

Appendix A

TABLE A-1: ENVIRONMENTAL PERFORMANCE¹

CATEGORY	INDICATOR	UNIT	2015 ²	2016 ³	2017	GRI STANDARD
ENERGY	Natural Gas	GJ	208,978	204,489	199,918	302-1
	Other Fuels (Diesel, Kerosene, Liquified Petroleum Gas)	GJ	1,755	1,778	2,454	302-1
	Electricity	GJ	384,628	356,985	320,551	302-1
	Heating	GJ	27,035	26,384	26,679	302-1
	Cooling	GJ	7,285	4,241	1,773	302-1
	Total Office Energy Consumption	GJ	629,681	593,878	551,376	302-1
	Renewable Energy Procured	GJ	3,306	170	7,200	302-1
	Transportation Fuel	GJ	159,279	188,690	200,596	N/A
GHG EMISSIONS	Scope 1 Direct Emissions	tCO ₂	-	-	23,295	305-1
		tCH ₄	-	-	<1	305-1
		tN ₂ O	-	-	<1	305-1
		HFC 134-A	-	-	1.8	305-1
		tCO ₂ e	24,335	25,916	25,968	305-1
	Scope 2 Indirect Emissions (Location-Based)	tCO ₂	-	-	30,547	305-2
		tCH ₄	-	-	1.5	305-2
		tN ₂ O	-	-	<1	305-2
		tCO ₂ e	41,522	37,178	30,719	305-2

¹ Due to rounding, summing some numbers may yield slightly different results from the totals reported here.

² 2015 environmental performance figures have been restated to integrate 2016 and 2017 corporate acquisitions.

³ 2016 environmental performance figures have been restated to integrate 2016 and 2017 corporate acquisitions.

CATEGORY	INDICATOR	UNIT	2015 ²	2016 ³	2017	GRI STANDARD
GHG EMISSIONS	Scope 2 Indirect Emissions (Market-Based)	tCO ₂ e	41,861	38,801	31,746	305-2
	Scope 3 Indirect Emissions (Business Travel)	tCO ₂	-	-	26,695	305-3
		tCH ₄	-	-	<1	305-3
		tN ₂ O	-	-	<1	305-3
		tCO ₂ e	25,614	25,994	26,895	305-3
	Total GHG Emission (Scope 1 - Mobile Combustion, Scope 2 - Location-Based, Scope 3 - Business Travel)	tCO ₂	-	-	80,537	N/A
		tCH ₄	-	-	2.5	N/A
		tN ₂ O	-	-	1.2	N/A
		HFC 134-A	-	-	1.8	N/A
		tCO ₂ e	91,471	89,088	83,582	N/A
	Transportation Emissions (Scope 1 - Mobile Combustion, Scope 3 - Business Travel)	tCO ₂ e	36,381	38,759	40,039	N/A
WATER	Total Water Withdrawn (Municipal Sources)	m ³	660,109	594,192	538,955	303-1
WASTE	Landfill	Tonnes	2,360	1,905	2,119	306-2
	Recycling	Tonnes	1,037	1,175	761	306-2
	Compost	Tonnes	13	41	0	306-2
	Reuse	Tonnes	<1	<1	0	306-2
	Recovery	Tonnes	30	69	0	306-2
	Incineration	Tonnes	<1	0	69	306-2
	Total Non-Hazardous Waste	Tonnes	3,441	3,190	2,948	306-2
	Hazardous Waste	Tonnes	4	6	0	306-2
	Diversion Rate	%	64%	65%	52%	N/A

¹ Due to rounding, summing some numbers may yield slightly different results from the totals reported here.

² 2015 environmental performance figures have been restated to integrate 2016 and 2017 corporate acquisitions.

³ 2016 environmental performance figures have been restated to integrate 2016 and 2017 corporate acquisitions.

TABLE A-2: SOCIAL PERFORMANCE

CATEGORY	INDICATOR	UNIT	2015	2016	2017	GRI STANDARD
EMPLOYEES	Full-Time Equivalent Employees (FTE)	Number	32,815	35,098	44,129 ¹¹	102-8
	Permanent, Full-Time Employees	Number	30,508	31,389	36,020	102-8
	Permanent, Part-Time Employees	Number	1,606	2,415	3,325	102-8
	Temporary Employees	Number	1,819	2,317	2,543	102-8
	Total Turnover Rate	%	19%	19%	18%	401-1
	Voluntary Turnover Rate	%	13%	12%	14%	401-1
	Employees Covered by Collective Bargaining Agreements	%	10%	11%	11%	102-41
	Training Hours	Hours	530,000	644,000	699,000	404-1
	Training Hours per Employee	Hours/FTE	22	19	20	404-1
DIVERSITY	Women on Board of Directors	%	33% ¹	37.5% ²	37.5% ³	405-1
	Women in Executive Management	%	50% ⁴	31% ⁵	20.8% ⁶	405-1
	Women in Workforce	%	30%	30%	30%	405-1
OCCUPATIONAL HEALTH AND SAFETY	Lost Time Injury Rate ⁷	Incidents per 100,000 hours worked	0.11	0.07	0.07	403-2
	Injury Rate ⁸	Incidents per 100,000 hours worked	0.24	0.21	0.25	403-2
	Occupational Disease Rate ⁹	Incidents per 100,000 hours worked	0	0	0.006	403-2
	Fatalities	Number	1 ¹⁰	0	0	403-2

¹ As at April 10, 2016

² As at March 31, 2017

³ As at March 26, 2018

⁴ As at April 10, 2016

⁵ As at March 31, 2017

⁶ As at March 26, 2018

⁷ Includes lost time injuries >1 day, counting calendar days, beginning 24 hours after the injury

⁸ Includes major injuries, lost time injuries >1 day and injuries requiring medical treatment beyond first aid

⁹ Includes new cases of moderate to severe work-related ill health

¹⁰ Due to a road traffic accident involving a male employee

¹¹ FTE is higher than total headcount, due to the impact of overtime by temporary disaster relief workers in the United States.