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Sustainability at Maple Leaf Foods

A far-reaching commitment deeply entrenched in our business

MAPLE LEAF'S SUSTAINABLE MEAT PRINCIPLES

LEARN MORE →



Sustainability at Maple Leaf

Advancing nutrition and health

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**Sustainability at
Maple Leaf**

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Sustainability at Maple Leaf

Sustainability is a far-reaching commitment at Maple Leaf and deeply entrenched in our business.

The world faces daunting food challenges, and we believe we have an important role to play in meeting those challenges in a way that balances the need to feed the world with nutrition, environmental sustainability, animal wellness, accessibility and affordability.



Meat production has both significant environmental and social impacts and benefits. Through a deeply held vision to become a world-leading sustainable protein company, we believe we can drive shared value for Maple Leaf, society and the environment. We are investing significant resources and organizational focus on producing healthy, accessible and sustainable food for all.

- Michael H. McCain,
President and CEO

[WATCH OUR PROMISE, OUR PLAN →](#)

A message from our CEO, Michael McCain



Our world faces

pressing challenges

relating to food, and Maple Leaf is prepared to lead and prepared to change.

WE LIVE IN A complex and volatile world – A WORLD WHICH FACES PROFOUND social challenges ROOTED IN GLOBAL food insecurity, environmental degradation AND OTHER PRESSING ISSUES.

I strongly believe we can advance ‘shared value’ by focusing our business strategies on addressing critical societal needs, which also creates meaningful business opportunities.

Our society faces urgent needs, and the food sector is both part of the problem and the solution. Simply put, we need to serve the world better. We embrace this challenge and believe there are significant opportunities for food companies prepared to lead and change. This is consistent with who we are, the bold commitments we have made, and the changes underway across Maple Leaf.

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

Our Sustainable Meat Principles, described in this Report, are a clear expression of how we will advance sustainable meat production and responsible consumption. Becoming a sustainable protein company is a quest we have been on for several years, and while there is much work to be done, we have accomplished meaningful progress.

We know food can be good. Do good. Taste good. And feed more goodness into the lives of those we serve. This is the challenge and the opportunity we have set for ourselves.

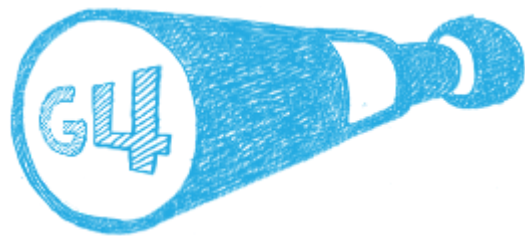
Sincerely,

A handwritten signature in black ink, appearing to read 'Michael McCain'.

Michael H. McCain
President and CEO

About this Sustainability Report and Website

Transparent. Current. Engaging. These three principles shape the way we communicate sustainability at Maple Leaf, including the information you'll find on our website.



Report scope

Our Sustainability website covers the calendar year from January 1, 2016 to December 31, 2016 (unless otherwise noted). Summary reports from previous years are available [here](#).

This report follows the Global Reporting Initiative (GRI) G4 Guidelines as a reference and reflects the most current data and information we have about our business. We are reporting **“in accordance” with the Core option of the G4 Guidelines**, and have chosen not to externally assure any of our standard disclosure items at this time.

To learn more about our GRI performance, please refer to our [GRI index](#).

Information integrity

Maple Leaf’s management is responsible for the preparation and integrity of the information reported on our Sustainability website. Sources for statistical information referenced that are not related directly to Maple Leaf are either noted or available upon request. If you see a reference about currency, please remember that all financials are reported in Canadian dollars. We believe this information accurately represents our sustainability initiatives and performance results for the 2016 reporting year (unless otherwise noted).



Feedback

Our Sustainability website is the main vehicle for reporting on our sustainability performance. We welcome all feedback on our initiatives and progress. To submit feedback, or to ask a question, please contact us at Sustainability@mapleleaf.com.

Sustainability at Maple Leaf: Creating shared value

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

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

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



BECOMING A SUSTAINABLE, VALUE-ADDED PROTEIN COMPANY WILL RESULT IN INITIATIVES IN THESE THREE AREAS:



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



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



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

Our established sustainability framework and strategy has defined our four priorities and areas of focus: **Advancing Nutrition and Health, Valuing Our People and Communities, Treating Animals Well and Eliminating Waste.**

At Maple Leaf, we are embedding sustainability into all aspects of our business.

Our Sustainable Meat Principles

We aspire to be the most sustainable protein company on earth.

Food is life. The food on our tables strengthens our bodies, our spirits, and our bonds with each other. Healthful, soulful food, then, should be a universal good and something we all can have. But our food system has drifted from its roots - to nourish well-being, to farm sustainably, to strive for social good, to connect deeply with our consumers. We need to serve the world better.

At Maple Leaf, we are uniquely positioned to chart a new direction. To lead in food safety, quality, nutrition and taste. To treat our animals with care. To reduce our environmental footprint and advance food security for all. We're raising every standard, to be proud of what we bring to the table. We care deeply, because we know food can be good. Do good. Taste good. And feed more goodness into the lives of those we serve.

We share a conviction that Maple Leaf can raise everyone to better living, to a better life, by raising the good in food. To be the most sustainable protein company on earth!

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

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

Sustainable Meat...



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



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



is produced adhering to **ENVIRONMENTAL STANDARDS** that measurably **REDUCE IMPACTS** across the lifecycle, **LIMITING** greenhouse gas **EMISSIONS** and **IMPACTS** on **WATER** quality and quantity, avoiding loss of biodiversity and **ELIMINATING WASTE**.



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



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



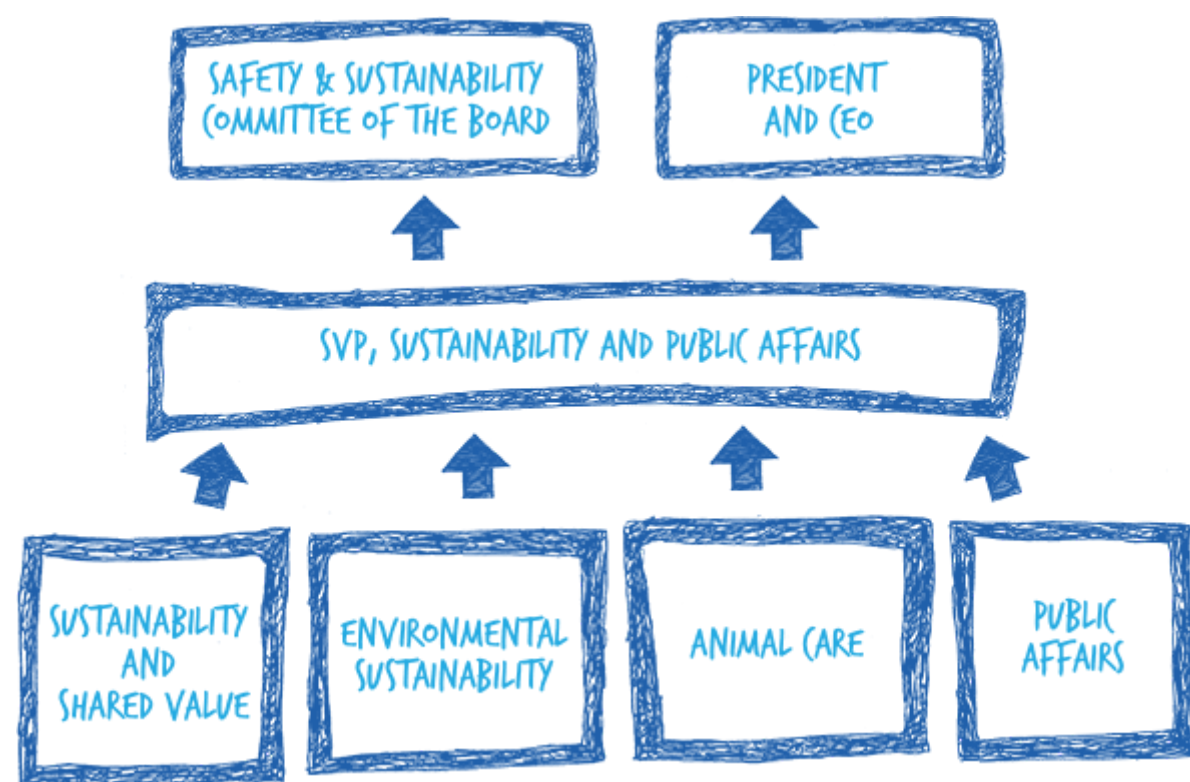
is produced by a company that is **RESPONSIVE** to the needs of society and transparently demonstrates our **ACCOUNTABILITY** to **SOCIAL and ENVIRONMENTAL RESPONSIBILITY**.

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

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

Governance

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



In 2016, we communicated our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication included:

- Monthly reporting to the Senior Leadership Team
- Quarterly reporting to the CEO, COO, and CFO
- Quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board
- Quarterly progress reports to our people
- Customer and stakeholder meetings and communications
- Website and intranet updates
- Annual sustainability report

Materiality, report boundary and stakeholder inclusiveness



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

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

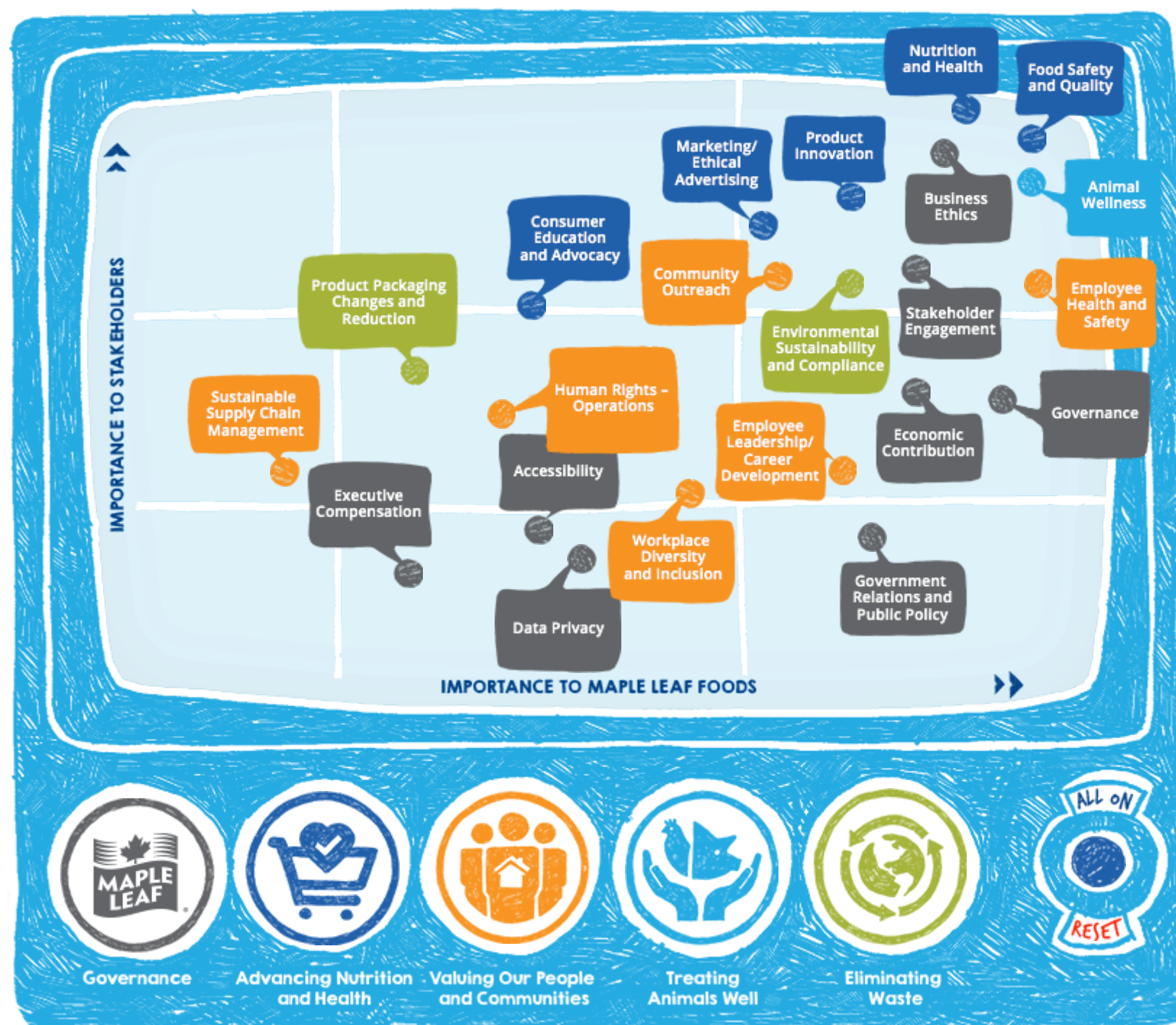
Materiality

We consider our materiality analysis to be a living document. While it captures priorities and their relative importance to our stakeholders for the period reported, we recognize that priorities may shift from year to year based on factors such as changes in stakeholder opinion and market conditions. In order to communicate material topics for our 2016 Sustainability Report, we used the GRI G4 materiality guidance as a reference.

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

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

Based on this assessment, related GRI G4 aspects and indicators are identified for reporting.



Report boundary

Entities over which Maple Leaf has operational control - our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); and feed mill operations - comprise our 2016 reporting boundary. We have reported on performance indicators (i.e., GRI indicators) for these entities as applicable. Due to infrastructure and data limitations, we have only included data from a representative number of Company-owned farms at this time. We have also not included emissions that are generated by animals raised by either ourselves or our contract growers, or impacts associated with growing the feed for these animals for this reporting year.

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

For additional information, please see Maple Leaf’s **value chain**, and our Environmental Disclosure of Management Approach in our **GRI Index**.

Collaboration

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

- Alberta Food Processors Association
 - Alberta Hatchery Association
 - American Meat Science Association (“AMSA”)
 - Association of Ontario Chicken Processors*
 - C.D. Howe Institute
 - Canada Pork International
 - Canadian Association of Importers and Exporters
 - Canadian Centre for Food Integrity
 - Canadian Council of Chief Executives
 - Canadian Employee Relocation Council
 - Canadian Federation of Independent Grocers
 - Canadian Hatching Egg Producers*
 - Canadian Manufacturers & Exporters
 - Canadian Meat Council*
 - Canadian Meat Science Association (“CMSA”)
 - Canadian Pork Council
 - Canadian Poultry and Egg Processors Council*
 - Canadian Swine Research & Development Cluster (“CDPQ”)
- Chicken Farmers of Canada*
 - Conseil patronal de l’environnement du Québec (“CPEQ”)
 - Employers’ Advocacy Council (“EAC”)
 - Farm & Food Care Ontario
 - Food and Beverage Ontario
 - Food Allergy Research and Resource Program (“FARRP”)
 - Food Safety Symposium
 - Freight Management Association of Canada
 - Further Poultry Processors Association of Canada*
 - Grocers Manufacturers Collaborative*
 - Humane Societies International
 - Institute of Food Technologists (“IFT”)
 - International Association of Food Protection
 - ISEAL Alliance
 - Manitoba Pork Council
 - Mercy for Animals
 - National Chicken Council (“NCC”)*
 - National Farm Animal Care Council
 - North American Meat Institute (“NAMI”)*
- 
 - Ontario Broiler Hatching Egg & Chick Commission*
 - Ontario Food Protection Association
 - Ontario Hatcheries Association*
 - Packaging Association of Canada*
 - Pork Value Chain Roundtable
 - Poultry Industry Council
 - Private Motor Truck Council of Canada*
 - Provision Coalition
 - Restaurants Canada
 - Smart Commute Mississauga
 - Stewardship Ontario*
 - Turkey Farmers of Canada
 - World Animal Protection

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

Maple Leaf's value chain: From farm to plate

[LEARN MORE →](#)



Pigs

[LEARN MORE →](#)



Chickens

[LEARN MORE →](#)



Turkeys

1 Inputs
(feed and animals)



From farm to plate

2 Sow barns



3 Nursery and finishing barns



4 Transport



5 Processing
and prepared
meats facilities



6 Distribution



7 Grocery retail and foodservice



8 Your plate

From farm to plate

1

Inputs



2

Pullet growing barns



3

Breeder barns



5

Hatcheries



4

Egg transport



6

Chick transport



8

Bird transport



7

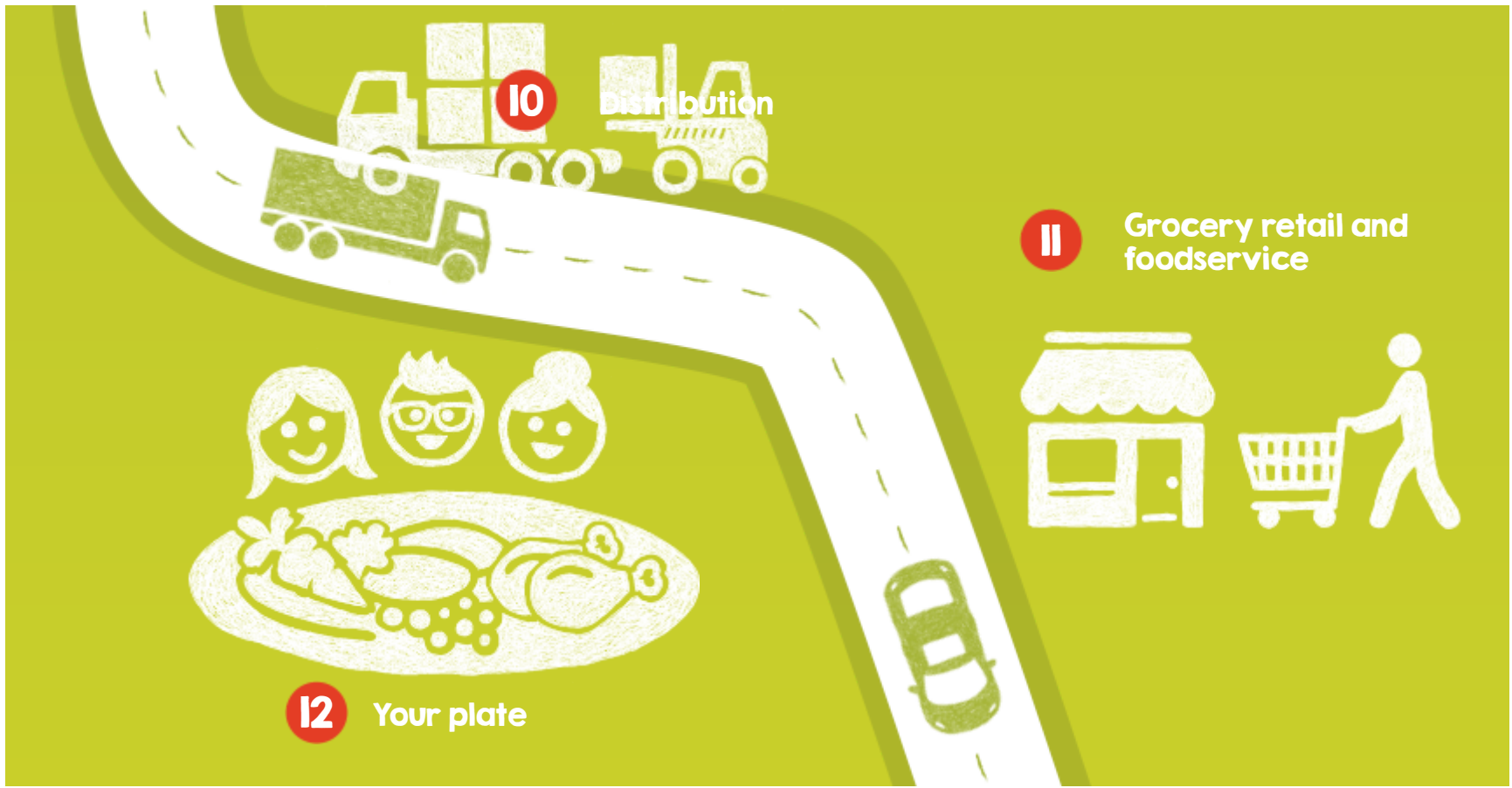
Growing barns



9

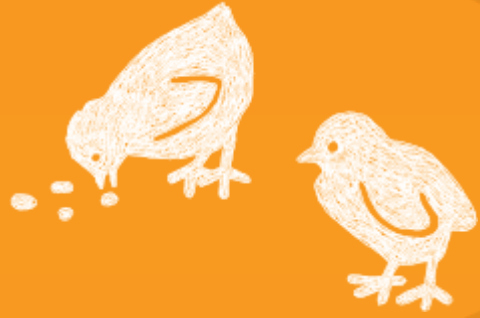
Processing and prepared meats facilities





From farm to plate

1 Inputs



2 Turkey breeder growing barns



3 Stud farms



4 Breeder barns/ laying farms



5 Hatcheries



6 Turkey barns



7 Bird transport



8 Processing and prepared meats facilities



9 Distribution



10 Grocery retail
and foodservice



11 Your plate



Sustainability at
Maple Leaf

Advancing nutrition
and health

Overview

Our goals and performance

Our journey toward
advancing nutrition
and health

Valuing our people
and communities

Treating animals well

Eliminating waste

GRI index

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Advancing nutrition and health

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



200,000+ tests

We follow rigorous food safety testing for listeria and other forms of potential contamination, which exceeds Canadian Food Inspection Agency (“CFIA”) requirements.



We will remove artificial colours, flavours and trans fats from our retail branded products by the end of 2017.



We are one of the largest producers of pork raised without antibiotics in North America and the largest in Canadian poultry.

[LEARN MORE →](#)



Animal production accounts for 85% of antibiotic use and is a significant risk factor contributing to rising antibiotic resistance to treating human infections and diseases. Maple Leaf has taken a leadership role in advancing alternative feed and animal husbandry protocols that dramatically reduce the need for antibiotics. Today, Maple Leaf is the leading producer of pork raised without antibiotics in North America and the leader in Canadian poultry.

- Dr. Greg Douglas,
Vice President, Animal Care








As Canada’s largest value-added protein company,


we have an important responsibility to seek to resolve the most pressing diet-related health issues we face as a society. For example:

- 85% of antibiotics are used on animals, including pets and animals raised for food. The emergence of drug-resistant bacteria resulting from the overuse of antibiotics is a serious health issue.
- Canadians consume about 3,400 mg of sodium each day, more than double the amount we need.
- More than nine million Canadians are living with diabetes or pre-diabetes, often related to obesity.
- Food safety is an imperative that demands constant focus and continuous improvement.

Our commitment to sustainability focuses on progress in all of these areas.

Our goals and performance

2016 PRIORITIES	STATUS	OUR PERFORMANCE	2017+ PRIORITIES
OUR PROMISE: ADVANCE NUTRITION ACROSS OUR PRODUCT PORTFOLIO			
Complete the nutrition audit across our branded product SKUs and develop nutrition and health goals and an implementation plan.		We completed our nutrition audit and have developed new nutrition and health goals with a comprehensive implementation plan.	<ul style="list-style-type: none">• Remove artificial colours, flavours and trans fats from our retail branded products by the end of 2017.• Continue to expand our North American leadership in Raised Without Antibiotics (“RWA”) pork, and Canadian RWA poultry.
Continue to reduce or eliminate antibiotic use in animal production.		Maple Leaf is the largest producer of “raised without antibiotics” (“RWA”) pork in North America and the largest in Canadian poultry.	
All new Maple Leaf retail products launched will meet Health Canada’s 2016 voluntary guidelines for sodium.		We launched 31 new Maple Leaf retail products that met the 2016 voluntary guidelines. Five new products narrowly exceeded the guideline and are being retested.	
Simplify Schneiders® ingredient and nutrition labels to make them easier to read.		We phased in our Schneiders® packaging launch with easier-to-read ingredient and nutrition labels over the balance of 2016, and will continue for the next 12 months.	
Increase consumer awareness about protein and health through social media and online communications.		We targeted communications to drive consumers to our new Nutrition and Health page on mapleleaf.com .	
OUR PROMISE: BE A FOOD SAFETY LEADER			
All of our raw material, ingredient and packaging suppliers will be food safety certified to Global Food Safety Initiative (“GFSI”) standards by the end of 2017.		85% of all our direct suppliers and 100% of our co-manufacturers have achieved GFSI certification.	<ul style="list-style-type: none">• All of our raw material, ingredient and packaging suppliers will be food safety certified to Global Food Safety Initiative (“GFSI”) standards by the end of 2017.• Implement a world class listeria monitoring program in 2017.
By the end of 2017, 100% of our internal food safety audits will be unannounced - a best practice in food safety.		We achieved 100% unannounced FSQA Internal Audit implementation a year ahead of our goal.	

Implement Laboratory Information Management System (“LIMS”) at all laboratory locations by the end of 2018 to enhance data control and speed of reporting.		<p>We completed LIMS implementation at our Central Lab.</p> <p>Plant activation on LIMS is in progress and on schedule.</p>	<ul style="list-style-type: none"> Enhance our Hazard Analysis and Critical Control Point (“HACCP”) plans and expand training and certification by 2018. Implement Laboratory Information Management System (“LIMS”) at all laboratory locations by the end of 2018.
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Achieved


Partially Achieved


On Track


Deferred

Our journey toward advancing nutrition and health

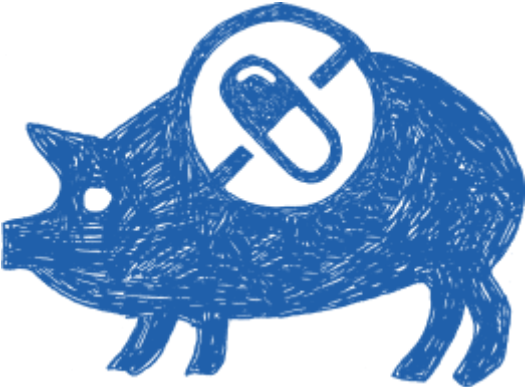
Simpler, natural and fewer ingredients

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



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

Raised without antibiotics



Our society is becoming increasingly concerned about the use of antibiotics in animal production, with alternative drug choices for the treatment of many bacterial infections becoming more limited, more expensive or non-existent. Maple Leaf is committed to minimizing or eliminating the use of antibiotics wherever possible, while maintaining high standards of animal care. We have become a leader in “raised without antibiotics” products across our branded, private label and foodservice portfolios in Canada and the United States. We will continue to expand our offerings to meet growing demand, through transitioning our own animal production operations and working closely with our contract pork and poultry suppliers.

THE FACTS ABOUT ANTIBIOTIC USE AT MAPLE LEAF



ANTIBIOTICS ARE IMPORTANT FOR ANIMAL AND HUMAN HEALTH AND WE RECOGNIZE THE IMPORTANCE OF USING THEM JUDICIOUSLY TO SUPPORT THEIR CONTINUED EFFECTIVENESS



WE NEVER USE ANTIBIOTICS TO PROMOTE ANIMAL GROWTH



WE HAVE ELIMINATED THE PREVENTATIVE USE OF THE MOST MEDICALLY IMPORTANT ANTIBIOTICS IN ALL OF OUR OPERATIONS



Maple Leaf Foods
and the use of antibiotics
in the animals we raise

RWA

MAPLE LEAF OFFERS A NUMBER OF PORK AND POULTRY PRODUCTS FROM ANIMALS "RAISED WITHOUT ANTIBIOTICS"



WE ARE HELPING SHAPE STRONGER CANADIAN REGULATIONS AND INDUSTRY PROGRAMS THAT ENHANCE VETERINARY OVERSIGHT OF MEDICATIONS USED FOR ALL FARM ANIMALS



OUR VETERINARIANS DEVELOP HEALTH PLANS THAT MINIMIZE THE USE OF ANTIBIOTICS FOR THE ANIMALS WE RAISE

DOWNLOAD OUR FACT SHEET ➔

Read frequently asked questions about antibiotic use at Maple Leaf.

ANTIBIOTIC USE IN HOGS AND POULTRY

Maple Leaf sources our chicken and turkey supply from independent growers in Canada's supply managed system. In our pork business, we own and operate 175 pig barns, which supply approximately 40% of our raw material requirements. The balance of supply is largely provided through supply agreements with contracted farmers. Many of these farms have dedicated production that supplies our raised without antibiotics programs.

On-farm usage of antibiotics is under veterinary supervision and must be carefully documented in accordance with the applicable on-farm food safety program. This is to ensure adherence to specified antibiotic withdrawal times.

The Canadian poultry and pork industries and regulatory authorities are actively seeking means to further restrict, reduce and monitor antibiotic use. Maple Leaf has a significant focus on implementing changes that achieve reduced antibiotic use without negatively impacting animal welfare, health and food quality.

No hormones are used in pork and poultry production in Canada. Maple Leaf has also completely eliminated the use of ractopamine in our own operations and with our contracted producers. Ractopamine is a widely used additive to increase the conversion of feed to muscle tissue.

Maple Leaf is actively seeking ways to reduce antibiotic use by:

- Regularly performing bacterial culture and sensitivity testing so that we can administer the correct and lowest antibiotic dose possible, ensuring that the pathogen(s) being treated are susceptible to the prescribed treatment.
- Using alternative management strategies to reduce injury and illness, which in turn reduces the need for antibiotics to prevent and treat infections.
- Adopting even more comprehensive vaccination protocols to prevent disease outbreak and strengthen natural immunities.
- Further enhancing biosecurity on our farms to reduce the risk of pathogen exposure.

Maple Leaf is actively seeking ways to reduce antibiotic use.



We also contribute to industry, scientific and government efforts to further the responsible use of antibiotics on-farm in Canada. This includes participating in the National Chemical Residue Monitoring Program conducted by the Canadian Food Inspection Agency (“CFIA”) and the Canadian Integrated Program for Antimicrobial Resistance Surveillance (“CIPARS”) as overseen by the Public Health Agency of Canada (“PHAC”). These programs monitor resistance trends in certain bacteria in humans and animals to help ensure animals are not a major contributor of antibiotic-resistant bacteria to humans through retail meat supplies. These programs also help veterinarians and industry make informed decisions regarding the responsible use of antibiotics in food animals.

Visit [Treating Animals Well](#) to learn about antibiotic use in pork and poultry.

Reducing sodium

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

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

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

61% of our prepared meats products currently meet updated Health Canada sodium guidelines, including a range of low-sodium options that meet specific dietary needs. This is up from 56% in 2015, but we know we must do even better.

In 2016, 31 new protein products we launched met these 2016 voluntary guidelines.

Based on the results of the nutrition audit we completed in 2015/2016, we have developed a sodium reduction strategy that includes all our branded products. We will continue to report on our progress on sodium reduction in our annual sustainability reporting.



In 2016, 31 of the new protein products we launched met voluntary Health Canada sodium guidelines.

OUR JOURNEY TOWARD LESS SALT





Nutrition education

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

EASIER-TO-READ LABELS



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

In 2015 we began improvement for our Schneiders® labels, which we are phasing in over 2016/2017 as part of our Schneiders brand refresh, which includes a new logo and packaging design.

FOCUS ON THE FACTS



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

BETTER NUTRITION INFORMATION AT YOUR FINGERTIPS



Under the direction of an independent dietitian, the nutritional information on our **Maple Leaf brand website** provides better, more engaging content to help people access information and plan their diets based on their nutritional needs. The website includes a Nutrition and Health silo, which contains four main sections: Protein and Your Health, What We’re Doing, Just the Facts and Making Good Food Choices. These sections include information on diet and protein, menu-planning options with suggested protein serving sizes, and facts about the nutritional properties of fresh and prepared meats such as fat and trans-fats, sodium and nitrites.

Laboratory Information Management System (“LIMS”)

Maple Leaf launched a major project, LIMS, to help us continue to improve the nutritional properties of our products. Through a technology-based system, Maple Leaf is creating a central database of all of our prepared meat products based on the nutritional values that appear on products’ back-panel labels. This system will give more of our food quality experts real-time access to all of our products’ nutritional properties, allowing us to find more opportunities for improvement, such as reducing sodium and trans-fat.

Ethnic choices

The Canadian population is becoming increasingly diverse, with Muslims representing approximately one million people in a changing national demographic.

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

We are focused on providing consumers with even more convenient halal meal options, including ready-to-eat meals and protein snacks. In 2016, we continued to expand our Mina® product line to meet the growing demand for hand-slaughtered halal products and launched a vegetarian falafel.



THE MINA JOURNEY SO FAR...

2012



BONELESS SKINLESS
(CHICKEN BREASTS)



(CHICKEN LEG QUARTERS)



WHOLE CHICKEN

2013



BREADED
(CHICKEN STRIPS)



BREADED
(CHICKEN BURGERS)



BREADED
(CHICKEN NUGGETS)



HONEY GARLIC
(CHICKEN WINGS)



(CHICKEN WINGS
HOT BBQ



YOUNG TURKEY

2014



BEEF BURGERS



UNBREADED (CHICKEN BURGERS)

2015



CHICKEN WIENERS



CHICKEN BOLOGNA



CHICKEN
BREAKFAST STRIPS



LUNCHBREAK
CHICKEN BOLOGNA

2016



VEGETARIAN FALAFELS

Greenfield Natural Meat Company



A key part of Shared Value at Maple Leaf is to drive change through shifting our investments, operations and marketing strategies to support leadership in Sustainability.

Greenfield Natural Meat Co. is our leading sustainable meat brand, but it is more than a brand. Greenfield is more “a company within a company”. It is a disruptor - a brand that advances sustainable meat production, including leadership in animal care, elimination of antibiotic usage in animal production and sourcing. This approach allows Greenfield to create products that have these sustainability attributes at the forefront. Greenfield has its own internal management which allows it to be agile, responsive and to push thinking on sustainable meat practices.

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

Lightlife Foods

In March of 2017 Maple Leaf acquired Lightlife Foods, Inc., the leading manufacturer and brand of refrigerated plant-based protein foods in the United States. Lightlife enjoys approximately 38% market share in this category, and provides an important growth opportunity in one of Maple Leaf’s strategic growth platforms.

The U.S. market for plant-based proteins is estimated at US\$600 million, with the refrigerated category representing over US\$110 million and delivering double-digit annual growth. Lightlife management will continue to lead the business, which will operate as a subsidiary of Maple Leaf Foods.



Expanding into the fast growing alternative proteins market is one of Maple Leaf’s strategic growth platforms and advances our commitment to become a leader in sustainability.

- Michael McCain,
President and CEO

Our food safety commitment

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



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

Our global food safety standards

We adhere to the Global Food Safety Initiative (“GFSI”) benchmarked standards across Maple Leaf. All of our facilities are audited annually by an internal food safety audit function and a third-party auditor, following the British Retail Consortium (“BRC”) Global Standard for Food Safety, which is recognized by the GFSI. All of our fresh and prepared meats facilities adhere to these standards.

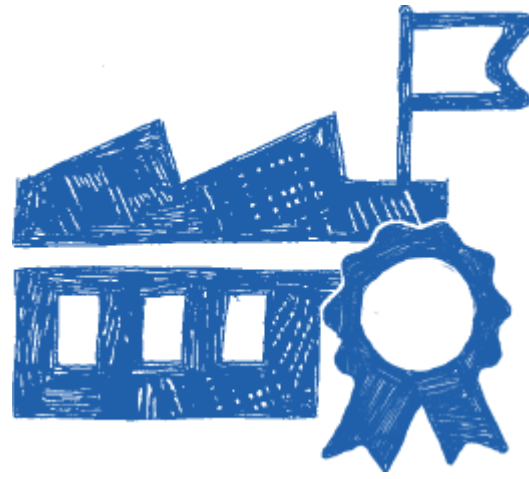
We monitor the effectiveness of our efforts through aggressive testing of our products and manufacturing environment. In 2016, we conducted more than 200,000 tests to detect bacteria, including pathogens in our food processing facilities.

We regularly swab, test and sanitize all of our meat production areas, including our manufacturing equipment, floors, walls and all surface areas, for the presence of listeria.

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

In 2015, we committed that all our raw material suppliers will be required to meet GFSI requirements by the end of 2017, a leading best practice. We are confident we will meet this requirement before year end.

In addition to our active participation with GFSI globally and locally on the GFSI Technical Working Groups, the GFSI North American Local Group advisory board and the BRC advisory board, we have active leadership in other preeminent food safety organizations. We have been a Gold Sustaining Member of the International Association of Food Protection (the leading global food safety professional organization) for the past six years as well as a Sustaining Partner of the American Meat Science Association, which has a mission to improve food safety through scientific advancements.



All of Maple Leaf’s meat, ingredient and packaging suppliers will be required to follow GFSI-recognized food safety standards by the end of 2017.

Food safety highlights



More than 200,000 tests

were conducted in 2016 to detect bacteria or pathogens as part of our food safety program.

Maple Leaf had one (1) product recall in 2016, which resulted from a foreign material which caused no injury or illness. We had zero (0) recalls related to product and service information and labelling.

Food Safety Advisory Council and Annual Maple Leaf Food Safety Symposium

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

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

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

2016 was the Symposium's eighth year, and over 400 people from across the world participated. Executives from food companies, large and small, shared their GFSI journeys, highlighting the challenges they overcame, and provided recommendations for others following in their footsteps. Key themes of the 2016 Symposium included:

1. The critical need to engage food companies of all sizes in GFSI and, in particular, to enable medium and small businesses to adopt food safety management systems to ensure “Safe Food for Consumers, Everywhere”.
2. Moving from managing food safety crises after the fact to preventing them altogether and increasing consumer trust.
3. Recognizing that strength sometimes comes through adversity - and the Maple Leaf Foods story.
4. Bringing food safety to the C-suite helps to raise overall corporate performance.
5. Certification is not the end game. Food safety is about continuous improvement.
6. It's a mistake to not communicate your food safety work.
7. Getting the right people in the right place to find the right solutions.

The 9th Annual Symposium in October 2017 is titled, “Food Safety in the Digital World”. We will have topics ranging from Big Data Analytics, to using Blockchain Technology to improve traceability, to Whole Genome Sequencing as a tool to better understand the microbiological risks in manufacturing and distribution.



**Sustainability at
Maple Leaf**

**Advancing nutrition
and health**

**Valuing our people
and communities**

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Valuing our people

We value a culture and work environment that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best.

Valuing our communities

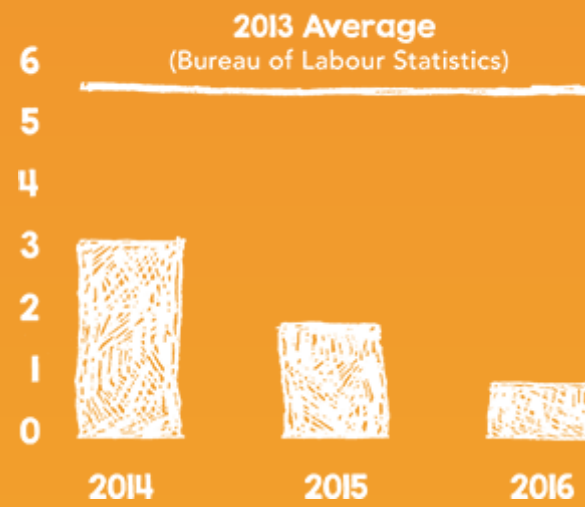
We launched the Maple Leaf Centre for Action on Food Security in late 2016, with a goal to work collaboratively to reduce food insecurity in Canada by 50% by 2030 by raising awareness, advocating for public policy, sharing learnings, and supporting innovative organizations that build community food security.



feed opportunity

Maple Leaf Centre for Action on Food Security

Total Recordable Injury Rates



87.5%

improvement in our
TRIR since our 2012
baseline.

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

[LEARN MORE →](#)



At Maple Leaf Foods, we value a culture and work environment that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best. Being a Canadian food company means that decisions are made here and we can act on them quickly - our people love the autonomy and opportunities this provides.

- Ian Henry,
SVP, People

In 2016 we launched the Maple Leaf Centre for Action on Food Security, a not for profit organization. We are deeply committed to working with innovative community partners to advance sustainable food security in ways that treat people with dignity and build skills and capacity. By focusing our resources on the support of different approaches and the advancement of learning, our goal is to enable positive, lasting change.












- Lynda Kuhn,
Chair, Maple Leaf Centre for Action on Food Security

Our goals and performance

Our people

2016 PRIORITIES	STATUS	OUR PERFORMANCE	2017+ PRIORITIES
OUR PROMISE: BE A GLOBAL LEADER IN WORKPLACE SAFETY			
Reduce our Total Recordable Incidence Rate (“TRIR”) to 0.90.		Our full year 2016 TRIR was 0.78. Our benchmarking indicates this performance represents best in class performance across North America, and globally.	<ul style="list-style-type: none">Achieve TRIR of 0.90 or below.Achieve 100% completion of OHS training for all retained hourly employees.Develop and launch a new Behavioural Based Safety (“BBS”) program at all facilities.
Achieve 100% completion of annual safety and health accident reduction plans (“SHARP”) by all plants.		We achieved 99.5% completion of annual SHARP by all plants. Some minor capital requests deferred to 2017 will bring plans to 100% completion.	
Achieve 100% completion of OHS training by all plant-based people.		We successfully rolled out training to over 83% of our plant-based people. Turnover impacted completion of training by 100% of staff.	
OUR PROMISE: ENGAGE AND EMPOWER OUR PEOPLE			
Execute our action plans following 2015 people engagement survey results and prepare for our 2017 survey.		We executed many aspects of our functional action plans, including preparing and launching our 2017 People Engagement Survey.	<ul style="list-style-type: none">Conduct annual engagement surveys alternating between hourly and salaried people. Launch our first hourly survey in 2018.Achieve top-quartile engagement scores among salaried employees.Implement year two of our Diversity & Inclusion strategy, including actions to achieve 50% gender diversity at the manager level and up by 2022.
Launch year one of our Diversity & Inclusion (“D&I”) strategy.		We formed a Maple Leaf D&I Council, launched a Women’s and LGBT Resource Group, increased mentoring for women, and raised organizational awareness of issues and opportunities related to advancing D&I. We launched a diversity self-disclosure survey to help inform future programming.	
OUR PROMISE: BE A DESTINATION FOR TOP TALENT			
Continue the development and delivery of our talent development programs.		We continued our rollout of a redesigned leadership program to senior leaders and extended our talent review process to the manager level.	<ul style="list-style-type: none">Launch a new foundational leadership program.Increase the size of our Leadership Training program by 25%.
Achieve 95% retention rate of top talent.		Our talent retention rate was 93%.	
Achieve internal fill rate of 70% for new/vacant positions.		Our internal fill rate was 65%.	

Our communities

2016 PRIORITIES	STATUS	OUR PERFORMANCE	2017+ PRIORITIES
OUR PROMISE: WORK COLLABORATIVELY WITH STAKEHOLDERS TO REDUCE FOOD INSECURITY IN CANADA AND GLOBALLY (WE ARE SEEKING TO RAISE THE PROFILE OF THIS PRESSING SOCIAL ISSUE); ADVOCATE FOR CRITICAL POLICIES AND INVEST IN PROGRAMS REQUIRED TO MAKE SUSTAINABLE IMPROVEMENTS			
Donate 1% of pre-tax profits and \$1.5M in food donations annually.	<div> (Financial Contribution)</div> <div> (Food Donations)</div>	<p>Our financial contributions were below target due to the timing of the launch of the Maple Leaf Centre for Action on Food Security in December 2016.</p> <p>We made more than \$1.8 million in healthy food donations in 2016.</p>	<ul style="list-style-type: none">• Commit 1% of pre-tax profits (over \$2M) to advance sustainable food security.• Donate \$1.5 million in healthy food donations.• Actively participate in multi-stakeholder processes to advance the development of an integrated and inclusive National Food Policy.• Conduct high impact internal and external campaigns to raise awareness of food insecurity as an urgent social issue.• Broaden collaboration and impact of the Centre through new community partnerships that advance innovation and learning.
Launch a comprehensive community involvement strategy that includes funding partnerships with organizations that take innovative approaches to advancing community food security.		<p>We launched the Maple Leaf Centre for Action on Food Security (“the Centre”) on December 6, 2016.</p> <p>The Centre is a registered non-profit organization with a board of directors, including three expert independent directors. An application to seek charitable status is underway.</p> <p>The Centre’s inaugural funding supports four strategic projects (FoodShare, Greater Vancouver Food Bank, McQuesten Urban Farm, Northern Manitoba Food, Culture and Community Collaborative).</p>	
<p>Raise awareness and advocate for policies that advance sustainable food security.</p> <p>Launch campaigns, including Feed It Forward, that engage the public in recognizing leaders in food security and contribute to high impact programs.</p>		<p>Our CEO, Michael McCain, gave the keynote address at Canadian Club, focusing on the theme of food security and launching the Centre.</p> <p>The Centre’s launch was supported by a high profile social media campaign focused on raising attention about the 4M Canadians who are food insecure.</p> <p>Consumer Activation campaign launched; to date, 15.2 million people have been reached via social and earned media.</p> <p>We produced two videos for the Centre - Consumer Awareness and Centre Overview.</p>	
Work with UNICEF Canada and other organizations to support the UN Sustainable Development Goal of eradicating hunger.		<p>We contributed \$50,000 to UNICEF in 2016 to support emergency relief efforts globally and as a member of the 25th Team of Women supporting six projects aimed at supporting maternal and child health.</p>	
OUR PROMISE: MAKE COMMUNITY INVOLVEMENT A CORNERSTONE OF OUR CULTURE AND DELIVER MEANINGFUL SOCIAL BENEFITS			
Highly engage our people in community involvement and increase volunteerism.		<p>We integrated employee engagement into the Centre’s launch with a special announcement webcast and a 10-day Holiday Campaign with daily Feed Opportunity challenges.</p>	<ul style="list-style-type: none">• Launch a skills matching program with the Centre’s partners that aligns their resource needs with skilled Maple Leaf volunteers.
Continue to fund our Volunteering to Make a Difference program to recognize employee volunteerism.		<p>Our efforts on volunteerism focused on engaging our people around the launch of the Centre.</p>	
<div><div> Achieved</div><div> Partially Achieved</div><div> On Track</div><div> Deferred</div></div>			

Valuing our people

A safe workplace

We strive for zero occupational injuries in the workplace, a goal driven by a commitment to employee safety. Through **Our Safety Promise** and continuous improvement in our safety protocols, we realized an **87.5%** improvement in our Total Recordable Injury Rate (“TRIR”) since our 2012 baseline reporting year.

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

Maple Leaf employs a Senior Occupational Health and Safety (“OHS”) Leadership Team that provides leadership across the company. This team is supported by an OHS designate at each work-site and representatives from the Joint OHS Committees who represent all Maple Leaf employees. These formal joint management-employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls.

THE KEY ELEMENTS OF MAPLE LEAF’S OHS STRATEGY ARE:



Improved OHS communication



Proactive activities that drive OHS performance



OHS roles and responsibilities that embrace accountability through all layers of the organization



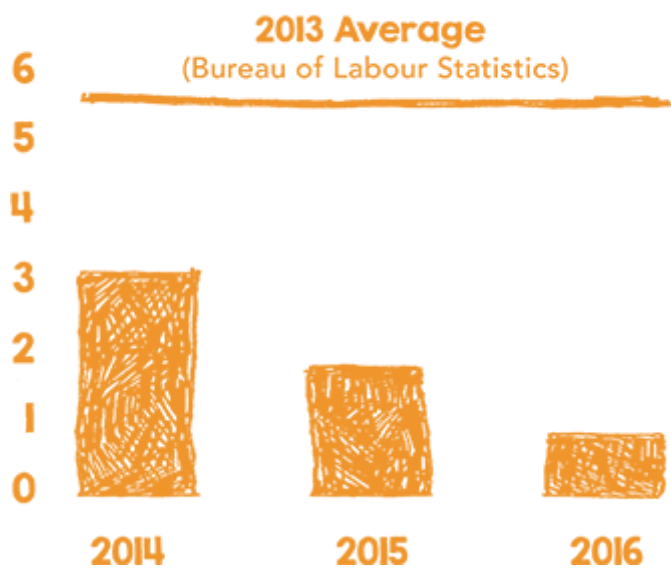
OHS strategy implementation, including robust training



OHS integration with Maple Leaf Foods’ prestigious “Safety Promise Award”

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

Total Recordable Injury Rates



87.5% improvement in our TRIR since our 2012 baseline.

Behavioural-based safety at Maple Leaf

In 2016 we started developing a Behavioural-Based Safety (“BBS”) program for the company. BBS assists in the identification of opportunities for improvement through behavioural trend analysis (with transparent data) of safe and unsafe behaviours. Corrective actions are taken to correct any unsafe behaviours, and recognition is provided to the worker.

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

We are aiming to launch and implement our new BBS program at all Maple Leaf facilities in 2017.

Zero Hero Safety Club recognition program



Maple Leaf's Zero Hero Group - Mid-West Distribution Centre, Saskatoon, SK.

The Maple Leaf “Zero Hero Safety Club” is an internal campaign to drive and support the OHS program in order to realize the aspirational achievement of “zero occupational injuries” as stated in our **OHS Policy and Safety Promise**. Sites become members of the Zero Hero Safety Club when they achieve zero occupational injuries for the calendar year.

In 2016, 13 Maple Leaf sites were recognized as members of the “Zero Hero Safety Club”.



Diversity and inclusion

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



OUR PLANS AND PROGRESS



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

A cross-functional team of Maple Leaf people developed a comprehensive D&I plan in 2015 and began implementing it in 2016.

OUR DIVERSITY AND INCLUSION PRINCIPLES:

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

Highlights of our 2016 activities and initiatives include:

- Established a D&I Council, which meets quarterly
- Established the Maple Leaf Women's Impact Network ("WIN") and Pride & Allies Employee Resource Groups
- Launched the WIN Mentoring Program for Women
- Developed and implemented a voluntary Self-Identification Survey
- Completed a Pride at Work Index
- Celebrated International Women's Day, Pride Week, and Women's History Month
- Recognized International Day Against Homophobia & Transphobia
- Partnered with Pride at Work, Catalyst and Women's Foodservice Forum
- Conducted Unconscious Bias Training with all Human Resources Managers, Directors, and Vice Presidents
- Embedded self-identification, gender metrics and succession plan into our new employee portal
- Provided "Taking the Stage" Training for 15 female Directors and Managers
- Measured and reported on gender representation internally and externally through the Global Reporting Initiative

HIREUP



Bringing the right talent into the organization is critical to ensuring we continue to build on our Values based culture. To attract diverse talent, our open positions are posted across a variety of platforms to maximize reach across various demographics. These platforms range from Internal job boards to Professional job boards, Government job banks, Educational Institutes and popular social media sites such as Twitter and Facebook.

More recently we expanded our reach by partnering with HireUp. This organization connects youth who have experienced homelessness with employment opportunities by working in tandem with service providers to identify talented youth who face barriers but have the competencies and aptitudes to succeed. Youth apply for jobs and are supported by service organizations for up to six months post-employment.

We have our two largest facilities in Brandon and Hamilton posting their vacancies through HireUp's hiring portal and we are now in the process of providing access to our other plants. We are excited about the potential to provide vulnerable youth access to meaningful employment and meet our recruiting needs.

A Leadership Edge

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

We live our Leadership Edge by:

- Providing clear goals and information so that people understand where we are going as a company, how we are progressing and how they can support our success;
- Defining clear lines of accountability in a lean organization with efficient processes, so that people feel empowered to contribute, solve problems and drive innovation;
- Providing feedback, coaching, training, and work experiences so that people can develop themselves and their careers;
- Building an inclusive culture that encourages and embraces diversity and attracts the best talent; and
- Constantly pursuing new ways to advance the health and safety of our people.



Training and mentoring our Leadership Edge way

Creating a culture and providing the tools to enable our people to continue to enhance their people management and leadership skills is an important part of our Leadership Edge. We have three programs available at different levels of our organization to help foster leadership development:

LEADERSHIP ACADEMY



The Leadership Academy consists of four modules, rolled out annually, focused on developing a strong sense of personal self-awareness as a leader and on how to inspire those qualities in others through action. The program, which is targeted at people at the Director level and above, was revised in 2015.

MANAGERSHIP



Available to all Maple Leaf people managers, Managership provides a diverse range of skill-building opportunities for new and seasoned people managers. The program is rolled out annually, with managers participating in four courses alongside their peers.

LEARNING LABS



Maple Leaf’s Learning Labs are online courses that all salaried Maple Leaf people can take at any time, inside or outside the office. There are more than 200 training courses available, ranging from developing new job specific skills, to coaching and mentoring.

The Leadership Track Program

The Leadership Track Program is Maple Leaf Foods’ early leadership development program for talented, driven and ambitious graduates. The program has recruited over 300 Leadership Trainees (“LTs”) since it was established in 1998, with 22 currently in the program. Participants in this three-year rotational program select a functional track (manufacturing, supply chain, marketing, sales, or information solutions) and develop skills and experience in preparation to be a future Maple Leaf Foods leader. Following completion of the program, successful participants transition into roles where they continue to grow their careers.

Significant emphasis is placed on development action plans to ensure LTs obtain the skills and experiences they need to achieve their maximum potential. We offer annual performance reviews along with ongoing coaching and constructive feedback. LTs also receive:

- Senior level mentorship for both business and functional expertise and advice
- Learning and networking opportunities through organized workshops and activities
- Substantial on-the-job learning and specialized leadership training

Valuing our communities

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

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

Given these advances, it is particularly troublesome that in Canada, a country of considerable wealth and abundant farmland, over four million people suffer from food insecurity.

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

1. Four million Canadians (one in eight households) experience some level of food insecurity, affecting one in every six children.
2. 62.2% of children in Nunavut (eastern Arctic) live in food insecure households, the highest level in Canada.
3. Aboriginal and black households have a rate of food insecurity that is 2.5 times higher than that of other Canadians.
4. Food insecurity is a serious public health problem as physical and mental health is closely linked to household food security.

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

The Centre is the culmination of several years of stakeholder engagement to understand this complex issue and where Maple Leaf should direct our resources - people, products and financial - to make the greatest difference. It reflects a significant, sustained commitment to lend our voice, to advocate for change, and to invest in innovation that results in demonstrable improvements.

- Michael McCain,
Honourary Chairman



In December 2016 Maple Leaf announced a long-term commitment to advance sustainable food security through the launch of the Maple Leaf Centre for Action on Food Security (www.feedopportunity.com). The Centre has three areas of focus: advocacy, innovation and learning. The Centre and Maple Leaf will support, engage and advocate for important policies that advance sustainable food security. The Innovation Fund will invest in innovative food security initiatives based on dignity, empowerment and skill building that can potentially be scaled to increase their impact. The Centre will share learning from its work and support networks, collaboration and research in the food security sector that build further understanding of the issues and approaches, and enable knowledge transfer.

Our Principles



We will support food-based initiatives that promote dignity and build individual and community capacity to overcome food insecurity.

Together, we will feed opportunity, helping reduce social isolation and empowering people and communities to overcome barriers and advocate for themselves.



We will support partnerships that go beyond emergency food aid to achieve sustainable solutions to food insecurity.



We will support innovation, learning from what doesn't work as well as what does.



We will actively support volunteerism and connect people and expertise with its programs.

6

We will build partnerships with governments, academia, non-profit organizations and the private sector to increase collective impact.



We will seek to advance collective knowledge and impact, measuring social return on investment and sharing the learnings with others.



OUR GOALS



**Make a meaningful social impact
through advancing sustainable food
security locally and globally.**



Deeply engage our people by providing volunteering and giving opportunities.



Establish community involvement as an integral part of our culture, identity and business.

To learn more about the Maple Leaf Centre for Action on Food Security, please visit www.feedopportunity.com and you can [click here for information on funding opportunities](#).

Supporting food security - locally and globally

Here are some of the innovative programs we are supporting:

GREATER VANCOUVER FOOD BANK: A MODEL OF FOOD ACCESS THAT BUILDS LONG-TERM COMMUNITY FOOD SECURITY

The Greater Vancouver Food Bank (“GVFB”) recognizes that emergency food is not a long-term solution to alleviate hunger. In 2013, they completed the organization’s first strategic plan and are moving beyond short-term solutions to a model that fosters community food security.

Over the past three years, the GVFB has successfully transitioned two of its thirteen food bank locations to a Community Food Hub model. Community Food Hubs provide food access through a member-focused approach that prioritizes dignity, respect and health. The Centre’s investment will enable the GVFB to focus its resources to fully implement the Community Food Hub model in all of their distribution locations by 2019.

Their evaluation will measure increased access to food, reduced isolation and access to additional services due to the Community Hub. The Centre will share key learnings through the GVFB transition to Community Hubs through its website and other communications.

If you would like to learn more about the great work that is happening with the GVFB Community Food Hubs, please visit www.foodbank.bc.ca.



The Greater Vancouver Food Bank is thrilled to work with the Maple Leaf Centre for Action on Food Security and knows that collectively we can make a significant dent in food insecurity in Canada. We are ready for the challenge!

- Aart Schuurman Hess,
CEO, Greater Vancouver Food Bank

MCQUESTEN URBAN FARM – UTILIZATION OF PUBLIC LANDS TO ADDRESS FOOD SECURITY

The McQuesten Urban Farm is a unique and innovative project aimed at addressing food insecurity in a high-needs neighbourhood of over 7,000 people in Hamilton, Ontario. The urban farm has been spearheaded by a highly engaged and committed group of residents, through a comprehensive community planning process, who identified the need to advance food security by bringing fresh food production and food education to the heart of their neighbourhood.

The McQuesten Urban Farm makes affordable fresh produce accessible to neighbourhood residents, supports community food programs and social enterprise start-ups, and provides food education and skills programs to residents.

The Centre for Action on Food Security is supporting staff and capital costs to enhance the food skills and education programming at the Farm and to pilot new neighbourhood-level food distribution programs to reduce barriers to healthy food for food insecure residents. This project is testing urban farming as a low cost means to grow and distribute healthy food as well as to reduce social isolation and build the skills of the people within the community.

If you would like to learn more, please visit: mcquestenurbanfarm.wixsite.com/grow.



This partnership with the Maple Leaf Centre for Action on Food Security enables us to enhance food skills and education programming at McQuesten and to pilot neighbourhood-level food distribution programs to reduce barriers to healthy food for food insecure residents.

- Adam Watson,
Project Manager, Neighbourhood Action Strategy,
City of Hamilton

FoodShare: SCALING UP GOOD FOOD MARKETS

Although we have started thirty Good Food Markets across the city, there are usually only one or two projects in each neighbourhood. Now, with the support from the Maple Leaf Centre for Action on Food Security, we will be able to test a focused expansion by concentrating resources and energy in one geographical area - the Weston Mount-Dennis community.

- Debbie Field,
Executive Director, FoodShare

Since 1985, FoodShare has pioneered innovative food programs like the Good Food Box, health meal programs in schools, improved access to fresh produce, and built capacity in communities to grow, cook, and share food across the Greater Toronto Area. Their programs are committed to food justice, so those experiencing the most food insecurity are leaders in developing their own food system solutions.

FoodShare has recently moved into the Weston Mount-Dennis area of Toronto, an underserved neighbourhood with few grocery stores, and even fewer fresh produce outlets. The area is identified as a Neighbourhood Improvement Area (“NIA”) by the City of Toronto.



FoodShare’s Good Food Markets are community markets that sell high quality, culturally appropriate, low-cost vegetables and fruits. These markets bring healthy produce to neighbourhoods where it might not otherwise be available. Getting healthy food into low income neighbourhoods and communities where walkable grocery stores don’t exist is the priority.

Through funding from the Centre, the project seeks to evaluate the impact of a focused expansion of Good Food Markets, and FoodShare’s community development model, in an underserved community. To date, few rigorous evaluations have been undertaken in Canada to analyze whether a concerted neighbourhood level intervention can increase access to affordable produce and whether these initiatives can mitigate some of the impacts of poverty. The partnership with The Centre will allow FoodShare to test if the creation of Good Food Markets concentrated in one large neighbourhood can achieve the multiple goals of reducing food insecurity, increasing physical and mental health, and building community.

If you would like to learn more about the great work that is happening with FoodShare, please visit <http://foodshare.net/>.

NORTHERN MANITOBA FOOD, CULTURE AND COMMUNITY COLLABORATIVE

Since its inception in 2014, the Northern Manitoba Food, Culture & Community Collaborative (“NMFCCC”) has supported 53 community-led food security and community economic development projects across Manitoba’s North. Neighbourhood gardens and farms, wild food programs, bee apiaries, fishing co-operatives, and greenhouses are just some of the ways Northerners are using food to build community, improve health, create opportunity for youth, and strengthen local economies.



In addition to partnering financially with northern Manitoba communities to create sustained change, a key component of the NMFCCC is the shared learning experience that it affords. Organizations; northern advisors; a network of supporters in Manitoba and across the country; and the grantees to the Collaborative benefit by increasing their understanding of, and capacity to work with, northern communities and Indigenous cultures.

The Maple Leaf Centre for Action on Food Security will join the Collaborative to support community-led food security projects across Manitoba’s North, to explore how specific projects may be able to be scaled and to support scoping to determine whether the Collaborative model could work in other geographic settings. To learn more about the great work that is happening with the Northern Manitoba Food, Culture & Community Collaborative, please visit www.nmfccc.ca.

FEED IT FORWARD

On Family Day in 2016 we kicked off Feed It Forward, a national recognition program to honour Canadians who improve people's lives and make their communities better with good food.

Canadians were encouraged to nominate a volunteer or an employee of a not-for-profit organization or community group who is deeply committed to improving people's lives with good food, nutrition and skill building. Nominees included people who were involved in a variety of initiatives, from creating a program to nourish schoolchildren, to delivering food and nutrition education for people who need support, to using food as a way to bring people together and teach valuable life skills.

Food is a powerful means to build community and individual capacity. Despite the current economic environment, countless Canadians continue to volunteer and work tirelessly to help people lead better, healthier lives with good food. They are finding ways to help people eat well - and we want to support them.

- Lynda Kuhn,
SVP, Sustainability and Public Affairs,
Maple Leaf Foods

The nominated organizations below each received a \$10,000 donation to support their ongoing efforts to advance food security:

1. SEARCH (Student Energy in Action for Regina Community Health)
2. West Broadway Development Corporation
3. Wood Buffalo Food Bank Association
4. Island Food Skills/PEI Food Exchange
5. Mile-End Community Mission
6. The Community Lunch Box
7. Greater Vancouver Food Bank
8. The Humanity Project
9. The Local Community Food Centre
10. Rexdale Community Health Centre



WATCH OUR FEED IT FORWARD VIDEO →

To kick off this campaign we also surprised 10,000 families across the country with free groceries and savings. Over 30 passionate employees participated in these deliveries.

URGENT NUTRITION RELIEF FOR HIGH-RISK CHILDREN GLOBALLY

As a sustained supporting member of UNICEF Canada's Emergency First Responder team, Maple Leaf Foods' annual emergency donation of \$25,000 supports disaster relief efforts across the globe.

In 2016, the lives of millions of children were disrupted, upended or nearly destroyed by emergencies, including conflict, natural disasters, fast-spreading epidemics and food insecurity. UNICEF responded to more than 250 emergencies, among them the Syrian crisis, the refugee and migrant crisis, Hurricane Matthew in Haiti, the earthquake in Ecuador and food insecurity in East Africa. UNICEF's emergency response is comprehensive: from meeting immediate needs like access to safe water and nutritious food, to supporting long-term development through things like education and psychosocial support.

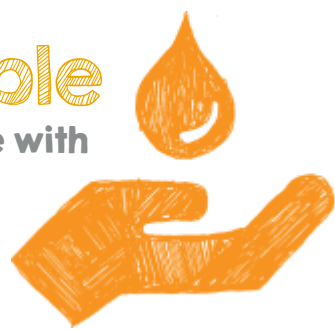
UNICEF's impact is direct and vast:

- 2.2 million children treated for severe acute malnutrition
- 9.4 million children vaccinated against measles
- 13.6 million children provided with access to safe water for drinking, bathing and cooking
- 2.3 million children given psychosocial support
- 6.4 million children provided with access to formal or non-formal basic education

UNICEF has saved more children's lives than any other humanitarian organization, reaching, saving and improving the lives of children globally, especially the most vulnerable caught in humanitarian emergencies. We are honoured to be part of enabling their work!

Provide more than

300,000 people
affected by the earthquake with
clean water



Supply essential micronutrient powders and
infant feeding counselling sessions to improve
the quality of nutrition for 126,000 children and
ready-to-use therapeutic foods to treat over
3,000 children with severe acute malnutrition



Provide food and shelter to more than

1,000 child
care homes

Set up 65 child-friendly spaces for displaced
communities, benefiting nearly

10,000
children



WEZESHA EDUCATION FOUNDATION

In 2015, Maple Leaf contributed \$25,000 to the Wezesha Education Foundation, which provides scholarships to over 80 talented and impoverished young people in Kenya. Co-founded by Lynda Kuhn, Maple Leaf's SVP of Sustainability and Public Affairs, Wezesha seeks to empower gifted young people to become leaders through education. In conjunction with Nyota, a home for destitute children, Maple Leaf has been instrumental in helping almost 200 at-risk kids to continue their education and develop the skills to build careers and become contributing members of their communities and society.

As a co-founder of this initiative, I have had the great privilege to meet these young people and their families. For them, education is the brass ring to a better life. Through volunteerism, these scholarship recipients have the opportunity to use their skills to help their communities. Education is the great equalizer, and through Wezesha these young people are being provided the skills to be future leaders in their society.

- Lynda Kuhn,
SVP, Sustainability & Public Affairs



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Advancing nutrition
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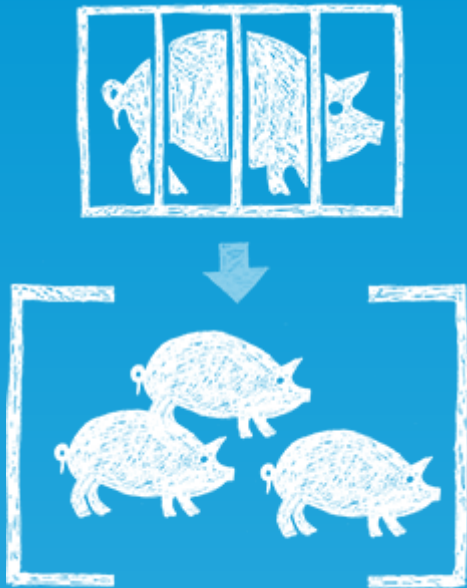
Treating animals well

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

In 2007, Maple Leaf was one of the first scale companies in North America to commit to transition sows from confining gestation crates to open housing. Currently, we have transitioned 33,000 sows through a world class system that eliminates the conventional practice of confining sows during their pregnancy.



WATCH OUR OPEN SOW
HOUSING VIDEO



See how we care for the
animals in our supply
chain

Farm to plate



LEARN MORE

Maple Leaf’s animal care commitment

MAPLE LEAF FOODS HAS
STRONG VALUES
THAT DEEPLY DEFINE OUR CULTURE
AND HAVE A VERY DIRECT
RELATIONSHIP TO HOW WE TREAT
ANIMALS WE RAISE OR SOURCE.

There are important environmental, nutritional and ethical implications of meat production that we must manage responsibly as part of our commitment to being a sustainable company. As the largest value-added meat protein company in Canada, we must be a leader in animal care. To achieve this, animal welfare must be an integral part of our culture and business. We will commit the necessary organizational focus and resources to achieve this.

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

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

I joined Maple Leaf to lead our Animal Care program in 2015, bringing both my expertise as a veterinarian and my significant leadership tenure at the federal and provincial levels of government. We have charted an ambitious three-year strategy which was launched in 2016 that advances every aspect of animal welfare - cultural, accountability, operations and communications. There is significant momentum and more to be done. But I am proud to be part of a team with the values and commitment to invest the resources and continuously push to raise standards of care.

- Dr. Greg Douglas,
VP, Animal Care



WATCH OUR ANIMAL CARE
COMMITMENT VIDEO

- 1

Freedom from hunger or thirst by providing ready access to fresh water and a diet that maintains good health and vigour
- 2

Freedom from discomfort by providing an appropriate environment including shelter and a comfortable resting area
- 3

Freedom from pain, injury or disease through prevention or rapid diagnosis and treatment
- 4

Freedom to express normal behaviours by providing sufficient space, proper facilities and company of the animal's own kind
- 5

Freedom from fear and distress by providing conditions and treatment which avoid mental suffering



We will support these through ongoing critical self and third-party evaluation and continuous improvement in four critical areas:

CULTURE

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

ACCOUNTABILITY

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



Michael H. McCain
President and Chief Executive Officer

ADVANCEMENT

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

COMMUNICATIONS

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

LEARN MORE ABOUT OUR 2017-2018 ANIMAL CARE PRIORITIES →



Gary Maksymetz
Chief Operating Officer

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

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

A copy of our Commitment to Animal Care can be downloaded [here](#).

Our goals and performance

2016 PRIORITIES	STATUS	OUR PERFORMANCE	2017+ PRIORITIES
OUR PROMISE: BE A LEADER IN ANIMAL WELLNESS			
Enhance our training through delivering a web-based and classroom training program across all operations that manage live animals.		We delivered an enhanced classroom training module across the majority of our production and processing sites and will complete in early 2017.	<ul style="list-style-type: none">• Develop and implement two additional modules of Animal Care training in 2017.• Develop a Maple Leaf Technical Manual to further describe our Animal Care Program.• Initiate independent review of our operations against our goals and commitments.• Develop Key Performance Indicators to standardize and enhance internal and external reporting.• An accelerated plan is underway to transition all Maple Leaf sows to open housing by the end of 2021.• Launch RVA at one more facility and conduct pre-implementation planning at one to two more.• Pilot initiatives to promote play and reduce boredom in sow and hog barns in 2017.• Pilot enrichment in Maple Leaf breeder barn and engage an independent producer in enrichment pilots.
Engage an external expert to conduct a third-party review of our operations against our goals and commitments.		In 2016, we focused on executing other initiatives within our animal care strategy. Independent audits were conducted of all our live animal production and processing operations.	
Enhance our internal and external reporting.		Communicated regularly with animal rights groups to discuss issues, priorities and best practices. We engaged with the Business Benchmark for Farm Animal Welfare to review our external reporting and provide recommendations for improvement.	
Establish an Animal Care Council composed of external experts.		We consult with a number of external animal welfare experts on an ongoing basis. Our internal Animal Care Council will re-evaluate the formation of a more formal process in 2018.	
Continue to convert barns and develop a path to accelerate the conversion of sows to open housing.		In 2016 we completed our eighth barn conversion and commenced our ninth. When we made our original sow housing commitment in 2007 we had 33,000 sows under our management. By the end of 2017, approximately 33,000 sows will be transitioned to open housing.	
Launch remote video auditing (“RVA”) at three plants and complete preparatory work at three more.		RVA was established at three Maple Leaf facilities (a hatchery, poultry and pork processing plants). Preparatory work was commenced at two more facilities.	
Utilize detailed RVA reports to advance training and operating practices.		RVA footage and reports were used to train employees and were incorporated into operating decisions and procedures.	
Pilot non-surgical castration in boars.		Pilot completed.	

Our journey toward treating animals well

Governance

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

In 2016, Animal Care reported quarterly to the Safety & Sustainability Committee of the Board. Senior leaders of our hog production, poultry and pork businesses continue to maintain executive responsibility for animal care, regularly reviewing reports and audits, and signing off on policies. Within the business, we have two veterinarians who oversee animal welfare, along with dedicated CFIA veterinarians and staff at each of our processing plants. Animal welfare metrics are reported regularly, and non-compliance or audit failures are immediately acted on.



Our veterinarians

oversee animal care along with dedicated CFIA staff at each of our processing plants.

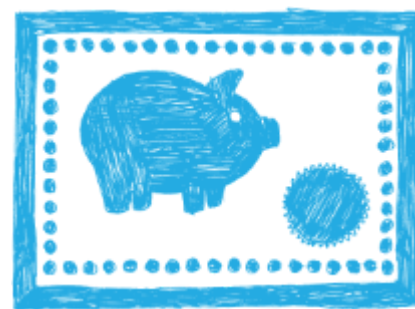
Education and training

Education and training is foundational to knowledge, empowerment, accountability and a strong animal care culture. Every employee involved in the raising, transport and processing of poultry must be trained on and adhere to our animal care policies and procedures. All employees who handle animals currently receive animal care training when they commence employment, and this is reviewed annually. Training is a critical area of building a strong culture of animal care. In 2016 we invested more resources to enhance our programs, including a variety of web-based, classroom and applied learning tools.

Maple Leaf has 23 experts who are Professional Animal Auditor Certification Organization (“PAACO”) certified across our pork and poultry operations monitoring animal health every day. Our people who are PAACO trained have deep knowledge and skills related to animal welfare monitoring and reporting. We plan to further leverage our employees who are PAACO trained and certified as a core element of our animal care strategy.



Standards of practice



Maple Leaf Foods produces approximately 40% of the pork that we process, with the balance largely coming from contractual producers. In our poultry operations, Maple Leaf operates three hatcheries and sources our supply of chicken and turkey from independent producers. Within our operations, Maple Leaf Foods adheres to a number of standards, including:

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

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

Auditing and corrective actions

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

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

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

Our meat processing facilities are monitored by dedicated on-site inspectors from the CFIA. All our processing operations are required to undergo comprehensive annual third-party animal welfare audits conducted by certified PAACO auditors. These third-party auditors have open access to our facilities and the freedom to interview any of our employees as part of the audit process. This is a leading practice and allows us to test the effectiveness of our animal welfare practices and procedures based on established and quantifiable animal well-being guidelines.



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

Leadership and collaboration

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



- Farm & Food Care Ontario
- National Farm Animal Care Council
- Canadian Pork Council
- University of Manitoba loose housing committee
- Canadian Poultry and Egg Processors Council
- University of Alberta Poultry Research Centre
- Ontario Broiler Hatching Egg & Chick Commission
- The Prairie Swine Centre at the University of Saskatchewan, in support of the Animal Care Research Chair

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

RAISED WITHOUT ANTIBIOTICS



WATCH OUR VIDEO ON RAISED WITHOUT ANTIBIOTICS ➔

Our society is becoming increasingly concerned about the use of antibiotics in animal production, with alternative drug choices for the treatment of many bacterial infections becoming more limited, more expensive or non-existent. Maple Leaf is committed to minimizing or eliminating the use of antibiotics wherever possible, while maintaining high standards of animal care.

Should any animal herd or flock that is in our “raised without antibiotics” (“RWA”) program become sick, all treatment options are considered in consultation with a veterinarian, including administering an antibiotic. If an antibiotic is administered, the treated animal, herd or flock is removed from the program. We are actively implementing operating protocols that reduce higher mortality rates in animals raised without antibiotics, which is one of our animal care priorities.

Our commitment to open housing for sows

The vast majority of hogs in Canada are raised in open pens, but industry practice has been to confine sows (breeding pigs) in gestation crates. In 2007, Maple Leaf was the first major company in Canada to commit to converting sows from gestation crates to open housing. When this commitment was made, Maple Leaf had 33,000 sows under our management.

We worked closely with the University of Manitoba and other industry participants to assess current open housing methods and define adaptations needed to support Canadian hog production. We began significant conversion activities in 2013 with two barns, and transitioned 1,250 sows to open housing. By the end of 2015 we had transitioned a total of 14,500 sows to open housing. By the end of 2017, Maple Leaf will have transitioned approximately 33,000 sows to our open housing system, where they are free to roam, feed and socialize.

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

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



WATCH OUR OPEN SOW HOUSING VIDEO →



TIME LAPSE: WATCH OUR SOW-HOUSING TRANSITION →



360° VIDEO: EXPLORE A SOW BARN →



360° VIDEO: EXPLORE A POULTRY BARN →



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Eliminating waste

We have an aggressive
goal to reduce our
environmental footprint by
50% by 2025.

Since the beginning of 2015, we have reduced our environmental footprint by:



Electricity (MWh)

103,287

Equivalent to the
emissions from
7,655 homes' energy use
for one year

Water (m³)

1,109,280

Equivalent to
the average
amount of
water the City
of Toronto
consumes in
one day



Landfill Diversion Rate

91.5%



Equivalency measures
calculated using:

EPA GHG Calculator

Toronto Water Consumption Report (2017)



Emissions
(tonnes (CO₂e))

84,564

Equivalent to emissions
from 17,863 cars driven
for one year

People across the planet eat about 308 million tonnes of meat every year. By 2050, this number is expected to grow to 450 million tonnes. Livestock is the world’s largest user of land resources, with pasture and land dedicated to the production of feed representing almost 80% of total agricultural land. It also uses 1/3 of the world’s fresh water and produces more than 18% of our world’s CO₂ emissions.

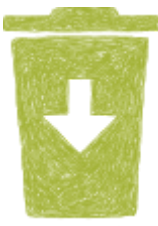
At Maple Leaf, we are committed to significantly reducing our environmental impact and advocating for change across the industry. We have established an aggressive goal to cut our environmental footprint in half by 2025 (20% by 2020), requiring significant reductions in our climate change impact, waste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



Reducing Climate Change Impact



Reducing Water Usage



Reducing Waste

One of the greatest challenges for the agriculture industry is to meet the increasing global demand for food while dramatically decreasing the environmental footprint of food production. Feeding the world accounts for approximately 25% to 30% of total greenhouse gas emissions, of which meat and dairy production represents as much as 18%.






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



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

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

Our goals and performance

2016 PRIORITIES	STATUS	OUR PERFORMANCE	2017+ PRIORITIES
OUR PROMISE: 50% ENVIRONMENTAL FOOTPRINT REDUCTION BY 2025 (PER TONNE OF PRODUCTION)			
Perform energy, water and waste audits at our remaining 13 facilities, including representative pig/poultry barns, and implement environmental sustainability action plans at each site.		<p>In 2016, we completed 21 energy audits which included representative pig/poultry barns, feed mills and our Eastern Distribution Centre.</p> <p>Environmental sustainability action plans have been established at all of our audited facilities.</p>	<ul style="list-style-type: none"> • Execute environmental sustainability action plans at each facility to drive progress towards our 50% reduction by 2025 goals. • Perform a comprehensive supply chain risk analysis on key agricultural commodities that Maple Leaf purchases. • Complete a comprehensive life cycle assessment for our pork business to identify broader impacts and inform future environmental footprint reduction priorities and opportunities. • Increase our use of intermodal transport so that it accounts for 65% of our cross-country resupply loads in 2017. • Execute our national lighting retrofit program by the end of 2018. • Complete a detailed packaging baseline (by weight) to inform future environmental footprint reduction opportunities. • Continue to implement programs to further reduce/eliminate sending organic waste to landfill.
Once all audits are complete, develop a comprehensive road map to deliver on our 50% by 2025 goals.		<p>Our Environmental Sustainability Roadmap is complete and we have developed an internal dashboard for reporting on all our major energy, water and waste initiatives.</p> <p>Part of our ongoing work is to investigate potential environmental and social impacts looking at the broader Maple Leaf product life cycle.</p>	
Increase our use of intermodal transport so that it accounts for 25% of our cross-country resupply loads in 2016.		<p>We increased our use of intermodal transport for our cross-country resupply by 55.3%.</p> <p>Since 2014, we have reduced truck kilometres travelled in our prepared meats business by over 1.3 million kilometres.</p>	
Investigate and pilot one or more energy and water reduction technologies in 2017.		<p>We investigated and piloted LED lighting to support a national lighting retrofit program, which is being launched in 2017.</p> <p>We investigated solar and thermal heat recovery opportunities for a number of our facilities.</p> <p>We are currently identifying rainwater harvesting and water reuse opportunities.</p> <p>We will continue to examine the feasibility of innovative energy, water and waste reduction technologies and pilot them where appropriate.</p>	
Identify and implement alternative programs to further reduce/eliminate sending organic waste to landfill.		<p>We successfully diverted over 1,900 tonnes of organic waste that previously went to landfill to a bio-digester that produces electricity and organic compost.</p> <p>We are piloting two composting opportunities to divert wastewater treatment sludge from landfill.</p>	

* Our Eliminate Waste targets are intensity based.

 Achieved
 Partially Achieved
 On Track
 Deferred

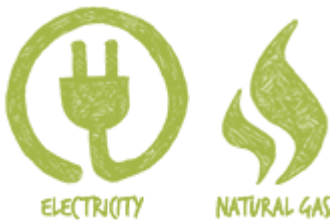
Our BIG, BOLD goals!

50% less energy. 50% less water. 50% less waste.

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

Progress towards our goal - 50% reduction by 2025:

Energy Intensity



27.6%
reduction

Water Intensity



20.9%
reduction

Waste Reduction Intensity



8.40%
representing a
91.5% landfill
diversion rate
(2015 was our
baseline year)

Emissions Intensity



33.2%
reduction (CO₂e)

Our 2016 performance can be attributed to the consumption reduction and efficiencies gained from the implementation of our facility environmental sustainability action plans identified in our 2015/2016 utility audits; a decrease in production volume in more energy intensive business groups; emissions reductions from reduced corporate air and car travel; and the warmer-than-normal winter temperatures across Canada.

Our journey toward eliminating waste

Environmental footprint performance summary

A detailed summary of our energy, water and waste usage, as well as our greenhouse gas (“GHG”) emissions for 2016, can be found in our Environmental Footprint Performance Summary represented in the table below:



PARAMETER	CONSUMPTION ¹			INTENSITY ⁷			50% X 2025 FOOTPRINT INTENSITY REDUCTION			
	2016	2015	2014	2016	2015	2014	50% X 2025 TARGET	INTENSITY REDUCTION	% REDUCTION	UNITS (INTENSITY)
Total Energy (MWh) ¹	843,692	957,408	1,087,742	1.33	1.54	1.84	0.92	0.51	27.6	MWh/l,000 kg
Direct Energy - Gas (m³) ²	50,173,148	54,735,423	63,507,147	79.35	88.28	107.62		28.27		m³/l,000 kg
Indirect Energy - Electricity (kWh) ³	314,028,756	379,582,412	417,315,697	496.64	612.23	707.18		210.54		kWh/l,000 kg
Water (m³) ⁴	6,191,512	6,465,265	7,300,792	9.79	10.43	12.37	6.19	2.58	20.9	m³/l,000 kg
Greenhouse Gas (GHG) Emissions - CO ₂ e (tonnes) ⁵	212,476	235,856	297,040	0.34	0.38	0.50	0.25	0.17	33.2	tonnes/l,000 kg
Landfill Diversion Rate (%) ⁶	91.5	91	-	29.21	31.89	-	15.95	2.68	8.40	kg/l,000 kg

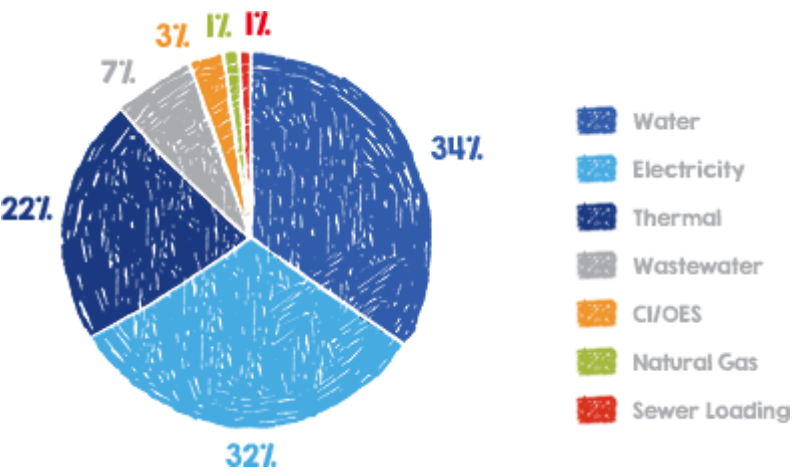
ENVIRONMENTAL FOOTPRINT PERFORMANCE SUMMARY FOOTNOTES

- Notes:
- i. During the preparation of our 2016 Environmental Footprint Performance Summary, a review of internal controls found data discrepancies with respect to the total production weights that were used in our footprint intensity calculations. This led to under-reporting of our overall footprint intensity reductions in our 2015 Environmental Footprint Performance Summary. In addition, we have now included Scope 1 and 3 emissions related to company air travel, truck/rail transportation and our corporate car fleet. Therefore, for this year’s summary, we have restated our environmental footprint performance back to our baseline year (2014), and our internal data controls have been enhanced.
 - ii. Our performance is reported consistent with our report boundary. In 2016 we have reported on entities over which Maple Leaf has operational control - our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); farms and feed mill operations (unless otherwise indicated). Due to infrastructure limitations, we have only included data from a representative number of Company-owned farms for this reporting year. We have also not included emissions that are generated by animals raised by either ourselves or our contract growers, or impacts associated with growing the feed for these animals.
1. Consumption: Electricity, natural gas, water and GHG emissions: Energy and water consumption and GHG emissions reflect either actual usage/emissions or have been estimated to account for year-end consumption. Due to data limitations, consumption does not include Scope 1 or 2 energy or emissions from third parties or co-manufacturers, or emissions related to refrigerants, unless otherwise noted.
2. Direct energy: Direct energy represents the consumption of natural gas and is recorded on an as-billed basis for the calendar year.
3. Indirect energy: Indirect energy represents the consumption of purchased electricity and is recorded on an as-billed basis for the calendar year.
4. Water: Water consumption is recorded on an as-billed basis for the calendar year.
5. Greenhouse gas (GHG) emissions: GHG emissions are measured in units of carbon dioxide equivalent (CO₂e). GHG emissions related to total energy were calculated using the most recent provincial emission factors available from the Environment Canada National Inventory Report 1990-2013. GHG emissions related to transportation were calculated using the World Resources Institute (2015) GHG Protocol tool for mobile combustion - Version 2.6. Scope 1 mobile sources include our corporate car fleet (2016 and 2015 only) and Maple Leaf owned trucks in our poultry operation. Scope 3 mobile sources include air travel for corporate employees that utilized our corporate travel booking agency, third-party truck haulers and rail (intermodal). Emissions related to employees that booked their own air travel are not included for this reporting year.
6. Landfill Diversion Rate (%): Represents the amount of waste diverted from our operations away from landfill in %. Waste Intensity: Represents the amount of waste disposed at landfill (kg) per 1,000 kg of production. Landfill Diversion Rate and Intensity: Established by a consolidation of the results of representative third-party non-hazardous solid waste audits and measured performance of our landfill diversion initiatives. 2015 is our baseline year for waste diversion.
7. Intensity: Represents the individual performance measure per 1,000 kg of production (finished product). To avoid double counting, finished product does not include product volumes sold between Maple Leaf business groups.

COMPREHENSIVE UTILITY AUDITS

In 2016, we completed our comprehensive and independent utility audits. These included electricity, gas and water audits at 21 remaining Maple Leaf facilities. Our auditing program has improved the quality of our environmental data and enhanced our understanding of our performance baselines, cost savings and footprint reduction opportunities.

Through our audit process, we developed a critical mass of over 500 audit findings that were prioritized using an effort-impact matrix. The key determinants used in this exercise included implementation of capital, timing and human resource requirements concerning effort. Savings generated, number of utilities impacted and greenhouse gas reduction were the criteria used to score impact. The chart below provides a breakdown of the types of findings that were prioritized as part of the 2015/2016 audits:



Based on our effort impact analysis, an Environmental Sustainability Action Plan was developed for each plant, identifying what initiatives should be undertaken to generate reductions in the above priority areas. An action plan tracker to measure how each plant is progressing in meeting reduction targets was also put in place.

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

In 2016 we investigated and piloted LED lighting and developed a national lighting retrofit program that we have begun executing. We have also investigated solar photovoltaic systems, thermal heat recovery on our ammonia systems, geo-thermal heating and cooling, battery storage, rainwater harvesting and other water reuse opportunities at our plants.

We will continue to examine the feasibility of innovative energy, water and waste reduction technologies and pilot them where appropriate.

Reducing waste

LANDFILL DIVERSION RATE



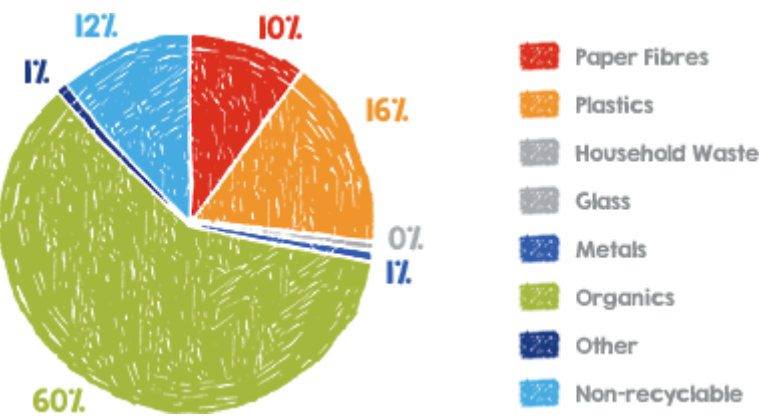
Our 2016 overall landfill diversion rate was 91.5%! We diverted 1,944 metric tonnes of organic waste from landfill.

SOLID WASTE AUDITS

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

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

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



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

REDUCING FOOD WASTE

It is estimated that the equivalent of 30% to 40% of food produced in Canada is lost along the value chain, with much of it finding its way to landfill or compost. This food waste is worth an estimated \$27 billion each year.¹

Over the past few years, the food industry has come together to identify opportunities for businesses along food value chains to streamline their operations, reduce food waste and increase profit, while making better use of scarce resources and managing risk.

We are proud of achieving a landfill diversion rate of 91.5% in 2016. However, we still have work to do to ensure that food waste and other organics from our facilities does not end up in landfill. We plan to investigate how food waste is impacting our supply chain in more detail in 2017.

Meat that does not meet our quality or food safety standards is inedible and cannot be sold or donated. In 2015, we identified options to divert packaged meat waste to bio-digesters for the generation of electricity.

We have been working with **Stormfisher Environmental**, which owns and operates a 2.85 MW biogas facility in London, Ontario, that can convert up to 100,000 tonnes of organic waste each year into renewable energy and organic-based fertilizer. In addition to inedible meat products, biogas is a landfill diversion opportunity for our wastewater treatment waste sludge that is typically not accepted by the rendering industry.

In 2016, we diverted over 1,700 metric tonnes of organics to Stormfisher from our Ontario facilities, who in turn produced over 50,000 m³ of biogas and over 700,000 kWh of green electricity provided back to the provincial grid. This effort also prevented over 1,000 metric tonnes of CO₂ from being released to the atmosphere and produced over 50 metric tonnes of organic fertilizer. For more details, click [here](#).

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

¹ Developing an Industry Led Approach to Addressing Food Waste in Canada. Provision Coalition, 2014.



2017 PACKAGING BASELINE

Maple Leaf is a financial contributor to the household curbside recycling program of printed paper and packaging, administered by Canadian Stewardship Services Alliance (“CSSA”). This is typically referred to as the provincial “blue box” program. Annually, we submit the total packaging weight of our branded products and pay fees for each packaging type as established by provincial CSSA jurisdiction. The fees collected by the CSSA support appropriate end-of-life recycling in the Provinces.

The packaging weight is typically calculated by a generic Unit Based Calculator (“UBC”), issued by CSSA, that incorporates sales volume and product size. As the UBC is intended for use by all stewards of printed paper and packaging, specific weights of Maple Leaf branded product packaging are not considered.

In 2017, we engaged a third-party consultant to establish our packaging weight baseline. When this study is completed, we will have weights of each packaging component corresponding to all our branded products. We can then establish future targets for packaging optimization and reductions, and refine our reporting to the CSSA.

REDUCING OUR FREIGHT KILOMETRES

Since 2014, we have reduced truck kilometres travelled in our prepared meats business by over 1.3 million kilometres!



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

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

Another part of our logistics program that is positively impacting our environmental footprint reduction has been our focus on increasing the use of intermodal transport. We increased our use of intermodal transport for our cross-country resupply by 55.3% in 2016, which contributed to reducing truck kilometres within our supply chain by over 400,000 kilometres.

In 2017 we plan on increasing our use of intermodal transport so that it accounts for 65% of our cross-country resupply loads.

ELECTRICITY REDUCTION AT OUR DATA CENTRES

The electricity saved at our data centres is equal to 350 MT of CO₂e. This is equivalent to the emissions from driving an average passenger car 1,355,323 kilometres!

Since 2015 our third-party data centres have reduced their electricity usage by close to 500,000 kWh. Key drivers for the reduction include our divestiture of Canada Bread (2014), server virtualization and systems decommissioning, the installation of new, more efficient technology and our migration to the Cloud.

Note: Equivalency measures calculated using: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>



SAFE WATER PROJECT

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

LEARN MORE →

Maple Leaf's first 12 bio-sand filters were constructed to purify water in Yei, South Sudan. As of December 31, 2016, these filters are estimated to have purified about 485,560 L of water, avoided 73 tonnes of GHG emissions, and prevented an average of 18 cases of typhoid.

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

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

Maple Leaf is supporting 33 bio-sand water filters in communities located in South Sudan and Uganda. The Safe Water Project is demonstrating impressive positive impacts - providing clean drinking water, preventing typhoid, and enhancing economic development opportunities.

- Tim Faveri,
Vice President, Sustainability & Shared Value



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

GRI index

GENERAL STANDARD DISCLOSURES

GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision-maker of the organization	See A message from our CEO, Michael McCain.
ORGANIZATIONAL PROFILE		
G4-3	Name of the organization	Maple Leaf Foods Inc.
G4-4	Primary brands, products and services	Maple Leaf®, Maple Leaf Prime®, Maple Leaf Natural Selections®, Schneiders®, Schneiders Country Naturals®, Mina® and the Greenfield Natural Meat Co.™ Maple Leaf is also a leading provider of products to the foodservice sector and private label retail brands.
G4-5	Location of the organization’s headquarters	Mississauga, Ontario, Canada
G4-6	Number of countries where the organization operates, and names of countries where the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	The Company employs approximately 11,000 people across Canada and exports to global markets, including the U.S. and Asia.
G4-7	Nature of ownership and legal form	Maple Leaf Foods Inc. is publicly traded on the Toronto Stock Exchange under the symbol MFI.
G4-8	Markets served	The Company is headquartered in Mississauga, Ontario, and distributes products across Canada and exports to global markets, including the U.S. and Asia.
G4-9	Scale of the organization	<p>Maple Leaf Foods Inc. is a leading Canadian value-added fresh and prepared meats company, making high-quality, innovative products under many national brands. The Company employs approximately 11,000 people across Canada and exports to global markets, including the U.S. and Asia.</p> <p>Our operations are located almost exclusively in Canada. In 2016, we operated two fresh pork facilities; four fresh poultry facilities; one fresh turkey facility, 13 prepared meats facilities; three poultry hatcheries; and two distribution centres. In addition, we own (or lease) 175 pig barns that supply our fresh and prepared meat facilities. These farming operations are located in Manitoba, Canada, and comprise approximately 40% of our hog supply, with the remaining 60% supported by independent farmers.</p> <p>In March of 2017, Maple Leaf acquired Lightlife Foods Inc., the leading manufacturer and brand of refrigerated plant-based protein foods in the United States. The Lightlife Foods facility is located in Turners Falls, Massachusetts.</p>
G4-10	Employee/workforce details	<p>Maple Leaf employed approximately 11,000 people (excluding LTD) as at December 31, 2016. The majority of our workforce (69.6%) is based out of seven locations: Brandon, Manitoba; Winnipeg, Manitoba; Hamilton, Ontario; Toronto, Ontario; Mississauga, Ontario; Saskatoon, Saskatchewan; and St. Marys, Ontario (included plants: Brandon, Lagimodière, Hamilton, Meadowvale, Ethel, Agri, St. Marys, Courtneypark, Cappola, Drew Rd.).</p> <p>The following demographic breakdown is approximate.</p> <p>Total women: 4,600; Total men: 6,400.</p> <p>Permanent salaried women: 1,000; Permanent salaried men: 1,300</p> <p>Permanent hourly women: 3,500; Permanent hourly men: 5,000</p> <p>Regular salary: 2,300; Regular hourly: 8,500; Contract salary: 60; Contract hourly: 40</p> <p>In addition to the above numbers, 18 employees work outside of Canada: 7 women; 11 men.</p>

G4-11	Percentage of total employees covered by collective bargaining agreements	As at December 31, 2016, we have approximately 7,000 employees covered by 20 collective agreements in Canada, which represents approximately 64% of our workforce.
G4-12	Describe the organization's supply chain	See Maple Leaf Foods Value Chain .
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or supply chain	In the fourth quarter of 2016, the Company announced that it had entered into a new turkey processing agreement with a third party that will move the Company's fresh turkey processing from its plant in Thamesford, Ontario, to a third party facility in Mitchell, Ontario, in early 2018. As a result of this agreement, the Company expects to close its turkey processing facility in Thamesford, Ontario, in 2018.
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	See Financial Instruments and Risk Management Activities (2016 Annual Report, page 9) .
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	See Collaboration .
G4-16	Memberships of associations and national or international advocacy organizations	See Collaboration .

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17	Entities included in the organization's consolidated financial statements	See Management's Discussion and Analysis (2016 Annual Report, page 1) . Maple Leaf Foods is the entity covered by this report.
G4-18	Process for defining report content	See Materiality .
G4-19	Priorities identified	See Materiality . See Maple Leaf Foods' Sustainability Priorities (2016 Annual Report, page 3) .
G4-20	Boundaries - Internal	Entities over which Maple Leaf has control - Our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); corporate and contracted fleet; and Company-owned farms and feed mill operations - comprise our 2016 report boundary. See Materiality .
G4-21	Boundaries - External	See Materiality .
G4-22	Effect of any restatement of information in previous reports	During the preparation of our 2016 Environmental Footprint Performance Summary, a review of internal controls found data discrepancies with respect to the total production weights that were used in our footprint intensity calculations. This led to under-reporting of our overall footprint intensity reductions in our 2015 Environmental Footprint Performance Summary. Therefore, for this year's summary, we have restated our footprint intensity reduction performance back to our baseline year (2014), using updated production data, and our internal data controls have been enhanced.
G4-23	Significant changes from previous reporting in scope of priorities	No significant changes in 2016.

STAKEHOLDER ENGAGEMENT

G4-24	List of stakeholder groups	See Collaboration .
G4-25	Basis for identifying and selecting stakeholders	See Materiality .
G4-26	Approach to stakeholder engagement	See Materiality and Collaboration .
G4-27	Topics raised through stakeholder engagement and response	See Materiality .

REPORT PROFILE		
G4-28	Reporting period	<p>January 1, 2016 to December 31, 2016.</p> <p>Note: Maple Leaf intends to use this website to provide regular updates on its sustainability priorities and progress. Information reported outside of the stated reporting period will be identified with the appropriate date.</p>
G4-29	Date of most recent report	See 2015 Sustainability Summary Report (released in 2016).
G4-30	Reporting cycle	Annual
G4-31	Contact	Tim Faveri, VP, Sustainability & Shared Value
G4-32	In accordance option	Core
G4-33	External assurance policy	External assurance was not provided in 2016. Maple Leaf currently does not have a policy that requires external assurance for its annual sustainability reporting.
GOVERNANCE		
G4-34	Governance structure	<p>See Governance.</p> <p>See Corporate Governance (2016 Annual Report, page vii).</p>
G4-35	Process for delegating authority for economic, social and environmental topics	<p>See Governance.</p> <p>See Corporate Governance (2016 Annual Report, page vii).</p>
G4-36	Executive-level positions responsible for economic, social and environmental topics	<p>Our SVP, Sustainability & Public Affairs, reports directly to our CEO and our Safety & Sustainability Committee of our Board - Maple Leaf's highest governance body for sustainability.</p> <p>See Governance.</p>
G4-37	Process for consultation between stakeholders and highest governance body on economic, social and environmental topics	See Governance .
G4-38	Composition of the highest governance body	<p>See Governance.</p> <p>See Corporate Governance (2016 Annual Report, page vii).</p>
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	See Corporate Governance (2016 Annual Report, page vii) .
G4-40	Nomination and selection process for the highest governance body and its committees	See Corporate Governance (2016 Annual Report, page vii) .
G4-41	Process for the highest governance body to ensure conflicts of interest are avoided and managed	See Corporate Governance (2016 Annual Report, page vii) .
G4-42	Highest governance body's and senior executives' roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies and goals	<p>See Governance.</p> <p>See Corporate Governance (2016 Annual Report, page vii).</p>
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, social and environmental topics	<p>We report progress and performance of our sustainability initiatives to our Senior Leadership Team monthly, and on a regular basis to the Safety & Sustainability Committee of the Board. Information on specific sustainability topics is provided as requested by our Board Committee on an ongoing basis.</p> <p>See Governance.</p>
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	<p>We report quarterly to the Safety & Sustainability Committee of the Board.</p> <p>See Governance.</p>

ETHICS AND INTEGRITY

G4-56	Organization's values, principles, standards and norms of behaviour	See Maple Leaf Values .
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organizational integrity	See Maple Leaf Code of Business Conduct .
G4-58	Procedures for reporting concerns about unethical or unlawful behaviour	We utilize an Ethicsline which is reviewed weekly by our Internal Audit group and reported to our Senior Leadership Team. See Maple Leaf Code of Business Conduct .

SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
ECONOMIC		
Disclosure of Management Approach	The following disclosure of management approach applies to all the economic aspects we have responded to below, and covers our materiality and boundary identified in our 2016 Sustainability Report, unless otherwise specified.	
	<p>In 2010, the Company embarked upon a multi-year Value Creation Plan (the “Plan”) to modernize and consolidate the prepared meats supply chain. The goal of this transformation was to make Maple Leaf Foods a significantly leaner and more profitable company. The Company has executed against the Plan by reducing product complexity, closing less efficient manufacturing and distribution operations, and consolidating production and distribution into a smaller number of efficient scale facilities. The Plan has included the construction of a new 400,000 square foot prepared meats processing facility, the consolidation of 17 distribution centres into two, the closure of eight legacy manufacturing plants, and the expansion of three others. See Completion of Value Creation Plan (2016 Annual Report, page 2).</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.</p>	
MATERIAL ASPECT: ECONOMIC PERFORMANCE		
G4-EC1	Direct economic value generated and distributed	See Consolidated Balance Sheets (2016 Annual Report, page 34) .
G4-EC2	Financial implications and other risks and opportunities for the organization’s activities due to climate change	The magnitude of the potential financial impact of climate change has been assessed as financially immaterial at this time. Nonetheless, the Company does believe climate change is a societal risk of the long term. Maple Leaf has adopted a sustainability strategy as detailed throughout our sustainability report. The Company views this strategy as a competitive advantage which will allow us to form a deeper connection with our consumers and customers who are increasingly focused on sustainability issues related to food production.
G4-EC3	Coverage of the organization’s defined benefit plan obligations	See Employee Benefits Plans (2016 Annual Report, page 13) .
G4-EC4	Financial assistance received from government	Maple Leaf received the following funding: \$0.5 million from Manitoba Growing Forward 2 Program; \$0.5 million from Saskatchewan Lean Improvement in Manufacturing Program; \$3 million from AgriStability Program; \$0.4 million from the Alberta Meat and Livestock Agency (“ALMA”).
MATERIAL ASPECT: MARKET PRESENCE		
G4-EC5	Ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation	The hourly rate for unionized employees is based on the collective agreement and in all cases is above the minimum wage rate. For non-union plants, an assessment/market survey is completed prior to establishing rates to ensure we are competitive within the specific market (including our unionized facilities).
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	<p>100% of our Senior Management Team was hired from the local community.</p> <p>“Senior management” is defined as any employee who reports to a member of our Senior Leadership Team. The vast majority of the Company’s senior management reside in Canada and the U.S. and are either Canadian and/or U.S. citizens. “Significant operations” and “local” include the regions, cities, towns and communities where the Company operates primary and secondary processing facilities, hog production facilities and poultry growing facilities in Canada, and the U.S.</p>
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-EC7	Development and impact of infrastructure investments and services supported	Capital expenditures for 2016 were \$113.2 million. See Capital Expenditures (2016 Annual Report, page 8) . A portion of this investment included infrastructure to improve the environmental performance of our facilities related to energy, water efficiency and waste management, and continued investments to execute our animal welfare strategy, including open housing conversions for sows.

MATERIAL ASPECT: PROCUREMENT PRACTICES		
G4-EC1	<p>Proportion of spending on local suppliers at significant locations of operation</p> <p>Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally)</p> <p>Report the organization’s geographical definition of “local”</p> <p>Report the definition used for “significant locations of operation”.</p>	<p>Maple Leaf is one of Canada’s largest food companies. We support farmers and producers by purchasing the majority of our raw materials and ingredients from local sources. We generate significant regional economic benefits through our network of production, manufacturing and distribution facilities.</p> <p>Maple Leaf defines “local” as referring to the region, city, town or community in which Maple Leaf operates, extending to neighbouring cities or regions that border the city of operation. Significant operations include the regions, cities, towns and communities where the Company operates primary and secondary processing facilities, hog production facilities and poultry growing facilities.</p>

ENVIRONMENTAL		
Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the environmental aspects we have responded to below, and covers our materiality and boundary identified in our 2016 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods is committed to maintaining high standards of environmental responsibility and positive relationships in the communities where it operates. It operates within the framework of an environmental policy entitled “Our Environmental Sustainability Commitment” that is approved by the Board of Directors’ Safety & Sustainability Committee. The Company’s environmental program is monitored on a regular basis by the Committee, including compliance with regulatory requirements and the use of internal environmental specialists and independent, external environmental experts. The Company continues to invest in environmental infrastructure related to water, waste, and air emissions to ensure that environmental standards continue to be met or exceeded, while implementing procedures to reduce the impact of operations on the environment.</p> <p>Maple Leaf Foods is a significantly vertically integrated company that owns hog production, hatching egg production, hatcheries and pork and poultry processing plants. We have strong relationships with farmers and other service providers, and we will seek to advance continuous improvements across our supply chain. Our responsibility for environmental sustainability goes well beyond our own operations to advocate and share knowledge that elevates practices and regulations across the industry. We will actively engage with consumers, customers, non-governmental organizations and other stakeholders, so that change can be based on sound data and science, and what society expects of us.</p> <p>As Maple Leaf is a large food company, there are health, environmental and social issues that go beyond short-term profitability that management believes must shape its business if the Company is to realize a sustainable future. Increasingly, sound environmental sustainability practices are becoming a key component of maintaining a competitive advantage. In 2015, the Company announced a long-term goal to reduce its environmental footprint by 50% by 2025 in three key areas: climate change, water usage and waste reduction. We have identified environment as a key risk related to the business of Maple Leaf Foods (see 2016 Annual Report, page I6).</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.</p>	

MATERIAL ASPECT: MATERIALS		
G4-EN1	Materials used by weight or volume	Not reported at this time. We are establishing our materials baseline.
G4-EN2	Percentage of materials used that are recycled input materials	Not reported at this time. We are establishing our materials baseline.
MATERIAL ASPECT: ENERGY		
G4-EN3	Energy consumption within the organization	<p>Electricity (kWh): 314,028,756</p> <p>Natural gas (m³): 50,173,148</p> <p>See Environmental Footprint Performance Summary.</p>
G4-EN4	Energy consumption outside of the organization	We are developing our Scope 3 consumption baseline.
G4-EN5	Energy intensity	<p>Electricity (kWh/I,000 kg of production): 496.6</p> <p>Natural gas (m³/I,000 kg of production): 79.3</p> <p>See Environmental Footprint Performance Summary.</p>
G4-EN6	Reduction of energy consumption	<p>Electricity (kWh): 65,553,656</p> <p>Natural gas (m³): 4,562,275</p> <p>See Environmental Footprint Performance Summary.</p>

MATERIAL ASPECT: WATER		
G4-EN8	Total water withdrawal by source	<p>6,191,512 m³ of water withdrawn in 2016. All but one of our facilities utilize water from municipal sources. Due to metering limitations, we are not able to measure or report water use from many farm properties that utilize local wells as their source.</p> <p>See Environmental Footprint Performance Summary.</p>
G4-EN9	Water sources significantly affected by withdrawal of water	No water sources were significantly affected by Maple Leaf’s withdrawal of water.
G4-EN10	Percentage and total volume of water recycled and reused	Not reported at this time due to data limitations.
MATERIAL ASPECT: BIODIVERSITY		
G4-EN11	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	Not reported at this time. Maple Leaf’s operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
G4-EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported at this time. Maple Leaf’s operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
G4-EN13	Habitats protected or restored	2016 was the final year of a five-year agreement with the Ontario Ministry of Natural Resources to protect approximately 9 acres of potential Bobolink and Eastern Meadowlark habitat at a farm in Binbrook, Ontario, in return for developing “potential” habitat associated with the construction of our Hamilton facility.
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not applicable to Maple Leaf Foods.
MATERIAL ASPECT: EMISSIONS		
G4-EN15	Direct greenhouse gas (“GHG”) emissions (Scope 1)	<p>Stationary Sources: 134,644 CO₂e (tonnes)</p> <p>Transportation Sources: 77,832 CO₂e (tonnes)</p> <p>See Environmental Footprint Performance Summary.</p>
G4-EN16	Energy indirect greenhouse gas (“GHG”) emissions (Scope 2)	<p>37,905 CO₂e (tonnes)</p> <p>See Environmental Footprint Performance Summary.</p>
G4-EN17	Other indirect greenhouse gas (“GHG”) emissions (Scope 3)	<p>Employee Air Travel: 30,509 CO₂e (tonnes)</p> <p>See Environmental Footprint Performance Summary.</p>
G4-EN18	Greenhouse gas (“GHG”) emissions intensity	<p>0.34 CO₂e (tonnes/l,000 kg of production)</p> <p>See Environmental Footprint Performance Summary.</p>
G4-EN19	Reduction of greenhouse gas (“GHG”) emissions	<p>23,380 CO₂e (tonnes)</p> <p>See Environmental Footprint Performance Summary.</p>
MATERIAL ASPECT: EFFLUENTS AND WASTE		
G4-EN22	Total water discharge by quality and destination	Not reported at this time. We are developing our water discharge baseline.
G4-EN23	Total weight of waste by type and disposal method	<p>Our approximate 2016 solid waste disposal (tonnes) - Organics: 11,738 (60%); Plastics: 3,196 (16%); Paper fibres: 2,038 (10%); Non-recyclables: 2,234 (12%); Metals, Glass, Other: 328 (2%).</p> <p>We conduct annual third-party solid-waste audits at our facilities to calculate our waste diversion rate. In 2016, our company waste diversion rate was 91.5%.</p>
G4-EN24	Total number and volume of significant spills	No significant spills in 2016.

G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention (2) Annex I, II, III and VIII, and percentage of transported waste shipped internationally	Not applicable to Maple Leaf Foods.
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MATERIAL ASPECT: COMPLIANCE

G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No fines or non-monetary sanctions in 2016.
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MATERIAL ASPECT: TRANSPORT

G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	<p>Our company fleet of trucks, third-party haulers, and fleet of company vehicles contribute to our Scope I emissions.</p> <p>We increased our use of intermodal transport for our cross-country re-supply by 55.3% in 2016, which contributed to reducing truck kilometres within our supply chain by over 400,000 kilometres. Since 2014, we have reduced truck kilometres travelled in our prepared meats business by over 1.3 million kilometres.</p>
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MATERIAL ASPECT: OVERALL

G4-EN31	Total environmental protection expenditures and investments by type	2016 environmental management expenditures were approximately \$19.4 million: \$2.8 million in capital and \$16.6 million in operating expenses.
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MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS

G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	No grievances about environmental impacts filed in 2016.
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SOCIAL: LABOUR PRACTICES AND DECENT WORK

Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the labour practices and decent work aspects we have responded to below, and covers our materiality and boundary identified in our 2016 Sustainability Report, unless otherwise specified.</p> <p>We value a culture and work environment that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best. We have a Leadership Edge commitment, culture and expectation at Maple Leaf. We strive to be leading edge in how we engage, develop and provide a safe working environment for our people. It is a culture that enables great people to thrive and succeed and reach their full potential - to take a stand, pursue excellence and create the future.</p> <p>We strive for zero occupational injuries in the workplace, a goal driven by a commitment to employee safety, to Our Safety Promise and to continuous improvement in our safety protocols. We have an established governance structure to embed Occupational Health and Safety (“OHS”) and Operational Risk Management across the Company, which includes regular direct reporting to the Environment, Health and Safety Committee of the Board of Directors.</p> <p>Our Vice President, Health, Safety, Security and Environment, is supported by a Senior OHS Leadership Team who provide leadership across Maple Leaf. This team is supported by an OHS designate at each work-site and representatives from the Joint OHS Committees who represent all Maple Leaf employees. These formal joint management-employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls. Ongoing skills development and training are essential to continuing to reinforce the importance of workplace safety and procedures to keep people safe. Our supervisors receive training related to recognizing, assessing and controlling hazards, roles and responsibilities of supervisors, forklift safety, chemical safety and other related topics.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.</p>	
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MATERIAL ASPECT: EMPLOYMENT

G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	<p>We had approximately 2,400 new employees (salary and hourly) in 2016:</p> <p>Female: 29.1%; Male: 70.9%</p> <p>Under 30: 39.8%; 30-50: 47.7%; 50+: 12.5%</p> <p>We had approximately 2,600 employees leave in 2016:</p> <p>Female: 31.4%; Male: 68.6%</p> <p>Under 30: 34.7%; 30-50: 45.4%; 50+: 19.8%</p>
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	All employees have access to Health & Dental and Employee Assistance benefits if they are working at least 60% of a work week. Full-time and part-time employees have access to Basic Life Insurance and Optional Life Insurance. Depending on the length of their contract, some temporary employees may qualify for Basic Life Insurance.

G4-LA3	Return to work and retention rates after parental leave, by gender	The retention rate post-parental leave is 78% for females based on 171 total women who took leave in 2015 and returned in 2016, and 82% for males based on 78 total men who returned from paternity leave in 2016.
MATERIAL ASPECT: LABOUR/MANAGEMENT RELATIONS		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Notice periods can range from 24 hours to 90 days depending on the severity and type of change and depending on the Collective Bargaining Agreement.
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	Zero lost time in 2016 related to these factors.
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-LA5	Joint Health and Safety Committee: Report the level at which each formal joint management-worker health and safety committee typically operates within the organization	Formal health and safety committees exist at all Maple Leaf manufacturing and agricultural operations. 100% of Maple Leaf employees are represented by formal health and safety committees, including hourly employees in manufacturing and agricultural operations locations.
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	<p>Types of Injuries (workforce members across Canada):</p> <ul style="list-style-type: none">• Lost time incidents: 71% male; 29% female• First aid incidents: 62% male; 38% female• Medical treatment incidents: 69% male; 31% female• Occupational disease first aid claims: 83% male; 17% female• 0 fatalities <p>Injury Rates:</p> <ul style="list-style-type: none">• 2016 Total Recordable Incident Rate = 0.78• 2016 Medical Treatment Incident Rate = 0.71• 2016 Occupational Diseases First Aid Incident Rate = 0.36• 2016 Lost Time Injury Frequency Rate = 0.07• 2016 Lost Time Injury Severity Rate (Lost Day Rate*) = 7.87 <p>*Note: Lost days for claims prior to 2016 (but incurred in 2016) are included. There is no cap to the number of days. Lost days are scheduled work days. The “lost days” count starts the day after the accident.</p> <p>Supervised Workers (non-Maple Leaf Foods employees):</p> <ul style="list-style-type: none">• 1 recordable incident: 1 male• 1 report-only incident: 1 male <p>* Note: Total hours for supervised workers are not tracked. Therefore, no injury rate is available for incidents with non-Maple Leaf Foods employees.</p> <p>Independent Contractors:</p> <ul style="list-style-type: none">• 2 first aid incidents: 1 male; 1 female• 1 report-only incident: 1 male <p>* Note: Total hours for independent contractors are not tracked. Therefore, no injury rate is available for incidents with independent contractors.</p> <p>The Occupational Safety and Health Administration (“OSHA”) Recordable Incident Rate is the safety metric which Maple Leaf Foods Inc. uses for internal recordkeeping of occupational injuries and illnesses. The OSHA requirements meet the guidance provided by the International Labour Organization (“ILO”) code for recording and notification of occupational accidents and diseases.</p>
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Maple Leaf’s Total Recordable Incident Rate for repetitive strains was 0.06 in 2016
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Thirteen local formal collective bargaining agreements with trade unions cover health and safety. Approximately 10% of formal agreements with trade unions cover health and safety.
MATERIAL ASPECT: TRAINING AND EDUCATION		
G4-LA9	Average hours of training per year per employee, by gender and by employee category	<p>The average hours of training per hourly employee in 2016 was approximately 3.6 hours.</p> <ul style="list-style-type: none">• Average hours of training per hourly female employee was 3.1 hours; male employee was 4 hours. <p>Note: Gender data not available for salaried employees.</p>

G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	We have over 260 training and other programs that were offered in 2016 for active employees. In addition, for those employees that were affected by any involuntary termination in 2016, we included outplacement counselling as part of the severance agreement. This offering, at our cost, provides individuals assistance with transitioning to their next opportunity or retirement.
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	100% of salaried employees (all genders and employee categories) receive regular performance and career development reviews through our Annual Performance Assessment and Development Process.

MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY

G4-LA12	Composition of governance bodies and breakdown of employees per employee category	<p>The Company’s directors are very experienced, high-calibre business leaders with diverse relevant skills and competencies. The Board of Directors has assessed each of the Company’s nine non-management directors to be independent. The Board consists of 10 individuals: 80% male, 20% female.</p> <p>The Senior Leadership Team consists of 15 individuals: 87% male, 13% female. 33% are between 30 and 50; 67% are over 50.</p> <p>The Senior Management Forum (SMF) is composed of 43 individuals at the Vice President level: 79% male, 21% female.</p> <p>The Diversity & Inclusion Council is composed of eight individuals: 50% female, 50% male.</p> <p>Our goal is to achieve 50% gender diversity at the manager level and up by 2022.</p>
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MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN

G4-LA13	Ratio of basic salary and remuneration of women to men	<p>As at December 31, 2016, for salaried Maple Leaf staff the ratio of basic salary and remuneration of women to men: VP: 99%; Director: 96%; Manager: 97%; Professional - Sales: 97%; Professional - Non-Sales: 95%; Clerical: 102%.</p> <p>* Data represents all Canadian operating locations.</p>
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MATERIAL ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS

G4-LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	<p>19 incidents of employee relations issues were identified and all were addressed through our Ethics Hotline process.</p> <p>498 grievances were filed, addressed and resolved in our unionized facilities across Canada.</p>
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SOCIAL: HUMAN RIGHTS

Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the human rights aspects we have responded to below, and covers our materiality and boundary identified in our 2016 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf is committed to ensuring that the Company and its employees demonstrate the highest standards of ethics and integrity in all business activities. Our business philosophy is based on the fundamental values of RESPECT and INTEGRITY in all of our business relationships and activities both within and outside the Company. Every employee has the RESPONSIBILITY to fulfill our commitments with the highest of ethical standards. These standards apply both to how Maple Leaf conducts its internal affairs and to how each Maple Leaf business conducts its dealings with customers, suppliers, competitors, and the communities in which it operates. The actions of all our employees are framed by our Code of Business Conduct. Each year, every employee reaffirms their adherence to the policy. The Code of Business Conduct outlines conflicts of interest, handling of Company assets, guidelines around accepting gifts and entertainment, integrity of books and records and confidentiality and security of information. These guidelines are developed and reviewed by an Ethics Committee, which is chaired by the Chief Executive Officer. The Senior Vice President, People, acts as Secretary of the Committee.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.</p>	
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MATERIAL ASPECT: INVESTMENT

G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not applicable. All our labour contracts/agreements are in Canada and require adherence to all Canadian laws.
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	All salaried employees of Maple Leaf Foods have completed Accessibility for Ontarians with Disabilities Act (“AODA”) training. All new employees are required to complete this training when joining the organization. All employees review and sign our Code of Business Conduct on an annual basis.

MATERIAL ASPECT: NON-DISCRIMINATION		
G4-HR3	Total number of incidents of discrimination and corrective actions taken	One incident of discrimination was investigated to resolution in 2016.
MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	No violations occurred.
MATERIAL ASPECT: CHILD LABOUR		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Our operations and key suppliers were located in Canada in 2016 and adhere to all Canadian and international child labour laws.
MATERIAL ASPECT: FORCED OR COMPULSORY LABOUR		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Our operations and key suppliers were located in Canada in 2016 and adhere to all Canadian and international labour laws.
MATERIAL ASPECT: SECURITY PRACTICES		
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	All security is managed through an expert third party and follows Maple Leaf's Code of Business Conduct, with the exception of one facility which hires 40% of its security directly.
MATERIAL ASPECT: INDIGENOUS RIGHTS		
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	There were no incidents of violation involving rights of indigenous peoples.
MATERIAL ASPECT: ASSESSMENT		
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	None of Maple Leaf's operations have been subject to human rights reviews or impact assessments.
MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	16 grievances related to human rights were managed through to resolution in 2016.

SOCIAL: SOCIETY

Disclosure of Management Approach

The following disclosure of management approach applies to all the society aspects we have responded to below, and covers our materiality and boundary identified in our 2016 Sustainability Report, unless otherwise specified.

Maple Leaf is deeply committed to working with community partners to advance sustainable food security in ways that build skills and capacity. This involves moving beyond emergency outreach and charitable giving to raising the profile of this critical social problem and its diverse impacts, and supporting innovative interventions that advance sustainable food security. We view community involvement as a cornerstone of our commitment to sustainability, requiring significant focus and resourcing on our part including investing in financial and resource support and in gifts-in-kind.

Maple Leaf’s Community Involvement Principles:

1. We will support initiatives that promote dignity and build individual and community capacity.
2. We will seek out partners that seek to achieve sustainable solutions to food insecurity.
3. We will work closely with community partners to identify needs and solutions that reflect local and cultural priorities.
4. We will actively support and facilitate our people’s involvement in community outreach.
5. We will build partnerships with governments, academia, social profit organizations and industry to increase our collective impact.
6. We will implement a fact-based approach to understand needs and to measure social return on investment for both our community partners and ourselves.

Our Goals:

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

As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: LOCAL COMMUNITIES

G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs	<p>We view community involvement as a cornerstone of our commitment to sustainability. Maple Leaf has a centralized community involvement program that manages the execution of financial and product donations nationally.</p> <p>In December 2016, Maple Leaf announced a long-term commitment to advance sustainable food security through the launch of the Maple Leaf Centre for Action on Food Security (www.feedopportunity.com). The Centre has three areas of focus: advocacy, innovation and learning. The Centre and Maple Leaf will support and advocate for important policies that advance sustainable food security. The Innovation Fund will invest in innovative food security initiatives based on dignity, empowerment and skill building that can potentially be scaled to increase their impact. The Centre will share learning from its work and support networks, collaboration and research in the food security sector that builds further understanding of the issues and approaches, and enables knowledge transfer.</p>
G4-SO2	Operations with significant actual or potential negative impacts on local communities	Our operations had no significant negative impacts on local communities in 2016.

MATERIAL ASPECT: ANTI-CORRUPTION

G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	100% of Maple Leaf operations are governed by Maple Leaf’s Code of Business Conduct, which outlines proper internal financial reporting responsibilities and obligations required by individuals in the Company. Employees must sign off on the code of conduct annually.
G4-SO4	Communication and training on anti-corruption policies and procedures	Maple Leaf’s Code of Business Conduct is presented to all employees annually. All Maple Leaf employees must sign off on the code each year. In addition, employees with financial management and reporting obligations receive specific training regularly and must follow reporting guidelines highlighted by the Company.
G4-SO5	Confirmed incidents of corruption and actions taken	Maple Leaf had no incidents of corruption in 2016.

MATERIAL ASPECT: PUBLIC POLICY

G4-SO6	Total value of political contributions by country and recipient/beneficiary	In 2016, Maple Leaf made \$22,050 in political donations to Canadian provincial Liberal and Progressive Conservative parties.
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MATERIAL ASPECT: COMPLIANCE		
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Maple Leaf did not receive a monetary fine in 2016 related to sanctions for non-compliance with laws and regulations.

MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	No grievances were filed.

MATERIAL ASPECT: ANIMAL WELFARE		
Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the animal welfare aspects we have responded to below, and covers our materiality and boundary identified in our 2016 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods has strong values that deeply define our culture and have a very direct relationship to how we treat animals we raise or source. There are important environmental, nutritional and ethical implications of meat production that we must manage responsibly as part of our commitment to being a sustainable company. As the largest value-added meat protein company in Canada, we must be a leader in animal care. To achieve this, animal welfare must be an integral part of our culture and business. Maple Leaf is committed to enhancing our animal wellness practices in a manner that advances the Five Freedoms, the most widely accepted global standard for responsible animal care. We will support these through ongoing critical self and third-party evaluation and continuous improvement in four critical areas: Culture, Accountability, Advancement and Communications. This is documented in our Commitment to Animal Care.</p> <p>Maple Leaf Foods is a significantly vertically integrated company that owns hog production, hatching egg production, hatcheries and pork and poultry processing plants. We have strong relationships with farmers and other service providers, and we will seek to advance continuous improvements across our supply chain. Our responsibility for animal care goes well beyond our own operations to advocate and share knowledge that elevates practices and regulations across the industry. We will actively engage with consumers, customers, animal care interest groups and other stakeholders, so that change can be based on sound science, what is best for the animal, and what society expects of us.</p> <p>The scope of our Animal Care Commitment covers all Canadian provinces where we currently operate and it covers the species of the animals over which we have direct care (pigs, chicken and turkey). For species of animals that we do not directly control and whose meat/protein we use in our products (broiler chickens, beef cattle, dairy cattle, veal, and laying hens), we influence animal welfare best practices through active participation in the code development process of the National Farm Animal Care Council (“NFACC”) and active participation in relevant industry associations. Our commitment is based upon compliance or exceedance of Canadian regulations and accepted industry best practices. There are many examples of industry best practice and innovations that we are piloting that go beyond regulatory requirements, as codes and standards are continuing to evolve or be updated in Canada. We are active in improving and advancing farm animal welfare practices across the industry, and reducing and/or avoiding systems and processes including, but not limited to: close confinement and intensive systems; farm animals subject to genetic engineering or cloning and/or their progeny or descendants; hormones for growth promotion for pork and poultry; antibiotics for growth promotion and prophylactic use; routine surgical procedures; meat from animals that have not been subject to pre-slaughter stunning; and long-distance live transportation.</p> <p>We require all Maple Leaf farms and operations, and our contracted producers, to meet or exceed the most current requirements under the Canadian Quality Assurance® (“CQA®”) Animal Care Assessment™ (“ACA™”) and the NFACC. We support research that enhances our understanding and advances animal welfare, and advocate for regulatory reforms that raise and enforce standards across the industry.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.</p>	

FP9	Percentage and total of animals raised and/or processed, by species and breed type	Maple Leaf operates 175 pig barns that supply approximately 40% of our raw material requirements. We source 100% of our chicken and turkey supply from independent Canadian growers; and Maple Leaf operates three hatcheries that supply its contracted chicken growers.
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FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	See Commitment to Animal Care .
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FPI1	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	Pork: 100% of our market hogs are raised in open housing. In 2016, approximately 50% of sows under our direct control had transitioned to open housing. Chicken: 100% of our chickens are in open (free-run) housing. Turkey: 100% of our turkeys are in open (free-run) housing.
FPI2	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	See Commitment to Animal Care .
FPI3	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling and slaughter practices for live terrestrial and aquatic animals	In 2016, Maple Leaf Foods had three (3) corrective action requests (“CARs”) related to transportation, handling and slaughter practices for live terrestrial animals (poultry). All CARs were addressed.

SOCIAL: PRODUCT RESPONSIBILITY

Disclosure of Management Approach

The following disclosure of management approach applies to all the product responsibility aspects we have responded to below, and covers our materiality and boundary identified in our 2016 Sustainability Report, unless otherwise specified.

Maple Leaf strives to contribute to the creation of a sustainable food and meat industry, and ensure everyone has access to safe, healthy and nutritious food. 100% of Maple Leaf’s fresh and prepared meats operations follow rigorous food safety protocols throughout the product life cycle including ingredient and raw material sourcing, processing, packing and transportation. Our food safety protocols are governed by Maple Leaf’s Safety Promise, the Company’s food safety commitment signed by the President and CEO. We also have strict food safety protocols that govern our purchasing and sourcing relationships. We have identified food safety and consumer health as key risks related to the business of Maple Leaf Foods (see [2016 Annual Report, page 17](#)).

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

As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include: monthly detailed reporting to the Senior Leadership Team; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY

G4-PRI	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	100% of Maple Leaf’s products across fresh and prepared meats follow rigorous food safety protocols throughout their product life cycle including ingredient and raw material sourcing, processing, packing and transportation. Our food safety protocols are governed by Maple Leaf’s Safety Promise, the Company’s food safety commitment signed by the President and CEO. We also have strict food safety protocols that govern our purchasing and sourcing relationships. For detailed information, see our Advancing Nutrition and Health section. Maple Leaf follows the British Retail Consortium (“BRC”) Global Standard for Food Safety in 100% of its manufacturing facilities, which is internationally recognized by the Global Food Safety Initiative (“GFSI”).
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	100% of Maple Leaf’s production is produced in facilities that are audited against the BRC Global Standard for Food Safety, which is internationally recognized by the GFSI.

FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans-fats, sodium and added sugars	Not reported at this time. In 2016, we were in the process of executing a product nutrition and health strategy. All of our new products launched comply with Health Canada’s sodium guidelines. A very small percentage of our products contain artificial transfats.
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fibre, vitamins, minerals, phytochemicals or functional food additives	Not reported at this time. In 2016, we were in the process of executing a product nutrition and health strategy.
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	<p>Maple Leaf reports on all product recalls, de-listings and other incidents that regulatory food safety and health agencies report to consumers. These agencies include the Canadian Food Inspection Agency, the United States Department of Agriculture (Food Safety and Inspection Services) and international food safety and health agencies of the countries where Maple Leaf sells products.</p> <p>In 2016, Maple Leaf had one (1) recall related to the potential safety of products and services during their life cycle. This recall was a foreign material. The recall was handled swiftly, and there were no reports of consumer injury or illness.</p>
MATERIAL ASPECT: PRODUCT AND SERVICE LABELLING		
G4-PR3	Type of product and service information required by the organization’s procedures for product and service information and labelling, and percentage of significant products and service categories subject to such information requirements	<p>Maple Leaf has robust standard operating procedures and policies that govern 100% of Maple Leaf’s sourcing contracts with suppliers and co-manufacturers. These policies are agreed to annually by Maple Leaf and its suppliers.</p> <p>We provide detailed nutrition labels on 100% of our fresh and prepared retail and foodservice products. All labels are reviewed and approved by the Canadian Food Inspection Agency. Where relevant, Maple Leaf provides additional labelling claims on certain branded products that explain other product benefits or properties including gluten-free, low sodium, no added preservatives, source of protein and others.</p> <p>We provide proper handling and food safety instructions for 100% of our fresh and prepared meats products through online, packaging, in-store and/or customer communications.</p> <p>Maple Leaf provides an appropriate recycling label on all packaging that is accepted in provincial recycling collection programs across Canada.</p>
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	In 2016, Maple Leaf had zero (0) recalls related to product and service information and labelling.
MATERIAL ASPECT: MARKETING COMMUNICATIONS		
G4-PR6	Sale of banned or disputed products	None
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes	None
MATERIAL ASPECT: CUSTOMER PRIVACY		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None

MATERIAL ASPECT: COMPLIANCE		
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	None

Contact us

Your feedback and collaboration are very important to us. For more information about sustainability at Maple Leaf or to share your thoughts, please email sustainability@mapleleaf.com.

