

Canada Post 2012 Social Responsibility Report



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Introduction

In 2012, Canada Post continued its shift to a future with less mail and more parcels, while addressing ongoing challenges facing the business.

While it focused on adapting to the digital economy, Canada Post continued to demonstrate the values of corporate social responsibility in 2012. Children's charities moved to the forefront of our social efforts and we remained dedicated to sustainable and environmentally friendly operations at our facilities and with our fleet of vehicles.

The Canada Post Community Foundation was successful in its first year with a new emphasis on organizations that provide services aimed at youth.

We also operated in a safer workplace in 2012, with significant reductions in the frequency of lost-time injuries.

We continued the transition to more fuel-efficient vehicles. Our vehicle fleet has grown significantly, but our fuel consumption and greenhouse gas emissions have declined since 2009.

The Corporation must change to remain financially self-sustaining, while addressing its many challenges. What will not change is our commitment to act responsibly toward our employees, the environment and the communities we serve.



Canada Post was recognized in 2013 as a Best 50 Corporate Citizen by Corporate Knights. This marks the fourth time in five years we have received this honour.

About This Report

This is our sixth corporate social responsibility (CSR) report and the second year of publishing it as a complement to our [Annual Report](#). Together, these reports provide a comprehensive and transparent view of our economic, social and environmental results.

This CSR report covers all of 2012 and incorporates activities of the Canada Post segment. The report reflects topics and indicators of significant interest to our Corporation and its stakeholders. The format has changed from previous years and the 2012 report is organized in two sections – Social and Environment.

A complete list of Global Reporting Initiative (GRI) indicators covered in the CSR and Annual reports can be found on page 13.

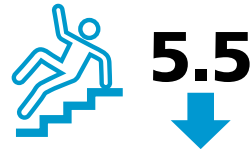
Our Approach

The health and well-being of our employees, the communities we serve and the environment is what drives our commitment to CSR. We will continually review our programs to ensure they reflect the interests and concerns of the Corporation and our stakeholders.

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

While executive responsibility for CSR rests with the Senior Vice-President, Strategy and Corporate Marketing, it touches many aspects of our organization. All employees have a responsibility to make Canada Post a better corporate citizen.

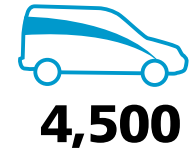
2012 Highlights



Lowest lost-time injury frequency rate since 1983*



Amount raised for the Canada Post Community Foundation in 2012



Number of fuel-efficient light vehicles in our fleet



Number of LEED® certified building projects at the end of 2012



Landfill waste-diversion rate achieved in 2012



Reduction in office paper consumption since 2009

* Rural and Suburban Mail Carriers (RSMC) were not included in calculations until 2012. LEED is a registered trademark of the U.S. Green Building Council.

Social



Health and Safety

Operational safety

Employees demonstrated a strong commitment to health and safety in 2012. The thousands of employees on Canadian streets, in our plants and throughout the entire Corporation achieved significant reductions in injury frequency, leading to our best rate since 1983. In 2012, we took steps to improve compliance with statutory health and safety requirements, including

- the introduction of seven new functional safety practices such as machine guarding and motorized mail-handling equipment,
- the implementation of quarterly leadership action plans to help operations further improve safety performance,
- continued enhancement of our safety-management system, and
- a new injury-prevention program in mail processing plants.

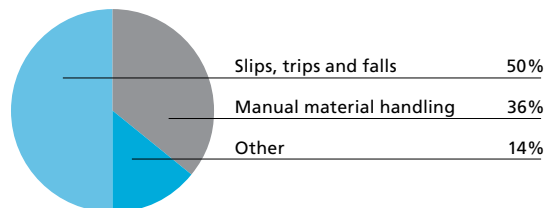
The result is a continued decline in the frequency and number of lost-time injuries:

- We met our lost-time injury frequency target of 5.5 per 100 full-time equivalent employees, a reduction of 12 per cent from 2011 and the best level since 1983.
- Our total lost-time injuries declined 11 per cent from 2,888 in 2011 to 2,569 in 2012.

Our 2013 priorities include further reductions in injury frequency, a rollout of updated safety rules and improvements to fleet safety.



2012 lost-time injuries by type



Lost-time injuries

	2012	2011	2010
Injuries	2,569	2,888	3,078
Injury frequency rate*	5.5	6.2	6.5

* Per 100 full-time equivalent employees.

Fatalities

	2012	2011	2010
Canada Post employees	2	1	0
RSMC helpers, ergonomic assistants and replacements	0	0	0

Road safety

Safety programs for employees who drive on company business are aimed at reinforcing defensive-driving techniques to help reduce the risk of accidents.

In 2012:

- the number of collisions increased by seven per cent over 2011, while the number of kilometres driven increased by nine per cent. Collision frequency, however, decreased from 2.0 to 1.9;
- we provided nearly 42,000 hours of driver training.

Motor vehicle collisions (owned fleet)

	2012	2011	2010
Collisions	1,523	1,423	1,458
Collision frequency rate*	1.9	2.0	1.9

* Per 100,000 kilometres driven.

Rural mail delivery safety review

Canada Post is nearing completion of the rural mail delivery safety review, which started in 2007. By the end of 2012, up to 89 per cent of 843,000 rural mailboxes (RMBs) in Canada had been reviewed. The remaining assessments – in the Atlantic provinces and Ontario – will be completed in 2013. To date, service has been maintained to 90 per cent of the reviewed RMBs.

Absenteeism

Our 2012 absence rate increased slightly from 6.4 per cent to 6.7 per cent. Most absences were attributed to sick leave, with the 2012 sick-leave rate increasing by five percentage points over the previous year. New collective agreements for employees represented by the Canadian Union of Postal Workers, ratified in December 2012, resulted in a change to our sick-leave system. All permanent employees are now covered by the Short-Term Disability Plan.

Absenteeism – As a percentage of usual hours of work

	2012	2011	2010
	6.7%	6.4%	6.3%

Work absences by leave type

	2012	2011	2010
Sick leave	73.4%	68.3%	72.5%
Injury on duty	14.6%	15.7%	16.1%
Other	12.0%	16.0%	11.4%

Diversity

Our commitment to a diverse workforce goes beyond complying with the *Employment Equity Act*. Our goal is to have a workforce that reflects our customers and the communities we serve. Our 2012-2014 Employment Equity Plan was developed with input from internal stakeholders – and our bargaining agents – and we continue to work with external partners, including Service Canada and the Aboriginal Human Resources Sector Council.

In 2012:

- we again exceeded the Canadian Labour Market Availability (CLMA) representation rate of 49.7 per cent for women, achieving a rate of 50.5 per cent;
- we advertised all job openings on aboriginalcareers.ca as well as through Aboriginal Link to more than 28,000 urban, rural and remote aboriginal centres of influence;
- we maintained a partnership with LASI* World Skills to establish a diverse and qualified pool of applicants for employment opportunities.

* Local Agencies Serving Immigrants

Overall workforce	2012	2011	2010	CLMA ¹
Women	50.5%	50.3%	50.5%	49.6%
Aboriginal peoples	2.3%	2.3%	2.3%	2.8%
Persons with disabilities	4.0%	4.3%	4.7%	4.8%
Visible minorities	13.8%	13.5%	12.3%	15.3%

Senior management ²	2012	2011	2010	CLMA ¹
Women	26.2%	27.0%	30.0%	24.1%
Aboriginal peoples	0.0%	0.0%	1.0%	2.5%
Persons with disabilities	4.8%	5.0%	4.0%	3.3%
Visible minorities	6.0%	6.0%	6.0%	8.4%

1. Based on Government of Canada Census data, 2006

2. General manager and above

Human Rights

We promote a culture of respect and fairness in the workplace and promptly address human rights and general harassment complaints from employees and the Canadian Human Rights Commission (CHRC).

In 2012:

- we updated our human rights-related policies – including employment equality, harassment and duty to accommodate – through consultation with internal stakeholders and all bargaining agents;
- we continued to contribute to the multi-stakeholder Canadian Human Rights Maturity Model;
- internal complaints and general claims of harassment declined by 23 per cent and 51 per cent, respectively, compared to 2011.

We also worked with the CHRC to address concerns about our retail point-of-sale devices for blind and visually-impaired customers.

Human rights complaints	2012	2011	2010
Formal human rights complaints	27	26	89
Internal human rights complaints	147	192	201
General complaints of harassment	232	473	349

The introduction of pre-emptive letters in 2011 by the CHRC, which requires that the internal grievance process be exhausted prior to launching a formal complaint, caused a significant decrease in the number of formal complaints.

Employee Relations

In 2012, an employee relations strategy was developed and implemented that focused on front-line leaders and included four pillars:

- building capacity
- reinforcing leadership behaviours
- removing barriers
- connecting leaders to the business.

In this regard, we re-launched our CORE leadership program, designed a training program to help front-line leaders manage workplace conflict and employee relationships, and delivered training on mail-processing changes that stem from modernization. We also introduced new leadership behaviours, stabilized our support for pay-related processes, streamlined the number of management reports and introduced an online collaboration tool for supervisors. In addition, we held face-to-face forums with more than 3,300 front-line managers, supervisors and superintendents to help them understand business strategies. We combined this information with quarterly teleconferences with the Group President, Physical Delivery Network, to share business results and provide leaders with the opportunity to ask questions.

Grievances

The number of grievances remained high in 2012, but the total number filed, as well as outstanding files at year-end, declined by 13 per cent and 11 per cent, respectively. Some 23,796 grievances were resolved in 2012, including grievances resolved at arbitration.

Most grievances – 90 per cent – were filed by the Canadian Union of Postal Workers. The top reasons for grievances were attendance management, written reprimands and overtime.

Grievances	2012	2011	2010
Filed	18,390	21,132	23,749
Total outstanding	50,452	56,584	51,665



Giving Back to Our Communities

2012 was a year of transition for our national community investment efforts. Following a strategic review of our overall programs, we now focus our fundraising efforts on the newly created Canada Post Community Foundation and the new approach to our United Way™ campaign. The Canada Post Foundation for Mental Health, in its final year of granting, delivered more than \$2 million in grants to 47 organizations across Canada.

Here is an overview of our 2012 community investment initiatives:

Santa Letter-writing Program

The Santa Letter-writing Program, our premier community initiative, is operated by volunteer employee and retiree “postal elves.” Since its inception in 1982, Santa’s post office has responded to more than 21 million letters. In 2012, our 9,000 volunteers dedicated more than 200,000 hours to respond to 1.3 million letters from children around the world.

United Way

In 2012, we worked with the United Way to find a new way to effectively run our campaign, while reducing related costs. The solution was a centralized approach with a personalized pledge package mailed to every employee’s home, as well as improved communications around the campaign. The generosity of our employees once again helped a great cause in 2012.



Canada Post Community Foundation for Children

The Community Foundation broadens our charitable reach and builds on our strong link with children. The Foundation supports organizations, such as registered charities and school programs, that provide services aimed at youth. An in-store retail campaign, ongoing dime-a-day employee contributions and sales of a special fundraising stamp raised more than \$1.5 million for the Foundation in 2012. The annual granting program to distribute the funds started in March 2013.

Other initiatives in 2012:

- We distributed more than \$135,000 in business-development funds to a number of organizations;
- We recognized the efforts of 24 deserving people with the 2012 Aboriginal Incentive Awards; the awards, launched in 2004, acknowledge the hard work and drive required to continue education following an absence from formal schooling.



Canada Post
Community
Foundation

Fondation
communautaire
de Postes Canada

You and Canada Post

Security of the mail

The security of customers' mail is one of our core values. The trust of those we serve is essential. Our initiatives to support mail security centre on internal communications to identify risks and mitigating solutions and external partnerships with government and law enforcement agencies.

In 2012:

- we facilitated more than 600 awareness campaigns to support employee compliance with security policies;
- we processed more than 17,000 security clearances to ensure the highest level of integrity of individuals who handle the mail;
- we conducted comprehensive threat-risk assessments at 245 sites, issuing approximately 2,500 security-related recommendations;
- we equipped an additional 89 sites with security cameras, for a total of 143 since 2011.

Privacy

Canadians are increasingly concerned with being able to control the collection, use and disclosure of their personal information. Canada Post is committed to protecting the privacy of Canadians through strict adherence to the *Privacy Act*. In 2012, we evaluated Canada Post's privacy-management framework against regulatory best practices and created a detailed review plan to address gaps in 2013. The privacy team also worked closely in 2012 with business-development teams throughout the Corporation to ensure that the privacy of Canadians was a key consideration in the introduction of new products and services.

Official languages

In 2012, the Corporation continued to pursue initiatives to ensure compliance with the *Official Languages Act*.

During the year:

- we were recognized by the deputy minister of Canadian Heritage for our leadership in including official-language minority communities in our existing programs;
- we continued a five-year cycle of testing customer-facing employees in bilingual positions and provided training as required;
- we improved our overall language of service compliance throughout our retail network;
- we raised awareness of best practices for language of work in bilingual regions.

In 2013, we will work to determine the effect of the 2011 census on our retail network's language requirements. We will also launch a new e-learning course for employees to improve compliance with our language policy.

Official language complaints*

2012	2011	2010
37	40**	36

* Received through the Office of the Commissioner of Official Languages.

** Includes a complaint filed in 2011, which was forwarded to the Office of the Commissioner of Official Languages in 2012.



Access to information

As a commercial enterprise, we have to balance the right of Canadians to access our records under the *Access to Information Act* with the protection of commercially sensitive information derived from our business activities and received from our partners, suppliers and customers.

In 2012:

- we eliminated all backlogged requests;
- we achieved a 98 per cent on-time closure rate for requests, compared to 88 per cent in 2011 and 84 per cent in 2010.

In addition, the Corporation remains committed to meeting its legislated obligations and has implemented an action plan for 2013 to continue to improve its level of compliance to the Act.

Environment



Greenhouse Gas Emissions

In 2012, overall carbon emissions from our buildings and fleet increased by approximately 2.2 per cent, from 148.6 to 151.8 kilotonnes. Although our owned fleet grew by nearly 25 per cent in 2012, its emissions only increased by 4.8 per cent or 2.5 kilotonnes. Emissions from our buildings increased by 0.7 per cent or 0.7 kilotonnes.

GHG emissions by scope (kilotonnes)

Scope 1	2012	2011	2010
Owned fleet	54.0	51.5	53.9
Buildings: heating ¹	32.4	34.6	35.8
Scope 2			
Buildings: electricity ¹	65.4	62.5	61.4
Scope 3 ²			
Domestic air delivery – DC-10 aircraft	46.8	46.3	46.6
Domestic air delivery – Other (estimated)	40.9	6.1	1.6
International outbound air delivery (estimated)	23.1	31.8	17.2
RSMCs (estimated)	33.2	32.1	31.1
Subcontracted ground transportation (estimated)	137.7	135.6	135.6 ³
Rail	2.1	1.9	N.C. ⁴
Business travel	8.8	9.1	8.9
Employee commuting (estimated)	43.9	45.2	45.7
Employee conveyance (estimated)	2.6	2.8	3.0

1. Covers approximately 77 per cent of the total area (square metres) of our real estate portfolio in 2012, 75 per cent in 2011 and 76 per cent in 2010. Excludes postmaster-managed buildings and some of our leased buildings where energy consumption is not measured.

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

3. Restated

4. Not calculated

Progress toward our targets

Short-term target: From 2002 to 2012, we reduced emissions from our vehicle fleet and buildings by a total of 13.2 per cent (8.4 per cent, including Rural and Suburban Mail Carriers [RSMCs]), compared to a target of 14 per cent.

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

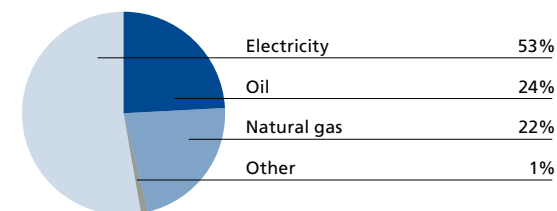
	2012	2002	Change
Fleet	54.0	54.5	-0.9%
Buildings	97.8	120.4	-18.8%
Total	151.8	174.9	-13.2%
RSMCs	33.2	26.9	23.3%
Total with RSMCs	185.0	201.8	-8.4%

Long-term target: From 2008 to 2020, our target is to reduce emissions by 20 per cent from our fleet and buildings as well as from two DC-10 aircraft operated by our subsidiary, Purolator. From 2008 to 2012, we reduced emissions from these three sources by 4.5 per cent.

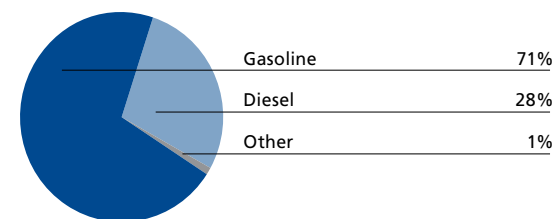
GHG emissions compared to our 2008 baseline (kilotonnes)

	2012	2008	Change
Fleet	54.0	58.9	-8.3%
Buildings	97.8	101.0	-3.2%
Scope 1 and 2	151.8	159.9	-5.1%
DC-10 aircraft	46.8	48.0	-2.5%
Total with DC-10 aircraft	198.6	207.9	-4.5%

2012 emissions from buildings by energy source



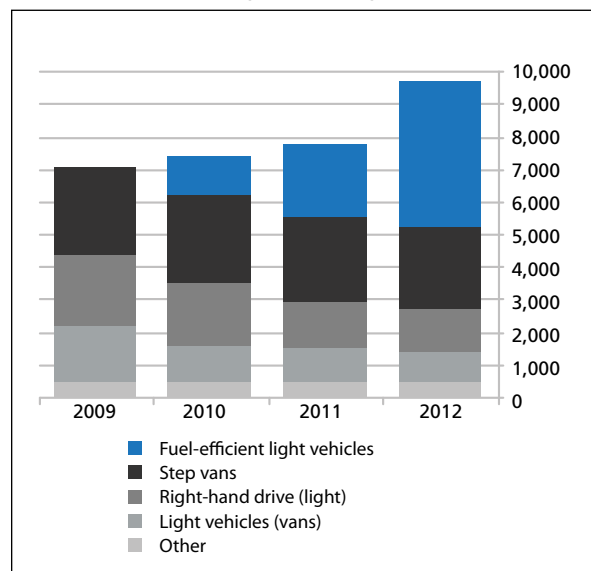
2012 emissions from owned vehicles by fuel type



Fleet

In 2012, the size of our fleet grew by nearly 2,000 vehicles, to 9,700. More than 2,100 new fuel-efficient Ford Transit Connect™ vehicles were added and approximately 400 older vans, step vans and right-hand drive vehicles were removed from our fleet. Fuel-efficient vehicles now make up almost half of our entire fleet.

Fleet composition by vehicle type

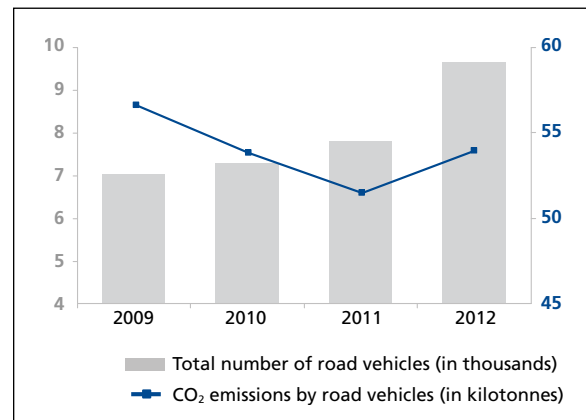


The increase in fleet size reflects our modernization and new delivery model. By increasing motorization, our delivery agents can now perform multiple roles in the same area, such as picking up mail from street letter boxes and shipments from post offices and customers.

Transit Connect™ is a Trademark of Ford Motor Company.

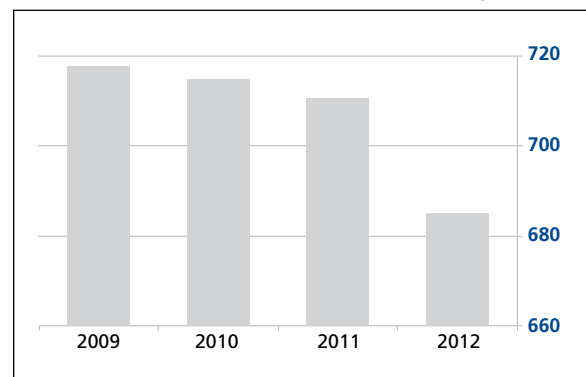
Although modernization has increased our vehicle fleet by 37 per cent from 2009, fuel consumption and greenhouse gas emissions declined by more than four per cent.

Variations in number of vehicles and CO₂ emissions



As we introduced new fuel-efficient vehicles to our fleet, CO₂ emissions per kilometre travelled have decreased from approximately 719 grams in 2009 to 686 grams in 2012.

CO₂ emissions per kilometre travelled (grams)



Fleet performance*

	2012	2011	2010
Litres of fuel (in millions)	21.9	21.0	21.8
Number of kilometres travelled (in millions)	78.7	72.1**	75.1
CO ₂ emissions by road vehicles (in kilotonnes)	54.0	51.5	53.9
Total number of road vehicles (in thousands)	9.7	7.8	7.3

* Canada Post-owned fleet (excluding RSMC vehicles).

** Lower number of kilometres travelled in 2011 is partly related to a labour disruption.

Types of vehicles

	Litres of fuel per 100 km	Number of vehicles		
		2012	2011	2010
Cars – SUV hybrid	10.4	46	44	35
Fuel-efficient light vehicles	16.3	4,522	2,280	1,177
Light vehicles (vans)	26.5	903	1,030	1,153
Right-hand drive (light)	25.0	1,301	1,388	1,897
Step vans	32.8	2,445	2,624	2,667
Medium trucks	37.1	321	305	287
Tractors	43.8	26	26	24
Shunts – Yard tractor	67.3	13	13	13
Trailers	N.A.*	100	94	94

* Not applicable

Real Estate

Since 2008, Canada Post has worked to achieve Leadership in Energy and Environmental Design (LEED) certification for our new building projects. LEED certification requires buildings to meet a variety of stringent criteria, including use of sustainable materials for construction, energy and water efficiency, and indoor environmental quality.

- Five buildings were registered for LEED certification in 2012, bringing our registered total to 28, including the upcoming Vancouver mail processing plant.
- Three buildings received LEED certification in 2012, bringing our total to six LEED certified facilities.

LEED buildings

	2012	2011	2010
Total number of LEED registered building projects	28	23	14
Total number of LEED certified building projects	6	3	0
Square metres of LEED registered building projects	147,109	138,852	55,064

Real estate energy performance

	2012	2011	2010
Electricity (gigajoules)	1,042,661	1,023,582	1,002,783
Natural gas (gigajoules)	568,502	605,151	635,899
Oil (gigajoules)	37,884	42,516	45,449
Square metres	1,408,142	1,414,176	1,427,625
Gigajoules per square metre	1.19	1.20	1.20

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

Landfill Waste Diversion

Our landfill waste-diversion rate continues to improve, reaching nearly 70 per cent in 2012, based on sites where data is available. This represents an increase of two percentage points over 2011 and an increase of 12 percentage points since 2009.

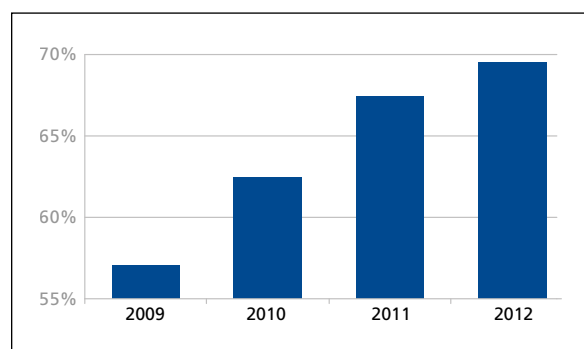
Measures taken to improve the accuracy of waste-diversion data have resulted in sites with less reliable data being excluded. This accounts for the decrease in the total weight of reported waste and recycled material.

Recycling summary

	2012	2011	2010
Landfill	3,752	5,434	8,339
Recycling	8,546	11,233	13,807
Total	12,298	16,667	22,146
Diversion%	69%	67%	62%

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

Landfill waste-diversion rate

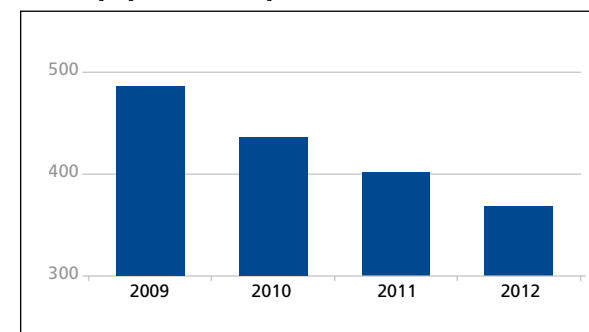


Paper Consumption

Since we launched our Next Generation Print Initiative in 2009, office paper consumption at Canada Post has been reduced by 120 tonnes – or nearly 25 per cent – from 490 tonnes to 370 tonnes. Over the same period, our overall expenditure and carbon emissions associated with paper consumption have declined by 20 per cent and 27 per cent, respectively. The carbon footprint associated with our office paper use was estimated at approximately 600 tonnes in 2012.*

*Source: papercalculator.org

Office paper consumption (tonnes)



Global Reporting Initiative Listing

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

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

Standard Disclosures Part I: Profile Disclosures

1. Strategy and Analysis			
Profile disclosure	Description	Reference	Extent of reporting
1.1	President's message.	AR p.2	Full
1.2	Description of key impacts, risks and opportunities.	AR pp. 45-49	Full
2. Organizational Profile			
Profile disclosure	Description	Reference	Extent of reporting
2.1	Name of the organization.	AR p.1	Full
2.2	Primary brands, products, and/or services.	AR pp.6-12	Full
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	AR p.12	Full
2.4	Location of organization's headquarters.	AR p.86	Full
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	AR p.12	Full
2.6	Nature of ownership and legal form.	AR p.86	Full
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	AR pp.6-12	Partial
2.8	Scale of the reporting organization.	AR pp. 12, 24, 30	Full
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	AR p.4	Full
3. Report Parameters			
Profile disclosure	Description	Reference	Extent of reporting
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	SR p.2	Full
3.2	Date of most recent previous report (if any).	SR p.2	Partial
3.3	Reporting cycle (annual, biennial, etc.)	SR p.2	Full
3.4	Contact point for questions regarding the report or its contents.	SR p.1	Full
3.5	Process for defining report content.	SR p.2	Partial
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	SR p.2	Full
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	SR p.2	Partial
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	SR p.2	Partial

3. Report Parameters (continued)

	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		
3.10	Response: 2010 subcontracted ground transportation emissions restated from 101.5 to 135.6 kilotonnes.	SR pp. 10	Partial
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.	SR p.2	Partial
3.12	Table identifying the location of the standard disclosures in the report.	SR pp. 13-16	Full

4. Governance, Commitments and Engagement

Profile disclosure	Description	Reference	Extent of reporting
4.1	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 on Canada Post website – canadapost.ca/cpo/mc/aboutus/corporate/governance/default.jsf .	See response	Full
4.2	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.	See response	Full
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members. Response: See Corporate Governance on Canada Post website – canadapost.ca/cpo/mc/aboutus/corporate/governance/default.jsf .	See response	Full
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Response: The Annual Public Meeting is the communications mechanism for employees. The shareholder (Government of Canada) provides direction to the Corporation through the Corporate Plan approval process as well as other ad hoc less formal meetings/channels.	See response	Full
4.5	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: Compensation for directors is set by the Government of Canada and there is currently no linkage with corporate performance. Compensation for most employees, including all executives, is linked to performance, where rewards are linked to corporate and/or individual results in a number of areas, including health and safety.	See response	Full
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided. Response: The Board has adopted a code of conduct for its members including an annual declaration by 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/suppliers to bring any wrongdoing to the attention of the Corporation without fear of reprisal.	See response	Full
4.7	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 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 in respect of the qualifications and/or experience that are required to replace an outgoing director. The Government appoints directors.	See response	Full
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. Response: See Vision, Values and Leadership Behaviours on Canada Post website – canadapost.ca/cpo/mc/aboutus/corporate/visionvalues.jsf .	See response	Partial
4.9	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 on Canada Post website – canadapost.ca/cpo/mc/aboutus/corporate/governance/default.jsf .	See response	Full

4. Governance, Commitments and Engagement (continued)

	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		
4.10	Response: The Board conducts an annual self-assessment through the completion of a survey. The results are reported to the Board, and action plans are put in place to address any issues affecting the Board's performance.	See response	Full
	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		
4.11	Response: The Corporation presents an enterprise risk management framework to the Board of Directors as part of the business planning process for the development of the Corporate Plan.	See response	Partial
Economic Performance			
Performance indicator	Description	Reference	Extent of reporting
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	AR pp. 22-130; SR p.7	Full
Environmental Performance			
Performance indicator	Description	Reference	Extent of reporting
EN1	Materials used by weight or volume.	SR p.12	Partial
EN3	Direct energy consumption by primary energy source.	SR p.12	Full
EN4	Indirect energy consumption by primary source.	SR p.12	Full
EN5	Energy saved due to conservation and efficiency improvements.	SR p.11	Partial
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	SR p.12	Partial
EN16	Total direct and indirect greenhouse gas emissions by weight.	SR p.10	Full
EN17	Other relevant indirect greenhouse gas emissions by weight.	SR p.10	Full
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	SR pp.11-12	Full
EN22	Total weight of waste by type and disposal method.	SR p.12	Partial
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	SR pp.11-12	Partial
	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		
EN28	Response: In 2012, Canada Post did not receive any material fines or sanctions relating to environmental performance.	See response	Full
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	SR p.10	Partial
Social Performance: Labour Practices and Decent Work			
Performance indicator	Description	Reference	Extent of reporting
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	AR pp. 39-42	Partial
	Percentage of employees covered by collective bargaining agreements.		
LA4	Response: Approximately 95 per cent of Canada Post's employees are covered by collective agreements.	See response	Full
	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		
LA5	Response: Approximately 95 per cent of Canada Post's employees are covered by collective agreements, which include provisions for notification of changes such as technological changes (normally 120-day notices), reorganizations or restructures (normally 30 to 90-day notices).	See response	Full
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	SR pp. 4-5	Partial

Social: Labour Practices and Decent Work (continued)

LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	SR p.5	Partial
Social Performance: Human Rights			
Performance indicator	Description	Reference	Extent of reporting
HR4	Total number of incidents of discrimination and corrective actions taken.	SR p.5	Partial
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights. Response: Canada Post operates solely within Canada and approximately 95% of employees are covered by collective bargaining agreements. No significant supplier was identified in which the right to exercise freedom of association and collective bargaining were at significant risk.	See response	Full
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor. Response: Canada Post operates solely within Canada and deems that there is no risk of child labour being used. No significant supplier was identified as having significant risk for incidents of child labour. Canada Post has issued supplier guidelines that require suppliers to comply with and uphold all applicable international standards and applicable domestic laws related to human and labour rights, including all applicable child labour laws. The guidelines are available on the Canada Post website at canadapost.ca/cpo/mc/assets/pdf/aboutus/sr_guidelines_en.pdf .	See response	Full
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour. Response: Canada Post operates solely within Canada and deems that there is no risk of forced or compulsory labour being used. No significant supplier was identified as having significant risk for incidents of forced or compulsory labour.	See response	Full
Social Performance: Society			
Performance indicator	Description	Reference	Extent of reporting
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	AR pp.18-21	Partial
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country. Response: Canada Post is a federal Crown corporation and does not make financial or in-kind contributions to political parties or politicians.	See response	Full
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes. Response: In 2012, Canada Post did not have any legal actions taken against it relating to business practices.	See response	Full
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations. Response: In 2012, Canada Post did not receive any material fines or material sanctions relating to non-compliance with laws and regulations.	See response	Full
Social Performance: Product Responsibility			
Performance indicator	Description	Reference	Extent of reporting
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	AR p.37	Partial
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship. Response: Canada Post is a member of the Canadian Marketing Association (CMA) and abides by the CMA's compulsory Code of Ethics and Standards of Practice – the-cma.org/regulatory/code-of-ethics .	See response	Partial
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes. Response: In 2012, Canada Post did not have any incidents of material non-compliance related to marketing activities.	See response	Full
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services. Response: In 2012, Canada Post did not have any incidents of material non-compliance related to products and services.	See response	Full