

GRI index

GENERAL STANDARD DISCLOSURES

GENERAL STANDARD DISCLOSURES	STANDARD DISCLOSURE TITLE	LOCATION/DESCRIPTION
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision-maker of the organization	See A message from our CEO, Michael McCain .
ORGANIZATIONAL PROFILE		
G4-3	Name of the organization	Maple Leaf Foods Inc.
G4-4	Primary brands, products and services	Maple Leaf®, Maple Leaf Prime®, Maple Leaf Natural Selections®, Schneiders®, Schneiders Country Naturals®, Mina® and the Greenfield Natural Meat Co.™ Maple Leaf is also a leading provider of products to the foodservice sector and private label retail brands.
G4-5	Location of the organization's headquarters	Mississauga, Ontario, Canada
G4-6	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	The Company employs approximately 11,000 people across Canada and exports to global markets, including the U.S. and Asia.
G4-7	Nature of ownership and legal form	Maple Leaf Foods Inc. is publicly traded on the Toronto Stock Exchange under the symbol MFI.
G4-8	Markets served	The Company is headquartered in Mississauga, Ontario, and distributes products across Canada and exports to global markets, including the U.S. and Asia.
G4-9	Scale of the organization	<p>Maple Leaf Foods Inc. is a leading Canadian value-added fresh and prepared meats company, making high-quality, innovative products under many national brands. The Company employs approximately 11,000 people across Canada and exports to global markets, including the U.S. and Asia.</p> <p>Our operations are located almost exclusively in Canada. In 2016, we operated two fresh pork facilities; four fresh poultry facilities; one fresh turkey facility, 13 prepared meats facilities; three poultry hatcheries; and two distribution centres. In addition, we own (or lease) 175 pig barns that supply our fresh and prepared meat 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 March of 2017, Maple Leaf acquired Lightlife Foods Inc., the leading manufacturer and brand of refrigerated plant-based protein foods in the United States. The Lightlife Foods facility is located in Turners Falls, Massachusetts.</p>
G4-10	Employee/workforce details	<p>Maple Leaf employed approximately 11,000 people (excluding LTD) as at December 31, 2016. The majority of our workforce (69.6%) is based out of seven locations: Brandon, Manitoba; Winnipeg, Manitoba; Hamilton, Ontario; Toronto, Ontario; Mississauga, Ontario; Saskatoon, Saskatchewan; and St. Marys, Ontario (included plants: Brandon, Lagimodière, Hamilton, Meadowvale, Ethel, Agri, St. Marys, Courtneypark, Cappola, Drew Rd.).</p> <p>The following demographic breakdown is approximate.</p> <p>Total women: 4,600; Total men: 6,400.</p> <p>Permanent salaried women: 1,000; Permanent salaried men: 1,300</p> <p>Permanent hourly women: 3,500; Permanent hourly men: 5,000</p> <p>Regular salary: 2,300; Regular hourly: 8,500; Contract salary: 60; Contract hourly: 40</p> <p>In addition to the above numbers, 18 employees work outside of Canada: 7 women; 11 men.</p>

G4-11	Percentage of total employees covered by collective bargaining agreements	As at December 31, 2016, we have approximately 7,000 employees covered by 20 collective agreements in Canada, which represents approximately 64% of our workforce.
G4-12	Describe the organization's supply chain	See Maple Leaf Foods Value Chain .
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or supply chain	In the fourth quarter of 2016, the Company announced that it had entered into a new turkey processing agreement with a third party that will move the Company's fresh turkey processing from its plant in Thamesford, Ontario, to a third party facility in Mitchell, Ontario, in early 2018. As a result of this agreement, the Company expects to close its turkey processing facility in Thamesford, Ontario, in 2018.
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	See Financial Instruments and Risk Management Activities (2016 Annual Report, page 9) .
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	See Collaboration .
G4-16	Memberships of associations and national or international advocacy organizations	See Collaboration .

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17	Entities included in the organization's consolidated financial statements	See Management's Discussion and Analysis (2016 Annual Report, page 1) . Maple Leaf Foods is the entity covered by this report.
G4-18	Process for defining report content	See Materiality .
G4-19	Priorities identified	See Materiality . See Maple Leaf Foods' Sustainability Priorities (2016 Annual Report, page 3) .
G4-20	Boundaries - Internal	Entities over which Maple Leaf has control - Our processing and manufacturing facilities; distribution facilities and offices (both leased and owned buildings); corporate and contracted fleet; and Company-owned farms and feed mill operations - comprise our 2016 report boundary. See Materiality .
G4-21	Boundaries - External	See Materiality .
G4-22	Effect of any restatement of information in previous reports	During the preparation of our 2016 Environmental Footprint Performance Summary, a review of internal controls found data discrepancies with respect to the total production weights that were used in our footprint intensity calculations. This led to under-reporting of our overall footprint intensity reductions in our 2015 Environmental Footprint Performance Summary. Therefore, for this year's summary, we have restated our footprint intensity reduction performance back to our baseline year (2014), using updated production data, and our internal data controls have been enhanced.
G4-23	Significant changes from previous reporting in scope of priorities	No significant changes in 2016.

STAKEHOLDER ENGAGEMENT

G4-24	List of stakeholder groups	See Collaboration .
G4-25	Basis for identifying and selecting stakeholders	See Materiality .
G4-26	Approach to stakeholder engagement	See Materiality and Collaboration .
G4-27	Topics raised through stakeholder engagement and response	See Materiality .

REPORT PROFILE

G4-28	Reporting period	January 1, 2016 to December 31, 2016. Note: Maple Leaf intends to use this website to provide regular updates on its sustainability priorities and progress. Information reported outside of the stated reporting period will be identified with the appropriate date.
G4-29	Date of most recent report	See 2015 Sustainability Summary Report (released in 2016).
G4-30	Reporting cycle	Annual
G4-31	Contact	Tim Faveri, VP, Sustainability & Shared Value
G4-32	In accordance option	Core
G4-33	External assurance policy	External assurance was not provided in 2016. Maple Leaf currently does not have a policy that requires external assurance for its annual sustainability reporting.

GOVERNANCE

G4-34	Governance structure	See Governance . See Corporate Governance (2016 Annual Report, page vii) .
G4-35	Process for delegating authority for economic, social and environmental topics	See Governance . See Corporate Governance (2016 Annual Report, page vii) .
G4-36	Executive-level positions responsible for economic, social and environmental topics	Our SVP, Sustainability & Public Affairs, reports directly to our CEO and our Safety & Sustainability Committee of our Board - Maple Leaf's highest governance body for sustainability. See Governance .
G4-37	Process for consultation between stakeholders and highest governance body on economic, social and environmental topics	See Governance .
G4-38	Composition of the highest governance body	See Governance . See Corporate Governance (2016 Annual Report, page vii) .
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	See Corporate Governance (2016 Annual Report, page vii) .
G4-40	Nomination and selection process for the highest governance body and its committees	See Corporate Governance (2016 Annual Report, page vii) .
G4-41	Process for the highest governance body to ensure conflicts of interest are avoided and managed	See Corporate Governance (2016 Annual Report, page vii) .
G4-42	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 Governance . See Corporate Governance (2016 Annual Report, page vii) .
G4-43	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 on a regular basis to the Safety & Sustainability Committee of the Board. Information on specific sustainability topics is provided as requested by our Board Committee on an ongoing basis. See Governance .
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks and opportunities	We report quarterly to the Safety & Sustainability Committee of the Board. See Governance .

ETHICS AND INTEGRITY

G4-56	Organization's values, principles, standards and norms of behaviour	See Maple Leaf Values .
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organizational integrity	See Maple Leaf Code of Business Conduct .
G4-58	Procedures for reporting concerns about unethical or unlawful behaviour	We utilize an Ethicsline which is reviewed weekly by our Internal Audit group and reported to our Senior Leadership Team. See Maple Leaf Code of Business Conduct .

SPECIFIC STANDARD DISCLOSURES

SPECIFIC STANDARD DISCLOSURES

STANDARD DISCLOSURE TITLE

LOCATION/DESCRIPTION

ECONOMIC

Disclosure of Management Approach

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 2016 Sustainability Report, unless otherwise specified.

In 2010, the Company embarked upon a multi-year Value Creation Plan (the “Plan”) to modernize and consolidate the prepared meats supply chain. 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 two, the closure of eight legacy manufacturing plants, and the expansion of three others. See [Completion of Value Creation Plan \(2016 Annual Report, page 2\)](#).

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; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: ECONOMIC PERFORMANCE

G4-EC1

Direct economic value generated and distributed

See [Consolidated Balance Sheets \(2016 Annual Report, page 34\)](#).

G4-EC2

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 of the long term. Maple Leaf 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.

G4-EC3

Coverage of the organization’s defined benefit plan obligations

See [Employee Benefits Plans \(2016 Annual Report, page 13\)](#).

G4-EC4

Financial assistance received from government

Maple Leaf received the following funding: \$0.5 million from Manitoba Growing Forward 2 Program; \$0.5 million from Saskatchewan Lean Improvement in Manufacturing Program; \$3 million from AgriStability Program; \$0.4 million from the Alberta Meat and Livestock Agency (“ALMA”).

MATERIAL ASPECT: MARKET PRESENCE

G4-EC5

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 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).

G4-EC6

Proportion of senior management hired from the local community at significant locations of operation

100% of our Senior Management Team 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

G4-EC7

Development and impact of infrastructure investments and services supported

Capital expenditures for 2016 were \$113.2 million. See [Capital Expenditures \(2016 Annual Report, page 8\)](#). A portion of this investment included infrastructure to improve the environmental performance of our facilities related to energy, water efficiency and waste management, and continued investments to execute our animal welfare strategy, including open housing conversions for sows.

MATERIAL ASPECT: PROCUREMENT PRACTICES

<p>G4-EC1</p>	<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 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 defines "local" as referring to the region, city, town or community in which Maple Leaf 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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ENVIRONMENTAL

Disclosure of Management Approach

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 2016 Sustainability Report, unless otherwise specified.

Maple Leaf Foods is committed to maintaining high standards of environmental responsibility and positive relationships in the communities where it operates. It operates within the framework of an environmental policy entitled "**Our Environmental Sustainability Commitment**" that is approved by the Board of Directors' Safety & Sustainability Committee. 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.

Maple Leaf Foods is a significantly 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 to 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.

As Maple Leaf 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 **2016 Annual Report, page 16**).

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; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: MATERIALS

<p>G4-EN1</p>	<p>Materials used by weight or volume</p>	<p>Not reported at this time. We are establishing our materials baseline.</p>
<p>G4-EN2</p>	<p>Percentage of materials used that are recycled input materials</p>	<p>Not reported at this time. We are establishing our materials baseline.</p>

MATERIAL ASPECT: ENERGY

<p>G4-EN3</p>	<p>Energy consumption within the organization</p>	<p>Electricity (kWh): 314,028,756</p> <p>Natural gas (m³): 50,173,148</p> <p>See Environmental Footprint Performance Summary.</p>
<p>G4-EN4</p>	<p>Energy consumption outside of the organization</p>	<p>We are developing our Scope 3 consumption baseline.</p>
<p>G4-EN5</p>	<p>Energy intensity</p>	<p>Electricity (kWh/1,000 kg of production): 496.6</p> <p>Natural gas (m³/1,000 kg of production): 79.3</p> <p>See Environmental Footprint Performance Summary.</p>
<p>G4-EN6</p>	<p>Reduction of energy consumption</p>	<p>Electricity (kWh): 65,553,656</p> <p>Natural gas (m³): 4,562,275</p> <p>See Environmental Footprint Performance Summary.</p>

MATERIAL ASPECT: WATER

G4-EN8	Total water withdrawal by source	6,191,512 m ³ of water withdrawn in 2016. 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 Environmental Footprint Performance Summary .
G4-EN9	Water sources significantly affected by withdrawal of water	No water sources were significantly affected by Maple Leaf's withdrawal of water.
G4-EN10	Percentage and total volume of water recycled and reused	Not reported at this time due to data limitations.

MATERIAL ASPECT: BIODIVERSITY

G4-EN11	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's operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
G4-EN12	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's operations comprise a mixture of urban and rural locations. To date, we have not screened our sites from a high biodiversity value perspective.
G4-EN13	Habitats protected or restored	2016 was the final year of a five-year agreement with the Ontario Ministry of Natural Resources to protect approximately 9 acres of potential Bobolink and Eastern Meadowlark habitat at a farm in Binbrook, Ontario, in return for developing "potential" habitat associated with the construction of our Hamilton facility.
G4-EN14	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

G4-EN15	Direct greenhouse gas ("GHG") emissions (Scope 1)	Stationary Sources: 134,644 CO ₂ e (tonnes) Transportation Sources: 77,832 CO ₂ e (tonnes) See Environmental Footprint Performance Summary .
G4-EN16	Energy indirect greenhouse gas ("GHG") emissions (Scope 2)	37,905 CO ₂ e (tonnes) See Environmental Footprint Performance Summary .
G4-EN17	Other indirect greenhouse gas ("GHG") emissions (Scope 3)	Employee Air Travel: 30,509 CO ₂ e (tonnes) See Environmental Footprint Performance Summary .
G4-EN18	Greenhouse gas ("GHG") emissions intensity	0.34 CO ₂ e (tonnes/1,000 kg of production) See Environmental Footprint Performance Summary .
G4-EN19	Reduction of greenhouse gas ("GHG") emissions	23,380 CO ₂ e (tonnes) See Environmental Footprint Performance Summary .

MATERIAL ASPECT: EFFLUENTS AND WASTE

G4-EN22	Total water discharge by quality and destination	Not reported at this time. We are developing our water discharge baseline.
G4-EN23	Total weight of waste by type and disposal method	Our approximate 2016 solid waste disposal (tonnes) - Organics: 11,738 (60%); Plastics: 3,196 (16%); Paper fibres: 2,038 (10%); Non-recyclables: 2,234 (12%); Metals, Glass, Other: 328 (2%). We conduct annual third-party solid-waste audits at our facilities to calculate our waste diversion rate. In 2016, our company waste diversion rate was 91.5%.
G4-EN24	Total number and volume of significant spills	No significant spills in 2016.

G4-EN25	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.
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MATERIAL ASPECT: COMPLIANCE

G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No fines or non-monetary sanctions in 2016.
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MATERIAL ASPECT: TRANSPORT

G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	<p>Our company fleet of trucks, third-party haulers, and fleet of company vehicles contribute to our Scope 1 emissions.</p> <p>We increased our use of intermodal transport for our cross-country re-supply by 55.3% in 2016, which contributed to reducing truck kilometres within our supply chain by over 400,000 kilometres. Since 2014, we have reduced truck kilometres travelled in our prepared meats business by over 1.3 million kilometres.</p>
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MATERIAL ASPECT: OVERALL

G4-EN31	Total environmental protection expenditures and investments by type	2016 environmental management expenditures were approximately \$19.4 million: \$2.8 million in capital and \$16.6 million in operating expenses.
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MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS

G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	No grievances about environmental impacts filed in 2016.
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SOCIAL: LABOUR PRACTICES AND DECENT WORK

Disclosure of Management Approach

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 2016 Sustainability Report, unless otherwise specified.

We value a culture and work environment that keeps people safe, rewards excellence and empowers everyone to learn and contribute their best. We have a Leadership Edge commitment, culture and expectation at Maple Leaf. 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 and succeed and reach their full potential - to take a stand, pursue excellence and create the future.

We strive for zero occupational injuries in the workplace, a goal driven by a commitment to employee safety, to Our Safety Promise and to continuous improvement in our safety protocols. We have an established governance structure to embed Occupational Health and Safety ("OHS") and Operational Risk Management across the Company, which includes regular direct reporting to the Environment, Health and Safety 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. This team is supported by an OHS designate at each work-site and representatives from the Joint OHS Committees who represent all Maple Leaf 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.

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; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: EMPLOYMENT

G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	<p>We had approximately 2,400 new employees (salary and hourly) in 2016:</p> <p>Female: 29.1%; Male: 70.9%</p> <p>Under 30: 39.8%; 30-50: 47.7%; 50+: 12.5%</p> <p>We had approximately 2,600 employees leave in 2016:</p> <p>Female: 31.4%; Male: 68.6%</p> <p>Under 30: 34.7%; 30-50: 45.4%; 50+: 19.8%</p>
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G4-LA2	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.
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G4-LA3	Return to work and retention rates after parental leave, by gender	The retention rate post-parental leave is 78% for females based on 171 total women who took leave in 2015 and returned in 2016, and 82% for males based on 78 total men who returned from paternity leave in 2016.
MATERIAL ASPECT: LABOUR/MANAGEMENT RELATIONS		
G4-LA4	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	Zero lost time in 2016 related to these factors.
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-LA5	Joint Health and Safety Committee: Report the level at which each formal joint management-worker health and safety committee typically operates within the organization	Formal health and safety committees exist at all Maple Leaf manufacturing and agricultural operations. 100% of Maple Leaf employees are represented by formal health and safety committees, including hourly employees in manufacturing and agricultural operations locations.
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	<p>Types of Injuries (workforce members across Canada):</p> <ul style="list-style-type: none"> • Lost time incidents: 71% male; 29% female • First aid incidents: 62% male; 38% female • Medical treatment incidents: 69% male; 31% female • Occupational disease first aid claims: 83% male; 17% female • 0 fatalities <p>Injury Rates:</p> <ul style="list-style-type: none"> • 2016 Total Recordable Incident Rate = 0.78 • 2016 Medical Treatment Incident Rate = 0.71 • 2016 Occupational Diseases First Aid Incident Rate = 0.36 • 2016 Lost Time Injury Frequency Rate = 0.07 • 2016 Lost Time Injury Severity Rate (Lost Day Rate*) = 7.87 <p>*Note: Lost days for claims prior to 2016 (but incurred in 2016) are included. There is no cap to the number of days. Lost days are scheduled work days. The “lost days” count starts the day after the accident.</p> <p>Supervised Workers (non-Maple Leaf Foods employees):</p> <ul style="list-style-type: none"> • 1 recordable incident: 1 male • 1 report-only incident: 1 male <p>* Note: Total hours for supervised workers are not tracked. Therefore, no injury rate is available for incidents with non-Maple Leaf Foods employees.</p> <p>Independent Contractors:</p> <ul style="list-style-type: none"> • 2 first aid incidents: 1 male; 1 female • 1 report-only incident: 1 male <p>* Note: Total hours for independent contractors are not tracked. Therefore, no injury rate is available for incidents with independent contractors.</p> <p>The Occupational Safety and Health Administration (“OSHA”) Recordable Incident Rate is the safety metric which Maple Leaf Foods Inc. uses for internal recordkeeping of occupational injuries and illnesses. The OSHA requirements meet the guidance provided by the International Labour Organization (“ILO”) code for recording and notification of occupational accidents and diseases.</p>
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Maple Leaf’s Total Recordable Incident Rate for repetitive strains was 0.06 in 2016
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Thirteen local formal collective bargaining agreements with trade unions cover health and safety. Approximately 10% of formal agreements with trade unions cover health and safety.
MATERIAL ASPECT: TRAINING AND EDUCATION		
G4-LA9	Average hours of training per year per employee, by gender and by employee category	<p>The average hours of training per hourly employee in 2016 was approximately 3.6 hours.</p> <ul style="list-style-type: none"> • Average hours of training per hourly female employee was 3.1 hours; male employee was 4 hours. <p>Note: Gender data not available for salaried employees.</p>

G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	We have over 260 training and other programs that were offered in 2016 for active employees. In addition, for those employees that were affected by any involuntary termination in 2016, 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.
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	100% of salaried employees (all genders and employee categories) receive regular performance and career development reviews through our Annual Performance Assessment and Development Process.

MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY

G4-LA12	Composition of governance bodies and breakdown of employees per employee category	<p>The Company's directors are very experienced, high-calibre business leaders with diverse relevant skills and competencies. The Board of Directors has assessed each of the Company's nine non-management directors to be independent. The Board consists of 10 individuals: 80% male, 20% female.</p> <p>The Senior Leadership Team consists of 15 individuals: 87% male, 13% female. 33% are between 30 and 50; 67% are over 50.</p> <p>The Senior Management Forum (SMF) is composed of 43 individuals at the Vice President level: 79% male, 21% female.</p> <p>The Diversity & Inclusion Council is composed of eight individuals: 50% female, 50% male.</p> <p>Our goal is to achieve 50% gender diversity at the manager level and up by 2022.</p>
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MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN

G4-LA13	Ratio of basic salary and remuneration of women to men	<p>As at December 31, 2016, for salaried Maple Leaf staff the ratio of basic salary and remuneration of women to men: VP: 99%; Director: 96%; Manager: 97%; Professional - Sales: 97%; Professional - Non-Sales: 95%; Clerical: 102%.</p> <p>* Data represents all Canadian operating locations.</p>
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MATERIAL ASPECT: LABOUR PRACTICES GRIEVANCE MECHANISMS

G4-LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	<p>19 incidents of employee relations issues were identified and all were addressed through our Ethics Hotline process.</p> <p>498 grievances were filed, addressed and resolved in our unionized facilities across Canada.</p>
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SOCIAL: HUMAN RIGHTS

Disclosure of Management Approach

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 2016 Sustainability Report, unless otherwise specified.

Maple Leaf 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 conducts its internal affairs and to how each Maple Leaf 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.

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; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: INVESTMENT

G4-HR1	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.
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	All salaried employees of Maple Leaf Foods have completed Accessibility for Ontarians with Disabilities Act ("AODA") training. All new employees are required to complete this training when joining the organization. All employees review and sign our Code of Business Conduct on an annual basis.

MATERIAL ASPECT: NON-DISCRIMINATION

G4-HR3	Total number of incidents of discrimination and corrective actions taken	One incident of discrimination was investigated to resolution in 2016.
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MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

G4-HR4	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.
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MATERIAL ASPECT: CHILD LABOUR

G4-HR5	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 in 2016 and adhere to all Canadian and international child labour laws.
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MATERIAL ASPECT: FORCED OR COMPULSORY LABOUR

G4-HR6	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 2016 and adhere to all Canadian and international labour laws.
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MATERIAL ASPECT: SECURITY PRACTICES

G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	All security is managed through an expert third party and follows Maple Leaf's Code of Business Conduct, with the exception of one facility which hires 40% of its security directly.
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MATERIAL ASPECT: INDIGENOUS RIGHTS

G4-HR8	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.
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MATERIAL ASPECT: ASSESSMENT

G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	None of Maple Leaf's operations have been subject to human rights reviews or impact assessments.
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MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS

G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	16 grievances related to human rights were managed through to resolution in 2016.
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SOCIAL: SOCIETY

Disclosure of Management Approach

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 2016 Sustainability Report, unless otherwise specified.

Maple Leaf 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 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 investing in financial and resource support and in gifts-in-kind.

Maple Leaf's Community Involvement Principles:

1. We will support initiatives that promote dignity and build individual and community capacity.
2. We will seek out partners that seek to achieve sustainable solutions to food insecurity.
3. We will work closely with community partners to identify needs and solutions that reflect local and cultural priorities.
4. We will actively support and facilitate our people's involvement in community outreach.
5. We will build partnerships with governments, academia, social profit organizations and industry to increase our collective impact.
6. We will implement a fact-based approach to understand needs and to measure social return on investment for both our community partners and ourselves.

Our Goals:

- Make a meaningful social impact through advancing sustainable food security nationally and globally.
- Deeply engage our people by providing volunteering and giving opportunities.
- Establish community involvement as an integral part of our culture, identity and business.

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; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: LOCAL COMMUNITIES

G4-SO1	Percentage of operations with implemented local community engagement, impact assessments and development programs	We view community involvement as a cornerstone of our commitment to sustainability. Maple Leaf has a centralized community involvement program that manages the execution of financial and product donations nationally. In December 2016, Maple Leaf announced a long-term commitment to advance sustainable food security through the launch of the Maple Leaf Centre for Action on Food Security (www.feedopportunity.com). The Centre has three areas of focus: advocacy, innovation and learning. The Centre and Maple Leaf will support and advocate for important policies that advance sustainable food security. The Innovation Fund will invest in innovative food security initiatives based on dignity, empowerment and skill building that can potentially be scaled to increase their impact. The Centre will share learning 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.
G4-SO2	Operations with significant actual or potential negative impacts on local communities	Our operations had no significant negative impacts on local communities in 2016.

MATERIAL ASPECT: ANTI-CORRUPTION

G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	100% of Maple Leaf operations are governed by Maple Leaf's 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.
G4-SO4	Communication and training on anti-corruption policies and procedures	Maple Leaf's Code of Business Conduct is presented to all employees annually. All Maple Leaf 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.
G4-SO5	Confirmed incidents of corruption and actions taken	Maple Leaf had no incidents of corruption in 2016.

MATERIAL ASPECT: PUBLIC POLICY

G4-SO6	Total value of political contributions by country and recipient/beneficiary	In 2016, Maple Leaf made \$22,050 in political donations to Canadian provincial Liberal and Progressive Conservative parties.
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MATERIAL ASPECT: COMPLIANCE

G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Maple Leaf did not receive a monetary fine in 2016 related to sanctions for non-compliance with laws and regulations.
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MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY

G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	No grievances were filed.
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MATERIAL ASPECT: ANIMAL WELFARE

Disclosure of Management Approach	<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 2016 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 significantly 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 to 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 Animal Care Commitment covers all Canadian provinces where we currently operate and it covers the species of the animals over which we have direct care (pigs, chicken and turkey). 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 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> <p>We require all Maple Leaf 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; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.</p>	
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FP9	Percentage and total of animals raised and/or processed, by species and breed type	Maple Leaf operates 175 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 operates three hatcheries that supply its contracted chicken growers.
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FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anesthetic	See Commitment to Animal Care .
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FPI1	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	Pork: 100% of our market hogs are raised in open housing. In 2016, approximately 50% of sows under our direct control had transitioned to open housing. Chicken: 100% of our chickens are in open (free-run) housing. Turkey: 100% of our turkeys are in open (free-run) housing.
FPI2	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	See Commitment to Animal Care .
FPI3	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 2016, Maple Leaf Foods had three (3) corrective action requests (“CARs”) related to transportation, handling and slaughter practices for live terrestrial animals (poultry). All CARs were addressed.

SOCIAL: PRODUCT RESPONSIBILITY

Disclosure of Management Approach

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 2016 Sustainability Report, unless otherwise specified.

Maple Leaf strives to contribute to the creation of a sustainable food and meat industry, and ensure everyone has access to safe, healthy and nutritious food. 100% of Maple Leaf’s 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 Maple Leaf’s 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 [2016 Annual Report, page 17](#)).

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 seeking better ways to make safe food; 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.

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; quarterly detailed reporting to the Senior Management Forum (40+ members of the management team); quarterly reporting to the Safety & Sustainability Committee of the Board and an annual report to the Board; quarterly progress reports to our people; website updates; and our Annual Sustainability Report.

MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY

G4-PRI

Percentage of significant product and service categories for which health and safety impacts are assessed for improvement

100% of Maple Leaf’s 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.

Our food safety protocols are governed by Maple Leaf’s 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 [Advancing Nutrition and Health](#) section. Maple Leaf 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”).

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’s 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 reported at this time. In 2016, we were in the process of executing a product nutrition and health strategy. All of our new products launched comply with Health Canada's sodium guidelines. A very small percentage of our products contain artificial transfats.
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. In 2016, we were in the process of executing a product nutrition and health strategy.
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	<p>Maple Leaf 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 Services) and international food safety and health agencies of the countries where Maple Leaf sells products.</p> <p>In 2016, Maple Leaf had one (1) recall related to the potential safety of products and services during their life cycle. This recall was a foreign material. The recall was handled swiftly, and there were no reports of consumer injury or illness.</p>
MATERIAL ASPECT: PRODUCT AND SERVICE LABELLING		
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant products and service categories subject to such information requirements	<p>Maple Leaf has robust standard operating procedures and policies that govern 100% of Maple Leaf's sourcing contracts with suppliers and co-manufacturers. These policies are agreed to annually by Maple Leaf 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, Maple Leaf provides additional labelling 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 provides an appropriate recycling label on all packaging that is accepted in provincial recycling collection programs across Canada.</p>
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	In 2016, Maple Leaf had zero (0) recalls related to product and service information and labelling.
MATERIAL ASPECT: MARKETING COMMUNICATIONS		
G4-PR6	Sale of banned or disputed products	None
G4-PR7	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
MATERIAL ASPECT: CUSTOMER PRIVACY		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None

MATERIAL ASPECT: COMPLIANCE

G4-PR9**Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services****None**