



## 2018 SUSTAINABILITY REPORT

A photograph of a community garden with several people working in raised wooden beds. In the foreground, a woman and a man are smiling and working together in a bed filled with leafy greens. In the background, two other people are working in different beds, and a small greenhouse is visible on the right. The scene is set in a residential area with houses and trees in the distance.

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

## Our Blueprint

# Raise the Good in Food

OUR PURPOSE

## OUR VISION

**To be  
the most  
sustainable  
protein  
company  
on earth**



By making better food that meets real consumer needs



By reducing our environmental impact to sustainable levels



By caring for our animals responsibly



By strengthening our communities

## HOW WE WILL CREATE SHARED VALUE



We will grow leveraging our leadership in sustainability



We will relentlessly eliminate waste and improve efficiency



We will broaden our reach into new geographies, channels and protein alternatives



We will embrace a digital future across our business



We will invest in our brands to build demand and consumer loyalty



We will invest in our people, so their talent thrives

## WE EXPECT TO DELIVER VALUE FOR OUR STAKEHOLDERS

**For our consumers**  
**For our customers**  
**For our people**  
**For our communities**  
**For our shareholders**

## OUR LEADERSHIP EDGE

**The collective strength of our values driven, diverse and purposeful people**



**Raise the  
Good in Food**





Maple Leaf Foods is a forward-thinking, values-based company with a purpose to “Raise the Good in Food”. This purpose defines not just what we do as an organization, but why we do it. Our vision is to be the most sustainable protein company on earth.

In 2017, we hosted ideation sessions with all business functions within the Company to define strategies and processes that will help us achieve our vision. We spent time with our people trying to understand what “Raise the Good in Food” means to them. We connected with over 170 of our employees, which resulted in over 200 unique ideas to help activate our purpose and vision.

Our Purpose Council, composed of subject matter experts and senior leaders from different functional departments, assessed each unique idea against our vision, business strategies and purpose. This assessment, spanning several months, narrowed down the unique ideas to 10 bold commitments and 6 key strategies that will now serve as a blueprint for our organization.

Our blueprint consists of tangible, actionable strategies and initiatives spanning our entire operation and they all connect back to our purpose to “Raise the Good in Food”. Our blueprint is the map we will use to deliver shared value for our stakeholders – consumers, customers, our people, communities and shareholders.

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## A message from our CEO, Michael McCain



**“The food industry is facing a crisis of trust that requires a new approach. We must take responsibility for transforming our food system into one that is environmentally sustainable, that enhances health and well-being and that ensures good food for all. This is the root of our purposeful journey to ‘Raise the Good in Food’ and our vision to become the most sustainable protein company on earth.”**

At Maple Leaf Foods, we have a deeply held conviction that the food system needs to serve the world better and that we need to be part of the solution – that we can set ourselves apart and create commercial success through a new social contract. I strongly believe we can advance shared value by focusing our business strategies on addressing critical societal needs, which also creates meaningful business opportunities.

That is the essence of the Maple Leaf Foods purpose and vision: **To Raise the Good in Food. To be the most sustainable protein company on earth.** That sounds lofty and mighty ambitious. Actually, we feel that on the world stage we are small enough to be rebellious, yet large enough to scale up our rebellious ideas into commercial reality. It gives us presence. It gives us a voice to punch above our weight. And it gives us purpose! **Better Food. Better Planet. Better Care. Better Communities.** It is through these guiding pillars that we are building this sustainable enterprise.

Becoming a sustainable protein company is a journey we have been on for several years, and while there is much work to be done, we have accomplished meaningful progress in 2018.

- We continued our quest in making better food that meets real consumer needs by being leaders in the real food movement. In 2018, we took our flagship Maple Leaf brand and boldly removed the things people don’t recognize or don’t want in their food. Real. Simple.
- We are also leading and growing in the area of sustainable meat, without the use of any antibiotics. Our Greenfield brand is delivering continuous growth and is the clear leader in the segment, and we have extended this into the Maple Leaf Prime poultry brand.
- We are making progress toward our bold goal of a 50% environmental footprint reduction by 2025, and by the end of 2018, we were ahead of target in both electricity usage and solid waste. However, we are not satisfied with our performance on natural gas or on water efficiency. We recognize that much more work needs to be done to get back on track and achieve our goals. In 2019, we will commence re-auditing of our key facilities to update our environmental sustainability action plans, and will work with our utility and other partners to identify new, more aggressive reduction and efficiency opportunities. To bridge the gap where more dramatic reductions are required but have not yet been achieved, we are developing a comprehensive carbon management strategy.



## A message from our CEO, Michael McCain (continued)

- Sustainability in society must include the animals in our care, and we are implementing some of the most advanced animal care strategies and platforms in the world, which increasingly differentiates us in the marketplace. We have transitioned two-thirds of our sows to an advanced open housing system and plan to complete this transition by the end of 2021. Our proprietary system is the first scale design in North America to eliminate sow confinement during pregnancy. In addition, we are investing in advanced transportation practices, controlled atmosphere stunning, remote video auditing in all of our hatcheries and processing facilities, and environmental enrichments to support natural behaviours.
- Finally, in recognition of our need to lead in social justice and responsibly create value in our communities, we are tackling the unconscionable issue of food insecurity. To date, the Maple Leaf Centre for Action on Food Security has invested \$4.5 million in multi-year commitments with 15 innovative partners. As the primary thrust of our social value creation, the Centre focuses its work on advocacy, investment and knowledge-sharing to advance good food for all.

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

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

Sincerely,



Michael H. McCain  
President and Chief Executive Officer



# About this sustainability report

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

## Report scope

Our sustainability report covers the calendar year from January 1, 2018 to December 31, 2018 (unless otherwise noted). Reports from previous years are available on our website at [mapleleaffoods.com](http://mapleleaffoods.com).

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

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

## Information integrity

Maple Leaf Foods' management is responsible for the preparation and integrity of the information reported in our sustainability report. Sources for statistical information referenced that are not related directly to Maple Leaf Foods are either noted or available upon request. If you see a reference about currency, please remember that all financial information is reported in Canadian dollars. We believe this information accurately represents our sustainability initiatives and performance results for the 2018 reporting year (unless otherwise noted).



## Feedback

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

→ TO SUBMIT FEEDBACK, OR TO ASK A QUESTION, PLEASE CONTACT US AT [SUSTAINABILITY@MAPLELEAF.COM](mailto:SUSTAINABILITY@MAPLELEAF.COM).

# Sustainability at Maple Leaf Foods: Creating shared value

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

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

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

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

## PRODUCT DEVELOPMENT

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

## ELIMINATING WASTE

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

## COMMUNITY INVOLVEMENT

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

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



**BETTER FOOD**



**BETTER CARE**



**BETTER COMMUNITIES**



**BETTER PLANET**

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

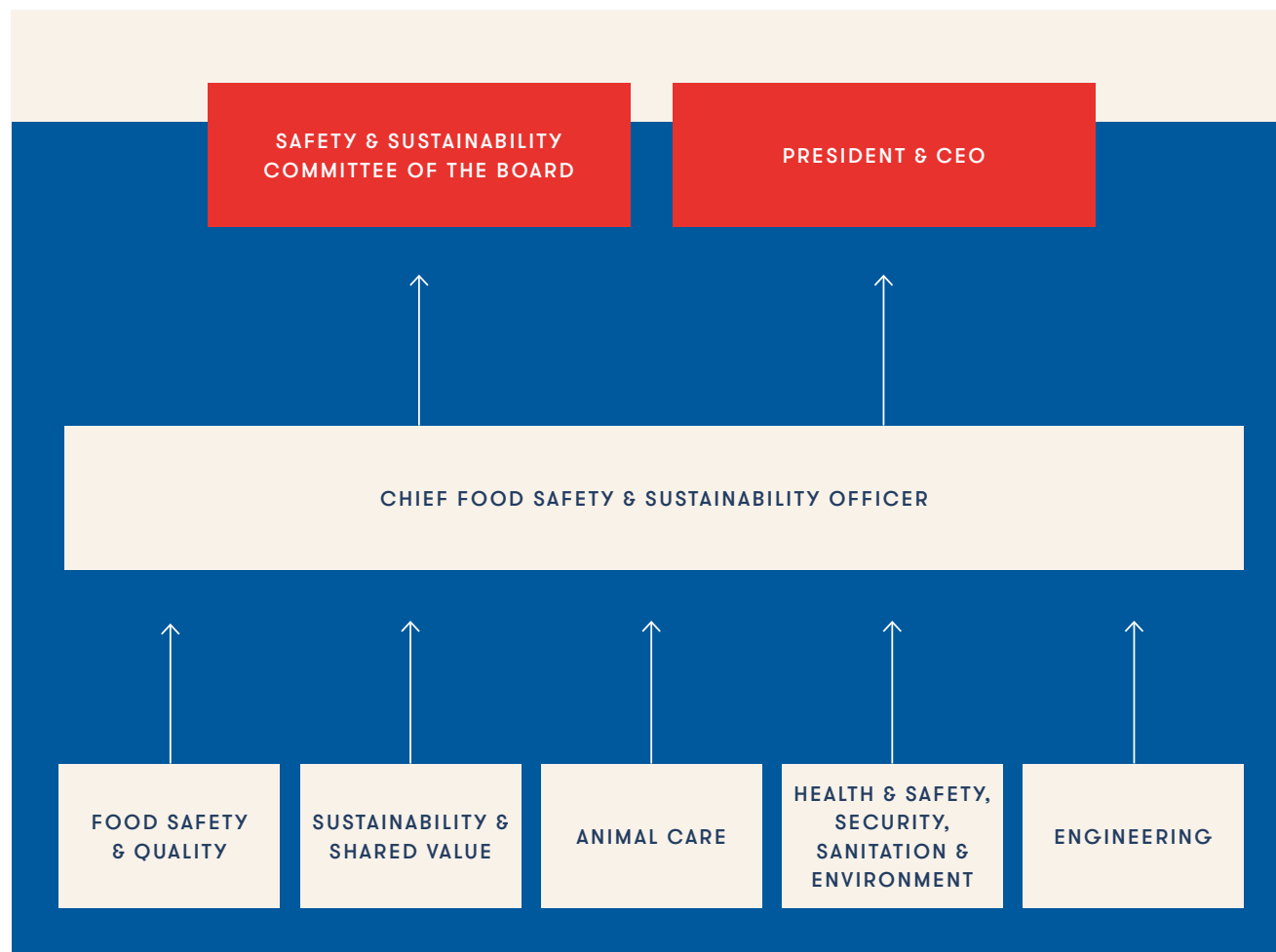


# Governance

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. Finding the balance between what is good for our environment and society and what is best for our growth, and then focusing on opportunities that deliver both, are at the heart of our management processes and disciplines.

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

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



# Materiality, report boundary and stakeholder inclusiveness

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

## Report boundary

Entities over which Maple Leaf Foods has operational control – our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); and feed mill operations – comprise our reporting boundary. We have reported on performance indicators (i.e., GRI indicators) for these entities as applicable. In 2018, with the addition of our new Field Roast facility, we have restated our footprint intensity performance back to our baseline year (2014).

Due to infrastructure and data limitations, we have not reported on energy consumption from our barns that use propane. We have also not included emissions that arise from manure generated by animals raised by either ourselves or our contract growers, or impacts associated with growing the feed for these animals for this reporting year. In addition, we have not included data associated with our 2018 acquisitions of Cericola Farms and VIAU Foods for this reporting year.

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

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

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

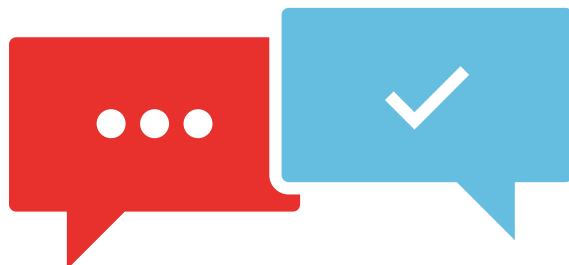
## Materiality

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

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

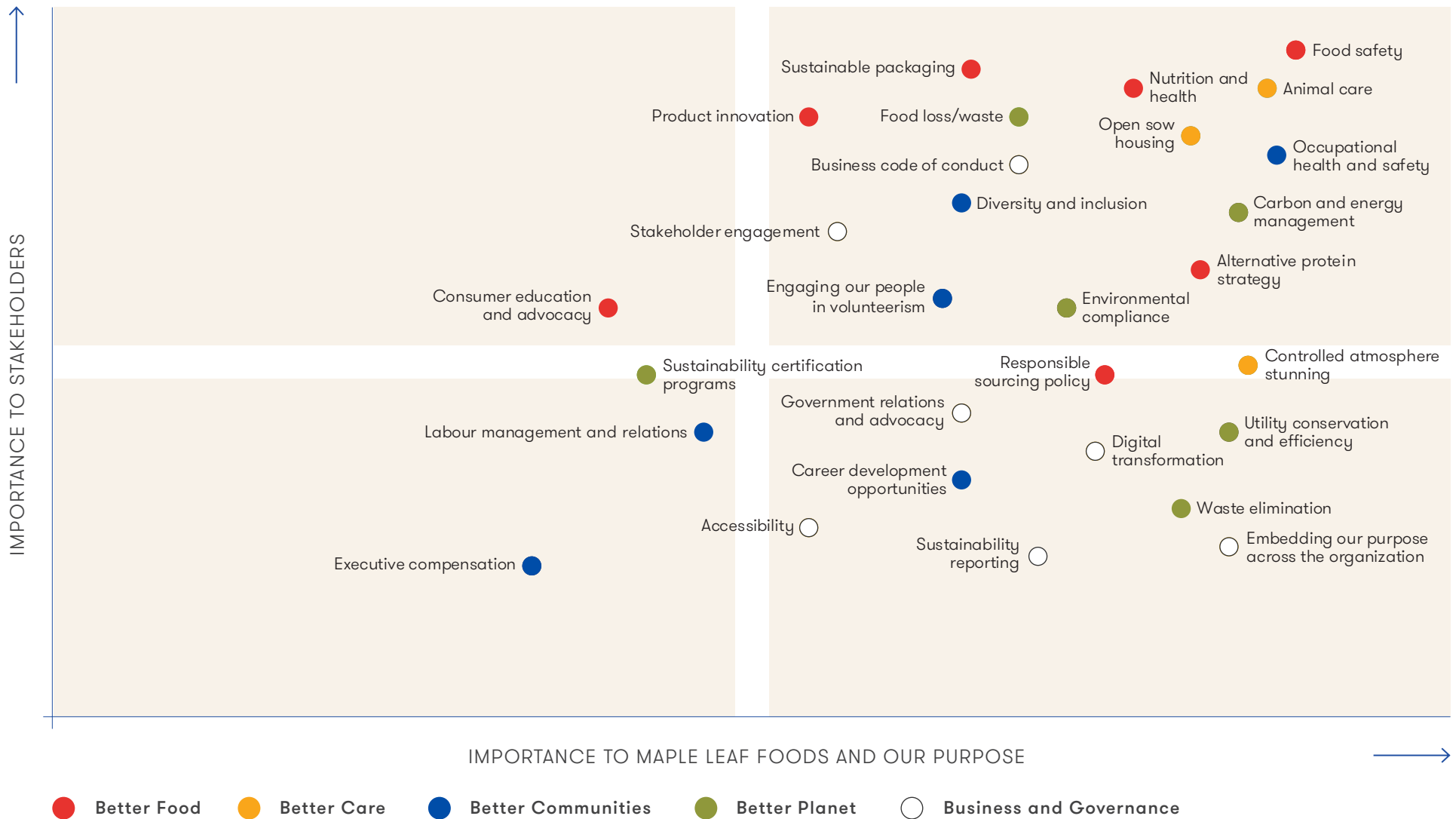
Each topic is assessed according to the perceived importance of the topic to key stakeholders and its importance to Maple Leaf Foods.

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



Materiality, report boundary and stakeholder inclusiveness (continued)

MATERIALITY MATRIX





# Maple Leaf Foods' value chain – farm to fork

## INPUTS

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



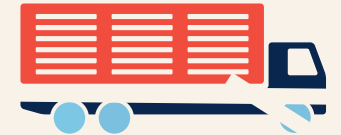
## BARNs AND HATCHERIES

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



## TRANSPORTATION

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



## DISTRIBUTION

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



## PROCESSING AND PREPARED MEATS FACILITIES

Our primary processing facilities, as well as our co-manufacturers, follow strict global food safety standards. Each is monitored by dedicated inspectors and veterinarians from the Canadian Food Inspection Agency (CFIA), the United States Department of Agriculture (USDA) and Food Safety and Inspection Service (FSIS).



## GROCERY RETAIL AND FOODSERVICE

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



## YOUR PLATE

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



## Our Sustainable Meat Principles



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

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

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

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



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

## Sustainable meat...



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

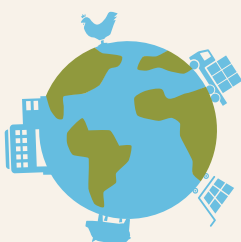


is **ACCESSIBLE**, **AFFORDABLE** and eaten in **MODERATION**, in  
**BALANCE** with other nutrients, consistent with nutritional guidelines.



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

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



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

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



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



# Collaboration

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

## MEAT AND LIVESTOCK

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

## BUSINESS ADVOCACY AND COLLABORATION

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

## FOOD PROCESSING

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

## FOOD SERVICES AND GROCERY RETAILING

- Canadian Federation of Independent Grocers
- Restaurants Canada

## HEALTH/NUTRITION/FOOD SAFETY/ FOOD SECURITY

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

## MARKETING AND INNOVATION

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

## PACKAGING

- Packaging Consortium\*
- Stewardship Ontario\*

## PORK INDUSTRY

- 21st Century Pork Club (Canadian and U.S. clubs)
- Canada Pork International\*
- Canadian Pork Council

- Canadian Swine Research & Development Cluster (CDPQ)\*
- Manitoba Pork Council\*
- Pork Value Chain Roundtable

## POULTRY INDUSTRY

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

## TRANSPORTATION AND LOGISTICS

- Private Motor Truck Council of Canada\*
- Smart Commute

## SUSTAINABILITY

- Canadian Roundtable for Sustainable Crops
- Roundtable for Sustainable Palm Oil
- World Economic Forum – Alliance of CEO Climate Leaders

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



# Better Food

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



## Leading the real food movement

We completed a sweeping revamp of the Maple Leaf® brand and removed everything artificial.



## 100% without antibiotics

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



## Emerging leadership in plant-based protein



## Maple Leaf Foods

We are the only meat company advocating for meat to be eaten in moderation, in balance with other nutrients and nutritional guidelines.

## Our journey toward better food

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

In 2018, we executed on our strategy to make better food that meets real consumer needs, as reflected in the product renovation of our Maple Leaf® brand. This strategy, developed in 2017 after exhaustive consumer research, resulted in an initiative to renovate our prepared meats portfolio across multiple dimensions, including taste, nutrition, affordability and sustainability.

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

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

Being leaders in the real food movement, leaders in authentic craftsmanship and leaders in great value – all by delivering clear food and brand choices. This is what making great food means to us. We have reformulated our products to include only premium meat and real, simple or natural ingredients. In addition to removing artificial preservatives, flavours, colours and sweeteners from our products, we only use pronounceable ingredients that consumers trust and can find in their pantry.

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

**MICHAEL McCAIN**

## Our food manifesto



# We're for real.

We make real food from simple ingredients you can pronounce.

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

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

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

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

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

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

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



## Simpler, natural and fewer ingredients

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

In response to this demand, we renovated our Maple Leaf® brand products, and reformulated them with ingredients that deliver the highest standard of nutrition, great taste and simplicity with nothing artificial!

### Ingredients then

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



### Ingredients now

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



## Nutrition education



Knowing the right amount of each food to eat each day and understanding how to read food labels are important to ensure a healthy lifestyle.

To help Canadians make informed food choices, we are focusing on three priorities:

### Easier-to-read labels

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

As part of our recent Schneiders® brand refresh, which includes an updated logo and packaging design, we renovated its product portfolio to offer consumers extraordinary taste with elevated artisanal flavours and new distinct packaging with easier-to-read labels.

### Focus on the facts

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

### Better nutrition information at your fingertips

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

## Greenfield Natural Meat Company

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

Greenfield Natural Meat Co.™ is our leading sustainable meat brand, but it is more than a brand. Greenfield is more of “a company within a company”. It is a disruptor – a brand that advances sustainable meat production through leadership in animal care, and the elimination of antibiotic usage in animal production and sourcing. Greenfield products also come from animals that are vegetable grain fed and humanely raised by caring Canadian farmers. This approach

allows Greenfield to create products that have these sustainability attributes at the forefront. Greenfield has its own internal management, which allows it to be agile and responsive, and to push thinking on sustainable meat practices.

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

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



**Greenfield meat comes from animals raised without any hormones or antibiotics. Our products contain nothing artificial and use only the best cuts of meat.**



## Plant-based protein



**Did you know: Almost all Lightlife and Field Roast products are Certified Vegan.**



One of our blueprint strategies is to broaden our reach into protein alternatives. In the past few years, we established Maple Leaf Foods as a North American leader in plant-based proteins by forming Greenleaf Foods, SPC, a wholly owned subsidiary based in Chicago. We have two leading, highly complementary brands in this category, Lightlife™ and Field Roast Grain Meat Co.™, and we are building leadership in this space by increasing organizational and operational capacity and our pace of innovation.

Field Roast, based in Seattle, Washington, adapts traditional meat-making practices to craft vegetarian “meats” made from grains, vegetables and spices. It produces and distributes premium grain-based protein and vegan cheese products.

Since 1979, Lightlife has been on a mission to make eating better accessible and deliciously easy. For more than 30 years, Lightlife has provided quality vegetarian and vegan foods prepared in the most healthy and sustainable manner.

In 2018, Lightlife added a new burger as part of its core line of products. With the rapid growth in consumer demand for plant-based protein products, the new burger delivers on a sensory breakthrough in taste and texture that consumers are craving. It has 20 grams of pea protein, has no artificial flavours or preservatives, and is completely cholesterol-free with only 2.5 grams of saturated fat in a quarter-pound patty.



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



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

## Ethnic choices



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

### The Canadian population is becoming increasingly diverse.

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

We are focused on providing consumers with even more convenient halal options, including ready-to-eat meals and protein snacks. In 2018, we continued to expand our Mina product line to meet the growing demand for hand-slaughtered, ready-to-eat halal products by introducing four new products: chicken tikka bites, falafel, tandoori chicken burgers and jalapeño beef burgers.





## Our food safety commitment

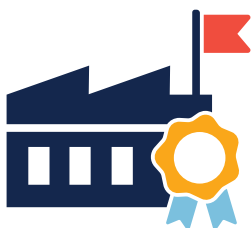
### Maple Leaf Foods Food Safety Promise:

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

- We commit to openly sharing our knowledge with government, industry and consumers so we can learn from them and they can learn from us.
- We commit to transparency and 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.



Michael H. McCain  
President and Chief Executive Officer



In 2018, Maple Leaf Foods had two food safety recalls for milk allergen, and one quality-related product withdrawal, a result of products that did not meet Maple Leaf Foods standards.

The two food safety recalls were triggered after a consumer reported an allergic reaction to milk after consuming a Schneiders wiener product (milk not declared on package). There was never a confirmation of cause for the consumer's reaction; however, during the internally driven Maple Leaf Foods investigation, the root cause was determined to be cross-contamination in the facility of trace amounts of milk powder. Additional trace amounts were found in wieners produced on another production date, which triggered the second recall.

The quality withdrawal was related to low-vacuum canned meat resulting in some distorted can lids.

## Our global food safety standards

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

All meat production facilities are audited annually by an internal food safety audit function and a third-party auditor, following the British Retail Consortium (BRC) Global Standard for Food Safety, which is recognized by the GFSI. All fresh and prepared meats facilities adhere to GFSI standards. In 2017, we acquired a plant-based protein business in the U.S. that is certified to the Safe Quality Food (SQF) standard, which is also a GFSI-benchmarked standard. In 2018, this facility achieved BRC certification.

### We monitor the effectiveness of our efforts through aggressive testing of our products and manufacturing environment. In 2018, we conducted more than 225,000 tests to measure quality and detect microorganisms, including pathogens, in our food processing facilities and products.

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

All companies that produce meat products for Maple Leaf Foods must also commit in writing to our safety and quality standards. Currently, we have almost 40 co-manufacturers for our products, all of which are certified to GFSI-recognized standards.

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

- 100% of co-manufacturers
- 99% of raw meat suppliers
- 86% of non-meat, food contact packaging and non-food contact suppliers

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



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

## Building the path forward



### Five-year food safety and quality strategy

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

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

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

### Food safety and quality metrics, transparency

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

quality, and consumer complaints for quality. The KPIs for each metric are used in a formula that generates the FSIR and QIR values on a monthly basis. Each month, plants across the enterprise are ranked by FSIR and QIR, and a review is held with the plant leadership group and senior management, including the CEO, to discuss successes and failures.

2018 was the first full year of implementation. We used the prior year as a baseline and established a three-year goal to reduce FSIR and QIR by 75%. We are pleased to report that our food safety and operational teams executed effective plans that achieved the 2018 targets. Both FSIR and QIR came in below 2018 targets. These results are a reflection of dedication and commitment to our Food Safety Promise from the manufacturing facilities.



## Building the path forward (continued)

### Salmonella reduction strategy in fresh poultry

*Salmonella* is a common pathogen on raw agricultural commodities, and fresh poultry is no exception. Maple Leaf Foods has always had a forward-looking approach to monitoring and mitigating the presence of *Salmonella* in our fresh poultry operations, and in 2018 we made major strides in developing a best-in-class, comprehensive plan for surveillance and reduction in the end-to-end supply chain.

For consumers, properly cooking fresh poultry kills *Salmonella*, but our path forward is to first focus on pathogen reduction. Our multi-year strategy will result in a significant improvement in the safety of our fresh poultry products, by reducing the likelihood of presence of the

most pathogenic *Salmonella* serotypes, those most commonly associated with human illness. Our strategy includes process mapping of the supply chain from parent flocks and hatcheries, through the grow-out stage, and to the processing plant. The strategy will drive the implementation of best-in-class management practices, proven intervention techniques and practical steps in processing that will reduce risk. In 2018, we committed capital to convert the entire portfolio of retail, par-fried chicken products from partially cooked, raw products to fully cooked products in an effort to make this category safer for the end consumer. Throughout 2018, we shared our results and our learnings with industry peers and government authorities with the goal of raising the bar on this very important food safety challenge.



**There are an estimated four million cases of foodborne illness in Canada every year. We are committed to reducing that risk to the lowest level possible through our food safety strategies and by empowering consumers with information to handle and prepare our products with confidence so they are safe when served.**

# Food Safety Advisory Council and Annual Food Safety Symposium

## MAPLE LEAF FOODS – FOOD SAFETY ADVISORY COUNCIL



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



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



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



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

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

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

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

2018 was the Symposium's 10th year, where more than 150 registered attendees from 78 companies and organizations discussed the latest developments, issues and trends in food safety. This year's event was themed "Culture and Trust – Essential Elements for Food Safety". The event provided an opportunity to hear first-hand from two courageous individuals representing the consumer advocacy group Stop Foodborne Illness who have been directly impacted by foodborne illness and who spoke about the profound toll it has taken on their lives, and the lives of their families and loved ones. The message set the tone for the day, which involved sharing of best practices around building trust and driving food safety culture in food processing and handling environments. Mike Taylor, retired Deputy Commissioner of Foods at the U.S. Food and Drug Administration, facilitated this session with the Stop constituents and used the opportunity to relate his learnings from his 25-plus years of food safety policy experience.



## Our Better Food goals and performance

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Remove artificial colours, flavours and trans-fats from our retail branded products by the end of 2018.		We removed artificial preservatives, flavours, colours and sweeteners from our Maple Leaf branded products. We only use pronounceable ingredients that consumers trust and can find in their pantry.
Execute the commitments of our Food Manifesto for our Maple Leaf brand. Be leaders of the real food movement.		We completed the launch of our Maple Leaf brand renovation in 2018. We reformulated our products to include only premium meat and real, simple or natural ingredients.
Continue to expand our leadership in Raised Without Antibiotics (RWA) pork in North America, and in RWA poultry in Canada.		We continue to expand our leadership in RWA. We are transitioning our Maple Leaf Prime brand to 100% RWA.

2019 PRIORITIES
<ul style="list-style-type: none"> <li>• Continue to execute the commitments of our Food Manifesto for our Maple Leaf brand and be leaders of the real food movement.</li> <li>• Continue to expand our leadership in RWA.</li> </ul>



Achieved



Partially Achieved



On Track



Did Not Meet

## Our food safety goals and performance

2018 PRIORITIES	STATUS	OUR PERFORMANCE	2019 PRIORITIES
All of our raw material, ingredient and packaging suppliers will be food safety certified to a Global Food Safety Initiative (GFSI) benchmarked standard by the end of 2018.		All of our co-manufacturers and 99% of our raw meat suppliers are certified to GFSI-benchmarked standards. 86% of our non-meat, food contact packaging and non-food contact suppliers are certified to GFSI-benchmarked standards.  We will continue to work on ensuring our suppliers and co-manufacturers achieve GFSI certification.	<ul style="list-style-type: none"> <li>• Deliver our food safety and quality performance metrics.</li> <li>• Deliver our poultry pathogen strategy performance targets and invest in expanded collaboration with government and industry.</li> </ul>
Establish industry-leading food safety and quality metrics to build accountability, establish reporting rhythms and improve employee behaviours.		We successfully established industry-leading food safety and quality metrics. We established monthly, quarterly and yearly reporting rhythms with senior leadership and CEO. The metrics enabled a shift in employee behaviours.	
Develop and execute a world-class, efficient and predictive Food Safety and Quality (FSQ) management system based upon powerful analytics, performance metrics and accountability. This system will use information to prevent and predict issues before they become significant.		We successfully established a world-class FSQ database. Automated data analytics are a critical part of measuring performance, root cause analysis and preventative work in real time.	



Achieved



Partially Achieved



On Track



Did Not Meet

## Our food safety goals and performance (continued)

2018 PRIORITIES	STATUS	OUR PERFORMANCE	2019 PRIORITIES
Enhance our Hazard Analysis and Critical Control Point (HACCP) plans and expand training and certification by 2018.		<p>We developed a world-class HACCP training program, which has been rolled out to all plants and corporate teams.</p> <p>HACCP programs are being evaluated against new <i>Safe Food for Canadians Act</i> requirements in 2019. HACCP metrics are in development to evaluate and benchmark the maturity of our systems internally and industry-wide.</p>	<ul style="list-style-type: none"> <li>• Revamp our Allergen Control Program.</li> <li>• Deliver our Foreign Material Improvement Commitment.</li> </ul>
Implement Laboratory Information Management System (LIMS) at remaining processing facilities and laboratories, including hatcheries, by the end of 2019.		<p>The LIMS project team successfully completed deployment to all prepared meats and primary processing facilities, a total of 18 plants and 2 corporate departments.</p> <p>This project is on track, on budget and scheduled for completion in 2019.</p>	



Achieved



Partially Achieved



On Track



Did Not Meet



# Better Care

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



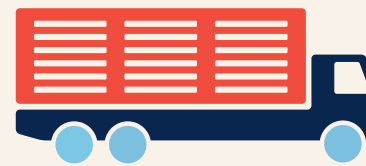
## 44,000 sows transitioned

As of the end of 2018, Maple Leaf Foods had transitioned approximately 44,000 sows (67%) to our Advanced Open Sow Housing system.



## Five Freedoms

We are committed to advancing both the physical and mental well-being of animals in our care.



## Transportation

We are implementing hydraulic-lift pig trailers and climate-controlled poultry trailers with temperature and humidity monitoring across our poultry transportation system.

# Maple Leaf Foods' animal care commitment

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

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



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

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

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



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



## Maple Leaf Foods' animal care commitment (continued)



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

### Culture

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

### Accountability

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

## Maple Leaf Foods' animal care commitment (continued)

### Advancement

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

### Communications

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



Michael H. McCain  
President and Chief Executive Officer



Curtis Frank  
Chief Operating Officer

As part of our purpose, Maple Leaf Foods will advance our strategic priority of caring for our animals responsibly through the following five initiatives:

#### DEMONSTRATING LEADERSHIP IN ANIMAL CARE POLICIES AND PRACTICES

- Continuing to execute our animal care strategy, measuring our performance on initiatives that advance the Five Freedoms and Five Domains.
- Requiring third-party suppliers to commit to Maple Leaf Foods' animal welfare standards in procurement contracts.
- Continuing to reduce or eliminate antibiotic use across our supply chain, while recognizing the importance of providing the necessary medication to sick or injured animals.
- Committing to transparency in our communications, including reporting on our goals, progress and performance.
- Implementing and communicating our Animal Care Golden Rules and Animal Care Policy.

#### INVESTING IN HOUSING DESIGN AND ENRICHMENT IN ALL OUR FACILITIES TO SUPPORT NATURAL BEHAVIOURS

- Transitioning all remaining sows under our management from gestation crates to advanced open sow housing by the end of 2021.
- Researching and piloting initiatives to reduce boredom and promote play in sow barns.
- Continuing to research and pilot enrichment in broiler breeder and broiler barns.
- Installing and implementing enrichment and toys for nursery and growing pigs.

**Maple Leaf Foods' animal care commitment** (continued)**INVESTING IN FACILITIES, TRANSPORTATION AND PROCESSES TO ELIMINATE PAIN AND STRESS**

- Researching and implementing enhanced methods of pain relief and alternatives to surgical castration and tail docking.
- Implementing scientifically advanced and humane euthanasia, including controlled atmosphere stunning, in all our fresh poultry facilities as a core element of our fresh poultry strategy.
- Upgrading our existing poultry trailers to include climate-controlled trailers and implementing a digital transportation monitoring system that provides real-time analytics for transporting poultry.
- Converting our internal fleet of hog trailers to hydraulic-lift trailers.

**TRAINING OUR PEOPLE TO THE HIGHEST CERTIFIED LEVEL OF CARE IN ANIMAL HUSBANDRY**

- Requiring all truckers, internal and external, to have transportation training that's verified and tracked.
- Developing and implementing an animal care certification program.
- Designing and delivering animal care training modules for fresh pork plants.

**LEADING IN VERIFICATION THROUGH ON-SITE AND REMOTE VIDEO AUDITING**

- Requiring all our pork and poultry operations to undergo an annual independent audit, and to expediently correct any deficiencies.
- Continuing to implement remote video auditing (RVA) in our production and processing facilities. Utilizing detailed reports produced from RVA to advance training and operating practices and responding swiftly to any animal welfare incident.
- Conducting internal audits of all our third-party broiler growers to ensure they are meeting our high standards of animal welfare.

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

## Governance

**Animal care is one of our four priorities in our efforts to become the most sustainable protein company on earth.**

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 Vice-President, Animal Care, has the mandate to lead the implementation of our program, which incorporates leading science and advancements. This involves working with both an internal Maple Leaf Foods Animal Care Council and an Animal Care Technical Committee composed of experts from throughout our Company to identify requirements, advance practices and monitor progress.

Animal Care reports quarterly to the Safety & Sustainability Committee of the Board. Senior leaders of our hog production, poultry and pork businesses continue to maintain executive responsibility for animal care, regularly reviewing reports and audits, and signing off on policies. Within the business, we have four 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 addressed immediately.

## Education and training

Education and training are foundational to knowledge, empowerment, accountability and a strong animal care culture. Every employee involved in the raising, transport and processing of poultry must be trained on and adhere to our animal care policies and procedures. All employees who handle animals currently receive animal care training when they commence employment, and this is reviewed annually. Training is a critical part of building a strong culture of animal care. In 2018, we invested in more resources to enhance our programs, including a variety of web-based, classroom and applied learning tools.

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



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

## Governance (continued)

### Standards of practice

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

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

- National Farm Animal Care Council (NFACC) Codes of Practice
- North American Meat Institute (NAMI) Animal Handling Guidelines
- Canadian Quality Assurance Program and Animal Care Assessment Program (called Canadian Pork Excellence, starting in 2019)
- Canadian Hatching Egg Producers CHEQ™ Program
- Chicken Farmers of Ontario Farm Worker Safety Program
- Chicken Farmers of Canada Animal Care Program

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

### Auditing and corrective actions

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

Our hatcheries are operated under Hazard Analysis Critical Control Point (HACCP) based food safety programs, which take an international approach to food safety that is both systematic and preventive. All of our hatcheries are audited annually by an

independent auditor and monthly by our PAACO-trained people. The CFIA also audits our processes, animal welfare documents and training records on a regular basis.

All of our hog production operations are audited annually by our internal quality assurance personnel as well as annually by a third party. Our hog farms receive routine service visits by our internal technical experts. Our five feed mills are also licensed by CFIA. Our suppliers are required to follow the protocols of the Canadian Quality Assurance Program and Animal Care Assessment Program. These programs will be called Canadian Pork Excellence starting in 2019, and all elements of the programs are audited annually by third-party veterinarians. Increasing the visibility of the animal welfare practices of our suppliers, which historically has been the primary responsibility of provincial associations, will be an important part of broader improvements to our program. This will include sharing knowledge and advancements we make in the areas of auditing and reporting, training and operations.

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

### Third-party remote video auditing

Systems oversight by focused, comprehensive, modern auditing techniques can be an important element of accountability. Remote video auditing (RVA) involves daily auditing of our operations with notification immediately upon observation of any concern or infraction. We work with third-party expert Arrowsight on implementing RVA, ensuring we capture the critical points of animal handling at our hatcheries and primary processing facilities.



## Leadership and collaboration



**Maple Leaf Foods works with numerous stakeholders to advance animal care practices across the industry. Our participation in committees and working groups that work to achieve this includes being:**

- A member of the Manitoba Pork Council, which itself is a member of the Canadian Pork Council (CPC)
- A board director of the Canadian Poultry and Egg Processors Council (CPEPC)
- An associate member of the National Farm Animal Care Council (NFACC)
- A board member of the Ontario Broiler Hatching Egg and Chick Commission
- A sponsor of the National Science and Engineering Research Chair in Swine Welfare at the University of Saskatchewan
- A platform partner of the Poultry Research Centre at the University of Alberta

- An expert panel member of the Sysco Animal Welfare Council
- A member of the North American Meat Institute (NAMI) Animal Welfare Committee
- A participant in the Animal Health Canada Work Group
- A collaborator in animal health and welfare research projects with the University of Guelph and the University of Alberta

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

## Raised without antibiotics

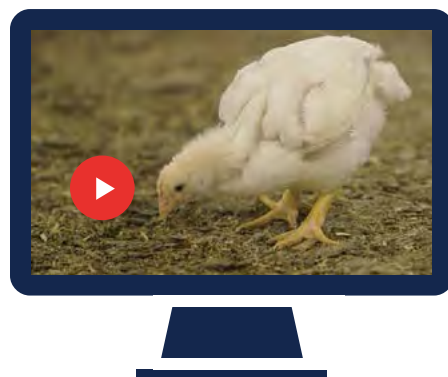
**Our society is becoming increasingly concerned about the use of antibiotics in animal production, with alternative drug choices for the treatment of many bacterial infections becoming more limited, more expensive or non-existent.**

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

**Since 2013, we have reduced our antibiotic usage by 66% across our owned pork farms.**

YEAR	% CHANGE
2013	0.00
2014	41.92
2015	-68.55
2016	-40.78
2017	-53.30
2018	-66.09

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



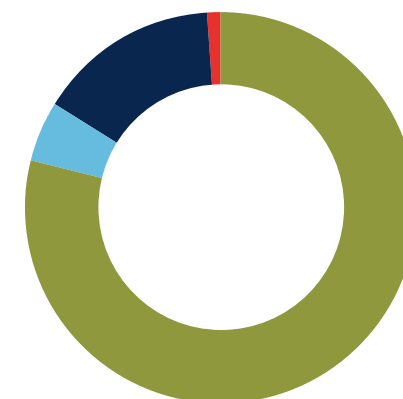
→ [WATCH OUR RAISED WITHOUT ANTIBIOTICS VIDEO.](#)

## Transportation

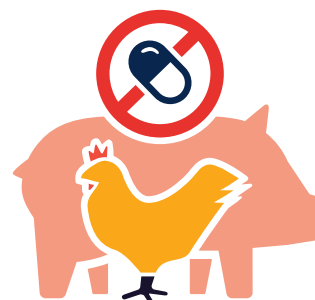
All of our chickens that are processed in Alberta come from Alberta and all of our chickens processed in Ontario come from barns in Ontario.

Most of our pigs (approximately 80%) spend less than four hours in transit and less than 1% of them spend over 12 hours travelling.

**AVERAGE HOURS OUR PIGS SPEND IN TRANSIT**



79% < 4 hours    15% 6-12 hours  
5% 4-6 hours    1% 12 hours



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

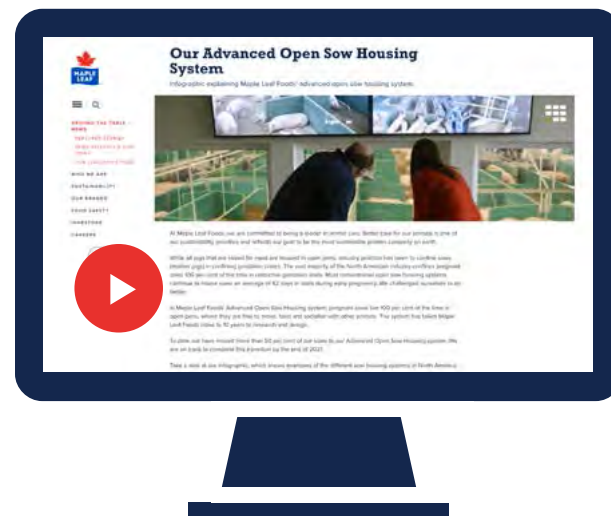
## Our commitment to advanced open housing for sows

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

We worked closely with the University of Manitoba and other industry participants to assess current open housing methods and define adaptations needed to support Canadian hog production. We began significant conversion activities in 2013 with two barns and transitioned 1,250 sows to an advanced open housing system. By the end of 2018, Maple Leaf Foods had transitioned approximately 44,000 sows to our Advanced Open Sow Housing system, where they are free to roam, feed and socialize. The advanced component has reduced the breeding confinement of the sow by another 75%.

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

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



→ [LEARN MORE ABOUT OUR ADVANCED OPEN HOUSING SYSTEM.](#)









→ [EXPLORE A SOW BARN IN 360°.](#)



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

## Our Better Care goals and performance

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Continue to transition all Maple Leaf Foods sows to open housing by the end of 2021.		We completed our conversion of 44,000 sows to advanced open sow housing. We are on track to transition 66,000 by the end of 2021.
Pilot initiatives to promote play and reduce boredom in sow barns.		We piloted enrichment in all types of Maple Leaf Foods barns. Sow barn trials are still ongoing.
Pilot enrichment in Maple Leaf Foods poultry broiler barns and engage an independent producer on enrichment pilots.		Multiple trials were completed in conjunction with genetic evaluation, and more trials are planned for 2019.
Implement our poultry transportation strategy.		We hired four new on-farm resources to conduct pre-loading animal welfare assessments and launched our digital transportation monitoring system in two of our sites.
Develop and implement two additional modules of animal care training in 2018, including Animal Care 101 and Animal Care Foundations training modules for all Maple Leaf Foods employees who affect the lives of animals.		Our Animal Care 101 training module has been developed but was not fully delivered in 2018. Our Animal Care Foundations training module was completed and piloted in 2018, but was only partially rolled out.
Provide enrichment and toys in all nursery and growing pig barns.		We have researched and sourced toys for all our nursery and growing pigs and will implement them in 2019.

### 2019 PRIORITIES

- Continue to transition all Maple Leaf Foods sows to advanced open sow housing by the end of 2021.
- Continue to pilot initiatives to promote play and reduce boredom in sow barns.
- Continue to pilot enrichment in broiler chicken barns and engage independent producers on enrichment pilots.
- Roll out our digital transportation monitoring system by the end of 2019.
- Deliver our Animal Care training modules by the end of 2019.
- Start and complete installation and implementation of enrichment and toys in all nursery and growing pig barns in 2019.



Achieved



Partially Achieved








On Track



Did Not Meet

## Our Better Care goals and performance (continued)

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Pilot anesthesia for piglet castration/orchiectomy by the end of 2018.		We have completed two trials and will continue to research other methods.
Complete conversion of all hydraulic-lift pig trailers within Maple Leaf Foods by the end of 2019.		We converted 50% of our trailers by the end of 2018.
Start construction of Controlled Atmosphere Stunning (CAS) in one poultry plant by March 2019.		Excavation and structural erection is already completed.
Deliver Poultry Euthanasia training to all fresh poultry plants.		We completed Poultry Plant Euthanasia & Handling training at all our poultry plants.
Design and deliver pork-training modules to our fresh-pork plants by the end of 2019.		We have completed 2 out of 10 modules and are on track to complete the rest of them by the end of 2019.

2019 PRIORITIES
<ul style="list-style-type: none"> <li>Continue to research other methods of pain mitigation/elimination for piglet castration/orchiectomy.</li> <li>Continue to convert all Maple Leaf Foods' pig trailers to hydraulic-lift trailers by the end of 2019.</li> <li>Continue to construct Controlled Atmosphere Stunning in one plant with the goal to complete it by the end of 2019.</li> <li>Develop an animal care certification program to be launched by the end of 2019.</li> <li>Continue to design pork-processing modules with the goal to complete them by the end of 2019.</li> </ul>



Achieved



Partially Achieved



On Track



Did Not Meet





# Better Communities

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



**feed opportunity**

Maple Leaf Centre for Action on Food Security

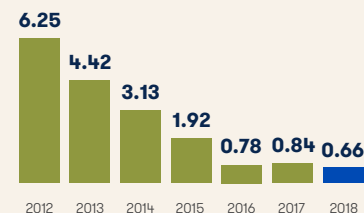
## Sustainable food security

In 2018, we invested more than 1% of our pre-tax profit to advance sustainable food security.



## 50% gender equality

We will achieve 50% gender equality at the manager level and up by 2022. We were at 37% in 2018.



## 2018 TRIR\* of 0.66

This represents best-in-class performance across North America.

\*Total Recordable Incident Rate

## Creating value in 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. Food insecurity largely results from poverty or scarce financial resources.

It is a shameful reality that in Canada, a country of considerable wealth and food resources, over four million people face food insecurity. This is not a food issue – we have plenty of food to nourish everyone. While geographic, health and literacy factors play a role, this is largely an issue of poverty and precarious income.

### The statistics are shocking:

- 1 Four million Canadians (one in eight households) experience some level of food insecurity, affecting one in every six children.\*
- 2 72% of children in Nunavut live in food insecure households, the highest level in Canada.\*\*
- 3 Aboriginal and black households have a rate of food insecurity that is 2.5 times higher than that of other Canadians.\*
- 4 Food insecurity is a serious public health problem as physical and mental health is closely linked to household food security.

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

\* Source: [https://proof.utoronto.ca/wp-content/uploads/2014/05/Household\\_Food\\_Insecurity\\_in\\_Canada-2012\\_ENG.pdf](https://proof.utoronto.ca/wp-content/uploads/2014/05/Household_Food_Insecurity_in_Canada-2012_ENG.pdf)

\*\* Source: <https://proof.utoronto.ca/wp-content/uploads/2018/12/15-16-Visuals.pdf>



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



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

## Creating value in our communities (continued)

### Maple Leaf Centre for Action on Food Security

Maple Leaf Foods has a long-term commitment to advancing sustainable food security and going well beyond conventional corporate philanthropy. In late 2016, we launched the [Maple Leaf Centre for Action on Food Security](#), a registered charity governed by an independent Board of Directors. The Centre is committed to working collaboratively across sectors to reduce food insecurity in Canada by 50% by 2030. The Centre seeks to raise the profile of this pressing social issue, advocate for critical policies and invest in programs required to make sustainable change. In 2018, the Centre worked with a number of civil society and private sector partners to advocate for a national food policy that would address issues of poverty and food insecurity and establish a governance framework that would incorporate the views and expertise of various stakeholder groups as the government shifts from policy to program implementation.

The Feed Opportunity Fund invests in innovative food security initiatives and partnerships with the goal to capture and share learnings, and identify approaches that may be scaled to increase their impact. The Centre supports networks, collaboration and research in the food security sector to build further understanding of the issues and approaches and enable knowledge transfer.

#### Our principles

- 1 We support food-based initiatives that promote dignity and build individual and community capacity to advance food security.
- 2 We support partnerships that advance sustainable solutions to food insecurity.
- 3 We support innovation, learning from what doesn't work as well as what does.
- 4 We connect our people and their expertise with our partners through skill matching and volunteerism.
- 5 We build partnerships with governments, academia, non-profit organizations and the private sector to advance change and progress.
- 6 We seek to advance collective knowledge and impact, sharing the learnings with others.



#### Our goals

- Make a meaningful social impact through advancing sustainable food security.
- 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 [FEEDOPPORTUNITY.COM](https://feedopportunity.com).

## Creating value in our communities (continued)

### Supporting food security

The Maple Leaf Centre for Action on Food Security partners with innovative organizations across Canada to advance food security. Here are some of the innovative programs we are supporting:



  
**feed opportunity**  
Maple Leaf Centre for Action on Food Security

## Valuing our people

### Diversity and inclusion (D&I)

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

We continue to drive our D&I strategy through the leadership of people across Maple Leaf Foods. A cross-functional team of our people developed a comprehensive D&I plan in 2015 and began implementing it in 2016. This includes establishing gender parity, with 50% women at the manager level and up by 2022 on a composite basis, compared with 37% today.

### Our Diversity and Inclusion Principles:

- Actively build a workforce as diverse as the countries we are proud to serve.
- Enable top performance by removing barriers, so talented people can exert their energy on doing great work, leveraging 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.





## Valuing our people (continued)

### Highlights of our activities and initiatives in 2018 include:

- We witnessed the continued success of the Maple Leaf Women's Impact Network (WIN) and the Women in Manufacturing (WIM) and Pride & Allies Employee Resource Groups, which provided a significant amount of constructive and helpful feedback that will inform our strategies well into 2019 and beyond.
- We grew our Mentorship Program by 50% and established a strong contingent of mentors available for matching in 2019.
- Our investment in the creation of the "Women in Leadership" course in partnership with the Richard Ivey Business School provided 48 senior and high-potential women with access to executive development and coaching opportunities as well as the chance to provide candid and valuable feedback.
- We held two Gender and Diversity training sessions for the Senior Leadership Team and VPs, with a specific focus on gender bias.
- We modernized our HR policies to reflect those of leading organizations:
  - Revising our maternal/paternal policy to achieve top-quartile benefits against leading benchmarks;
  - Introducing flexible work guidelines; and
  - Updating our hiring policies to ensure that a minimum of one female candidate be part of every finalist interview, that our interview panels be diverse in composition, and that our job description template be updated to be more attractive to a diverse pool of candidates.
- We hosted Pride Week across our facilities, which included our first ever sponsorship of the Toronto Pride Parade and was capped off with a very personal and impactful panel discussion between Maple Leaf Foods employees.
- Specific to our goal of achieving gender parity in representation at the manager level and above by 2022, we started to see some improvements in 2018 over our 2017 baseline. This includes a 12% increase in job promotions and an increase to 45% in the proportion of women hired for salaried positions. This data does not include our recent acquisitions.
- We continued to measure and report on gender representation internally and externally through the Global Reporting Initiative.



**We will achieve 50% gender equality at the manager level and up by 2022. In 2018, we achieved 37%.**

## Valuing our people (continued)

### Leadership Edge

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

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

### The Leadership Track Program

The Leadership Track Program is Maple Leaf Foods' early leadership development program for talented, driven and ambitious graduates. The program has recruited over 300 leadership trainees (LTs) since it was established in 1998, with 32 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 for becoming a future Maple Leaf Foods leader.

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



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

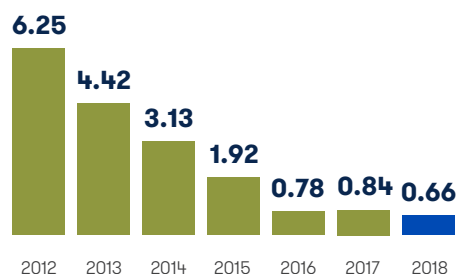
# Occupational Health and Safety (OHS) at Maple Leaf Foods

We strive for zero occupational injuries in the workplace, a goal driven by our commitment to employee safety. Through our Safety Promise and continuous improvement in our safety protocols, we realized an 89.4% improvement in our Total Recordable Incident Rate (TRIR) in 2018 compared to our 2012 baseline reporting year.

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

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

## Total Recordable Incident Rates (2012–2018)



**Our TRIR improved by 89.4% in 2018 compared to our 2012 baseline reporting year.**

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

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

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

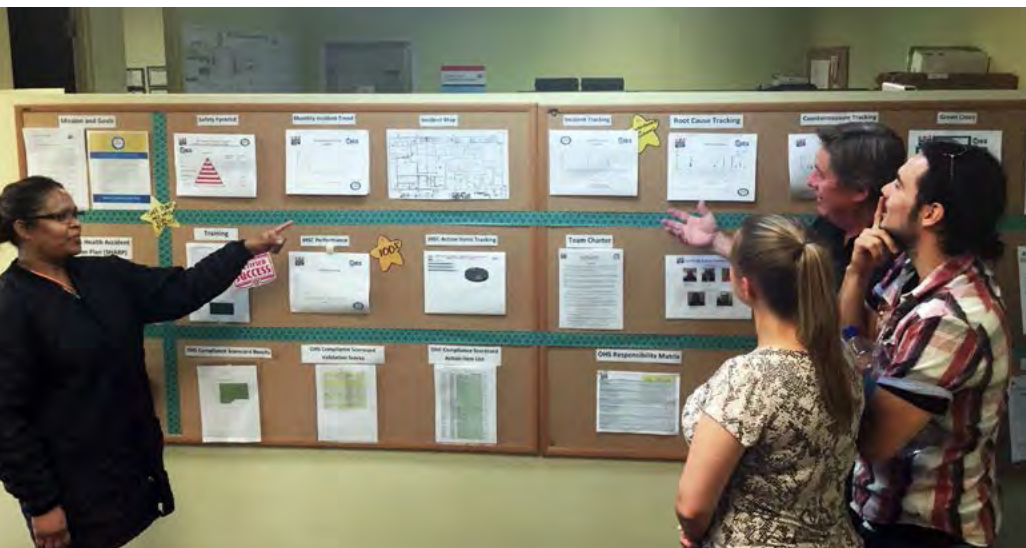
This is our Safety Promise.



Michael H. McCain  
President and Chief Executive Officer

→ [VIEW OUR SAFETY PROMISE HERE.](#)

## Maple Leaf Foods' OHS strategy



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

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

The photo above of an HSSE Management Board provides a visual of a site's HSSE management program.

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

## MAPLE LEAF FOODS' OHS STRATEGY INVOLVES:

## 1 Analyzing losses

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

## 2 Analyzing risks

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

### 3 Measuring culture

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

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

## 1 Leading OHS indicators

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

## 2 Lagging OHS indicators

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

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



## Behavioural-Based Safety at Maple Leaf Foods



**In 2018, 22 Maple Leaf Foods sites were recognized as members of the Zero Hero Safety Club.**



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

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

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

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

### **Zero Hero Safety Club recognition program**

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





### **OHS Golden Rules**

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





## Our food security goals and performance

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Commit 1% of pre-tax profits (over \$2 million) to advance sustainable food security.		In 2018, Maple Leaf Foods contributed more than \$2 million to initiatives working to advance food security.
Donate \$1.5 million in healthy food donations.		In 2018, more than \$1.7 million of healthful product was donated to organizations with large distribution networks to reach those in need.
Conduct high-impact internal and external campaigns to raise awareness of food insecurity as an urgent social issue.		In addition to a variety of internal campaigns, Maple Leaf Foods ran a social media campaign to raise awareness of food insecurity across Canada. Vignettes featuring Centre Partners received more than 1.6 million views. <a href="#">FoodShare Vignette</a> <a href="#">FoodFirstNL Vignette</a>
Continue to advocate for a national food policy that alleviates food insecurity.		The Centre was actively involved in a multi-stakeholder group that advocated for the National Food Policy, with addressing food insecurity as a key priority. The Policy is expected to be released in 2019.

2019 PRIORITIES
<ul style="list-style-type: none"> <li>Invest 1% of pre-tax profits to advance food security.</li> <li>Contribute more than \$1.5 million of healthy food products.</li> <li>Conduct high-impact internal and external campaigns to raise awareness of food insecurity as an urgent social issue.</li> </ul>



Achieved



Partially Achieved




On Track



Did Not Meet



## Our food security goals and performance (continued)

2018 PRIORITIES	STATUS	OUR PERFORMANCE
In line with the Centre's strategy, broaden collaboration and impact through new community partnerships that advance innovation and learning.		The Centre added four new partners in 2018, bringing the total number of funded partnerships to 15, with \$4.5 million in commitments.
Support the Centre's partners and community initiatives through increasing employee volunteerism and skills matching.		Maple Leaf Foods' people shared their time and talent with a variety of Centre partners and other food security related initiatives. This year, we were also able to launch a pilot where we provided Six Sigma training to food bank staff to help increase operational efficiency.
Convene an event that brings together civil society, private sector and industry, government and academia to build collaboration and share best practices to advance food security.		In March 2018, the Centre hosted its inaugural Food Security Symposium, which brought together more than 160 leaders from civil society, industry, government and academia to learn and share views, policy approaches and best practices.

2019 PRIORITIES
<ul style="list-style-type: none"> <li>• Develop and launch a comprehensive community involvement program, with the long-term goal of achieving 100% volunteerism.</li> <li>• Broaden collaboration and impact through scale programs and partnerships.</li> </ul>

 Achieved
  Partially Achieved
  On Track
  Did Not Meet

## Our people goals and performance

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Execute a pilot hourly engagement survey at five locations to approximately 1,000 employees.		We completed a pilot survey for hourly employees at five of our facilities to understand engagement and enablement drivers. Specific actions are being implemented and progress is monitored by each site.
Implement actions from our salaried employees engagement survey at the team and enterprise level, with a focus on learning, and diversity and inclusion.		We are continuing to advance our progress on the path to 50% gender equality at the manager level and above. Our current gender diversity is 37% (compared to 2017 baseline).
Implement year three of our D&I strategy and actions to support mental health and a continued focus on gender diversity.		<p>We continued to achieve meaningful progress against the D&amp;I goals through the success of the Maple Leaf Women's Impact Network (WIN) and the Women in Manufacturing (WIM) and Pride &amp; Allies Employee Resource Groups.</p> <p>The "Women in Leadership" course offered in partnership with the Ivey Business School provided 48 senior and high-potential women with access to executive development and coaching.</p>

### 2019 PRIORITIES

- Continue to advance our progress on the path to 50% gender equity for leadership roles held by women by 2022 and support inclusiveness across Maple Leaf Foods.
- Update our overall Maple Leaf Foods People Strategy.
- Conduct a salaried engagement survey.



Achieved



Partially Achieved






On Track



Did Not Meet

## Our people goals and performance (continued)

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Roll out Leadership Foundations in 2018 to top leaders and develop programs to reinforce learning.		120 senior and high-potential leaders attended the Leadership Foundations program, a five-day leadership and business skills development program in partnership with the Richard Ivey School of Business.
Achieve 95% retention rate of top talent.		Achieved 95% retention rate on top talent.
Using our leadership talent review process, identify top talent at all levels of the organization to support the building of a leadership pipeline.		We continued our commitment to our annual performance and talent management processes to provide clear, meaningful feedback and direction regarding career growth through the Leadership Talent Review (LTR) process. It involved focused discussions on employees' performance (calibrating results and values), along with a ranking, assessment of potential and identification of development needs. Succession planning was conducted to define a pipeline of candidates who are developed and ready to assume leadership and/or critical positions.

2019 PRIORITIES
<ul style="list-style-type: none"> <li>• Develop a mental health strategy focused on creating a psychologically healthy workplace for all.</li> <li>• Continue to develop and implement learning and development solutions (classroom and online) that are accessible to all salaried employees.</li> </ul>



Achieved



Partially Achieved







On Track



Did Not Meet

## Our OHS goals and performance

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Achieve TRIR of 0.90 or below.		Our full-year 2018 TRIR was 0.66. Our benchmarking indicates that this represents best-in-class performance across North America compared to the Bureau of Labour Statistics.
Achieve Days Away, Restricted or Transferred (DART) Rate of 0.40 or below.		Our full-year 2018 DART was 0.29. Our benchmarking indicates that this represents best-in-class performance across North America compared to the Bureau of Labour Statistics.
Achieve 100% completion of annual safety and health accident reduction plans (SHARP) by all sites.		Our full-year 2018 SHARP completion was 100%.
Achieve 100% completion of external safety audits.		Our full-year 2018 completion of external safety audits was 100%.

2019 PRIORITIES
<ul style="list-style-type: none"> <li>• Achieve TRIR of 0.65 or below.</li> <li>• Achieve Days Away, Restricted or Transferred (DART) Rate of 0.30 or below.</li> <li>• Achieve 100% completion of annual safety and health accident reduction plans (SHARP) by all sites.</li> </ul>



Achieved



Partially Achieved



On Track



Did Not Meet





# Better Planet

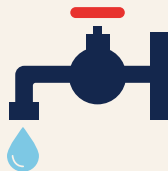
At Maple Leaf Foods, we embrace a sustainable culture that focuses on eliminating waste in any resources we consume – including food, energy, water, packaging and time. Since 2014, we have reduced our environmental footprint by:



## Over 86,000 MWh of electricity

Equivalent to emissions from 12,912 passenger vehicles driven for one year!

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



## Over 1.2 million m<sup>3</sup> of water

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

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



## Over 4.3 million m<sup>3</sup> of natural gas

Equivalent to emissions from 1,000 homes' energy use for one year!

## Decreasing the environmental footprint of the food we produce

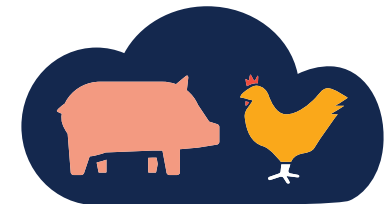
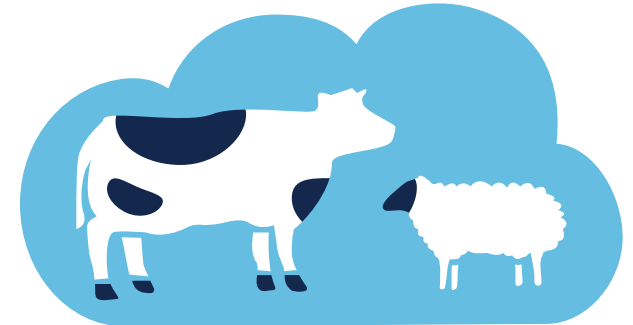


**One of the greatest challenges for the agricultural industry is to meet the increasing global demand for food while dramatically decreasing the environmental footprint of food production.**

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

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

At Maple Leaf Foods, we are committed to significantly reducing our environmental impact and advocating for change across the industry. We have established an aggressive goal to cut our environmental footprint by 50% by 2025 (20% by 2020), requiring significant reductions in energy, water and solid waste.



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

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

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

## Our BIG, BOLD goals!

### Progress toward our goal – 50% reduction by 2025

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

#### TOTAL ENERGY INTENSITY



13.5% REDUCTION

#### ELECTRICITY INTENSITY



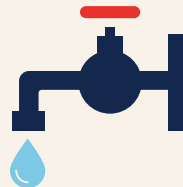
23.9% REDUCTION

#### NATURAL GAS INTENSITY



10.6% REDUCTION

#### WATER INTENSITY



16.2% REDUCTION

#### SOLID WASTE REDUCTION INTENSITY



22.2%, representing a 90.8%  
LANDFILL DIVERSION RATE

#### GHG EMISSIONS INTENSITY



14.3% REDUCTION  
(CO<sub>2</sub>e)

Note: Performance measured from 2014 baseline with the exception of solid waste, which is a 2015 baseline.

# Environmental footprint performance summary

A summary of our energy, water, solid waste and greenhouse gas (GHG) emissions performance, since 2014, is represented by the graphs on page 58 and the table on page 69.

Since 2014, we have been progressing toward our environmental footprint reduction targets. We achieved significant reductions on all our environmental performance measures in 2015 and 2016, resulting from third-party utility audits we implemented at each facility, and the development and implementation of environmental sustainability action plans that were created for each of our facilities. Key projects implemented included a national LED lighting retrofit program, heat recovery projects, water conservation/reuse opportunities and organics diversion and recycling programs. Most of these projects also drove capital investment at each facility to sustain our environmental performance into the future.

By the end of 2017, our performance on natural gas and water started to plateau, and by the end of 2018, only electricity usage and solid waste remain ahead of our plan. Because natural gas consumption is one of the main drivers of greenhouse gas emissions (GHGs), we also fell behind target on GHG intensity.

Our natural gas and water consumption increased across our business for a variety of reasons, including the addition of a new facility (Field Roast Grain Meat Co.), as well as multiple line/facility expansions at other facilities to increase production. A colder than average winter across Canada also increased our heating requirements, contributing to

our natural gas and propane usage. This increase in natural gas consumption, combined with increased transportation kilometres in our pork and hatchery businesses, slightly increased our GHG emissions. At the same time, our overall finished product volume decreased in 2018, reducing our environmental performance when expressed as intensity (per 1,000 kg of finished product).

While we are pleased with our performance on electricity and solid waste, we are not satisfied with our performance on natural gas or on water efficiency. We recognize that much more work needs to be done to get back on track and achieve our goals. In 2019, we will commence re-auditing of our key facilities to update our environmental sustainability action plans, and will work with our utility and other partners to identify new, more aggressive reduction and efficiency opportunities. To bridge the gap where more dramatic reductions are required, but have not yet been achieved, we are developing a comprehensive carbon management strategy.

## Comprehensive utility management system

In 2017, we implemented a new comprehensive utility management system to manage and track our utility expenditure and environmental footprint

performance. Therefore, in accordance with the World Resources Institute's GHG Protocol, we have restated our environmental footprint back to our baseline year (2014).

This was a significant undertaking as, at the same time, we included significantly more data, namely utility and emissions data from our farming operations and our newly acquired Lightlife facility in Turner Falls, Massachusetts. In 2018, we also included our newly acquired Field Roast Grain Meat Co. facility in Seattle, Washington, and greenhouse gas emissions arising from our barns and pig manure lagoons, which represent the single largest source of GHG emissions for our Company.

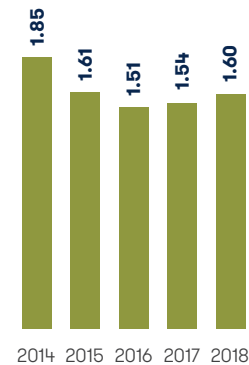


## Environmental footprint performance summary\* (continued)

### Total energy

(MWh/1,000 kg finished product)<sup>1</sup>

Intensity<sup>7</sup>

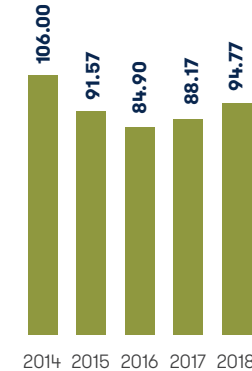


50% X 2025 footprint  
intensity reduction  
is **13.5%**

### Direct energy (natural gas)

(m<sup>3</sup>/1,000 kg finished product)<sup>2</sup>

Intensity<sup>7</sup>

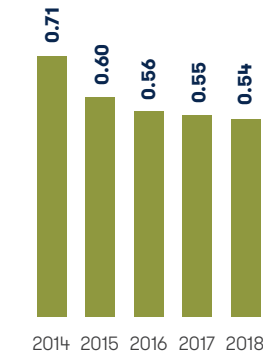


50% X 2025 footprint  
intensity reduction  
is **10.6%**

### Indirect energy (electricity)

(MWh/1,000 kg finished product)<sup>3</sup>

Intensity<sup>7</sup>

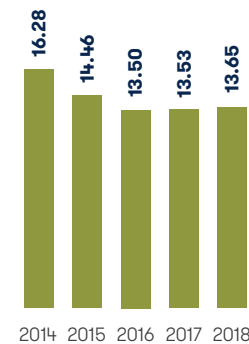


50% X 2025 footprint  
intensity reduction  
is **23.9%**

### Water

(m<sup>3</sup>/1,000 kg finished product)<sup>4</sup>

Intensity<sup>7</sup>

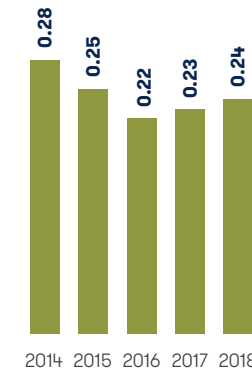


50% X 2025 footprint  
intensity reduction  
is **16.2%**

### Greenhouse gas (GHG) emissions

(CO<sub>2</sub>e tonnes/1,000 kg finished product)<sup>5</sup>

Intensity<sup>7</sup>

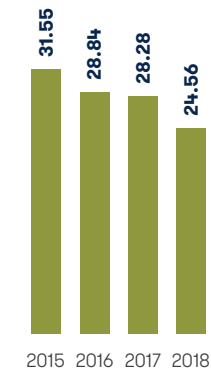


50% X 2025 footprint  
intensity reduction  
is **14.3%**

### Solid waste

(kg/1,000 kg finished product)<sup>6</sup>

Intensity<sup>7</sup>



50% X 2025 footprint  
intensity reduction  
is **22.2%**

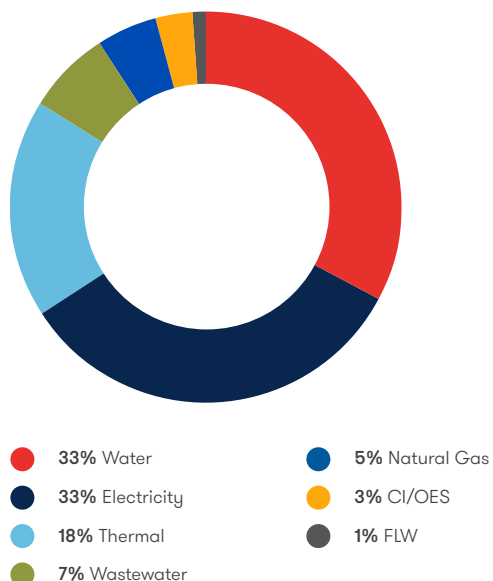
Our landfill diversion rate  
is **90.8%**

\* See [Appendix](#) for footnotes.



## Environmental sustainability action plans

We are actively working on energy, water and solid waste projects that were prioritized using an effort-impact matrix. The key determinants used in this exercise included implementation of capital, timing, and human resource requirements concerning effort. Savings generated, the number of utilities impacted and greenhouse gas reduction are the criteria used to score impact. The chart below provides a breakdown of the types of findings that were prioritized as part of the utility audits conducted from 2015 to 2017, as well as three Food Loss & Waste audits which were initiated in 2018:



An action plan tracker to measure how each plant is progressing in meeting reduction targets is also utilized and updated quarterly.

Our utility auditing and action plan development process 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.

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

Overall, our auditing and action plan program has improved the quality of our environmental data and enhanced our understanding of our performance, cost savings and footprint reduction opportunities. In 2019, we will commence re-auditing of our key operations to update our action plans, identify new reduction and efficiency opportunities and perform assessments for food loss and waste.



## Reducing waste

**Our 2018 overall landfill diversion rate was 90.8%. We diverted 1,405 metric tonnes of organic waste from landfill.**

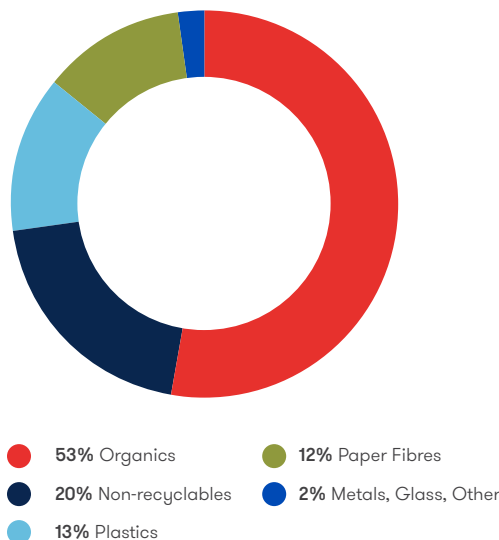
### Solid waste audits

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

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

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

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



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

## Life cycle assessment

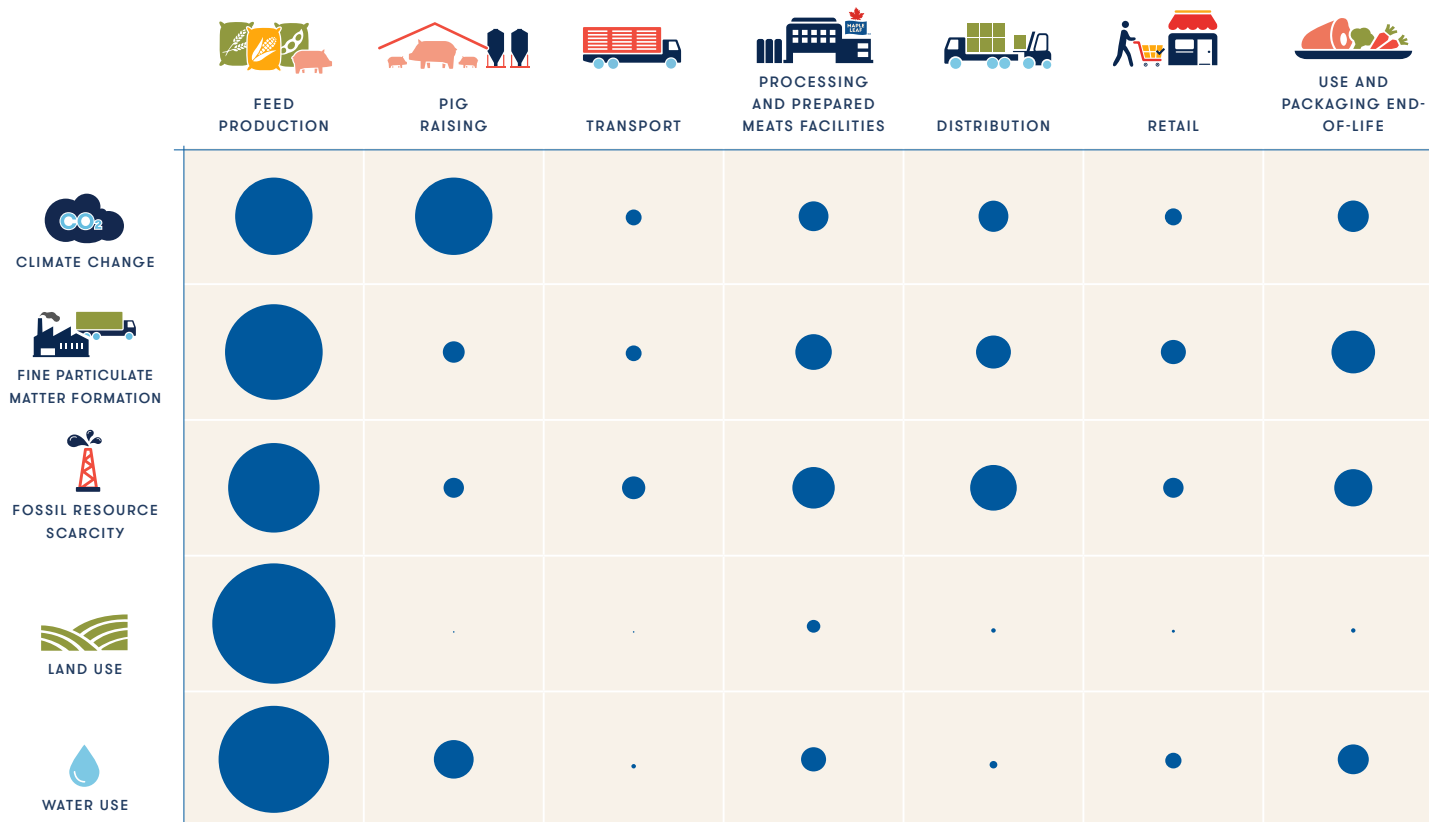
To gain an insight into the relationships between the various production phases of pork and their relative environmental impact(s), we conducted a comprehensive life cycle assessment (LCA) of Maple Leaf bacon (375 g product). Our LCA was conducted according to the requirements of ISO 14040 and ISO 14044.

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

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

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

## Environmental impact of Maple Leaf bacon (375 g)\*



In 2018, we also supported LCAs performed by the Chicken Farmers of Canada and the Canada Pork Council. Maple Leaf provided data from our own operations to support these industry initiatives. These LCAs will help the Canadian chicken and pork sectors continuously improve on measuring and reducing our industry's environmental impacts.

A summary of the Chicken Farmers of Canada LCA can be found [here](#).

A summary of the Canada Pork Council LCA is expected to be published in 2019.

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

## Reducing food loss and waste



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

In 2018, the Canadian Centre for Food Integrity (CCFI) received a grant from the Walmart Foundation to assist food and beverage manufacturers with reducing food loss in their production facilities. Provision Coalition and Enviro-Stewards were hired to work with CCFI in delivering the food loss assessments at 50 facilities across Canada. Maple Leaf Foods chose to participate in this project and to date, we have completed three FLW assessments.

The program follows the World Resources Institute's FLW Protocol.

We are proud of the progress we have made to date on solid waste reduction; however, we still have work to do to ensure that food waste and other organics from our facilities do not end up in landfill. In 2018, we added food waste to our environmental footprint reduction goals. We will reduce food waste arising from our operations by 50% by 2025 (2016 baseline) and continue to investigate how food loss and waste are impacting our entire supply chain.

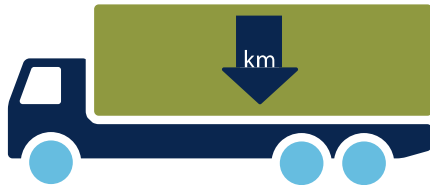


**Since 2016, we have diverted over 11,000 metric tonnes of organics from our Ontario facilities to StormFisher Environmental in London, Ontario. Through bio-digestion, this volume of waste has produced over 4,580,000 kWh of green electricity, prevented over 5,000 metric tonnes of CO<sub>2</sub> from being released into the atmosphere and produced 750 metric tonnes of organic fertilizer. For more details, click [here](#).**

## Reducing our freight kilometres

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

**28 million kilometres  
reduced since 2015!**



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

Another part of our logistics program that is positively impacting our environmental footprint reduction has been our focus on increasing the use of intermodal transport. We increased our use of intermodal transport for our cross-country resupply to 85.5% in 2018. This has resulted in the elimination of over 28,000,000 km of truck transportation since 2015, which is a reduction of 30,000 tonnes of GHG emissions!





## Packaging at Maple Leaf Foods

Over the past few years, packaging waste, namely plastics, has emerged alongside climate change as a global environmental priority, creating increasing momentum for change. In Canada, Maple Leaf Foods is considered a packaging steward of the household curbside recycling program of printed paper and packaging administered by the Canadian Stewardship Services Alliance (CSSA). This is typically referred to as the provincial “Blue Box” Program. Annually, we submit the total packaging weight of our branded products and pay fees for each packaging type as established by the CSSA. The fees collected support appropriate end-of-life recycling in the provinces.

Recyclability in Canada is dependent on local municipalities’ ability to accept materials, depending on their relationships with independent recyclers. This has produced a patchwork infrastructure across the country for various grades of recyclable plastics/materials. Like most food packaging, portions of the packaging for many Maple Leaf Foods products are currently not accepted in a lot of municipal jurisdictions.

To remedy this recycling disparity at the municipal level, we have partnered with others to help recycle our packaging. For example, we work with TerraCycle, a company that specializes in “recycling the unrecyclable”. For nearly a decade, TerraCycle has accepted any brand and size of our Schneiders Lunch Mate packaging.

Since the program launched, over 1,200 schools across Canada have collected and recycled over three-quarters of a million (over 750,000) pieces of Lunch Mate packaging that would have otherwise ended up in landfills!

Additionally, for shipments of waste sent to TerraCycle that weigh over five pounds, collectors can earn money that can be donated to a non-profit, school or charitable organization of their choice. Over the lifetime of the recycling program, Schneiders Lunch Mate has helped collectors across Canada raise over \$20,000 for their school or favourite non-profit.

For more details on the Schneiders Lunch Mate Recycling Program, visit: <https://www.terracycle.com/en-CA/brigades/schneiders-r-lunchmate-r-brigade-r>.



While these are impressive results, there is obviously much more work to do on packaging recyclability across Canada. We are working with our suppliers and government stakeholders to improve recycling systems. With Maple Leaf Foods’ vision to be the most sustainable protein company on earth, we have also been working on a comprehensive sustainable packaging strategy. Our strategy will be designed to innovate and develop sustainable packaging for ALL our products, and will include reducing the overall amount of packaging materials where possible, sourcing materials with high recycled content, and shifting to fully recyclable materials, over time.

## Manure management at Maple Leaf Foods

Factors that affect GHG emissions from livestock manure include temperature, oxygen level (aeration) and moisture. The manure type (livestock type) and how the manure is handled (i.e., piled, or anaerobic lagoon) and stored can also contribute to the GHG emissions. Good manure management is essential for minimizing GHG emissions caused by microbial activities during manure decomposition.

The majority of Maple Leaf Foods pig farms are located in Manitoba, where we work with local farmers to recycle manure from the animals we raise. Pig manure contains valuable macro and micro nutrients that promote soil health; therefore, we manage the manure in outdoor lagoons until we can deliver it to local farms for use as organic fertilizer. Certified agrologists prepare a manure management plan for each of our farms and registers them with the Province of Manitoba. Once the plan is approved, the manure is applied to the land of local farms based on what nutrients currently exist in the soil, what nutrients are in the manure, and the nutrient requirements of the crop. It is only applied at predetermined rates and times of the year to ensure the nutrients are fully incorporated into the soil to prevent runoff.



Manure is valuable; we don't want to waste it. We know it must be applied at the right place, at the right time, in the right quantities. At Maple Leaf Foods, we play our part to ensure we are responsibly recycling manure and reduce GHG emissions. Using manure as fertilizer is nutrient recycling at its best!

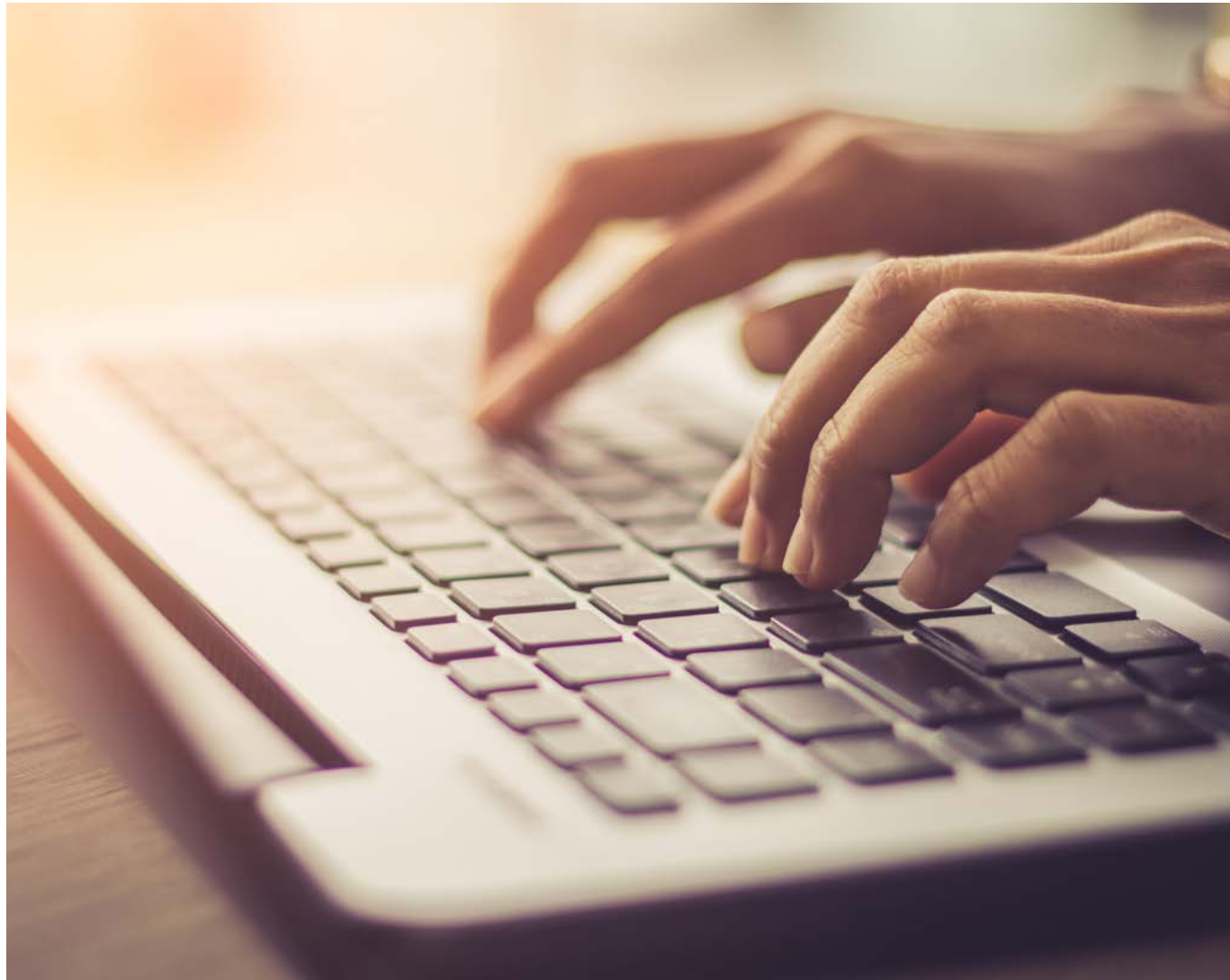
The Province of Manitoba has a comprehensive manure management program that ensures manure is used appropriately as fertilizer. Proper manure management is essential for any agricultural operation because improper use can lead to negative impacts on the environment.

**Watch the video “[Manure Matters](#)” from Manitoba Pork for more detailed information.**




## Recycling our electronics

Our electronic waste recycling program has been in place for many years. We have partnered with TechReset to recycle all our used electronics. TechReset has a zero to landfill initiative by which its first goal is to repurpose the electronic materials through remarketing. When that is not possible, TechReset works with Ontario Electronic Stewardship (OES) to recycle the material in compliance with all applicable laws and regulations in Canada.

Since 2014, we have repurposed or recycled over **31,386** pounds of electronic waste.



## Our Better Planet goals and performance

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Continue to execute environmental sustainability action plans to drive progress toward our 50% reduction by 2025 (20% by 2020) goals.		<p>While we are pleased with our performance on electricity and solid waste, we are not satisfied with our performance on natural gas or on water efficiency. We recognize that much more work needs to be done to get back on track to achieve our goals.</p> <p>In 2019, we will commence re-auditing of our key facilities to update our environmental sustainability action plans, and will work with our utility and other partners to identify new, more aggressive reduction and efficiency opportunities.</p>
Execute appropriate recommendations from our supply risk and life cycle assessment projects.		<p>In 2018, we commenced development of a comprehensive carbon management strategy. This includes working toward setting GHG emissions reduction targets aligned with the Science Based Targets initiative, and developing a plan to become a carbon neutral company.</p> <p>We performed a supply risk analysis on key commodities and water, and began developing a Maple Leaf Foods Sustainable Sourcing Policy.</p>
Increase our use of intermodal transport so that it accounts for 80% of our cross-country resupply loads in 2018.		We increased our use of intermodal transport to 85.5% in 2018.

### 2019 PRIORITIES

- Finalize our carbon management strategy in 2019.
- Execute re-auditing of key facilities to identify new, more aggressive reduction and efficiency opportunities in 2019.
- Finalize and implement our Commitment to Sustainable Sourcing and Supplier Code of Conduct in 2019.
- Maintain our use of intermodal transport so that it accounts for 85% of our cross-country resupply loads in 2019.



Achieved



Partially Achieved






On Track



Did Not Meet

## Our Better Planet goals and performance (continued)

2018 PRIORITIES	STATUS	OUR PERFORMANCE
Execute Phase 2 of our LED retrofit program, which includes 11 additional Maple Leaf Foods facilities.		We initiated LED lighting retrofits at 11 additional facilities in 2018.
Complete Phase 2 of our packaging baseline work to address all our product packaging. Develop plan for Phase 3 in 2018.		We made progress on our packaging baseline; however, we did not complete all products included in our Phase 2 project. We commenced work on a comprehensive sustainable packaging strategy.
Continue to implement programs to further reduce/eliminate sending organic waste to landfill.		We performed food loss/waste assessments at three Maple Leaf Foods facilities and commenced baseline development for future measurement and continuous improvement.

2019 PRIORITIES
<ul style="list-style-type: none"> <li>• Complete LED lighting retrofit program at remaining facilities in 2019.</li> <li>• Finalize our sustainable packaging strategy in 2019.</li> <li>• Reduce food waste arising from our operations by 50% by 2025 (2016 baseline).</li> <li>• Integrate food loss/waste assessments as part of our 2019 facility re-audit program.</li> </ul>



Achieved



Partially Achieved



On Track



Did Not Meet



# Appendix

## Environmental footprint performance summary\*

A detailed summary of our energy, water and waste usage, as well as our greenhouse gas (GHG) emissions for 2018, can be found in our environmental footprint performance summary represented in the table below:

PARAMETER	CONSUMPTION <sup>1</sup>					INTENSITY <sup>7</sup>					50% X 2025 FOOTPRINT INTENSITY REDUCTION			
	2018	2017	2016	2015	2014	2018	2017	2016	2015	2014	50% X 2025 TARGET	INTENSITY REDUCTION	% REDUCTION	UNITS
TOTAL ENERGY (MWh) <sup>1</sup>	994,077	988,360	964,268	1,011,754	1,105,847	1.60	1.54	1.51	1.61	1.85	0.93	0.25	13.5	MWh/1,000 kg
DIRECT ENERGY - GAS (m³) <sup>2</sup>	58,812,659	56,530,200	54,367,941	57,378,255	63,207,245	94.77	88.17	84.90	91.57	106.00	53.00	11.23	10.6	m³/1,000 kg
INDIRECT ENERGY - ELECTRICITY (MWh) <sup>3</sup>	337,873	351,342	358,580	375,680	424,412	0.54	0.55	0.56	0.60	0.71	0.36	0.17	23.9	MWh/1,000 kg
WATER (m³) <sup>4</sup>	8,468,727	8,671,455	8,647,299	9,058,878	9,705,346	13.65	13.53	13.50	14.46	16.28	8.14	2.63	16.2	m³/1,000 kg
GREENHOUSE GAS (GHG) EMISSIONS - CO <sub>2</sub> e (TONNES) <sup>5</sup>	151,473	149,289	143,934	154,461	166,916	0.24	0.23	0.22	0.25	0.28	0.14	0.04	14.3	tonnes/1,000 kg
LANDFILL DIVERSION RATE (%) <sup>6</sup>	90.8	91.8	91.5	91.1	-	24.56	28.28	28.84	31.55	-	15.78	6.99	22.2	kg/1,000 kg

\* See footnotes on next page.

## Appendix (continued)

### Notes:

- I. Our performance is reported consistent with our report boundary. In 2018, we have reported on entities over which Maple Leaf Foods has operational control – our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); farms, barns and feed mill operations (unless otherwise indicated). In 2018, with the addition of our new Field Roast facility, we have restated our footprint intensity performance back to our baseline year (2014). Due to infrastructure and data limitations, we have not reported on energy consumption from our barns that use propane. We have also not included emissions that arise from manure generated by animals raised by either ourselves or our contract growers, or impacts associated with growing the feed for these animals for this reporting year. In addition, we have not included data associated with our 2018 acquisitions of Cericola Farms and VIAU Foods for this reporting year.
1. Consumption: Electricity, natural gas, water and GHG emissions: Energy and water consumption and GHG emissions reflect actual usage/emissions. Due to data limitations, consumption does not include Scope 1 or 2 energy or emissions from third parties or co-manufacturers, or emissions related to refrigerants, unless otherwise noted.
2. Direct energy: Direct energy represents the consumption of natural gas and is recorded on an as-billed basis for the calendar year.
3. Indirect energy: Indirect energy represents the consumption of purchased electricity and is recorded on an as-billed basis for the calendar year.
4. Water: Water consumption is recorded on an as-billed basis for the calendar year.
5. Greenhouse gas (GHG) emissions: GHG emissions are measured in units of carbon dioxide equivalent (CO<sub>2</sub>e). GHG emissions related to total energy were calculated using the most recent provincial emission factors available from Environment Canada National Inventory Report 1990–2016. GHG emissions related to air transportation were calculated using the Department for Environment Food and Rural Affairs (DEFRA) 2017 Guidelines. GHG emissions related to other types of transportation were calculated using Climate Leaders – Commuting, Business Travel and Product Transport guidelines. Scope 1 mobile sources include our corporate car fleet (2016 and 2015 only) and Maple Leaf Foods 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. Scope 3 emissions are not included in our intensity calculations.
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. Maple Leaf Foods has a recycling process in place for empty toner, E-waste, and batteries. Due to data limitations, the weight for these recycled materials was not included in our landfill diversion rate calculation. 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 Foods business groups.



# GRI Index

## GENERAL DISCLOSURES

GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
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## ORGANIZATIONAL PROFILE

GRI 102-1	Name of the organization	Maple Leaf Foods Inc. (“Maple Leaf Foods” or “MLF” or “the Company”)
GRI 102-2	Organization’s activities, brands, products and services	Maple Leaf Foods is a producer of food products under leading brands including Maple Leaf®, Maple Leaf Prime®, Maple Leaf Natural Selections®, Schneiders®, Mina®, Greenfield Natural Meat Co.®, Lightlife™, Field Roast Grain Meat Co.™ and Swift®. The Company’s portfolio includes prepared meats, ready-to-cook and ready-to-serve meals, value-added fresh pork and poultry, and plant-based protein products.
GRI 102-3	Location of the organization’s headquarters	Mississauga, Ontario, Canada
GRI 102-4	Number of countries where the organization operates, and names of countries where the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	Maple Leaf Foods has operations across Canada and two plant-based protein processing sites in the United States.
GRI 102-5	Nature of ownership and legal form	Maple Leaf Foods Inc. is publicly traded on the Toronto Stock Exchange under the symbol MFI.

**GRI Index** (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-6	Markets served, including geographic locations where products and services are offered and sectors served	The Company distributes products across Canada and exports to global markets, including the U.S. and Asia.
GRI 102-7	Scale of the organization	<p>Maple Leaf Foods is a leading consumer protein company making high-quality, innovative products under many national brands. The Company's portfolio includes prepared meats, ready-to-cook and ready-to-serve meals, valued-added fresh pork and poultry, and plant-based protein products. The Company employs approximately 12,000 people in Canada and the U.S. and exports to global markets, including the U.S. and Asia. Sales information can be found on page 2 of our <a href="#">2018 Annual Report</a>.</p> <p>Our operations are located in Canada and the U.S. In 2018, we operated two fresh pork facilities; four fresh poultry facilities; one fresh turkey facility; 13 prepared meats facilities; two plant-based protein facilities; three poultry hatcheries; and two distribution centres. In addition, we own (or lease) approximately 300 pig barns that supply our fresh and prepared meats 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 2018, we announced our acquisition of VIAU Foods Inc., a Quebec-based leading supplier of gourmet Italian deli meats in Canada and the U.S., and two processing facilities from Cericola Farms located in Ontario and Quebec.</p>

**GRI Index** (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-8	Information on employees and other workers	<p>a. Maple Leaf Foods employed approximately 12,000 people as of December 31, 2018.</p> <p>b. There are a total of 11,248 permanent employees and 149 temporary employees.  <b>Regional Breakdown:</b>            Permanent: ON – 4,837, MB – 4,183, AB – 973, SK – 726, WA – 209, QC – 133, MA – 114, IL – 29, BC – 21, Other – 23;            Temporary: ON – 98, MB – 35, SK – 10, QC – 4, AB – 1, NS – 1.</p> <p>c. There are a total of 11,074 full-time employees and 323 part-time employees.  <b>Gender Breakdown:</b>            Full-time: 4,634 females, 6,440 males;            Part-time: 133 females, 190 males.</p> <p>d. A significant portion of the organization’s activities is performed by Maple Leaf Foods workers.</p> <p>e. There are no significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c.</p> <p>f. The data was pulled on January 25, 2019 with an effective date of December 31, 2018. It is based on contract and regular hourly and salary individuals. It excludes our recent acquisitions Cericola (Ontario and Quebec) and VIAU Foods, International, those on salary continuance or LTD, retirees and surviving spouses, third-party contractors and students.</p>
GRI 102-9	Describe the organization’s supply chain	See <a href="#">Maple Leaf Foods’ value chain</a> .



## GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-10	Significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain	<p>In 2018, we closed our Thamesford, Ontario, and Saint-Anselme, Quebec, facilities. The organization also announced its plan to build a world-class poultry facility, the single largest investment in the history of the Canadian food industry, in London, Ontario. Once the new facility is operational, the organization will gradually transfer production from current poultry processing plants in St. Marys, Toronto, and Brampton; these plants are scheduled to start closure by late 2021 and complete closure by mid/late 2022.</p> <p>In addition, in fall 2018, Maple Leaf Foods announced its acquisition of VIAU Foods, a Quebec-based leading supplier of gourmet Italian deli meats in Canada and the U.S., and two processing facilities from Cericola Farms located in Ontario and Quebec.</p>
GRI 102-11	Whether and how the precautionary approach or principle is addressed by the organization	See <a href="#">Financial Instruments and Risk Management Activities</a> (2018 Annual Report, page 7).
GRI 102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	See <a href="#">Collaboration</a> .
GRI 102-13	Memberships of associations and national or international advocacy organizations	<p>See <a href="#">Leadership and collaboration</a>.</p> <p>See <a href="#">Collaboration</a>.</p>
STRATEGY AND ANALYSIS		
GRI 102-14	Statement from the most senior decision-maker of the organization	See <a href="#">A message from our CEO, Michael McCain</a> in this report.

## GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
ETHICS AND INTEGRITY		
GRI 102-16	Organization's values, principles, standards and norms of behaviour	See <a href="#">Maple Leaf Foods Leadership Values</a> . See <a href="#">Our Sustainable Meat Principles</a> .
GRI 102-17	<ul style="list-style-type: none"> <li>i. Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organizational integrity</li> <li>ii. Procedures for reporting concerns about unethical or unlawful behaviour</li> </ul>	<ul style="list-style-type: none"> <li>i. See <a href="#">Maple Leaf Foods – Code of Business Conduct</a>.</li> <li>ii. We utilize an Ethics line which is reviewed weekly by our Internal Audit group and reported to our Senior Leadership Team. See <a href="#">Maple Leaf Foods – Code of Business Conduct</a>.</li> </ul>
GOVERNANCE		
GRI 102-18	Governance structure	See <a href="#">Governance</a> ; see <a href="#">Corporate Governance</a> (2018 Annual Report, page ix).
GRI 102-19	Process for delegating authority for economic, social and environmental topics	See <a href="#">Governance</a> ; see <a href="#">Corporate Governance</a> (2018 Annual Report, page ix).
GRI 102-20	Executive-level positions responsible for economic, social and environmental topics	Our Chief Food Safety and Sustainability Officer reports directly to our CEO and the Safety and Sustainability Committee of our Board – Maple Leaf Foods' highest governance body for sustainability; see <a href="#">Governance</a> .
GRI 102-21	Process for consultation between stakeholders and highest governance body on economic, social and environmental topics	See <a href="#">Governance</a> .
GRI 102-22	Composition of the highest governance body	See <a href="#">Governance</a> ; see <a href="#">Corporate Governance</a> (2018 Annual Report, page ix).

## GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-23	Indicate whether the Chair of the highest governance body is also an executive officer	See <a href="#">Corporate Governance</a> (2018 Annual Report, page ix).
GRI 102-24	Nomination and selection process for the highest governance body and its committees	See <a href="#">Corporate Governance</a> (2018 Annual Report, page ix).
GRI 102-25	Process for the highest governance body to ensure conflicts of interest are avoided and managed	See <a href="#">Corporate Governance</a> (2018 Annual Report, page ix).
GRI 102-26	Highest governance body's and senior executives' roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies and goals	See <a href="#">Governance</a> ; see <a href="#">Corporate Governance</a> (2018 Annual Report, page ix).
GRI 102-27	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, social and environmental topics	We report progress and performance of our sustainability initiatives to our Senior Leadership Team monthly, and to the Safety and Sustainability Committee of the Board on a regular basis. Information on specific sustainability topics is provided as requested by our Board Committee on an ongoing basis; see <a href="#">Governance</a> .
GRI 102-31	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	We report quarterly to the Safety and Sustainability Committee of the Board; see <a href="#">Governance</a> .

## GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
STAKEHOLDER ENGAGEMENT		
GRI 102-40	List of stakeholder groups	Maple Leaf Foods' stakeholders include our employees, consumers, customers, shareholders, investors, suppliers, government, and non-governmental and non-profit organizations; see <a href="#">Materiality</a> and <a href="#">Collaboration</a> .
GRI 102-41	Percentage of total employees covered by collective bargaining agreements	As at December 31, 2018, we have approximately 7,000 employees covered by 17 collective agreements in Canada, which represents approximately 67% of our workforce.
GRI 102-42	Basis for identifying and selecting stakeholders	Maple Leaf Foods is in constant contact with many stakeholders across our value chain. We formally engage on sustainability with our employees, customers, suppliers, non-governmental organizations and our end consumers on an annual basis.
GRI 102-43	Approach to stakeholder engagement	See <a href="#">Materiality</a> and <a href="#">Collaboration</a> .
GRI 102-44	Topics raised through stakeholder engagement and response	See <a href="#">Materiality</a> .
REPORTING PRACTICE		
GRI 102-45	Entities included in the organization's consolidated financial statements	See <a href="#">Management's Discussion and Analysis</a> (2018 Annual Report, page 1). Maple Leaf Foods Inc. is the entity covered by this report.
GRI 102-46	Defining report content and topic Boundaries <ul style="list-style-type: none"> <li>a. An explanation of the process for defining the report content and the topic Boundaries</li> <li>b. An explanation of how the organization has implemented the Reporting Principles for defining report content</li> </ul>	See <a href="#">Materiality</a> .

## GRI Index (continued)

GENERAL DISCLOSURES		
GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 102-47	List of material topics a. A list of the material topics identified in the process for defining report content	See <a href="#">Materiality</a> .
GRI 102-48	Effect of any restatement of information in previous reports	In 2018, with the addition of our new Field Roast facility, we have restated our footprint intensity performance back to our baseline year (2014). See <a href="#">Our BIG, BOLD goals!</a>
GRI 102-49	Significant changes from previous reporting in scope of priorities	No significant changes in 2018.
GRI 102-50	Reporting period	January 1, 2018 to December 31, 2018.
GRI 102-51	Date of most recent report	See <a href="#">2017 Sustainability Summary Report</a> (released in 2018).
GRI 102-52	Reporting cycle	Annual
GRI 102-53	Contact	Tim Faveri, VP, Sustainability & Shared Value
GRI 102-54	In accordance option	Core
GRI 102-56	External assurance policy	External assurance was not provided in 2018. Maple Leaf Foods does not currently have a policy that requires external assurance for its annual sustainability reporting.



## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
CATEGORY: ECONOMIC		
Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the economic aspects we have responded to below, and covers our materiality and Boundary identified in our 2018 Sustainability Report, unless otherwise specified.</p> <p>For nearly a decade, Maple Leaf Foods has focused on remaking the Company's prepared meats manufacturing and distribution network and singularly refocusing the organization on protein. 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 2, the closure of 8 legacy manufacturing plants, and the expansion of 3 others. See <a href="#">Completion of Value Creation Plan</a> (2016 Annual Report, page 2). The benefits of this strategy have been significant. The Company's market leading prepared meats brands now leverage a cost-competitive manufacturing network which, coupled with growth initiatives across the business, has strengthened the organization's financial performance. The Company will continue to identify opportunities to increase its efficiency, to support market growth and build brand leadership. As part of this strategy, Maple Leaf Foods has announced its plan to build a world-class, value-added fresh poultry processing facility in London, Ontario, by 2021.</p> <p>In 2018, the Company completed an initiative to renovate our prepared meats portfolio designed to invigorate brand and category growth and aimed to improve the taste, nutrition value, affordability and sustainability of our products. We are also expanding our presence in the United States with sustainable protein as a core growth platform. This rapidly growing category represents an exciting growth platform for Maple Leaf Foods, and positions the Company for balanced growth in a changing market environment.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include monthly detailed reporting to the Senior Leadership Team; regular meetings with the Senior Management Forum (40+ members of the management team); reporting to the Safety and Sustainability Committee of the Board three times per year; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	

## GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: ECONOMIC PERFORMANCE		
GRI 201-1	Direct economic value generated and distributed	See <a href="#">Consolidated Balance Sheets and Consolidated Statements of Net Earnings</a> (2018 Annual Report, pages 35–36).
GRI 201-2	Financial implications and other risks and opportunities for the organization’s activities due to climate change	The magnitude of the potential financial impact of climate change has been assessed as financially immaterial at this time. Nonetheless, the Company does believe climate change is a societal risk in the long term. Maple Leaf Foods has adopted a sustainability strategy as detailed throughout our sustainability report. The Company views this strategy as a competitive advantage which will allow us to form a deeper connection with our consumers and customers who are increasingly focused on sustainability issues related to food production.
GRI 201-3	Coverage of the organization’s defined benefit plan obligations	See <a href="#">Employee Benefit Plans</a> (2018 Annual Report, page 11).
GRI 201-4	Financial assistance received from government	Maple Leaf Foods received the following funding in 2018: \$1.5 million from AgriStability for Maple Leaf Agri-Farms (MLAF); \$20,000 from the Manitoba Farm Environment Program; \$54,000 from the Manitoba Agricultural Research and Development Initiative (ARDI); and \$480,000 from provincial governments for energy saving projects and co-op students’ work term.
MATERIAL ASPECT: MARKET PRESENCE		
GRI 202-1	Ratios of standard entry-level wage by gender compared to local minimum wage at significant locations of operation	The hourly rate for unionized employees is based on the collective agreement and in all cases is at or above the minimum wage rate. For non-union plants, an assessment/market survey is completed prior to establishing rates to ensure we are competitive within the specific market (including our unionized facilities).

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 202-2	Proportion of senior management hired from the local community at significant locations of operation	100% of our senior management was hired from the local community. “Senior management” is defined as any employee who reports to a member of our Senior Leadership Team. The vast majority of the Company’s senior management reside in Canada and the U.S. and are either Canadian and/or U.S. citizens. “Significant operations” and “local” include the regions, cities, towns and communities where the Company operates primary and secondary processing facilities, hog production facilities and poultry growing facilities, in Canada and the U.S.

### MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS

GRI 203-1	Development and impact of infrastructure investments and services supported	Capital expenditures for 2018 were \$179.9 million. See <a href="#">Capital Expenditures</a> (2018 Annual Report, page 6). A portion of this investment is related to enhancement projects in plant protein, and sustainability projects that support the Company’s animal welfare and environmental strategies.
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### MATERIAL ASPECT: PROCUREMENT PRACTICES

GRI 204-1	<p>Proportion of spending on local suppliers at significant locations of operation</p> <p>Report the percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally)</p> <p>Report the organization’s geographical definition of “local”</p> <p>Report the definition used for “significant locations of operation”</p>	<p>Maple Leaf Foods is one of Canada’s largest food companies. We support farmers and producers by purchasing the majority of our raw materials and ingredients from local sources. We generate significant regional economic benefits through our network of production, manufacturing and distribution facilities.</p> <p>Maple Leaf Foods defines “local” as the region, city, town or community in which Maple Leaf Foods operates, extending to neighbouring cities or regions that border the city of operation. Significant operations include the regions, cities, towns and communities where the Company operates primary and secondary processing facilities, hog production facilities and poultry growing facilities.</p>
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**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	100% of our suppliers are compliant with the Company's current sourcing policy.
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	We are in the process of developing a formal responsible sourcing policy.
MATERIAL ASPECT: ANTI-CORRUPTION		
GRI 205-1	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	100% of Maple Leaf Foods operations are governed by Maple Leaf Foods' Code of Business Conduct, which outlines proper internal financial reporting responsibilities and obligations required by individuals in the Company. Employees must sign off on the code of conduct annually.
GRI 205-2	Communication and training on anti-corruption policies and procedures	Maple Leaf Foods' Code of Business Conduct is presented to all employees annually. All Maple Leaf Foods employees must sign off on the code each year. In addition, employees with financial management and reporting obligations receive specific training regularly and must follow reporting guidelines highlighted by the Company.
GRI 205-3	Confirmed incidents of corruption and actions taken	There were four previous incidents of theft and fraud that were resolved in 2018. Two incidents of fraud occurred in 2018 and were resolved.

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
CATEGORY: ENVIRONMENTAL		
Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the environmental aspects we have responded to below, and covers our Materiality and Boundary identified in our 2018 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 we operate. We operate within the framework of an environmental policy entitled “Our Environmental Sustainability Commitment” that has been approved by the Board of Directors’ Safety and Sustainability Committee and guides our day-to-day practices. 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 vertically integrated company that owns hog production, hatching egg production, hatcheries and pork and poultry processing plants. We have strong relationships with farmers and other service providers, and we will seek to advance continuous improvements across our supply chain. Our responsibility for environmental sustainability goes well beyond our own operations; we must also advocate and share knowledge that elevates practices and regulations across the industry. We will actively engage with consumers, customers, non-governmental organizations and other stakeholders, so that change can be based on sound data and science, and what society expects of us.</p> <p>As Maple Leaf Foods 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 <a href="#">2018 Annual Report, page 16</a>). Maple Leaf Foods has a utility management system which tracks energy and water consumption across all of our facilities. Each processing facility has consumption reduction targets that are aligned toward achieving the Company’s goals. This data is verified by internal audits which are conducted on an annual basis.</p> <p>Maple Leaf Foods is pursuing a comprehensive strategy and actions across the four sustainability pillars that encompass all facets of our business. Building leadership in sustainability is a competitive advantage for the Company, as the market increasingly seeks suppliers that produce protein with the highest standards of nutrition, animal care, social engagement and environmental sustainability (see <a href="#">2018 Annual Report, page 2</a>).</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; regular meetings with the Senior Management Forum (40+ members of the management team); reporting to the Safety and Sustainability Committee of the Board three times per year; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	



## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: ENERGY		
GRI 302-1	Energy consumption within the organization	Electricity (MWh): 337,873 Natural gas (m³): 58,812,659 See <a href="#">Environmental Footprint Performance Summary</a> .
GRI 302-2	Energy consumption outside of the organization	We are developing our Scope 3 consumption baseline.
GRI 302-3	Energy intensity	Electricity (MWh/1,000 kg of production): 0.54 Natural gas (m³/1,000 kg of production): 94.77 See <a href="#">Environmental Footprint Performance Summary</a> .
GRI 302-4	Reduction of energy consumption	Electricity (MWh): Our electricity consumption decreased by 13,469 MWh. Natural gas (m³): Our natural gas consumption increased by 2,282,459 m³. See <a href="#">Environmental Footprint Performance Summary</a> .
MATERIAL ASPECT: WATER		
GRI 303-1	Total water withdrawal by source	8,468,727 m³ of water were withdrawn in 2018. All but one of our facilities utilize water from municipal sources. Due to metering limitations, we are not able to measure or report water use from many farm properties that utilize local wells as their source. See <a href="#">Environmental Footprint Performance Summary</a> .
GRI 303-2	Water sources significantly affected by withdrawal of water	No water sources were significantly affected by Maple Leaf Foods' withdrawal of water.

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
<b>MATERIAL ASPECT: BIODIVERSITY</b>		
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	Not reported at this time. Maple Leaf Foods' operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
GRI 304-2	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported at this time. Maple Leaf Foods' operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
GRI 304-3	Habitats protected or restored	At our future London poultry site, the construction of a barn swallow habitat was completed based on recommendations from a habitat study before the purchase of the land. We are currently monitoring environmental effects during construction by a third party. We have no other ongoing restoration projects.
GRI 304-4	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not applicable to Maple Leaf Foods.

### MATERIAL ASPECT: EMISSIONS

GRI 305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	Stationary sources: 111,948 CO <sub>2</sub> e (tonnes) Transportation sources: 8,988 CO <sub>2</sub> e (tonnes) See <a href="#">Environmental Footprint Performance Summary</a> .
GRI 305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	30,537 CO <sub>2</sub> e (tonnes) See <a href="#">Environmental Footprint Performance Summary</a> .
GRI 305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Employee air travel, heavy truck and rail freight: 89,121 CO <sub>2</sub> e (tonnes) See <a href="#">Environmental Footprint Performance Summary</a> .

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 305-4	Greenhouse gas (GHG) emissions intensity	0.24 CO <sub>2</sub> e (tonnes/1,000 kg of production) See <a href="#">Environmental Footprint Performance Summary</a> .
GRI 305-5	Reduction of greenhouse gas (GHG) emissions	Our GHG emissions increased by 2,184 CO <sub>2</sub> e (tonnes). See <a href="#">Environmental Footprint Performance Summary</a> .
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Not reported at this time. We are developing our ODS inventory.
GRI 305-7	NO <sub>x</sub> , SO <sub>x</sub> and other significant air emissions	We are in compliance with applicable regulatory and reporting requirements.

### MATERIAL ASPECT: EFFLUENTS AND WASTE

GRI 306-2	<p>Total weight of waste by type and disposal method</p> <p>a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse; ii. Recycling; iii. Composting; iv. Recovery, including energy recovery; v. Incineration (mass burn); vi. Deep well injection; vii. Landfill; viii. On-site storage; ix. Other (to be specified by the organization)</p> <p>b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse; ii. Recycling; iii. Composting; iv. Recovery, including energy recovery; v. Incineration (mass burn); vi. Deep well injection; vii. Landfill; viii. On-site storage; ix. Other (to be specified by the organization)</p>	<p>See <a href="#">Reducing waste</a>.</p> <p>Our approximate 2018 solid waste disposal (tonnes):</p> <p>Organics: 7,971 (53%)</p> <p>Plastics: 1,985 (13%)</p> <p>Paper fibres: 1,871 (12%)</p> <p>Non-recyclables: 2,985 (20%)</p> <p>Metals, glass, other: 334 (2%)</p> <p>We conduct third-party solid waste audits at our facilities to calculate our waste diversion rate. In 2018, our company waste diversion rate was 90.8%.</p>
GRI 306-3	Total number and volume of significant spills	There were no significant spills in 2018.

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 306-4	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention (2) Annex I, II, III and VIII, and percentage of transported waste shipped internationally	Not applicable to Maple Leaf Foods.
GRI 306-5	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	There are no significant bodies of water or related habitats affected by Maple Leaf Foods' discharge of water and runoff.
MATERIAL ASPECT: ENVIRONMENTAL COMPLIANCE		
GRI 307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There were no significant fines or non-monetary sanctions in 2018.
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT		
GRI 308-1	New suppliers that were screened using environmental criteria	We are in the process of developing a formal sustainable sourcing policy.
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	We are in the process of developing a formal sustainable sourcing policy.

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
<b>SOCIAL: LABOUR PRACTICES AND DECENT WORK</b>		
<b>Disclosure of Management Approach</b>	<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 2018 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods values a strong workplace culture that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best. We strive to be leading edge in how we engage, develop and provide a safe working environment where differences are valued in a culture of openness and inclusion for our people. We are implementing a multi-year diversity and inclusion strategy, including a goal to have 50% gender equality at the manager level and above by 2022.</p> <p>An Occupational Health and Safety (OHS) management system has been implemented across all our sites based on Maple Leaf Foods' Health, Safety, Security and Environment (HSSE) program, the Occupational Health and Safety Policy, and various standards put forth by corporate HSSE. The OHS management system has also been implemented to ensure compliance with local OHS acts and regulations. HSSE designates who are employed by Maple Leaf Foods are responsible for OHS program management at the sites. Continual improvement of the management system is achieved by each site's Safety and Health Accident Reduction Plan (SHARP), which is the site's annual OHS plan which includes a SWOT (strengths, weaknesses, opportunities, threat) analysis to help develop safety action plans for the next fiscal year. OHS responsibilities for implementing the OHS management system are in place for management, contractors and visitors.</p> <p>We have an established governance structure to embed Occupational Health and Safety and Operational Risk Management across the Company, which includes regular direct reporting to the Safety and Sustainability Committee of the Board of Directors. Our Vice-President, Health, Safety, Security and Environment, is supported by a Senior OHS Leadership Team who provide leadership across Maple Leaf Foods. This team is supported by an OHS designate at each work-site and representatives from the Joint OHS Committees who represent all the Company's employees. These formal joint management-employee committees monitor and advise on OHS programs, identify potential hazards and recommend controls. Ongoing skills development and training are essential to continuing to reinforce the importance of workplace safety and procedures to keep people safe. Our supervisors receive training related to recognizing, assessing and controlling hazards, roles and responsibilities of supervisors, forklift safety, chemical safety and other related topics.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include monthly detailed reporting to the Senior Leadership Team; regular meetings with the Senior Management Forum (40+ members of the management team); reporting to the Safety and Sustainability Committee of the Board three times per year; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: EMPLOYMENT		
GRI 401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region	<p>We had 2,942 new employees (salary and hourly) in 2018. Female: 32%; Male: 68% Under 30: 39%; 30-50: 48%; 50+: 13%</p> <p>We had 3,190 employees leave in 2018. Female: 32%; Male: 68% Under 30: 30%; 30-50: 47%; 50+: 23%</p>
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	All employees have access to Health & Dental and Employee Assistance benefits if they are working at least 60% of a 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.
GRI 401-3	Return to work and retention rates after parental leave, by gender	<p>The return-to-work rate post parental leave is 73% for females based on a total of 139 women who took a leave in 2017, and 90% for males based on a total of 93 men who took a leave in 2017.</p> <p>The retention rate post parental leave is 85% for females based on a total of 137 women who returned to work in 2017, and 83% for males based on a total of 98 men who returned to work in 2017.</p>
MATERIAL ASPECT: LABOUR/MANAGEMENT RELATIONS		
GRI 402-1	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Notice periods can range from 24 hours to 90 days depending on the severity and type of change and depending on the Collective Bargaining Agreement.
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	There was zero lost time in 2018 related to these factors.





GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
GRI 403-1	<p>a. A statement of whether an occupational health and safety management system has been implemented</p> <p>b. A description of the scope of workers, activities and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities or workplaces are not covered</p>	<p>a. An Occupational Health and Safety (OHS) management system has been implemented across all our sites. See disclosure of management approach for Social: Labour Practices and Decent Work.</p> <p>b. All workers (part-time and full-time) at Maple Leaf Foods are covered by the OHS management system. In addition, the OHS system is implemented with third-party contractors. If contractors are responsible for a project at any Maple Leaf Foods site, in addition to having their own OHS program, they will need to comply with Maple Leaf Foods' safety rules. Contractors and subcontractors are monitored while performing work at a Maple Leaf Foods site. If a visitor is on site for a tour, then that person must be escorted at all times.</p>

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-2	<p>a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including:</p> <p>b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals</p>	<p>a. Work-related hazards are identified by daily and random inspections conducted by workers and supervisors/managers and monthly Joint OHS Committee inspections. Preventative maintenance programs, hazard reporting programs, incident investigations (including weekly reviews with supervisors, managers and/or Joint OHS Committees), task observations, job safety analyses, new equipment assessments, and physical demands descriptions are other processes that assess risks. These processes help to ensure that hazards are being identified before an incident occurs. The monthly Joint OHS Committee inspections help ensure that reported hazards have been addressed or if they are not resolved, then the status of these action items is determined. A review of the reported hazards is evaluated based on the number of reported items and closed items to measure the impact of these to key performance indicators.</p> <p>Maple Leaf Foods ensures the quality of these processes and the competency of persons who carry them out by providing training on incident investigation, hazard identification, risk assessment, and other Maple Leaf Foods standards and standard operating procedures. The Alchemy hazard identification course is also used to train employees.</p> <p>b. Hazard report forms are readily available for workers to report work-related hazards. Workers also provide verbal reports of hazards. When a worker identifies a concern to the supervisor, it is addressed and the worker signs off that the concern has been addressed appropriately. Recommendations are recorded and work orders are prepared and completed. Workers are encouraged to report hazards without any reprisals. Workers are protected by Maple Leaf Foods' values, human resources policies, collective bargaining agreements and union processes, and existing legislation.</p>

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-2	<ul style="list-style-type: none"> <li>c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals</li> <li>d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system</li> </ul>	<ul style="list-style-type: none"> <li>c. All workers are trained about the requirement to report hazards and concerns to their immediate supervisor and that they can refuse to perform unsafe work. If a worker refuses to perform a task that is potentially unsafe, then there is a regulated procedure that must be followed. An immediate investigation of the risk/hazard is conducted by the supervisor, Joint OHS Committee, HSSE designate, and any other relevant parties. If the risk/hazard cannot be mitigated right away or there is no temporary solution, this will trigger a report to the provincial Ministry of Labour for an inspector to visit and investigate for a solution until the issue is resolved.</li> <li>d. Maple Leaf Foods has an incident investigation standard that all sites must adhere to within 24 hours in the investigation of all incidents. Workers report incidents to their direct or immediate supervisor. The worker involved, supervisor and site safety representative participate in the investigation. A report is completed. The expectation is that the plant manager signs off on the incident investigation report.</li> </ul>
GRI 403-3	A description of the occupational health services functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them	Maple Leaf Foods sites are equipped with first aid equipment and first aid rooms in compliance with local regulations. Trained first aiders attend to the immediate first aid needs of workers. If a worker requires medical assessment, transportation is arranged to the health clinic.

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-4	<p>a. A description of the processes for worker participation and consultation in the development, implementation and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers</p> <p>b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees</p>	<p>a. Joint OHS Committees, monthly safety talks/training, daily meetings, safety communication boards, annual OHS activities (e.g., North American Occupational Safety and Health week, wellness clinics), safety captains (at some sites), and OHS feedback forms are part of the process for worker participation and consultation in the implementation and evaluation of the OHS management system. An annual exercise is conducted to identify the strengths, weaknesses, opportunities and threats (SWOT) of a site's OHS program. An annual action plan is then developed and communicated to the site by town hall meetings, department meetings and/or HSSE management board. Other than the Joint OHS Committees, workers can also participate in the site's OHS activities (e.g., safeguarding projects, ergonomics, informal site tours). There are also signage, posters and information posted on the HSSE management and communication bulletin board.</p> <p>b. Joint OHS Committees have terms of reference in place that outline the roles and responsibilities of this committee. The Joint OHS Committees are provincially regulated to have both hourly and management representation. Meetings and inspections are conducted at least monthly. Follow-up is conducted throughout the month as required. Committee members must maintain confidentiality with respect to all information received in the course of their duties. The Committees will make recommendations to minimize or eliminate all hazards identified through inspections and review of health and safety information. It is recommended that the Committees identify alternative measures for any hazard identified; this will assist management in implementing appropriate corrective actions. The Joint OHS Committees act in a consultative role. Management will review written recommendations of each Committee and will respond back to the Committee, in writing, within the specified time frame in accordance with local OHS legislation. The Joint OHS Committees investigate unsafe work refusals. It is expected that the affected worker and his/her direct supervisor will resolve all unsafe work refusals. To avoid unnecessary conflict, the committee co-chairs investigate unsafe work refusals when the supervisor and worker are unable to resolve the issue. Each Committee will also select alternative members to be contacted in the event that one or both co-chairs are not available. The Joint OHS Committees investigate incidents with supervisors. The Joint OHS Committees will make every effort to ensure that the plant complies with all federal and provincial health and safety legislation.</p>

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-5	a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities or hazardous situations	There is safety orientation for new workers on Maple Leaf Foods' standards and sites' standard operating procedures, as well as training on safety rules, safe work procedures, emergency response procedures, task observations, and specific training (e.g., powered material handling equipment, lock-out and tag out, hot work, confined space, Workplace Hazardous Materials Information System, safe work permit system, hazard identification, substance use policy, illness and incident reporting, incident investigation, workplace harassment and discrimination, lift truck awareness, fire prevention and protection, slips/trips/falls, waste management, hand safety, knife safety, personal protective equipment, legal requirements, workplace inspection techniques, etc.).
GRI 403-6	a. An explanation of how the organization facilitates workers' access to non-occupational medical and health care services, and the scope of access provided  b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs	a. Site HSSE designates manage and provide information through wellness activities and communications regarding available health services in the area (e.g., doctors accepting new patients, etc.). All employees have access to the Employee and Family Assistance Program (EFAP). Insurance coverage of health care benefits is available (e.g., physiotherapy, short-term disability, etc.). The medical insurance and EFAP is being implemented by the human resource team.  b. Wellness clinics include engaging outside health services to visit the site and promote programs to workers in cafeterias. Maple Leaf Foods workers can receive gym membership discounts to a specific gym organization. All employees have access to the Employee and Family Assistance Program (EFAP). Insurance coverage of health care benefits is available (e.g., physiotherapy, short-term disability, etc.). The medical insurance and EFAP are being implemented by the human resource team.

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-7	a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products or services by its business relationships, and the related hazards and risks	Maple Leaf Foods has a mature-level approach to OHS; everyone (including plant managers and the most senior person within the organization) has an OHS role to fulfill. This is an organization-wide approach to the OHS management system. Maple Leaf Foods' site teams work together to ensure that any new equipment brought onto the property has been reviewed by all applicable functional areas. Designs, equipment, layout, etc., are all reviewed prior to purchase. Prior to equipment arriving on site, pre-start health and safety reviews are conducted. Teams review equipment manuals, contractors are orientated, and construction plans are developed. After implementation of new equipment, functional managers conduct a walk-through assessment of the equipment prior to production running product.
GRI 403-8	<p>a. The number and percentage of all employees, and workers who are not employees but whose work and/or workplace is controlled by the organization, who are i. covered by occupational health and safety management system; ii. internally audited; or iii. certified by an external party</p> <p>b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded</p> <p>c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies and assumptions used</p>	<p>a. Maple Leaf Foods has implemented an OHS management system based on legal requirements.</p> <ul style="list-style-type: none"> <li>i. 100% of all Maple Leaf Foods employees and workers whose work and/or workplace is controlled by the organization (approximately 12,000 people) are covered by Maple Leaf Foods' OHS management system.</li> <li>ii. 100% of sites with employees and workers whose work and/or workplace is controlled by the organization (approximately 12,000 people) have undergone internal OHS performance audits conducted by the regional HSSE managers over the years.</li> <li>iii. In 2018, a third-party auditing firm conducted an external audit of the OHS management system at all plants. Maple Leaf Foods sites are not certified to an accredited safety standard.</li> </ul> <p>b. No workers have been excluded from this disclosure.</p> <p>c. Maple Leaf Foods maintains a complete database of all incidents investigated at Maple Leaf Foods sites since 2010. Any data relevant to those incidents is accessible in order to determine whether the OHS management system is effective. Maple Leaf Foods plants' internal and external OHS performance-based audit reports are filed at the plants and at the corporate level.</p>



**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-9	Work-related injuries	<p>a. For all employees:</p> <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury: 0</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities): 4</li> <li>iii. The number and rate of recordable work-related injuries: 69</li> <li>iv. The main types of work-related injury: lacerations</li> <li>v. The number of hours worked: 21,000,000 (approximate)</li> </ul> <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury: 0</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities): 0</li> <li>iii. The number and rate of recordable work-related injuries: 10</li> <li>iv. The main types of work-related injury: lacerations and fractures</li> <li>v. The number of hours worked: 686,823 (approximate)</li> </ul> <p>c. The work-related hazards that pose a risk of high-consequence injury, including:</p> <ul style="list-style-type: none"> <li>i. The 4 high-consequence hazards were determined as a result of an incident.</li> <li>ii. All 4 of these hazards have caused or contributed to high-consequence injuries during the reporting period.</li> <li>iii. Detailed investigations were conducted with corrective actions identified and completed to eliminate these hazards.</li> </ul>



**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-9	Work-related injuries	<p>d. Work-related hazards are eliminated or minimized by conducting a risk assessment and identification of corrective actions to address the hazards and eliminate or mitigate the risks using the hierarchy of controls.</p> <p>e. The rates have been calculated based on 200,000 hours worked.</p> <p>f. No workers have been excluded from this disclosure.</p> <p>g. There is a complete database of all incidents investigated at Maple Leaf Foods sites since 2010. Any data relevant to those incidents is accessible in order to determine whether the OHS management system is effective for data analysis, trending, and corrective action identification and completion. There is also a monthly OHS report (including high-consequence injuries) which is distributed across Maple Leaf Foods.</p>

**GRI Index** (continued)

**TOPIC-SPECIFIC STANDARD DISCLOSURES**

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 403-10	Work-related ill health	<ul style="list-style-type: none"> <li>a. For all employees:               <ul style="list-style-type: none"> <li>i. The number of fatalities as a result of work-related ill health: 0</li> <li>ii. The number of cases of recordable work-related ill health: 4</li> <li>iii. The main types of work-related ill health: strains</li> </ul> </li> <li>b. For all workers who are not employees but whose work and/or workplace is controlled by the organization:               <ul style="list-style-type: none"> <li>i. The number of fatalities as a result of work-related ill health: 0</li> <li>ii. The number of cases of recordable work-related ill health: 0</li> <li>iii. The main types of work-related ill health: not applicable</li> </ul> </li> <li>c. The work-related hazards that pose a risk of ill health:               <ul style="list-style-type: none"> <li>i. The 4 work-related hazards that posed a risk of strain injury were determined as a result of an incident.</li> <li>ii. All 4 of these hazards have caused or contributed to a case of ill health during the reporting period.</li> <li>iii. Detailed investigations were conducted with corrective actions identified and completed to eliminate these hazards.</li> </ul> </li> <li>d. No workers have been excluded from this disclosure.</li> <li>e. There is a complete database of all incidents investigated at Maple Leaf Foods sites since 2010. Any data relevant to those incidents is accessible in order to determine whether the OHS management system is effective for data analysis, trending, and corrective action identification and completion. There is also an HSSE event report that is distributed to communicate all recordable incidents for all employees and workers who are not employees but whose work and/or workplace is controlled by the organization.</li> </ul>

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: TRAINING AND EDUCATION		
GRI 404-1	Average hours of training per year per employee, by gender and by employee category	<p>Average hours of training for salaried male and female was 9.47 hours.</p> <p>Average hours of training per hourly employee in 2018 was approximately 8.74 hours.</p> <p>Average hours of training per hourly female employee was 4.5 hours; per male employee, 6.1 hours.</p> <p>Note: Gender data is not available for salaried employees.</p>
GRI 404-2	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	We offer hundreds of learning programs both in-class and online (leadership development and functional skills building). In addition, for those employees who were affected by any involuntary termination in 2018, 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.
GRI 404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	In 2018, 99% of salaried employees (both genders) received regular performance and career development reviews through our Annual Performance Assessment and Development (PAD) process, of whom 56% were male and 44% were female. Data for hourly employees is not available as hourly individuals are not included in our centralized performance process.



## GRI Index (continued)

## TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
GRI 405-1	Composition of governance bodies and breakdown of employees per employee category	<p>The Board of Directors is composed of 10 individuals, of whom 70% are male and 30% are female.</p> <p>The Senior Leadership Team (SLT) is 87% male and 13% female. 27% are between 30 and 50; 73% are over 50.</p> <p>The Senior Management Forum (SMF) is 82% male and 18% female. 49% are between 30 and 50; 51% are over 50.</p> <p>The Diversity &amp; Inclusion Council is 56% male and 44% female. 22% are between 30 and 50; 78% are over 50.</p> <p><b>Employee Group Breakdown:</b></p> <p>Hourly: 59% male and 41% female. 13% are under 30; 54% are between 30 and 50; 33% are over 50.</p> <p>Admin/Coordinator/Analyst: 39% male and 61% female. 22% are under 30; 50% are between 30 and 50; 28% are over 50.</p> <p>Supervisor/Sr. Specialist: 69% male and 31% female. 16% are under 30; 57% are between 30 and 50; 27% are over 50.</p> <p>Manager: 58% male and 42% female. 6% are under 30; 61% are between 30 and 50; 33% are over 50.</p> <p>Director: 69% male and 31% female. 1% are under 30; 61% are between 30 and 50; 38% are over 50.</p>

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 405-2	Ratio of basic salary and remuneration of women to men	<p>As of December 31, 2018, for regular salaried Maple Leaf Foods staff, the ratio of basic salary of women to men: Senior Leadership Team: 92.0%; Vice-President: 82.4%; Director: 95.5%; Manager: 94.5%; Professional – Sales: 98.2%; Professional – Non-Sales: 95.1%; Clerical: 101.8%.</p> <p>As at December 31, 2018, for salaried Maple Leaf Foods staff, the ratio of total remuneration of women to men: Senior Leadership Team: 94.4%; Vice-President: 82.8%; Director: 95.2%; Manager: 94.7%; Professional – Sales: 98.1%; Professional – Non-Sales: 93.9%; Clerical: 101.8%.</p> <p>* Data represents all Canadian and U.S. operating locations, excluding Field Roast.</p>

### 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 2018 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods is committed to ensuring that the Company and its employees demonstrate the highest standards of ethics and integrity in all business activities. Our business philosophy is based on the fundamental values of RESPECT and INTEGRITY in all of our business relationships and activities both within and outside the Company. Every employee has the RESPONSIBILITY to fulfill our commitments with the highest of ethical standards. These standards apply both to how Maple Leaf Foods conducts its internal affairs and to how each Maple Leaf Foods business conducts its dealings with customers, suppliers, competitors and the communities in which it operates. The actions of all our employees are framed by our Code of Business Conduct. Each year, every employee reaffirms their adherence to the policy. The Code of Business Conduct outlines conflicts of interest, handling of Company assets, guidelines around accepting gifts and entertainment, integrity of books and records and confidentiality and security of information. These guidelines are developed and reviewed by an Ethics Committee, which is chaired by the Chief Executive Officer. The Senior Vice-President, People, acts as Secretary of the Committee.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include monthly detailed reporting to the Senior Leadership Team; regular meetings with the Senior Management Forum (40+ members of the management team); reporting to the Safety and Sustainability Committee of the Board three times per year; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>
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**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: NON-DISCRIMINATION		
GRI 406-1	Total number of incidents of discrimination and corrective actions taken	Two alleged incidents of discrimination were reported through our Ethics Hotline. These incidents were investigated and resolved in 2018.
MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
GRI 407-1	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	No violations occurred at Maple Leaf Foods operations. In 2018, we commenced the development of a comprehensive sustainable sourcing policy/supplier code of conduct.
MATERIAL ASPECT: CHILD LABOUR		
GRI 408-1	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Our operations and key suppliers were located in Canada and the U.S. in 2018 and adhere to all Canadian and international child labour laws. In 2018, we commenced the development of a comprehensive sustainable sourcing policy/supplier code of conduct.
MATERIAL ASPECT: FORCED OR COMPULSORY LABOUR		
GRI 409-1	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Our operations and key suppliers were located in Canada in 2018 and adhere to all Canadian and international labour laws. In 2018, we commenced the development of a comprehensive sustainable sourcing policy/supplier code of conduct.

## GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: SECURITY PRACTICES		
GRI 410-1	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	All security is expected to follow Maple Leaf Foods' Code of Business Conduct.
MATERIAL ASPECT: RIGHTS OF INDIGENOUS PEOPLES		
GRI 411-1	Total number of incidents of violations involving rights of indigenous peoples and actions taken	There were no incidents of violation involving rights of indigenous peoples at Maple Leaf Foods operations.
MATERIAL ASPECT: HUMAN RIGHTS ASSESSMENT		
GRI 412-1	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	Maple Leaf Foods always considers local legislation and human rights when making decisions on its locations of operation.
GRI 412-2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	All new employees of Maple Leaf Foods in Ontario and Manitoba are required to complete the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> or <i>Accessibility for Manitobans Act (AMA)</i> training, respectively. All salaried employees review and sign our Code of Business Conduct on an annual basis.
GRI 412-3	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not applicable. All our labour contracts/agreements are in Canada and require adherence to all Canadian laws.

## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
SOCIAL: SOCIETY		
Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the society aspects we have responded to below, and covers our Materiality and Boundary identified in our 2018 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods is deeply committed to working with community partners to advance sustainable food security in ways that build skills and capacity. This involves moving beyond emergency outreach and charitable giving to being a leading advocate for change and 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 working with innovative partners to advance food security, and investing in financial and resource support and in gifts-in-kind.</p> <p><b>Maple Leaf Foods' Community Involvement Principles:</b></p> <ol style="list-style-type: none"> <li>1. We support food-based initiatives that promote dignity and build individual and community capacity to advance food security.</li> <li>2. We support partnerships that advance sustainable solutions to food insecurity.</li> <li>3. We support innovation, learning from what doesn't work as well as what does.</li> <li>4. We connect our people and their expertise with our partners through skill matching and volunteerism.</li> <li>5. We build partnerships with governments, academia, non-profit organizations and the private sector to advance change and progress.</li> <li>6. We seek to advance collective knowledge and impact and sharing the learnings with others.</li> </ol> <p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>• Make a meaningful social impact through advancing sustainable food security.</li> <li>• Deeply engage our people by providing volunteering and giving opportunities.</li> <li>• Establish community involvement as an integral part of our culture, identity and business.</li> </ul> <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; regular meetings with the Senior Management Forum (40+ members of the management team); reporting to the Safety and Sustainability Committee of the Board three times per year; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	

**GRI Index (continued)**

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: LOCAL COMMUNITIES		
GRI 413-1	Percentage of operations with implemented local community engagement, impact assessments and development programs	<p>We view community involvement as a cornerstone of our commitment to sustainability. Maple Leaf Foods has a centralized community involvement program that manages the execution of financial and product donations nationally.</p> <p>In December 2016, Maple Leaf Foods announced a long-term commitment to advance sustainable food security through the launch of the Maple Leaf Centre for Action on Food Security (<a href="https://feedopportunity.com">feedopportunity.com</a>). The Centre has three areas of focus: advocacy, innovation and learning. The Centre and Maple Leaf Foods will support and advocate for important policies that advance sustainable food security. The Centre is committed to working collaboratively across sectors to reduce food insecurity in Canada by 50% by 2030. The Innovation Fund will invest in innovative food security initiatives based on dignity, empowerment and skills building that can potentially be scaled to increase their impact. The Centre will share learnings from its work and support networks, collaboration and research in the food security sector that builds further understanding of the issues and approaches, and enables knowledge transfer.</p>
GRI 413-2	Operations with significant actual or potential negative impacts on local communities	In 2018, we received five noise complaints and one odour complaint from the local communities around our processing facilities. We have followed up and resolved all complaints. Furthermore, Maple Leaf Foods has developed a noise abatement plan and completed an odour project at the facilities where the complaint was received.
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOUR PRACTICES		
GRI 414-1	Percentage of new suppliers that were screened using labour practices criteria	We are in the process of developing a formal Sustainable Sourcing Policy and Supplier Code of Conduct.
GRI 414-2	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	We are in the process of developing a formal Sustainable Sourcing Policy and Supplier Code of Conduct.

**GRI Index** (continued)

**TOPIC-SPECIFIC STANDARD DISCLOSURES**

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
<b>MATERIAL ASPECT: PUBLIC POLICY</b>		
GRI 415-1	Total value of political contributions by country and recipient/beneficiary	Maple Leaf Foods made no political donations in 2018.

**MATERIAL ASPECT: ANIMAL WELFARE**

<b>Disclosure of Management Approach</b>	<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 2018 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods has strong values that deeply define our culture and have a very direct relationship to how we treat animals we raise or source. There are important environmental, nutritional and ethical implications of meat production that we must manage responsibly as part of our commitment to being a sustainable company. As the largest value-added meat protein company in Canada, we must be a leader in animal care. To achieve this, animal welfare must be an integral part of our culture and business. Maple Leaf is committed to enhancing our animal wellness practices in a manner that advances the Five Freedoms, the most widely accepted global standard for responsible animal care. We will support these through ongoing critical self- and third-party evaluation and continuous improvement in four critical areas: Culture, Accountability, Advancement and Communications. This is documented in our Commitment to Animal Care.</p> <p>Maple Leaf Foods is a vertically integrated company that owns hog production, hatching egg production, hatcheries and pork and poultry processing plants. We have strong relationships with farmers and other service providers, and we will seek to advance continuous improvements across our supply chain. Our responsibility for animal care goes well beyond our own operations; we must also advocate and share knowledge that elevates practices and regulations across the industry. We will actively engage with consumers, customers, animal care interest groups and other stakeholders, so that change can be based on sound science, what is best for the animal, and what society expects of us.</p> <p>The scope of our Commitment to Animal Care covers all Canadian provinces where we currently operate and it covers the species of animals over which we have direct care (pigs, turkeys and chickens). For species of animals that we do not directly control and whose meat/protein we use in our products (broiler chickens, beef cattle, dairy cattle, veal, and laying hens), we influence animal welfare best practices through our 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>
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## GRI Index (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
<b>Disclosure of Management Approach</b>	<p>We require all Maple Leaf Foods 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; regular meetings with the Senior Management Forum (40+ members of the management team); reporting to the Safety and Sustainability Committee of the Board three times per year; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>	
<b>FP9</b>	Percentage and total of animals raised and/or processed, by species and breed type	In 2018, we operated approximately 300 pig barns that supply approximately 40% of our raw material requirements. We source 100% of our chicken and turkey supply from independent Canadian growers; and Maple Leaf Foods operates three hatcheries that supply our contracted chicken growers.
<b>FP10</b>	Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	See <a href="#">Commitment to Animal Care</a> .
<b>FP11</b>	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	<p>Pork: 100% of our market hogs are raised in open housing. In 2018, approximately 67% of sows under our direct control had transitioned to advanced open sow housing.</p> <p>Chicken: 100% of our chickens are in open (free-run) housing.</p>
<b>FP12</b>	Policies and practices on antibiotic, anti-inflammatory, hormone and/or growth promotion treatments, by species and breed type	Maple Leaf Foods is committed to minimizing or eliminating the use of antibiotics wherever possible, while maintaining high standards of animal care. Should any animal, herd or flock that is in our Raised Without Antibiotics (RWA) program become sick, all treatment options are considered in consultation with a veterinarian, including administering an antibiotic. If an antibiotic is administered, the treated animal, herd or flock is removed from the program. We are actively implementing operating protocols that reduce higher mortality rates in animals raised without antibiotics, which is one of our animal care priorities. See <a href="#">Commitment to Animal Care</a> .



## GRI Index (continued)

### TOPIC-SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
FP13	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling and slaughter practices for live terrestrial and aquatic animals	In 2018, Maple Leaf Foods had 10 corrective action requests (CARs) related to transportation, handling and slaughter practices for live terrestrial animals (poultry). All CARs were addressed. Once a warning is issued, the facility conducts a deep root cause investigation to determine appropriate corrective and preventative actions. The Corrective Action Plan (CAP) is submitted to CFIA for approval, and all actions taken will be reviewed to close the CAR. All warnings issued in 2018 were resolved and closed.

### SOCIAL: PRODUCT RESPONSIBILITY

Disclosure of Management Approach	<p>The following disclosure of management approach applies to all the product responsibility aspects we have responded to below, and covers our Materiality and Boundary identified in our 2018 Sustainability Report, unless otherwise specified.</p> <p>Maple Leaf Foods strives to contribute to the creation of a sustainable protein industry, and ensure everyone has access to safe, healthy and nutritious food. 100% of Maple Leaf Foods' fresh and prepared meats operations follow rigorous food safety protocols throughout the product life cycle including ingredient and raw material sourcing, processing, packing and transportation. Our food safety protocols are governed by our Safety Promise, the Company's food safety commitment signed by the President and CEO. We also have strict food safety protocols that govern our purchasing and sourcing relationships. We have identified food safety and consumer health as key risks related to the business of Maple Leaf Foods (see <a href="#">2018 Annual Report, page 17</a>).</p> <p>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 seek better ways to make food safe; we commit to openly sharing our knowledge with government, industry and consumers so we can learn from them and they can learn from us; we commit to transparency and candour in pursuit of better performance and public confidence; and we commit to behaving in the most responsible and transparent way possible, placing the safety of our people and our consumers first if there is ever a breach.</p> <p>As part of our management approach, we report and communicate our sustainability initiatives and performance on a regular basis. Highlights of our internal and external communication include monthly detailed reporting to the Senior Leadership Team; regular meetings with the Senior Management Forum (40+ members of the management team); reporting to the Safety and Sustainability Committee of the Board three times per year; quarterly progress reports to our people; website updates; and our annual sustainability report.</p>
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**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY		
GRI 416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	<p>100% of Maple Leaf Foods' products across fresh and prepared meats follow rigorous food safety protocols throughout their product life cycle including ingredient and raw material sourcing, processing, packing and transportation.</p> <p>Our food safety protocols are governed by Maple Leaf Foods' Safety Promise, the Company's food safety commitment signed by the President and CEO. We also have strict food safety protocols that govern our purchasing and sourcing relationships. For detailed information, see our <a href="#">Better Food</a> section. Maple Leaf Foods follows the British Retail Consortium (BRC) Global Standard for Food Safety in 100% of its manufacturing facilities, which is internationally recognized by the Global Food Safety Initiative (GFSI).</p>
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	100% of Maple Leaf Foods' production is produced in facilities that are audited against the BRC Global Standard for Food Safety, which is internationally recognized by the GFSI.
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans-fats, sodium and added sugars	Not fully reported at this time. In 2018, we reformulated our products under our Maple Leaf brand to include only premium meat and real, simple or natural ingredients. In addition to removing artificial preservatives, flavours, colours and sweeteners from our products, we use only pronounceable ingredients that consumers trust and can find in their pantry.
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fibre, vitamins, minerals, phytochemicals or functional food additives	Not reported at this time.

**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>Maple Leaf Foods reports on all product recalls, de-listings and other incidents that regulatory food safety and health agencies report to consumers. These agencies include the Canadian Food Inspection Agency, the United States Department of Agriculture (Food Safety and Inspection Service) and international food safety and health agencies of the countries where we sell products.</p> <p>In 2018, Maple Leaf Foods had forty-six (46) warnings, two (2) food safety-related product recalls and one (1) quality-related product withdrawal. Of the 46 warnings issued by CFIA to MLF facilities, the top three reasons were Sanitation (10), Poultry Slaughter Operations (8) and Building Fabric (6). Once a warning is issued, the facility conducts a deep root cause investigation to determine appropriate corrective and preventative actions. The Corrective Action Plan (CAP) is submitted to CFIA for approval, and all actions taken will be reviewed to close the CAR. All warnings issued in 2018 were resolved and closed.</p> <p>In 2018, Maple Leaf Foods voluntarily initiated two food safety recalls after a consumer reported an allergic reaction to milk after consuming a Schneiders wiener product (milk not declared on package). There was never a confirmation of cause for the consumer's reaction; however, during the internally driven Maple Leaf Foods investigation, the root cause was determined to be cross-contamination in the facility of trace amounts of milk powder. Additional trace amounts were found in wieners produced on another production date, which triggered the second recall. The recall was handled swiftly and no monetary penalties were issued.</p> <p>The quality withdrawal was related to low-vacuum canned meat resulting in some distorted can lids.</p>

**GRI Index** (continued)

**TOPIC-SPECIFIC STANDARD DISCLOSURES**

SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
<b>MATERIAL ASPECT: MARKETING AND LABELING</b>		
<b>GRI 417-1</b>	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant products and service categories subject to such information requirements	<p>Maple Leaf Foods has robust standard operating procedures and policies that govern 100% of our sourcing contracts with suppliers and co-manufacturers. These policies are agreed to annually by Maple Leaf Foods and its suppliers.</p> <p>We provide detailed nutrition labels on 100% of our fresh and prepared retail and foodservice products. All labels are reviewed and approved by the Canadian Food Inspection Agency. Where relevant, the Company provides additional labeling claims on certain branded products that explain other product benefits or properties including gluten-free, low sodium, no added preservatives, source of protein and others.</p> <p>We provide proper handling and food safety instructions for 100% of our fresh and prepared meats products through online, packaging, in-store and/or customer communications.</p> <p>Maple Leaf Foods provides an appropriate recycling label on all packaging that is accepted in provincial recycling collection programs across Canada.</p>
<b>GRI 417-2</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	In 2018, we had zero (0) recalls related to product and service information and labeling.
<b>GRI 417-3</b>	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



**GRI Index** (continued)

TOPIC-SPECIFIC STANDARD DISCLOSURES		
SPECIFIC STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
MATERIAL ASPECT: CUSTOMER PRIVACY		
GRI 418-1	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None
MATERIAL ASPECT: SOCIO-ECONOMIC COMPLIANCE		
GRI 419-1	Non-compliance with laws and regulations in the social and economic area	Maple Leaf Foods did not receive a monetary fine in 2018 related to sanctions for non-compliance with laws and regulations.



## 2018 SUSTAINABILITY REPORT

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

**To learn more about sustainability at Maple Leaf Foods, visit:**  
[mapleleaffoods.com](http://mapleleaffoods.com)

**Contact us:**  
[sustainability@mapleleaf.com](mailto:sustainability@mapleleaf.com)

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