



# Values Guided

MAPLE LEAF FOODS INC. | 2012 SUSTAINABILITY REPORT

## Passionate People, Passionate about Food®

Maple Leaf Foods is a leading consumer packaged goods company, headquartered in Toronto with operations across Canada and in the U.S. and the U.K. We make high-quality, great tasting, nutritious and innovative food products under our leading national brands including Maple Leaf®, Schneiders®, and Dempster's®. People also know us by our other household brands such as Olivieri®, Maple Leaf Prime®, Tenderflake®, POM®, Shopsy's®, Larsen®, Mitchell's Gourmet Foods®, Ben's®, Bon Matin®, California Goldminer®, Burns®, Villaggio®, Olafson's®, New York Bakery Co.®, Mina™ and Hygrade®.

Our businesses are organized into three major groups:

Our **Meat Group** produces high-quality prepared meats and meals, and value-added fresh pork, poultry and turkey products. These operations are located exclusively in Canada with the majority of sales to domestic customers.

Our **Bakery Group** is a leading producer of fresh, frozen and specialty bakery products and fresh pasta and sauces through our 90% ownership of Canada Bread Company, Limited. Our fresh bakery and pasta businesses are located in Canada, while our frozen and specialty bakery operations, including artisan, bagels and morning goods, are also located in the U.S. and the U.K.

Our **Agribusiness Group** includes hog production, rendering and biodiesel operations, which provide raw materials and services to our Meat Group and thousands of external customers. These operations are located in Canada, with the rendering and biodiesel operations serving global markets.

Approximately 77% of our sales and 92% of our assets are based in Canada. Maple Leaf also exports to customers in more than 25 countries, predominantly the U.S., Japan, China and Mexico. The Company is publicly traded on the Toronto Stock Exchange ("TSX") under the symbol MFI.

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Sustainability at Maple Leaf Foods is driven by our determination to create a **market leading, highly competitive** food company with a culture that is rooted in our core values and an unrelenting focus on the **safety** of our products and **well-being of our consumers**. This demands constantly seizing opportunities to invest in our **people**, **reduce our environmental footprint** and grow responsibly. It is the only route to sustainable prosperity.

## Guided by Values

Maple Leaf Foods is guided by a strong set of values that define how we operate and make decisions that affect our business and our communities. Sustainability is a natural outcome of those values and encompasses all aspects of our business – a highly competitive supply chain, a safe and rewarding workplace, food safety, innovation and marketing, environmental responsibility, animal care, a strong Code of Ethics, and community outreach.

At Maple Leaf, we have a high-performance, entrepreneurial culture driven by passionate people who embrace and live our values.

### Maple Leaf Leadership Values

#### DO WHAT IS RIGHT

By acting with integrity, behaving responsibly, and treating people with respect

#### DELIVER WINNING RESULTS

By expecting to win, owning personal and collective accountability to deliver; taking appropriate risks without fear of failure while challenging for constant improvement

#### BUILD COLLABORATIVE TEAMS

By attracting only the best people, serving, recognizing and rewarding their development and success; fostering a collaborative and open environment with the freedom to disagree but always making timely decisions and aligning behind them

#### GET THINGS DONE IN A FACT-BASED, DISCIPLINED WAY

By seizing the initiative with the highest level of urgency and energy; meeting all commitments responsively while being objective, analytical and using effective process

#### LEARN AND GROW, INWARDLY AND OUTWARDLY

By being introspective personally and organizationally, freely admitting mistakes or development needs; deeply understanding and connecting with consumers and stakeholders globally as a primary source of learning and growth

#### DARE TO BE TRANSPARENT, PASSIONATE AND HUMBLE

By having the self-confidence and courage to be completely candid and direct; willing to communicate openly in a trusting manner; acting with passion, conviction and personal humility, especially when delivering winning results

## Being Part of the Solution

The world is facing the global challenge of how to sustainably feed a projected nine billion people by 2050. This responsibility is acutely felt in the food industry. The majority of Maple Leaf's business and operations are centred in Canada, a nation which has a wealth of natural resources – available land, water and good growing conditions. As a result, we are one of the world's largest agricultural producers and exporters. Maple Leaf is investing heavily to increase our productivity and competitiveness in an increasingly global industry. This investment, in turn, strengthens the sustainability of Canada's food sector and our ability to help feed a growing global population.

While the challenge of producing enough food, and ensuring it reaches people who need it, is daunting, we must also achieve this in a way that is affordable, delivers good nutrition, meets high food safety standards, drastically reduces environmental impact and adheres to strong principles of animal care.

Maple Leaf has had to respond to very significant challenges over the past decade. The first was a dramatic rise in the Canadian currency, which resulted in a cost structure that is not competitive with larger U.S. players. We responded by restructuring our meat business, shedding some businesses, consolidating others and investing significantly to increase our scale and productivity. This journey, which began in 2007, will be largely complete by the end of 2014. The second challenge was a *Listeria* contamination at one of our prepared meats plants that resulted in the tragic death of 23 Canadians. We responded with transparency and quick action to contain further risk, and have since enshrined a deeply ingrained food safety culture and established leading global standards.

None of this diminishes the importance of other areas of building an enduring food company, such as environmental preservation, innovation, responsible animal care and career development for our people. Over the years we have made progress in all these areas, although our focus and resources have been constrained as we addressed critical and potentially insurmountable business challenges. I am pleased to say that we are in the final stages of implementing a plan that will make Maple Leaf a significantly more profitable and sustainable company.



Based on this progress, we believe it is the right time to issue our first sustainability report. You will see that we are using a broad definition of sustainability – covering a range of areas from investing in productivity and scale, to other more conventional areas of corporate social responsibility. All of these must come together to nourish a strong, profitable and enduring company. In this report, our goal is to provide information on our progress in important areas of sustainability and where we have more to do. It acknowledges the importance of transparency in the food industry and the need to address public concerns in all areas of food production.

I want Canada to be part of the food solution – for Canadians and for the world. I am proud to lead a company that is making a difference. We have proven that we can do well and do good at the same time.

A handwritten signature in black ink, appearing to read 'MH McCain', written over a light blue horizontal line.

**MICHAEL H. MCCAIN**

President and Chief Executive Officer

## About This Report

This is Maple Leaf Foods' first sustainability report. Through it we aim to enhance our communication with stakeholders and to entrench our commitment to best-in-class performance on social, economic and environmental issues. It complements the operating and financial information in our 2012 Annual Report, where we provide more detailed information specifically of interest to investors. Except where noted, the data does not cover temporary employees or suppliers of products, ingredients or services.

Senior officers and appropriate staff have reviewed all information in this report, and believe it to be accurate. The report has also been provided to the Company's Board of Directors. Please visit our website for additional information ([www.mapleleaffoods.com](http://www.mapleleaffoods.com)).

**Stakeholders:** This report has been produced to inform all major stakeholders of Maple Leaf Foods including employees, customers, consumers, suppliers, governments, non-government organizations, media and the investment community.

**Reporting period:** The focus of the discussion in this report is activities undertaken during the 2012 fiscal year (January 1 to December 31, 2012), but as this is our first report we have included information on previous initiatives to provide context. All data in the report is for the 2012 fiscal year.

**Global Reporting Initiative:** We used the Global Reporting Initiative ("GRI") G3.1 Guidelines, the GRI Food Processing Sector Supplement and external best practices to structure our sustainability reporting. While we are not aiming to report on all specific GRI indicators, following these guidelines helped to provide structure and appropriate content within this report. It is our intention to broaden this reporting as we develop a stronger database and goals in other areas of sustainability.

**Sustainability management structure:** Sustainability at Maple Leaf Foods is a cross-functional responsibility represented by departments including environmental affairs, food safety and quality assurance, government and industry affairs, human resources, marketing, strategy and corporate communications.



## Economic Contributions

Maple Leaf Foods is one of Canada's largest and oldest food companies. We can trace our roots back well over 100 years through the amalgamation of some of Canada's premier food companies. The origins of Canada Bread can be traced back over 170 years.

Throughout our history, we have contributed to the economic health of the communities in which we work and live. We have created employment for many thousands of people, purchased goods and services from hundreds of suppliers, and contributed through taxation to every level of government.

### Economic contributions<sup>(1)</sup>

*(In millions of Canadian dollars)*

	2012	2011	2010
Sales	<b>4,865</b>	4,894	4,968
Adjusted operating earnings	<b>280</b>	259	214
Capital investments	<b>306</b>	229	162

\* At December 31, 2013

We are introducing several world-class process technologies into Canada for the first time that will improve operating efficiency while enabling product innovation. The skills required will be knowledge-based, a significant step toward transforming an industry that has traditionally been characterized by repetitive, semi-skilled labour.



Today, Maple Leaf employs approximately 19,500 people. The purchasing power created by the compensation and benefits earned by those employees generates our most powerful economic contributions. We support farmers and producers by purchasing most of our raw materials and ingredients from local sources. We generate significant regional economic benefits through our more than 100 manufacturing, distribution and growing facilities across Canada, and in the U.S. and the U.K. In addition, we are a significant exporter of meat products to the U.S., Japan, Korea and other markets.

#### **BUILDING AN ENDURING COMPANY**

In September 2010, we embarked on a bold plan to invest \$770 million in transforming our information systems and prepared meats and bakery manufacturing and distribution network to step-change our productivity.

We are expanding and implementing new technologies in three facilities, including our plants in Winnipeg, Saskatoon and Brampton. We are investing in two scale food processing facilities in Hamilton, Ontario that will incorporate best-in-class manufacturing, food safety, quality, and human resource practices. This includes a world-class bakery that was commissioned in 2011 and a state-of-the-art prepared meats facility that will be commissioned in phases between 2013 and 2014. We are also constructing a scale distribution facility in southern Ontario that will provide a hub for shipping products from Ontario east, allowing us to consolidate routes and reduce back hauls and costs, along with environmental impact.

We are introducing several world-class process technologies into Canada for the first time that will improve operating efficiency while enabling product innovation. The skills required will be knowledge-

based, a significant step toward transforming an industry that has traditionally been characterized by repetitive, semi-skilled labour. Ultimately, our target is to increase productivity by 2.5 times existing kilos per person hour and increase our Earnings Before Interest, Tax, Depreciation and Amortization ("EBITDA") margin to 12% by 2015.

We are also consolidating over 40 legacy information systems onto one integrated SAP platform, supported by standardized business processes. We are over 80% complete, and have executed this complex initiative with speed and accuracy.

We have many existing strengths on which to build – we own Canada's leading meat and bakery brands and have established high market shares across our product categories. It is a position we continue to grow through innovation and brand investment. Each year we launch 100 or more



*Left to Right: Stephen Taylor, President and Chief Operating Officer, Morguard Investments Limited; Chris White, Warden, Wellington County; Doug Dodds, Senior Vice President, Maple Leaf Foods; Frank Guido, Senior Vice President, Supply Chain, Maple Leaf Consumer Foods; Dennis Lever, Mayor, Township of Puslinch; Bill Kaldis, Senior Vice President, Logistics, Maple Leaf Consumer Foods; Eric Dewey, President and Chief Executive Officer, Schenker of Canada Limited, at the groundbreaking for our new distribution centre.*

new products in a constant effort to revitalize product categories and create new ones. Many of our innovations are the product of our ThinkFOOD!® Centre, home to our product innovation and culinary experts. This world-class product development facility, commissioned in 2009, is designed to foster collaboration with our customers and accelerate product innovation following a “rapid adaptor” strategy. We identify highly successful global ideas and adapt them to our home markets, and we develop unique recipes to support our customers and appeal to our consumers.

### ENGAGING IN PUBLIC POLICY DEVELOPMENT<sup>(1)</sup>

As a leading Canadian food company, Maple Leaf Foods has the responsibility to engage in public policy development with governments and industry partners to stimulate Canada's food manufacturing sector competitiveness; the adoption

of stronger food safety practices, national agri-food science and technology strategies; and continuous improvement in areas such as environmental sustainability and animal welfare.

As part of this responsibility, Maple Leaf participated in approximately 24 formal public policy initiatives in 2012, including discussions related to:

- The Safe Food for Canadians Act
- Canadian Food Inspection Agency's inspection modernization program
- Development of a national food strategy by the Conference Board of Canada
- The national Agri-Subcommittee on Food Safety
- Ontario's Jobs and Prosperity Council and the Advantage Ontario report
- Canadian Science Policy Conference 2012

- Canadian Swine Research and Development Cluster
- Health Canada's Guidance for the Food Industry on Reducing Sodium in Processed Foods
- Canada-European Union Comprehensive Economic and Trade Agreement negotiations

We strongly believe in advancing ideas and best practices across our industry, as well as our company. Supporting this commitment, Maple Leaf Foods belongs to or has partnerships with approximately 60 industry associations, chambers of commerce, think tanks and universities.

<sup>(1)</sup> SO5<sub>COMM</sub>



## Our People

Passionate People, Passionate about Food®

Our success depends on the 19,500 people we employ in Canada, the U.S. and the U.K. They operate our farms and facilities. They develop and sell our nutritious and innovative foods. They lead our businesses. Providing a work environment that is safe, rewarding and motivating is critical to attracting, developing and retaining people who reflect our values and are passionate about food.

### FROM GOOD TO GREAT

Maple Leaf Foods is implementing a strategy that demands tight execution and high levels of performance and engagement from our people. To accomplish this, in 2011 we launched a People Strategy with four core themes:

- **Develop superior people leaders who can deliver sustainable results**  
Approximately \$5 million is being invested in leadership development, behavioural skills training and coaching, and reshaping our supervisory development programs.

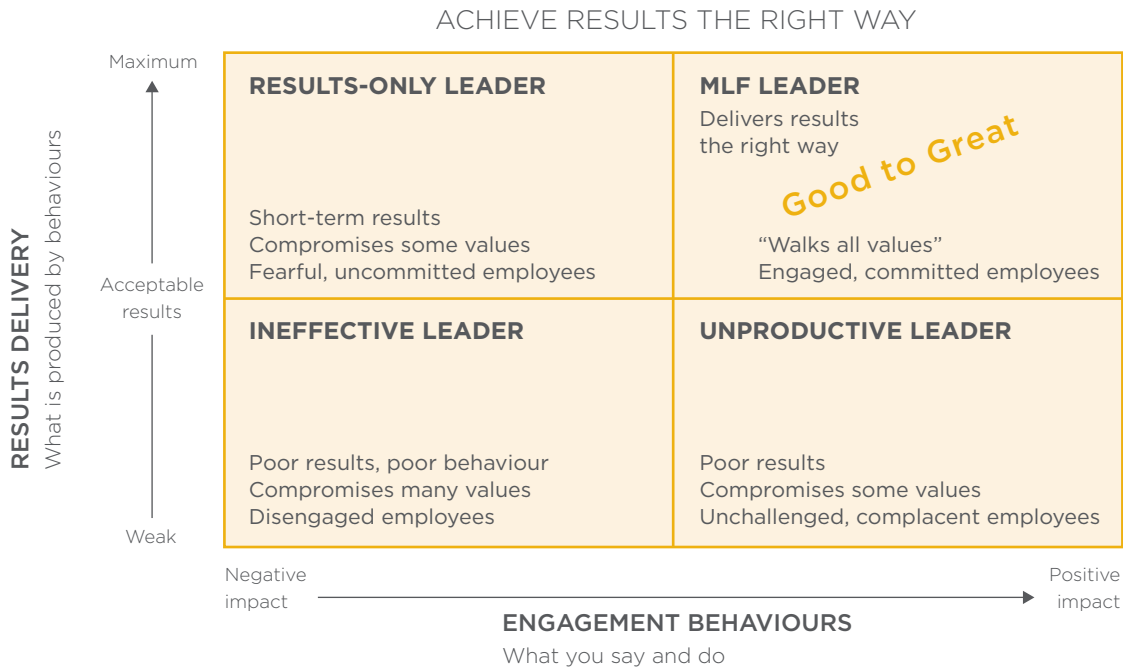
We are clarifying expectations of all leaders through our Maple Leaf Q4 People Leadership Model that maps behaviour and results into four quadrants. Our 2012 benchmark assessment found that 45% of our leaders operate in the top quadrant; our target is 80%.



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Zero working time lost due to industrial disputes, strikes or lock-outs in 2012. There have been no labour disruptions at Maple Leaf Foods since 2008.<sup>(1)</sup>

Maple Leaf Q4 People Leadership Model



<sup>(1)</sup> FP3

# 100%

of salaried employees are required to receive regular performance and career development reviews.<sup>(i)</sup>



- **Strengthen our culture of accountability**

We are implementing a plan that has clear margin targets to be achieved by 2015, and progress each year toward this goal. Our management compensation is strongly aligned to delivering on this commitment. We are also empowering people to assume responsibility and accountability by reducing layers of hierarchy and by expanding spans of control.

- **Build a deep talent base through robust talent and succession management**

Our priority is to recruit, develop and retain the most talented people and provide them with opportunities to advance their skills and pursue their careers. Our goal is to increase the number of positions filled from within our existing pool of employees from 60% in 2012 to 70% by 2015. In 2012, we retained 92% of employees

recognized as high performers who receive a 9% incentive and above. Our goal is to retain 95% of people who have been identified as high performers.

- **Fully engage our people with a stronger focus on hourly employees**

We have revised our approach to training supervisors to help them be successful people leaders as well as skilled operators. We are also expanding our training programs for hourly employees, launching performance assessment and development to formalize support and their advancement, and exploring a variable pay program to reward people who exceed targets.

## LEARNING AND DEVELOPMENT<sup>(ii)</sup>

Professional development at Maple Leaf Foods starts with a conversation between each employee and his or her manager about the employee's strengths, opportunities, objectives and career aspirations. This conversation is captured in a development action plan ("DAP") to acquire new skills and improve effectiveness. A DAP may include:

- Ways to build functional expertise
- Coaching and feedback
- New work experiences and assignments to build knowledge and skills

We offer a number of leadership programs that are designed to complement and enhance learning opportunities:

- Our Leadership Academy fosters learning, sharing and collaboration by building

<sup>(i)</sup> LA12

<sup>(ii)</sup> LA11



leadership capabilities and improving organizational effectiveness.

- CEO Leadership Workout sessions are designed to build a deeper understanding of our goals and business strategies.
- The Managership Program helps managers acquire the skills to drive results by engaging and developing their teams. This is achieved through a blended approach of workshops, group coaching and online content.
- Supervisor Foundations builds front-line supervisors' capabilities to improve their team's performance in day-to-day activities.
- Functional development programs, such as our Sales Academy program, help to develop role specific skills and competencies.

## DIVERSITY AND INCLUSION

Today, 15% of the Canadian population belongs to a visible minority; by 2031 it is expected to jump to almost a third. This trend is mirrored in other countries where we operate and creates an increasingly diverse consumer base and workforce. Maple Leaf needs to capitalize on this market opportunity and the full breadth of talent in the workforce.

While every form of diversity is important to us, we only track gender diversity at this time: 55% of our salaried workforce is male, 45% female. This is reasonably consistent with Canada's workforce, which is 47% female. However, only 38% of our managers and 22% of our supervisors are women. We are putting initiatives in place to encourage the advancement of high potential women. While we do not formally report on other areas of diversity, we work closely with the International Organization for Migration to follow best practices

when hiring international workers, helping to provide jobs and support a better quality of life for newcomers to Canada.

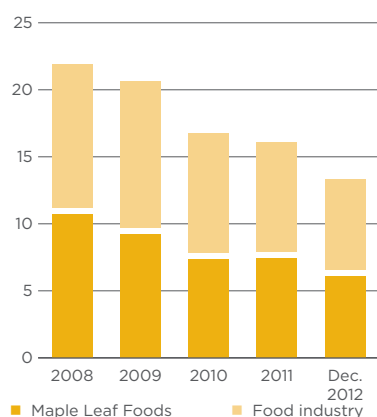
Respect for gender, religious and ethnic diversity and sexual orientation goes to the heart of what our values stand for, and discrimination of any form will not be tolerated and is grounds for dismissal. We comply with employment equity legislation, and we are embedding more HR practices to support the development of greater diversity, especially with our emerging and top talent, as part of increasing diversity in our workforce. We also plan to develop and implement a more comprehensive approach to diversity and inclusion. When we launch this approach we want to do it right and well, and that means ensuring we are fully able to provide the resources and organizational focus required to make it meaningful and effective. We are committed to formally accelerated progress in this area.



## SAFETY IN THE WORKPLACE

### Injury frequency 2008–2012<sup>(1)</sup>

(Total reportable injuries per 200,000 hours worked)



Source: Workplace Safety & Insurance Board

As a food producer and processor, risks are inherent in our business. We have a strong culture of safety that is driven from the CEO down, and we strive for zero harm in the workplace. We are very pleased that we have realized continuous

improvement in reducing our workplace injuries, with a 43% reduction in injury frequency over the past five years.

To support a safe workplace Maple Leaf employs a Director, Occupational Health and Safety (“OH&S”) reporting to the Senior Vice President, Manufacturing; both report directly to the Environment, Health and Safety Committee of the Board of Directors three times per year on health and safety in our operations.

The Director of OH&S is supported by a senior OH&S team that provides leadership in each of Maple Leaf’s Business Units. This team is supported by OH&S practitioners at each worksite and 624 safety representatives who are members of safety committees that represent 100% of Maple Leaf employees across our facilities. These formal joint management-employee committees help monitor and advise on occupational health and

safety programs as well as identify potential hazards and recommend controls.<sup>(2)</sup> We have 13 people who hold a professional designation related to OH&S and others pursuing post-secondary training in OH&S management.

In 2002, we implemented hazard-specific training for all supervisors and Joint Health & Safety Committee (“JHSC”) members. This 40-hour training program was developed by an external contractor with input from JHSC Co-Chairs representing all of our businesses. Between 2002 and 2011, well over 2,000 employees received this training. In 2012, we rolled out SISTEM, a computerized platform to deliver health and safety training. Additional modules will be available in 2013.

During 2012, we also focused on building a central safety management system that will define cross-company OH&S standards, implement formal annual planning, and establish

<sup>(1)</sup> LA7

<sup>(2)</sup> LA6



# 43%

We have realized continuous improvement in reducing our workplace injuries, with a 43% reduction in injury frequency over the past five years.

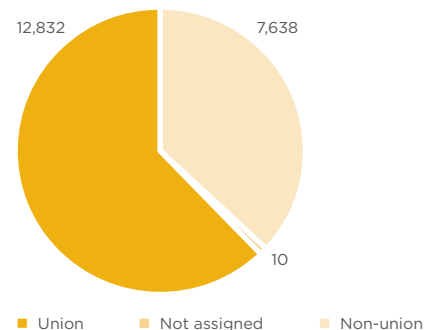
risk assessment tools and incident analysis. To ensure we are implementing a best-in-class system, we plan to undertake an OHSAS 18001 audit of our OH&S program.

## ACTING CONSISTENT WITH OUR VALUES

We are keenly aware that our plan to increase productivity and competitiveness will impact many people and the communities in which we operate. To create the

scale required to support long-term competitiveness and growth, we are closing a number of bakeries, meat processing facilities and distribution centres. At the same time, we are creating jobs in the facilities that we are building or expanding, and making the largest single investment in the future of the Canadian food industry. The jobs that we create will be more sustainable, skills based and engaging.

## Number of employees covered by collective bargaining agreements in 2012



\* Approximately 60% of employees were covered by collective bargaining agreements in 2012<sup>(1)</sup>

We expect a net reduction of 1,550 positions from 2012 to 2015 as a result of these changes in our prepared meats network. In 2010, we communicated which facilities would be closing, providing people and communities affected with significant notice. In most cases these closures will not occur until 2014. We have formed task forces with local and provincial governments in North Battleford, Kitchener and Moncton to help these affected communities find new uses for these facilities and properties and to help mitigate the employment-related impacts. Our commitment is to repatriate affected people into other jobs at Maple Leaf where possible.



## Health and Well-Being

As a food company, it is natural that we harness our resources and expertise in food to address the developed world's pressing lifestyle and health challenges including obesity, cardiovascular disease and other health issues. Through the products we offer to consumers and the knowledge we share, we are also helping people eat and live better. Our response to these issues is products that are more nutritious, affordable and relevant.

### HEALTH AND WELLNESS

Consumers want healthier, more natural food choices that offer convenience and great taste.

To meet the demand for food made with simpler, more natural ingredients and no artificial preservatives, we spent four years developing Maple Leaf® Natural Selections® and Schneiders® Country Naturals™ – two full lines of premium-quality prepared meats. We removed synthetic

preservatives and ingredients, replacing them with natural ingredients, including lemon juice, sea salt, vinegar and vegetable-based preservatives such as cultured celery extract, which contains a natural form of nitrite, essential for food safety. The success of these products has revitalized the prepared meats category, providing consumers with a nutritious, convenient and very appetizing product rich in proteins and minerals.

With a focus on creating products that offer greater convenience, in 2012 we re-launched our Prime brand, supported by innovations such as sliced cooked chicken and breast portions that are smaller and individually packed. We also launched Maple Leaf Prime Raised Without Antibiotics chicken. As a result, sales volume of Prime brand products grew by 13% in 2012.



# 10 million

Since launching our reduced sodium program, we have removed more than 10 million teaspoons of salt from our bakery and prepared meats products.

Our Dempster's® brand leads the Canadian bakery market in innovation and healthy grain breads.

- Our Dempster's® Whole Grains bread line-up was re-launched in January 2013, free of artificial preservatives, colours and additives
- Our Smart® breads have all of the features of white bread with the goodness of wholegrains
- Dempster's® Farmhouse™ offers superior quality made from 100% Canadian wheat

Since launching our reduced sodium program, we have removed more than 10 million teaspoons of salt from our bakery and prepared meats products. Close to 25% of our bakery products and one-third of our prepared meats already meet the voluntary guidelines established by Health Canada to help Canadians achieve the average sodium intake goal of 2,300 mg per day by 2016. We expect all of our bakery products and the vast majority of our prepared meats products will meet these guidelines by 2016. The major exception is dry fermented salami and prosciutto,

where meeting these guidelines could seriously compromise food safety.

We are also offering more choice in portion sizes. Chicken, bacon and pepperettes are sold in portion packs that address three issues important to consumers – convenience, portion control and waste. Portion packs recognize that close to half of Canadian households are one or two people and that controlling portions is an important component of addressing obesity.



Maple Leaf Foods offers consumers a variety of products that meet the 2016 Health Canada guidelines for sodium reduction.

## WORKING WITH GLOBAL LEADERS TO ADVANCE THE HEALTH BENEFITS OF FOOD

We partner with Dalhousie University, the University of Guelph, the University of Manitoba and the University of Saskatchewan to advance the health benefits of food products we make. For example, we are working with the University of Manitoba (St. Boniface Hospital) on the role of flax in bakery products in reducing hypertension.

Our collaboration with leading researchers will help us launch more products that meet our consumers' evolving needs including those that are high protein, preservative and antibiotic free, and fortified with additional vitamins and minerals.



We are also paying attention to Canada's changing demographics. In 2012, to meet the needs of the rapidly growing Muslim population, we introduced halal chicken, which is produced at our three halal-certified processing plants. During 2013, we will launch more products that recognize our consumers' diversity and dietary needs.

### ENRICHING LIVES<sup>(1)</sup>

#### Donations in cash and gift-in-kind\*

	2012
Cash	\$ 905,000
Gift-in-kind	\$ 646,500

\* Estimate

Providing emergency famine relief to those in need, supporting sustainable solutions to hunger and encouraging employee volunteerism among our people are the cornerstones of our community outreach and philanthropy programs. Guided by

our Community Outreach Policy, our efforts focus on three areas that leverage our resources and expertise as a leading food company:

- **Crisis intervention:** Food banks, mobile food programs, school and community nutrition services for disadvantaged people, and food-based emergency relief
- **Health and wellness:** Education and outreach programs that provide people with the information and skills to provide healthier food for themselves and their families
- **Sustainability:** Initiatives that promote food security and self-sufficiency for economically disadvantaged people

Projects supported by our Home Office are broader or international in scope, while our local offices and plants are best positioned to respond to needs within their communities. In 2012, our donations in cash and gift-in-kind exceeded \$1.5 million. We are even more proud of the time and efforts our

employees contribute through volunteering. Our Community Outreach Policy enshrines the importance of giving back by providing our people with the opportunity to take two paid days off per year to volunteer and the opportunity to apply for longer-term sabbaticals.

Here are a few examples of how Maple Leaf Foods is helping people access nutritious food and programs that promote health and wellness.

#### Nourish

The Maple Leaf Foods Nourish Centre at Sunnybrook Hospital in Toronto provides nutrition experts experienced in cancer treatment with a specially designed kitchen and learning facility, funded by Maple Leaf, which offers cooking demonstrations, food safety techniques and nutritional resources to enhance recovery from cancer.

#### Trillium Health Centre

Maple Leaf provides ongoing financial support and food

<sup>(1)</sup> FP4



*Children at Nyota, a grassroots project in rural Kenya supported by Maple Leaf Foods.*

donations to the Trillium Health Centre in Mississauga, Ontario, which provides patients and families with information on how to control diabetes through healthy food choices, eating habits and nutritious meal preparation.

#### **Speroway**

From local food bank support to international outreach programs and assisting First Nations communities in northern Canada, Speroway works with local non-profits and other organizations to deliver food donations, support education, and provide mobile medical and dental clinics.

#### **Eva's Initiatives**

Maple Leaf helped to expand food-based services at three Toronto shelters that currently provide hope for more than 4,000 young adults. These services include healthy eating and healthy living initiatives that teach youth how to adopt lifelong healthy and food safe behaviours. While located in

Toronto, it helps kids from across Canada who come to Toronto and find themselves homeless and impoverished.

#### **Glanbrook Home Support Programme**

This Hamilton, Ontario based organization delivers hot meals and frozen food to patients recovering from challenges such as surgery, fractures or chemotherapy. Long-term support is offered to people with mobility issues, heart problems or any medical condition that limits their ability to be self-sufficient.

#### **United Way**

Through fundraising events and community outreach, Maple Leaf's Fresh Bakery employees across Canada raised more than \$375,000 through the Play to Win program. The Company's two Hamilton, Ontario bakeries were also awarded Workplace Campaign of the Year honours by the United Way for their 2012 campaign.

#### **UNICEF**

As an official Emergency Corporate Partner, Maple Leaf Foods supports UNICEF's response to more than 200 crisis events in about 90 countries. We also partnered with UNICEF to support *Making Meals Meaningful*, a public awareness campaign that helps Canadian families connect around the dinner table through teaching empathy and awareness to children.

#### **Nyota**

Nyota is a grassroots project in rural Kenya, founded by a member of the Maple Leaf leadership team. It provides a loving home for destitute children so that they may pursue their education and develop the skills to become leaders in their communities. Maple Leaf's support helps to fund food and other expenses, and to equip and staff a computer classroom.

# 100%

of employees handling animals must attend and pass animal welfare training every year.



## ANIMAL CARE

We have an ethical obligation to treat animals under our care humanely and respectfully. Every person involved in the raising and processing of animals and poultry, from the farms we operate to transportation and processing, is required to understand and strictly adhere to our animal welfare policies at all times. We have zero tolerance for any form of animal abuse.

Oversight and continuous improvement of our animal care practices is the responsibility of executive leaders within our hog production, poultry and pork businesses, as well as an Animal Care Committee comprised of leaders representing the businesses, food quality and safety, government and industry relations and communications.

Education and training is the foundation for the humane treatment of animals. Experts continuously review and audit our animal

handling practices. Our employees certified by the Professional Animal Auditor Certification Organization (“PAACO”) conduct weekly audits of our hog and poultry facilities, and our meat processing facilities are monitored by dedicated on-site inspectors from the Canadian Food Inspection Agency (“CFIA”).

Maple Leaf Foods produces approximately 30% of the pork that we process, with the balance largely coming from contractual producers. In our poultry operations, Maple Leaf operates four hatcheries and sources our supply of chicken and turkey from independent producers. Our hog and poultry operations operate under the Canadian Animal Welfare Codes of Practices, American Meat Institute (“AMI”) animal welfare guidelines, the Canadian Quality Assurance program, the Canadian Hatching Egg Producer CHEQ™ Program and the Chicken Farmers of Ontario Transportation and Safe Handling Program. Our suppliers

must be certified to the same standards that we set for our own operations.

The transportation of all animals must adhere to CFIA and AMI standards. All drivers transporting animals to our processing plants must be certified in Trucker Quality Assurance (“TQA”) or have Canadian Livestock Transport (“CLT”) Certification or equivalent. TQA or CLT certification is verified on every load.

Industry standards of animal care are continuing to evolve through science, technologies and public opinion, resulting in tightening regulations. These enhancements, however, come at a cost that both the industry and consumers must bear. Maple Leaf takes a leading role in advocating for best practices and bringing industry partners together to move forward. In September 2012, we sponsored the North American Forum on Sustainable Agriculture, and in February 2013



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We have a **ZERO** tolerance policy for animal abuse.

*Maple Leaf was the first company in Canada to commit to transitioning to loose housing for sows.*

we hosted the third Farming & Food Care Ontario Forum for the retail and foodservice industry. Our animal welfare experts also sit on a number of industry committees and working groups including the National Farm Animal Care Council.

#### **Hog production<sup>(1)</sup>**

Our hog production business is operated by Maple Leaf Agri-Farms (“MLAF”), which is based in Manitoba. MLAF owns approximately 58,500 pigs and operates more than 120 owned and contracted growing sites in Manitoba.

More than 90% of Maple Leaf owned hogs, including all classes of animals, are raised in open housing systems. One hundred percent of the hogs that are processed at our Lethbridge and Brandon plants, whether from a Maple Leaf or independent farm, live their entire lives in open housing.

Pigs are raised in three stages and locations:

#### **Sow barns**

Adult female hogs (sows) are housed in sow barns, which support breeding, gestation and farrowing (the birthing process for pigs). After the piglets are born they stay with their mother until weaning at approximately three weeks of age.

After the pigs are weaned they are moved to a nursery barn.

Maple Leaf was the first company in Canada to commit to transition sows under our management from conventional sow stalls, which restrict movement, to a loose housing system. We are working in conjunction with the University of Manitoba and other industry participants to assess current loose housing methods and define adaptations needed to support Canadian hog production. This project will help us, and the Canadian industry, to implement the optimal system.

We will complete the first barn conversion in 2013 and three per year from 2014 through 2017 to

complete the conversion of our 13 barns. In 2012, Maple Leaf acquired Puratone, a hog production company in Manitoba. We are assessing these operations to determine the optimal redesign of gestation crates to open pens and related capital investment required. While we are committed to converting all sows to loose housing, our initial focus is on completing our first conversion in 2013 and applying the learning to subsequent conversions.

#### **Nursery barns**

Piglets live in nursery barns until they have reached a weight of approximately 28 kilograms (approximately 10 weeks of age). They are housed in pens that accommodate between 20 and 60 animals, depending on the size of the pen, which allows them room to grow and exercise. All pens have their own water supply, and piglets are fed a specially formulated feed that meets their unique nutritional requirements.

<sup>(1)</sup> FP11



Maple Leaf's pork processing plant in Brandon, Manitoba is the largest facility of its kind in Canada.

### Finishing barns

Pigs are relocated to our finishing barns where they reach optimal weight, which takes an average of 18 weeks. The pens are larger, to support growth and allow for freedom of movement and exercise. As in the nursery, the pigs are fed a specially formulated feed that meets their changing nutritional requirements.

When the pigs reach a weight of about 125 kilograms they are transported to our processing plant in Brandon, Manitoba.

### At the processing plant

Receiving at the plant is a critical point in the animal handling system. Animal handling procedures for each facility address:

- Presence of the receiver to observe unloading and health of animals
- Action to be taken if any inhumane treatment of animals is observed

- Process for handling injured animals
- When to alert the CFIA veterinarian/inspector
- Process for identifying and addressing any deficiencies which contribute to animal welfare problems

Upon arrival at the plant, hogs are allowed to rest in their designated pens within the barn. Pens and alleyways have non-slip floors and are washed daily. Ventilation, heating and cooling procedures are in place to maintain a comfortable environment and drinking water is always available in each pen. Animals held for more than 24 hours are placed on an approved feeding program. Upon slaughter, hogs are rendered immediately unconscious through an approved electrical stunning process. Animals are individually inspected to ensure they are unconscious before they are euthanized and processed.

Maple Leaf contracted Dr. Temple Grandin, a renowned animal welfare expert, to provide input into barn design and animal movement and handling protocols to reduce stress on the hogs at our Brandon pork facility. This included the proper use of light, avoidance of reflecting surfaces, reducing shadows and curtailing noise. In 2012, Dr. Grandin visited Maple Leaf's Brandon facility and supported our animal care practices and procedures.

Maple Leaf has two full-time veterinarians on staff dedicated to our hog operations.

### Poultry operations

Maple Leaf operates four hatcheries and five processing plants. We also grow some of our own turkey supply, but mainly source chicken and turkey from third-party growers to meet our processing requirements.

### On-farm and hatcheries

Hatcheries follow the on-farm animal care Canadian Codes of Practice for animal welfare



We recognize the need for caution and balance in antibiotic use for poultry and we have eliminated the use of antibiotics in our chicken hatcheries.

and Hazard Analysis and Critical Control Points (“HACCP”) requirements to protect food safety and animal welfare. We also have standard operating procedures (“SOPs”) in place to protect animal welfare and govern operating practices, and third-party producers must adhere to our Animal Welfare, Handling and Transportation Policy. All hatchery operators must be HACCP certified.

In our hatcheries, Maple Leaf maintains conditions that optimize hatchability and minimize early mortality. We monitor and control environmental conditions and sanitation from the hatching process through delivery to assure the protection of newly hatched birds. Environment-sensitive rooms have temperature and humidity controls that ensure the target temperature and/or humidity range for each area is maintained. Our hatcheries also have regular monitoring systems to alert employees if critical systems fail (heat, electricity, fan failure). Our

birds are not caged, and lighting is managed to maintain a healthy growth rate.

All birds are vaccinated to prevent disease and maintain good health. We recognize the need for caution and balance in antibiotic use for poultry and we have eliminated the use of antibiotics in our chicken hatcheries. We continue to take an active role to reduce their use in our turkey operations.<sup>(1)</sup>

### Transportation

Maple Leaf contracts specialty agricultural catching and transportation companies that provide humane handling and transportation of poultry. This includes reducing the number of birds transported per truck in warmer seasons and scheduling truck departures during cooler times in the day, monitoring load sizes for the comfort of birds, and minimizing wait times on trucks through just-in-time delivery synchronized with processing requirements.

### At the processing plant

Maple Leaf trains employees to ensure the Canadian Codes of Practice for animal welfare and company requirements are strictly followed. All new employees receive training that includes animal welfare practices and requirements and follow-up training at least annually. Poultry is rendered unconscious by electrical stunning before it is slaughtered to prevent pain or suffering. The effectiveness of this stunning is regularly inspected. All poultry is visually inspected to ensure that they are humanely euthanized before further processing. Our Quality Assurance Team, including our staff and contracted veterinarians, follow Standard Operating Procedures that include training, auditing, follow-up, and corrective actions throughout our processes. Maple Leaf has a full-time veterinarian on staff dedicated to poultry operations. In addition, Maple Leaf contracts as necessary for further veterinary services.

<sup>(1)</sup> FP12



## Environment

Maple Leaf has an Environmental Policy that codifies our commitment to sustainability. Since 2001, we have invested approximately \$96 million in capital to upgrade our environmental infrastructure and have spent about \$244 million to manage a wide range of environmental programs. We continuously seek ways to reduce our impact on the environment while ensuring that our operations meet applicable laws and regulations or our own higher standards. Our environmental policy establishes our commitment to accountability, continuous monitoring and improvement, and community engagement.

### Environmental protection expenditures and investments<sup>(1)</sup>

(In millions of Canadian dollars)



<sup>(1)</sup> EN30



# 50 million

litres of biodiesel fuel was produced by Rothsay in 2012 from waste fats, recycled grease and cooking oils.

We have completed more than 400 environmental projects in the past three years, but we recognize that we can and must do more.<sup>(i)</sup> In 2012, a Steering Team was formed to develop a comprehensive sustainability strategy to accelerate reductions in energy consumption, greenhouse gas emissions, waste, water usage and packaging. We plan to launch this strategy in early 2014, which includes specific near- and longer-term targets related to greenhouse gas ("GHG") emissions and energy, wastewater, waste and packaging reduction. Pilot projects will be launched during 2013 in designated plants to deliver targeted reduction in these areas and provide learning for future projects.

## Direct energy consumption by primary energy source<sup>(ii)</sup>

	Dec 2011– Nov 2012	Dec 2010– Nov 2011	% Change
Electricity (kWh)	608,739,915	596,821,222	-2.0%
Natural gas (m <sup>3</sup> )	120,642,612	126,013,162	4.3%

## Total water consumption<sup>(iii)</sup>

	Dec 2011– Nov 2012	Dec 2010– Nov 2011	% Change
Water (m <sup>3</sup> )	7,983,489	8,132,263	1.8%

## Total direct and indirect greenhouse gas emissions by weight<sup>(iv)</sup>

	Dec 2011– Nov 2012	Dec 2010– Nov 2011	% Change
Scope 1: direct (natural gas consumption)			
Greenhouse gas emissions (metric tonnes)	234,873	245,483	4.3%
Scope 2: indirect (electrical consumption)			
Greenhouse gas emissions (metric tonnes)	154,067	150,916	-2.1%

# 22,000 kilograms

We reduced 22,000 kilograms of foil from our Dempster's® Original 100% Whole Wheat Bread packaging.

<sup>(i)</sup> EN26

<sup>(ii)</sup> EN3

<sup>(iii)</sup> EN8

<sup>(iv)</sup> EN16

# 95%

of the waste from 40 facilities, representing approximately 80% of our production, was diverted from landfill in 2012.



*Maple Leaf's Rothsay facility in Dundas, Ontario.*

## ROTHSAY: WE RECYCLE

Rothsay, a Maple Leaf company, is Canada's largest renderer, operating six processing facilities nationwide. It collects hundreds of millions of kilograms of inedible by-products each year and recycles virtually 100% into value-added products such as fertilizers and feed additives, diverting this material from landfills and recapturing the nutrients.

Rothsay also manufactures biodiesel for domestic and international markets at its facility in Montreal, Quebec, the first Canadian plant dedicated to commercial biodiesel production. Biodiesel is a clean-burning, biodegradable and renewable fuel made from a variety of recycled feedstocks including vegetable oils, animal fats and cooking oils. We use biodiesel to fuel our Rothsay trucks as well as some of our other transport vehicles to further reduce our GHG emissions.

## ACHIEVING LEED®

Wherever possible, we incorporate Leadership in Energy and Environmental Design ("LEED®") standards in our new buildings and plants. Our Meadowvale, Ontario office building, which houses our ThinkFOOD!® Centre, contains sustainable features in the five major LEED® categories: sustainable site, water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality. It is certified LEED® Gold for core and shell. Outside the building, ornamental grasses that do not require mowing or irrigation were used instead of turf and there are secure bike racks and parking spaces for energy efficient vehicles.

Our new fresh bakery in Hamilton, the largest in Canada, was built in 2011 to LEED® standards. We are seeking Gold certification at the bakery, with the verification process expected to be complete in mid-2013. We are working to

achieve Silver LEED® certification at our prepared meats plant, which is under construction in Hamilton and will be commissioned beginning this year.

We are also consolidating our network of meat distribution centres across Canada into two regional facilities – one in Ontario and the other in Saskatchewan. This rationalization of our distribution network will create opportunities to optimize efficient replenishment – more full truckloads travelling fewer kilometres to achieve significant savings in fuel and a reduction in GHG emissions.

## ENVIRONMENTAL MANAGEMENT

Responsibility for environmental management begins with the Board of Directors, which has assigned responsibility to the Vice President of Environmental Affairs and a team of experts who monitor compliance and work with operations to execute



# 100%

Rothsay recycles virtually 100% of materials it processes into value-added products.

*Clean fuels for a change. Our highly sustainable, clean-burning biodiesel is produced at our Montreal bio-refinery and used to power Rothsay's extensive transport fleet.*

improvements. Larger plants also have on-site environment supervisors or coordinators. This cross-company team establishes relations with the communities in which Maple Leaf Foods has facilities, working with government officials and holding meetings and open houses to discuss environmental issues or major expansions as required. The Vice-President of Environmental Affairs reports to the Vice President, Corporate Engineering; both report directly to the Environment, Health and Safety Committee of the Board of Directors three times per year on environmental matters related to our operations.

We have mapped our GHG emissions and energy consumption for every aspect of our business except hog farming, waste generation and transportation. In 2012, we extended our data collection to our own transport vehicles and in 2013 we expect to collect GHG emission and energy

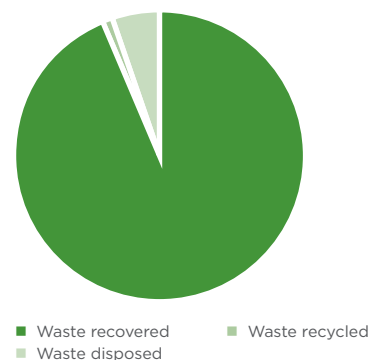
consumption data at our hog farms. This will make it possible to create a close-to-complete map of energy use and GHG emissions at Maple Leaf Foods for operations and activities that we directly control.

Every facility has managers and supervisors who have received training on good management practices and compliance. An online training program to be delivered through our electronic training system, SISTEM, is under development along with plans to deliver training to as many as 500 supervisors in 2013. While the focus will remain on managers and supervisors this year, after the online system has proven effective it will be extended to every employee working in our plants and farms.

#### Total weight of waste by type and disposal method<sup>(1)</sup>

Total waste generated	124,000
Waste recovered	116,000
Waste recycled	1,300
Waste disposed in landfill	6,400
Landfill diversion rate	95%

#### Waste recovered, recycled and disposed in landfill



*\* Data from 40 facilities representing approximately 80% of production*



## A Culture of Safety

Maple Leaf was responsible for a devastating product recall in 2008 that claimed the lives of 23 Canadians. Since then we have invested millions of dollars and designated significant organizational resources to fulfilling our commitment to becoming a global food safety leader. Our goal is to always provide consumers with safe, great tasting food produced in a safe environment. We build food safety into every decision and initiative through a five-prong strategy:

### 1) Become a global food safety leader

To build a food safety culture, we revised our food safety and quality assurance organization to include cross-functional teams throughout the organization, with team leaders reporting independently to the Chief Food Safety Officer. We have made food safety the responsibility of every employee by establishing a tiered food safety training program that covers senior leaders and

employees who are involved in food preparation and management. Hourly employees are required to take comprehensive on-floor and online training.

### 2) Proactively mitigate risks

We have significantly enhanced the manufacturing and testing of our products and sanitation in our plants to proactively identify and eliminate risks. Today, every ready-to-eat meat product we make has this a method of inhibiting the

potential growth of *Listeria*. We continue to focus on prevention through aggressive environmental testing and trend analysis and by monitoring, encouraging and adopting technologies and practices that support this goal. We have placed a priority on building leading food safety practices and engineering into new products and facilities as they are being developed or built.



# 94%

of our production partners are certified to the standards of the Global Food Safety Initiative.

### 3) Unify the food safety management system

Every one of our 52 food manufacturing facilities<sup>(1)</sup> that are part of our long-term network adheres to Global Food Safety Initiative (“GFSI”) standards and is audited every year by the British Retail Consortium audit scheme. During 2012, we standardized our food safety internal audit process across our businesses under GFSI requirements and implemented even more stringent requirements and standards.

### 4) Drive supply chain alignment

All companies that produce products for Maple Leaf must be certified to a GFSI benchmarked protocol and commit in writing to comply with our safety and quality standards. In addition, close to 60% of our ingredient suppliers are GFSI certified. Although this certification can be challenging for some ingredient manufacturers, we encourage all suppliers to seek certification in accordance with this internationally accepted program.

### 5) Lead the industry to higher standards

Food safety is not a competitive advantage. Any food safety issue, whether caused by Maple Leaf, another manufacturer or a retailer, affects consumer well-being and trust. To advance food safety we have taken a leading role, working with government, academics, retailers and foodservice companies, and food manufacturers to identify risks and share knowledge and best practices.

## 5 years

For the past five years, over 100 companies and organizations engaged in food retailing, foodservice and food manufacturing, government, regulatory agencies and academia have gathered at Maple Leaf’s invitation to discuss the most pressing concerns in food safety.

<sup>(1)</sup> FP5



**Our responsibility does not end when our products leave our plants. We work with our customers to ensure safe handling, transportation and storage of our products.**

Our food safety system is founded upon well-defined systems and procedures carried out by well-trained and highly engaged people. In our search for continuous improvement, we established a Food Safety Advisory Council comprised of five food safety experts from the U.S., Canada and the U.K. The council meets three times a year to identify any weaknesses or gaps in our system, provide recommendations and keep us abreast of emerging global issues and advancements.

Our responsibility does not end when our products leave our plants. We work with our

customers to ensure safe handling, transportation and storage of our products. We deliver information through social media, including to bloggers who reach thousands of people on topics of interest to consumers, including food safety. We have also worked with educators to build food safety into the school curriculum.

During 2012, we hosted our fifth annual Food Safety Symposium. For the past five years, over 100 companies and organizations engaged in food retailing, foodservice and food manufacturing, government, regulatory agencies and academia have gathered at Maple Leaf's

invitation to discuss the most pressing concerns in food safety. Our topics have ranged from eradicating food-borne illnesses to the challenges of complying with GFSI. We invite experts from around the world to discuss emerging risks, technologies and trends. This symposium reflects our commitment to sharing best practices and broadly advancing food safety knowledge with our colleagues in the industry.

# Governance and Integrity

We strive to earn trust every day – the trust of consumers, customers, communities, regulators, suppliers, employees and shareholders. To earn this trust we must be transparent, and we must do what we say. This requires structures, policies and processes that set out the rights and responsibilities of the Board, management and every employee at Maple Leaf Foods. This is the foundation of ethical and effective governance.

Good governance starts at the top with an independent non-executive chairman and 10 experienced and informed directors focused on the successful implementation of a strategy to transform Maple Leaf Foods into a best-in-class consumer packaged goods company. They are also ultimately responsible for mitigating risks and ensuring compliance with the laws and regulations that govern our industry.

Eight of our 10 directors are independent. Board committees are comprised only of independent directors. This entrenched independence, along with our independent chairman, is critical at a company that is approximately 44% owned by two shareholders. Every decision made must be in the best interest of the Company and all stakeholders, including minority shareholders, creditors, consumers and employees. We take this same commitment to staunchly respecting the interests of minority shareholders in the Canada Bread Company, Limited, of which Maple Leaf has approximately 90% ownership.

## ETHICS AND VALUES

Our Code of Business Practices and our values are deeply ingrained and guide ethical behaviour throughout the Company. The Code applies to the chairman, directors, management and every employee. It determines conduct within the Company as well as our dealings with customers, suppliers, competitors and the communities in which we operate. Every year, each employee must reaffirm in writing his or her adherence to the Code. The Code is a living document. Our Ethics Committee meets regularly to review and address issues raised by employees and propose changes as required.

While the Code addresses ethical and legal concerns that may arise, our values define the kinds of behaviours that are essential to building a workplace culture that delivers winning results and embodies integrity and transparency in all our actions.

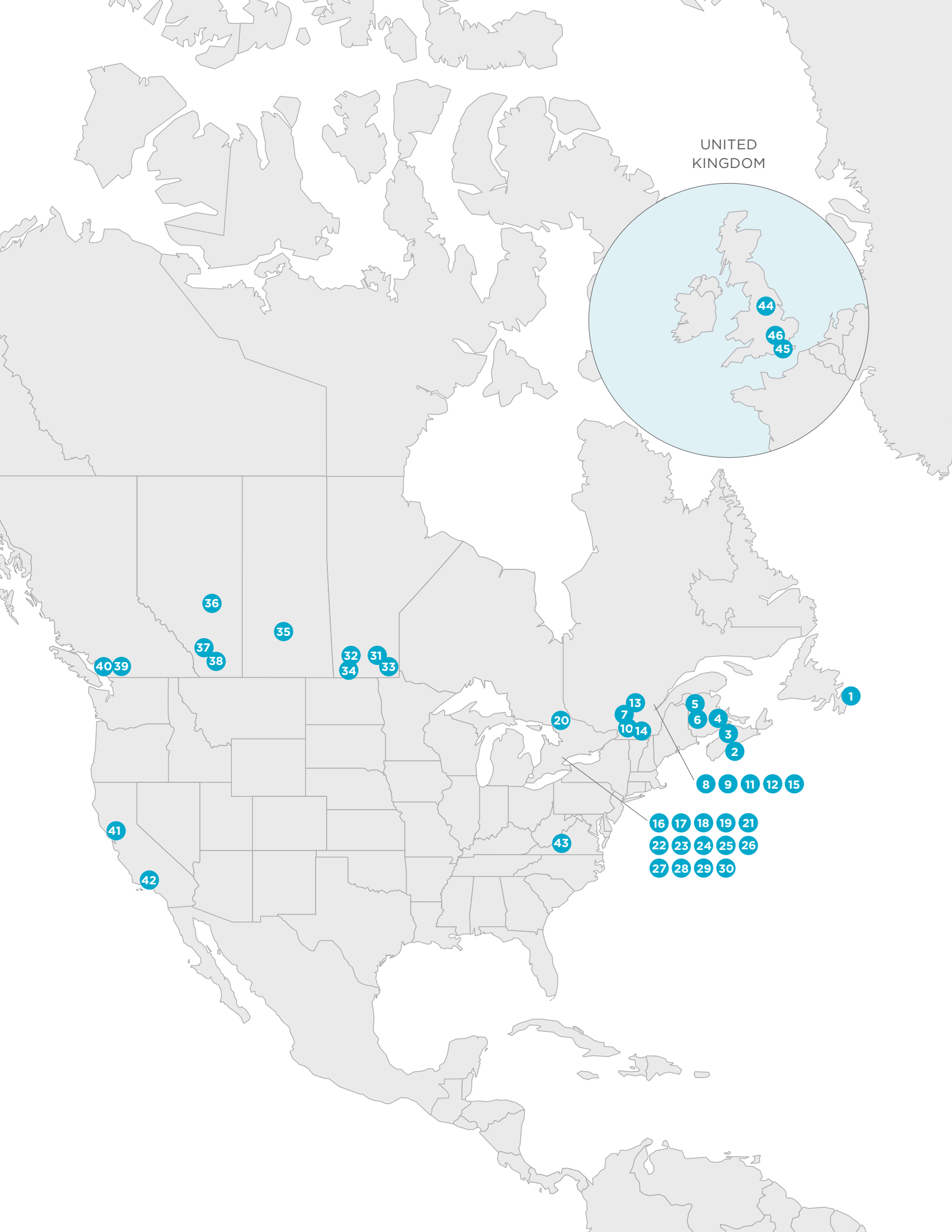
## A COMPLIANCE FRAMEWORK

We must produce high-quality nutritious food without causing harm to the environment or our employees. To fulfill this

responsibility, we have a compliance framework that addresses three critical areas: environmental impact, occupational health and safety, and food safety. Each group is led by a member of senior management guided by policies and procedures executed by teams of experts at the corporate and plant level. The leader of each group ultimately reports to the Board of Directors on goals and objectives, instances of non-compliance, and actions to resolve challenges.

## SPEAKING OUT

Employees are encouraged to speak up when they see something that they believe may be illegal or unethical. If they are uncomfortable speaking to a supervisor, they can call a third-party ethics line where they can raise concerns about issues such as fraud, accounting irregularities or product tampering. All calls are recorded and logged at an independent call centre; all complaints are confidential, can be made anonymously and are protected from reprisals. The Audit Committee reviews reports on the calls and their resolution on a quarterly basis.



# Maple Leaf Foods Manufacturing Facilities

## CANADA

### Newfoundland

- 1 St. John's ●

### Nova Scotia

- 2 Halifax ●  
3 Truro ●

### New Brunswick

- 4 Moncton ● ●  
5 Grand Falls ●  
6 Woodstock ●

### Quebec

- 7 Laval ● ●  
8 Saint-Côme-Linière ●  
9 Beauport ●  
10 Montreal ● ●  
11 Lévis ●  
12 Quebec City ●  
13 Shawinigan ●  
14 Ville de Sainte-Catherine ●  
15 Saint-Anselme ●

## Ontario

- 16 Mississauga ● ●  
17 Hamilton ● ● ● ● ● ● ●  
18 Brantford ●  
19 Brampton ● ●  
20 North Bay ●  
21 Concord ● ●  
22 Scarborough ●  
23 Toronto ● ● ● ● ● ● ● ●  
24 Moorefield ●  
25 Hickson ●  
26 Guelph ●  
27 St. Marys ●  
28 Kitchener ●  
29 Port Perry ●  
30 Thamesford ●

## Manitoba

- 31 Winnipeg ● ●  
32 Brandon ●  
33 Landmark ●  
34 Souris ●

## Saskatchewan

- 35 Saskatoon ●

## Alberta

- 36 Edmonton ● ●  
37 Calgary ●  
38 Lethbridge ●

## British Columbia

- 39 Langley (Greater Vancouver District) ●  
40 Delta ●

## U.S.

### California

- 41 Richmond ●  
42 Oxnard ●

### Virginia

- 43 Roanoke ●

## U.K.

### London

- 44 Rotherham ●  
45 Maidstone ●  
46 London ●

# GRI Index

GRI Profile Disclosure #	Description
<b>Economic Performance</b>	
EC1 <sub>COMM</sub>	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.
<b>Environmental</b>	
EN3	Direct energy consumption by primary energy source.
EN8	Total water withdrawal by source.
EN16	Total direct and indirect greenhouse gas emissions by weight.
EN22	Total weight of waste by type and disposal method.
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.
EN30	Total environmental protection expenditures and investments by type.
<b>Labour Practices</b>	
LA4	Percentage of employees covered by collective bargaining agreements.
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.
LA12	Percentage of employees receiving regular performance and career development reviews.
<b>Society</b>	
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country.
FP4	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need.
SO5 <sub>COMM</sub>	Public policy positions and participation in public policy development and lobbying.
<b>Health and Safety</b>	
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.
<b>Animal Welfare</b>	
FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type.
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.

# Sustainability at Maple Leaf Foods

To learn more about sustainability at Maple Leaf, please email Maple Leaf's Corporate Communications department at [communications@mapleleaf.com](mailto:communications@mapleleaf.com).

## **MEDIA RELATIONS**

For media inquiries, please call Maple Leaf's Media Hotline at 1-800-268-3708.

## **INVESTOR RELATIONS**

For Investor Relations, please call (416) 926-2005.

## **CONSUMER AFFAIRS**

For consumer inquiries, please call 1-800-268-3708.

## **CORPORATE OFFICE**

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Suite 1500  
Toronto, Ontario, Canada  
M4V 3A2

ThinkFOOD! Innovation Centre  
6897 Financial Drive  
Mississauga, Ontario, Canada  
L5N 0A8

## 170 million

Maple Leaf Foods has built a robust digital media presence in Canada. In 2012, this included generating more than 850,000 Facebook fans, a corporate website that attracted almost 8 million visits and a Twitter presence of more than 33,000 mentions. In total, we had more than 170 million digital interactions with consumers in 2012. We also successfully managed 91,000 consumer contacts from all consumer channels, resulting in 96% consumer repurchase intent.

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