

Appendix A: Performance Summary

Table A-1: Environmental Performance¹

Category	Indicator	Unit	2018	2017 ²	2016	GRI Standard
Energy	Natural Gas	GJ	177,995	199,918	204,489	302-1
	Other Fuels (Diesel, Kerosene, Liquefied Petroleum Gas)	GJ	2,070	2,454	1,778	302-1
	Electricity	GJ	309,863	321,419	356,985	302-1
	Heating	GJ	43,672	26,902	26,384	302-1
	Cooling	GJ	5,301	1,773	4,241	302-1
	Total Office Energy Consumption	GJ	538,900	552,467	593,878	302-1
	Renewable Energy Procured	GJ	1,005	0	170	302-1
	Transportation Fuel	GJ	199,632	194,582	188,690	N/A
GHG Emissions	Scope 1 Direct Emissions	tCO ₂	22,174	22,895	-	305-1
		tCH ₄	<1	<1	-	305-1
		tN ₂ O	<1	<1	-	305-1
		HFC 134-A	1.9	1.8	-	305-1
		tCO ₂ e	24,885	25,600	25,916	305-1
	Scope 2 Indirect Emissions (Location-based)	tCO ₂	28,917	30,565	-	305-2
		tCH ₄	1.3	1.5	-	305-2
		tN ₂ O	<1	<1	-	305-2
		tCO ₂ e	29,076	30,737	37,178	305-2

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

² Some 2017 performance figures have been restated to reflect more accurate information.

Category	Indicator	Unit	2018	2017 ²	2016	GRI Standard
GHG emissions	Scope 2 Indirect Emissions (Market-Based)	tCO ₂ e	30,760	31,771	38,801	305-2
	Scope 3 Indirect Emissions (Business Travel)	tCO ₂	32,302	28,264	-	305-3
		tCH ₄	<1	<1	-	305-3
		tN ₂ O	<1	<1	-	305-3
		tCO ₂ e	32,539	28,459	25,994	305-3
	Total GHG Emission (Scope 1 - Mobile Combustion, Scope 2 - Location-Based, Scope 3 - Business Travel)	tCO ₂	83,393	81,724	-	N/A
		tCH ₄	2.7	2.7	-	N/A
		tN ₂ O	1.3	1.2	-	N/A
		HFC 134-A	1.9	1.8	-	N/A
		tCO ₂ e	86,500	84,796	89,088	N/A
Transportation Emissions (Scope 1 - Mobile Combustion, Scope 3 - Business Travel)	tCO ₂ e	45,674	41,201	38,759	N/A	
Water	Total Water Withdrawn (Third-Party Providers)	m ³	535,592	538,955	594,192	303-3
Waste	landfill	Tonnes	1,934	2,119	1,905	306-2
	Recycling	Tonnes	741	761	1,175	306-2
	Compost	Tonnes	0	0	41	306-2
	Reuse	Tonnes	0	0	<1	306-2
	Recovery	Tonnes	0	0	69	306-2
	Incineration	Tonnes	195	69	0	306-2
	Total Non-Hazardous Waste	Tonnes	2,869	2,948	3,190	306-2
	Hazardous Waste	Tonnes	30	0	6	306-2
	Diversion Rate	%	55	52	65	N/A

² Some 2017 performance figures have been restated to reflect more accurate information.

Table A-2: Social Performance

Category	Indicator	Unit	2018	2017	2016	GRI Standard
Employees	Full-Time Equivalent Employees (FTE)	Number	45,835	44,129	35,098	102-8
	Permanent, Full-Time Employees	Number	39,859	36,020	31,389	102-8
	Permanent, Part-Time Employees	Number	3,865	3,325	2,415	102-8
	Temporary Employees	Number	4,008	2,543	2,317	102-8
	Total Turnover Rate	%	19	18	19	401-1
	Voluntary Turnover Rate	%	15	14	12	401-1
	Employees Covered by Collective Bargaining Agreements	%	11	11	11	102-41
	Training Hours	Hours	1,072,000	699,000	644,000	404-1
	Training Hours per Employee	Hours/FTE	27	20	19	404-1
	Diversity	Women on Board of Directors	%	37.5	37.5	37.5
Women in Senior Management Team		%	26.9	20.8	31	405-1
Women in Workforce		%	31	30	30	405-1
Occupational Health and Safety	Lost Time Injury Rate	Incidents per 100,000 hours worked	0.06	0.07	0.07	N/A
	All Work-Related Injury Rate	Incidents per 100,000 hours worked	0.50	0.52	0.49	N/A
		Incidents per 200,000 hours worked	0.99	1.06	0.98	403-9
	Work-Related Ill-Health Rate	Incidents per 100,000 hours worked	0	0.006	0	N/A
		Incidents per 200,000 hours worked	0	0.012	0	403-10
Fatalities	Number	1	0	0	403-9	