







Better Food Goals and Performance

2019 Priorities	Status	Our Performance	2020 Priorities
Continue to expand our leadership in Raised Without Antibiotics (RWA) pork in North America and in RWA poultry in Canada.		In 2019, we expanded our RWA program to our Prime® brand in Western Canada. We also launched our Prime® Organic brand.	<ul style="list-style-type: none"> • Continue to expand our leadership in Raised Without Antibiotics (RWA) pork in North America and in RWA poultry in Canada • Continue to execute the commitments of our Food Manifesto for our Maple Leaf® brand and be leaders of the real food movement • Accelerate research and development efforts against a pipeline of innovation that advances our commitment to better food
Continue to execute the commitments of our Food Manifesto for our Maple Leaf® brand and be leaders of the real food movement.		Now fully relaunched, we remain committed to executing our Food Manifesto. In 2019, we piloted the Maple Leaf® 50/50 beef and plant-based burger, made with 50% less meat and natural, plant-based ingredients. It is gluten free and made of recyclable packaging components.	



 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet

Food Safety Goals and Performance

2019 Priorities	Status	Our Performance	2020 Priorities
All of our raw material, ingredient and packaging suppliers will be food safety certified to a Global Food Safety Initiative (GFSI) benchmarked standard.		Animal Protein: 100% of our co-manufacturers and 99% of our raw meat suppliers are certified to GFSI-benchmark standards. 90% of our non-meat, food contact packaging and non-food contact suppliers are certified to GFSI-benchmark standards. Plant Protein: 90% of our suppliers and 52% of our food contact packaging and non-food contact suppliers are certified to GFSI-benchmark standards.	<ul style="list-style-type: none"> Continue to work to ensure our raw material, ingredient and packaging suppliers achieve food safety certification to a Global Food Safety Initiative (GFSI) benchmarked standard Continue rolling out our Hazard Analysis and Critical Control Point (HACCP) training program to all plants in 2020 Continue to enhance our Laboratory Information Management System (LIMS) Deliver our food safety and quality performance metrics of our FSIR and QIR Continue to deliver our poultry pathogen strategy performance targets and invest in expanded collaboration with government and industry Launch our Allergen Control Program in 2020 Deliver our sanitation performance metrics Continue reduction of foreign materials in 2020
Enhance our Hazard Analysis and Critical Control Point (HACCP) plans and expand training and certification.		Began rolling out world-class HACCP training program to all plants and are aligned with the new <i>Safe Food for Canadians Act</i> and <i>Food Safety Modernization Act</i> requirements.	
Implement Laboratory Information Management System (LIMS) at remaining processing facilities and laboratories, including hatcheries, by the end of 2019.		Successfully completed deployment to all our prepared meats, primary processing facilities, hatcheries and alternative protein sites. Moving forward the focus will be working on enhancing and streamlining the LIMS processes.	
Deliver our food safety and quality performance metrics.		Exceeded our Food Safety Incident Rate (FSIR) target by 53% and Quality Incident Rate (QIR) target by 15%. In 2019, we had zero product recalls and two voluntary quality-related product withdrawals, a result of products that did not meet Maple Leaf quality standards.	

 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet







Food Safety Goals and Performance (cont.)

2019 Priorities	Status	Our Performance	2020 Priorities
Deliver our poultry pathogen strategy performance targets and invest in expanded collaboration with government and industry.		Poultry Pathogen Project continues to track well. Data from the Public Health Agency of Canada continues to show our <i>Salmonella</i> results are well below industry levels.	
Revamp our Allergen Control Program.		Allergen Control Program revamped in 2019.	
Deliver our Foreign Material Improvement Commitment.		We had a 23% reduction in Foreign Material complaints versus our target of 25%.	

 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet

Better Care






Goals and Performance

2019 Priorities	Status	Our Performance	2020 Priorities
Continue to transition all Maple Leaf Foods sows to advanced open housing by the end of 2021.		Converted 50,000 sows to our Advanced Open Sow Housing system (77%) by the end of 2019.	<ul style="list-style-type: none"> • Continue transitioning sow barns to Advanced Open Sow Housing • Implement selected enrichments in 100% of our sow barns • Finish deploying enrichment toys to our nursery and growing pig barns • Continue to evaluate broiler barn enrichments • Roll out SafeFlight digital transportation monitoring to our Ontario poultry operations • Provide introductory animal care training to all new hires working with animals • Evaluate large scale implementation of alternatives to castration • Implement animal care certification of employees in our animal operations • Develop new video training modules for our poultry processing operations
Continue to pilot initiatives to promote play and reduce boredom in sow barns.		Completed testing of non-destructible toy options, including hanging burlap, brushes and chain disk toys, and purchased toys for installation across all our sow barns.	
Start and complete installation and implementation of enrichment and toys in all nursery and growing pig barns in 2019.		Provided enrichment toys for nursery and growing pigs in 90% of our operations.	
Continue to pilot enrichment in broiler chicken barns and engage independent producers on enrichment pilots.		Completed testing of perching, pecking and hiding/resting objects on independent broiler producer farms.	
Roll out our digital transportation monitoring system by the end of 2019.		Deployed and implemented the SafeFlight driver application and central monitoring in our Alberta poultry operations.	
Deliver our Animal Care introductory video training module by the end of 2019.		All employees who handle live animals have completed the Animal Care training module.	

 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet

Better Care




Goals and Performance (cont.)

2019 Priorities	Status	Our Performance	2020 Priorities
Continue to research other methods of pain mitigation/elimination for piglet castration/orchiectomy.		Evaluated an additional analgesic for piglet pain control and continued to explore alternatives for pain control in piglets.	
Continue to convert all Maple Leaf Foods' pig trailers to hydraulic-lift deck trailers by the end of 2019.		100% of our pig trailers have been converted to hydraulic-lift decks.	
Continue to construct Controlled Atmosphere Stunning in one plant with the goal to complete it by the end of 2019.		Our Edmonton poultry plant is fully transitioned to Controlled Atmosphere Stunning.	
Develop an animal care certification program to be launched by the end of 2019.		Developed a certification framework for all of our animal operations.	
Continue to design pork-processing training modules with the goal to complete them by the end of 2019.		Designed pork-processing training modules and expect implementation in 2020.	

 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet



Better Communities

Goals and Performance

2019 Priorities	Status	Our Performance	2020 Priorities
Invest 1% of pre-tax profits to advance food security.		In 2019, Maple Leaf Foods contributed more than \$2.3M to initiatives working to advance food security.	<ul style="list-style-type: none"> • Conduct high-impact external campaign that engages consumers and policy makers to drive change to advance food security • Lead and support food insecurity research • Broaden collaboration and impact through scale programs and partnerships • Contribute more than \$1.5M in healthy food products in 2020
Contribute more than \$1.5M in healthy food products.		In 2019, more than \$1.6M 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.		<p>In addition to a variety of internal campaigns, Maple Leaf ran a social media campaign to raise awareness of food insecurity across Canada during the federal election. The #unCanadian Campaign included the creation of three new video vignettes, a web landing page and direct outreach to 800 election candidates. Over the three-week campaign window there were:</p> <ul style="list-style-type: none"> • 11.5M impressions • Over 65K responses to our poll questions • Videos received over 1.4M views with over 500K through-plays 	




 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet

Better Communities Goals and Performance (cont.)

2019 Priorities	Status	Our Performance	2020 Priorities
Develop and launch a comprehensive community involvement program, with the long-term goal of achieving 100% volunteerism.		While the launch of a comprehensive community involvement program was delayed, Maple Leaf Foods people across the country shared their time and talent with a variety of Centre partners and other food security related initiatives.	
Broaden collaboration and impact through scale programs and partnerships.		The Centre and Maple Leaf Foods have continued to build partnerships and coalitions across the food security sector. In 2019, we made investments in three new projects – two of which are national in scope and one across the territories and Inuit North.	






 Achieved
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Occupational Health and Safety Goals and Performance

2019 Priorities	Status	Our Performance	2020 Priorities
Achieve TRIR of 0.65 or below.		Our full-year 2019 TRIR was 0.60. Our benchmarking indicates that this represents best-in-class performance across Manufacturing in North America compared to the Bureau of Labor Statistics.	<ul style="list-style-type: none"> • Total Recordable Incident Rate of 0.60 or less • Days Away, Restricted or Transferred Rate of 0.25 or less • 100% completion rate on plant safety and health accident reduction plans
Achieve Days Away, Restricted or Transferred (DART) Rate of 0.30 or below.		Our full-year 2019 DART was 0.21. Our benchmarking indicates that this represents best-in-class performance across Food Manufacturing in North America compared to the Bureau of Labor Statistics.	
Achieve 100% completion of annual safety and health accident reduction plans (SHARP) by all sites.		We achieved 96.73% completion of annual safety and health accident reduction plans (SHARP) by all sites.	

 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet





Our People Goals and Performance

2019 Priorities	Status	Our Performance	2020 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.		Women represented 38% of managers and above, up from 36% when we set our goal in 2017.	<ul style="list-style-type: none"> • 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 • Promote volunteerism across MLF • Execute our Mental Health initiative • Build talent pipeline to support the execution of strategic initiatives • Continue investing in Leadership Development • Update our Maple Leaf Foods Leadership Values in 2020
Update our overall Maple Leaf Foods People Strategy.		Continuously addressing the needs of our people (actions based on engagement survey results). Significant improvements in leadership development (e.g., in the areas of D&I and mental health).	
Conduct a salaried engagement survey.		Survey conducted in October 2019 with a response rate of 86%.	
Develop a mental health strategy focused on creating a psychologically healthy workplace for all.		Initiative developed and signed off. Multi-year rollout initiated with increased paramedical benefit for salaried employees and mandatory mental health training for people leaders.	
Continue to develop and implement learning and development solutions (classroom and online) that are accessible to all salaried employees.		Continued to offer programs with the Ivey Academy and other vendors (in-class). The online learning portal “Percipio” reached over 1,000 users in 2019.	

 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet

Better Planet





Goals and Performance

2019 Priorities	Status	Our Performance	2020 Priorities
Continue to execute environmental sustainability action plans to drive progress toward our 50% reduction by 2025 (20% by 2020) goals.		<p>In 2019, we reduced the intensity of our environmental footprint by: 1.7% for electricity; 3.0% for water; and 0.9% for natural gas. While an annual reduction is good, overall it is not enough to keep us on track to achieve our 2025 goals.</p> <p>We recognize that much more work needs to be done; therefore, we commenced re-auditing our facilities to update their environmental sustainability action plans and working with local partners on conservation programs. We also started development of comprehensive greenhouse gas (GHG) emissions reduction plans that will identify transformative opportunities for us to meet our 50% x 2025 goals and our new science-based targets.</p>	<ul style="list-style-type: none"> Continue to execute environmental sustainability action plans to drive progress toward our 50% reduction by 2025 (20% by 2020) goals Finalize and start implementation of our comprehensive Scope 1, 2 & 3 GHG reduction plans in 2020 in order to execute against our science-based targets and maintain carbon neutrality for Maple Leaf Foods Begin the process of renovating our current supplier code and broader sourcing strategy to align with the updates we identified Achieve intermodal transport use so that it accounts for 85% of our cross-country resupply in 2020
Execute re-auditing of key facilities to identify new, more aggressive reduction and efficiency opportunities in 2019.		We re-audited five key facilities in 2019 and will be incorporating findings into our environmental sustainability action plans in 2020.	<ul style="list-style-type: none"> Finalize and implement our sustainable packaging strategy in 2020
Integrate food loss/waste assessments as part of our 2019 facility re-audit program.		We integrated food loss/waste assessments into our facility re-audit program. In 2019, we completed an additional four food loss/waste assessments.	<ul style="list-style-type: none"> Finalize our food waste reduction plans in 2020
Finalize our carbon management strategy in 2019.		We finalized our carbon management strategy in 2019. We successfully set science-based targets and became the first major food company in the world to be carbon neutral.	<ul style="list-style-type: none"> Conduct third-party solid waste audits at newly acquired facilities in 2020 Pursue landfill diversion certification at one facility in 2020

 Achieved
  Partially Achieved
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  Behind Target
  Did Not Meet

Better Planet

Goals and Performance (cont.)

2019 Priorities	Status	Our Performance	2020 Priorities
Finalize and implement our Commitment to Sustainable Sourcing and Supplier Code of Conduct in 2019.		In 2019, we reviewed our supplier code and sourcing strategy, which looks to partner with leading companies supporting our environmental, labour and health & safety policies.	
Maintain our use of intermodal transport so that it accounts for 85% of our cross-country resupply loads in 2019.		Our use of intermodal transport accounted for 83% of our cross-country resupplies load. This is largely due to the increased customer fill rate challenges that forced us to use expedite transport during the CN Rail strike.	
Complete LED lighting retrofit program at remaining facilities in 2019.		We executed Phase 2 of our LED lighting retrofits at 11 additional facilities.	
Finalize our sustainable packaging strategy in 2019.		We made good progress on our sustainable packaging strategy, however it still requires finalization and approvals in 2020.	

 Achieved
  Partially Achieved
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