

## Maple Leaf's Core Sustainability Pillars



Maple Leaf Foods is Canada's leading consumer packaged meats company, headquartered in Toronto, Ontario. We make high-quality, great tasting, nutritious and innovative food products under leading brands including Maple Leaf<sup>®</sup>, Maple Leaf Prime<sup>®</sup>, Maple Leaf Natural Selections<sup>®</sup>, Schneiders<sup>®</sup>, Schneiders Country Naturals<sup>®</sup> and Mina<sup>™</sup>. Our Company employs approximately 11,500 people in its operations across Canada and exports to more than 20 global markets including the U.S. and Asia.

### About This Report

Maple Leaf Foods published our first sustainability report in April 2013. This second report, which covers our activities during the fiscal and calendar year 2013, demonstrates the importance our Company places on sustainability initiatives and our commitment to transparency and continuous improvement in our social, economic and environmental performance. This report complements the operating and financial information in our 2013 annual report, where we provide more detailed information on our operating and financial results. It is our intention to publish an annual sustainability report and provide ongoing updates and additions that augment our disclosure.

In 2013, Maple Leaf completed or announced agreements to divest of a number of businesses. We closed the sales of Rothsay, our rendering business, in October 2013; Olivieri®, our fresh pasta and sauce business, in November 2013; and our turkey production business, in July 2013. In the fall of 2013, the Company announced that it was pursuing value creation alternatives for its Bakery business. This culminated in an agreement to sell the Company's 90% ownership of Canada Bread Company, Ltd. to Grupo Bimbo, S.A.B. de C.V., which was concluded in May 2014. Some of the data contained in this report includes these operations, as they were owned by Maple Leaf for part or all of the year. Except where noted, this report does not cover suppliers of products, ingredients or services, temporary employees, joint ventures or leased facilities. The information was collected as part of our business operations and verified by functional leaders to ensure that this report fairly represents our sustainability activities, strategies, policies, programs and initiatives.

## Report Content

The Global Reporting Initiative (GRI) has become the worldwide standard for sustainability reporting. We used the GRI G3.1 Guidelines, the GRI Food Processing Sector Supplement, industry best practices and the results of our [stakeholder engagement survey](#) to guide the structure of this report. To inform the content, we applied the GRI's sustainability reporting principles and its growing emphasis on materiality by considering the results of our survey, which helped us in determining those topics of most importance to our stakeholders, while focusing on those areas where we believe we can have the greatest impact. It is our intention to broaden this reporting as we continue to enhance our database and further develop and report results against concrete benchmarks and goals. Maple Leaf self-declares this report to GRI (3.1) Application Level C.

## Sustainability Management Structure

Sustainability at Maple Leaf Foods is a collaborative, cross-functional effort. Guiding our program are leaders representing relevant areas of the Company including environmental affairs, food safety and quality assurance, government and industry affairs, human resources, marketing, strategy and corporate communications. In 2014, Maple Leaf is establishing an executive position to lead the development of a comprehensive sustainability program and structure, working collaboratively to ingrain these principles and goals across the Company's operations, ensuring sustainability is embedded into our decision-making, investments and how we conduct our businesses.

This report has not been externally assured. We plan to seek assurance when our sustainability program and reporting is more mature.

# Our Company

## A Message from Our CEO

2013 marked a year of tremendous transition and opportunity for Maple Leaf. We made the single largest capital investment to date in our prepared meats transformation strategy, which is the final chapter in our seven year journey to modernize Maple Leaf's manufacturing and distribution network through establishing scale and world-class technologies. This strategy will step-change our long-term competitiveness and sustainability as an iconic Canadian food company.

Our focus is to become the best consumer packaged meats business in the world.

Supporting this, in 2013 we sold several businesses that were not core to this vision, including our rendering and biodiesel business, our turkey growing agricultural operations and our fresh pasta and pasta sauce business. We also completed a strategic review of our Bakery business, which culminated in the sale of our 90% ownership of Canada Bread to Grupo Bimbo in May 2014.

While we have executed significant changes to our business mix and assets, our organizational values are constant and underpin everything we do. A cornerstone of the "new Maple Leaf" will be to increasingly define and integrate corporate social responsibility and sustainability into our operations and decision-making. Coinciding with the sale of Canada Bread, we announced a new organization structure for Maple Leaf Foods that will lead our growth as one business, with one focus. We have appointed a Senior Vice President of Sustainability and Public Affairs to lead our sustainability agenda, with the accountability to ensure we put a world-class sustainability program in place and that we live and breathe it every day – from the shop floor to the corner office.

Our Sustainability Pillars span five core areas: Economic Responsibility, Social Responsibility, Environmental Responsibility, Consumer Responsibility and Our People. They include areas of focus that are critical to our business and to our stakeholders like food safety, nutrition, environmental sustainability and animal care.

We made some progress across our sustainability pillars in 2013; however, our focus on completing our prepared meats strategy has meant we have not achieved the pace of progress we want. Our focus and progress behind pursuing a strong sustainability program with clear goals will accelerate in 2014 and beyond.

Maple Leaf Foods has a deep history in Canada, with roots tracing back well over 100 years. We provide people and families with great tasting, nutritious foods; we have created high skilled, sustainable jobs from coast to coast with sizable community spin-off investments; and we have delivered a good return to shareholders.

I am proud to present our second Sustainability Report, and I look forward to deepening our focus and progress in these critical areas of our business.

Sincerely,

A handwritten signature in black ink, appearing to be 'MH' followed by a long horizontal stroke.

Michael H. McCain

## Passionate People, Passionate about Food

Maple Leaf Foods is Canada's leading consumer packaged meats company, headquartered in Toronto, Ontario. We make high-quality, great tasting, nutritious and innovative food products under leading brands including Maple Leaf<sup>®</sup>, Maple Leaf Prime<sup>®</sup>, Maple Leaf Natural Selections<sup>®</sup>, Schneiders<sup>®</sup>, Schneiders Country Naturals<sup>®</sup> and Mina<sup>™</sup>. Our Company employs approximately 11,500 people in its operations across Canada.

With the sale of our bakery business, Maple Leaf Foods is focusing its growth as a consumer packaged meats company, with leading Canadian brands and market shares across Canada.

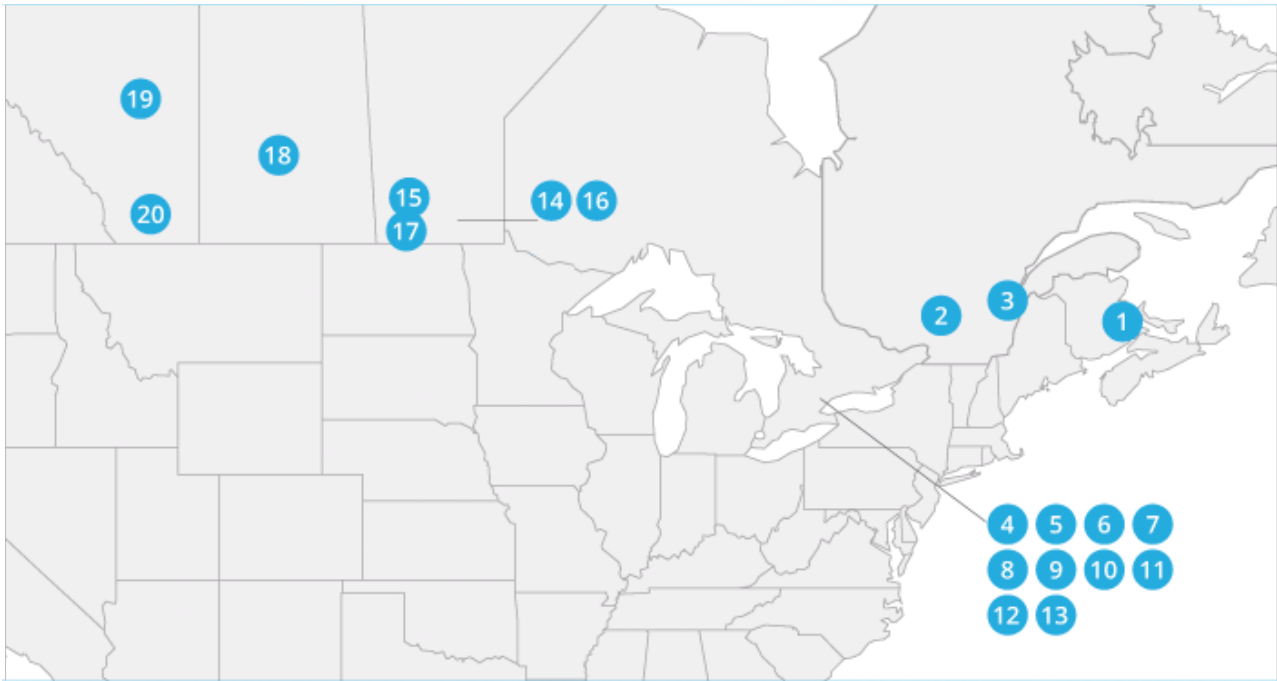
Our **Meat Group** produces high-quality prepared meats and meals, and value-added fresh pork, poultry and turkey products. These operations are located exclusively in Canada with the majority of sales to customers in Canada, the United States and Japan.

Our **Agribusiness Group** includes hog production operations that provide a high-quality raw material supply to our fresh and prepared meats businesses. These operations are located in Manitoba, Canada.

In 2013, approximately 79% of our sales and 95% of our assets were based in Canada. Maple Leaf exports to customers in approximately 25 countries, predominantly the U.S., the U.K. and Japan.

Maple Leaf Foods is publicly traded on the Toronto Stock Exchange ("TSX") under the symbol MFI.

# Our Manufacturing and Distribution Facilities



## NEW BRUNSWICK

1 Moncton ■

## QUEBEC

2 Laval ■

3 Saint-Anselme ■

## ONTARIO

4 Mississauga ■ ■

5 Hamilton ■

6 Brantford ■

7 Brampton ■ ■

8 Toronto ■ ■

9 Guelph ■

10 St. Marys ■

11 Kitchener ■

12 Port Perry ■

13 Thamesford ■

## MANITOBA

14 Winnipeg ■

15 Brandon ■

16 Landmark ■

17 Souris ■

## SASKATCHEWAN

18 Saskatoon ■ ■

## ALBERTA

19 Edmonton ■

20 Lethbridge ■

■ MEAT

■ AGRIBUSINESS - FEED MILLS

## Flagship Brands



## Other Leading Brands



## Five-Year Financial Highlights

For years ended December 31 (In millions of Canadian dollars, except share information)

	2013	2012	2011	2010	2009
<b>CONSOLIDATED RESULTS</b>					
Sales	2,955	3,075	3,082	3,216	3,348
Adjusted Operating Earnings	(136)	57	36	49	10
Net earnings (loss) from continuing operations	(142)	(31)	(47)	(75)	(73)
Net earnings (loss)	496	89	59	29	52
Return on Net Assets	-0.2%	9.4%	9.7%	8.6%	5.9%
<b>FINANCIAL POSITION</b>					
Net assets employed	2,199	2,101	1,907	1,966	2,416
Shareholders' equity	1,581	891	865	924	1,189
Net Debt	452	1,171	984	902	1,016
<b>PER SHARE</b>					
Adjusted Earnings per Share	(1.08)	(0.05)	(0.14)	(0.12)	(0.42)
Net earnings (loss) from continuing operations	(1.01)	(0.23)	(0.34)	(0.55)	(0.56)
Net earnings	3.55	0.64	0.43	0.22	0.40
Dividends	0.16	0.16	0.16	0.16	0.16
Book value	11.27	6.36	6.18	6.60	8.69
<b>NUMBER OF SHARES (MILLIONS)</b>					
Weighted average	139.4	139.4	138.7	135.6	129.8
Outstanding at December 31	140.3	140.0	140.0	140.0	136.8



# Our Values

## 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 businesses and our stakeholders. Sustainability is a natural outcome of these values and encompasses all aspects of our business – a highly competitive supply chain; a safe and rewarding workplace; food safety leadership; advancing environmental responsibility; treating animals under our care ethically and responsibly; supporting communities, local and global; and making healthy, great tasting foods at good value. 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

## Governance and Integrity

Good governance contributes to better results for all stakeholders – consumers, customers, communities, regulators, suppliers, employees and shareholders. We maintain corporate governance principles, policies and practices that set out the rights and responsibilities of directors, management and every employee.

Good governance starts with an independent non-executive chairman and nine experienced and informed directors, who are focused on providing board oversight supporting the successful completion 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.

Nine of our 10 Board members – nine men and one woman – 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 who are also directors. Every decision made must be in the best interest of the Company and all stakeholders, including minority shareholders, creditors, consumers and employees.

We regularly evaluate our practices by monitoring Canadian governance and regulatory developments, evolving our own governance based on what is ultimately best for our Company. We've adopted many of the recommendations of the Canadian Coalition for Good Governance, including voting for individual directors and say-on-pay voting. One example unique to Maple Leaf Foods is the Board Connect program, which pairs each director with an operating company president or senior leader in one of our businesses for a day. This provides directors with the opportunity to directly connect with management and enables employees to share information and build a deeper understanding of the business and industry.

A full description of our Board mandate, composition, committees – including the Environment, Health and Safety Committee – and board biographies can be found on our website at [investor.mapleleaf.ca](https://investor.mapleleaf.ca).

## 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 Board, management and every employee. It strictly 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

In 2013, our compliance framework addressed three critical areas: environment, occupational health and safety, and food safety. Each group is led by a member of management guided by policies and procedures executed by teams of functional experts within the Company. 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. In 2014, Maple Leaf established the position of Senior Vice President, Sustainability and Public Affairs. This executive has responsibility for developing a robust, integrated sustainability and social responsibility program, which will include expanding our comprehensive Community Involvement, Animal Care and Environmental Sustainability programs and policies.

## SPEAKING OUT

Employees are encouraged to speak out regarding any activity that they believe may be illegal or unethical. If they are uncomfortable speaking to a supervisor, Maple Leaf has established a third-party ethics line to report issues such as suspected fraud, accounting irregularities, product tampering or any violation of the Company's code of conduct or policies. 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.

To learn more about our Governance structure, policies and procedures please go to <http://investor.mapleleaf.ca/phoenix.zhtml?c=88490&p=irol-govhighlights>

## Stakeholder Engagement

Maple Leaf Foods recognizes the value of an active dialogue with its diverse stakeholders, including employees, consumers, customers, shareholders, investors, non-government organizations and non-profit partners. We have identified these groups in particular as they are expected to significantly impact the future sustainability of our business. Maintaining an open dialogue helps us to understand opinions, strengthen relationships and guide continuous improvement in how we conduct business and intersect with society.

In October 2013, interviews with five key internal stakeholders and five external stakeholders were done to collect their perception of Maple Leaf's material issues and our 2012 sustainability report. We selected stakeholders who are involved in and knowledgeable about sustainability issues within Maple Leaf Foods and more broadly in the food industry. They have a material impact on our business and include customers, industry associations and senior leaders within the Company. Their guidance and expertise in the food industry will help us identify key material issues and refine our areas of focus within our sustainability program.

While these individuals found our 2012 report to be balanced and comprehensive, they made many recommendations and we have endeavoured to implement the most important ones in this report:

1. Confirm objectives, metrics and targets for areas of our business that they deem as materially important. We have attempted to include more specificity regarding targets and metrics; we expect to make significantly more progress with a dedicated sustainability program in 2014.
2. Develop an easy-to-find microsite and summary report.
3. Clarify what sustainability means to Maple Leaf Foods, a challenge we've tackled in the message to shareholders.
4. Clarify the materiality process and topics, which we explain in [About This Report](#).
5. Provide more robust information about animal welfare. We have strived to report on our policies and initiatives as thoroughly as possible and expect this program to be further strengthened through the establishment of a role dedicated to leading animal welfare.
6. Present key priorities and initiatives; we've collected this information in a table for each aspect of our sustainability program.

We are committed to acting upon many of the other recommendations made by our stakeholders and their insights will continue to shape this report and our thinking. We deeply appreciate their participation in helping us to advance our sustainability reporting and goals.

As a leading consumer packaged meats company, we also make consumer engagement a priority. To understand the consumer needs and trends, we engage in ongoing dialogue through consumer research, focus groups and increased engagement through social media. Consumers can also contact us through our toll-free telephone number, email or mail to express their opinions or concerns.

## CONSUMER ENGAGEMENT

- Received more than 87,000 consumer inquiries through telephone, email, letters and social media
- 96% of consumers would purchase Maple Leaf products after speaking with our Consumer Affairs department about a product
- Surpassed 1 million Facebook fans across all Maple Leaf Foods brands
- Launched *Appetite* – Canada's Kitchen, a digital community for recipes, food lovers and people interested in cooking

In 2012, Maple Leaf launched a new intranet called MyMLF to better engage employees and provide ongoing information on the Company and the food industry. The site includes executive blog postings, ongoing hot topic surveys on the home page, and constantly changing material that is contributed by an editorial board. In 2013:

- MyMLF received about 3,500 unique visits a day
- Approximately 70% of employees who had access to MyMLF visited it each day

- The most popular content read on MyMLF included contests, recipes, coupons, and articles about our people or consumer trends
- The average time employees spent reading articles on MyMLF was about 5 minutes a time
- On average, each article on MyMLF was read by 600 to 1,000 employees
- We launched four campaigns to encourage employee volunteerism with more than \$25,000 in prize incentives

To engage other important stakeholders, we participate in various forums, associations and industry meetings; host corporate advisory panels; and contribute to public policy consultation and debates.

## Awards Received in 2013



Maple Leaf was recognized as one of [Canada's 10 Most Admired Corporate Cultures](#) of 2013.

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Maple Leaf's foodservice team earned the [2013 Pinnacle Award for Supplier of the Year](#) by *Foodservice and Hospitality* magazine.

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Maple Leaf's ["Change Your Life with Bacon"](#) campaign was recognized as one of the [most viral Canadian advertisements](#) in 2013 by Google.

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# Economic Responsibility



As Canada's largest consumer packaged meats company, we have a deep commitment to strengthening this nation's food industry in a manner that benefits consumers, communities and other stakeholders. We seek to achieve this by investing in scale facilities to increase our competitiveness and long-term sustainability; improving Canada's food sector through leadership, collaboration and partnerships; and contributing resources and food-based knowledge to advance food security and sustainability locally, regionally and globally.

## 2013 Milestones

- Commissioned our new Eastern Canada Distribution Centre (DC) in Ontario; transferred operations from 14 smaller DCs and third-party warehouse relationships
- Began commissioning three plant expansions in Winnipeg, MB; Saskatoon, SK; and Brampton, ON; constructed our world-class prepared meats facility in Hamilton, ON; closed our prepared meats plant in North Battleford, SK
- Completed our \$90 million SAP implementation
- Completed 90% of our product complexity reduction project in our prepared meats

## 2014 Priorities

- Complete commissioning of Hamilton, ON prepared meats facility; transition all production of wieners and sliced meats
- Ramp up to full yield and efficiency in our Saskatoon, SK cooked sausage facility and Winnipeg, MB bacon facility
- Realize the optimization benefits from the real-time integrated SAP operating platform
- Close legacy plants in Hamilton, ON; Moncton, NB; Weston, ON; Panet Road, Winnipeg, MB; and Kitchener, ON
- Complete prepared meats transformation and remaining Project Simplify initiatives

product portfolio, eliminating 800 SKUs and reducing manufacturing complexity, resulting in more efficient production scheduling, fewer changeovers, increased capacity, increased food safety and less waste

## Building a Sustainable Company

We seek to achieve sustainability by investing in scale facilities to increase our long-term cost competitiveness; improving Canada's food sector through leadership, collaboration and partnerships; and contributing resources and food-based knowledge to advance food security and sustainability locally, regionally and globally.

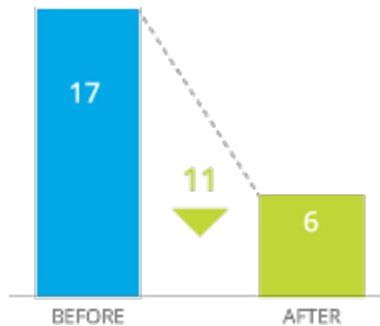
In September 2007, the value of the Canadian dollar soared past parity with the U.S. dollar for the first time in 31 years. The structural increase in the value of the Canadian dollar created two challenges for Maple Leaf Foods: eliminating a significant currency advantage that increased the competitiveness of our products in a global market, while at the same time making the Canadian market more attractive to U.S. competitors.

Maple Leaf Foods is not alone in this struggle. In 2013, Ontario saw at least nine food processing facilities announce their closure, eliminating approximately 3,000 manufacturing jobs. This followed a string of similar closures over the past seven years, costing about 7,000 jobs. Many of these were operated by U.S. multinational food companies and the plants were older and inefficient. In most cases, they moved production to larger-scale, more efficient facilities in the United States. At the same time, imports of food products are growing. The decline of the agrifood sector is even more concerning given that it is the largest source of manufacturing employment in this province and country.

## Transformation Productivity Targets

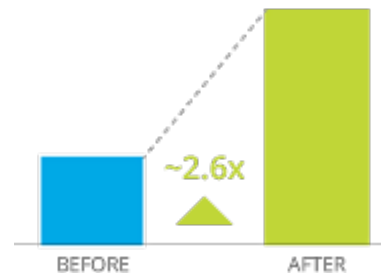
### REDUCED PREPARED MEATS FOOTPRINT

# OF MANUFACTURING & DISTRIBUTION FACILITIES

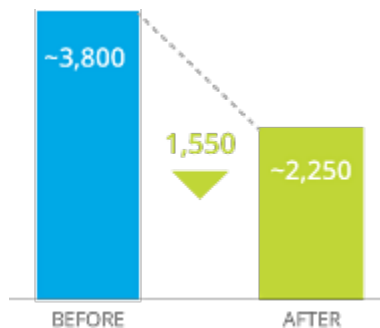


### ENHANCED SCALE AND PRODUCTIVITY

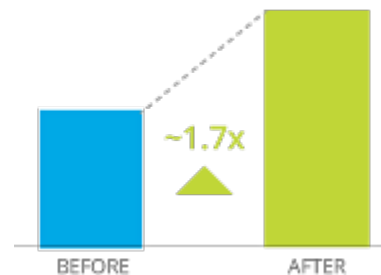
AVG. ANNUAL VOLUME PER PLANT



# OF FULL-TIME EMPLOYEES AT FUTURE STATE FACILITIES



AVG. ANNUAL VOLUME PER FULL-TIME EMPLOYEE



THE FIRST CHART DEMONSTRATES OUR REDUCTION IN HEAVILY MANUAL OPERATIONS, COMPARED WITH THE ENHANCED PRODUCTION (PRODUCT VOLUME) CAPABILITIES SUPPORTED BY OUR INVESTMENT IN SCALE, TECHNOLOGY AND EFFICIENCY.

Maple Leaf made a strategic decision to significantly invest in our Canadian operations to increase scale, technology and productivity. The Company is investing more than \$1 billion to establish a highly efficient supply chain on a North American basis. While this will result in a net job reduction, it will increase long-term security for thousands of skilled jobs and provide a platform for sustainable growth. It will also secure domestic markets for grain, hog and poultry farmers that supply Maple Leaf and, ultimately, in the distribution system of our products into stores and restaurants – everything along the value chain from farm to fork. Maple Leaf is strengthening the Canadian food sector and further securing our role as a global agribusiness leader.

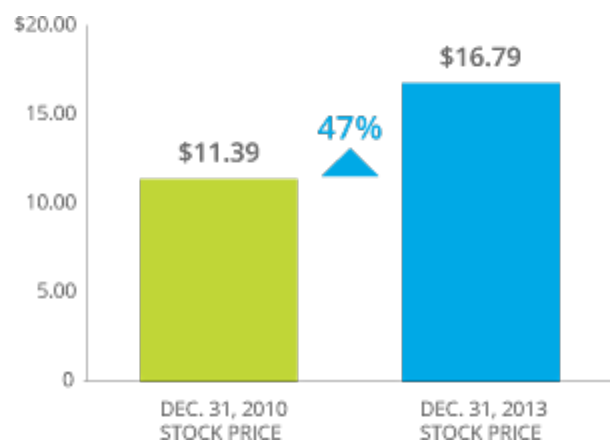


A thorough discussion of our Value Creation Plan and our progress can be found in the Management's Discussion and Analysis of our 2013 annual report and our 2013 Investor Day presentation at [www.mapleleaf.com](http://www.mapleleaf.com).

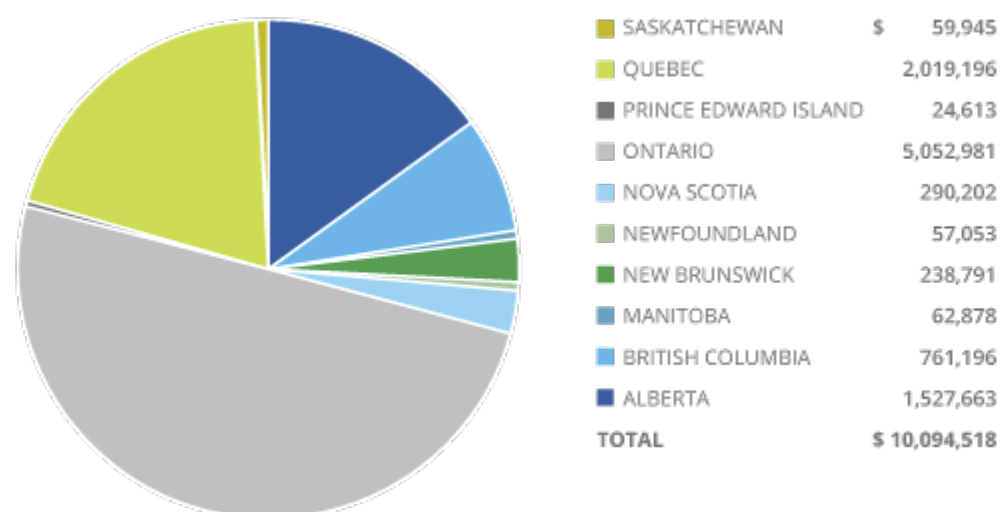
## Economic Benefit

### TOTAL RETURN TO SHAREHOLDERS 2011–2013

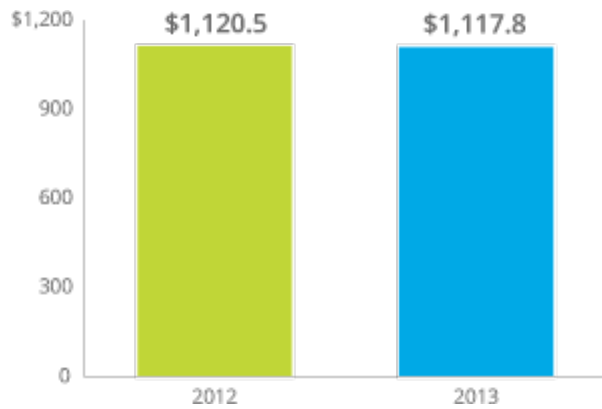
(INDICATED BY STOCK PRICE)



### VALUE OF TAXES PAID BY PROVINCE 2011–2013 (\$)



**TOTAL COMBINED WAGES AND BENEFITS PROVIDED TO MAPLE LEAF EMPLOYEES AND ITS SUBSIDIARIES**  
(MILLIONS)



Our significant investments in scale facilities and food processing technologies are creating some of the most highly skilled, knowledge-based jobs in Canada's food manufacturing industry. These jobs are replacing labour intensive, manual production roles and provide long-term sustainable employment opportunities. Our significant investments in scale and technology have also generated many economic spin-off benefits. We employed more than 800 tradespeople at our new 402,000 square foot, world-class Hamilton, Ontario prepared meats plant during its construction over the past two years. While the value of goods purchased from suppliers contributes benefits to the local economy, the economic health of our communities is also strengthened through the salaries that we pay to our employees and taxes paid to local, provincial and federal governments.

The establishment of technology-driven, scale facilities will create jobs for over 700 people, but will result in a net near-term workforce reduction of an estimated 1,500 net positions between 2012 and 2015. We deeply regret the impact on the employees and communities where we are closing plants. In 2010, we communicated which facilities would be closing, providing the people and communities affected with significant notice. In most cases these closures will occur in 2014. We 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. We have also held job fairs to help individuals find new employment and repatriated people into other jobs at Maple Leaf where possible. For example, 87% of the workforce at our legacy Hamilton facility have been provided continued employment at our new "Heritage" prepared meats facility in Hamilton.

Today, Maple Leaf employs approximately 11,500 people. The purchasing power created by the compensation and benefits earned by those employees generates one of our most powerful economic contributions, in addition to our purchasing requirements as one of Canada's largest food companies. 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 network of production, manufacturing and distribution facilities. In addition, we are a significant exporter of meat products to the U.S., Japan and other markets.

## **HIGH-PERFORMING PEOPLE SYSTEMS**

Our investment in capital is driving further investment in our people. To ensure that the physical transformation of our plants and the associated technologies and systems enhancements are enabled by employees with the required skills, we are implementing a High-Performing People System ("HPPS"). At the core of HPPS is a powerful model of personal effectiveness and ownership at both the shop floor and leadership levels. HPPS was launched at our new, state-of-the-art processing facility in Hamilton in 2013. We call our Hamilton facility "Heritage" in recognition of the great products and brands that will be produced at this facility, transferred from five older, inefficient production facilities across Canada.

HPPS at Heritage began with a robust recruiting program to hire people with the skills to operate our highly sophisticated equipment and the critical thinking capabilities to act upon the data that this equipment continuously streams to the operator. In 2013, all leaders at Heritage received training in applied behavioural science (ABS), a critical skill required for leaders to optimize effective performance improvement. In 2014, leaders are being coached real-time on the floor by professional ABS coaches as they apply these new skills.

The personal engagement that is inherent in HPPS is supported by a common understanding of purpose, roles and responsibilities, defined operating systems, continuous two-way communication, training and development, and recognition for exceptional performance. It's an integrated system that involves human resources, health and safety, Six Sigma, food safety and operations in a collaborative approach. We expect HPPS to be fully implemented at Heritage within three years, at which time an estimated 78% of the shop-floor workforce will be skilled team members participating in problem solving and continuous improvement. Eventually, HPPS will be implemented across Maple Leaf Foods.



Maple Leaf is investing more than **\$1 billion** to establish a **highly efficient supply chain** on a North American basis. ►

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We employed more than **800 tradespeople** at our **new 402,000 square foot**, world-class Hamilton prepared meats plant. ►

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# Social Responsibility



Our vision is to be the best consumer packaged meats business in the world. We will strive to achieve this through strengthening our environmental, social and financial performance, consistent with our values and commitment to sustainability.

## 2013 Milestones

- Converted our first barn from gestation crates to open housing
- Introduced “See It? Stop It!”, a program to encourage employee involvement to advance animal care
- Increased the number of PAACO-certified employees in our poultry operations to eight in 2013
- Supported communities with more than \$1.2M in gift-in-kind and monetary donations
- Established a lead partnership with “Food for Thought”, the largest school nutrition program in Brandon, MB

## 2014 Priorities

- Convert two large sites with 6,000 gestation crate systems to open housing
- Expand the “See It? Stop It!” program to our poultry and processing operations
- Establish executive leadership and hire an animal welfare expert to lead the establishment of a best practice program
- Review our philanthropy strategy with the goal to step-change the impact of our programs and engagement of our people
- Play a lead role in a school nutrition pilot project in Hamilton, ON

## Animal Care

As Canada's largest meat company, we bear the responsibility to lead in advancing humane animal care and alleviating stress or suffering. Every employee involved in the raising, transport and processing of hogs and poultry must adhere to our detailed animal care policies and procedures. All of our employees who handle animals receive training, when they commence employment and on an annual basis thereafter, to support the health and safety of the animals and our people, and employees are expected to understand the critical importance of animal care, our strict operating procedures, and requirements of them. We have zero tolerance for abuse to animals. Disciplinary action includes suspension or termination of employment.

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## We have zero tolerance for any form of animal abuse.

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### LEADERSHIP AND COLLABORATION

Our policies and procedures comprise an animal care management system that is guided by following leading best practices and scientific research, technological innovations, evolving management practices and the many diverse views on what constitutes proper animal care. Maple Leaf plays a leading role in advancing these standards by hosting forums, such as the Farm & Food Care Ontario Forum in February 2013, and by sitting on a number of industry committees and working groups including the National Farm Animal Care Council, the University of Manitoba loose housing committee, the Canadian Poultry and Egg Processors Council, the Poultry Research Centre in Edmonton, Alberta, and the Ontario Broiler Hatching Egg and Chick Commission. The Company also supports the Animal Care Research Chair at the Prairie Swine Centre at the University of Saskatchewan.

### OVERSIGHT AND MONITORING

Oversight and continuous improvement in animal care is ultimately the responsibility of the senior leaders of our hog production, poultry and pork businesses, who are required to sign off on policies and regularly review animal welfare audits and reports. All our production and primary processing facilities are supported by on-site veterinarians with expertise in animal welfare. An Animal Care Committee, which is comprised of leaders representing the hog and poultry businesses, food quality and safety, government and industry relations and sustainability and communications functions, as well as the executive leaders within our hog production, poultry and pork businesses, provides further oversight, and identifies risks and advances continuous improvement.

In 2014, Maple Leaf is establishing a senior position to lead the development of a company-wide animal care program that follows best practices in governance, reporting, verification, training and operations. It is our goal to deeply and firmly embed animal care and world-class practices into the Company's culture, values and business model.

## Pork

### ANIMAL CARE IN OUR OPERATIONS

Maple Leaf's hog production business is operated by Maple Leaf Agri-Farms (MLAF). MLAF owns approximately 63,000 sows on 180 owned and contracted farms, producing approximately 1.5 million piglets every year. This represents approximately 40% of the pork we process, with the balance of our requirements purchased from contract producers.

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## Maple Leaf has supported the establishment of Canada's first Chair in Swine Welfare at the Prairie Swine Centre, University of Saskatchewan.

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MLAF operates under the standards and codes of the National Farm Animal Care Council (NFACC), American Meat Institute (AMI), the Canadian Quality Assurance (CQA<sup>®</sup>) program and the Animal Care Assessment (ACA<sup>™</sup>) program. We have three internal quality assurance employees and two managers of Animal Health that conduct weekly audits of our hog production facilities. Our meat processing facilities are monitored by dedicated on-site inspectors from the Canadian Food Inspection Agency (CFIA). Our five feed mills are also audited regularly by the CFIA to ensure compliance with proper feed manufacturing processes and medication withdrawal times. Our suppliers must follow the protocols of the CQA and ACA, while MLAF standards exceed these regulations.

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

### OPEN HOUSING FOR SOWS

Maple Leaf was among the first of large North American producers to commit to converting gestation stalls to open housing. During 2013, we successfully converted our first barn with 1,250 sows from individual stalls to an open housing system. The conversion process is complex, and if done incorrectly could actually compromise animal welfare, as open housing exposes sows to more risk from aggression and competition for food. We consulted with the University of Manitoba and other industry experts to assess the various loose housing methods and determine which approach would work best for converting our system.

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Maple Leaf was the first national pork company in Canada to commit to transitioning to open housing for sows. In 2013, we converted 1,250 sows and two barns to open housing. Two barns with 3,000 sow spaces each will be converted in 2014.

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We spent significant time conditioning and training the sows to access the electronic feeders, which has enhanced the transition and reduced aggression related to competition for food. With this successful pilot, our second conversion involving a 3,000 sow barn is underway and should be completed by the summer. We expect to complete one additional 3,000 sow barn conversion in 2014. We will be sharing information on our loose housing project – the first major retrofit in Canada – with other pork producers to advance animal welfare and the success of subsequent projects as the industry moves toward loose housing.

Maple Leaf will convert its 13 legacy barns by 2017, with two large sites to be converted in 2014. We are finalizing a transition plan for the 13 Puratone barns that we acquired in 2012. Our growing knowledge of animal behaviour in a loose housing environment will guide the conversion of our remaining sow barns, and support the Canadian industry to implement optimal loose housing systems as we share our experience and learnings.

#### **SEE IT? STOP IT!**

During 2013 we implemented the “See It? Stop It!” program in our hog production operations, which requires anyone who witnesses animal abuse, neglect, mishandling or has any concerns to report it to a supervisor or through a dedicated 1-800 hotline. The program reinforces our philosophy, and shared accountability, with every employee responsible for animal welfare. Maple Leaf worked closely with the Centre for Food Integrity, which developed the program, to revise our employee agreements and develop support materials specifically for our system. The 1-800 number is posted in all areas where people interact with animals. In 2014, this program is being expanded to all other areas of product processing.

#### **CONTINUOUS IMPROVEMENT**

Maple Leaf Foods reviews operating protocols every year in order to continuously improve our animal welfare program and practices. Several opportunities for improvement were identified and implemented in early 2014, including making changes to euthanasia practices including pre-sedation, performing needleless injection for vaccination, and providing analgesic to control post-op pain when required.



In 2013 and into 2014, our hog production operations changed euthanasia techniques to minimize pain or trauma to the animal and stress on our employees. We completed the shift from blunt force trauma, which is a conventional industry method to euthanize sickly piglets that will not survive and thrive, to the administration of carbon dioxide (CO<sub>2</sub>). We also implemented the new CFIA animal transportation regulations, introducing tougher standards to support higher standards of animal care in transportation.

## **NFACC CODE OF PRACTICE**

MLAF was an active participant in providing feedback to the new Codes of Practice developed by the National Farm Animal Care Council. The development process included scientific committees and broad representation by stakeholders including producers. The Codes cover every aspect of animal management from housing and treatments to surgeries and euthanasia. As an active participant in the development, MLAF shared its animal management practices and its insights on conversion of sow barns to loose housing, one of the key revisions in the Code of Practice for the Care and Handling of Pigs. The new Codes were released in March 2014.

## **PEDv TASK FORCE**

MLAF has established a task force to mitigate risk from the spread of porcine epidemic diarrhea virus (PEDv), which has killed millions of pigs in the United States since the onset of the outbreak in July 2013. The task force has established a four-stage program with steps to be taken to prevent the spread of the disease to Canada through to the eradication of the virus, should it appear in our barns or processing facilities. At the time of preparing this report, no case of PEDv has been identified in a Maple Leaf barn. MLAF is working proactively with others in the Manitoba pork industry to eradicate the virus from their locations and eliminate the spread of the virus.

## **Poultry**

### **ANIMAL WELFARE IN OUR POULTRY OPERATIONS**

Maple Leaf operates three hatcheries and five processing plants. We source chicken and turkey to meet our processing requirements from third-party growers. The vast majority of the chicken we source comes from growers who have purchased chicks from our hatcheries. Our poultry operations operate under the NFACC Code of Practice, the Canadian Hatching Egg Producer CHEQ™ Program, the Chicken Farmers of Ontario Transportation and Safe Handling Program and the Professional Animal Auditor Certification Organization (PAACO). Our hatcheries are also Hazard Analysis Critical Control Point (HACCP) certified. All of our facilities are audited annually by FS Net Services, by independent auditors contracted by our customers, and weekly by our own PAACO-trained staff. During 2013, Maple Leaf increased the number of PAACO-trained employees in our poultry operation to eight, placing one PAACO-trained employee in every plant.

In our hatcheries, we maintain optimal conditions to promote hatchability and healthy chicks. Chicks that are deformed or sickly are humanely euthanized through maceration. Maple Leaf follows best

practice in this regard, based on technical studies and recommendations from veterinarians, animal care experts and regulatory bodies.

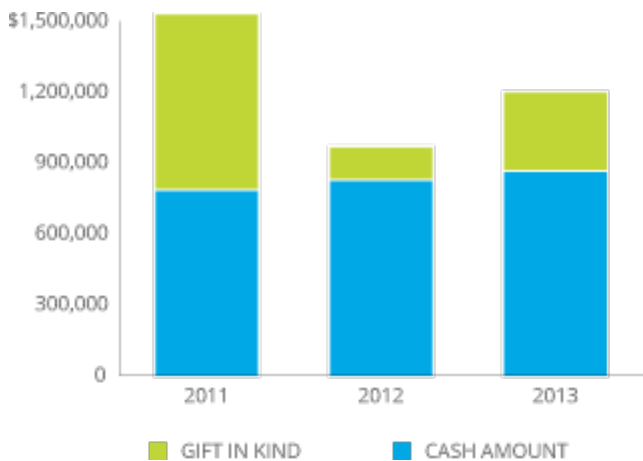
We recognize the need for caution and balance in antibiotic use for poultry and we have eliminated the use of antibiotics in our hatcheries. At our poultry processing plants, our employees are trained to ensure the NFACC Code of Practices, and our own animal care standard operating procedures are adhered to at all times.

Maple Leaf and our contracted transportation companies that are responsible for providing humane handling and transportation of poultry made continuous improvements in 2013 to further enhance animal welfare. This has included installing ventilation in transport trucks to improve air flow, implementing tougher criteria on birds fit to travel and reducing the time between truck departures and arrivals to our processing plants to reduce stress on the birds.

### Community Outreach

In 2013, almost 1.5 million Canadians, mostly single mothers and children, lacked adequate family income to ensure food security, with more than 830,000 depending on food banks. Worldwide, poor nutrition causes nearly half of all deaths in children under five. As a leading food company, our philanthropic focus is to use our resources and knowledge to give back to our communities and to help alleviate national and global issues related to food and hunger.

MAPLE LEAF'S DONATIONS



AT THE TIME OF THIS REPORT, WE HAVE EMBARKED ON A STRATEGIC REVIEW OF OUR COMMUNITY OUTREACH PROGRAM TO EXPAND OUR IMPACT AND FURTHER SUPPORT AND ENCOURAGE EMPLOYEE VOLUNTEERISM.

Community Outreach at Maple Leaf is governed by a corporate donations policy that encompasses three cornerstones: 1) Providing emergency famine relief and crisis intervention; 2) supporting sustainable solutions for wellness and food security; and 3) encouraging employee volunteerism.

Our financial and food donations are complemented by offering our time and talent to charitable organizations, and encouraging and recognizing employee volunteerism. Our efforts take a variety of forms. We provide support to food banks and drop-in centres that deliver emergency food services. We also permit registered charities to purchase product at reduced cost to be picked up at our distribution centres. We contribute to hospitals and support centres that teach good nutrition and food safety. We support education – national and international – particularly in food nutrition research that promises to bring broader, longer-term systemic approaches to the issue of hunger. We have a strong relationship with UNICEF Canada to provide global annual emergency relief funding and develop customized campaigns. In 2013, our emergency support was directed to Syria to provide desperately needed food supplies to refugee camps. UNICEF has successfully leveraged our support to raise additional corporate and government assistance for the past several years.

## **VOLUNTEERING TO MAKE A DIFFERENCE**

The summer of 2013 marked the second year of Maple Leaf's *Volunteering to Make a Difference* campaign, a celebration of the volunteering activities our employees engage in throughout the year. One of our more popular initiatives to promote and celebrate volunteerism is the opportunity for 15 of our people to win a donation to the charitable organization of their choice by sharing their story of volunteerism. These stories are profiled on our intranet to recognize and honour these volunteers and inspire others. In 2013, we attracted dozens of submissions and donated \$15,000 to individual charities.

Maple Leaf has embedded support for employee volunteerism in our Community Outreach policy. Any salaried employee is encouraged to spend two full paid days or four half days every year volunteering with a registered charity during regular working hours. This supports our people's involvement in local, national and global initiatives that are meaningful to them, and benefit from their skills.

## **FEEDING 10,000 FAMILIES ACROSS CANADA**

Inspired by a report from HungerCount 2013 on the urgent need for increased food donations to meet demands on food banks, Maple Leaf turned its Change Your Life With Bacon marketing campaign into a force for Christmas cheer. For every "like" or "share" of our Change Your Life with Bacon online video, we donated one pound of meat – which is by far the most needed food product by food banks – to help feed Canadians in need across the country. The campaign exploded across our social media platforms. We exceeded our goal and provided more than 10,000 pounds of holiday ham to local food banks in five cities across Canada during the holiday season. Maple Leaf employees across the country volunteered their time to help sort, pack and distribute these products to agencies in their cities.

## **MAKING MEALS MEANINGFUL**

Mealtimes are a great opportunity for families to come together and share experiences. They were once a daily tradition but changing lifestyles have created a need for families to find new ways to connect. Making Meals Meaningful was a program sponsored by Maple Leaf Foods and Maple Leaf Prime® and developed in partnership with UNICEF Canada. The program featured themed

conversation-starter cards that parents can use as a guide to address important and sometimes hard-to-discuss topics with their children.

This program was launched in 2012. In 2013, the cards focused on acceptance, compassion, empathy, generosity and selflessness. Awareness of the program was promoted through media interviews and social media events by Dr. Karyn Gordon, a renowned child psychologist.

#### **HARNESSING THE POWER OF SOCIAL MEDIA TO RAISE AWARENESS**

Harnessing the power of social media to spread awareness about social issues can be remarkable. In 2013, we used our Facebook and Twitter accounts to help charitable organizations raise awareness of important food-based causes, including UNICEF's emergency relief fund to help victims of natural disasters and emergencies receive proper nutrition; Up with Women, championed by Lia Grimanis, which profiles the challenges faced by women who live on the poverty line and the opportunities available to them in Canada to grow and succeed; and Dignitas' World AIDS Day in support of eradicating AIDS in Africa. In total, Maple Leaf contributed to more than 1 million social media interactions to help spread the word about the important work charities are doing to improve living conditions around the world.

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#### **Collaboration**

While the challenge of producing enough food and ensuring it reaches people in need is daunting, we must also achieve this in a way that is affordable, sustainable, and delivers good nutrition. This challenge can only be accomplished through cooperation between governments, our industry, universities and the many dozens of organizations dedicated to eliminating hunger.

Maple Leaf Foods takes an active role in resolving the challenge by contributing our knowledge and resources to support continuous improvement in our industry.

#### **ENGAGING IN PUBLIC POLICY**

In 2013, we participated in 24 formal public policy initiatives aimed at supporting various elements of building a sustainable Canadian agrifood sector. We also contributed \$50,000 for research and participated in the Conference Board of Canada's project to develop a new national food strategy.

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## Maple Leaf contributed \$50,000 for research and participated in the Conference Board of Canada's project to develop a new national food strategy.

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Working with the Canadian Food Inspection Agency and other industry and academic partners, we have played a lead role in developing a new learning partnership with the goal of establishing consistent standards and certification for food safety education and training in Canada by 2015. We are also an active participant in the national Agri-Sub Committee on Food Safety. This committee has been a key driver for advancing best practice in food safety and modernizing food safety legislation and regulation in Canada, including CFIA's new inspection model and the new Food Regulations under the *Safe Food for Canadians Act*, due to come into effect in 2015.

Maple Leaf Foods is a founding member of the Grocers and Manufacturers Collaborative, composed of five major retailers and five major manufacturers who collaborate on the promotion of healthy eating and sustainability through initiatives such as aligning the provincial blue box programs to improve the efficiency of recycling of food packaging materials. Other initiatives include participation in successful efforts to secure free trade agreements with the EU and Korea, development of new models for business risk management in the pork industry and the launch of the Canadian Meat Council's nitrites education program.

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## Maple Leaf participated in 24 formal public policy initiatives in 2013 aimed at improving Canada's food sector.

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### PARTNERSHIPS FOR IMPROVEMENT

- Canadian Meat Council
- Canadian Poultry and Egg Processors Council
- American Meat Institute
- Canadian Manufacturers and Exporters
- Canadian Council of Chief Executives
- Canadian Association of Importers and Exporters

- George Morris Centre
- Restaurants Canada
- International Association of Food Protection
- Packaging Association of Canada

Maple Leaf Foods belongs to or has partnerships with a diverse group of industry associations, chambers of commerce, think tanks and universities aimed at improving the quality, responsibility and competitiveness of Canada's food sector. These include the Grocery Manufacturers Collaborative; the Farming and Food Care Ontario Forum; Cut Waste! Grow Profit! Food Waste Forum; and the alliance to prevent food-borne illness.

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Maple Leaf is a member of more than 50 industry and business associations with a focus on continually improving Canada's food sector.

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Maple Leaf was the first national pork company in Canada to commit to transitioning to **open housing** for sows. ►

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Maple Leaf donated enough turkey to feed **1,000 families across the Greater Toronto Area** for Thanksgiving ►

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Maple Leaf contributed **\$50,000** for research to develop a new national food strategy. ►

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# Environmental Responsibility



In 2014, Maple Leaf committed the focus and dedicated resources to aggressively pursue the implementation of an Environmental Sustainability program, with clear, measurable near-term and long-term targets.

## 2013 Milestones

- Established a long-term environmental sustainability strategy with aggressive near- (2018) and longer-term (2030) goals
- Implemented a sustainability goal of launching two packaging initiatives a year, improving or reducing packaging
- Removed 12 million foam polystyrene trays from circulation
- Reduced our annual usage of metal by 363 metric tonnes by switching our canned meat flakes products from steel to aluminum cans

## 2014 Priorities

- Launch our environmental sustainability strategy, with dedicated leadership and resource support
- Replace the foam trays used to package poultry portions with trays made of recyclable plastic
- Optimized our packaging to maximize the number of products being transported on each truck
- Follow rigorous decommissioning process to close our legacy facilities and mitigate any environmental impact

The implementation of the strategy at three pilot plants in 2013 was delayed due to significant focus on completing the prepared meats network transformation, including five major plant expansions and start-ups in the year.



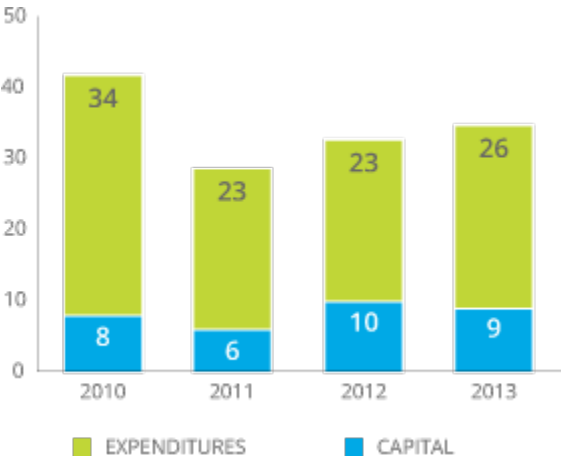
In 2014, implementation of a robust environmental sustainability program will commence under dedicated leadership, with a clear mandate, goals and accountability. Environmental audits at three pilot plants will be conducted and completed, which will test assumptions and contribute to defining clear action plans across our network. We plan to implement the broader program in 2015, with significant focus on accelerating our progress across five priority areas:

- 1. Energy reduction
- 2. GHG reduction
- 3. Wastewater reduction
- 4. Waste reduction
- 5. Packaging reduction

### Our Approach

Although 2013 was focused on compliance as we continued to execute our prepared meats network transformation, Maple Leaf spent approximately \$35 million to manage a wide range of ongoing environmental programs. In particular, the Company invested in several wastewater treatment plants to reduce its impact on city wastewater networks in Toronto, Hamilton and Winnipeg. Our new strategy will build upon these programs with broad-reaching and specific 2018 and 2030 targets.

**ENVIRONMENTAL PROTECTION EXPENDITURES AND INVESTMENTS**  
(IN MILLIONS OF CANADIAN DOLLARS)



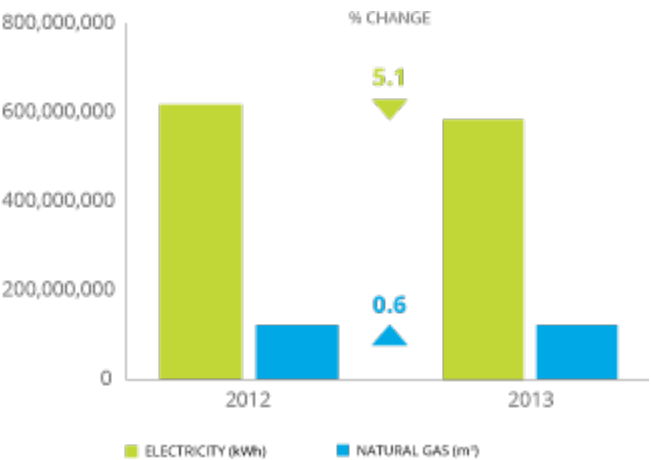
While completing the transformation of our network and supply chain has been the priority, we are building sound environmental management into our new operations. In early 2014, we achieved Leadership in Energy and Environmental Design (LEED®) Gold certification for our Trillium bakery in Hamilton and prepared our submission for LEED certification for our Heritage prepared meats facility. Our Eastern Distribution Centre also achieved LEED® Gold status in early 2014.

We have also been focused on the responsible decommissioning of our legacy facilities. We have adopted a rigorous approach that involves disposing of redundant assets through auction, identifying permits to be cancelled and leaving the facilities in “broom-clean” condition.

## Energy & Greenhouse Gases (GHG)

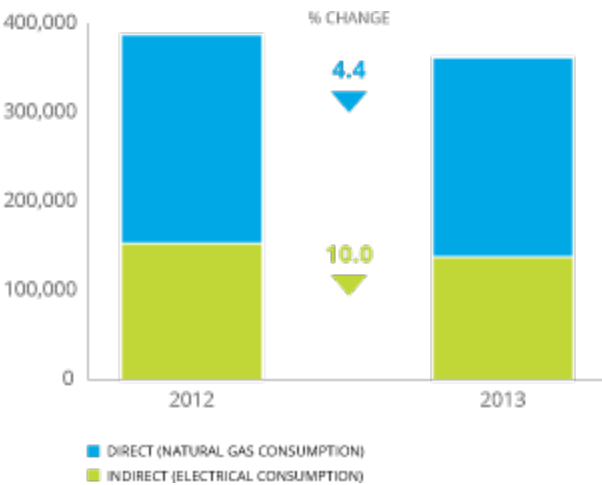
For the past six years, we have mapped our GHG emissions and energy consumption for every aspect of our business except hog farming, waste generation and transportation.

**DIRECT ENERGY CONSUMPTION BY PRIMARY ENERGY SOURCE**



**TOTAL DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS**

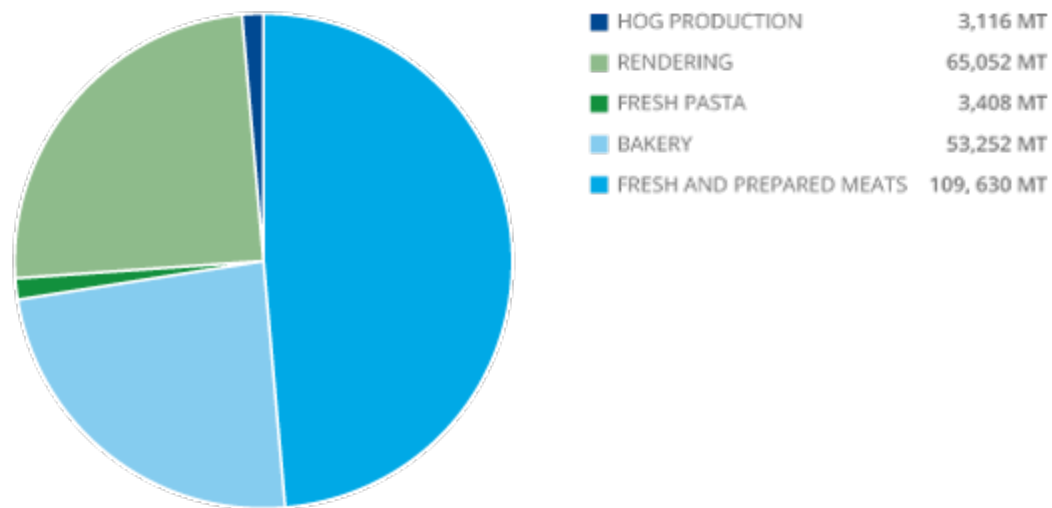
METRIC TONNES OF CARBON DIOXIDE



The consolidation of warehousing and more efficient distribution will eliminate over 8 million haulage miles annually.

## 2013 DIRECT MANUFACTURING GREENHOUSE GAS EMISSIONS BY BUSINESS UNIT

METRIC TONNES OF CARBON DIOXIDE

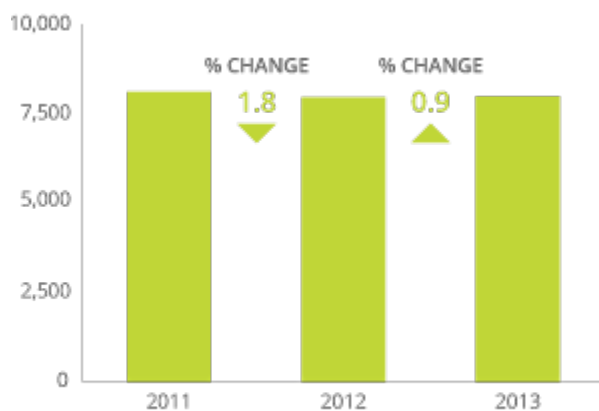


We are consolidating 19 distribution centres and third-party relationships across Canada into our Eastern Distribution Centre in Ontario and our Western Distribution Centre in Saskatchewan. This effort will create opportunities to optimize efficient replenishment – more full truckloads travelling fewer kilometres to achieve significant savings in fuel and a reduction in GHG emissions. The consolidation of warehousing and more efficient distribution will eliminate over 8 million haulage miles annually.

## Water

We use water as an ingredient in our processing facilities, for cooling our equipment, and cleaning and sanitizing.

### TOTAL WATER CONSUMPTION (m<sup>3</sup>)



We regularly monitor our incoming water usage in our processing facilities to ensure it is safe and of drinking quality for use in our products.

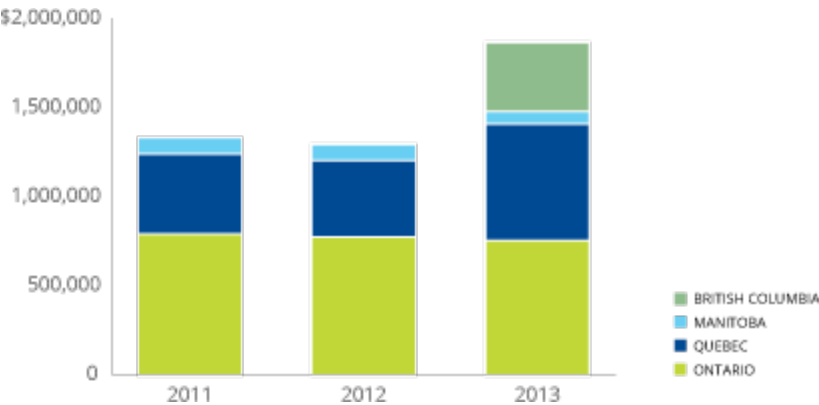
In 2013, we had 26 notices of violation, most of which related to exceeding municipal wastewater bylaw requirements. Many of these issues have been resolved by entering into wastewater overstrength or surcharge agreements, which compensate municipalities for the additional cost of treating higher strength waste streams. For other parameters, such as pH or oil and grease, where surcharge agreements are not possible, capital projects have been developed to address these issues.

With respect to fines, the Company has received one fine in the past four years for violating the Ontario Environmental Protection Act resulting from an ammonia release at its Brantford facility in 2010. The incident was the result of a faulty valve, which was subsequently replaced, with other valves then being inspected to ensure they were in good condition. The Company also received two fines for municipal wastewater bylaw violations at the Toronto poultry plant and Shawinigan bakery for incidents that occurred in 2012. A capital project has been completed in Toronto to address the issue, and the Shawinigan plant is now shut down.

## Packaging

Packaging in the food industry is complex and has to perform a number of different functions. Any primary packaging – the packaging that touches the product – must protect and ensure the quality, shelf-life and safety of the food by creating strong, often multiple barriers to moisture and oxygen. This often requires mixed plastics that are difficult, if not impossible, to recycle.

**PROVINCIAL BLUE BOX PROGRAM FINANCIAL CONTRIBUTIONS, 2010-2013**  
(INCLUDES MAPLE LEAF FOODS, CANADA BREAD AND OLIVIERI® BRANDED PRODUCTS)



Despite this challenge, in 2013 Maple Leaf Foods advanced its packaging sustainability efforts when developing new packaging. Each year, we are committed to implementing two initiatives that will deliver benefits to the environment through packaging reduction or improvements. In 2013, we removed the foam polystyrene trays from more than 12 million whole chicken products, replacing the trays with a bag that can be recycled in most municipalities. We also transferred our canned meat

flakes products from steel to aluminum cans, reducing our annual consumption of metal by 363 metric tonnes and reducing the weight of the packaging by 56%, which reduces energy consumed and emissions generated throughout the supply chain during transportation.

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Through our partnership with TerraCycle<sup>®</sup>, more than 85,000 Schneiders Lunchmate<sup>®</sup> kits have been collected and recycled at schools and youth programs since the program began in the spring of 2013. This not only eliminated waste, but the program also raised more than \$2,000 for the 486 participating schools (May 2014).

We moved all of our poultry for private label products from foam trays to trays made with low density polyethylene (LDPE), a plastic that can be recycled again and again. In 2014, we are re-designing our packaging to increase the volume of product on each pallet and optimizing the pallets to fit more onto each truck for shipping. This will mean fewer trucks on the road and fewer kilometres travelled to ship product to market.

Responsible packaging is not only about less packaging or more environmentally friendly packaging. The average household in Canada throws the equivalent of \$500 worth of food in the garbage every year; that food consumes eight to 10 times more energy than the packaging that protects it. Food that goes to waste because it spoils before being consumed has significant environmental implications. We made the packaging on our deli slices re-sealable, which is more convenient for the consumer and keeps the deli slices fresh longer. Maple Leaf's Portions<sup>™</sup> offers consumers the flexibility and convenience of choosing the right quantity of chicken for each meal or snack according to their family size and needs, helping to potentially reduce food waste.

To establish benchmarks and allow us to monitor our performance, in early 2013 we gained the ability to track the weight of our packaging that was distributed to consumers. This was made possible through the implementation of SAP, our new enterprise-wide information technology system. We estimate it may take several years to fully populate our packaging database and leverage the full capabilities of this advanced system. During 2013, we launched two research projects with the University of Alberta related to the use of packaging to enhance the safety of food. Through our support for the Grocers and Manufacturers Collaborative and a sustainability initiative through the Packaging Association of Canada, we are working to increase the rate of recycling of packaging across

the food industry.



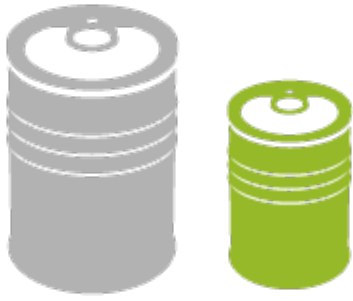
In 2013, Maple Leaf approved a **long-term environmental strategy** that will result in significant reductions in energy usage, waste and packaging. ►

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Maple Leaf Foods spent **\$35 million** to manage a wide range of ongoing environmental projects. ►

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We reduced our annual consumption of metal by **363 metric tonnes**. ►

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# Consumer Responsibility



As one of Canada's largest food companies, we have a fundamental responsibility to our consumers to provide them with food choices that emphasize great quality, meet high food safety standards, and are appealing, nutritious and affordable.

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## 2013 Milestones

- Expanded our Naturals product line to more than 80 products
- Continued to reduce sodium in our prepared meats products to meet Health Canada's voluntary 2016 guidelines for sodium
- Founding member of the Healthy Grains Institute, supporting a spectrum of consumer education initiatives
- Established a standard food safety and quality performance tracking system for all Maple Leaf suppliers

## 2014 Priorities

- Launch 15 new Naturals products to meet consumers' growing demand
  - Further reduce sodium in our prepared meats products to meet Health Canada's voluntary 2016 guidelines for sodium
  - Provide science-based research and information to consumers about the benefits of protein
  - Refresh our Food Safety Scorecard to nurture and sustain an industry-leading Food Safety culture
-



## Food Safety and Quality

In 2008, a small number of prepared meats products made at our Toronto plant were linked to the death of 23 Canadians. It was a devastating tragedy that has driven us to invest significant focus and resources on becoming a global food safety leader. Millions of people consume our products every day and it is our unwavering commitment to make sure that they can enjoy our products with confidence.

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## More than 11,500 employees completed food safety training or programs in 2013.

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### LEADERSHIP AND OVERSIGHT

Our goal is to establish Maple Leaf Foods as a global food safety leader. Our food safety strategy and programs are championed by our Food Safety Leadership Council, a cross-functional team led by the Chief Food Safety Officer, which includes quality assurance leaders and food safety teams on the shop floor at every plant. The Council is advised by an external Food Safety Advisory Council, comprising five industry experts from Canada, the U.S. and the U.K., which meets at least three times a year. Although approximately 380 people have formal responsibility for food safety at Maple Leaf, every employee is guided in their daily tasks by our food safety policies, principles and operating procedures and supported by online and on-floor education and training.

### GLOBAL FOOD SAFETY STANDARDS

We adhere to Global Food Safety Initiative (GFSI) benchmarked standards across the Company and all of our facilities are audited annually by an internal audit function and a third-party auditor, following the British Retail Consortium (BRC) standard. Due to an interpretation change in one of the BRC elements, our previously certified Port Perry facility was decertified. We are in the process of re-certifying the facility under a globally recognized food safety standard, which we expect to complete in the back half of 2014.

All companies that produce products for Maple Leaf must be GFSI certified and commit in writing to our safety and quality standards. In 2013, we had approximately 45 co-manufacturers for our products. All of them were GFSI certified.

We monitor the effectiveness of our efforts through aggressive testing of our products and manufacturing environment. In 2013, we conducted more than 100,400 tests to detect any bacteria or pathogens in our food processing facilities. This mirrors best practice testing protocols in North America and globally. Maple Leaf conducted five voluntary recalls and two product withdrawals in 2013. Undeclared ingredients was the most common reason for the recalls and withdrawals. In every case, Maple Leaf successfully reclaimed the products from the market.

In addition, we have active participation with GFSI globally and locally, with participation on the GFSI Technical Working Group and the GFSI North American Local Group advisory board. We have also been a Gold Sustaining Member of the International Association of Food Protection for the past five years, the leading food safety professional organization, as well as a Sustaining Partner of the American Meat Science Association, which has a mission to improve food safety through scientific advancements.

## CONTINUOUS IMPROVEMENT

In addition to the rigour of our existing policies and procedures, several significant initiatives aimed at improving food safety were launched in 2013. One of the most important was the review of the 2009–2012 Food Safety Strategy. The analysis led to four key recommended changes:

- Improvements in process management. While the processes inherent in our policies and procedures have been mapped, it is critical that ownership of those processes – governance – be well-established. Inherent in this governance is continuous improvement and accountability.
- The inclusion of more elements related to on-farm livestock production such as vaccination programs, biosecurity protocols and animal care to ensure we are always adopting best practices.
- The establishment of a standardized performance tracking system for all Maple Leaf suppliers, supporting more rigour in the identification and management of non-compliance. During 2013, we conducted a pilot project at Canada Bread to measure supplier performance and will use the insights from that project to develop a company-wide tracking system.
- Tighter focus on competencies. During the year we developed a formal set of competencies for Food Safety and Quality Assurance (FSQA) managers and directors. These competencies describe the technical requirements of each job in significant detail and will be used to evaluate FSQA employee performance in 2014.

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Approximately 100% of our fresh and prepared meats production volume was produced in facilities certified by independent third parties that follow the British Retail Consortium (BRC) standard.

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Other initiatives concluded in 2013 were:

- The implementation of a food safety scorecard during the full year 2013. Developed in 2012, the scorecard comprises a set of five metrics collected every month at every plant, allowing plant leadership and the Food Safety Leadership Council to monitor relative performance.
- The announcement of the Maple Leaf Safety Promise Award, a program to acknowledge those

manufacturing plants that achieve outstanding performance in food and employee safety.

- A pilot project at four plants to simplify our HACCP systems.

## Nutrition

Nutrition is one of the core pillars of our Product Development program, and every product either in market or in development is assessed for its nutritional profile and how it supports our goal to continuously improve the health benefits of our food.

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### COMPLETE PROTEIN

In 2013, we launched a pilot for a revolutionary protein snack – Maple Leaf Natural Selections PROTINIS™. PROTINIS are a complete protein snack made with oven-roasted chicken and combinations of chicken and dried fruit. They are an excellent source of complete protein, which has all nine of the essential amino acids our bodies need to build muscles and antibodies. Incomplete protein is missing at least one of the nine essential amino acids. PROTINIS™ were launched nationally in February 2014 across all major and discount retail banners in Canada.

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Since launching our Naturals line of prepared meats products, we have introduced more than 80 new products to Canadians that are made with simpler, more natural ingredients.

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### NATURAL, SIMPLER INGREDIENTS

Within our protein business, we have three goals – leaner, lower in sodium and higher in protein. Since launching our Maple Leaf Naturals Selections® and Schneiders Country Naturals™ products, we have introduced more than 80 new products that are healthier and made with simpler, more natural ingredients. We plan to introduce 15 additional Naturals products in 2014. Sales of Maple Leaf Naturals Selections and Schneiders Country Naturals have grown to represent close to 15% of our total prepared meats sales, confirming growing consumer demand for products preserved with simpler ingredients such as lemon juice, sea salt and high quality meat.

LESS SALT

OUR JOURNEY TOWARD LESS SALT





Reducing or removing sodium from our prepared meats products remained a priority in 2013, although it is inherently challenging, given the important role of salt in protecting food safety. We have the ambitious goal to ensure that almost every new meat product that we launch will meet the voluntary sodium guidelines established by Health Canada to help Canadians achieve the average sodium intake goal of 2,300 mg per day by 2016.

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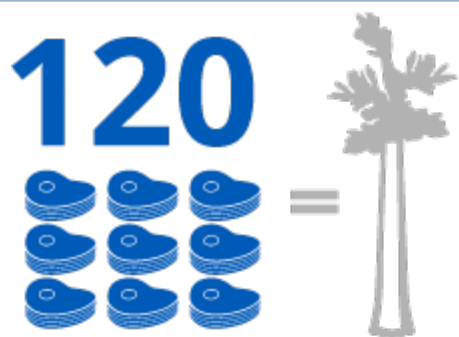
#### NUTRITION EDUCATION

Our support for better nutrition goes beyond our products. We support health and wellness programs such as Wellspring, which provides nutrition counselling to cancer patients and their caregivers; and the Trillium Health Centre, where the focus is on helping people with diabetes learn how to manage their disease through better nutrition. Maple Leaf was also a founding member of the Healthy Grains Institute, which has a mandate to provide Canadian consumers with factual and understandable information about the important role of whole grains in a balanced diet. In 2012, the Healthy Grains Institute achieved almost 25,000,000 media impressions and more than 60,000 visits to its website. It continued to build strong relations with dietitians, nutritionists and health organizations to engage consumers on the benefits of whole grains based on fact-based, proven science.

To advance the health benefits of the products that we make and to advance scientific research and industry knowledge of nutrition and food safety, we also support research at the University of Toronto, University of Guelph, University of Manitoba and St. Boniface Hospital, University of Alberta, the Food Allergen Resource and Research Program at the University of Nebraska, the International Association of Food Protection and the American Meat Science Association.

#### NITRATES AND NITRITES IN CURED MEATS

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You'd have to eat 120 slices of Natural Selections cured meats to equal the amount of nitrate in a single stalk of celery.

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There is often confusion among consumers and health professionals about the potential health risk of nitrites in cured meats. Increasingly, new science is identifying the importance of these nitrites and the positive role they play in human health.

Nitrate and nitrite are naturally occurring molecules that are everywhere in our environment. Green leafy vegetables, beets and radishes contain the highest levels of nitrate. The nitrate in vegetables, cheese, cured meats and even our drinking water is naturally converted into nitrite and nitric oxide in our bodies, which has a critical role in cardiovascular function.

Nitrite is an essential ingredient in cured meat products. It is used as a preservative and an antibacterial agent; it also gives cured meats their characteristic colour and flavour. Nitrite minimizes waste by preventing spoilage and enhances food safety by blocking the growth of *Clostridium botulinum* and *Listeria monocytogenes*.

During the 1950s and 1960s, some epidemiological animal studies indicated the potential for nitrite to form carcinogenic compounds when heated to a high temperature.

Since these studies were performed, a wealth of new science and research has emerged that has questioned this linkage. From the 1980s to 2000s, the U.S. Food and Drug Agency and the U.S. National Toxicology Program, which is considered the gold standard in determining whether substances cause cancer, conducted numerous assessments and studies which consistently found that nitrite is safe at the levels consumed through the diet. In 2003, the Food and Agriculture Organization of the United Nations and the World Health Organization's Expert Committee on Food Additives reviewed the scientific literature and concluded that the findings do not provide evidence that nitrite is carcinogenic to humans.

In addition, recent research by scientists at the U.S. National Institutes of Health and the University of Texas Health Science Center has revealed that nitrite actually has important health benefits and demonstrates that nitrites can:

- Regulate blood pressure
- Prevent injury from heart attack
- Prevent brain damage following a stroke
- Prevent pre-eclampsia in pregnant women
- Promote wound healing
- Promote successful organ transplantation
- Treat sickle-cell anemia
- Prevent stomach ulcers

In 2013, Maple Leaf continued to work with the Canadian Meat Council, scientists and medical professionals to advance consumer knowledge of nitrates and their role in metabolic function.

## Innovation

In the food industry, innovation is the engine of growth. We are continually transforming, innovating and renovating our product lines. Between 2010 and 2013, our pace of innovation tripled, catapulted by our determination to be the market leader in meeting consumer demand for healthier, more natural foods that offer convenience along with great taste and value.

Our Naturals products made up 15% of our total prepared meats sales in 2013.

### MAPLE LEAF'S INNOVATION PILLARS

#### CHANGING DEMOGRAPHICS



#### CONVENIENCE



#### SUSTAINABILITY





## HEALTH & NUTRITION



natural  
selections



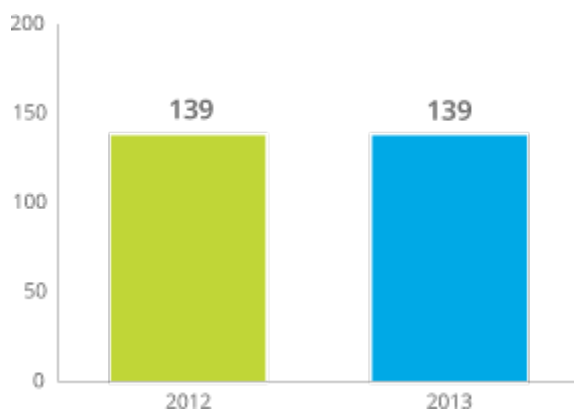
## VALUE



## TASTE & INDULGENCE



NUMBER OF PRODUCTS LAUNCHED 2012-2013



MAPLE LEAF LAUNCHED 139 NEW PRODUCTS IN 2012 AND IN 2013 TO MEET OUR SIX PILLARS OF INNOVATION. GROUNDBREAKING INNOVATIONS INCLUDE MAPLE LEAF PRIME RAISED WITHOUT ANTIBIOTICS AND MINA HALAL, HAND-SLAUGHTERED FRESH AND PREPARED MEATS.

## RAISED WITHOUT ANTIBIOTICS

Consumers want fresher, natural food and are increasingly concerned about non-therapeutic use of antibiotics in animal production.

In 2013, we were the first branded national company in Canada to introduce Raised Without Antibiotics products across our prepared meats categories, available through our Schneiders Country Naturals brand. We also launched Maple Leaf Prime Raised Without Antibiotics chicken.

We plan to expand our portfolio in this important segment of the market in 2014.

## DIVERSITY

The Canadian population is increasingly diverse, and Muslims represent approximately 1 million people in a changing national demographic. During 2013, we increased our Mina™ line of halal chicken to meet the growing demand for hand-slaughtered halal products. Mina strictly adheres to the Islamic faith and our products are certified by the Halal Monitoring Authority. In 2013, Mina launched a frozen whole turkey and frozen chicken offerings: Chicken Strips, Chicken Nuggets, Breaded Chicken Burgers, Hot BBQ Chicken Wings and Honey Garlic Chicken Wings. We also increased our brand awareness by 80% within Canada's ethnic consumer population.



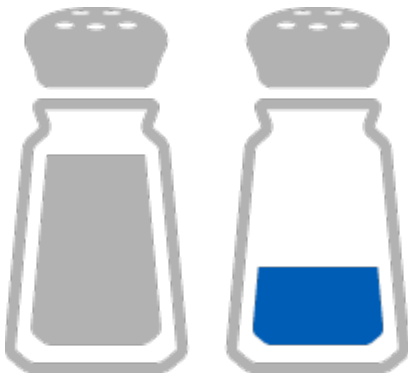
More than **11,500 employees** completed food safety training or programs in 2013. ►

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**96 food safety audits** were conducted in our **manufacturing facilities** by the British Retail Consortium group and our Internal Audit team. ►

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Every new meat product we launch, with the exception of some cured meats, will **meet the voluntary sodium guidelines** established by Health Canada. ►

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# Our People



Our people are passionate about the work they do and the products we make. As we move forward, we are determined to leverage their integrity and passion to continue to build a high-performing, values-based company enabled by high-performing, motivated and talented people.

## 2013 Milestones

- Launched a High-Performing People System at our world-class prepared meats facility in Hamilton, ON
- Launched online and peer mentoring solutions for employee development
- Launched a pilot project at three plants to reward employees for achieving production targets and/or reducing errors or waste
- Developed a comprehensive OHS strategy, which was piloted in 11 plants and rolled out across Maple Leaf

## 2014 Priorities

- Support the Canada Bread sale by seamlessly transitioning people, processes and employee programs
- Right-size Maple Leaf's organizational structure to an effective, integrated, consumer packaged meats business
- Redefine and reinvigorate our People strategy to build talent that supports Maple Leaf Foods as a focused, consumer packaged meats company

## Dynamic and Engaging Culture

At Maple Leaf Foods, we have a strong values-based culture where, above all, we always do the right thing – for our people, our consumers, our customers and our communities. We have a strong focus on personal learning and growth, and creatively support our people to realize their full potential through challenging, diverse experiences. Our culture is our people – and their ideas, dedication, passion for winning, and support for each other make us uniquely Maple Leaf.

Our People Strategy is focused on building the alignment, capability and motivation of our people through:

- A **culture** that balances a drive for high results with a requirement for values-based behaviours;
- **People** who understand and are passionate about achieving our business strategy;
- People **leaders** who trust, develop and empower their team members;
- People **practices** that anticipate business needs, and proactively develop the talent base needed.

Maple Leaf is a place where talented, high-energy people can build their careers. We challenge and empower people in a fast-paced environment, and we take mentoring and developing talent extremely seriously. Professional development at Maple Leaf Foods is a collaborative approach between employees and their supervisors. Every salaried employee has the opportunity to discuss and define their strengths, opportunities, objectives and career aspirations, and work with their people leader to develop a plan to help them achieve their career goals within the Company. Employees also have the opportunity to engage in new work experiences, receive coaching and feedback, and benefit from learning programs to help advance their skill set and career. During 2013, Maple Leaf launched an integrated online learning portal to bring just-in-time learning content to our employees' desktops, as well as peer-mentoring groups to build employee capabilities and connections.

To strengthen our culture of accountability, every salaried employee receives an annual review and feedback on their performance. Performance is measured against our corporate values, functional competencies and the personal goals established at the beginning of each year. To engage our hourly employees, we launched a pilot project at three plants to reward employees for achieving targets or goals and reducing errors or waste.

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100% of Maple Leaf salaried employees were required to receive a performance review in 2013, supporting our focus on talent development.

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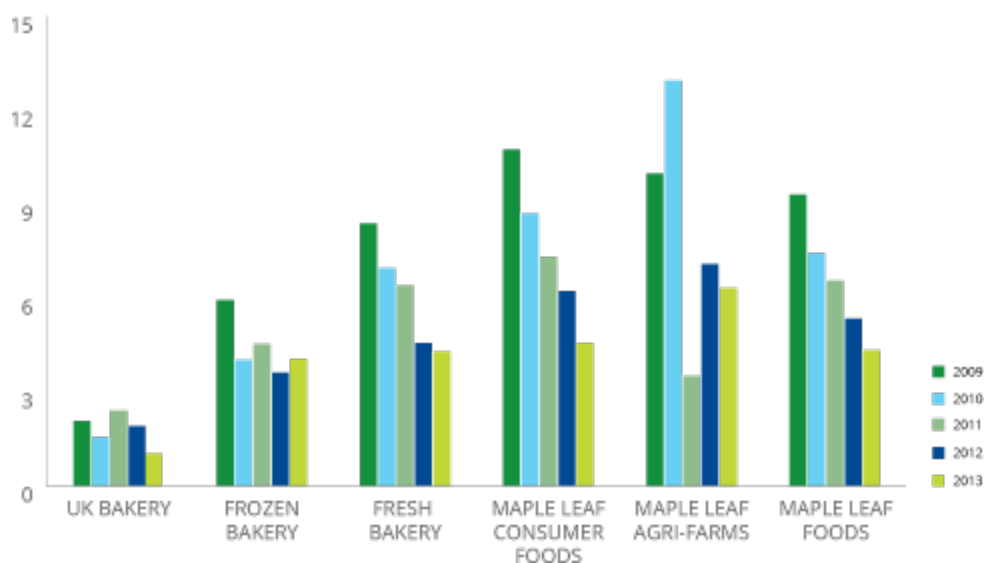
In 2013, we supported our leaders through a variety of programs including our Managership Program to help managers acquire the skills to drive results by engaging and developing their teams; and Supervisor Foundations, which builds the capabilities of front-line supervisors to improve their team's performance in day-to-day activities.

While we are implementing new management approaches as we open new factories, such as the High-Performing People System at our state-of-the-art Hamilton meats plant, the constraints of managing the peak demands of our prepared meats network transitions last year delayed expansion of many People programs. With the completion of our network transition in late 2014, we plan to accelerate implementation of our People Strategy.

## Fostering Safety in the Workplace

We strive for zero occupational injuries and diseases in the workplace, a goal driven by a commitment to employee safety. Through this commitment and continuous enhancements in our safety protocols, we realized an approximate 55% improvement in the past five years in total recordable injury rate.

TOTAL RECORDABLE INJURY RATES (2009–2013) PER 200,000 HOURS WORKED



To support a safe workplace, Maple Leaf Foods employs a Director, Occupational Health and Safety (OHS), reporting to the Senior Vice President, Operations. Both report directly to the Environment, Health and Safety Committee of the Board of Directors three times a year on occupational health and safety in our operations.

The Director, OHS is supported by a Senior OHS Leadership Team consisting of 10 individuals who provide leadership in each of Maple Leaf Food's business units. This team is supported by an OHS designate at each worksite and representatives from the Joint OHS Committees who represent 100% of

Maple Leaf Food employees. These formal joint management-employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls.

In 2013, working closely with the business units, Maple Leaf Foods developed a comprehensive OHS strategy. It was piloted in 11 plants, reviewed for effectiveness, and rolled out across our Company at the annual OHS general meeting in November 2013. The key elements of the OHS strategy are:

1. Improved OHS communication
2. OHS performance focusing on proactive activities
3. OHS roles and responsibilities that embrace accountability through all layers of the organization
4. OHS strategy implementation, including robust training
5. OHS integration with Maple Leaf Foods' prestigious "Safety Promise Award"

Ongoing skills development and training are essential to continuing to highlight the importance of workplace safety and procedures to keep people safe. Our supervisors receive training in 14 separate OHS elements related to recognizing, assessing and controlling hazards. These include roles and responsibilities of supervisors, forklift safety, chemical safety, and a variety of other topics. Ninety-six percent of our supervisors have completed all 24 elements, with the remainder in the process of completing the training. In addition, our hourly workforce completed over 84,000 OHS training courses in 2013.



**100%** of Maple Leaf salaried employees were required to receive a performance review in 2013, supporting our **focus on talent development**. ►

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We realized an approximate **55% improvement** in the past five years in total recordable injury rate. ►

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**96%**

**96%** of our supervisors **have completed all 24 elements** of the OHS training courses in 2013. ►

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# GRI Index

## Standard Disclosures Part I: Profile Disclosures

Profile Disclosure	Disclosure	Location of Disclosure
<b>1. STRATEGY AND ANALYSIS</b>		<a href="#">Details +</a>
1.1	Statement from the most senior decision-maker of the organization.	<a href="#">Our Company</a>
<b>2. ORGANIZATIONAL PROFILE</b>		<a href="#">Details +</a>
2.1	Name of the organization.	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>
2.2	Primary brands, products, and/or services.	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	<a href="#">About This Report</a> <a href="#">Passionate People,</a> <a href="#">Passionate about Food</a> Annual Information Form > "Overview of the Business" section
2.4	Location of organization's headquarters.	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>
2.6	Nature of ownership and legal form.	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>
2.8	Scale of the reporting organization.	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	<a href="#">About This Report</a> <a href="#">Our Company</a> <a href="#">Building a Sustainable Company</a>
2.10	Awards received in the reporting period.	<a href="#">Passionate People,</a> <a href="#">Passionate about Food</a>

### 3. REPORT PARAMETERS

[Details +](#)

3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	<a href="#">About This Report</a>
3.2	Date of most recent previous report (if any).	<a href="#">About This Report</a>
3.3	Reporting cycle (annual, biennial, etc.).	<a href="#">About This Report</a>
3.4	Contact point for questions regarding the report or its contents.	<a href="#">Contact Us</a> <a href="#">Stakeholder</a> <a href="#">Engagement</a>
3.5	Process for defining report content.	<a href="#">About This Report</a> <a href="#">Stakeholder</a> <a href="#">Engagement</a>
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	<a href="#">About This Report</a>
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	<a href="#">About This Report</a>
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	<a href="#">About This Report</a>
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	<a href="#">About This Report</a>
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	<a href="#">About This Report</a>
3.12	Table identifying the location of the Standard Disclosures in the report.	<a href="#">GRI Index</a>
3.13	Policy and current practice with regard to seeking external assurance for the report.	<a href="#">About This Report</a>

#### 4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

[Details +](#)

4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<a href="#">About This Report</a> <a href="#">Our Company</a> <a href="#">Governance and Integrity</a>
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	<a href="#">Governance and Integrity</a>
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	<a href="#">Governance and Integrity</a>
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<a href="#">Governance and Integrity</a> Code of Business Conduct
4.14	List of stakeholder groups engaged by the organization.	<a href="#">Stakeholder Engagement</a>
4.15	Basis for identification and selection of stakeholders with whom to engage.	<a href="#">Stakeholder Engagement</a>

## Standard Disclosures Part III: Performance Indicators

Indicator	Disclosure	Location of Disclosure
<b>ECONOMIC</b>		<a href="#">Details +</a>
<b>Economic performance</b>		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<a href="#">Passionate People</a> , <a href="#">Passionate about Food</a> <a href="#">Building a Sustainable Company</a> <a href="#">Economic Benefit</a> <a href="#">Community Outreach</a>
EC3	Coverage of the organization's defined benefit plan obligations.	<a href="#">Annual Report</a> > 10. Employee Benefits
EC4	Significant financial assistance received from government.	<a href="#">Annual Report</a> > 4. Accounts Receivable
<b>Market presence</b>		
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	<a href="#">Economic Benefit</a>
<b>ENVIRONMENTAL</b>		<a href="#">Details +</a>
<b>Energy</b>		
EN3	Direct energy consumption by primary energy source.	<a href="#">Energy and Greenhouse Gases (GHG)</a>
<b>Emissions, effluents and waste</b>		
EN16	Total direct and indirect greenhouse gas emissions.	<a href="#">Energy and Greenhouse Gases (GHG)</a>
<b>Products and services</b>		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	<a href="#">Environmental Responsibility</a>
<b>Overall</b>		
EN30	Total environmental protection expenditures and investments by type.	<a href="#">Our Approach</a>

**SOCIAL: LABOUR PRACTICES AND DECENT WORK**[Details +](#)**Occupational health and safety**

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.	<a href="#">Fostering Safety in the Workplace</a>
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	<a href="#">Fostering Safety in the Workplace</a>

**Training and education**

LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<a href="#">Dynamic and Engaging Culture</a>
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	<a href="#">Dynamic and Engaging Culture</a>

**SOCIAL: PRODUCT RESPONSIBILITY**[Details +](#)**Customer health and safety**

PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	<a href="#">Collaboration</a> <a href="#">Food Safety and Quality</a>
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**SECTOR SUPPLEMENT: FOOD PROCESSING**[Details +](#)**Society**

FP4	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need.	<a href="#">Collaboration</a> <a href="#">Consumer Responsibility</a> <a href="#">Nutrition</a>
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**Product Responsibility**

FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	<a href="#">Food Safety and Quality</a>
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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.	<a href="#"><u>Nutrition</u></a>
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.	<a href="#"><u>Nutrition</u></a>
<b>Animal Welfare</b>		
FP9	Percentage and total of animals raised and/or processed, by species and breed type.	<a href="#"><u>Pork</u></a>
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic.	<a href="#"><u>Pork</u></a> <a href="#"><u>Poultry</u></a>
FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type.	<a href="#"><u>Pork</u></a>
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.	<a href="#"><u>Animal Welfare</u></a> <a href="#"><u>Poultry</u></a> <a href="#"><u>Innovation</u></a>