

**CANADA
150**

2017

SOCIAL
RESPONSIBILITY
REPORT

Contents

1 Letter from the Chair of the Board of Directors

2 Introduction

2 About this report

3 Social

4 Health and safety

4 Operational safety

4 Road safety

4 Mental health

5 Diversity

5 Human rights

6 Employee relations

6 Labour relations

6 Grievances

7 Giving back to our communities

7 Canada Post Community Foundation for Children

7 Canada Post Santa Letter-writing Program

8 You and Canada Post

8 Security of the mail

8 Privacy

8 Official languages

8 Access to information

9 Environment

10 Greenhouse gas emissions

11 Fleet

12 Real estate

12 Landfill waste diversion

12 Paper consumption

13 Global Reporting Initiative listing



Our employees take great pride in providing a superior delivery experience. Their attention to detail and service has made Canada Post the No. 1 parcel delivery company in Canada.

We welcome your feedback on this report.

Write to us at:

CORPORATE SOCIAL RESPONSIBILITY

CANADA POST

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OTTAWA ON K1A 0B1

Of renewal and corporate social responsibility

Canadians trust and count on Canada Post to deliver billions of items each year. That is just one indicator of the degree to which Canada Post remains a valued public enterprise. Our mission and purpose is guided by the mandate from the Government of Canada, which is to provide a high-quality service at a reasonable price to Canadians in every region and from all walks of life. Our goal is achieved by the tens of thousands of hard-working employees who are dedicated to doing just that.

On their behalf, and on behalf of the Board of Directors, I am pleased to present this 2017 Social Responsibility Report to Canadians.

Canada Post has begun a process of renewal, in keeping with the Government of Canada's vision for a postal service that is more environmentally friendly and fully accessible. As that vision pertains to social responsibility, we are committed to respecting the communities we serve, our employees and their safety and well-being, and the customers who count on us to deliver their products.

The vision for renewal is guiding how we will move forward on these important aspects of our overarching responsibility to serve Canadians. In subsequent reports like this one, and at key milestones along the way, we will be transparent, open and accountable to Canadians about our progress.



Jessica L. McDonald
Chair of the Board of Directors and
Interim President and CEO

Introduction

Canada Post has served the postal needs of Canadians for 255 years. Over that time, we have evolved and adapted to reinvent ourselves again and again.

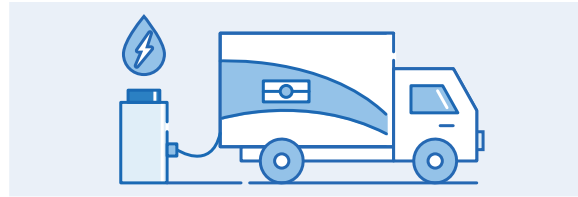
In recent years, Lettermail™ volumes have declined and parcel volumes increased, changing the composition of the mail. Canada Post has changed, too. We pivoted our letter-centric business into a customer-driven e-commerce powerhouse, to remain as vital and relevant as ever.

We help retailers reinvent themselves in the digital age. We provide small Canadian businesses with access to global markets. We help improve the standard of living for rural and northern communities by delivering affordable goods that would otherwise be unavailable locally.

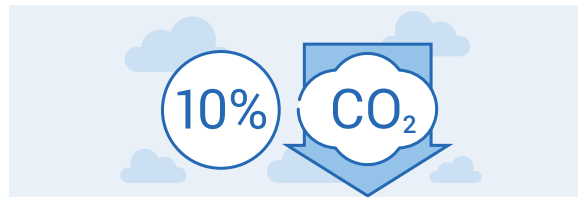
Since we began our e-commerce journey, we have become Canada's No. 1 parcel delivery company, with annual revenue almost doubling to more than \$2 billion. In 2017, Canada Post recorded a profit for a fourth consecutive year, despite Lettermail volume declines of 2 billion pieces over the last 11 years.

We must ensure the service we provide remains accessible to and representative of all Canadians. And we must create a workplace culture that emphasizes the health and well-being of our employees. Accordingly, we must consider how to limit our environmental footprint to become more socially responsible.

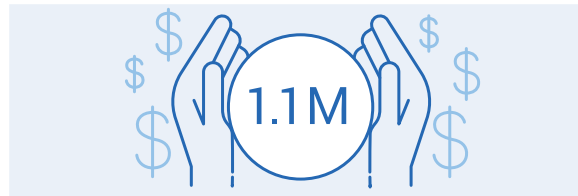
We respect the communities and the country we serve and the environment in which we operate. These are some of our achievements:



Fuel-efficient vehicles now account for more than half of our fleet of more than 13,000 vehicles.



Over the last five years, **greenhouse gas emissions** generated by our owned fleet and buildings **decreased by more than 10 per cent.**



The **Canada Post Community Foundation for Children** contributed about **\$1.1 million in grants** to 103 different community organizations across the country in 2017. It also raised another \$1.2 million that it is granting to new recipients in 2018.



About 9,000 volunteer employees and retirees helped Santa with more than 1.6 million letters through our Santa Letter-writing Program in 2017.

As we continue to serve Canadians with pride we remain committed to social responsibility. We will also continue to promote a workplace culture that emphasizes the health and well-being of our employees.

About this report

The Social Responsibility Report is a complement to the Canada Post Corporation Annual Report. If you want a comprehensive picture of the Corporation's financial, social and environmental performance, please refer to the Annual Report.

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

SOCIAL

Health and safety

Operational safety

In 2017, total injury frequency (all injuries that require professional medical treatment) improved by 2 per cent over 2016. However, for the year, the frequency of lost-time injuries rose to 5.1 per 100 full-time equivalent employees.

We are not happy with these results. Clearly, more work needs to be done. We will continue to invest in safety initiatives to improve the health and safety of our employees. In 2017, Canada Post:

- launched a rigorous driver safety program, with plans to establish compliance monitoring in 2018;
- introduced a skills evaluation process for operators of motorized material handling equipment;
- updated policies on electrical safety, hot work, safety eyewear and working at heights;
- created an improved awareness campaign to reduce slips, trips and falls.

We will expand and deepen our effort to build a culture that values employees' psychological health and well-being. For example, we will further educate team leaders about available programs and services, so they may better support the mental health needs of employees.

In 2018, we will also launch our Make it safe, Make it home safety campaign, which is the result of a company-wide conversation on how we can do a better job of keeping all our people safe. It's not just for Operations employees, but for all our people, whether they deliver mail and parcels, work in a plant, are in Sales or sit at a desk.

Total injuries

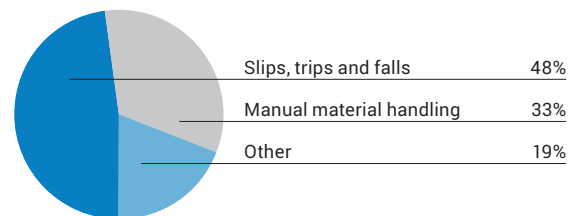
	2017	2016	2015
Total injuries	5,227	5,297	5,694
Total injury frequency ¹	11.87	12.15	12.80

Lost-time injuries

	2017	2016	2015
Total lost-time injuries	2,256	1,658	1,537
Injury frequency rate ¹	5.1	3.8	3.5

1. Per 100 full-time equivalent employees.

2017 lost-time injuries by type



Road safety

Route motorization has significantly changed the role of delivery agents and increased the number of employees driving over the last seven years. Defensive driver training, safety auditing of driver abstracts and the introduction in 2017 of a driver safety program aligned with our functional policy have all contributed to preventing collisions.

Motor vehicle collisions (all vehicles)

	2017	2016	2015
Millions of km driven (owned fleet)	97	91	92
Millions of km driven (RSMC) ²	95	95	94
Total collisions ³	2,277	1,710	2,058
Collision frequency rate ^{3,4}	1.2	0.9	1.1

2. Rural and suburban mail carriers.

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

4. Per 100,000 km driven.

Mental health

Our employees are our most valuable resource and their health and wellness is vital to our success.

A healthy, respectful and supportive workplace is founded on collaboration, inclusivity and respect. It requires, among other things, appropriate leadership, listening, training, awareness, communications and access to internal and external employee services.

Since 2013, we have educated team leaders on the subject of mental health. We started with Operations leaders in Quebec and Human Resources leaders nationally. In 2017, we expanded the training program to include Operations leaders in the Greater Toronto Area before committing to training all leaders with at least one direct report by the end of 2019. In 2017, the Corporation provided this training to 340 people. It will train another 3,500 people by the end of 2019.

We have four objectives for the mental health leadership training:

- Understand the continuum of health and how it affects the workplace.
- Recognize signs of mental distress and when to intervene.
- Learn and apply practical techniques to manage situations involving mental health.
- Identify strategies for prevention to enhance workplace psychological safety.

While everyone can contribute to the right workplace conditions for mental health, we recognize that building and sustaining a healthy workplace will require leadership. We also believe these improvements will not only benefit our employees and their workplaces, but also build a stronger Canada Post.

Absenteeism (as a percentage of usual hours of work)

	2017	2016	2015
	7.1%	6.9%	6.8%

Reasons for absence

	2017	2016	2015
Short-term disability and urgent personal days	80.9%	80.5%	79.4%
Injury on duty	13.0%	12.6%	13.6%
Other ⁵	6.0%	6.9%	7.1%

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

Diversity

The Canada Post Group of Companies is one of Canada's largest workforces, employing close to 64,000 people. Almost 51,000¹ of those employees work for the Canada Post Corporation, which recognizes employee diversity as a business imperative.

The Corporation will continue to review and employ recruitment strategies aimed at hiring a diverse workforce that reflects the communities it serves. A workforce that reflects Canada's social and cultural diversity improves service to Canadians.

Over the past year:

- The number of women and members of visible minorities employed by the Corporation exceeds the Canadian Labour Market Availability (CLMA).
- Indigenous peoples became better represented in our workforce.
- And, as a group, persons with disabilities also achieved greater representation in our workforce. Still, we always need to be mindful of this when hiring and can always do a better job.

1. Permanent full-time and permanent part-time employees.

Canada Post is committed to building a workforce that reflects Canada's social and cultural diversity through active recruitment and hiring practices.



Overall workforce	2017	2016	2015	CLMA ²
Women	49.6%	49.9%	50.1%	49.4%
Indigenous peoples	2.4%	2.3%	2.3%	3.5%
Persons with disabilities ³	3.4%	3.0%	3.2%	7.7%
Visible minorities	18.1%	17.1%	16.2%	15.8%

Canada Post also recognizes the relationship between gender diversity and positive corporate performance. While we work to improve our representation of visible minorities, the persons with disabilities and women in our workforce, women now hold a growing proportion of senior management roles in the Corporation.

Senior management	2017	2016	2015	CLMA ²
Women	38.9%	33.3%	28.4%	27.4%
Indigenous peoples	0%	1.3%	1.2%	2.9%
Persons with disabilities ³	3.7%	2.2%	2.5%	4.3%
Visible minorities	6.9%	6.4%	6.2%	10.1%

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

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

Human rights

Canada Post is committed to creating a workplace that brings out the best in its people and that fosters a safe, supportive and productive atmosphere. The cornerstone of our human rights mandate is the *Canadian Human Rights Act*. We also promote a culture of fairness and respect through our code of conduct, values statement, strong internal policies and performance management.

We have a No Discrimination / No Harassment Policy, a whistleblowing policy and a Workplace Violence Prevention and Protection Policy. As well, all five of our collective agreements have clauses on human rights. Canada Post will not tolerate aggressive behaviour in any form between or against its employees, including violence, harassment, and intimidation and bullying.

The Corporation wants and expects all of its employees to hold the company to the highest standard on aggressive behaviour in the workplace, an obligation made clear during our onboarding process through which employees receive training on respect in the workplace and what to do if they see or experience aggressive behaviour.

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

In 2017, we continued to develop and deliver human rights and conflict-resolution training, offering tools for supervisors and Operations employees. For the year, there was nearly a 10 per-cent decline in the total number of human rights complaints, compared to 2016.

Human rights and harassment complaints	2017	2016	2015
Formal human rights complaints	15	20	21
Internal human rights complaints	97	120	175
Pre-emptive human rights complaints ⁴	71	63	74

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

Employee relations

Our employees are aware that millions of Canadians count on them year-round. They know that the parcels and mail they process and deliver, and the services our Corporation provides, help Canadian businesses succeed. Over the Christmas holiday, they work evenings and on weekends to help merchants in their most critical season. Every day, the Corporation benefits from the pride that tens of thousands of employees display. We could not have become Canada's No. 1 parcel delivery company without them. They are the company's greatest strength, so employee relations matter deeply.

Employees perform consistently and as expected when their leaders know them, recognize their good performance, encourage them and engage with them in the workplace. We ask our team leaders to do that, and they do.

Annual manager meetings further help to connect our managers with company priorities, ensuring they are understood and shared. In 2017, the Corporation addressed our leadership habits and the importance of health and safety; 965 managers attended.

A decade-long decline in Transaction Mail volumes and growing demand for parcel delivery has created a fluid business environment that asks managers to contribute to or lead continuous improvement. Driven by this need, and a belief that serving Canadians relies more and more on collaboration, our Human Resources team extended our intensive leadership development program to middle management in 2017.

In total, more than 180 employees participated in our leadership program, which develops employees and allows the company to dive deeper into relevant topics. Teams worked on projects that assessed the use of drones, self-driving vehicles and digital authentication. The research, analysis and recommendations that emerged will help to inform company decisions.

The Corporation plans to put approximately 200 managers through the training program in 2018.

Labour relations

In 2017, Canada Post negotiated two collective agreements that are representative of our collaborative approach toward labour relations. The Corporation and the Association of Postal Officials of Canada (APOC) negotiated a collective agreement four months before the expiry of the existing agreement for the first time in the company's history. The second collective agreement successfully negotiated was with the Public Service Alliance of Canada/Union of Postal Communications Employees (PSAC/UPCE). While that collective agreement had expired, the parties were able to reach a new deal without third-party intervention or threat of a labour disruption.

In the past, our largest union, the Canadian Union of Postal Workers, has helped develop and co-facilitate training on diversity in the workplace, harassment related to human rights, discrimination and conflict resolution. About 30,000 employees have taken training on human rights and conflict in the workplace. This program shows that management and labour can work well together for the common good of employees. We are looking for more opportunities to collaborate with labour as we build a more positive and supportive culture.

Grievances

In 2017, Canada Post worked hard to improve its relationships with bargaining units, and pending grievances were reduced for the sixth consecutive year and now stand at 52 per cent of 2011 levels.

While we have made progress in reducing the number of grievances overall, we recognize there is more work to do, not only to resolve grievances but to resolve the root causes behind them. We are fully committed to nurturing better relations with all bargaining units. Our past and renewed commitment to a collaborative approach has already helped foster better relations and reduced grievances with some of our bargaining agents.

We are confident this approach will help reduce the number of new grievances filed in the future. We also remain committed to ensuring we collectively resolve all outstanding grievances in a timely manner.

Grievances	2017	2016	2015
Filed	15,355	13,857	13,976
Resolved	17,374	18,124	18,540



Giving back to our communities

Canada Post Community Foundation for Children

The Canada Post Community Foundation for Children exists to provide a brighter future for children and youth in Canada. It does so by supporting registered charities, school programs and local initiatives.

In 2017, the Foundation contributed about \$1.1 million in grants to 103 different community organizations across the country. It also raised another \$1.2 million for new recipients in 2018. The Foundation funds breakfast programs,

anti-bullying initiatives, early literacy programs, camps for children living with serious illnesses, crisis lines and more.

Over the last five years, the Foundation has granted approximately \$6 million to more than 550 community projects. Funds are raised from an annual in-store campaign, sales of a special fundraising stamp issue and employee support that includes a dime-a-day payroll deduction program.

The Canada Post Community Foundation for Children funds organizations trying to deliver a brighter future for our children.



Canada Post Santa Letter-writing Program

A by-the-numbers account of the Canada Post Santa Letter-writing Program speaks not only to its success but to the magic of possibility.

- **36-year history**
- **6 million volunteer hours**
- **More than 36 million responses**

What started in 1982 as a volunteer effort by a small group of Canada Post employees quickly blossomed into something special for millions of Canadians of all ages.

In its inaugural year, the program helped Santa answer 22,000 letters. Within 10 years, volunteers were handling about one million letters a year. In 2017, about 9,000 volunteers helped Santa with more than 1.6 million letters.

As one parent wrote, **“I hope you know you have made many, many children very happy.”**

You and Canada Post

Security of the mail

Canada Post is responsible for ensuring the security of Canadians' mail and for protecting the privacy of any customer and employee data in its care. We have invested heavily in security and the avoidance of fraudulent use of our products and services.

Physical and electronic security measures, including high-security locks, cameras and electronic access controls, protect electronic and physical mail, postal facilities and information. The Corporation has also established an incident management process to escalate breaches of sensitive information. We have incorporated security and privacy language with third-party contractors to ensure that adequate protection and controls are in place to prevent security breaches.

In 2017, our Corporate Security team was able to reduce fraudulent Mail Forwarding incidents. It also conducted comprehensive security assessments to identify the Corporation's top 10 fraud risks. The team's findings supports specific security activities in 2018 to reduce vulnerability.

We are also targeting role-based awareness and education to manage sensitive customer and employee personal information as we continue to strengthen our existing security-minded culture.

Privacy

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

In 2017, the Corporation completed privacy risk assessments for all new projects and some existing programs that collect, use or disclose personal information. We also revised practices and third-party contracts to better reflect Canadians' expectations regarding the protection of their personal information.

Canada Post held its fourth annual conference on access to information and privacy in late 2017. Among other things, we explored big data and workplace privacy, raised awareness within the Corporation, and shared expertise and best practices.

In addition, we provided privacy training to employees whose roles require them to handle personal information.

	2017	2016	2015
Informal complaints under the <i>Privacy Act</i>	46	69	63

Official languages

Canada Post provides excellent customer service in both official languages in compliance with the *Official Languages Act*. Since 2015, the annual number of complaints has increased by more than 8 per cent.

We are continually working to improve through internal awareness activities for customers and Operations employees. Our official languages e-learning course, recognized in 2015 as one of the top 10 best practices by the Treasury Board and the Network of Official Languages Champions, has had a 95 per cent completion rate by employees since its release.

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

	2017	2016	2015
Official languages complaints	27	23	25

Access to information

The Corporation wholeheartedly supports the openness and transparency expected of it as a Crown corporation that exists to serve Canadians. Accordingly, it is committed to meeting all its obligations under the *Access to Information Act*.

The Corporation also proactively discloses information to the public through its Annual Report, Corporate Plan Summary, Canada Postal Guide, Social Responsibility Report and website.

Canada Post protects information received from its partners, suppliers and customers. It is important to balance the requesters' right of access with the protection of commercially sensitive, corporate and third-party information.



Canada Post is always looking to strengthen its existing security-minded culture and employees who handle personal information are fully trained to follow best practices.

ENVIRONMENT

Greenhouse gas emissions

Canada Post recognizes and respects the need to contribute to environmental sustainability. While protecting the environment is a global responsibility, Canada Post must do its part.

The Government of Canada has made clear that it expects federal institutions, including Canada Post, to become leaders in this regard. The government identified environmental sustainability as a high priority and the Corporation's leadership has begun to make key decisions through this lens. Moving forward, we will develop an environmental strategy with targets that contribute to a healthier environment.

We continue to invest in energy-saving initiatives and urge employees to adopt helpful behaviours, such as closing dock doors, switching off lights, unplugging personal devices when not in use and shutting down computer equipment at the end of the day. Given our size, these seemingly small steps make a difference.

Over the last five years, greenhouse gas emissions generated by our owned fleet and buildings decreased by about 10 per cent.

In 2017, the Corporation

- continued to install variable-frequency drives to reduce the energy consumption of air conditioners;
- completed more than two dozen LED lighting retrofits within facilities;
- changed lighting control switches to sensors;
- performed energy conservation studies.

As the number of addresses we serve continues to grow with our Parcels business, so does our fleet – by almost 5 per cent over the last three years. In that period, emissions per kilometre travelled has remained flat.

Since 2016, emissions from domestic air transportation have increased by almost 9 per cent as volumes increased, but emissions per kilotonne transferred declined by 1 per cent.

In the last three years, building-generated emissions decreased by roughly 1.5 per cent and total emissions

from fleet, buildings and rural and suburban mail carriers increased by less than 2 per cent.

GHG emissions by type (kilotonnes of CO₂ equivalents)

Direct GHG emissions – owned assets	2017	2016	2015	Change
Owned fleet	64.9	61.2	62.0	5%
Buildings, heating ¹	31.6	29.7	30.1	5%
Indirect GHG emissions – purchased electricity	2017	2016	2015	Change
Buildings: electricity ¹	40.3	43.1	42.9	-6%
Indirect GHG emissions – other ²	2017	2016	2015	Change
Domestic air delivery	100.7	92.8	113.1	-11%
International outbound air delivery	18.7	19.2	20.6	-9%
RSMCs ³	45.9	45.5	44.9	2%
Subcontracted ground transportation	162.4	158.7	151.0	8%
Rail	2.0	1.9	1.9	5%
Business travel ⁴	8.2	8.3	8.4	-2%
Employee commuting and conveyance ⁵	42.8	42.6	42.1	2%

1. Covers approximately 80 per cent of the total area (square metres) of our real estate portfolio. Excludes postmaster-managed buildings and some leased buildings where energy consumption is not reported.
2. Indirect GHG emissions – other categories are estimated based on best available data.
3. Rural and Suburban Mail Carriers.
4. Air, rail, car rental and personal car usage for business travel.
5. Emissions from employee commuting to work and use of taxis.

Greenhouse gas emissions (kilotonnes)

	2017	2016	2015	Change
Fleet	64.9	61.2	62.0	5%
Buildings	71.9	72.7	73.0	-1%
Total	136.8	134.0	135.0	1%
RSMC vehicles	45.9	45.5	44.9	2%
Total with RSMC vehicles	182.8	179.4	179.8	2%

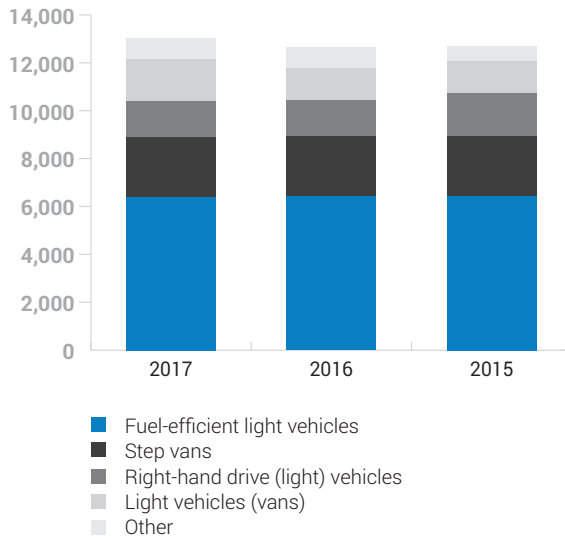


Since 2010, fuel consumption and greenhouse gas emissions per kilometre have declined by 5 per cent and 7 per cent, respectively (p.11).

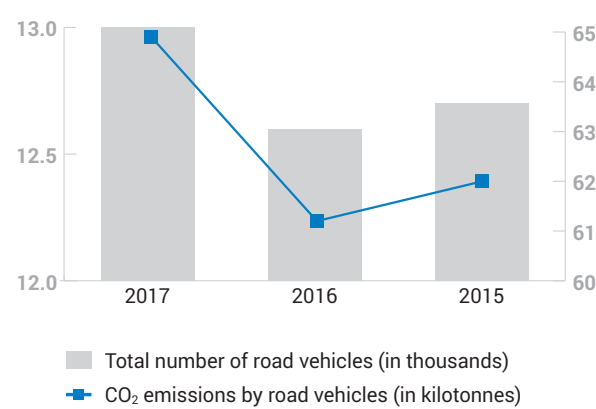
Fleet

Today, fuel-efficient vehicles account for more than half of our fleet of more than 13,000 vehicles. In 2017, we purchased 649 vehicles and, over the next five years, we will replace approximately 5,700 more. We remain committed to conducting our business responsibly and following environmentally ethical business practices.

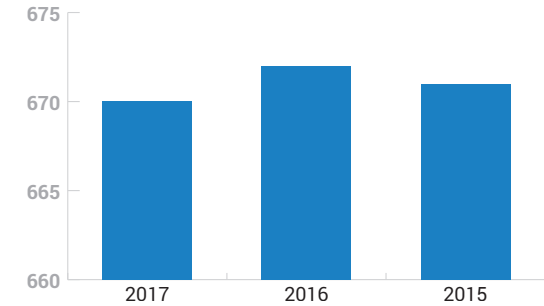
Fleet composition by vehicle type



Variations in number of vehicles and CO₂ emissions



CO₂ emissions per kilometre travelled (grams)

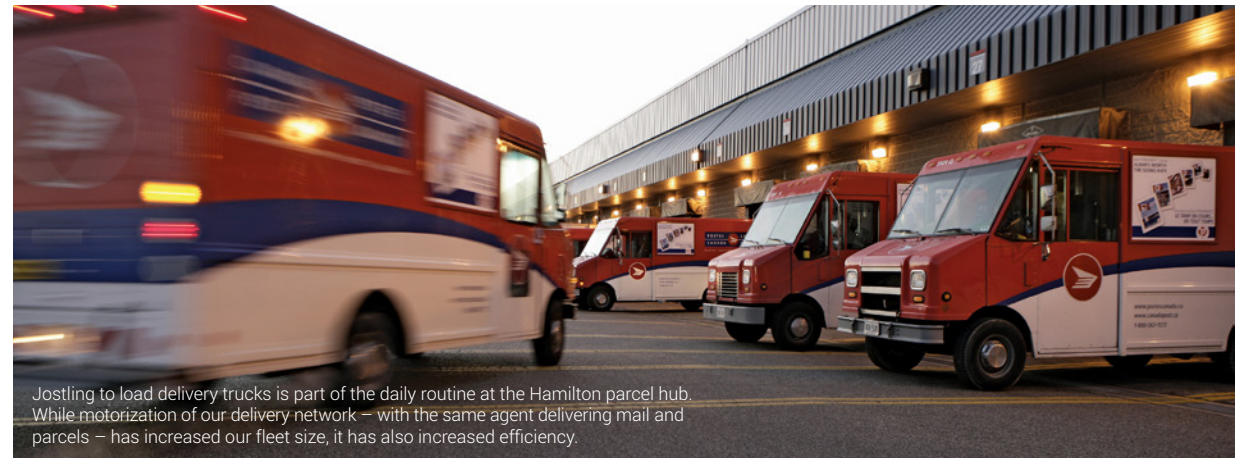


Fleet performance (fleet owned by Canada Post, excluding RSMC vehicles)

	2017	2016	2015
Litres of fuel (in millions)	26.7	24.9	25.3
Number of kilometres travelled (in millions)	96.9	91.0	92.4
CO ₂ emissions by road vehicles (in kilotonnes)	64.9	61.2	62.0
Total number of road vehicles (in thousands)	13.0	12.6	12.7

We will continue to add new light delivery vehicles to the fleet. Models will include a smart cargo management system capable of handling Lettermail, parcels, packets and equipment. This type of cargo system supports our delivery requirements, yet through retro-fitting, it can adapt to emerging energy-efficient technologies.

While growth in addresses and changes in how we deliver increased our fleet by more than 75 per cent since 2010, fuel consumption and greenhouse gas emissions per kilometre have declined by 5 per cent and 7 per cent, respectively.



Jostling to load delivery trucks is part of the daily routine at the Hamilton parcel hub. While motorization of our delivery network – with the same agent delivering mail and parcels – has increased our fleet size, it has also increased efficiency.

Real estate

Canada Post is committed to the sustainable, energy-efficient design of its new buildings. To date, 29 new building projects have achieved LEED® certification (Leadership in Energy and Environmental Design), including two in 2017 (depots in Burnaby, B.C., and Airdrie, Alta.). A member of the Canada Green Building Council, Canada Post continues to explore ways to improve the operating efficiency of its buildings.

LEED buildings

	2017	2016	2015
Total number of LEED certified building projects	29	27	24

Real estate energy performance¹

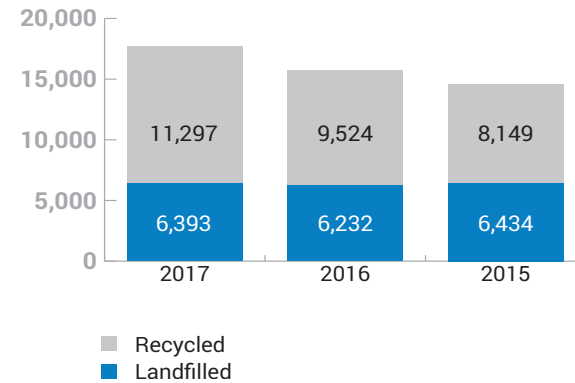
	2017	2016	2015
Electricity (gigajoules [GJ])	928,493	1,005,331	1,037,219
Natural gas (GJ)	616,312	577,976	586,396
Oil (GJ)	195,121	222,059	244,685
Square metres	1,416,196	1,437,446	1,421,683
GJ per square metre	1.23	1.26	1.31

1. Covers approximately 80 per cent of the total area (square metres) of our real estate portfolio. Excludes postmaster-managed buildings and some leased buildings where energy consumption is not reported.

Landfill waste diversion

Although the total amount of waste generated increased in 2017 as a result of parcels delivery growth, the proportion of waste that was recycled increased from the previous year.

Recycling summary (metric tonnes)

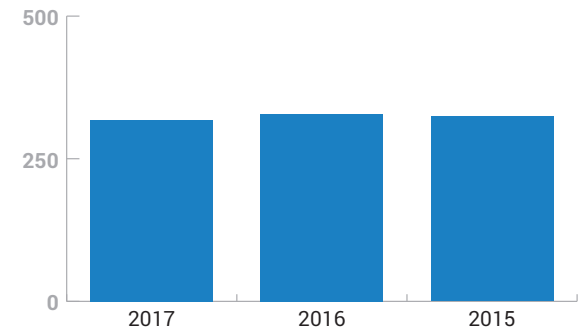


Note: Data shown is for sites where vendors have reported both landfilled and recycled volumes.

Paper consumption

Since the introduction of the Next Generation Print Initiative in 2009, Canada Post has reduced its paper consumption from 490 metric tonnes per year to 318 metric tonnes in 2017, or by 35 per cent. Since 2015, paper consumption has declined by a more modest 2 per cent.

Office paper consumption (metric tonnes)



Global Reporting Initiative listing

Our Social Responsibility (SR) Report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines. The table below shows the GRI indicators covered in the SR Report, our Annual Report (AR) and other sources.

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

G4 General Standard Disclosures

1. Strategy and Analysis

Profile disclosure	Description	Reference	Extent of reporting
G4-1	President's message.	AR p. 2-3	Partial
G4-2	Description of key impacts, risks and opportunities.	AR pp. 50-55	Full

2. Organizational Profile

Profile disclosure	Description	Reference	Extent of reporting
G4-3	Name of the organization.	AR p. 93	Full
G4-4	Primary brands, products, and/or services.	AR pp. 33-37	Full
G4-5	Location of organization's headquarters.	AR p. 93	Full
G4-6	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. Response: Canada Post Corporation's major operations and those specifically relevant to this report are based in Canada.	Response	Full
G4-7	Nature of ownership and legal form.	AR p. 93	Full
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	AR pp. 33-37, 65-67	Partial
G4-9	Scale of the reporting organization.	AR pp. 28-32, 33-37	Full
G4-10	Total workforce by employment type, employment contract, and region, broken down by gender.	AR pp. 43-46	Partial
G4-11	Percentage of employees covered by collective bargaining agreements.	AR p. 45	Full
G4-13	Significant changes during the reporting period regarding size, structure or ownership. Response: There were no significant changes during the reporting period concerning size, structure or ownership.	Response	Full
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization. Response: The Corporation presents an enterprise risk management framework to the Board of Directors as part of the business planning process for the development of the Corporate Plan.	Response	Partial

3. Identified Material Aspects and Boundaries

Profile disclosure	Description	Reference	Extent of reporting
G4-17	Operational structure of the organization including main divisions, subsidiaries and joint ventures.	AR pp. 43-46	Full

G4-18	Process for defining report content. Response: The SR report content is based on the GRI listing; content remains consistent with previous reporting periods.	Response	Partial
G4-19	List all material aspects identified in the process for defining report content.	SR p. 1	Partial
G4-20	Boundary of the report within the Organization. See GRI Boundary Protocol for further guidance. State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	SR p. 1	Full
G4-21	Boundary of the report outside the Organization. See GRI Boundary Protocol for further guidance. State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	SR p. 1	Full
G4-23	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. Response: No significant changes made from previous reporting periods.	Response	Partial

4. Report Profile

Profile disclosure	Description	Reference	Extent of reporting
G4-28	Reporting period (e.g., fiscal/calendar year) for information provided.	SR p. 1	Full
G4-29	Date of most recent previous report (if any). Response: The SR report is published annually in conjunction with the Annual Report.	Response	Full
G4-30	Reporting cycle (annual, biennial, etc.). Response: The SR report is published annually in conjunction with the Annual Report.	Response	Full
G4-31	Contact point for questions regarding the report or its contents.	SR Contents	Full
G4-32	Table identifying the location of the standard disclosures in the report.	SR pp. 12-17	Full

5. Governance

Profile disclosure	Description	Reference	Extent of reporting
G4-34	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. Response: See Corporate Governance at canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance .	Response	Full
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees. Response: See Corporate Governance at canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance .	Response	Partial
G4-36	Report whether the organization has appointed an executive-level position with responsibility for economic, environmental and social topics. Response: The Senior Vice-President, Strategy and Corporate Marketing has been given responsibility for preparation of the annual SR Report. Ongoing responsibility for aspects of SR rests with the executives responsible for the relevant business segments.	Response	Full
G4-37	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Response: The Annual Public Meeting is the communication mechanism for employees.	Response	Full
G4-38	Composition of the highest governance body and its committees with respect to independence, commitments, gender, under-represented groups, stakeholder representation.	AR pp. 18-21	Full

G4-39	Indicate whether the Chair of the highest governance body is also an executive officer. Response: The positions of Chairman of the Board of Directors and Chief Executive Officer are separate.	Response	Full
G4-40	Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity. Response: The Board of Directors has adopted a profile for the selection of directors that has been communicated to the Government of Canada. The Board provides recommendations to the Government of Canada on the qualifications and experience required to replace an outgoing director. The Government of Canada appoints directors.	Response	Full
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided. Response: The Board of Directors has adopted a code of conduct for its members including an annual declaration by all directors of the entities in which they hold an interest. Additionally, the Corporation has created a whistleblowing mechanism that is managed by an independent third party to allow employees and suppliers to report any wrongdoing to the Corporation without fear of reprisal.	Response	Full
G4-42	Highest governance body's and senior executives' roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies and goals.	AR pp. 20-21	Full
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	AR pp. 20-21	Partial
G4-44	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance. Response: The Board of Directors conducts an annual self-assessment through the completion of a survey. The results are reported to the Board, and action plans are put in place to address any issues affecting the Board's performance.	Response	Full
G4-45	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Response: See Corporate Governance at canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance .	Response	Full
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	AR p. 50	Full
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities. Response: See Corporate Governance at canadapost.ca/web/en/pages/aboutus/details.page?article=corp_governance .	Response	Partial
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material aspects are covered. Response: The Sustainability Report is fully reviewed and approved by the senior executive Disclosure Committee prior to release.	Response	Full
G4-49	Process for communicating critical concerns to the highest governance body. Response: The Annual Board Meeting and Quarterly Board Meetings are the mechanisms to communicate critical concerns to the highest governance body.	Response	Full
G4-50	The nature and total number of critical concerns communicated to the highest governance body and the mechanism(s) used to address and resolve them.	AR p. 21	Full
G4-51	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance). Response: SR factors are embedded in the development of objectives and compensation plans for senior managers. In addition, oversight of SR factors is also part of the Board's governance mandate.	Response	Full
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration. Response: The Annual Public Meeting and additional available tools (bargaining agents, whistle blower program, relationship committee set up with the unions etc.) are communication mechanisms for stakeholders.	Response	Full

6. Ethics and Integrity

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

G4 Specific Standard Disclosures

1. Economic and Environmental

Profile disclosure	Description	Reference	Extent of reporting
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	AR pp. 16, 17, 26-129	Full
G4-EN1	Materials used by weight or volume.	SR pp. 9-11	Partial
G4-EN3	Direct energy consumption by primary energy source. Indirect energy consumption by primary source.	SR p. 11	Full
G4-EN5	Energy intensity ratio.	SR p. 11	Full
G4-EN6	Energy saved due to conservation and efficiency improvements. Initiatives to reduce indirect energy consumption and reductions achieved.	SR pp. 9-11	Partial
G4-EN15	Total direct and indirect greenhouse gas emissions by weight (Scope 1).	SR p. 9	Full
G4-EN16	Total direct and indirect greenhouse gas emissions by weight (Scope 2).	SR p. 9	Full
G4-EN17	Other relevant indirect greenhouse gas emissions by weight.	SR p. 9	Full
G4-EN19	Initiatives to reduce greenhouse gas emissions and reductions achieved.	SR p. 9	Full
G4-EN20	Emissions of ozone-depleting substances by weight.	SR p. 9	Partial
G4-EN23	Total weight of waste by type and disposal method.	SR p. 11	Partial
G4-EN27	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	SR pp. 9-11	Partial
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. Response: In 2017, Canada Post did not receive any material fines or sanctions relating to environmental performance.	Response	Full
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	SR p. 9	Partial
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms. Response: None were received or processed.	Response	Full

2. Labour Practices and Decent Work			
Profile disclosure	Description	Reference	Extent of reporting
G4-LA4	<p>Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.</p> <p>Response: Approximately 95 per cent of Canada Post's employees are covered by collective agreements that include provisions for notification of changes, such as technical or technological changes (normally 120 days) and reorganization or restructuring (normally 30-90 days).</p>	Response	Full
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	SR p. 3	Partial
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	SR p. 4	Partial
G4-LA14	<p>Percentage of new suppliers that were screened using labour practices criteria.</p> <p>Response: Canada Post has issued guidelines that require suppliers to comply with and uphold all applicable international standards and applicable domestic laws related to human and labour rights. The guidelines are available at canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf.</p>	Response	Full

3. Human Rights			
Profile disclosure	Description	Reference	Extent of reporting
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including percentage of employees trained.	SR p. 4	Partial
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	SR p. 4	Partial
G4-HR4	<p>Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.</p> <p>Response: Canada Post operations are conducted solely within Canada, and approximately 95 per cent of employees are covered by collective agreements. No significant supplier was identified in which the right to exercise freedom of association and collective bargaining were at significant risk.</p>	Response	Full
G4-HR5	<p>Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.</p> <p>Response: Canada Post operations are conducted solely within Canada and the Corporation deems that there is no risk for incidents of child labour. No significant supplier was identified as having significant risk for incidents of child labour. Canada Post has issued guidelines that require suppliers to comply with and uphold all applicable international standards and applicable domestic laws related to human and labour rights. The guidelines are available at canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf.</p>	Response	Full
G4-HR6	<p>Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of all forms of forced or compulsory labour.</p> <p>Response: Canada Post operations are conducted solely within Canada and the Corporation deems that there is no risk for incidents of forced or compulsory labour. No significant supplier was identified as having significant risk for incidents of forced or compulsory labour. Canada Post has issued guidelines that require suppliers to comply with and uphold all applicable international standards and applicable domestic laws related to human and labour rights. The guidelines are available at canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf.</p>	Response	Full
G4-HR10	<p>Percentage of new suppliers that were screened using human rights criteria.</p> <p>Response: Canada Post has issued guidelines that require suppliers to comply with and uphold all applicable international standards and applicable domestic laws related to human and labour rights. The guidelines are available at canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf.</p>	Response	Partial
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms.	SR p. 5	Partial

4. Society			
Profile disclosure	Description	Reference	Extent of reporting
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	AR pp. 20-25	Partial
G4-SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. Response: Canada Post is a federal Crown corporation and does not make financial or in-kind contributions to political parties or politicians.	Response	Full
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes. Response: In 2017, Canada Post did not have any legal actions taken against it relating to anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	Response	Full
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. Response: In 2017, Canada Post did not receive any material fines relating to non-compliance with laws and regulations.	Response	Full
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society. Response: Canada Post has issued guidelines that require suppliers to comply with and uphold all applicable international standards and applicable domestic laws related to human and labour rights. The guidelines are available at canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf .	Response	Full

5. Product responsibility			
Profile disclosure	Description	Reference	Extent of reporting
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. Response: In 2017, Canada Post did not have any incidents of material non-compliance related to marketing activities.	Response	Full
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. Response: In 2017, Canada Post did not have any significant fines for non-compliance related to products and services.	Response	Full