



2017 SUSTAINABILITY REPORT

**Our vision is
to be the most
sustainable
protein company
on earth**





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A message from our CEO, Michael McCain



We live in a complex and volatile world – a world which faces profound social challenges rooted in global food insecurity, environmental degradation and other pressing issues.



Raise the Good in Food

We have a deeply held conviction that the food system needs to serve the world better. The food industry is facing a crisis of trust. That is our reality. Consumers and many stakeholders have tuned out big food companies and tuned in to other “sources of truth” to inform their views and choices. The food industry does share some accountability for the rise in chronic diseases, climate change, food insecurity and animal care issues.

Restoring trust in the food system requires a new approach – one based on building a newly defined sustainable enterprise that is committed to shared value and inclusive growth. At Maple Leaf Foods, we have a strongly held conviction that we need to be part of the solution, and that we can set ourselves apart and create commercial success through a new social contract. I strongly believe we can advance shared value by focusing our business strategies on addressing critical societal needs, which also creates meaningful business opportunities.

That is the essence of the Maple Leaf vision: **To Raise the Good in Food. To be the most sustainable protein company on earth.** That sounds lofty and mighty ambitious. Actually, we feel that on the world stage we are small enough

to be rebellious yet large enough to scale up our rebellious ideas into commercial reality. It gives us presence. It gives us a voice to punch above our weight. And it gives us purpose! **Better Food. Better Care. Better Communities. Better Planet.** It is through these guiding pillars that we are building this sustainable enterprise.

Becoming a sustainable protein company is a quest we have been on for several years, and while there is much work to be done, we have accomplished meaningful progress in 2017.

- We began a massive renovation of our flagship Maple Leaf brand and have launched the most sweeping changes of the entire portfolio by taking out ingredients that people don't know or don't want, and replacing them with only natural, real or simple ingredients...and nothing artificial.
- We made meaningful improvements in animal care, including converting almost 33,000 sows to enhanced open housing; raising animals in ways that support natural behaviours; and investing in transportation and processing technologies to mitigate pain and stress.

A message from our CEO, Michael McCain (continued)

- Through the Maple Leaf Centre for Action on Food Security, we are going well beyond conventional charity to being a leading advocate for change; making meaningful investments with innovative partners to advance food security; and galvanizing our people behind a powerful social mandate to tackle the pervasive issue of hunger in our country.
- We have reduced our total energy intensity by over 20% against our baseline year. We are pacing ahead of our goal to reduce our overall environmental footprint 50% by 2025 and are now shaping plans to exceed this target.

Sustainability is increasingly driving consumer behaviour, and we are not alone in our aspiration to lead in this market. We have been deeply engaging our people to define bolder and even more ambitious actions that will accelerate progress.

We have set a high bar for ourselves, which will require even more concerted action on our part. To lead in food safety, quality, nutrition and great food. To advance food security for all. To humanely care for animals. To reduce our environmental footprint. To produce food sustainably. To be the most sustainable protein company on earth, supported by the very best and inspired people.

Sincerely,



Michael H. McCain
President and Chief Executive Officer



About this sustainability report

Engaging. Transparent. Purposeful.
These three principles shape the way we communicate about sustainability at Maple Leaf Foods, including the information you'll find in our report and on our website.

Report scope

Our sustainability report covers the calendar year from January 1, 2017 to December 31, 2017 (unless otherwise noted). Reports from previous years are available on our website at mapleleaffoods.com.

This report follows the current Global Reporting Initiative (GRI) Standards as a reference, and reflects the most current data and information we have about our business. We are reporting **“in accordance” with the Core option of the GRI Standards**, and have chosen not to externally assure any of our standard disclosure items at this time.

→ TO LEARN MORE ABOUT OUR GRI PERFORMANCE, PLEASE REFER TO OUR [GRI INDEX](#).

Information integrity

Maple Leaf Foods' management is responsible for the preparation and integrity of the information reported in our sustainability report. Sources for statistical information referenced that are not related directly to Maple Leaf Foods are either noted or available upon request. If you see a reference about currency, please remember that all financial information is reported in Canadian dollars. We believe this information accurately represents our sustainability initiatives and performance results for the 2017 reporting year (unless otherwise noted).



Feedback

Our sustainability report is the main vehicle for reporting on our sustainability performance. We welcome all feedback on our initiatives and progress.

→ TO SUBMIT FEEDBACK, OR TO ASK A QUESTION, PLEASE CONTACT US AT SUSTAINABILITY@MAPLELEAF.COM.

Sustainability at Maple Leaf Foods: Creating shared value

The protein industry plays an enormous role in nourishing billions of people, but also has significant adverse impacts on the planet. We have a responsibility to ourselves, and to everyone who relies on our products and our business, to substantially lower these impacts.

At Maple Leaf Foods, we are working toward more sustainable food production and a more sustainable protein industry. We have to do things smarter, better and more responsibly.

We believe the best way to drive substantive change is by creating shared value – delivering value for our Company through addressing the significant environmental and social challenges we face as a society.

Becoming a sustainable, value-added protein company will result in initiatives in these three areas:

PRODUCT DEVELOPMENT

Providing more products and services that address social problems, such as reducing or eliminating antibiotic use in animal production, advancing animal welfare and increasing the nutritional value of our products.

ELIMINATING WASTE

Using resources more efficiently and lowering costs, by reducing our energy consumption, waste, and water usage.

COMMUNITY INVOLVEMENT

Building capacity in our communities by supporting innovative approaches, learning and collective impact to advance sustainable food security. We achieve this through the Maple Leaf Centre for Action on Food Security.

Our shared value framework has helped define our four sustainability pillars:



BETTER FOOD



BETTER CARE



BETTER COMMUNITIES



BETTER PLANET

At Maple Leaf Foods, we have embedded sustainability into all aspects of our business.

Our Sustainable Meat Principles



We are driven by a conviction that Maple Leaf Foods can raise everyone to better living – to a better life – by raising the good in food, and through our mission to be the most sustainable protein company on earth.

At Maple Leaf Foods, we are uniquely positioned to chart a new direction. To lead in food safety, quality, nutrition and taste. To treat our animals with care. To reduce our environmental footprint

and advance food security for all. We're raising every standard, to be proud of what we bring to the table. We care deeply, because we know food can be good. Do good. Taste good. And feed more goodness into the lives of those we serve.

Sustainability requires a broad perspective, not a narrow one. **Sustainable meat** must be produced with respect, within environmental limits, and consumed in moderation as part of a healthy, balanced diet. We have spent time thinking carefully and having an open dialogue with experts and thought leaders about how we define sustainable meat production and the actions it requires of us.

We embrace these principles, recognizing that sustainability is aspirational and evolving. We will measure ourselves against progress, not perfection. These principles will define our future.



In 2016, we worked with a leading global consultancy, SustainAbility in the U.K., to facilitate conversations with independent food experts to provide input as we developed our formal guiding principles. Organizations included Eating Better, Food Climate Research Network (at the University of Oxford), Forum for the Future, ISEAL Alliance, Jamie Oliver Group, Morrisons, Nestlé U.K., Pret A Manger, WWF U.K., and others. These organizations were part of our stakeholder engagement process and their listing here should not be taken as a specific endorsement of Maple Leaf Foods or our products.

Sustainable meat...



is **NUTRITIOUS**,
HEALTHY and **SAFE**.



is **ACCESSIBLE, AFFORDABLE** and eaten in **MODERATION**, in
BALANCE with other nutrients, consistent with nutritional guidelines.



is produced in adherence with **ENVIRONMENTAL STANDARDS** that measurably **REDUCE IMPACTS** across the life cycle, **LIMITING** greenhouse gas **EMISSIONS** and **IMPACTS** on **WATER** quality and quantity, avoiding loss of biodiversity and **ELIMINATING WASTE**.

comes from animals that are **RAISED WITH CARE**, with **MINIMAL** use of **ANTIBIOTICS**, and to standards that **RESPECT** the Five Freedoms of **ANIMAL WELFARE**.



is produced through a **RESILIENT, FAIR** and **EFFICIENT** food system that makes **OPTIMAL USE** of **LAND** and **NATURAL RESOURCES**.

is produced by a company that is **RESPONSIVE** to the needs of society and transparently demonstrates our **ACCOUNTABILITY** to **SOCIAL** and **ENVIRONMENTAL RESPONSIBILITY**.



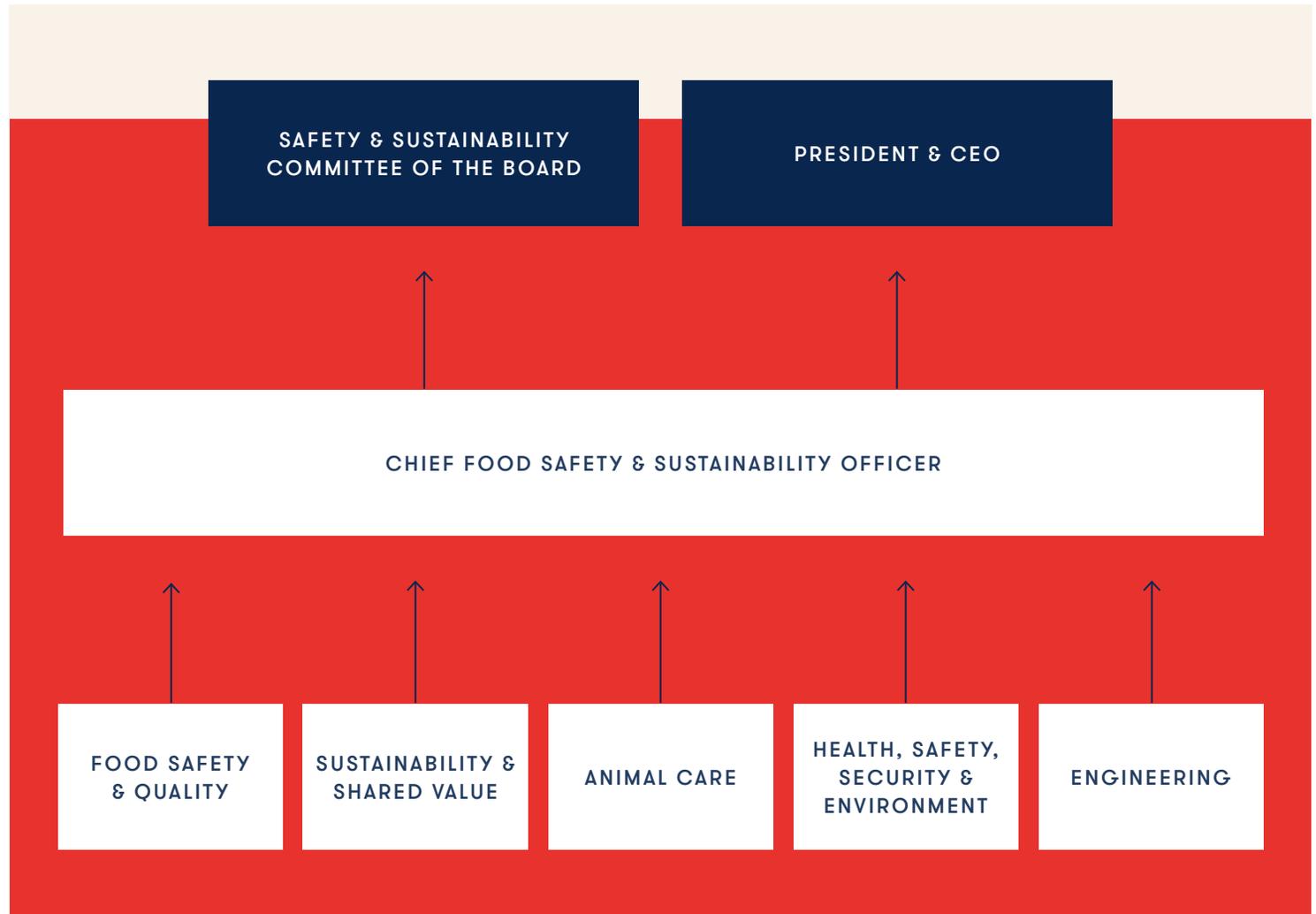
→ [DOWNLOAD A COPY OF MAPLE LEAF FOODS' SUSTAINABLE MEAT PRINCIPLES.](#)

Governance

Our governance approach to sustainability provides a strong foundation, including strategic oversight, visibility, accountability and resources to support the complex global and operational changes we have embarked on.

We communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include:

- Monthly reporting to the Senior Leadership Team
- Quarterly reporting to the CEO, COO and CFO
- Quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board
- Ongoing customer and stakeholder meetings and communications
- Ongoing intranet and internal social media channel updates
- Annual sustainability report and website update



Materiality, report boundary and stakeholder inclusiveness

We place tremendous value on having an open dialogue about sustainability with Maple Leaf Foods stakeholders, including our employees, consumers, customers, shareholders, investors, suppliers, government, and non-governmental and non-profit organizations.

Report boundary

Entities over which Maple Leaf Foods has operational control – our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); and feed mill operations – comprise our reporting boundary. We have reported on performance indicators (i.e., GRI indicators) for these entities as applicable. Due to infrastructure and data limitation, we have not reported on energy

consumption from our barns that use propane. We have also not included emissions that arise from manure generated by animals raised by either ourselves or our contract growers, or impacts associated with growing the feed for these animals for this reporting year.

For entities over which Maple Leaf Foods has significant influence, including our contract hog and poultry growers and key suppliers and co-manufacturers, we have disclosed our management approach. We have not reported on performance indicators (unless otherwise indicated) for these entities as they are independent businesses.

For additional information, please see Maple Leaf Foods' [value chain](#), and the Environmental Disclosure of Management Approach in our [GRI index](#).

Open dialogue and inclusiveness allow us to understand our stakeholders' opinions and needs, and will guide how we improve on delivering shared value for our business and society.

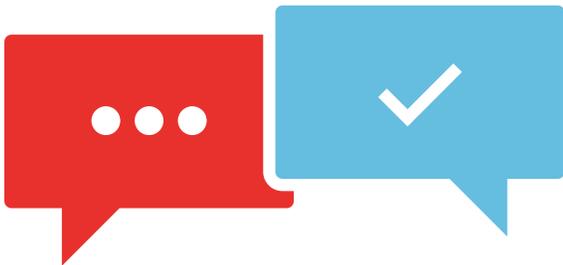
Materiality

Our materiality analysis captures priorities and their relative importance to our stakeholders for the period reported. We recognize that priorities may shift from year to year based on factors such as changes in stakeholder opinion and market conditions. In order to communicate material topics, we used the GRI standards materiality guidance as a reference.

A comprehensive list of topics is identified based on a review of competitive benchmark reports, consultation with employees, website traffic to the sustainability report, customer interviews, results of ongoing internal sustainability initiatives, and discussions with key internal functional leaders who are in contact with our stakeholders throughout the reporting year. The boundaries for each relevant topic are also defined based on similar sources of information.

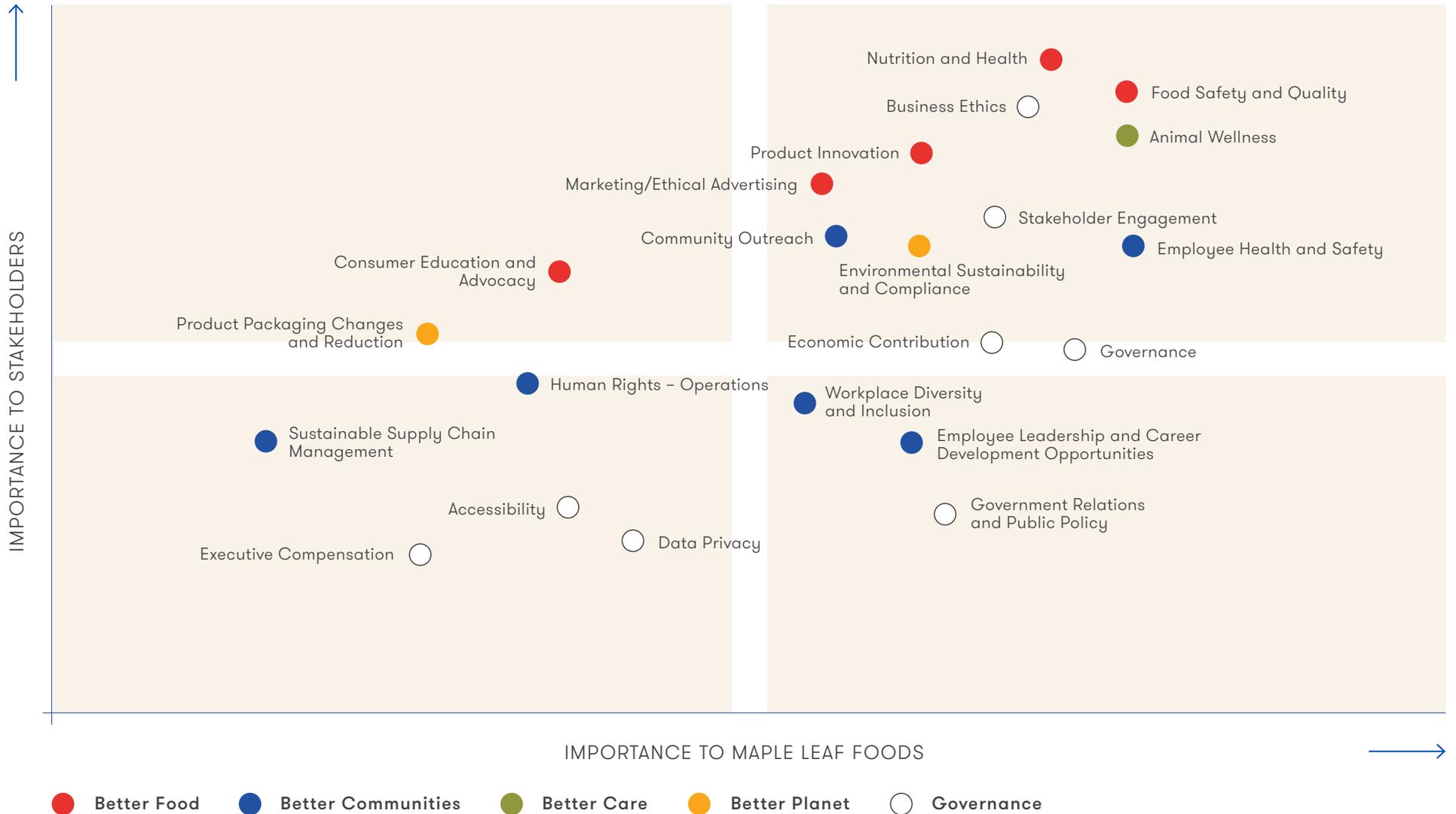
Each topic is assessed according to the perceived importance of the topic to key stakeholders and its importance to Maple Leaf Foods.

Based on this assessment, related GRI standards aspects and indicators are identified for reporting.



Materiality, report boundary and stakeholder inclusiveness (continued)

MATERIALITY MATRIX



Collaboration

We strive to take an active role in supporting continuous improvement by contributing our resources and/or knowledge to a broad range of organizations, including:

MEAT AND LIVESTOCK

- Canadian Meat Council*
- National Farm Animal Care Council (NFAACC)
- North American Meat Institute (NAMI)*

BUSINESS ADVOCACY AND COLLABORATION

- Brandon Chamber of Commerce
- Business Council of Canada (formerly Canadian Council of Chief Executives)*
- Canadian Association of Importers and Exporters Inc. (I.E. Canada)
- Canadian Employee Relocation Council
- Canadian Manufacturers and Exporters Association
- Employers Advocacy Council (EAC)
- Grocers & Manufacturers Collaborative (GMC)*
- Manitoba Chambers of Commerce
- Manitoba Industrial Power Users Group (MIPUG)
- Ontario Chamber of Commerce
- Partners in Project Green

FOOD PROCESSING

- Alberta Food Processors Association
- Food & Beverage Ontario*
- Provision Coalition

FOOD SERVICES AND GROCERY RETAILING

- Canadian Federation of Independent Grocers
- Restaurants Canada

HEALTH/NUTRITION/ FOOD SAFETY/FOOD SECURITY

- Agri-Subcommittee on Food Safety (ASFS)
- American Meat Science Association (AMSA)*
- Canadian Meat Science Association (CMSA)
- Food Secure Canada
- Institute of Food Technologists (IFT)
- International Association for Food Protection (IAFP)
- Ontario Food Protection Association

MARKETING AND INNOVATION

- Association of Canadian Advertisers
- Canadian Centre for Food Integrity (CCFI)*
- Canadian Food Innovators (CFI)*
- Food Processing Human Resources Council*
- GS1 Canada*
- ISEAL Alliance
- Research Chefs Association

PACKAGING

- Packaging Consortium*
- Stewardship Ontario*

PORK INDUSTRY

- 21st Century Pork Club (Canadian and U.S. clubs)
- Canada Pork International*
- Canadian Pork Council
- Canadian Swine Research & Development Cluster (CDPQ)*
- Manitoba Pork Council*
- Pork Value Chain Roundtable

POULTRY INDUSTRY

- Alberta Hatchery Association
- Association of Ontario Chicken Processors*
- Canadian Hatching Egg Producers*
- Canadian Poultry and Egg Processors Council*
- Chicken Farmers of Canada*
- Further Poultry Processors Association of Canada*
- National Chicken Council (NCC)*
- Ontario Association of Poultry Practitioners (OAPP)
- Ontario Broiler Hatching Egg and Chick Commission*
- Ontario Hatcheries Association*
- Ontario Poultry Processors Association
- Poultry Industry Council
- Turkey Farmers of Canada

TRANSPORTATION AND LOGISTICS

- Private Motor Truck Council of Canada*
- Smart Commute

SUSTAINABILITY

- Canadian Roundtable for Sustainable Crops
- Roundtable for Sustainable Palm Oil

* Maple Leaf holds a Board, Chair or Advisory position.

Maple Leaf Foods value chain – farm to fork

INPUTS

We source North American grains for our animal feed, and we own five mills that produce rations for our pigs. We source hogs and hatching eggs from our own system and also from trusted suppliers.



BARN AND HATCHERIES

We own pig barns (sow, nursery and finishing barns in Manitoba) and hatcheries (in Ontario and Alberta) that supply chicks to contract producers. All are closely monitored and audited to ensure high levels of animal care.



TRANSPORTATION

We transport our eggs, chickens and pigs using specially trained drivers, which helps ensure consistent animal care and reduced stress. We use new hydraulic-lift pig trailers and are piloting climate-controlled poultry trailers to further improve animal care.



DISTRIBUTION

Our finished products go to one of two Canadian Maple Leaf Foods distribution centres, or directly to customers and international markets.



PROCESSING AND PREPARED MEATS FACILITIES

Our primary processing facilities, as well as our co-manufacturers, follow strict global food safety standards. Each is monitored by dedicated Canadian Food Inspection Agency (CFIA) inspectors and veterinarians.



GROCERY RETAIL AND FOODSERVICE

Grocery stores across Canada and the United States carry our brands, as well as private label products that we manufacture on their behalf. We also supply many major restaurants and foodservice companies.



YOUR PLATE

At home and in restaurants throughout North America, people enjoy our high-quality, innovative products every day.





Better Food

We are actively addressing the most pressing diet-related health issues we face as a society, including reducing artificial ingredients, antibiotics use and sodium levels, and continually advancing leadership in food safety.



100% without antibiotics

We are transitioning our Maple Leaf Prime brand to 100% Raised Without Antibiotics.



Over 72%

Over 72% of new protein products we launched in 2017 met voluntary Health Canada sodium guidelines.



232,000+ tests

We conduct rigorous food safety tests for *Listeria* and other forms of potential contamination that exceed CFIA requirements.

Our journey toward better food

Great food means different things to different people at different times, and we want to meet all those needs!

2017 was a big year for Maple Leaf Foods. We completed exhaustive consumer research, which resulted in an initiative to renovate our prepared meats portfolio across multiple dimensions, including taste, nutrition, affordability and sustainability. We completed food renovation and repositioning of our three flagship brands: Maple Leaf, Schneiders and Swift.

We launched the most comprehensive changes in our Maple Leaf brand history as part of our commitment

“Our Maple Leaf brand will lead in transparency, using only legible, pronounceable ingredients that consumers know and trust.”

MICHAEL McCAIN

to the real food movement. This has involved a sweeping revamp of the entire portfolio based on the commitments of our Food Manifesto.

Being leaders in the real food movement, leaders in authentic craftsmanship and leaders in great value – all by delivering clear food and brand choices. That is what making great food means to us. We have taken out the things people don’t know or don’t want, and replaced them with only natural, real and simple ingredients and nothing artificial. The result is a breakthrough in innovation that gives consumers “real food” choices.



We’re for real.

We make real food from simple ingredients you can pronounce.

We believe high-quality protein is the foundation for healthy, growing bodies, so we prepare simple, delicious protein to nourish Canadian families.

We only use our premium meats and just the right amount of salt.

We declare all ingredients and nutritional information prominently on the package, so you can read it.

We only use our natural ingredients. When consumers want an ingredient not regulated as natural, we promise to use a real and simple alternative, and we will highlight it.

We use NO artificial preservatives, NO artificial flavours, NO artificial colours, NO artificial sweeteners and NO animal by-products.

And we go beyond what’s in our food. We minimize our impact on air, water and land, and we advance food security, so all families can eat well.

Making good food accessible to all Canadians. That’s what the real food movement means to us.

Our better food goals and performance

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Remove artificial colours, flavours and trans-fats from our retail branded products by the end of 2017.		We removed artificial flavours, colours and trans-fats from all our prepared meats products, with the exception of the treats in 11 of our Lunch Kit products. These products are anticipated to be completed by the end of 2018.
Continue to expand our leadership in Raised Without Antibiotics (RWA) pork in North America, and in RWA poultry in Canada.		We are transitioning our Maple Leaf Prime brand to 100% RWA. We remain one of the largest producers of pork raised without antibiotics in North America and the largest in Canadian poultry.

2018+ PRIORITIES
<ul style="list-style-type: none"> Execute the commitments of our Food Manifesto for our Maple Leaf brand. Be leaders of the real food movement. Continue to expand our leadership in Raised Without Antibiotics (RWA) pork in North America, and in RWA poultry in Canada.

Achieved
 Partially Achieved
 On Track
 Did Not Meet



85% of antibiotics are used on animals, including pets and animals raised for food. The emergence of drug-resistant bacteria resulting from the overuse of antibiotics is a serious public health issue.

Simpler, natural and fewer ingredients



Consumers are increasingly looking for healthier prepared meats products made with simpler, natural ingredients.

To meet this growing demand, back in 2010 we launched Maple Leaf Natural Selections® and Schneiders Country Naturals®. Since then, we have introduced more than 100 new products under both lines, made with simpler, natural ingredients and premium cuts of meat.



Ingredients then

Mechanically separated chicken, pork, water, modified corn starch, salt, potassium lactate, dextrose, wheat gluten, spice, corn syrup solids, sodium phosphate, sodium diacetate, sodium erythorbate, garlic powder, onion powder, sodium nitrite, smoke. Contains: wheat



Ingredients now

Chicken, pork, water, tapioca starch, sea salt, spice, vinegar, cultured celery extract, cane sugar, cherry powder, smoke.

Reducing sodium

Canadians consume about **3,400 mg of sodium each day, which is more than double the amount we need.**

Reducing or removing sodium from our prepared meats products is a priority, although it is inherently challenging given the important role of salt in food safety. It involves careful product reformulation, including salt, spices and other ingredients, to ensure that taste, food safety and quality are not compromised.

Almost 100% of our fresh (single ingredient) pork and poultry products are low in sodium and well below the voluntary Health Canada guidelines, which are designed to help Canadians achieve an average daily sodium intake of 2,300 mg.

75% of our prepared meats products currently meet Health Canada's sodium guidelines, including a range of low-sodium options that meet specific dietary needs. This is up from 61% in 2015, but we know we must do even better.

In 2017, 72% of the new protein products we launched met the voluntary Health Canada sodium guidelines.

Based on the results of the nutrition audit we completed in 2015/2016, we have developed a sodium reduction strategy that includes all our branded products.

Our journey toward less salt



- Health Canada sodium guidelines (mg per 100 g)*
- Product sodium content (mg per 100 g)

* Phase 3 – December 31, 2016 maximum level Health Canada target

Nutrition education



Knowing the right amount of which food types to eat each day and understanding how to read food labels are important to ensure a healthy lifestyle. To help Canadians make informed food choices, we are focusing on three priorities:

Easier-to-read labels

Simplifying and increasing the readability of packaging helps consumers make informed food choices. Maple Leaf® labels are now simpler and easier to read and have a consistent style across all product lines. Consumers are able to compare nutritional information between Maple Leaf products more quickly and easily.

In 2015, we began improvement on our Schneiders® labels as part of our Schneiders brand refresh, which includes a new logo and packaging design. Schneiders® has now renovated its product portfolio to offer consumers extraordinary taste with elevated artisanal flavours and new distinct packaging with easier-to-read labels.

Focus on the facts

We partnered with Health Canada, Retail Council of Canada, Food and Consumer Products of Canada, Canadian Federation of Independent Grocers and several leading food and beverage companies to launch the Focus on the Facts nutrition labeling education initiative. The goal is to help Canadians understand and use the Nutrition Facts table on packaged foods, with a focus on “Serving Size” and “Percent Daily Value”.

Better nutrition information at your fingertips

Under the direction of an independent dietitian, our Maple Leaf brand website provides better, more engaging content to help people access nutritional information and plan their diets based on their needs.

Ethnic choices



99% of our products under the Mina brand have no artificial colours and flavours.

The Canadian population is becoming increasingly diverse.

When it comes to processing all Mina® products, we strictly adhere to the food production requirements certified by the Halal Monitoring Authority (HMA). We also comply with our high standards of animal welfare. Mina® is made with the finest quality fresh chicken, and each chicken is air chilled and individually blessed.

We are focused on providing consumers with even more convenient halal options, including ready-to-eat meals and protein snacks. In 2017, we continued to expand our Mina® product line to meet the growing demand for hand-slaughtered ready-to-eat halal products by introducing two new products: fully cooked shawarma and mozzarella stuffed chicken. We also renovated 28 Mina® products to reduce the sodium level and remove any artificial colours and flavours.



Greenfield Natural Meat Company

A key part of shared value at Maple Leaf Foods is to drive change through shifting our investments, operations and marketing strategies to support leadership in sustainability.

Greenfield Natural Meat Co. is our leading sustainable meat brand, but it is more than a brand. Greenfield is more of “a company within a company”. It is a disruptor – a brand that advances sustainable meat production through leadership in animal care, and the elimination of antibiotic usage in animal production and sourcing. This approach allows Greenfield to create products that have these sustainability attributes at the

forefront. Greenfield has its own internal management, which allows it to be agile and responsive, and to push thinking on sustainable meat practices.

Greenfield reflects the very best of what Maple Leaf Foods is doing to advance leadership in sustainability, taking the high bar that we have established and raising it even higher. Our investment and focus on sustainability will continue to be reflected in what the Greenfield brand brings to the market.

→ TO LEARN MORE, VISIT [GREENFIELDMEAT.COM](https://www.greenfieldmeat.com).



Leading in sustainability is an enterprise-wide view that encompasses every aspect of our business.

Plant-based protein



At Maple Leaf Foods, we are committed to broadening our reach in protein to include plant-based options and strongly believe that it is an important move for a better planet.

In the past year, we quickly established Maple Leaf Foods as a North American leader in plant-based proteins. With the acquisition of Lightlife Food Holdings, Inc. and Field Roast Grain Meat Company, SPC, we now have two leading, highly complementary brands in this category.

We acquired Lightlife Foods in March of 2017. Since 1979, Lightlife has been on a mission to make eating better accessible and deliciously easy. For more than 30 years, Lightlife has provided quality vegetarian and vegan foods prepared in the most healthy and sustainable manner. Lightlife is based in Turner Falls, Massachusetts.

In early 2018, we acquired Field Roast Grain Meat Co., which produces and distributes premium grain-based protein and vegan cheese products. The company adapts traditional meat-making practices to craft vegetarian “meats” made from grains, vegetables and spices. Field Roast is based in Seattle, Washington.

We are currently executing plans to enhance manufacturing efficiencies and capacity, bring new product innovation to the market and broaden our distribution. Our vision is that plant-based protein will be a material part of the Maple Leaf Foods business mix a decade from now!



→ TO LEARN MORE, VISIT [LIGHTLIFE.COM](https://www.lightlife.com).



→ TO LEARN MORE, VISIT [FIELDROAST.COM](https://www.fieldroast.com).

Our food safety commitment

Maple Leaf Foods Food Safety Promise:

- We commit to becoming a global leader in food safety and job safety, and providing the focus and resources needed to achieve this goal.
- We commit to establishing a culture of food safety and workplace safety with high-performance teams, where people are encouraged and expected to act on any concerns they may have.
- We commit to measuring our safety performance, by testing and benchmarking against globally recognized standards.
- We commit to continuously seeking better ways to make safe food, and to make it safely.

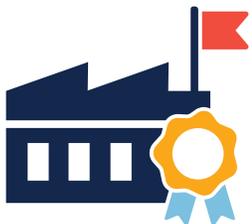
- We commit to openly sharing our knowledge with government, industry and consumers so we can learn from them and they can learn from us.
- We commit to transparency and candor in pursuit of better performance and public confidence.
- We commit to behaving in the most responsible and transparent way possible, placing the safety of our people and our consumers first if there is ever a breach.



Michael H. McCain
President and Chief Executive Officer



Our goal is to always provide consumers safe, great tasting food produced in a safe work environment.



Our food safety commitment has been formally in place at all our facilities since 2009.

Our food safety goals and performance

2017 PRIORITIES	STATUS	OUR PERFORMANCE
All of our raw material, ingredient and packaging suppliers will be food safety certified to a Global Food Safety Initiative (GFSI) benchmarked standard by the end of 2017.		All of our co-manufacturers and 99% of our raw meat suppliers are certified to GFSI-benchmarked standards. 85% of our non-meat, food contact packaging and non-food contact suppliers are certified to GFSI-benchmarked standards. We are working on ensuring our remaining suppliers achieve GFSI certification.
Implement a world-class <i>Listeria</i> monitoring program in 2017.		We updated our zone definitions to be consistent with the most recent updates (FSIS 2014 and draft FDA 2016). We modified our sampling procedure to be more aggressive and preventative. We created multiple sampling programs that extend sampling across both production and non-production windows. We developed a critical thinking game titled <i>Listeria Escape Room</i> , based upon adult learning best practices. The <i>Listeria Escape Room</i> game is now a central part of our Food Safety training, and it has been deployed by the North American Meat Institute as part of its training at the Advanced <i>Listeria</i> Workshop for Industry professionals.

2018+ PRIORITIES
<ul style="list-style-type: none"> Establish industry-leading food safety and quality metrics to build accountability, establish reporting rhythms and improve employee behaviours. Develop and execute a world-class, efficient and predictive Food Safety and Quality (FSQ) management system based upon powerful analytics, performance metrics and accountability. This system will use information to prevent and predict issues before they become significant.

Achieved
 Partially Achieved
 On Track
 Did Not Meet

Our food safety goals and performance (continued)

2017 PRIORITIES	STATUS	OUR PERFORMANCE	2018+ PRIORITIES
Enhance our Hazard Analysis and Critical Control Point (HACCP) plans and expand training and certification by 2018.		All HACCP plans at the 13 further processed plants were reviewed, process flows updated, and CCPs evaluated. HACCP plan review of the 6 primary processing plants underway. Formal HACCP training and certification underway for staff at all plants.	<ul style="list-style-type: none"> Enhance our Hazard Analysis and Critical Control Point (HACCP) plans and expand training and certification by 2018. Implement LIMS at remaining processing facilities and laboratories, including hatcheries, by the end of 2019.
Implement Laboratory Information Management System (LIMS) at all laboratory locations by the end of 2018.		We completed LIMS implementation in four processing facilities and plant laboratories in 2017 and are on track for implementation of an additional 16 facilities and corporate locations in 2018.	

Achieved
 Partially Achieved
 On Track
 Did Not Meet



In 2017, Maple Leaf Foods had three quality-related product withdrawals which were the result of products that did not meet Maple Leaf standards. No injury or illness was reported in any of the three events.

In addition, Maple Leaf had two product recalls, which resulted from the presence of foreign material and presence of staphylococcal enterotoxins. There were no injury complaints in the foreign material recall and two illness complaints reported for the staphylococcus recall.

Our global food safety standards

We adhere to the Global Food Safety Initiative (GFSI) benchmarked standards across Maple Leaf Foods.

All meat production facilities are audited annually by an internal food safety audit function and a third-party auditor, following the British Retail Consortium (BRC) Global Standard for Food Safety, which is recognized by the GFSI. All fresh and prepared meats facilities adhere to GFSI standards. In 2017, we acquired Lightlife Foods, a plant-protein business in the U.S. that is certified to the SQF (Safe Quality Food) standard, which is also a GFSI-benchmarked standard.

We monitor the effectiveness of our efforts through aggressive testing of our products and manufacturing environment. In 2017, we conducted more than 232,000 tests to detect bacteria, including pathogens, in our food processing facilities.

In the Ready to Eat areas of our further processed facilities, we regularly swab, test and sanitize all of our meat production areas, including manufacturing equipment, floors, walls and all surface areas, for the presence of *Listeria*.

All companies that produce meat products for Maple Leaf Foods must also commit in writing to our safety and quality standards. Currently, we have almost 60 co-manufacturers for our products, all of which are certified to GFSI-recognized standards.

In 2015, we committed that all our raw material suppliers will be required to have their facilities certified to a GFSI-benchmarked standard by the end of 2017. We have actively tracked adherence to this requirement and have discontinued business with several companies that were unable to meet our requirement. We also actively support those smaller companies which have committed to our GFSI requirement but needed extra time to comply. To date, we have achieved the following results on this commitment:

- 100% of co-manufacturers
- 99% of raw meat suppliers
- 85% of non-meat, food contact packaging and non-food contact suppliers

Our Food Safety and Quality team members are active participants in committees, task forces and workshops throughout North America and globally. We are represented on the food safety and regulatory committees of the Canadian Meat Council, the North American Meat Institute, the Canadian Poultry and Egg Processors Council,



and the National Chicken Council (U.S.). We are part of the core team of instructors at the bi-annual Advanced Listeria Control Workshop, sponsored by the North American Meat Institute. We also have representation on the Research Advisory Committee of the Foundation for Meat and Poultry Research. We have been a Sustaining Member of the International Association for Food Protection (the leading global food safety professional organization) for the past six years as well as a Sustaining Partner of the American Meat Science Association, which has a mission to improve food safety through scientific advancements.

Building the path forward



Five-year food safety and quality strategy

We have mapped out a five-year strategy for food safety and quality with an overarching goal of relentlessly pursuing a world-class food safety and quality culture. This strategy represents the evolution of the Maple Leaf Food Safety Promise and the commitments we made in 2009, embodied in our vision, “To always produce safe, great tasting food, produced in a safe work environment.” The strategy is put into action through

the engagement of all Maple Leaf Foods employees and through a variety of initiatives including:

- Ensuring food safety training for our people
- Establishing industry-leading food safety and quality metrics to embed accountability, through transparent reporting rhythms and fact-based behaviour change
- Enabling our team members with digital tools that support our vision
- Executing our ambitious *Salmonella* reduction strategy in the poultry supply chain
- Enhancing preventative controls through improved HACCP plans and expanded training and certification of associates
- Continuing to enhance and improve our already world-class *Listeria* monitoring program

Food safety and quality metrics, transparency

The value of measurement, reporting and transparency cannot be understated. In January 2017, Maple Leaf Foods launched a new paradigm for food safety and quality metrics that we believe will guide improved performance in our operations for years to come. As part of this effort, we established the Food Safety Incident Rate (FSIR) and the Quality Incident Rate (QIR). These two induced values are calculated each month for every production site based upon well-defined Key Performance Indicators (KPIs). For FSIR, we measure recalls, near misses, pathogen failures, repeat non-conformance on internal audit, CFIA corrective action requests (CARs), and consumer

complaints for food safety-related issues. Similarly, the QIR metric has two KPIs: recalls and withdrawals for quality, and consumer complaints for quality. The KPIs for each metric are used in a formula that generates the FSIR and QIR values on a monthly basis. Each month, plants across the enterprise are ranked by FSIR and QIR, and a review is held with the plant leadership group and senior management, including the CEO, to discuss successes and failures. As 2018 is the first full year of implementation, we are still working through a few small improvements in how the data is collected and reported. In future sustainability reports, we will share our FSIR and QIR targets and results.

Building the path forward (continued)

Salmonella reduction strategy in fresh poultry

Salmonella is a common pathogen on raw agricultural commodities, and fresh poultry is no exception. Maple Leaf Foods has always had a forward-looking approach to monitoring and mitigating the presence of *Salmonella* in our fresh poultry operations, and in 2017 we made major strides in developing a best-in-class, comprehensive plan for surveillance and reduction in the end-to-end supply chain.

This multi-year strategy will result in a significant improvement in the safety of our fresh poultry products, by reducing the likelihood of presence of the most pathogenic *Salmonella* serotypes, those most

commonly associated with human illness. Our strategy includes bio-mapping of the supply chain from the parent and grandparent flocks and facilities, through the grow-out stage, and to the processing plant. The strategy will drive the implementation of best-in-class management practices, proven intervention techniques and practical steps in processing that will reduce risk. In addition, the strategy will set bold and ambitious targets that will be tracked and trended over time. We will be transparently sharing our results and our learnings with industry peers and government authorities with the goal of raising the bar on this very important food safety challenge.



There are an estimated four million cases of foodborne illness in Canada every year. This risk cannot be completely eliminated. However, everyone is at risk of getting sick from improperly handled or cooked food, but young children, pregnant women, elderly people, and individuals with compromised immune systems are at greater risk.

Food Safety Advisory Council and Annual Food Safety Symposium

MAPLE LEAF FOODS – FOOD SAFETY ADVISORY COUNCIL



Dr. David Acheson, MD –
President and CEO of the Acheson Group, formerly Chief Medical Officer, U.S. Food and Drug Administration



Peter J. Taormina, PhD –
President of Etna Consulting Group, formerly with Smithfield Foods



Mansel W. Griffiths, PhD –
Professor Emeritus at University of Guelph, formerly director at Canadian Research Institute for Food Safety



John Weisgerber –
Founder of Weisgerber Consulting, formerly Director of Quality, Kraft/Oscar Mayer

In 2008, Maple Leaf Foods had a devastating *Listeria* contamination at one of its prepared meats facilities. It resulted in 23 deaths and many serious illnesses. Since this tragedy, we have committed to become a global leader in food safety, and have invested significant people and financial resources toward achieving this commitment.

An important aspect is bringing global best practices, research and trends to Maple Leaf Foods and broadening the collective body of knowledge in this critical area of non-competitive industry practice. In 2009, we established a Food Safety Advisory Council, which includes experts who bring academic and applied experience.

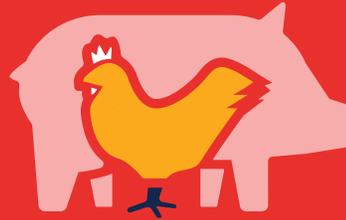
We have hosted an Annual Food Safety Symposium since 2009. The Symposium is meant to tackle big ideas on how the collective food industry can improve the safety of food for consumers around the globe. Each year, we invite hundreds of industry, government, academic and allied industry partners to join us in Mississauga, Ontario, for a day of learning, debating and networking on the latest topics and hard-to-solve problems facing the industry.

2017 was the Symposium's ninth year, where more than 250 registered attendees from 130 companies and organizations discussed the latest developments, issues and trends in food safety. This year's event

was themed "Food Safety in a Digital World". The event challenged participants to think about how technology can help reimagine food safety progress and performance, challenging the thinking behind traditional and status quo systems in which food is produced to explore futuristic but tangible examples of how the digital landscape is changing and impacting food production.

Speakers covered a broad range of technology-related food safety topics, including traceability using blockchain technology, DNA-based analytics, using analytics to drive cultural change, and regulatory developments such as risk-based modelling to drive outcome-based inspection.

Our 10th Annual Symposium, themed "Trust and Culture: Key Elements for Food Safety", will take place in 2018. We plan to have a keynote session from the consumer advocacy group STOP (Safe Tables Our Priority), during which family members affected by foodborne illness will tell their heartbreaking stories, setting the tone for why the entire industry must continue to improve food safety performance. Mike Taylor, retired Deputy Commissioner of Foods at US FDA, will facilitate this session with STOP and relate his 25 plus years of food safety policy experience to the topic. Other topics will include "Setting the Tone – Metrics, Rhythms and Consequences" and "A Tool Box for Driving Food Safety Behaviours".



Better Care

Maple Leaf Foods has strong values that deeply define our culture and how we operate. These values extend to, and have a very direct relationship with, how we treat animals we raise or source. Better care for animals is one of our four sustainability priorities, and it reflects our goal to be a leader in animal care.



33,000 sows transitioned

As of the end of 2017, Maple Leaf Foods had transitioned approximately 33,000 sows (50%) to an open housing system.



Five Freedoms

We are committed to advancing the Five Freedoms of animal care.



Best in class

We are implementing best-in-class hydraulic-lift pig trailers across our system.

Maple Leaf Foods' animal care commitment

Maple Leaf Foods has strong values that deeply define our culture and have a very direct relationship with how we treat the animals we raise or source.

As the largest value-added meat protein company in Canada, we must be a leader in animal care. To achieve this, animal welfare must be an integral part of our culture and business. We will commit the necessary organizational focus and resources to achieve this.



→ [WATCH OUR ANIMAL CARE COMMITMENT VIDEO.](#)

Maple Leaf Foods is a vertically integrated company that owns hog production and hatching egg production facilities, hatcheries, and pork and poultry processing plants. We have strong relationships with farmers and other service providers, and we will seek to advance continuous improvements across our supply chain. We believe in the important linkages between animal care, workplace safety, food safety and quality, and environmental sustainability. They all have a vital role in providing consumers with high-quality, nourishing food that is produced sustainably and ethically.

Our responsibility for animal care goes well beyond our own operations; we must also advocate and share knowledge that elevates practices and regulations across the industry. We will actively engage with consumers, customers, animal care interest groups and other stakeholders, so that change can be based on sound science, what is best for the animal, and what society expects of us. Through our actions and communications, we must earn public confidence that the products we make come from animals that have been treated empathetically and humanely. Maple Leaf Foods is committed to enhancing our animal wellness practices in a manner that advances the Five Freedoms, the most widely accepted global standard for responsible animal care.



- 1** Freedom from hunger or thirst by providing ready access to fresh water and a diet that maintains good health and vigour
- 2** Freedom from discomfort by providing an appropriate environment including shelter and a comfortable resting area
- 3** Freedom from pain, injury or disease through prevention or rapid diagnosis and treatment
- 4** Freedom to express normal behaviours by providing sufficient space, proper facilities and company of the animal's own kind
- 5** Freedom from fear and distress by providing conditions and treatment which avoid mental suffering

Maple Leaf Foods' animal care commitment (continued)



We will support the Five Freedoms through ongoing, rigorous self and third-party evaluation and continuous improvement in four critical areas: culture, accountability, advancement and communications.

Culture

- Providing our people with the knowledge, skills, resources and workplace culture to reinforce empathy and high standards of animal care.
- Clearly defining and enforcing expectations of our people and suppliers regarding animal care, recognizing best practices and taking swift disciplinary action when necessary.
- Elevating the importance and prominence of animal care in our management processes, operating policies and procedures, employee communications and supplier relations.

Accountability

- Establishing strong governance, with senior leaders directly accountable for compliance with our standards and advancing our goals.
- Reporting quarterly to a Committee of the Board and senior leadership on key animal care metrics, risks and progress toward our goals.
- Requiring our hog and poultry operations and suppliers to adhere, at a minimum, to guidelines under the National Farm Animal Care Council's Codes of Practice; the Canadian Quality Assurance program and Animal Care Assessment of the Canadian Pork Council; the Animal Care Program of Chicken Farmers of Canada; the Turkey Farmers of Canada Flock Care Program®; the Canadian Hatching Egg Producers CHEQ™ Program; and the Chicken Farmers of Ontario Transportation and Safe Handling Program.
- Requiring weekly/monthly internal audits of our operations by employees that are either certified or trained as animal auditors by the Professional Animal Auditor Certification Organization (PAACO), and annual third-party audits across our operations.
- Maintaining a strong and open relationship with the dedicated Canadian Food Inspection Agency (CFIA) inspectors and veterinarians at all our processing facilities, and with provincial officials that oversee on-farm animal care.

Maple Leaf Foods' animal care commitment (continued)

Advancement

- Developing and implementing an animal care strategy that advances our commitments and goals, with measurable targets and outcomes.
- Working closely with our producer partners and other suppliers to advance high standards of animal care across our supply chain.
- Monitoring and advancing our practices through the office of the Vice-President, Animal Care, and an internal governance structure that includes senior operations leaders.
- Establishing an Animal Care Council composed of external experts who will assist us in continually advancing the efficacy of our program and culture.
- Supporting research that enhances our understanding of – and advances – animal welfare.
- Advocating for regulatory reforms that raise and enforce standards across the industry, including incorporating, by reference, industry codes of practice into provincial and federal legislation.

Communications

- Communicating regularly and openly on our goals, progress and performance.
- Seeking to build constructive dialogue with organizations committed to advancing animal welfare.



Michael H. McCain
President and Chief Executive Officer



Gary Maksymetz
Chief Operating Officer

→ [LEARN MORE ABOUT OUR 2017-2018 ANIMAL CARE PRIORITIES.](#)

Maple Leaf Foods will advance these commitments through action, including the following initiatives:

- Execute the third year of our three-year animal care strategy, measuring our performance on initiatives that advance the Five Freedoms.
- Transition all remaining sows under our management from gestation crates to open housing by the end of 2021.
- Require all of our pork and poultry operations to undergo an annual independent audit, and expediently correct any deficiencies.
- Research and implement enhanced methods of pain relief and alternatives to surgical castration and tail docking.
- Continue to reduce or eliminate antibiotic use across our supply chain, while recognizing the importance of providing the necessary medication to sick or injured animals.
- Continue to implement remote video auditing (RVA) in our production and processing facilities. Utilize detailed reports produced from RVA to advance training and operating practices, and respond swiftly to any animal welfare incident.
- Implement scientifically advanced and humane euthanasia, including controlled atmosphere stunning, in all our fresh poultry facilities as a core element of our fresh poultry strategy.
- Commit to transparency in our communications, including reporting on our goals, progress and performance.

→ [A COPY OF OUR COMMITMENT TO ANIMAL CARE CAN BE DOWNLOADED HERE.](#)

Our better care goals and performance

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Continue to transition all Maple Leaf Foods sows to open housing by the end of 2021.		Completed our conversion of 33,000 sows to enhanced open sow housing. We are on track to complete 65,000 by the end of 2021.
Launch remote video auditing (RVA) at one more facility and conduct pre-implementation planning at one to two others.		We launched RVA at our Lethbridge facility in March 2017. We conducted a trial of new technology for poultry-catching crews and profiled our Alberta hatchery and Edmonton poultry plants.
Initiate an independent review of our operations against our goals and commitments.		We have ongoing daily, weekly and annual third-party independent review of our farms, hatcheries, and live animal operations at our plants. We did not initiate a formal review against our goals and commitments but we will consider in future years.
Develop Key Performance Indicators to standardize and enhance internal and external reporting.		We developed dashboard reporting on the progress of various animal care projects and initiatives for all our operations. We will also continue the enhancement of internal audit processes across our facilities.

2018+ PRIORITIES
<ul style="list-style-type: none"> • Transition all Maple Leaf Foods sows to enhanced open housing by the end of 2021. • Complete RVA implementation in all existing live processing facilities by the end of 2019. • Build a strong culture of animal care across our facilities by implementing an Employee Advisory Policy and Golden Rules. • Strengthen our relationships that advance industry practices by hosting regular meetings of Maple Leaf poultry producer council and contracted pork producers.

Achieved
 Partially Achieved
 On Track
 Did Not Meet

Our better care goals and performance (continued)

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Pilot initiatives to promote play and reduce boredom in sow and hog barns.		We continued to pilot and implement enrichment in all Maple Leaf Foods barns. Nursery and finisher barn trials are underway. Sow barn trials are still ongoing.
Pilot enrichment in Maple Leaf Foods breeder barn and engage an independent producer in enrichment pilots.		We engaged an independent producer council on enrichment in poultry barns. We have no current plans in 2018 to pilot enrichment in breeder barns.
Implement our poultry transportation strategy.		We initiated projects for new on-farm resources and digital transportation monitoring. A formal program is in place with reduced in-transit risks to welfare.

2018+ PRIORITIES
<ul style="list-style-type: none"> • Provide enrichment and toys to all nursery and growing pigs and poultry barns by the end of 2018. • Pilot anesthesia for piglet castration/ orchiectomy by the end of 2018. • Complete conversion of all hydraulic-lift pig trailers within Maple Leaf Foods by the end of 2019.

Achieved
 Partially Achieved
 On Track
 Did Not Meet



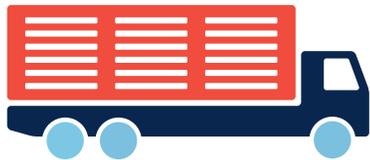
We are implementing remote video auditing in all of our live processing plants.

Our better care goals and performance (continued)

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Develop a plan for the implementation of poultry CAS (controlled atmosphere stunning).		We have incorporated CAS and modular loading in our capital planning process.
Develop a Maple Leaf Foods Technical Manual to further describe our Animal Care Program.		We developed a technical manual for internal use. It is used to foster discussion with our customers.
Develop and implement two additional modules of animal care training in 2017.		Poultry Plant Euthanasia & Handling launched in summer 2017. Our Animal Care 101 training module has been developed, and will be delivered in 2018.

2018+ PRIORITIES
<ul style="list-style-type: none"> • Start construction of Controlled Atmosphere Stunning (CAS) in one poultry plant by Q1 2019. • Complete Animal Care Foundational Training for all Maple Leaf Foods employees who affect the lives of animals by the end of 2018. • Deliver Poultry Euthanasia training to all fresh poultry plants. • Design and deliver pork training modules to our fresh pork plants by August 2019.

Achieved
 Partially Achieved
 On Track
 Did Not Meet



We are implementing best-in-class hydraulic-lift pig trailers within our system.

Governance

Animal care is one of our four priorities in our efforts to become a sustainable company.

We have significantly enhanced governance, investment and operational focus to build a world-class program. Animal welfare is a shared responsibility, with executive leadership accountable for our performance. Our VP, Animal Care, has the mandate to lead the implementation of our program, which incorporates leading science and advancements. This involves working with both an internal Maple Leaf Foods Animal Care Council and an Animal Care Technical Committee composed of experts from throughout our Company to identify requirements, advance practices and monitor progress.

Animal Care reports quarterly to the Safety & Sustainability Committee of the Board. Senior leaders of our hog production, poultry and pork businesses continue to maintain executive responsibility for animal care, regularly reviewing reports and audits, and signing off on policies. Within the business, we have three veterinarians who oversee animal welfare, along with dedicated CFIA veterinarians and staff at each of our processing plants. Animal welfare metrics are reported regularly, and non-compliance or audit failures are immediately acted on. Our veterinarians oversee animal care along with dedicated CFIA staff at each of our processing plants.

Education and training

Education and training are foundational to knowledge, empowerment, accountability and a strong animal care culture. Every employee involved in the raising, transport and processing of poultry must be trained on and adhere to our animal care policies and procedures. All employees who handle animals currently receive animal care training when they commence employment, and this is reviewed annually. Training is a critical area of building a strong culture of animal care. In 2017, we invested in more resources to enhance our programs, including a variety of web-based, classroom and applied learning tools.

Maple Leaf Foods has over 30 experts who are Professional Animal Auditor Certification Organization (PAACO) certified across our pork and poultry operations, and they monitor animal health every day. Our people who are PAACO trained have deep knowledge and skills related to animal welfare



monitoring and reporting. We plan to further leverage our PAACO-trained and certified employees as a core element of our animal care strategy.

Governance (continued)

Standards of practice

Maple Leaf Foods agri-farms raise approximately 40% of the pork that we process, with the balance largely coming from contractual producers. In our poultry operations, we operate three hatcheries and source our supply of chicken and turkey from independent producers.

Within our operations, Maple Leaf Foods adheres to a number of standards, including:

- National Farm Animal Care Council (NFACC) Codes of Practice
- North American Meat Institute (NAMI) Animal Handling Guidelines
- Canadian Quality Assurance and Animal Care Assessment Program
- Canadian Hatching Egg Producers CHEQ™ Program
- Chicken Farmers of Ontario Farm Worker Safety Program

The transportation of all animals must adhere to regulatory standards. All drivers transporting hogs to our processing plants must be certified in Transport Quality Assurance® (TQA) or have Canadian Livestock Transport (CLT) certification or equivalent.

Auditing and corrective actions

A well-defined, rigorous and highly visible internal and independent auditing program is essential to ensure ongoing compliance and corrective actions that reinforce high standards of care. Our PAACO-certified employees, who have all undergone extensive training, conduct weekly audits of our hog and poultry facilities. Our meat processing facilities are monitored daily for animal quality and health by on-site CFIA veterinarians and our PAACO-trained employees.

Our hatcheries are operated under Hazard Analysis Critical Control Point (HACCP) based food safety programs, which take an international approach to food safety that is both systematic and preventive. All of our poultry facilities are audited annually by an independent auditor and weekly by our PAACO-trained people. The CFIA also audits our processes, animal welfare documents and training records on a regular basis.

At our hog production operations, trained employees responsible for quality assurance and animal health conduct weekly audits of our production facilities. Our five feed mills are also licensed by CFIA. Our suppliers are required to follow the protocols of the Canadian Quality Assurance and Animal Care Assessment Program. Increasing the visibility of the animal welfare practices of our suppliers, which historically has been the primary responsibility of provincial associations, will be an important part of broader improvements to our program. This will include sharing knowledge and advancements we make in the areas of auditing and reporting, training and operations.

Our meat processing facilities are monitored by dedicated on-site inspectors from the CFIA. All our processing operations are required to undergo comprehensive annual third-party animal welfare audits conducted by certified PAACO auditors. These third-party auditors have open access to our facilities and the freedom to interview any of our employees as part of the audit process. This is a leading

practice, which allows us to test the effectiveness of our animal welfare practices and procedures based on established and quantifiable animal well-being guidelines.



All our processing operations are required to undergo comprehensive annual third-party animal welfare audits conducted by PAACO-certified auditors.

Leadership and collaboration



Maple Leaf Foods works with numerous stakeholders to advance animal care practices across the industry. Some of the committees and working groups that we participate in include:

- Canadian Pork Council
- Canadian Poultry and Egg Processors Council
- National Farm Animal Care Council (NFACC)
- National Sow Housing Project
- Ontario Broiler Hatching Egg and Chick Commission
- The Prairie Swine Centre at the University of Saskatchewan, in support of the Animal Care Research Chair
- University of Alberta Poultry Research Centre

We also meet frequently with animal advocacy groups. They bring important perspectives to issues, global advancements and science related to animal welfare, and we are committed to seeking open and constructive relationships with them.



NFACC is the only organization in the world that brings together animal welfare groups, enforcement, government and farmers under a collective decision-making model for advancing farm animal welfare.

Raised without antibiotics



Our society is becoming increasingly concerned about the use of antibiotics in animal production, with alternative drug choices for the treatment of many bacterial infections becoming more limited, more expensive or non-existent.

Maple Leaf Foods is committed to minimizing or eliminating the use of antibiotics wherever possible, while maintaining high standards of animal care.

Should any animal herd or flock that is in our Raised Without Antibiotics (RWA) program become sick, all treatment options are considered in consultation with a veterinarian, including administering an antibiotic. If an antibiotic is administered, the treated animal, herd or flock is

removed from the program. We are actively implementing operating protocols that reduce higher mortality rates in animals raised without antibiotics, which is one of our animal care priorities.



→ [WATCH OUR RAISED WITHOUT ANTIBIOTICS VIDEO.](#)



Maple Leaf Foods is the largest producer of RWA pork in North America and the largest in Canadian poultry.

Our commitment to enhanced open housing for sows

In 2007, Maple Leaf Foods was the first major company in Canada to commit to converting sows from gestation crates to enhanced open housing. When this commitment was made, we had 33,000 sows under our management.

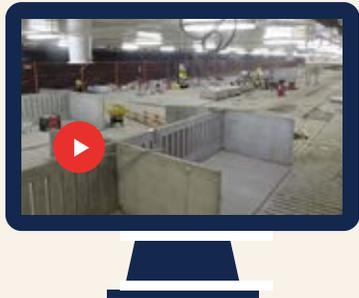
We worked closely with the University of Manitoba and other industry participants to assess current open housing methods and define adaptations needed to support Canadian hog production. We began significant conversion activities in 2013 with two barns, and transitioned 1,250 sows to enhanced open housing. By the end of 2017, Maple Leaf Foods had transitioned approximately 33,000 sows to an open housing system, where they are free to roam, feed and socialize.

Since 2007 when we made our original commitment, Maple Leaf Foods has acquired an additional 33,000 sows. We have now developed an accelerated plan that will result in all Maple Leaf Foods sows being moved to our enhanced open housing system by the end of 2021.

It takes a great deal of skill and attention to transition animals from a confined environment to enhanced open housing in a way that minimizes the natural aggression and competition for food that often results. A significant amount of research, investment and experience has enabled Maple Leaf Foods to support conversion of sows from confined to enhanced open housing in a way that optimizes animal care.



→ [WATCH OUR OPEN SOW HOUSING VIDEO.](#)



→ [WATCH OUR SOW HOUSING TRANSITION.](#)



→ [EXPLORE A SOW BARN IN 360°.](#)



→ [EXPLORE A POULTRY BARN IN 360°.](#)



Better Communities

We value our communities and work collaboratively with organizations to reduce food insecurity in Canada. We value a culture and work environment that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best.



feed opportunity

Maple Leaf Centre for Action on Food Security

Sustainable food security

In 2017, we invested more than 1% of our pre-tax profit to advance sustainable food security.



86.6% improvement

We've realized an 86.6% improvement in our TRIR since our 2012 baseline.



50% gender equality

We will achieve 50% gender equality at the manager level and up by 2022.

Valuing our communities

People are food secure when they have stable access to affordable, nutritious and culturally appropriate food. Food insecurity ranges from worrying about running out of food, to compromising on or reducing food purchases, to going hungry and missing meals because of lack of food and money for food.

Approximately 800 million people around the world are undernourished, almost one-fifth of the world's population. Globally, some progress has been made during the past decade, with the number of people food insecure decreasing by more than 150 million.

Given these advances, it is particularly concerning that in Canada, a country of considerable wealth and food resources, over four million people face food insecurity.

According to the 2012 PROOF Report on Household Food Insecurity in Canada:

- 1 Four million Canadians (one in eight households) experience some level of food insecurity, affecting one in every six children.
- 2 62% of children in Nunavut (eastern Arctic) live in food insecure households, the highest level in Canada.
- 3 Aboriginal and black households have a rate of food insecurity that is 2.5 times higher than that of other Canadians.
- 4 Food insecurity is a serious public health problem as physical and mental health is closely linked to household food security.

Despite global advances, levels of food security in Canada over the past decade have not improved and have in fact worsened in some provinces.



Four million Canadians, or 12% of households, face food insecurity.



1 in 6 children and 1 in 8 Canadian households are affected by food insecurity in Canada.

Valuing our communities (continued)

Maple Leaf Centre for Action on Food Security

Maple Leaf Foods has a long-term commitment to advancing sustainable food security and going well beyond conventional corporate philanthropy programs. In late 2016, we launched the [Maple Leaf Centre for Action on Food Security](#), a registered charity governed by an independent Board of Directors. The Centre is committed to working collaboratively across sectors to reduce food insecurity in Canada by 50% by 2030. The Centre seeks to raise the profile of this pressing social issue, advocate for critical policies and invest in programs required to make sustainable improvements. The Feed Opportunity Fund invests in innovative food security initiatives that promote dignity, empowerment and skills building, which can potentially be scaled to increase their impact. The Centre shares learnings from its work and support networks, collaboration and research in the food security sector to build further understanding of the issues and approaches, and enable knowledge transfer.



feed opportunity

Maple Leaf Centre for Action on Food Security

Our principles

- 1 We support food-based initiatives that promote dignity and build individual and community capacity to overcome food insecurity.
- 2 Together, we feed opportunity, helping reduce social isolation and empowering people and communities to overcome barriers and advocate for themselves.
- 3 We support partnerships that go beyond emergency food aid to achieve sustainable solutions to food insecurity.
- 4 We support innovation, learning from what doesn't work as well as what does.
- 5 We actively support volunteerism and connect our people and their expertise with our partners.
- 6 We build partnerships with governments, academia, non-profit organizations and the private sector to advance change and progress.
- 7 We seek to advance collective knowledge and impact, measuring social return on investment and sharing the learnings with others.



Our goals

- Make a meaningful social impact through advancing sustainable food security locally and globally.
- Deeply engage our people by providing volunteering and giving opportunities.
- Establish community involvement as an integral part of our culture, identity and business.

→ TO LEARN MORE ABOUT THE MAPLE LEAF CENTRE FOR ACTION ON FOOD SECURITY, PLEASE VISIT WWW.FEEDOPPORTUNITY.COM.

Valuing our communities (continued)

Supporting food security

The Maple Leaf Centre for Action on Food Security collaborates with other organizations and individuals to advance food security. We are proud to be partnering with innovative organizations across Canada to advance food security. Here are some of the innovative programs we are supporting:



* These organizations, and the projects supported by the Centre, have a national scope and reach.

Our food security goals and performance

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Commit 1% of pre-tax profits (over \$2 million) to advance sustainable food security.		To date we committed \$3.7 million to support projects advancing food security through the Maple Leaf Centre for Action on Food Security.
Donate \$1.5 million worth of healthy food.		We donated over \$2 million of healthy food.
Actively participate in multi-stakeholder processes to advance the development of an integrated and inclusive National Food Policy.		In partnership with the Arrell Food Institute, the Canadian Federation of Agriculture, Food Secure Canada and the McConnell Foundation, Maple Leaf Foods led a series of multi-stakeholder dialogues, solicited research and submitted recommendations to the government regarding the formation of a National Food Policy Advisory Council.
Conduct high-impact internal and external campaigns to raise awareness of food insecurity as an urgent social issue.		The Centre conducted an integrated social and TV awareness campaign to highlight the issue of food insecurity. The TV spot was aired more than 14,000 times, with estimated impressions of close to 70 million over 13 weeks, starting at the end of November 2017.

2018+ PRIORITIES
<ul style="list-style-type: none"> • Commit 1% of pre-tax profits (over \$2 million) to advance sustainable food security. • Donate \$1.5 million in healthy food donations. • Conduct high-impact internal and external campaigns to raise awareness of food insecurity. • Continue to advocate for a national food policy that alleviates food insecurity.

Achieved
 Partially Achieved
 On Track
 Did Not Meet

Our food security goals and performance (continued)

2017 PRIORITIES	STATUS	OUR PERFORMANCE	2018+ PRIORITIES
<p>Broaden collaboration and impact of the Centre through new community partnerships that advance innovation and learning.</p>		<p>The Centre added seven additional partners in 2017 (Community Food Centres Canada, Food Secure Canada & Sudbury Social Planning Council, Food First NL, Kamloops Food Policy Council, Meal Exchange, NDG Food Depot, and the Ottawa Food Bank). As of December 2017, the Centre has made financial commitments of \$3.7 million to 11 partner organizations.</p>	<ul style="list-style-type: none"> • In line with the Centre’s strategy, broaden collaboration and impact through new community partnerships that advance innovation and learning. • Support the Centre’s partners and community initiatives through increasing employee volunteerism and skills matching. • Convene an event that brings together civil society, private sector and industry, government and academia to build collaboration and share best practices to advance food security.
<p>Launch a skills matching program with the Centre’s partners that aligns their resource needs with skilled Maple Leaf Foods volunteers.</p>		<p>An official program was not launched, but research was conducted on how best to facilitate this. Over 200 people volunteered with Centre partners.</p>	

 Achieved
  Partially Achieved
  On Track
  Did Not Meet

Valuing our people

Diversity and inclusion

Achieving a diverse and inclusive workplace is essential to creating a thriving culture where all people feel equally respected, deliver their best, provide a diversity of perspectives and contribute to our collective success. This needs to be advanced through a formalized approach with clear objectives, communications and actions.

We continue to drive our D&I strategy through the leadership of people across Maple Leaf Foods. A cross-functional team of our people developed a comprehensive D&I plan in 2015 and began implementing it in 2016. This includes establishing gender parity, with 50% women at the manager level and up by 2022 on a composite basis, compared with 36% today.

Our Diversity and Inclusion Principles:

- Actively build a workforce as diverse as the nation we are proud to serve.
- Enable top performance by removing barriers, so talented people can exert their energy on doing great work, without concern for our differences.
- Learn from each other's unique experiences and perspectives, in a culture of openness and inclusion.
- Create food that meets the diverse needs of the world we live in.

Highlights of our activities and initiatives in 2017 include:

- Continued success of Maple Leaf Women's Impact Network (WIN) and Pride & Allies Employee Resource Groups
- Created the Women in Manufacturing Employee Resource Group
- Launched mentoring program for women, which resulted in 41 mentor/mentee relationships
- Developed and implemented a voluntary Self-Identification Survey
- Measured and reported on gender representation internally and externally through the Global Reporting Initiative
- In partnership with the Richard Ivey School of Business, developed Maple Leaf Foods' first Women in Leadership three-day program
- Conducted unconscious bias training with the Senior Leadership Team
- For the third consecutive year, provided "Taking the Stage" training which included 16 women at the VP, Director and Manager levels
- Revised recruitment process to require that at least one female candidate be interviewed for all manager-level roles and above
- Celebrated International Women's Day and Pride Week across the organization
- Measured and evaluated engagement scores by gender



We will achieve 50% gender equality at the manager level and up by 2022.

Valuing our people (continued)

A Leadership Edge

At Maple Leaf Foods, we have a Leadership Edge commitment, culture and expectation. We strive to be leading edge in how we engage, develop, and provide a safe working environment for our people. It is a culture that enables great people to thrive, succeed and reach their full potential – to take a stand, pursue excellence and create the future. We have various programs in place to provide our people with career development opportunities.

→ TO LEARN MORE, VISIT OUR [WEBSITE](#).

The Leadership Track Program

The Leadership Track Program is Maple Leaf Foods' early leadership development program for talented, driven and ambitious graduates. The program has recruited over 300 leadership trainees (LTs) since it was established in 1998, with 35 currently in the program. Participants in this three-year rotational program select a functional track (manufacturing, supply chain, marketing, sales, or information solutions) and develop skills and experience in preparation to be a future Maple Leaf Foods leader.

→ MORE INFORMATION REGARDING OUR LEADERSHIP TRACK PROGRAM CAN BE FOUND ON OUR [WEBSITE](#).



Our aim is to achieve a 95% retention rate of top talent.

Our people goals and performance

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Achieve top-quartile engagement scores among salaried employees.		Our 2017 salaried engagement score was in the 84th percentile. Our benchmarking indicates that this result is best in class.
Implement year two of our diversity and inclusion (D&I) strategy, including actions to achieve 50% gender diversity at the manager level and up by 2022.		We developed our first Maple Leaf Foods Women in Leadership program, increased the number of women being mentored, and measured engagement scores by gender to help identify future actions. Our current gender diversity is 36%.
Conduct annual engagement surveys alternating between hourly and salaried people. Launch our first hourly survey in 2018.		We completed our salaried engagement survey in 2017 and prepared plans to execute our hourly engagement survey to select locations in 2018.

2018+ PRIORITIES
<ul style="list-style-type: none"> Execute a pilot hourly engagement survey at five locations to approximately 1,000 employees. Implement actions from our salaried employees engagement survey at the team and enterprise level, with a focus on learning and diversity and inclusion. Implement year three of our D&I strategy, including actions to support mental health and a continued focus on gender diversity.

Achieved
 Partially Achieved
 On Track
 Did Not Meet



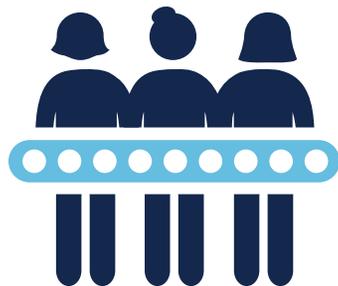
Maple Leaf Foods launched a mentoring program for women that resulted in 41 mentor/mentee relationships.

Our people goals and performance (continued)

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Launch a new foundational leadership program.		We redesigned and launched Leadership Foundations, a five-day leadership and business skills development program in partnership with the Richard Ivey School of Business.
Increase the size of our leadership training program by 25%.		Curated online courses and redesigned access to make it a more intuitive experience.
Achieve 95% retention rate of top talent.		Our talent retention rate was 95%.
Achieve internal fill rate of 70% for new/vacant positions.		Our internal fill rate was 63%.

2018+ PRIORITIES
<ul style="list-style-type: none"> • Roll out Leadership Foundations in 2018 to top leaders and develop programs to reinforce learning. • Achieve 95% retention rate of top talent. • Using our leadership talent review process, identify top talent at all levels of the organization to support the building of a leadership pipeline.

Achieved
 Partially Achieved
 On Track
 Did Not Meet



We created the Women in Manufacturing Employee Resource Group, which is charged with developing and executing a specific plan to advance gender representation and inclusion in our manufacturing workplaces.

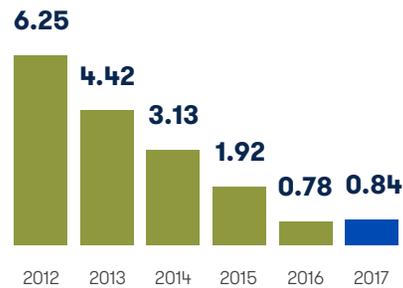
Occupational Health and Safety (OHS) at Maple Leaf Foods

We strive for zero occupational injuries in the workplace, a goal driven by our commitment to employee safety. Through our Safety Promise and continuous improvement in our safety protocols, we realized an 86.6% improvement in our Total Recordable Injury Rate (TRIR) in 2017 compared to our 2012 baseline reporting year.

To advance our workplace safety program and goals, our Vice-President, Health, Safety, Security and Environment, reports to the Chief Food Safety and Sustainability Officer. They both work closely with the operations leadership across our sites and report directly to the Safety & Sustainability Committee of the Board of Directors three times a year.

Maple Leaf Foods employs a Senior Health, Safety, Security and Environment (HSSE) team that provides leadership across the Company. This team is supported by an HSSE designate at each work-site and representatives from the Joint Occupational Health and Safety

Total recordable injury rates (2012–2017)



86.6% improvement in our TRIR in 2017 in comparison to 2012 baseline reporting year

(OHS) Committees that represent all Maple Leaf Foods employees. These formal joint management–employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls.

Our goal is to always provide consumers safe, great tasting food produced in a safe work environment.

- We commit to becoming a global leader in food safety and job safety, and providing the focus and resources needed to achieve this goal.
- We commit to establishing a culture of food safety and workplace safety with high-performance teams, where people are encouraged and expected to act on any concern they may have.
- We commit to measuring our safety performance with testing and benchmarking against globally recognized standards.
- We commit to continuously seeking better ways to make safe food, and to make it safely.
- We commit to openly sharing our knowledge with government, industry and consumers, so we can learn from them and they can learn from us.
- We commit to transparency and candour in pursuit of better performance and public confidence.
- We commit to behaving in the most responsible and transparent way possible, placing the safety of our people and our consumers first if there is ever a breach.

This is our Safety Promise.

→ [VIEW OUR SAFETY PROMISE HERE.](#)

Our OHS goals and performance

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Achieve TRIR of 0.90 or below.		Our full-year 2017 TRIR was 0.845. Our benchmarking indicates this performance represents best-in-class performance across North America and globally.
Achieve 100% completion of OHS training for all retained hourly employees.		We successfully rolled out training to 84% of our plant-based people. Turnover of staff and absence from work impacted completion of training by 100% of staff.
Develop and launch a new Behavioural-Based Safety (BBS) program at all sites.		We achieved 100% completion at all sites. BBS tracker and observation tools have been implemented across Maple Leaf Foods.

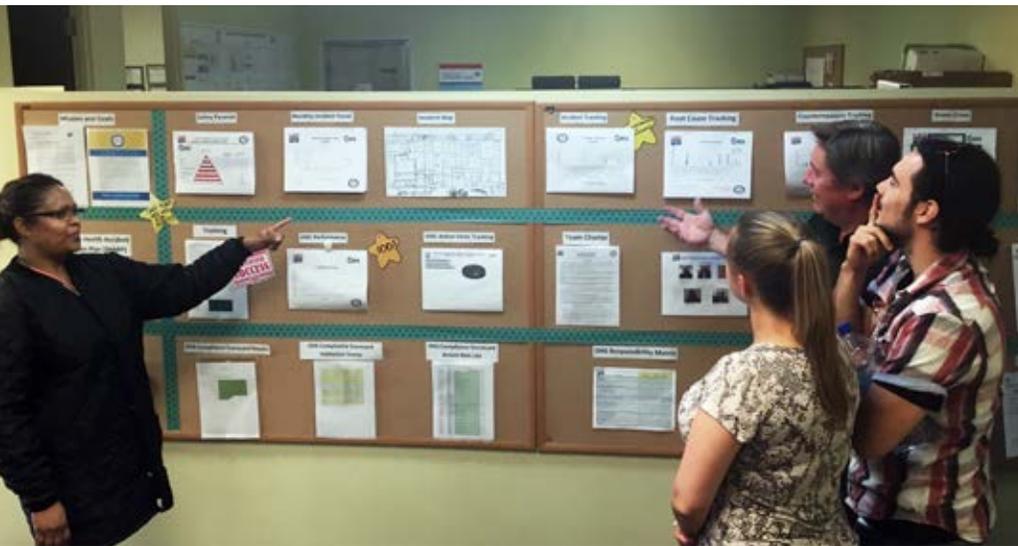
2018+ PRIORITIES
<ul style="list-style-type: none"> • Achieve TRIR of 0.90 or below. • Achieve Days Away, Restricted or Transferred (DART) Rate of 0.40 or below. • Achieve 100% completion of annual safety and health accident reduction plans (SHARP) by all sites. • Achieve 100% completion of external safety audits.

Achieved
 Partially Achieved
 On Track
 Did Not Meet



Our 2017 TRIR was 0.84. This represents a best-in-class performance across North America and globally.

Maple Leaf Foods OHS strategy



THE KEY ELEMENTS OF MAPLE LEAF FOODS' OHS STRATEGY ARE:

- Improved OHS communication
- Proactive activities that drive OHS performance
- OHS roles and responsibilities that embrace accountability through all layers of the organization
- OHS strategy implementation, including robust training
- OHS integration with Maple Leaf Foods' prestigious Safety Promise Award

The photo above of an HSSE Management Board provides a visual of a site's HSSE management program and illustrates its effectiveness with the data analysis on the charts.

Maple Leaf Foods sites have a strategy and system that provide for the identification and elimination or mitigation of hazards to prevent the losses to both the employee and the business.

MAPLE LEAF FOODS' OHS STRATEGY INVOLVES:

1 Analyzing losses

- Identification of common incidents and trends.
- Top losses are identified through incident tracking (after incident occurs), including incidents that are high in severity and frequency.

2 Analyzing risks

- Utilization of risk assessment to mitigate risk.
- Top risks are identified by measuring compliance with Maple Leaf Foods' HSSE Standards, utilizing the OHS Compliance Scorecard and other risk assessment tools [i.e., measuring OHS systems].

3 Measuring culture

- The employee OHS Perception Survey enables all sites to measure the growth of their safety culture.
- Sustainable actions and areas of improvement are identified within the cultural drivers of the site's HSSE program.

OUR OCCUPATIONAL HEALTH AND SAFETY METRICS ARE COMPOSED OF LEADING OHS INDICATORS AND LAGGING OHS INDICATORS:

1 Leading OHS indicators

- Maple Leaf Foods' OHS Compliance Scorecard
- OHS Perception Survey
- Supervisory OHS Scorecard
- OHS performance-based audits

2 Lagging OHS indicators

- Total Recordable Incident Rate (TRIR)
- Days Away, Restricted or Transferred (DART) Rate

Ongoing skills development and training are essential to continuing to reinforce the importance of workplace safety and procedures to keep people safe. Our supervisors receive training related to recognizing, assessing and controlling hazards, roles and responsibilities of supervisors, forklift safety, chemical safety and other related topics.

Behavioural-Based Safety at Maple Leaf Foods



In 2017, 16 Maple Leaf Foods sites were recognized as members of the Zero Hero Safety Club.

In 2016, we started developing a Behavioural-Based Safety (BBS) program for the Company.

BBS assists in the identification of opportunities for improvement through behavioural trend analysis (with transparent data) of safe and unsafe behaviours. Corrective actions are taken to correct any unsafe behaviours, and recognition is provided to the employee who identified the unsafe behaviour to be corrected.

We have developed behaviour observation tools for our sites to utilize. A behaviour tracking tool was also rolled out.

Our new BBS program was launched and implemented at all Maple Leaf Foods sites in 2016.

Zero Hero Safety Club recognition program

The Maple Leaf Foods Zero Hero Safety Club is an internal campaign to drive and support the OHS program in order to realize the aspirational achievement of zero occupational injuries, as stated in our OHS Policy and our Safety Promise. Sites become members of the Zero Hero Safety Club when they achieve zero occupational injuries and meet other criteria.

OHS Golden Rules

Our OHS Golden Rules provide a consistent and standardized deployment of critical examples of behaviour that may pose the risk of injury, damage and even death. The six core rules highlighted below are intended to be a framework that supports our current OHS Policy, standards, procedures and processes across Maple Leaf Foods. Given the severity of risk inherent in the behaviours illustrated, such actions may result in termination of employment, even if it is the employee's first offence.





Better Planet

At Maple Leaf Foods, we embrace a sustainable culture that focuses on eliminating waste in any resources we consume – including food, energy, water, packaging and time. Since 2015, we have reduced our environmental footprint by:



70,786 MWh of electricity

Equivalent to emissions from 11,281 passenger vehicles driven for one year!

Equivalency measures calculated using [EPA GHG calculator](#)



986,519 m³ of water

Almost the average amount of water the city of Toronto consumes in one day!*

* [Toronto Water Consumption report \(2018\)](#)



6,428,408 m³ of natural gas

Equivalent to emissions from 1,348 homes' energy use for one year!

Decreasing the environmental footprint of the food we produce

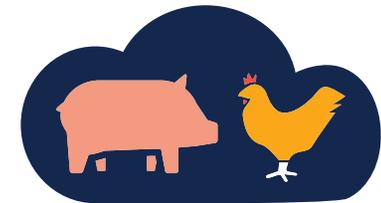
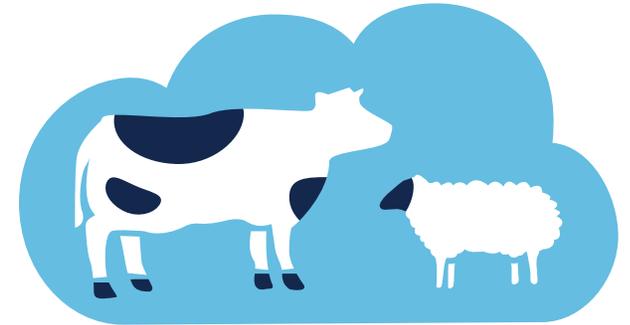


Feeding the world accounts for approximately 25% to 30% of total greenhouse gas emissions, of which meat and dairy production represents as much as 18%. Livestock is the world's largest user of land resources, with pasture and land dedicated to the production of feed representing almost 80% of total agricultural land. It also uses approximately one-third of the world's fresh water.

Research has identified that pigs and poultry production accounts for less than 10% of total livestock greenhouse gas emissions*, while providing more than three times as much meat as cattle. Pork and poultry also require up to five times less feed to produce a kilogram of protein than a cow, a sheep or a goat.

At Maple Leaf Foods, we are committed to significantly reducing our environmental impact and advocating for change across the industry. We have established an aggressive goal to cut our environmental footprint in half by 2025 (20% by 2020), requiring significant reductions in our climate change impact, waste and water usage.

One of the greatest challenges for the agricultural industry is to meet the increasing global demand for food while dramatically decreasing the environmental footprint of food production.



Pigs and poultry equal <10% of total livestock GHG emissions.

* Food and Agriculture Organization of the United Nations (FAO), 2013; Tackling Climate Change through Livestock – A global assessment of emissions and mitigation opportunities.

Our environmental sustainability goals and performance

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Execute environmental sustainability action plans at each facility to drive progress toward our 50% reduction by 2025 goals.		We made good progress on executing our action plans. The majority of our projects remain focused on water, electricity and natural gas efficiency. We also audited our new Lightlife facility in 2017.
Perform a comprehensive supply chain risk analysis on key agricultural commodities that Maple Leaf Foods purchases.		We completed our supply risk analysis on commodities from three overarching categories, including meat, crops and packaging.
Complete a comprehensive life cycle assessment for our pork business to identify broader impacts and inform future environmental footprint reduction priorities and opportunities.		We completed Maple Leaf Foods' first life cycle assessment on pork in accordance with the requirements of ISO 14040 and ISO 14044.

2018+ PRIORITIES
<ul style="list-style-type: none"> Continue to execute environmental sustainability action plans to drive progress toward our 50% reduction by 2025 (20% by 2020) goals. Execute appropriate recommendations from our supply risk and life cycle assessment projects.

Achieved
 Partially Achieved
 On Track
 Did Not Meet

Our environmental sustainability goals and performance (continued)

2017 PRIORITIES	STATUS	OUR PERFORMANCE
Increase our use of intermodal transport so that it accounts for 65% of our cross-country resupply loads in 2017.		We increased our use of intermodal transport to 72% in 2017.
Execute our national lighting retrofit program by the end of 2018.		We completed Phase 1 of our LED lighting retrofit program, which included seven of our plants across Canada.
Complete a detailed packaging baseline (by weight) to inform future environmental footprint reduction opportunities.		We made good progress on our packaging baseline, completing Phase 1, which included 685 SKUs.
Continue to implement programs to further reduce/eliminate sending organic waste to landfill.		We successfully diverted an additional 2,036 Mt of organic waste from landfill in 2017.

2018+ PRIORITIES
<ul style="list-style-type: none"> • Increase our use of intermodal transport so that it accounts for 80% of our cross-country resupply loads in 2017. • Execute Phase 2 of our LED retrofit program, which includes 11 additional Maple Leaf Foods facilities. • Complete Phase 2 of our packaging baseline work to address all our product packaging. Develop plan for Phase 3 in 2018. • Continue to implement programs to further reduce/eliminate sending organic waste to landfill.

Achieved
 Partially Achieved
 On Track
 Did Not Meet



Our 50% environmental footprint reduction by 2025 includes food loss/waste from our manufacturing and distribution facilities.

Our BIG, BOLD goals!

Progress toward our goal – 50% reduction by 2025

These bold intensity (per metric tonne of production) goals are driven by the passion of our people to reduce our impact on the environment and contribute to the sustainable growth of our business.

ENERGY INTENSITY



18.9% REDUCTION

WATER INTENSITY



16.1% REDUCTION

WASTE REDUCTION INTENSITY



10.1%, representing a 91.8% LANDFILL DIVERSION RATE (from our 2015 baseline)

EMISSIONS INTENSITY



17.9% REDUCTION (CO₂e)

Comprehensive utility management

In 2017, we implemented a new comprehensive utility management system to manage and track our utility expenditure and environmental footprint performance. Therefore, in accordance with the World Resources Institute’s GHG Protocol, we have restated our environmental footprint back to our baseline year (2014).

This was a significant undertaking as, at the same time, we included significantly more data, namely utility and emissions data from our farming operations and our newly acquired Lightlife facility in Turner Falls, Massachusetts.

We continue to make progress, and in 2017 we surpassed our interim 20% by 2020 goal for indirect energy (electricity) reducing our intensity by 22.2%.



Environmental footprint performance summary*

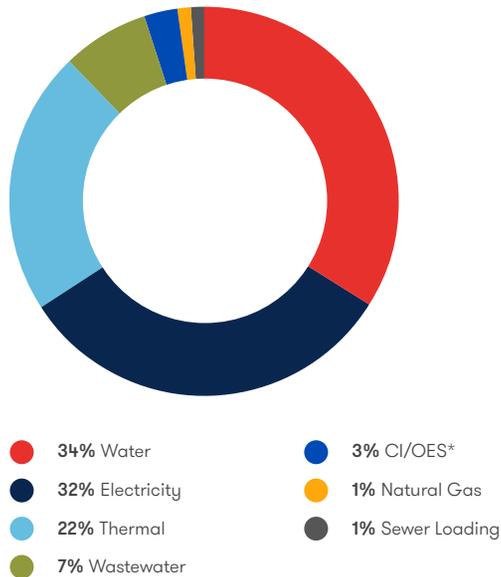
A detailed summary of our energy, water and waste usage, as well as our greenhouse gas (GHG) emissions for 2017, can be found in our environmental footprint performance summary represented in the table below:

PARAMETER	CONSUMPTION ¹				INTENSITY ⁷				50% X 2025 FOOTPRINT INTENSITY REDUCTION			
	2017	2016	2015	2014	2017	2016	2015	2014	50% X 2025 TARGET	INTENSITY REDUCTION	% REDUCTION	UNITS
TOTAL ENERGY (MWh) ¹	955,445	937,435	996,124	1,097,767	1.50	1.47	1.59	1.85	0.93	0.35	18.9	MWh/1,000 kg
DIRECT ENERGY - GAS (m ³) ²	56,374,894	54,225,473	56,331,647	62,803,301	88.45	85.03	90.16	105.56	52.78	17.11	16.2	m ³ /1,000 kg
INDIRECT ENERGY - ELECTRICITY (kWh) ³	353,624,763	358,246,796	375,679,682	424,411,701	554.81	561.74	601.31	713.38	356.69	158.57	22.2	kWh/1,000 kg
WATER (m ³) ⁴	8,738,625	8,663,418	9,076,078	9,725,144	13.71	13.58	14.53	16.35	8.18	2.64	16.1	m ³ /1,000 kg
GREENHOUSE GAS (GHG) EMISSIONS - CO ₂ e (TONNES) ⁵	149,147	139,237	152,095	165,822	0.23	0.22	0.24	0.28	0.14	0.05	17.90	tonnes/1,000 kg
LANDFILL DIVERSION RATE (%) ⁶	91.8	91.5	91.1	-	28.45	28.96	31.65	-	15.83	3.66	10.1	kg/1,000 kg

* See Appendix on [page 67](#) for footnotes.

Environmental sustainability action plans

We are actively working on energy, water and solid waste projects that were prioritized using an effort-impact matrix. The key determinants used in this exercise included implementation of capital, timing, and human resource requirements concerning effort. Savings generated, the number of utilities impacted and greenhouse gas reduction are the criteria used to score impact. The chart below provides a breakdown of the types of findings that were prioritized as part of the 2015/2016 audits:



* CI = Continuous Improvement; OES = Operational Excellence System

Our environmental sustainability action plans are based on this effort-impact analysis. An action plan tracker to measure how each plant is progressing in meeting reduction targets is also utilized and updated quarterly.

Our utility auditing and action plan development process have identified many common energy, water and waste reduction opportunities that we have classified as a priority due to their high return on investment, and positive impact on reducing our environmental footprint. These include, but are not limited to, LED lighting retrofits, heat recovery projects, water reuse opportunities and organics diversion from landfill.

We are also continually investigating and piloting innovative initiatives such as solar photovoltaic systems, thermal heat recovery on our ammonia systems, geothermal heating and cooling, battery storage, and water reuse opportunities at our plants.

Overall, our auditing and action plan program has improved the quality of our environmental data and enhanced our understanding of our performance, cost savings and footprint reduction opportunities.



In 2017, as part of our lighting retrofit project, we recycled over 22,500 mercury-containing lamps and 2,200 kg of metal ballasts.

Reducing waste

Our 2017 overall landfill diversion rate was 91.8%. We diverted 2,036 metric tonnes of organic waste from landfill.

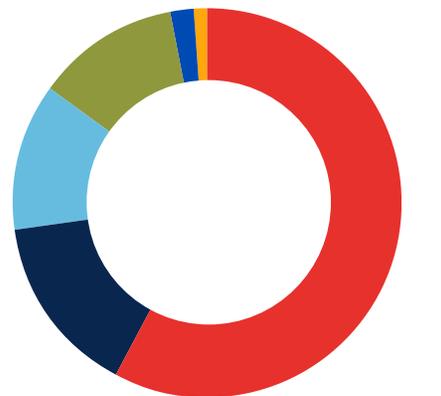
Solid waste audits

To calculate our landfill diversion rate, we conduct solid waste audits at our facilities and measure the performance of our landfill diversion initiatives.

Our solid waste audits weigh solid waste components that are generated, recovered, recycled and disposed of at each facility. We conduct these audits annually at the majority of our facilities through our established waste management vendors. Depending on the year, we may need to rely on audits at representative facilities. We combine our audit results with data measured from individual waste diversion initiatives at each site to establish our overall landfill diversion rate.

Our top three categories that provide opportunities to further improve our waste diversion rate are organics, plastics and paper. Similar to our utility audit review, we conducted an effort-impact analysis of the opportunities to assess execution and prioritization. We assessed impact according to the findings' contribution to the waste reduction stream, as well as savings. The effort analysis was based on the availability of municipal infrastructure, capital investment, timing, and

human resource requirements. The chart below provides a percentage breakdown of the types of waste that we are dealing with:



- 58% Organics
- 15% Plastics
- 12% Paper Fibres
- 12% Non-recyclables
- 2% Other
- 1% HHW*
- 0% Glass
- 0% Metals

* HHW = household hazardous waste

Our biggest opportunity continues to be the diversion of sludge from our Brandon wastewater facility, which will significantly improve our Company's overall landfill diversion rate.

Life cycle assessment at Maple Leaf Foods

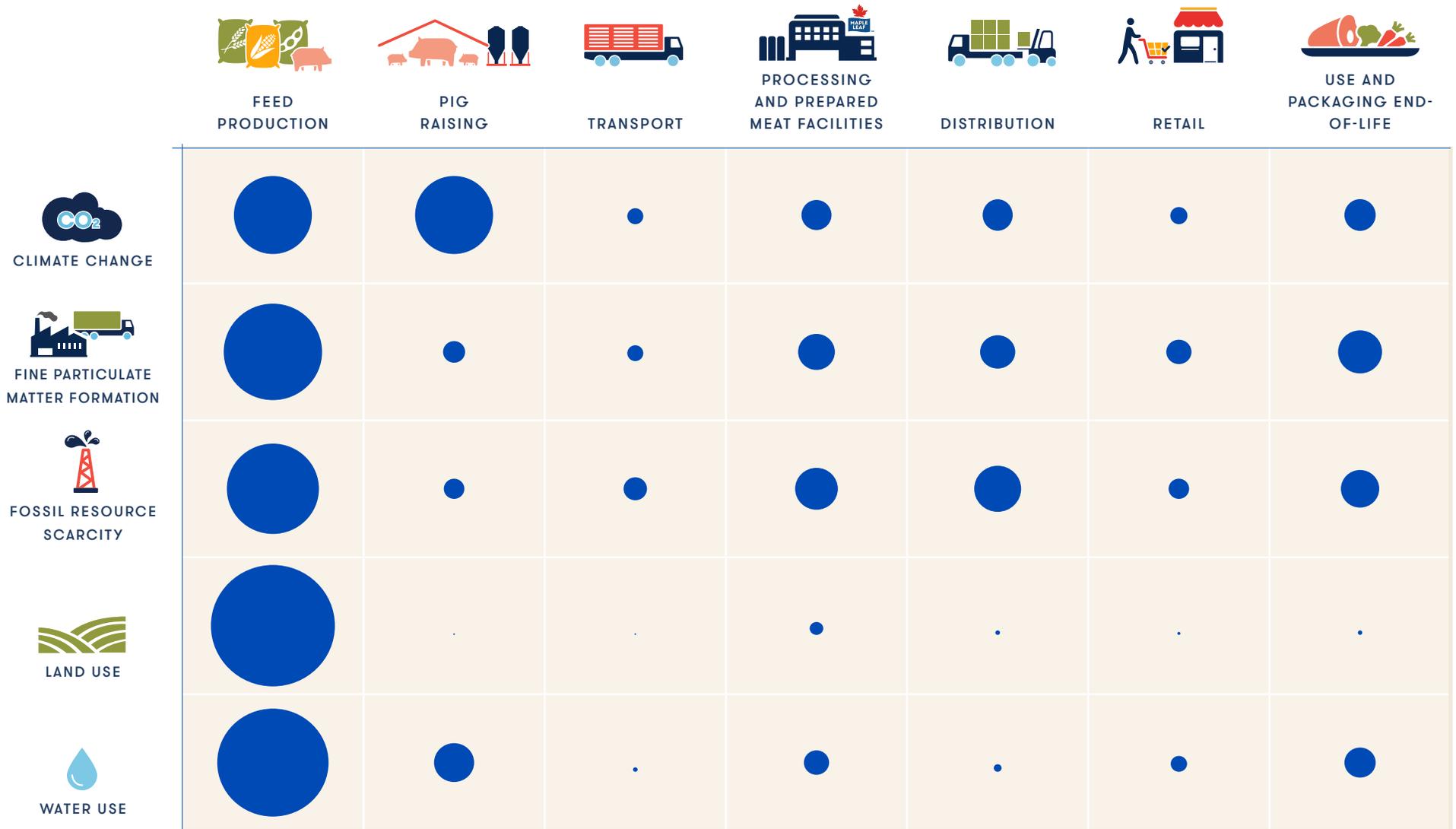
To gain an insight into the relationships between the various production phases of pork and their relative environmental impact(s), we conducted a comprehensive life cycle assessment (LCA) of Maple Leaf bacon (375 g product). Our LCA was conducted according to the requirements of ISO 14040 and ISO 14044.

LCA is a useful tool to identify and prioritize initiatives that will further reduce the environmental impacts of the product that is assessed. As the results show, environmental impacts occur throughout the entire pork production chain, with the most significant impacts coming from feed production pig raising.

The study highlighted several recommendations that will help Maple Leaf Foods realize a significant reduction in our environmental impact. Optimizing feed composition, considering different transportation modes, and investigating ways for further reduction of methane emissions from barns are among the recommendations.

We are using this LCA as one tool and input to develop a comprehensive carbon management strategy for Maple Leaf Foods.

Environmental impact of Maple Leaf Bacon (375 g)*



* Life cycle assessment of Maple Leaf Bacon prepared by Ecofys, a Navigant company, finalized in 2018. In the graphic above, the size of the circle is proportional to the magnitude of the impact.

Reducing food loss and waste



Over the past few years, the food industry has come together to identify opportunities for businesses along food value chains to streamline their operations, and reduce food loss and waste.

We are proud of having achieved a landfill diversion rate of 91.8% in 2017. However, we still have work to do to ensure that food waste and other organics from our facilities do not end up in landfill. We continue to

investigate how food loss and waste are impacting our entire supply chain.

Meat that does not meet our quality or food safety standards is inedible and cannot be sold or donated. In 2017, we continued to divert packaged meat waste to bio-digesters for the generation of electricity with StormFisher Environmental. StormFisher owns and operates a 2.85 MW biogas facility in London, Ontario, that can convert up to

100,000 tonnes of organic waste each year into renewable energy and organic-based fertilizer. In addition to converting inedible meat products into energy, biogas presents a landfill diversion opportunity for our wastewater treatment sludge, which is not typically accepted by the rendering industry.

In 2017, we diverted over 5,486 metric tonnes of organics to StormFisher from our Ontario facilities, which in turn produced over 2,178,000 kWh of green electricity that was provided back to the provincial grid. This effort also prevented over 1,473 metric tonnes of CO₂ from being released to the atmosphere and produced over 390 metric tonnes of organic fertilizer. For more details, click [here](#).

We are excited to build on the success of this initiative, and to further explore biogas technology in the future.



It is estimated that the equivalent of 30% to 40% of food produced in Canada is lost along the value chain, with much of it finding its way to landfill or compost. This food waste is worth an estimated \$27 billion each year!*

* Developing an Industry Led Approach to Addressing Food Waste in Canada. Provision Coalition, 2014.

Packaging baseline

Maple Leaf Foods is considered a packaging steward to the household curbside recycling program of printed paper and packaging, administered by the Canadian Stewardship Services Alliance (CSSA).

This is typically referred to as the provincial “blue box” program. Annually, we submit the total packaging weight of our branded products and pay fees for each packaging type as established by the CSSA. The fees collected support appropriate end-of-life recycling in the provinces.

In previous years, we established our packaging weights using a generic unit-based calculator (UBC), issued by CSSA. As the UBC is intended for use by all stewards of printed paper and packaging,

specific weights of Maple Leaf branded product packaging are not considered. Therefore, in 2017, we began establishing our packaging weight baseline, and when this study is completed, we will have weights for each packaging component corresponding to all our branded products. We can then establish future targets for packaging optimization and reductions, and can refine our reporting to the CSSA. To date, we have recorded the weight of individual packaging components for over 685 SKUs and counting!



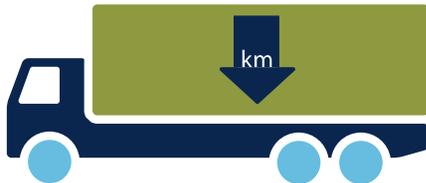
Reducing impacts in our supply chain

Reducing our freight kilometres

Since 2010, we have been implementing changes in our planning system to increase full pallet ordering. Our Ontario distribution centre has specific orders to replenish full pallet quantities to our mid-western distribution centre in Saskatchewan. Over 70% of items are now set for full pallet quantities.

By shipping full pallets, we can haul more products on a single trip and reduce the overall number of trips and trucks on the road. Consolidation of orders and adherence to shipping schedules are also key to our success.

Another part of our logistics program that is positively impacting our environmental footprint reduction has been our focus on increasing the use of intermodal transport. We increased our use of intermodal transport for our cross-country resupply to 72% in 2017.



Electricity reduction at our data centres

Since 2015, our third-party data centres have reduced their electricity usage by over 560,000 kWh. Key drivers for the reduction include our divestiture of Canada Bread (2014), server virtualization and systems decommissioning, the installation of new, more efficient technology and our migration to the Cloud.



The electricity saved at our data centres is equal to 422 Mt of CO₂e. This is equivalent to the emissions from driving an average passenger car 1,663,848 kilometres!

CHEP pallets in our facilities

We use CHEP pallets in most of our processing facilities. CHEP pallets are made out of wood that comes from certified sustainable sources (FSC or PEFC), and as a circular and reusable solution, CHEP pallets incorporate sustainability into Maple Leaf Foods' supply chain every day.

By using CHEP pallets, we reduce waste and improve transportation efficiencies, reducing cost and carbon emissions. Savings of 37 metric tonnes of greenhouse gases and 49 metric tonnes of solid waste were realized from Maple Leaf Foods' use of CHEP pallets in 2017.



Reducing impacts in our supply chain (continued)

Safe Water Project

Working with Enviro-Stewards Inc., an environmental engineering and consulting organization, we completed all of Maple Leaf Foods' facility utility audits in 2015/2016. Through our work with Enviro-Stewards, we sponsored the construction and installation of 33 bio-sand filters, representing each Maple Leaf Foods plant that was audited. This is in support of Enviro-Stewards' Safe Water Project.

Learn more

Maple Leaf Foods' 33 bio-sand filters were constructed to purify water in Yei, South Sudan and Uganda*. As of December 31, 2017, these filters are estimated to have purified about 500,000 litres of water and avoided 75 tonnes of GHG emissions.

Due to the presence of a civil war in South Sudan, it was no longer safe to install biofilters there on behalf of the facilities audited during 2016. Therefore, the remaining 21 biofilters are being installed in Northern Uganda.

To build local awareness and demand for the biofilters, the South Sudanese managers and Enviro-Stewards staff trained 45 Community Health Agents. These agents help local residents understand water-related illnesses, disease transmission routes and barriers.



As of December 2017, sand filters constructed in South Sudan have purified 500,000 litres of water.



Enviro-Stewards team members and the South Sudanese project managers trained 45 Community Health Agents (CHAs) to provide sustainable safe water in Koboko, Uganda.

* Only 25 of the 33 bio-sand filters were assumed to be functional due to the impact of South Sudan's civil war.

Appendix

- i. In 2017, Maple Leaf Foods implemented a new comprehensive utility management system to manage and track our utility expenditure and environmental footprint performance. Therefore, in accordance with the World Resources Institute's GHG Protocol, we have restated our environmental footprint back to our baseline year (2014).
 - ii. Our performance is reported consistent with our report boundary. In 2017, we have reported on entities over which Maple Leaf Foods has operational control – our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); and farms, barns and feed mill operations (unless otherwise indicated). We have not included emissions that are generated by animals raised by either ourselves or our contract growers, or impacts associated with manure management or with the growing of the feed for our animals.
1. Consumption – Electricity, natural gas, water and GHG emissions: Energy and water consumption and GHG emissions reflect actual usage/emissions. Due to data limitations, consumption does not include Scope 1 or 2 energy or emissions from third parties or co-manufacturers, or emissions related to refrigerants, unless otherwise noted.
 2. Direct energy: Direct energy represents the consumption of natural gas and is recorded on an as-billed basis for the calendar year.
 3. Indirect energy: Indirect energy represents the consumption of purchased electricity and is recorded on an as-billed basis for the calendar year.
 4. Water: Water consumption is recorded on an as-billed basis for the calendar year.
 5. Greenhouse gas (GHG) emissions: GHG emissions are measured in units of carbon dioxide equivalent (CO₂e). GHG emissions related to total energy were calculated using the most recent provincial emission factors available from Environment Canada National Inventory Report 1990–2016. GHG emissions related to air transportation were calculated using the Department for Environment, Food and Rural Affairs (DEFRA) 2017 Guidelines. GHG emissions related to other types of transportation were calculated using emission factors from the Climate Leaders greenhouse gas inventory for commuting, business travel and product transport. Scope 1 mobile sources include our corporate car fleet (2016 and 2015 only) and Maple Leaf owned trucks in our poultry operation. Scope 3 mobile sources include air travel for corporate employees that utilized our corporate travel booking agency, third-party truck haulers and rail (intermodal). Emissions related to employees who booked their own air travel are not included for this reporting year.
 6. Landfill diversion rate (%): Represents the amount of waste diverted from our operations away from landfill in %. Waste intensity: Represents the amount of waste disposed at landfill (kg) per 1,000 kg of production. Landfill diversion rate and intensity: Established by a consolidation of the results of representative third-party non-hazardous solid waste audits and measured performance of our landfill diversion initiatives. 2015 is our baseline year for waste diversion.
 7. Intensity: Represents the individual performance measure per 1,000 kg of production (finished product). To avoid double counting, finished product does not include product volumes sold between Maple Leaf business groups.



GRI Index

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
ORGANIZATIONAL PROFILE		
GRI 102-1	Name of the organization	Maple Leaf Foods Inc.
GRI 102-2	Organization’s activities, brands, products and services	<p>a. Maple Leaf Foods is a leading provider of food products to the foodservice sector and of private label retail brands.</p> <p>b. Maple Leaf®, Maple Leaf Prime®, Maple Leaf Natural Selections®, Schneiders®, Schneiders® Country Naturals®, Mina® and the Greenfield Natural Meat Co.™</p>
GRI 102-3	Location of the organization’s headquarters	Mississauga, Ontario, Canada
GRI 102-4	Number of countries where the organization operates, and names of countries where the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	Maple Leaf Foods has operations across Canada and two plant-based protein processing sites in the United States.
GRI 102-5	Nature of ownership and legal form	Maple Leaf Foods Inc. is publicly traded on the Toronto Stock Exchange under the symbol MFI.

GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-6	Markets served, including geographic locations where products and services are offered and sectors served	The Company distributes products across Canada and exports to global markets, including the U.S. and Asia.
GRI 102-7	Scale of the organization	<p>Maple Leaf Foods is a leading Canadian value-added fresh and prepared meats company, making high-quality, innovative products under many national brands. The Company employs approximately 11,500 people and does business in Canada, the U.S. and Asia. Refer to our annual report for sales information: 2017 Annual Report (page 2).</p> <p>Our operations are located in Canada and the U.S. In 2017, we operated two fresh pork facilities; four fresh poultry facilities; one fresh turkey facility, 13 prepared meats facilities; one plant-based protein facility; three poultry hatcheries; and two distribution centres. In addition, we own (or lease) approximately 300 pig barns that supply our fresh and prepared meat facilities. These farming operations are located in Manitoba, Canada, and comprise approximately 40% of our hog supply, with the remaining 60% supported by independent farmers.</p> <p>In January of 2018, we acquired Field Roast Grain Meat Co., which produces and distributes premium grain-based protein and vegan cheese products. The Field Roast facility is located in Seattle, Washington.</p>

GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-8	Information on employees and other workers	<p>a. Maple Leaf Foods employed 11,430 people (excluding those on long-term disability [LTD]) as of December 31, 2017.</p> <p>b. There are a total of 11,305 permanent employees and 125 temporary employees. Regional Breakdown: Permanent (ON - 5,207, MB - 4,085, AB - 942, SK - 699, QC - 223, US (Lightlife) - 105, Other - 44) Temporary (ON - 65, MB - 41, SK - 15, QC - 3, AB - 1)</p> <p>c. There are a total of 11,165 full-time employees and 265 part-time employees Gender Breakdown: Full-Time (4,676 females, 6,489 males) Part-Time (100 females, 165 males)</p> <p>d. A significant portion of the organization's activities are performed by Maple Leaf Foods workers.</p> <p>e. There are no significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b and 102-8-c.</p> <p>f. The data was pulled on March 18, 2018, with an effective date of December 31, 2017. It is based on contract and regular hourly and salary individuals. It excludes those on LTD, salary continuance, students, international and USA Maple Leaf Foods employees other than Lightlife, which is included.</p>
GRI 102-9	Describe the organization's supply chain	See Maple Leaf Foods' value chain.
GRI 102-10	Significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain	<p>In the fourth quarter of 2017, the Company announced the closure of its St-Anselme, Quebec, pastry facility.</p> <p>In addition, in January 2018, the Company acquired 100% of Field Roast Grain Meat Co., a privately held U.S.-based corporation engaged in the production and distribution of premium grain-based protein and vegan cheese products.</p>

GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-11	Whether and how the precautionary approach or principle is addressed by the organization	See Financial Instruments and Risk Management Activities (2017 Annual Report, page 7).
GRI 102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	See Collaboration .
GRI 102-13	Memberships of associations and national or international advocacy organizations	See Collaboration . See Leadership and collaboration .
STRATEGY AND ANALYSIS		
GRI 102-14	Statement from the most senior decision-maker of the organization	See A message from our CEO, Michael McCain .
ETHICS AND INTEGRITY		
GRI 102-16	Organization's values, principles, standards and norms of behaviour	See Maple Leaf Foods – Values . See Our Sustainable Meat Principles . See Our journey toward better food .
GRI 102-17	<ul style="list-style-type: none"> i. Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organizational integrity ii. Procedures for reporting concerns about unethical or unlawful behaviour 	<ul style="list-style-type: none"> i. See Maple Leaf Foods – Code of Business Conduct. ii. We utilize an Ethics line, which is reviewed weekly by our Internal Audit group and reported to our Senior Leadership Team. See Maple Leaf Foods – Code of Business Conduct.

GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GOVERNANCE		
GRI 102-18	Governance structure	See Governance . See Corporate Governance (2017 Annual Report, page ix).
GRI 102-19	Process for delegating authority for economic, social and environmental topics	See Governance . See Corporate Governance (2017 Annual Report, page ix).
GRI 102-20	Executive-level positions responsible for economic, social and environmental topics	Our Chief Food Safety and Sustainability Officer reports directly to our CEO and our Safety & Sustainability Committee of our Board – Maple Leaf Foods’ highest governance body for sustainability. See Governance .
GRI 102-21	Process for consultation between stakeholders and highest governance body on economic, social and environmental topics	See Governance .
GRI 102-22	Composition of the highest governance body	See Governance . See Corporate Governance (2017 Annual Report, page ix).

GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-23	Indicate whether the Chair of the highest governance body is also an executive officer	See Corporate Governance (2017 Annual Report, page ix).
GRI 102-24	Nomination and selection process for the highest governance body and its committees	See Corporate Governance (2017 Annual Report, page ix).
GRI 102-25	Process for the highest governance body to ensure conflicts of interest are avoided and managed	See Corporate Governance (2017 Annual Report, page ix).
GRI 102-26	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	See Governance . See Corporate Governance (2017 Annual Report, page ix).
GRI 102-27	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, social and environmental topics	We report progress and performance of our sustainability initiatives to our Senior Leadership Team monthly, and to the Safety & Sustainability Committee of the Board on a regular basis. Information on specific sustainability topics is provided as requested by our Board Committee on an ongoing basis. See Governance .
GRI 102-31	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	We report quarterly to the Safety & Sustainability Committee of the Board. See Governance .

GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
STAKEHOLDER ENGAGEMENT		
GRI 102-40	List of stakeholder groups	Maple Leaf Foods’ stakeholders include our employees, consumers, customers, shareholders, investors, suppliers, government, and non-governmental and non-profit organizations. See Materiality and Collaboration .
GRI 102-41	Percentage of total employees covered by collective bargaining agreements	As at December 31, 2017, we have approximately 7,800 employees covered by 20 collective agreements in Canada, which represents approximately 70% of our workforce.
GRI 102-42	Basis for identifying and selecting stakeholders	Maple Leaf Foods is in constant contact with many stakeholders across our value chain. We formally engage on sustainability with our employees, customers, suppliers, non-governmental organizations and our end consumers on an annual basis.
GRI 102-43	Approach to stakeholder engagement	See Materiality and Collaboration .
GRI 102-44	Topics raised through stakeholder engagement and response	See Materiality .
REPORTING PRACTICE		
GRI 102-45	Entities included in the organization’s consolidated financial statements	See Management’s Discussion and Analysis (2017 Annual Report, page 1). Maple Leaf Foods is the entity covered by this report.

GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-46	Defining report content and topic Boundaries a. An explanation of the process for defining the report content and the topic Boundaries b. An explanation of how the organization has implemented the Reporting Principles for defining report content	See Materiality .
GRI 102-47	List of material topics a. A list of the material topics identified in the process for defining report content	See Materiality .
GRI 102-48	Effect of any restatement of information in previous reports	In 2017, we implemented a new company-wide utility management system. This new system allowed us to obtain more detailed utility consumption and emissions data. Therefore, for this year's environmental performance summary, we have restated our footprint intensity performance back to our baseline year (2014), using updated data. See Our BIG, BOLD goals!
GRI 102-49	Significant changes from previous reporting in scope of priorities	No significant changes in 2017.
GRI 102-50	Reporting period	January 1, 2017 to December 31, 2017.
GRI 102-51	Date of most recent report	See 2016 Sustainability Report (released in 2017).



GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-52	Reporting cycle	Annual
GRI 102-53	Contact	Tim Faveri, VP, Sustainability & Shared Value
GRI 102-54	In accordance option	Core
GRI 102-56	External assurance policy	External assurance was not provided in 2017. Maple Leaf Foods does not currently have a policy that requires external assurance for its annual sustainability reporting.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
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CATEGORY: ECONOMIC

<p>Disclosure of Management Approach</p>	<p>The following disclosure of management approach applies to all the economic aspects we have responded to below, and covers our materiality and Boundary identified in our 2017 Sustainability Report, unless otherwise specified.</p> <p>In 2010, the Company embarked upon a multi-year Value Creation Plan (the “Plan”) to modernize and consolidate the prepared meats supply chain. The goal of this transformation was to make Maple Leaf Foods a significantly leaner and more profitable company. The Company has executed against the Plan by reducing product complexity, closing less efficient manufacturing and distribution operations, and consolidating production and distribution into a smaller number of efficient scale facilities. The Plan has included the construction of a new 400,000 square foot prepared meats processing facility, the consolidation of 17 distribution centres into two, the closure of eight legacy manufacturing plants and the expansion of three others. See Completion of Value Creation Plan [2016 Annual Report, page 2].</p> <p>In 2017, the Company started an initiative to renovate our prepared meats portfolio with the aim of improving the taste, nutrition value, affordability and sustainability of our products and accelerating growth of our product portfolio. We are also expanding our presence in the United States with sustainable protein as a core growth platform. This rapidly growing category represents an exciting growth platform for Maple Leaf, and positions the Company for balanced growth in a changing market environment.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	
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MATERIAL ASPECT: ECONOMIC PERFORMANCE

<p>GRI 201-1</p>	<p>Direct economic value generated and distributed</p>	<p>See Consolidated Balance Sheets [2017 Annual Report, page 32].</p>
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GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 201-2	Financial implications and other risks and opportunities for the organization’s activities due to climate change	The magnitude of the potential financial impact of climate change has been assessed as financially immaterial at this time. Nonetheless, the Company does believe climate change is a societal risk in the long term. Maple Leaf Foods has adopted a sustainability strategy as detailed throughout our sustainability report. The Company views this strategy as a competitive advantage which will allow us to form a deeper connection with our consumers and customers who are increasingly focused on sustainability issues related to food production.
GRI 201-3	Coverage of the organization’s defined benefit plan obligations	See Employee Benefits Plans (2017 Annual Report, page 11).
GRI 201-4	Financial assistance received from government	Maple Leaf Foods received the following funding in 2017: \$376K municipal tax abatement for the Lagimodiere plant; \$3M from AgriStability for Maple Leaf Agri-Farms (MLAF); \$105K from the Manitoba Manure Management Program for MLAF; \$500K from Growing Forward 2 for expansion of bacon production at Lagimodiere; and \$414K from Growing Forward 2 for the Edmonton poultry re-balance project.
MATERIAL ASPECT: MARKET PRESENCE		
GRI 202-1	Ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation	The hourly rate for unionized employees is based on the collective agreement and in all cases is at or above the minimum wage rate. For non-union plants, an assessment/market survey is completed prior to establishing rates to ensure we are competitive within the specific market (including our unionized facilities).
GRI 202-2	Proportion of senior management hired from the local community at significant locations of operation	100% of our Senior Management Team was hired from the local community. “Senior management” is defined as any employee who reports to a member of our Senior Leadership Team. The vast majority of the Company’s senior management reside in Canada and the U.S. and are either Canadian and/or U.S. citizens. “Significant operations” and “local” include the regions, cities, towns and communities where the Company operates primary and secondary processing facilities, hog production facilities and poultry growing facilities in Canada and the U.S.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS		
GRI 203-1	Development and impact of infrastructure investments and services supported	Capital expenditures for 2017 were \$142.2 million. See Capital Expenditures (2017 Annual Report, page 6). A portion of this investment is related to the purchase of sow farms and sustainability projects which support the Company’s animal welfare and environmental strategies.
MATERIAL ASPECT: PROCUREMENT PRACTICES		
GRI 204-1	<p>Proportion of spending on local suppliers at significant locations of operation</p> <p>Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally)</p> <p>Report the organization’s geographical definition of “local”</p> <p>Report the definition used for “significant locations of operation”</p>	<p>Maple Leaf Foods is one of Canada’s largest food companies. We support farmers and producers by purchasing the majority of our raw materials and ingredients from local sources. We generate significant regional economic benefits through our network of production, manufacturing and distribution facilities.</p> <p>Maple Leaf Foods defines “local” as referring to the region, city, town or community in which Maple Leaf Foods operates, extending to neighbouring cities or regions that border the city of operation. Significant operations include the regions, cities, towns and communities where the Company operates primary and secondary processing facilities, hog production facilities and poultry growing facilities.</p>
FP1	Percentage of purchased volume from suppliers compliant with company’s sourcing policy	100% of our suppliers are compliant with the Company’s current sourcing policy.
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	We are in the process of developing a formal responsible sourcing policy.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: ANTI-CORRUPTION		
GRI 205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	100% of Maple Leaf Foods operations are governed by Maple Leaf Foods' Code of Business Conduct, which outlines proper internal financial reporting responsibilities and obligations required by individuals in the Company. Employees must sign off on the code of conduct annually.
GRI 205-2	Communication and training on anti-corruption policies and procedures	Maple Leaf's Code of Business Conduct is presented to all employees annually. All Maple Leaf employees must sign off on the code each year. In addition, employees with financial management and reporting obligations receive specific training regularly and must follow reporting guidelines highlighted by the Company.
GRI 205-3	Confirmed incidents of corruption and actions taken	Maple Leaf Foods had no incidents of corruption in 2017.
CATEGORY: ENVIRONMENTAL		
Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the environmental aspects we have responded to below, and covers our materiality and Boundary identified in our 2017 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods is committed to maintaining high standards of environmental responsibility and positive relationships in the communities where it operates. It operates within the framework of an environmental policy entitled "Our Environmental Sustainability Commitment" that has been approved by the Board of Directors' Safety & Sustainability Committee. The Company's environmental program is monitored on a regular basis by the Committee, including compliance with regulatory requirements and the use of internal environmental specialists and independent, external environmental experts. The Company continues to invest in environmental infrastructure related to water, waste and air emissions to ensure that environmental standards continue to be met or exceeded, while implementing procedures to reduce the impact of operations on the environment.</p>	

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
<p>Disclosure of Management Approach</p>	<p>Maple Leaf Foods is a vertically integrated company that owns hog production, hatching egg production, hatcheries, and pork and poultry processing plants. We have strong relationships with farmers and other service providers, and we will seek to advance continuous improvements across our supply chain. Our responsibility for environmental sustainability goes well beyond our own operations; we must also advocate and share knowledge that elevates practices and regulations across the industry. We will actively engage with consumers, customers, non-governmental organizations and other stakeholders, so that change can be based on sound data and science, and what society expects of us.</p> <p>As Maple Leaf is a large food company, there are health, environmental and social issues that go beyond short-term profitability that management believes must shape its business if the Company is to realize a sustainable future. Increasingly, sound environmental sustainability practices are becoming a key component of maintaining a competitive advantage. In 2015, the Company announced a long-term goal to reduce its environmental footprint by 50% by 2025 in three key areas: climate change, water usage and waste reduction. We have identified environment as a key risk related to the business of Maple Leaf Foods (see 2017 Annual Report, page 19).</p> <p>Maple Leaf Foods is pursuing a comprehensive strategy and actions across its four sustainability pillars that encompass all facets of its business. Building leadership in sustainability is a competitive advantage for the Company, as the market increasingly seeks suppliers who produce protein with the highest standards of nutrition, animal care, social engagement and environmental sustainability (see 2017 Annual Report, page 2).</p> <p>In 2015, the Company announced a long-term goal to reduce its environmental footprint by 50% by 2025 in three key areas: climate change, water usage and waste reduction. We have identified environment as a key risk related to the business of Maple Leaf Foods.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	

MATERIAL ASPECT: MATERIALS

GRI 301-1	Materials used by weight or volume	Not reported at this time. We are establishing our materials baseline.
GRI 301-2	Percentage of materials used that are recycled input materials	Not reported at this time. We are establishing our materials baseline.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 301-3	<p>Reclaimed products and their packaging materials</p> <p>a. Percentage of reclaimed products and their packaging materials for each product category</p> <p>b. How the data for this disclosure have been collected</p>	Not reported at this time. We are establishing our materials baseline.
MATERIAL ASPECT: ENERGY		
GRI 302-1	Energy consumption within the organization	<p>Electricity (kWh): 353,624,763</p> <p>Natural gas (m³): 56,374,894</p> <p>See Environmental footprint performance summary.</p>
GRI 302-2	Energy consumption outside of the organization	We are developing our Scope 3 consumption baseline.
GRI 302-3	Energy intensity	<p>Electricity (kWh/1,000 kg of production): 554.81</p> <p>Natural gas (m³/1,000 kg of production): 88.45</p> <p>See Environmental footprint performance summary.</p>
GRI 302-4	Reduction of energy consumption	<p>Electricity (kWh): 4,622,033</p> <p>Natural gas (m³): -2,149,420</p>

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: WATER		
GRI 303-1	Total water withdrawal by source	8,738,625 m ³ of water withdrawn in 2017. All but one of our facilities utilize water from municipal sources. Due to metering limitations, we are not able to measure or report water use from many farm properties that utilize local wells as their source. See Environmental footprint performance summary .
GRI 303-2	Water sources significantly affected by withdrawal of water	No water sources were significantly affected by Maple Leaf's withdrawal of water.
GRI 303-3	Percentage and total volume of water recycled and reused	Not reported at this time due to data limitations.
MATERIAL ASPECT: BIODIVERSITY		
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	Not reported at this time. Maple Leaf Foods' operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
GRI 304-2	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported at this time. Maple Leaf Foods' operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
GRI 304-3	Habitats protected or restored	In 2017, Maple Leaf Foods was not involved in any formal habitat protection or restoration programs.
GRI 304-4	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not applicable to Maple Leaf Foods.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: EMISSIONS		
GRI 305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	Stationary sources: 106,899 CO ₂ e (tonnes) Transportation sources: 9,380 CO ₂ e (tonnes)
GRI 305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	32,049 CO ₂ e (tonnes)
GRI 305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Employee air travel, heavy truck and rail freight: 108,545 CO ₂ e (tonnes)
GRI 305-4	Greenhouse gas (GHG) emissions intensity	0.23 CO ₂ e (tonnes/1,000 kg of production) See Environmental footprint performance summary .
GRI 305-5	Reduction of greenhouse gas (GHG) emissions	-9,910 CO ₂ e (tonnes)
MATERIAL ASPECT: EFFLUENTS AND WASTE		
GRI 306-1	Total water discharge by quality and destination	Not reported at this time.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 306-2	<p>Total weight of waste by type and disposal method</p> <p>a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse; ii. Recycling; iii. Composting; iv. Recovery, including energy recovery; v. Incineration (mass burn); vi. Deep well injection; vii. Landfill; viii. On-site storage; ix. Other (to be specified by the organization)</p> <p>b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse; ii. Recycling; iii. Composting; iv. Recovery, including energy recovery; v. Incineration (mass burn); vi. Deep well injection; vii. Landfill; viii. On-site storage; ix. Other (to be specified by the organization)</p>	<p>Our approximate 2017 solid waste disposal (tonnes): Organics: 10,407 (58%) Plastics: 2,741 (15%) Paper fibres: 2,023 (12%) Non-recyclables: 2,294 (12%) Metals, glass, other: 518 (2%)</p> <p>We conduct third-party solid-waste audits at our facilities to calculate our waste diversion rate. In 2017, our company waste diversion rate was 91.8%.</p>
GRI 306-3	Total number and volume of significant spills	No significant spills in 2017.
GRI 306-4	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention (2) Annex I, II, III and VIII, and percentage of transported waste shipped internationally	Not applicable to Maple Leaf Foods.
MATERIAL ASPECT: ENVIRONMENTAL COMPLIANCE		
GRI 307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No fines or non-monetary sanctions in 2017.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
SOCIAL: LABOUR PRACTICES AND DECENT WORK		
Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the labour practices and decent work aspects we have responded to below, and covers our materiality and Boundary identified in our 2017 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods values a strong workplace culture that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best.</p> <p>We strive to be leading edge in how we engage, develop and provide a safe working environment where differences are valued in a culture of openness and inclusion for our people. We are implementing a multi-year diversity and inclusion strategy, including a goal to have 50% gender equality at the manager level and above by 2022.</p> <p>We strive for zero occupational injuries in the workplace, a goal driven by a commitment to employee safety, to our Safety Promise and to continuous improvement in our safety protocols. We have an established governance structure to embed Occupational Health and Safety (OHS) and operational risk management across the Company, which includes regular direct reporting to the Safety & Sustainability Committee of the Board of Directors.</p> <p>Our Vice-President, Health, Safety, Security and Environment, is supported by a Senior OHS Leadership Team who provide leadership across Maple Leaf Foods. This team is supported by an OHS designate at each work-site and representatives from the Joint OHS Committees who represent all the Company's employees. These formal joint management-employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls. Ongoing skills development and training are essential to continuing to reinforce the importance of workplace safety and procedures to keep people safe. Our supervisors receive training related to recognizing, assessing and controlling hazards, roles and responsibilities of supervisors, forklift safety, chemical safety and other related topics.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: EMPLOYMENT		
GRI 401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region	<p>We had 2,879 new employees (salary and hourly) in 2017. Female: 30.2%; Male: 69.8% Under 30: 40.7%; 30-50: 47.7%; 50+: 11.6%</p> <p>We had 2,656 employees leave in 2017: Female: 29.8%; Male: 70.2% Under 30: 34.0%; 30-50: 45.4%; 50+: 20.6%</p>
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	All employees have access to Health & Dental and Employee Assistance benefits if they are working at least 60% of a workweek. Full-time and part-time employees have access to Basic Life Insurance and Optional Life Insurance. Depending on the length of their contract, some temporary employees may qualify for Basic Life Insurance.
GRI 401-3	Return to work and retention rates after parental leave, by gender	The retention rate post-parental leave is 78.9% for females based on 166 total women who took a leave in 2016, and 78.8% for males based on 99 total men who took a leave in 2016.
MATERIAL ASPECT: LABOUR/MANAGEMENT RELATIONS		
GRI 402-1	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Notice periods can range from 24 hours to 90 days depending on the severity and type of change and depending on the Collective Bargaining Agreement.
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	Zero lost time in 2017 related to these factors.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
GRI 403-1	Joint Health and Safety Committee: Report the level at which each formal joint management-worker health and safety committee typically operates within the organization	Formal health and safety committees exist at all Maple Leaf Foods manufacturing and agricultural operations. 100% of Maple Leaf Foods employees are represented by formal health and safety committees, including hourly employees in manufacturing and agricultural operations locations. See Occupational Health and Safety (OHS) at Maple Leaf Foods .
GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	<p>Types of Injuries (workforce members across Canada): 1,546 first aid incidents: 907 male; 639 female 77 medical treatment incidents: 56 male; 21 female 10 lost time incidents: 8 male; 2 female 4 occupational disease first aid claims: 0 male; 4 female 2 occupational disease WSIB claims: 2 male; 0 female 0 fatalities</p> <p>2017 Injury Rates: 2017 Total Recordable Incident Rate = 0.845 2017 Medical Treatment Incident Rate = 0.748 2017 Occupational Diseases First Aid Incident Rate = 0.039 2017 Occupational Diseases WSIB Claim Incident Rate = 0.019 2017 Lost Time Injury Frequency Rate = 0.097 2017 Lost Time Injury Severity Rate (Lost Day Rate*) = 3.981</p> <p>Note: Lost days for claims prior to 2017 (but incurred in 2017) are included. There is no cap to the number of days. Lost days are scheduled work days. The “lost days” count starts the day after the accident.</p>

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	<p>Supervised Workers (non-Maple Leaf Foods employees): 2 recordable incidents: 2 male; 0 female 6 first aid incidents: 4 male; 2 female 3 report-only incidents: 2 male; 1 female 2 near-miss incidents: 2 male; 0 female 0 occupational diseases with supervised workers 0 lost day rate or absentee rate for supervised workers</p> <p>Note: Total hours for supervised workers are not tracked. Therefore, no injury rate is available for incidents with non-Maple Leaf Foods employees.</p> <p>Independent Contractors: 3 near-miss incidents: 2 male; 1 female 2 medical treatments: 2 male; 0 female 0 first aid incidents 0 report-only incidents 0 occupational diseases 0 lost day rate or absentee rate 0 fatalities</p> <p>Note: Total hours for independent contractors are not tracked. Therefore, no injury rate is available for incidents with independent contractors.</p> <p>The Occupational Safety and Health Administration (OSHA) Recordable Incident Rate is the safety metric which Maple Leaf Foods Inc. uses for internal record-keeping of occupational injuries and illnesses. The OSHA requirements meet the guidance provided by the International Labour Organization (ILO) code for recording and notification of occupational accidents and diseases.</p> <p>See Occupational Health and Safety (OHS) at Maple Leaf Foods.</p>

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation	Maple Leaf Foods' Total Recordable Incident Rate for strain injuries was 0.039 in 2017.
GRI 403-4	Health and safety topics covered in formal agreements with trade unions	Fifteen local formal collective bargaining agreements with trade unions cover health and safety. 6.9% of formal agreements with trade unions cover health and safety.
MATERIAL ASPECT: TRAINING AND EDUCATION		
GRI 404-1	Average hours of training per year per employee, by gender and by employee category	The average hours of training per hourly employee in 2017 was approximately 7.02 hours. Average hours of training per hourly female employee was 4.8 hours; per male employee was 5.5 hours. Note: Gender data not available for salaried employees.
GRI 404-2	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	We have over 250 training and other programs that were offered in 2017 for active employees. In addition, for those employees that were affected by any involuntary termination in 2017, we included outplacement counselling as part of the severance agreement. This offering, at our cost, provides individuals with assistance in transitioning to their next opportunity or retirement.
GRI 404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	In 2017, 98% of salaried employees (all genders and employee categories) received regular performance and career development reviews through our Annual Performance Assessment and Development Process, of which 44% were female and 56% were male.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
GRI 405-1	Composition of governance bodies and breakdown of employees per employee category	<p>The Board of Directors is composed of nine individuals, of which 77.8% are male and 22.2% are female.</p> <p>The Senior Leadership Team (SLT) is 86.7% male and 13.3% female. 13.3% are between 30 and 50; 86.7% are over 50.</p> <p>The Senior Management Forum (SMF) is 78.6% male and 21.4% female. 52.4% are between 30 and 50; 47.6% are over 50.</p> <p>The Diversity & Inclusion Council is 66.6% male and 33.3% female. 33.3% are between 30 and 50; 66.6% are over 50.</p> <p>Employee Group Breakdown:</p> <p>Hourly: 58.9% male and 41.1% female. 12.7% are under 30; 55.5% are between 30 and 50; 31.8% are over 50.</p> <p>Admin/Coordinator/Analyst: 39.2% male and 60.8% female. 25.0% are under 30; 48.2% are between 30 and 50; 26.8% are over 50.</p> <p>Supervisor/Sr. Specialist: 68.8% male and 31.2% female. 12.2% are under 30; 61.8% are between 30 and 50; 26.0% are over 50.</p> <p>Manager: 59.7% male and 40.3% female. 5.4% are under 30; 61.0% are between 30 and 50; 33.6% are over 50.</p> <p>Director: 71.8% male and 28.2% female. 0.6% are under 30; 57.6% are between 30 and 50; 41.8% are over 50.</p>

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 405-2	Ratio of basic salary and remuneration of women to men	<p>As at December 31, 2017, for salaried Maple Leaf Foods staff, the ratio of basic salary of women to men: VP: 96.9%; Director: 95.6%; Manager: 97.5%; Professional – Sales: 98.7%; Professional – Non-Sales: 96.3%; Clerical: 102%.</p> <p>As at December 31, 2017, for salaried Maple Leaf Foods staff, the ratio of total remuneration of women to men: VP: 95.2%; Director: 94.6%; Manager: 97.0%; Professional – Sales: 95.2%; Professional – Non-Sales: 94.4%; Clerical: 101.9%.</p> <p>Note: Data represents all Canadian operating locations.</p>

SOCIAL: HUMAN RIGHTS

<p>Disclosure of Management Approach</p>	<p>The following disclosure of management approach applies to all the human rights aspects we have responded to below, and covers our materiality and Boundary identified in our 2017 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods is committed to ensuring that the Company and its employees demonstrate the highest standards of ethics and integrity in all business activities. Our business philosophy is based on the fundamental values of RESPECT and INTEGRITY in all of our business relationships and activities, both within and outside the Company. Every employee has the RESPONSIBILITY to fulfill our commitments with the highest of ethical standards. These standards apply both to how Maple Leaf Foods conducts its internal affairs and to how each Maple Leaf Foods business conducts its dealings with customers, suppliers, competitors and the communities in which it operates. The actions of all our employees are framed by our Code of Business Conduct. Each year, every employee reaffirms their adherence to the policy. The Code of Business Conduct outlines conflicts of interest, handling of Company assets, guidelines around accepting gifts and entertainment, integrity of books and records, and confidentiality and security of information. These guidelines are developed and reviewed by an Ethics Committee, which is chaired by the Chief Executive Officer. The Senior Vice-President, People, acts as Secretary of the Committee.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>
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GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: NON-DISCRIMINATION		
GRI 406-1	Total number of incidents of discrimination and corrective actions taken	Six alleged incidents of discrimination were investigated and resolved in 2017, four of which were addressed through our Ethics Hotline.
MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
GRI 407-1	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	No violations occurred.
MATERIAL ASPECT: CHILD LABOUR		
GRI 408-1	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Our operations and key suppliers were located in Canada and the U.S in 2017 and adhere to all Canadian and international child labour laws.
MATERIAL ASPECT: FORCED OR COMPULSORY LABOUR		
GRI 409-1	Operations and 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	Our operations and key suppliers were located in Canada in 2017 and adhere to all Canadian and international labour laws.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: SECURITY PRACTICES		
GRI 410-1	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	All security is expected to follow Maple Leaf Foods' Code of Business Conduct.
MATERIAL ASPECT: RIGHTS OF INDIGENOUS PEOPLE		
GRI 411-1	Total number of incidents of violations involving rights of indigenous peoples and actions taken	There were no incidents of violation involving rights of indigenous peoples.
MATERIAL ASPECT: HUMAN RIGHTS ASSESSMENT		
GRI 412-1	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	None of Maple Leaf Foods' operations have been subject to human rights reviews or impact assessments.
GRI 412-2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	All new employees of Maple Leaf Foods are required to complete the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> training when joining the organization. All salaried employees review and sign our Code of Business Conduct on an annual basis.
GRI 412-3	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not applicable. All our labour contracts/agreements are in Canada and require adherence to all Canadian laws.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
SOCIAL: SOCIETY		
<p>Disclosure of Management Approach</p>		<p>The following disclosure of management approach applies to all the society aspects we have responded to below, and covers our materiality and Boundary identified in our 2017 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods is deeply committed to working with community partners to advance sustainable food security in ways that build skills and capacity. This involves moving beyond emergency outreach and charitable giving to raising the profile of this critical social problem and its diverse impacts, and supporting innovative interventions that advance sustainable food security. We view community involvement as a cornerstone of our commitment to sustainability, requiring significant focus and resourcing on our part, including investing in financial and resource support and in gifts-in-kind.</p> <p>Maple Leaf Foods’ Community Involvement Principles:</p> <ol style="list-style-type: none"> 1. We will support initiatives that promote dignity and build individual and community capacity. 2. We will seek out partners that seek to achieve sustainable solutions to food insecurity. 3. We will work closely with community partners to identify needs and solutions that reflect local and cultural priorities. 4. We will actively support and facilitate our people’s involvement in community outreach. 5. We will build partnerships with governments, academia, social profit organizations and industry to increase our collective impact. 6. We will implement a fact-based approach to understand needs and to measure social return on investment for both our community partners and ourselves. <p>Our Goals:</p> <ul style="list-style-type: none"> • Make a meaningful social impact through advancing sustainable food security nationally and globally. • Deeply engage our people by providing volunteering and giving opportunities. • Establish community involvement as an integral part of our culture, identity and business. <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: LOCAL COMMUNITIES		
GRI 413-1	Percentage of operations with implemented local community engagement, impact assessments and development programs	<p>We view community involvement as a cornerstone of our commitment to sustainability. Maple Leaf Foods has a centralized community involvement program that manages the execution of financial and product donations nationally.</p> <p>In December 2016, Maple Leaf Foods announced a long-term commitment to advance sustainable food security through the launch of the Maple Leaf Foods Centre for Action on Food Security (www.feedopportunity.com). The Centre has three areas of focus: advocacy, innovation and learning. The Centre and Maple Leaf Foods will support and advocate for important policies that advance sustainable food security. The Innovation Fund will invest in innovative food security initiatives based on dignity, empowerment and skill building that can potentially be scaled to increase their impact. The Centre will share learnings from its work and support networks, collaboration and research in the food security sector that build further understanding of the issues and approaches, and enable knowledge transfer.</p>
GRI 413-2	Operations with significant actual or potential negative impacts on local communities	Our operations had no significant negative impacts on local communities in 2017.
MATERIAL ASPECT: PUBLIC POLICY		
GRI 415-1	Total value of political contributions by country and recipient/beneficiary	Maple Leaf Foods made no political donations in 2017.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: ANIMAL WELFARE		
<p>Disclosure of Management Approach</p>	<p>The following disclosure of management approach applies to all the animal welfare aspects we have responded to below, and covers our materiality and Boundary identified in our 2017 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods has strong values that deeply define our culture and have a very direct relationship to how we treat animals we raise or source. There are important environmental, nutritional and ethical implications of meat production that we must manage responsibly as part of our commitment to being a sustainable company. As the largest value-added meat protein company in Canada, we must be a leader in animal care. To achieve this, animal welfare must be an integral part of our culture and business. Maple Leaf is committed to enhancing our animal wellness practices in a manner that advances the Five Freedoms, the most widely accepted global standard for responsible animal care. We will support these through ongoing critical self- and third-party evaluation and continuous improvement in four critical areas: Culture, Accountability, Advancement and Communications. This is documented in our Commitment to Animal Care.</p> <p>Maple Leaf Foods is a vertically integrated company that owns hog production, hatching egg production, hatcheries and pork and poultry processing plants. We have strong relationships with farmers and other service providers, and we will seek to advance continuous improvements across our supply chain. Our responsibility for animal care goes well beyond our own operations; we must also advocate and share knowledge that elevates practices and regulations across the industry. We will actively engage with consumers, customers, animal care interest groups and other stakeholders so that change can be based on sound science, what is best for the animal and what society expects of us.</p> <p>The scope of our Animal Care Commitment covers all Canadian provinces where we currently operate, and it covers the species of the animals over which we have direct care (pigs, turkeys and chickens). For species of animals that we do not directly control and whose meat/protein we use in our products (broiler chickens, beef cattle, dairy cattle, veal and laying hens), we influence animal welfare best practices through active participation in the code development process of the National Farm Animal Care Council (NFACC) and active participation in relevant industry associations. Our commitment is based upon compliance with or exceedance of Canadian regulations and accepted industry best practices. There are many examples of industry best practices and innovations that we are piloting that go beyond regulatory requirements, as codes and standards are continuing to evolve or be updated in Canada. We are active in improving and advancing farm animal welfare practices across the industry, and reducing and/or avoiding systems and processes including, but not limited to: close confinement and intensive systems; farm animals subject to genetic engineering or cloning and/or their progeny or descendants; hormones for growth promotion for pork and poultry; antibiotics for growth promotion and prophylactic use; routine surgical procedures; meat from animals that have not been subject to pre-slaughter stunning; and long-distance live transportation.</p>	

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
Disclosure of Management Approach	<p>We require all Maple Leaf farms and operations, and our contracted producers, to meet or exceed the most current requirements under the Canadian Quality Assurance® (CQA®) Animal Care Assessment™ (ACA™) and the NFACC. We support research that enhances our understanding and advances animal welfare, and advocate for regulatory reforms that raise and enforce standards across the industry.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	
FP9	Percentage and total of animals raised and/or processed, by species and breed type	In 2017, we operated approximately 300 pig barns that supply approximately 40% of our raw material requirements. We source 100% of our chicken and turkey supply from independent Canadian growers; and Maple Leaf Foods operates three hatcheries that supply its contracted chicken growers.
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	See Maple Leaf Foods' animal care commitment .
FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	<p>Pork: 100% of our market hogs are raised in open housing. In 2017, approximately 50% of sows under our direct control had transitioned to open housing.</p> <p>Chicken: 100% of our chickens are in open (free-run) housing.</p>
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone and/or growth promotion treatments, by species and breed type	See Maple Leaf Foods' animal care commitment .
FP13	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling and slaughter practices for live terrestrial and aquatic animals	In 2017, Maple Leaf Foods had 10 corrective action requests (CARs) related to transportation, handling and slaughter practices for live terrestrial animals (poultry). All CARs were addressed.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
SOCIAL: PRODUCT RESPONSIBILITY		
<p>Disclosure of Management Approach</p>	<p>The following disclosure of management approach applies to all the product responsibility aspects we have responded to below, and covers our materiality and Boundary identified in our 2017 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods strives to contribute to the creation of a sustainable food and meat industry, and to ensure everyone has access to safe, healthy and nutritious food. 100% of Maple Leaf Foods’ fresh and prepared meats operations follow rigorous food safety protocols throughout the product life cycle, including ingredient and raw material sourcing, processing, packing and transportation. Our food safety protocols are governed by our Safety Promise, the Company’s food safety commitment signed by the President and CEO. We also have strict food safety protocols that govern our purchasing and sourcing relationships. We have identified food safety and consumer health as key risks related to the business of Maple Leaf Foods (see 2017 Annual Report, page 16).</p> <p>Our goal is to always provide consumers with safe, great tasting food produced in a safe work environment, and to achieve this goal we have established a number of food safety commitments: we commit to becoming a global leader in food safety and providing the focus and resources needed to achieve this goal; we commit to establishing a culture of food safety with high-performance teams, where people are encouraged and expected to act on any concerns they may have; we commit to measuring our food safety performance, with testing and benchmarking against globally recognized standards; we commit to continuously seeking better ways to make safe food; we commit to openly sharing our knowledge with government, industry and consumers so we can learn from them and they can learn from us; we commit to transparency and candour in pursuit of better performance and public confidence; and we commit to behaving in the most responsible and transparent way possible, placing the safety of our people and our consumers first if there is ever a breach.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY		
GRI 416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	<p>100% of Maple Leaf Foods’ products across fresh and prepared meats follow rigorous food safety protocols throughout their product life cycle, including ingredient and raw material sourcing, processing, packing and transportation.</p> <p>Our food safety protocols are governed by Maple Leaf Foods’ Safety Promise, the Company’s food safety commitment signed by the President and CEO. We also have strict food safety protocols that govern our purchasing and sourcing relationships. For detailed information, see our Better Food section. Maple Leaf follows the British Retail Consortium (BRC) Global Standard for Food Safety in 100% of its manufacturing facilities, which is internationally recognized by the Global Food Safety Initiative (GFSI).</p>
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	100% of Maple Leaf Foods’ production is produced in facilities that are audited against the BRC Global Standard for Food Safety, which is internationally recognized by the GFSI.
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans-fats, sodium and added sugars	Not fully reported at this time. 75% of our prepared meats products currently meet updated Health Canada sodium guidelines. 61 new products launched in 2017 comply with Health Canada’s sodium guidelines. A very small percentage of our products contain artificial trans-fats.
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fibre, vitamins, minerals, phytochemicals or functional food additives	Not reported at this time.

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>Maple Leaf Foods reports on all product recalls, de-listings and other incidents that regulatory food safety and health agencies report to consumers. These agencies include the Canadian Food Inspection Agency, the United States Department of Agriculture (Food Safety and Inspection Services), and international food safety and health agencies of the countries where we sell products.</p> <p>In 2017, Maple Leaf Foods had two (2) food safety-related product recalls, both in the same further processed meat establishment. Each recall was handled swiftly and no monetary penalties were issued.</p>
MATERIAL ASPECT: MARKETING AND LABELING		
GRI 417-1	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant products and service categories subject to such information requirements	<p>Maple Leaf Foods has robust standard operating procedures and policies that govern 100% of our sourcing contracts with suppliers and co-manufacturers. These policies are agreed to annually by Maple Leaf and its suppliers.</p> <p>We provide detailed nutrition labels on 100% of our fresh and prepared retail and foodservice products. All labels are reviewed and approved by the Canadian Food Inspection Agency. Where relevant, the Company provides additional labeling claims on certain branded products that explain other product benefits or properties, including gluten-free, low sodium, no added preservatives, source of protein and others.</p> <p>We provide proper handling and food safety instructions for 100% of our fresh and prepared meats products through online, packaging, in-store and/or customer communications.</p> <p>Maple Leaf Foods provides an appropriate recycling label on all packaging that is accepted in provincial recycling collection programs across Canada.</p>

GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 417-2	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	In 2017, we had zero (0) recalls related to product and service information and labeling.
GRI 417-3	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes	None
MATERIAL ASPECT: CUSTOMER PRIVACY		
GRI 418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None
MATERIAL ASPECT: SOCIO-ECONOMIC COMPLIANCE		
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	Maple Leaf Foods did not receive a monetary fine in 2017 related to sanctions for non-compliance with laws and regulations.



2017 SUSTAINABILITY REPORT

To sustainably feed and nourish generations to come, our food system must change. We have united behind an aspirational vision – to be the most sustainable protein company on earth.

To learn more about sustainability at Maple Leaf, visit:
mapleleaffoods.com

Contact us:
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