








Better Food Goals and Performance

2020 Priorities	Status	Our Performance	2021 Priorities
NUTRITION			
Continue to expand our leadership in Raised Without Antibiotics (RWA) pork in North America and in RWA poultry in Canada.		In 2020, we achieved double digit growth in our RWA Prepared Meats business in North America and our RWA Fresh Poultry business in Canada. We elevated consumer communication and education on the benefits of RWA meat protein products.	<ul style="list-style-type: none"> • Continue to support our Prime[®] RWA lineup and RWA education • Continue product innovation for our Greenfield Natural Meat Co.[™] portfolio • Continue to execute the commitments of our Food Manifesto for our Maple Leaf[®] brand and be leaders of the real food movement • Continue to accelerate research and development efforts against a pipeline of innovation that advances our commitment to better food • Execute significant product renovation to our Greenleaf Foods' brands by delivering great tasting, 100% vegan and non-GMO certified product line
Continue to execute the commitments of our Food Manifesto for our Maple Leaf [®] brand and be leaders of the real food movement.		In 2020, we continued our Food Manifesto commitment and demonstrated our leadership of the real food movement by launching filler-free Maple Leaf Natural Top Dogs [™] , coupled with consumer communication that continues to reinforce our brand and food values.	
Accelerate research and development efforts against a pipeline of innovation that advances our commitment to better food.		In 2020, we launched brand innovation with the introduction of our Maple Leaf Natural Meal Ingredients product lineup that comes in a fully recyclable cardboard tray.	
Reposition Greenleaf Foods' brands.		In 2020, we repositioned Lightlife [™] to represent clean, nourishing health and Field Roast [™] to represent bold, flavour-forward products.	

 Achieved
  Partially Achieved
  On Track
  Behind Target
  Did Not Meet

Better Food Goals and Performance (cont.)

2020 Priorities	Status	Our Performance	2021 Priorities
FOOD SAFETY			
Continue to work to ensure our raw material, ingredient and packaging suppliers achieve food safety certification to a Global Food Safety Initiative (GFSI) standard.		<p>Meat Protein: 100% of all co-manufacturers; 99% of raw meat suppliers; 90% of non-meat, food contact packaging and non-food contact suppliers.</p> <p>Plant Protein: 96% of non-meat ingredient suppliers; 63% of food contact packaging suppliers; 33% of non-food contact suppliers.</p> <p>In 2021, we will continue working with our plant protein suppliers and all new acquisitions to support the certification of their facilities to a GFSI standard.</p>	<ul style="list-style-type: none"> Continue to work to ensure our raw material, ingredient and packaging suppliers achieve food safety certification to a GFSI standard Expand HACCP coaching/training team members and execute four waves of training Expand LIMS functionality with additional modules, instrument interfaces and integration with other key business (SAP) applications 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
Continue rolling out our Hazard Analysis and Critical Control Point (HACCP) training program to all plants in 2020.		We continued rolling out our world-class HACCP training program to all plants, aligned with the new <i>Safe Food for Canadians Act</i> and <i>Food Safety Modernization Act</i> requirements. We strengthened our coaching/training team and delivered training in three waves.	<ul style="list-style-type: none"> Deliver our sanitation performance metrics in 2021 Continue reduction of foreign materials in 2021
Continue to enhance our Laboratory Information Management System (LIMS).		We completed our multi-year LIMS implementation project. LIMS is now used across 27 sites, with over 300 users in Canada and the U.S. spanning our Prepared Meats, Further Processing, Alternative Protein and Hatchery businesses.	

 Achieved
  Partially Achieved
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  Behind Target
  Did Not Meet







Better Food Goals and Performance (cont.)

2020 Priorities	Status	Our Performance	2021 Priorities
Deliver our food safety and quality performance metrics of our Food Safety Incident Rate (FSIR) and Quality Incident Rate (QIR).		We met and exceeded our FSIR target by 41% and QIR target by 63%.	
Continue to deliver our poultry pathogen strategy performance targets and invest in expanded collaboration with government and industry.		We continue to deliver and learn from the results of our poultry pathogen strategy performance and we successfully expanded collaboration with government and industry.	
Launch our Allergen Control Program in 2020.		We successfully launched our Allergen Control Program. The revamped program is preventative-focused and includes risk-based assessments of the allergens in our manufacturing facilities. All facilities are challenged to look at the allergens and evaluate if all potential risks have been acknowledged and addressed.	
Deliver our sanitation performance metrics.		Our plant network met and exceeded its Sanitation Incident Reporting (SIR) target by 19%.	
Continue reduction of foreign materials in 2020.		Our foreign material complaints reduced by 25% in 2020. This drop is even more dramatic at 41% since 2018.	

 Achieved
  Partially Achieved
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  Did Not Meet

Better Care




Goals and Performance

2020 Priorities	Status	Our Performance	2021 Priorities
Continue transitioning sow barns to Advanced Open Sow Housing.		Converted 61,900 sow spaces (87%) to our Advanced Open Sow Housing system by the end of 2020.	<ul style="list-style-type: none"> • Finish transitioning Maple Leaf Foods' sow barns to Advanced Open Sow Housing • Install environmental enrichments in the remainder of our sow barns as they are transitioned to Advanced Open Sow Housing • Provide environmental enrichments in pig farms supplying our RWA pork program • Implement environmental enrichments in broiler farms supplying our Ontario RWA program • Finish rolling out SafeFlight digital transportation monitoring in our Ontario poultry trailer fleet and continue to train drivers • Continue the phased elimination of piglet castration in our Maple Leaf pig barns • Continue to evaluate opportunities for Remote Video Auditing during chicken catching, as permitted by COVID-19 restrictions • Continue our transition to controlled atmosphere stunning for all our broiler chickens at our London, Ontario, plant when constructed
Implement selected enrichments in 100% of our sow barns.		Implemented environmental enrichments in 100% of our Advanced Open Sow Housing barns as of the end of 2020. *Remaining five traditional sow barns will receive environmental enrichments when converted to Advanced Open Sow Housing in 2021.	
Finish deploying enrichment toys to our nursery and growing pig barns.		Implemented environmental enrichments in 100% of our nursery and growing pig barns as of March 2020.	
Continue to evaluate broiler barn enrichments.		Completed our evaluation of broiler environmental enrichments working with independent broiler farmers and supported by academic experts.	
Roll out SafeFlight digital transportation monitoring to our Ontario poultry operations.		Deployed and implemented SafeFlight driver application and central monitoring in 78% of our Ontario trailers.	
Provide introductory animal care training to all new hires working with animals.		Our introductory video training module is part of orientation training for new hires working with animals.	

 Achieved
  Partially Achieved
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  Did Not Meet








Better Care

Goals and Performance (cont.)

2020 Priorities	Status	Our Performance	2021 Priorities
Evaluate large-scale implementation of alternatives to castration.		In 2020 we began a trial to evaluate a phased multi-year process of eliminating surgical castration in all pigs we manage.	<ul style="list-style-type: none"> • Complete a pilot rollout of our animal care certification program for employees • Continue development of our custom poultry welfare video training modules for our poultry plants
Implement animal care certification of employees in our animal operations.		The implementation of animal care certification of employees was delayed due to COVID-19.	
Develop new video training modules for our poultry processing operations.		Started developing new video training modules for our poultry processing operations.	





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Better Communities Goals and Performance

2020 Priorities	Status	Our Performance	2021 Priorities
Conduct high-impact external campaign that engages consumers and policy makers to drive change and advance food security.		We rolled out the #ApartTogether campaign in spring 2020, generating almost \$600K in donations and reaching more than two million people with social content.	<ul style="list-style-type: none">• Raise awareness and engagement to influence change• Advocate for enhanced food insecurity measurement and target setting• Multiply our impact through convening and collaboration• Invest in scalable projects to increase reach and impact• Advocate for a universal national school food program• Contribute more than \$1.5M in healthy food products in 2021
Lead and support food insecurity research.		The planned research initiative had to be postponed due to the COVID-19 pandemic.	
Broaden collaboration and impact through scale programs and partnerships.		We made investments in three new initiatives with scale potential.	
Contribute more than \$1.5M in healthy food products in 2020.		We donated more than \$2.5M of healthy food.	
OCCUPATIONAL HEALTH AND SAFETY			
Total Recordable Incident Rate (TRIR) of 0.60 or less.		Our 2020 TRIR was 0.48. 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">• TRIR of 0.55 or less• DART Rate of 0.20 or less• 100% completion rate on plant SHARP
Days Away, Restricted or Transferred (DART) Rate of 0.25 or less.		Our 2020 DART was 0.24. Our benchmarking indicates that this represents best-in-class performance across Food Manufacturing in North America compared to the Bureau of Labor Statistics.	
100% completion rate on plant safety and health accident reduction plans (SHARP).		Our full-year 2020 SHARP completion rate was 100%.	

Better Communities

Goals and Performance (cont.)

2020 Priorities	Status	Our Performance	2021 Priorities
OUR PEOPLE			
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.		We announced our Diversity and Inclusion Blueprint, outlining our comprehensive approach to how we will address systemic and cultural barriers and provide an environment with equal opportunity to thrive. In 2020, women represented 38% of managers and above.	<ul style="list-style-type: none"> • Develop a comprehensive People Strategy • Promote volunteerism across MLF • Execute on our Diversity and Inclusion Blueprint and continue to advance efforts related specifically to our goal to achieve gender parity in management roles by the end of 2022, while broadening our efforts to create a sense of belonging for all • Continued execution of the mental health initiative • Build talent pipeline to support the execution of strategic initiatives and continue investing in leadership development • Continue rollout of Maple Leaf Foods' Leadership Values
Promote volunteerism across MLF.		Due to COVID-19 related challenges, promoting volunteerism was postponed in 2020.	
Execute our mental health initiative.		We achieved a 13-point increase on the 2020 People Survey question pertaining to mental well-being support: 65% in 2019 (baseline), increased to 78% in 2020. We expanded our portfolio of mental health supports to include live and self-paced virtual therapy. As well, 88% of all people leaders completed mental health training. We organized multiple events for our people to create safe space for open dialogue and to offer support during the COVID-19 pandemic.	
Build talent pipeline to support the execution of strategic initiatives and continue investing in leadership development.		We continued investment in targeted development, mentorship and executive coaching.	

 Achieved
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  Did Not Meet

Better Communities






Goals and Performance (cont.)

2020 Priorities	Status	Our Performance	2021 Priorities
Update our Maple Leaf Foods Leadership Values in 2020.		We launched a refresh of our Maple Leaf Foods Leadership Values. We also established a Leadership Values Academy to support employees' understanding and participation in our Leadership Values, with over 90% of salaried employees trained in 2020.	

 Achieved
  Partially Achieved
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  Behind Target
  Did Not Meet



Better Planet

Goals and Performance

2020 Priorities	Status	Our Performance	2021 Priorities
Continue to execute environmental sustainability action plans to drive progress toward our 50% reduction by 2025 (20% by 2020) goals.		While we have reduced the intensity of our environmental footprint by: 25.9% for electricity; 19.5% for natural gas; 21.6% for water (2014 baseline); and 12.1% for solid waste (2015 baseline) and have reached our 20% reduction by 2020 goals for most of our footprint measures, we have now fallen behind on our 2025 targets.	<ul style="list-style-type: none"> • Renew our environmental sustainability action plans and develop reduction roadmaps to drive better progress toward our 50% reduction by 2025 goals • Finalize and start implementation of our comprehensive Scope 1, 2 and 3 GHG reduction plans in 2021 in order to execute against our science-based targets and maintain carbon neutrality • Begin rollout of our new Supplier Code and sourcing strategy in 2021 • Begin to execute on our sustainable packaging strategy • Finalize our food loss and waste (FLW) reduction plans and conduct additional FLW assessments in 2021 • Conduct third-party solid waste audits at our U.S. facilities in 2021 • Develop and integrate employee training on environmental sustainability into our operations learning program
Finalize and start implementation of our comprehensive Scope 1, 2 and 3 GHG reduction plans in 2020 in order to execute against our science-based targets and maintain carbon neutrality for Maple Leaf Foods.		For a portion of 2020 we had to pause the development of our reduction plans due to COVID-19. We plan to finalize our GHG reduction plans and commence implementation in 2021. In 2020, we maintained our status as a carbon neutral company.	
Begin the process of renovating our current Supplier Code and broader sourcing strategy to align with the updates we identified.		We updated our Supplier Code and sourcing strategy and will finalize and begin rolling it out in 2021.	
Achieve intermodal transport use so that it accounts for 85% of our cross-country resupply in 2020.		Intermodal transport accounted for 88% of our cross-country resupplies load.	
Finalize and implement our sustainable packaging strategy in 2020.		We successfully finalized and began implementing our sustainable packaging strategy. We became founding members of Canada Plastics Pact (CPP).	

 Achieved
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Better Planet Goals and Performance (cont.)

2020 Priorities	Status	Our Performance	2021 Priorities
Finalize our FLW reduction plans in 2020.		<p>We completed our FLW baseline and have achieved a 30.9% reduction in our FLW intensity since 2016.</p> <p>For a portion of 2020 we had to pause the development of our reduction plan due to COVID-19. We will finalize our FLW reduction plans in early 2021.</p>	
Conduct third-party solid waste audits at newly acquired facilities in 2020.		We completed solid waste audits at recently acquired facilities in Canada but due to COVID-19 restrictions were unable to conduct the audits at our U.S. facilities.	
Pursue landfill diversion certification at one facility in 2020.		We successfully achieved 98% landfill diversion certification at our New Hamburg Hatchery in Ontario.	

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