changes to the organization and its supply chain	2019 Canada Post Annual Report, Management's Discussion and Analysis, Our Network and Infrastructure, Canada Post Segment, pg. 17.	
102-11	Precautionary Principle or approach	2019 Canada Post Annual Report, Management's Discussion and Analysis, Discussion of Operations, pg. 20.	
102-12	External initiatives	<p>Canada Post participates in programs offered by the Rick Hansen Foundation on accessibility initiatives. Canada Post was a founding member of the Urban Delivery Solutions Initiative (UDSI) at the Pembina Institute.</p> <p>Canada Post also supports numerous organizations nationally through the Canada Post Community Foundation. Information on the Community Foundation can be found here: 2019 Canada Post Sustainability Report, Canada Post Community Foundation for Children, pg. 30. Canada Post's Pension Fund became a signatory to the United Nations supported Principles of Responsible Investment.</p>	
102-13	Memberships of associations	Canada Post is a member of the Sustainable Packaging Coalition, Electric Mobility Canada, and the Canada Green Building Council, among others.	

Strategy			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
102-14	Statement from senior decision maker	2019 Canada Post Sustainability Report, Message from President and CEO, pg. 3.	
102-15	Key impacts, risks, and opportunities	2019 Canada Post Annual Report, Management's Discussion and Analysis, Discussion of Operations, pg. 20.	

Ethics and integrity			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
102-16	Values, principles, standards, and norms of behaviour	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	UN Sustainable Development Goals
103	Management approach: leadership and governance	2019 Canada Post Sustainability Report, Leadership and governance, pg. 6.	
102-18	Governance structure	2019 Canada Post Sustainability Report, Leadership and governance, pg. 6.	
102-19	Delegating authority	2019 Canada Post Sustainability Report, Leadership and governance, pg. 6.	
102-20	Executive-level responsibility for economic, environmental, and social topics	2019 Canada Post Sustainability Report, Leadership and governance, pg. 6.	
102-21	Consulting stakeholders on economic, environmental, and social topics	Canada Post senior management receives advice and feedback from ongoing stakeholder consultation with joint union committees as well as external subject matter experts, which include non-profit organizations and an advisory panel of Canadian accessibility leaders. This stakeholder engagement is also being pursued through an ongoing materiality assessment. 2019 Canada Post Sustainability Report, Leadership and governance, pg. 6.	
102-22	Composition of the highest governance body and its committees	Board Composition: 2019 Canada Post Sustainability Report, Leadership and governance, pg. 6. Board tenure and responsibility: Canada Post website: The Role of the Board of Directors	

Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
102-23	Chair of the highest governance body	The Chair is an independent member of the Board of Directors. Her message can be found here: 2019 Canada Post Sustainability Report, Message from the Board of Directors, pg. 2.	
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 Standards of Conduct, accessible here: Responsibilities of the Directors of Canada Post Corporation	
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	2019 Canada Post Sustainability Report, Leadership and governance, pg. 6.	
102-28	Evaluating the highest governance body's performance	Details on the Board of Directors: Canada Post website: The Role of the Board of Directors.	
102-29	Identifying and managing economic, environmental, and social impacts	ESG governance and accountability: There are five committees that assist the Board of Directors in fulfilling its oversight and decision-making responsibilities, including an ESG Committee. In 2019, an ESG Steering Committee was established at the senior management level, bringing together all parties across Canada Post who are accountable for supporting ESG-related topics. 2019 Canada Post Sustainability Report, Governance and accountability, pg. 6.	
102-30	Effectiveness of risk management processes	2019 Canada Post Annual Report, Management's Discussion and Analysis, Risks and Risk Management, pg. 33.	
102-31	Review of economic, environmental, and social topics	ESG governance and accountability: There are five committees that assist the Board of Directors in fulfilling its oversight and decision-making responsibilities, including an ESG Committee. In 2019, an ESG Steering Committee was established at the senior management level, bringing together all parties across Canada Post who are accountable for ESG-related topics. This committee meets twice a year or as needed. 2019 Canada Post Sustainability Report, Governance and accountability, pg. 6.	
102-32	Highest governance body's role in sustainability reporting	The Board of Directors approves the Sustainability Report before publishing externally.	

Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
102-33	Communicating critical concerns	Canada Post handles critical concerns from stakeholders, citizens, and customers through corporate correspondence, escalating critical issues to senior management. Canada Post also handles concerns from municipal, provincial and federal governments through established government and community affairs channels, escalating critical issues to senior management who in turn communicate critical issues to the Board of Directors. For the structure of critical ESG concerns see ESG governance and accountability: 2019 Canada Post Sustainability Report, Governance and accountability, pg. 6.	
102-34	Nature and total number of critical concerns	2019 Canada Post Sustainability Report, Message from the Chair of the Board, pg. 2.	
102-35	Remuneration policies	2019 Canada Post Annual Report, online component, Corporate Governance.	
102-37	Stakeholders' involvement in remuneration	2019 Canada Post Annual Report, Management's Discussion and Analysis, Management's Responsibility for Financial Reporting, pg. 50.	

Stakeholder engagement			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
102-40	List of stakeholder groups	Materiality: Canada Post engaged and consulted various stakeholders on a comprehensive list of ESG topics in 2019. Canada Post stakeholders include our employees, unions, customers, shareholder, suppliers, government, and non-governmental organizations. ESG governance and accountability: Senior management also receives advice and feedback from ongoing stakeholder consultation with joint union committees as well as external subject matter experts, which include non-profit organizations and an advisory panel of Canadian accessibility leaders.	
102-41	Collective bargaining agreements	2019 Canada Post Annual Report, Management's Discussion and Analysis, Labour Matters, Labour Negotiations, pg. 3.	Goal 8: Decent Work and Economic Growth Target 8.8: Protect labour rights and promote safe and secure working environments for all workers.
102-42	Identifying and selecting stakeholders	2019 Canada Post Annual Report, Management's Discussion and Analysis, Executive Summary, pg. 1.	
102-43	Approach to stakeholder engagement	Materiality: Canada Post engaged and consulted various stakeholders on a comprehensive list of ESG topics in 2019. Canada Post stakeholders include our employees, unions, customers, shareholder, suppliers, government, and non-governmental organizations. ESG governance and accountability: Senior management also receives advice and feedback from ongoing stakeholder consultation with joint union committees as well as external subject matter experts, which include non-profit organizations and an advisory panel of Canadian accessibility leaders. Meetings and consultations with stakeholders are ongoing.	
102-44	Key topics and concerns raised	Canada Post Annual Report, online component, Our Customers.	

Reporting practice			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
102-45	Entities included in the consolidated financial statements	2019 Canada Post Annual Report, Management's Discussion and Analysis, Paragraph 1, pg. 1.	
102-46	Defining report content and topic Boundaries	2019 Canada Post Sustainability Report, About this report, pg. 4. Canada Post has included material topics given its current understanding of materiality. Those topics are under review, with more information being available in Disclosure 102-47.	
102-47	List of material topics	The current structure of this report reflects our understanding of material issues we face today. Canada Post is currently undertaking a materiality assessment to reassess our understanding of material issues faced by the company.	
102-48	Restatements of Information	In 2019, Canada Post made changes to both its kilometres driven metrics, and the greenhouse gas emissions metrics that were derived from the Rural and Suburban Mail Carrier vehicle class. These vehicles were corporate-owned, and their kilometres and resulting greenhouse gas emissions should have been counted as those of the owned fleets. The tables on page 10 (Vehicle safety) and page 17 (Carbon footprint) show an altered baseline as a result. This is explained in the footnotes under each table.	
102-49	Changes in reporting	2019 Canada Post Sustainability Report, About this report, pg. 4.	
102-50	Reporting period	This report covers the calendar year from January 1, 2019 to December 31, 2019.	
102-51	Date of most recent report	2018 Canada Post Sustainability Report.	
102-52	Reporting cycle	Canada Post's Sustainability Reports are produced annually.	Goal 12: Responsible Consumption and Production Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
102-53	Contact point for questions regarding the report	ESG@canadapost.ca	
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the Core option of the current GRI Standards.	
102-55	GRI content index	2019 Canada Post Sustainability Report, GRI Content Index, pg. 34-49.	
102-56	Policy or practice for external verification	The non-financial disclosures in this report have not been externally verified.	

Economic performance			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
201-1	Direct economic value generated and distributed	2019 Canada Post Annual Report, Management's Discussion and Analysis, Core Business and Strategy, Section 2.1, Canada Post Segment, pg. 6.	Goal 8: Decent Work and Economic Growth Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.
201-2	Financial implications and other risks and opportunities due to climate change	Results of the climate risk assessment being undertaken will be reported in the 2020 Sustainability Report. 2019 Canada Post Sustainability Report, Climate risk, pg. 22.	Goal 13: Climate Action Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Anti-competitive behaviour			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	In 2019, 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	UN Sustainable Development Goals
301-1	Materials used by weight or volume	This topic is currently not material to Canada Post operations.	

Energy			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: Climate action	<p>Canada Post has an energy management plan with its property management partners. Canada Post also engages in regular touch points with its Real Estate team and Property Management teams on energy performance and consumption.</p> <p>Canada Post has undertaken 62 energy retrofits in 2019 that resulted in energy savings. Canada Post works closely with property management partners to identify opportunities for energy savings. Canada Post publishes annually a greenhouse gas inventory, and is committed to reducing emissions across the organization.</p>	
302-1	Energy consumption within the organization (Partial disclosure)	2019 Canada Post Sustainability Report, Renewable energy and energy efficiency, pg. 21.	<p>Goal 7: Affordable and Clean Energy</p> <p>Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix.</p> <p>Target 7.3: By 2030, double the global rate of improvement in energy efficiency.</p> <p>Target 7.A: By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.</p> <p>Goal 9: Innovation and Infrastructure</p> <p>Target 9.4: Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.</p>
302-3	Energy intensity (Partial disclosure)	2019 Canada Post Sustainability Report, Renewable energy and energy efficiency, pg. 21.	
302-4	Reduction of energy consumption (Partial disclosure)	2019 Canada Post Sustainability Report, Renewable energy and energy efficiency, pg. 21.	

Emissions			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
305-1	Direct (Scope 1) GHG emissions	<p>2019 Canada Post Sustainability Report, Climate action, Carbon footprint, Scope 1, pg. 17. Canada Post reports on its greenhouse gas in equivalent kilotons of carbon dioxide that encompass the principal greenhouse gasses. The previous two years have been shown to provide context to Canada Post's greenhouse gas emissions performance.</p> <p>The emissions factors for these calculations are derived from NRCan emissions factors, or the British Columbia Government's Best Practice for Greenhouse Gas Inventories.</p>	<p>Goal 9: Industry, Innovation & Infrastructure</p> <p>Target 9.4: Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>2019 Canada Post Sustainability Report, Climate action, Carbon footprint, Scope 2, pg. 17-18. Canada Post reports on its greenhouse gas in equivalent kilotons of carbon dioxide that encompass the principal greenhouse gasses. The previous two years have been shown to provide context to Canada Post's greenhouse gas emissions performance.</p> <p>The emissions factors for these calculations are derived from NRCan emissions factors, or the British Columbia Government's Best Practice for Greenhouse Gas Inventories.</p>	
305-3	Other indirect (Scope 3) GHG emissions	<p>2019 Canada Post Sustainability Report, Climate action, Carbon footprint, Scope 3, pg. 17-18. Canada Post reports on its greenhouse gas in equivalent kilotons of carbon dioxide that encompass the principal greenhouse gasses. The previous two years have been shown to provide context to Canada Post's greenhouse gas emissions performance.</p> <p>The emissions factors for these calculations are derived industry best practices, proxy sources and estimations of vendor performance as necessary.</p>	
305-5	Reduction of GHG emissions	2019 Canada Post Sustainability Report, Climate action, Carbon footprint, pg. 17. All emission reductions are shown in equivalent kilotons of carbon dioxide.	
305-6	Emissions of ozone-depleting substances (ODS)	<p>Canada Post does not currently have any CFC emissions through the operations of our business.</p> <p>For Halocarbon fugitive emissions please see the 2019 Canada Post Sustainability Report, Climate action, Carbon footprint, Scope 1, pg. 17. These emissions are reported to Canada Post through property management, and rely on nationally recognized Global Warming Potential factors.</p>	

Effluents and waste			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: zero waste	Canada Post conducts waste audits of its facilities in conjunction with its property management partners to identify opportunities for waste diversion or reduction. In 2020, we will be further improving our data tracking system, optimizing recycling services, updating recycling communications and developing a new zero waste policy to guide our efforts over the coming decade. 2019 Canada Post Sustainability Report, Zero waste, Waste and recycling, pg. 23.	
306-2	Waste by type and disposal method (Partial disclosure)	2019 Canada Post Sustainability Report, Zero waste, Waste and recycling, pg. 23. Canada Post reports on waste data that was provided by on site property management.	Goal 12: Responsible Consumption and Production Target 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
Environmental compliance			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
307-1	Non-compliance with environmental laws and regulations	In 2019, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.	
Supplier environmental assessment			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
308-1	New suppliers that were screened using environmental criteria (Partial disclosure)	In 2019, important groundwork was laid towards responsible investment and socially inclusive procurement. Our Procurement and Supply Chain teams signalled our new ESG priorities to vendors by including standard language in all procurement templates.	Goal 12: Responsible Consumption and Production Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

Labour/management relations			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: labour relations	We have committed to working more closely with our bargaining agents to support our employees. 2019 Canada Post Sustainability Report, Collaboration between labour and management, pg. 15. In April 2019, Canada Post, the Association of Postal Officials of Canada, the Canadian Postmasters and Assistants Association, the Canadian Union of Postal Workers, and the Union of Postal Communications Employees formally initiated a collaborative effort focused on the environment.	
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 2019 Canada Post Annual Report, Management's Discussion and Analysis, Labour Agreements, pg. 34.	
Occupational health and safety			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: safety and wellness	Canada Post has collaborative health and safety policy committees with each bargaining group that meet all federal requirements for membership. Committees meet on a monthly-to-quarterly basis depending on Collective Agreement stipulations.	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Canada Post Sustainability Report, Operational safety, pg. 10; Vehicle safety, pg. 11.	<p>Goal 3: Health and Safety Target 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents</p> <p>Goal 8: Decent Work and Economic Growth Target 8.8: Protect labour rights and promote safe and secure working environments for all workers</p>

Diversity and equal opportunity			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: diversity and inclusion	<p>As part of Canada Post's diversity and inclusion strategy, an integrated committee with participation from all bargaining groups was launched in January 2020. The Equity, Diversity and Inclusion committee's objective is to design a five-year strategy with the goal to address under-representation and foster a more inclusive workplace.</p> <p>The committee will focus on the following areas:</p> <ul style="list-style-type: none"> • Leverage partnership with the Canadian Centre for Diversity and Inclusion to develop an overall strategy and tactical plan • Development of recruitment and retention strategies to address gaps in the four employment equity designated groups • To further foster an inclusive workplace through the creation of Employee Resource Groups, peer mentors, etc. • Develop an evaluation framework to measure impacts and program effectiveness. 	
405-1	Diversity of governance bodies and employees	2019 Canada Post Sustainability Report, Leadership and governance, pg. 6. 2019 Canada Post Sustainability Report, Employee diversity and inclusion, pg. 14.	<p>Goal 5: Gender Equality</p> <p>Target 5.1: End all forms of discrimination against all women and girls everywhere.</p> <p>Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p> <p>Goal 8: Decent Work and Economic Growth</p> <p>Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p>

Non-discrimination			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
406-1	Incidents of discrimination and corrective actions taken (Partial disclosure)	2019 Canada Post Sustainability Report, Human rights complaints, pg. 13; Diversity and inclusion, pg. 14; Official languages complaints, pg. 33.	<p>Goal 5: Gender Equality</p> <p>Target 5.1: End all forms of discrimination against all women and girls everywhere.</p> <p>Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>

Employee engagement

Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: employee engagement	<p>Canada Post engages with its employees through various communications tools and channels, such as TuesdayTV, weekly online video. Other publications include Focus on Our Business, a regular newsletter sent to the homes of all employees and retirees, as well as annual and quarterly reports.</p> <p>We hold open Annual Public Meetings and departmental conferences for different functions, as well as annual manager meetings. Internally, we use Supervisory Briefing Notes on Intrapost (Canada Post's intranet) to communicate messages, job aids, posters and talk tracks for frontline workers in Operations.</p>	

Freedom of association and collective bargaining

Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Over 95% of our employees are covered by a collective bargaining agreement. The status of those collective bargaining agreements is reflected on page 15 of this report.	

Child labour

Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
408-1	Operations and suppliers at significant risk for incidents of child labour	<p>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.</p> <p>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, specifically that suppliers to Canada Post must demonstrate that child labour is not used, that discrimination and harassment are prohibited, and that clear and uniformly applied employment standards meet or exceed legal and regulatory requirements.</p> <p>During an RFP process, supplier experience and expertise due diligence is performed through customer references and customer and supplier site visits for all contracts that warrant it, and included in our evaluation models as either a validation of score or scored separately. Where a supplier is using a subcontractor for the majority of the work, the same due diligence is performed on the subcontractor.</p>	<p>Goal 8: Decent Work and Economic Growth</p> <p>Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p>

Forced or compulsory labour			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<p>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.</p> <p>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.</p> <p>During an RFP process, supplier experience and expertise due diligence is performed through customer references and customer and supplier site visits for all contracts that warrant it, and included in our evaluation models as either a validation of score or scored separately. Where a supplier is using a subcontractor for the majority of the work, the same due diligence is performed on the subcontractor.</p>	<p>Goal 8: Decent Work and Economic Growth</p> <p>Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p>

Accessibility			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: accessibility	<p>As part of Canada Post's diversity and inclusion strategy, an integrated committee with participation from all bargaining groups was launched in January 2020. The Equity, Diversity and Inclusion Committee's objective is to design a five-year strategy with the goal to address under-representation and foster a more inclusive workplace.</p> <p>Canada Post also participates in audits of its buildings by third-party organizations such as the Rick Hansen Foundation, and is committed to fostering an inclusive workplace.</p>	

Rights of Indigenous Peoples			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management Approach: Indigenous and Northern Affairs	Indigenous and Northern Affairs: In 2019 Canada Post has approved policies on indigenous and northern affairs, surrounding indigenous procurement, employment and retention, business relationships, and supply chain and retail relationships.	
411-1	Incidents of violations involving rights of Indigenous Peoples	<p>In 2019, Canada Post did not have any legal action or complaint registered against involving the rights of Indigenous Peoples.</p> <p>Canada Post continues to work towards broader strategic objectives on Indigenous and Northern Affairs: 2019 Canada Post Sustainability Report, Indigenous and Northern Affairs, pg. 27.</p>	

Human rights assessment			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
412-2	Employee training on human rights policies or procedures (Partial disclosure)	2019 Canada Post Sustainability Report, Employee diversity and inclusion, pg. 14.	

Local communities			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
413-1	Operations with local community engagement, impact assessments, and development programs	Delivery Accomodation Program: 2019 Canada Post Sustainability Report, Delivery Accomodation Program, pg. 26. Indigenous and Northern Affairs: 2019 Canada Post Sustainability Report, Indigenous and Northern Affairs, pg. 27.	

Supplier social assessment			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
414-1	New suppliers that were screened using social criteria (Partial disclosure)	Canada Post issues guidelines and requirements to all suppliers to comply with best international standards and all applicable laws. For Responsible Investment and Procurement: 2019 Canada Post Sustainability Report, Responsible investment and procurement, pg. 7. For Indigenous procurement: 2019 Canada Post Sustainability Report, Indigenous procurement, pg. 27.	Goal 12: Responsible Consumption and Production Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

Public policy			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
415-1	Political contributions	Canada Post is a federal Crown corporation and does not make financial or in-kind contributions to political parties or politicians.	

Marketing and labelling			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
417-3	Incidents of non-compliance concerning marketing communications	In 2019, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.	

Customer privacy			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
103	Management approach: security and privacy	Security and privacy: Canada Post upholds the privacy of Canadians by strictly adhering to the Federal <i>Privacy Act</i> , as well as by following leading privacy practices. Canada Post is committed to fulfilling our obligations under the <i>Access to information Act</i> while protecting the information received from its partners, suppliers and customers.	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Security of the mail: 2019 Canada Post Sustainability Report, Security of the mail, pg. 32. Privacy: 2019 Canada Post Sustainability Report, Privacy, pg. 33.	

Socioeconomic compliance			
Disclosure number	Disclosure title	Reference	UN Sustainable Development Goals
419-1	Non-compliance with laws and regulations in the social and economic area	In 2019, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.	

*We've always worked hard to serve and connect Canadians in delivery.
We're also doing more than ever to meet changing expectations for our country,
our people, our communities, and the planet that sustains us all.*

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