



2019 Corporate
Social Responsibility
Report





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Delivering the future, responsibly



Delivering the future,
responsibly

Driving purposeful
change at Purolator

Empowering our
people

Delivering for
our planet

Helping our neighbours

Appendices



Highlights from this year

Empowering our people



Heightened **health and safety focus** with programs in onboarding, defensive driving, Geotab pilots, and sharing weekly learnings



Continued our **Lean journey** with employees achieving 1,233 Yellow Belts, 144 Green Belts and 14 Black Belts

83% of employees agreeing that Purolator provides learning and development opportunities

Enhanced safety onboarding and driver training programs, with three new programs

11.41% increased use of overall Employee and Family Assistance Program (EFAP), representing progress on access to mental health

Delivering for our planet



Launched innovation pilots with **E-Bikes, Parcel Lockers, Self-Serve Kiosks** and **Sort-to-Route** concepts



29% reduction in scope 2 indirect greenhouse gas emissions since last year



13% overall decrease in direct scope 1 emissions since 2015

767 fuel efficient fleet vehicles purchased



90,000 sq feet LEED certified head office space opened

Helping our neighbours



100% Canadian organization partnering with 55 food banks across Canada



Delivery to virtually every postal code in the country (99.9% of Canadian postal codes)



1.65 million lbs of food raised through Purolator Tackle Hunger®

18 million meals donated to local food agencies since 2003 through Purolator Tackle Hunger®



20 refurbished curbside delivery vehicles donated to local food banks since 2003

Growing our business



Opened four **new terminals** to support capacity growth with the flagship addition in North York, Ont.



Enhanced **network visibility:**

3,000 new scanners

1,000 GPS tracking on trailers

700 new vehicles in the fleet

Creation of 2,500 jobs since 2016 to keep up with our pace of growth

\$1 billion Delivering the Future growth and innovation plan launched

Vendors selected for **\$330 million 430,000 sq ft** new national "Super Hub" in Toronto, tripling network capacity in future years

Message from the President and CEO



We are making a difference in virtually every community in Canada by delivering promises, every day. Our spirit and enthusiasm help us meet our vision of becoming the most sustainable courier company in Canada.

As Canada's largest express courier company, we have the responsibility to lead by delivering shared value to society, the economy and every stakeholder who relies on our business. We are also accountable for addressing the major challenges that our industry creates, like reducing greenhouse gas (GHG) emissions.

To achieve this, it starts with listening and learning. And that's exactly what we've been doing.

Last year was a pivotal one for corporate social responsibility at Purolator. We completed the company's first materiality assessment, engaging our customers and our employees to identify the critical environmental, social and governance issues facing our business. This information guides our long-term corporate social responsibility strategy founded on three key pillars:

- **Empowering our people**
- **Delivering for our planet**
- **Helping our neighbours**

We're proud of the significant progress we made in these areas throughout the year.

A few highlights include:

- Launching the company's historic \$1 billion Delivering the Future growth and innovation plan, which was designed to future-proof our business and customer experience. It includes significant investment in job creation, long-term operational scale – like our new national “Super Hub,” and sustainability advancements such as our fleet of e-cargo bikes.
- Advancing health and safety across the organization by opening 16 Learning and Development Centres of Excellence to ensure our couriers have the best training available for on-road safety.
- Developing a five-year employment equity plan to strengthen diversity and inclusion.
- Establishing specific, aggressive GHG emission reduction targets to curb our fleet emissions.
- Raising 1.65 million pounds of food through our signature corporate social responsibility program, Purolator Tackle

Hunger®, bringing our total to 18 million meals donated to local food agencies since the program began in 2003.

I would like to thank the many employees, customers and key stakeholders who are driven to advancing corporate social responsibility at Purolator. We have made marked progress in a short period of time, which is a direct reflection of Purolator's pride and purpose culture. We are making a difference in virtually every community in Canada by delivering promises, every day. Our spirit and enthusiasm help meet our vision of becoming the most sustainable courier company in Canada.

John Ferguson, President and CEO Purolator

Who we are

Purolator Inc. is Canada's leading integrated freight, parcel and logistics solutions provider. Celebrating 60 years of delivering its customers' promises, we continue to expand our reach, renowned service levels and reliability to more people, more businesses and more places across the country and around the world.

We are proud of our Canadian heritage and are focused on sustainably positioning ourselves for future growth and innovation to benefit customers, employees and society. Fostering a safe work environment, we are committed to the physical safety of our employees as well as strong policies against discrimination, sexual harassment or other forms of inappropriate behaviour.

In support of our mission to create a more diverse and inclusive work environment, Purolator is focused on building innovative solutions to strengthen diversity, inclusion, and cultural proficiencies across our organization.



As a part of the transportation industry, we recognize the importance of investing in cycle logistics and sustainable fleet, in an effort to mitigate the negative impacts of freight activities and reduce our carbon emissions. We are equally committed to contributing to the well-being of the communities we serve and where 12,000 of our people live, work and play, through its Purolator Tackle Hunger® program.

In Canada and globally, e-commerce growth projections are on an upward trajectory, which will continue to transform the entire industry. Rapid parcel growth and digitization have lowered the barrier to entry for participating in the final mile delivery. Nimble, asset-light models are also driving the disaggregation of the traditional supply chain. Customers expect high levels of speed, real-time tracking, pricing transparency and customization. The “Amazon Prime effect” is accelerating the change in expectations. To continue to lead the market during this time of unprecedented change, we are focused on strengthening employee health and safety, matching capacity with fluctuating demand, and enhancing the customer access network and customer experience.



We're supporting continuous improvement culture, making a safer working environment and introducing innovations that are environmentally sustainable.

We are proud of our Canadian heritage and are focused on sustainably positioning ourselves for future growth and innovation to benefit customers, employees and society.

Our strategy

In 2019, Purolator introduced a historic five-year \$1 billion investment strategy in growth and innovation called Delivering the Future. This investment strategy is designed to future-proof our company and invest in the areas that are most important to our customers, our people and society.

The recent events of COVID-19 tested the mettle of our strategic plan. In fact, we accelerated many of our long-term priorities, including contactless deliveries. Our strategy is founded on five pillars:

- 1. Empowering our people through health and safety and new technologies to keep employees and communities safe and connected**
- 2. Increasing network capacity, speed and access to help businesses grow and benefit from emerging market opportunities**
- 3. Enriching the digital experience of shippers and receivers**
- 4. Expanding global supply chain capabilities for businesses shipping to and from Canada**

5. Advancing social responsibility and sustainability across all areas of the business

Our strategy is to differentiate through service excellence, leveraging our premium Canadian network and customer-first mindset. Our differentiation strategy will include building our network infrastructure to be the most expansive premium network in Canada with strategic consolidation points in the US.

We will establish a customer-first mindset through deep customer

understanding and establishing trust-based relationships. More customers want to understand their carbon footprint and are requesting greenhouse gas (GHG) emission information to help in their decision-making process when it comes to shipping.

Finally, we will achieve success in the area of service and reliability by continuing with our strong record of on-time performance, and going the extra mile to deliver a positive experience.

In 2019, Purolator introduced a historic five-year \$1 billion investment strategy in growth and innovation called Delivering the Future.



About this report

Following our inaugural Corporate Social Responsibility (CSR) report produced in 2019, this report summarizes Purolator’s strategy, management and performance on important CSR topics in Canada. Through it, we encourage you to learn more about our initiatives which continue to evolve.

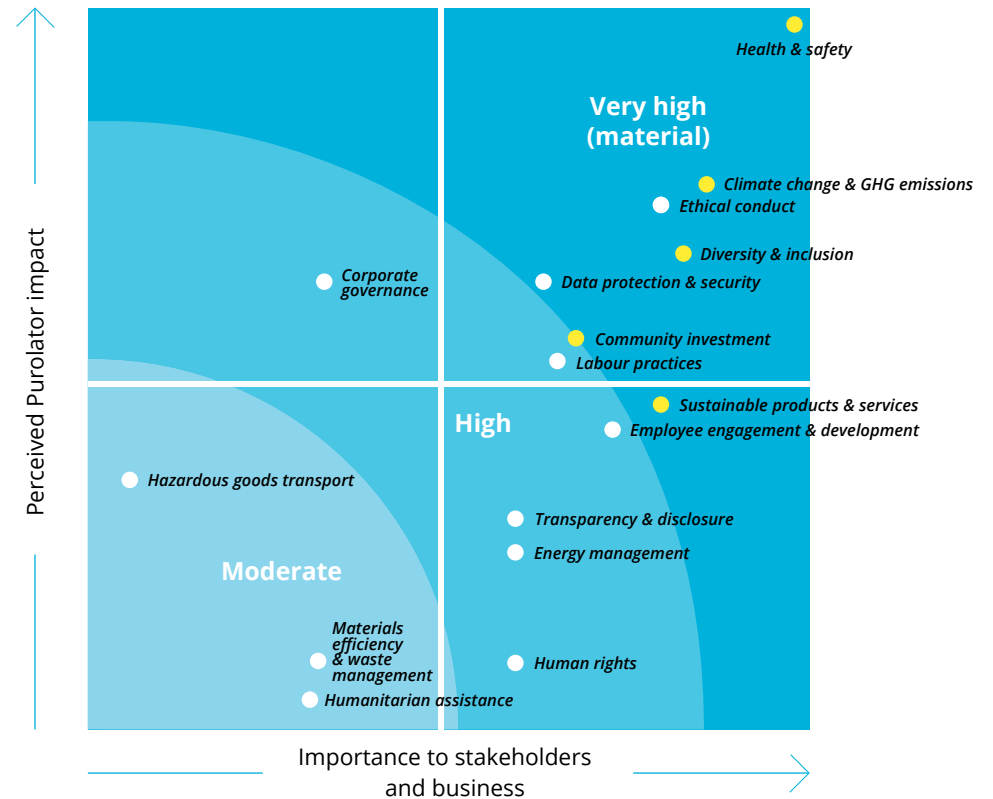
Demonstrating our commitment to accountability and transparency to our stakeholders, we have made significant improvements to our report this year. We have applied global best practices and the Global Reporting Initiative standard to define the content and focus of the report. In the future, we look forward to sharing additional performance metrics and broadening the scope of our reporting to include our operations beyond Canada.

Last year, we conducted our first materiality analysis. Through interviews with our people and customers, we identified the most pressing environmental, social and governance topics facing our business. Our list of material topics focus around three key CSR pillars:

- Empowering our people
- Delivering for our planet
- Helping our neighbours

The outcomes from the materiality assessment will guide the evolution of our CSR strategy in the coming years. It will ultimately help us focus on the issues and opportunities where we can make the greatest positive impact.

With the goal of focusing on what matters most, this report explores the five material topics that emerged from this assessment. We continue to identify, monitor and manage topics not reported on, such as labour practices and data protection and security, and will continue to refine our reporting across all pillars in future reports.



Driving purposeful change at Purolator



Delivering the future,
responsibly

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Empowering our
people

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How we work

For almost 60 years, responsible corporate governance has been an important promise to our customers, stakeholders, employees, and the broader community.

Our Board of Directors is responsible for managing, or supervising the management of, Purolator's business. Its work to fulfill Purolator's vision and strategy is supported by three committees: Audit Committee, Governance Committee, and Human Resources and Compensation Committee.

The President and CEO is responsible for developing Purolator's strategic plan, managing the day-to-day business, and reporting on Purolator affairs to the Board on a timely and regular basis.



Our management of corporate social responsibility

Our leadership team brings an extensive and diverse background to drive our collective vision and mission. The Senior Vice President and Chief Human Resources Officer oversees policies, programs, performance and overarching strategy of Purolator's CSR. Under that leadership, a Corporate Social Responsibility department was introduced to develop Purolator's CSR strategy and roadmap. The department is also responsible for raising the visibility of Purolator's CSR and sustainability initiatives, actively demonstrating our focus on safety, environmental performance, community engagement, and diversity and inclusion.

Reflecting the importance of creating a more diverse and inclusive workplace, our Diversity and Inclusion (D&I) Leadership Council is responsible for the development and execution of Purolator's D&I strategy. The D&I Leadership Council works with Regional Councils to better execute and maximize employee engagement on the strategy.

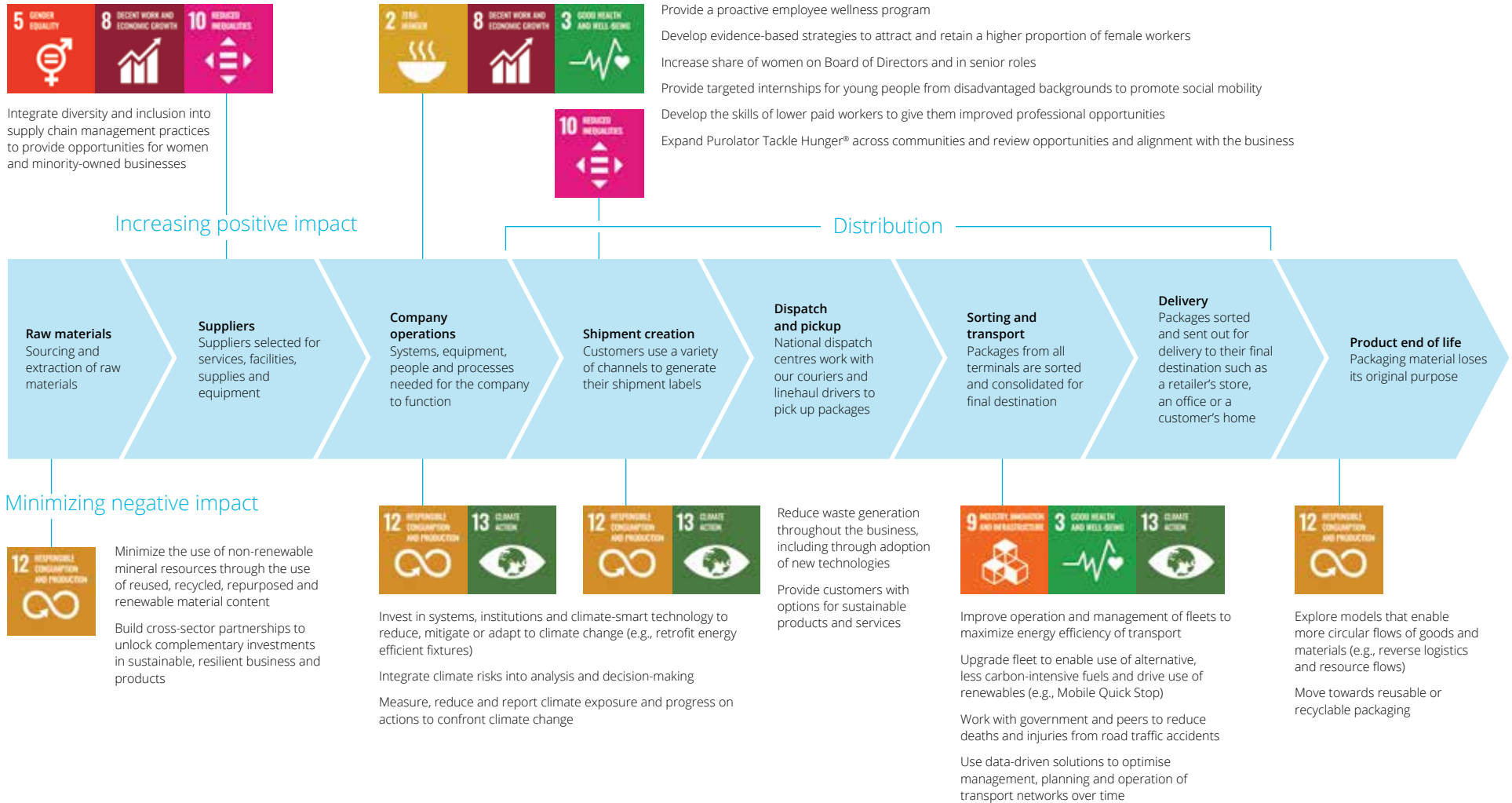
The President and CEO communicates Purolator's CSR policies, programs and performance at Board meetings and Board committee meetings. Purolator's annual CSR Report is reviewed by the Board and the board Human Resources committee.



The D&I Leadership Council works with Regional Councils to better execute and maximize employee engagement on the strategy.

Mapping our material topics against the United Nations Sustainable Development Goals

Minimizing our value chain footprint for our people and the planet.



Our commitments

We are committed to operating our business in a responsible manner, as reflected in our Corporate Stewardship value and supported by our management systems, business

practices and decision-making. We work together to strengthen the communities we serve, and we manage our business ethically and sustainably.



CSR Pillar	Commitments	Relevant material topics	2019 highlights
Empowering our people More Material Link	<p>Open 16 Learning and Development Centres of Excellence for timely and consistent training of our frontline employees.</p> <p>Launch a standardized onboarding program for all new hires to foster a safe working environment from day one and reduce turnover.</p> <p>Deploy our mentorship program to provide our diverse mentees additional opportunities to grow their leadership, interpersonal and technical skills.</p> <p>Develop a five-year employment equity plan outlining way to reach targets for employment, equity, and diversity, and address the statutory requirements of the Canadian Human Rights Commission regarding the four designated groups.</p>	<ol style="list-style-type: none"> Occupational health and safety Diversity and inclusion Labor practices 	<p>In October 2019, 16 Learning and Development Centres of Excellence were launched across the country in time to meet greater than 80 per cent of our new hires during peak season.</p> <p>The new experiential training developed for the Learning and Development Centres of Excellence became the standard onboarding program for all new hires.</p> <p>Our Mentorship Program launched in Q3 of 2019 to all employees, enabling our employees to learn from one another. It is housed on SuccessFactors, and this system matches employees based on competence, providing the opportunity for mentees to drive their own learning.</p>



CSR Pillar	Commitments	Relevant material topics	2019 highlights
Delivering for our planet More Material Link	<p>Establish GHG emission reduction targets by setting a baseline and engaging with stakeholders to implement initiatives to reduce emissions.</p> <p>Conduct energy audits and retrofits in our facilities to drive energy efficiency, reduce energy consumption, and improve building performance.</p> <p>Join industry-led initiatives to modernize urban freight operations and address last-mile urban freight operations.</p> <p>Develop a waste diversion and recycling strategy to reduce waste consumption in our facilities, and identify programs to support sustainable packaging.</p>	<ol style="list-style-type: none"> Climate change and GHG emissions Sustainable products and services 	<p>Our inaugural CSR Report was released in October 2019. We disclosed our GHG emissions data and emissions intensity metrics to our internal and external stakeholders. Based on the feedback gathered from our key stakeholders, we are in the process of establishing a baseline against which the emission reduction targets will be set, measured, and tracked. We are also in the process of exploring GHG emissions reduction targets that are aligned with the industry best practices.</p> <p>This year, we tracked and reported our energy consumption and buildings intensity data to identify opportunities to drive energy efficiency in our buildings. We will leverage this data to roll out a series of energy optimization projects in our facilities to decrease energy consumption and GHG emissions, and to improve employee well-being.</p> <p>Towards our industry-led initiatives, Purolator joined the Urban Delivery Solutions Initiative (USDI) as a founding partner. The USDI is a national network of organizations working to modernize urban freight operations in Canadian cities. By coming together, businesses, academia, government and not-for-profit institutions can share, engage and champion for efficient and sustainable urban freight activities.</p> <p>In 2019, we started collecting our waste management data for our facilities to assess our recycling versus landfill rate. This data was used to understand the current state of Purolator's waste diversion and how to move towards a circular economy in the long-term. In 2020, we will identify gaps in the waste data, work with our vendors to track and report data, and review our packaging options.</p>
 Helping our neighbours More Material Link	<p>Launch a portal for our employees to track and report volunteer hours for all events that contribute to a collective impact.</p> <p>Develop a process to track food and monetary donations for the Purolator Tackle Hunger® program.</p> <p>Create a partnership strategy to engage with vendors and relevant partners for food drive campaigns implemented across the organization.</p> <p>Identify United Nations Sustainable Development Goals (SDGs) that are most relevant to our business and stakeholders and prioritize them based on those that will have the greatest impact on our three CSR pillars.</p>	<ol style="list-style-type: none"> Community investment Ethical conduct 	<p>In 2019, vendors were sourced to explore external development of a portal to track and report on our employees' philanthropic efforts. Work is still ongoing.</p> <p>A group of our Purolator Tackle Hunger® Champions developed an online solution to help track all food and monetary donations.</p> <p>In 2019, we also conducted a thorough review to map our material topics against the SDGs and pillars, with consideration of our value chain impacts.</p>

Empowering our people



In order to empower our people, we recognize that we need to invest in their growth, build an even more inclusive workplace, demonstrate fair labour practices, and protect their well-being and safety.

Last year can best be described as an enterprise-wide, foundation-building and capabilities-building year. In June 2019, our President and CEO announced Purolator's \$1 billion "Delivering the Future" investment strategy that included building a national "Super Hub" facility in Toronto. Because workforce expansion is essential to complement these capital enhancements, we have earmarked significant investments in employee training, development, and health and safety. Multiple training programs and initiatives were rolled out over the course of the year.

We are proud of the progress we have made in 2019 to enhance the talent experience of our employees.

Enriching Purolator's employee experience in 2019

We are proud of the progress we have made in 2019 to enhance the talent experience of our employees. We took significant steps forward this year to enhance our value proposition and evolve our training programs to provide new opportunities for learning and development.

A great place to work

Service excellence is critical to our Purolator strategy. Attracting and retaining a future-ready workforce will help us continue to achieve our aspirations. Developing a unique Employee Value Proposition (EVP) and empowering our managers through real-time performance management are just two ways in which we helped make this possible in 2019.



Enhancing our Employee Value Proposition

In developing our employer brand, Purolator asked employees through multiple focus group sessions, leadership interviews, and a comprehensive review of employee feedback (e.g., engagement surveys, exit surveys and commissioned Cultural Assessment Survey) to define Purolator's uniqueness. It became clear that what makes Purolator unique is teamwork, learning opportunities, and the ability for employees to make an impact.

This led to our EVP which now forms the backbone of our internal and external campaigns, providing job candidates with an insightful outlook on Purolator's culture. We are proud that our inaugural campaign features a diverse group of employees from across our organization.

Improving employee performance management

In 2018, we launched new behavioural competencies by level, and incorporated them into our talent management processes, including performance management. Following this, we launched a new tool through SuccessFactors called Continuous Performance Management (CPM), to support ongoing discussions and feedback. This tool supports more regular check-ins between managers and employees and day-to-day routine goal alignment, ongoing feedback, and in-the-moment coaching. With this approach, managers have increased visibility into employee activities and achievements, enabling them to provide coaching and guidance. Employees can also give and receive feedback at any time, to or from anyone in the organization. This modern, mobile-enabled approach helps foster happier, more engaged employees and higher performance aligned to our business.



Providing new opportunities for learning and development

Purolator is a people first organization. We are successful when we provide our teammates with a safe and healthy workplace, and have the right people in the right roles, with the support they need to succeed. Learning is just one way we empower our people to deliver outstanding work, safely.

We are proud of our progress in 2019. In fact, this year’s employee engagement survey found that 83 per cent of professional employees agreed or strongly agreed that Purolator provides them with the opportunity for learning and development.

Lean Six Sigma Continuous Improvement Training program

We deployed Lean Six Sigma Continuous Improvement training in 2019, resulting in over 1,300 employees certified in Yellow, Green and Black Belts across the organization. Employees leading Lean continuous improvement projects delivered over \$24 million in savings/ revenue to the organization.

Mentorship program

In 2019, we launched our mentorship program. It provides additional opportunity for rich learning and development for both mentors and mentees, and is accessible to all employees. Employees themselves define their competency strengths facilitating a more effective pairing with a mentor, with the primary criteria being competencies and specialized skills. To support an effective mentoring relationship, participants are provided with support resources. Current participants represent unionized and non-unionized employees, up to the executive level. The program is being monitored and future program enhancements will include the introduction of key performance indicators and tracking capabilities.

Enhanced onboarding experience

We improved our onboarding program for professional employees to incorporate additional elements of training and development that will set them up for long-term success at Purolator. Professional employees received a role-specific onboarding

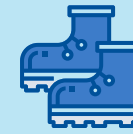
schedule prepared by their manager, which includes key activities, including partnering with an onboarding coach, meetings with teammates and key stakeholders, role-specific training, completion of Lean Six Sigma Yellow Belt training, and visits to local terminal and hub operations.

New hires are then assigned talent management e-learnings that provide knowledge of Purolator’s performance and talent management processes, as well as the organization’s behavioural competency model that defines key competencies required for success at each level. Within their first 30 days, professionals set meaningful performance goals aligned to the organizational strategy.

Purolator’s 2019 employee engagement survey demonstrated the impact of the onboarding program on new hires. Eighty-five per cent of employees who have been with Purolator for less than three months are engaged, compared to the IBM Global Norm of 71 per cent.

Focus on occupational health and safety

Protecting the psychological and physical health of our people, so they arrive home safe, every day.



Safety in action

Our voluntary snow-rated footwear program, launched in 2018, is one way our frontline employees are supported to carry out their work safely. Each courier is provided with vouchers to purchase footwear specifically engineered and designed to perform on wet icy surfaces. Couriers who chose to participate in this program are seeing the results. Since the launch of the voluntary snow-rated footwear program, couriers who chose to wear boots during our busy winter season in 2019 had fewer and less severe falls.



What it means to us

We know that our frontline employees are exposed to a wide variety of physical hazards throughout their workdays – whether they are a courier navigating icy roads in local neighbourhoods or team members navigating conveyer belts and aisles in our delivery warehouses. We also acknowledge the importance of mental health in the well-being of our people and the critical role work plays in the quality of their day-to-day lives.

Our people are our most important asset, as reflected in our People First value. Purolator is committed to engaging and developing our team so that they are successful in a safe and healthy workplace. We aim to empower our employees with the tools and skills to arrive home safe, every day.

Our vision is to be the industry's safest workplace in Canada

Our approach

Our vision is to be the industry's safest workplace in Canada. At Purolator this is achieved through our health and safety policies and procedures, training and controls, and measured by illness, injury and motor vehicle incidents. All of these aspects are indicative of a strong safety culture. We are focused on developing:

- **An interdependent safety culture**, where our people can rely on each other to make the right decisions
- **Best-in-class safety process standards**, that help us think about and carry out our work safely
- **Effective digital tools**, that enable us to make the right decisions, real-time, and execute our work in better ways

At the center of health and safety at Purolator is an integrated Internal Responsibility System. To achieve this, each Purolator location has a Workplace Health and Safety

Committee (WHSC) to ensure worker participation and consultation in the development, implementation, and evaluation of the Health and Safety Management System. WHSC members participate in any occupational hygiene testing that may occur at their location, hold monthly meetings, conduct workplace inspections, and communicate relevant information on all aspects of occupational health and safety to the employees in their workplace.

One hundred per cent of our employees and contractors are covered under our Safety Management System (GRI403-8).

As part of the Health and Safety Management System, job hazard and risk assessments are conducted regularly to identify and put into place appropriate controls to manage employee safety. To execute their work safely, front-line employees are provided health and safety training, access to safe operating procedures, and depending on their job function, access to equipment and protection (such as safety footwear, gloves and hearing protection).

Starting off on the right foot: Spotlight on our safety training programs

We have enhanced the way that new employees are exposed to and familiarized with the policies, procedures and expectations addressed in several e-learnings. Our goal was to improve the employee onboarding experience while maintaining or improving the employee awareness of these policies. These policies include, but are not limited to, Purolator Crisis Management – Employees. All employees across the organization, regardless of role, now have a consistent onboarding experience from day one. The orientation is more engaging and interactive, covering key policies, procedures and safety protocols.

Operations safety – Eight common risks (1,164 completed)

All front-line employees proceed to a standardized day two for safety onboarding. Throughout the day, new hires complete hands-on activities that reinforce safe behaviours on the terminal floor (such as wearing personal protective equipment, safe lifting practices, and conveyor safety). This is followed by role-specific training, and multiple check-points on the job that ensure employees are equipped to perform their roles safely.

Site safety tours (1,490 completed)

We've improved the site safety tour with stops in key locations of the facility where important messaging about that area can be accessed through multiple formats. This ensures new employees know how to navigate their workplace safely and where to quickly access specific areas in emergency situations.

Simulated defensive driving training (217 completed)

Our defensive driving theory and simulated driving training for couriers address common preventable risks. Plus, coaching ensures safe driving practices.

Continuous improvement

We are proud of the significant milestones we achieved in health and safety in 2019:

- Designed an integrated Health and Safety Management System framework and governance model for the organization
- Completed baseline organizational (terminal) safety assessment study identifying gaps in safety compliance and culture
- Completed health and safety reorganization design and expanded Return-to-Work team

- Enhanced safety onboarding and driver training programs

The journey to first-class health and safety is never finished. In 2019, Purolator invested in several initiatives in occupational health and safety, including mental health and wellness aimed at ensuring our company remains a great place to work. As part of our Lean Continuous Improvement culture, areas of improvement to our risk-based Health and Safety Management System were identified through an external health and safety audit conducted the previous year. This spurred terminal safety assessments, conducted at over 90 Purolator locations in 2019.

Putting continuous improvement into action, Purolator focused on making foundational program improvements in health and safety in 2019. To prevent recurrence of common incidents in our terminals, the Operations leadership team established a weekly incident review call where incidents transpired within terminals and relevant lessons learned are shared to foster ongoing learning. This call is led by the Chief Operations Officer or Chief Human Resources Officer, and the



Safety in action

Ashley Brand, Courier, is a Humble Hero. In September 2019, Ashley was performing her delivery at a local McDonald's when an elderly gentleman in line collapsed. Her first aid training kicked in and she went to his aid. As Ashley started performing CPR, the McDonald's staff called 9-1-1. As the gentleman started to breathe on his own, Ashley stayed with him until the paramedic came.

She was recognized by our Scarborough team, who provided her an award for her bravery and courage. She was also recognized company-wide with a Circle of Excellence Award.



incident is described by the affected manager, followed by a review of the determination of the root cause(s) and lessons learned. As a result, the risk assessment is reviewed and hazard analysis updated where required to prevent recurrence.

Much of this work forms the building blocks for the new Health and Safety Management System being developed in 2020 that affects all employees, contractors and subcontractors, and activities at all Purolator locations and on the road.

Helping employees thrive: Spotlight on mental health awareness initiatives and inclusive practices

Our mental wellness strategy is aimed at supporting all employees with an environment that supports their physical, psychological, social, mental and emotional well-being. Last year, we updated our policy and procedural documents, and provided guidance and training on accommodations, return to work and disability. This year we focused on promoting the support programs and services available through our

Employee and Family Assistance Program (EFAP). Some of these activities are outlined below.

Taking care of mental health

In the fall of 2019, Purolator introduced a new wellness program, Thrive. It's designed to help our employees stay physically, mentally, and financially resilient and healthy. Thrive initiatives ranged from fitness and nutrition programming, financial literacy and planning expertise, and awareness and education on public and self-stigma related to mental health:

- **Mental Illness Awareness Week:** With Purolator's ongoing commitment to mental health and safety, Purolator recognized Canadian Mental Illness Awareness Week from October 6 to 12 and World Mental Health Day on October 10. During this time, we provided education and brought awareness around the importance of mental health and reducing both public and self-stigma.
- **November Financial Literacy Month:** Purolator empowered employees across the country to take control of their finances, reduce financial stress, and learn

how to build towards a financially secure future by meeting with some of our external experts.

- **Benefits re-enrolment and pension review:** During Financial Literacy Month, employees were encouraged to review their

pension and other investments, and reminded about their flexible benefits re-enrolment window.



Encouraging access to mental health resources

Our goal is to help our employees learn more about their own mental health, and how to support others who may be experiencing a mental health challenge. In 2019, in partnership with our EFAP service providers, the Total Rewards team launched a major promotional campaign encouraging the use of extensive mental health, general health and wellness resources available to them. Overall, we experienced 11.41 per cent overall EFAP utilization representing increases over both 2017 and 2018. While still below industry average and national norm, we are committed to exceeding both of them.

In 2019, Purolator's Total Rewards team also introduced the Cleveland Clinic Canada Virtual Health Care Program. Employees can virtually connect with a medical professional through live video for non-emergency medical health issues using the Express Care Online® app from the App Store or Google Play. Once the app is downloaded and the employee is registered to use TytoClinic®, they have access to diagnostic tools such as a thermometer or a stethoscope to conduct a health assessment onsite in the First Aid Room.

Mental health awareness education

In 2019, as part of our multi-year mental health strategy, we launched our e-learning program – called Building Blocks for Positive Mental Health to all of our frontline employees on June 25, 2019. Developed in partnership with our EFAP provider, Morneau Shepell, six training modules were offered, with three being mandatory. Employees have 12 months to complete the training and each module is approximately 10-15 minutes in duration.

All new employees hired after the initial launch have the mental health program automatically assigned to their training and development program. As of December 2019, we had over 4,500

Our goal is to help our employees learn more about their own mental health, and how to support others who may be experiencing a mental health challenge.

individual course completions by our front-line employees, which represents approximately 15 per cent completion of the mandatory courses. This was considered a strong start to the program given that front-line employees are heavily focused on operational execution during the last four months of the calendar year.

Mental health first aid training In fall 2019, our first group of employees successfully completed the two-day, in-class training program and became certified by the Mental Health Commission of Canada as Mental Health First Aiders. Participants from all levels of the organization and across the country were nominated by their people leaders. As part of the ongoing Mental Health First Aid certification program, 21 employees from across the organization completed this certification and are available to provide support to colleagues in need in their respective work locations. This will continue into 2020 and beyond.

"I feel lucky to be part of an organization that supports mental health awareness and breaking down the cultural stigmas that exist." – Training participant

Purolator will continue to partner with the Mental Health Commission of Canada to train Mental Health First Aid (MHFA) Responders across all Purolator locations. Our goal is to have at least one MHFA Responder in every location, with multiple responders in large locations like Hubs and facilities.

People leader training We aim to equip our people leaders with the tools to address mental health in the workplace. That's why we offer training that focuses on reducing mental health stigma, dealing with workplace accommodations, and supporting employees with mental health challenges. This training module will be included in our Evolve manager training program.

In 2019, designated facilitators completed the Mental Health Commission of Canada's Working Mind Train-the-Trainer program in order to be able to develop appropriate mental health content for our people leaders. Training content is under development with a roll-out schedule for 2020.

Focus on diversity and inclusion (D&I)

Capturing the uniqueness of our individual people and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.



What it means to us

At Purolator, diversity is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess. We consider inclusion to be about the collective. It is about a culture that strives for equity. Our culture embraces, respects, accepts and values difference, and demonstrates it in what we say and do.

We believe that having a diverse team with different cultural backgrounds and experiences encourages debate and problem-solving to inspire innovative solutions to the organization's business challenges. We consider diversity and inclusion of our workforce in our hiring choices, the opportunities we provide for learning and development, and how we treat each other.

Our approach

A diverse, inclusive work environment allows employees to reach their full potential. Our goal is to develop talent across all stages of the employee lifecycle. With this in mind, our strategic talent management plan ensures we adopt a proactive approach in attracting, managing and developing talent. We use role profiles and competency needs as a means of identifying essential skills to be developed in all employees.

We are committed to building the most diverse and inclusive organization across all levels of our business. In addition to providing equal opportunities to our employees with respect to our talent experience, a number of initiatives to improve strategic support and executive sponsorship, and advance inclusion in all of our programs and initiatives.

Continuous improvement in 2019

Purolator has experienced record growth in 2019 thanks to our employees, their incredible diversity of thought, and their unique perspectives, experiences and backgrounds. With this in mind, we were proud the recipient of the Canada's Most Admired™ Corporate Cultures of 2019 – Enterprise and Best Talent Management Strategy 2019 (Canadian HR Awards) awards.

Additionally, our 2019 MyVoice survey results indicated that 76 per cent of our people agreed that Purolator is committed to providing equal opportunity for all employees. While this is positive feedback, we can continue to ensure our employees from coast-to-coast feel empowered to share in these opportunities and help shape our company to support their needs.

Diversity and inclusion in action

International Women's Day is the focal point for gender equality and women's rights across the world. This year, we hosted a panel discussion to share insights on how we can think equal, build smart and innovate for change to find #BalanceforBetter.

Our panel featured a cross-section of women in the organization, sharing their unique insights on how individuals and our business can balance for better.





Diversity and inclusion in action

Unique perspectives, experiences and backgrounds are in Purolator's DNA.

As co-chairs of our National Diversity and Inclusion Council, Shikha Gandhi, VP, Finance, Corporate Services and Sue-Lynn Noel, VP, General Counsel and Corporate Secretary, know this firsthand. They help champion diversity initiatives throughout the company.

Shikha says the council aims "to create the most inclusive, accessible workplace in Canada by fostering an environment where women, people living with disabilities, people of colour, and Indigenous Peoples feel empowered and have equal opportunity." The council will also focus on newcomers to Canada and LGBT+.

"The Diversity and Inclusion Council is a platform to raise awareness of diversity and inclusion issues," says Sue Lynn.

Guiding the future, the council will develop training programs, workshops and initiatives aimed at fostering a rich, dynamic workplace for all.

Future Leaders Development program

Launched in 2019, all people managers were trained on talent management best practices, to remove bias, promote inclusion, add consistency and to reinforce the value of career/development planning. This program accelerates the development of future leaders through flexible and customizable development journeys that may include personal coaching, mentoring, external training, special assignment/projects and job rotations.

Mentorship program

Accessible to all employees, our mentorship program provides additional opportunity for rich learning and development for both mentors and mentees. After self-identifying strengths, employees are paired with a suitable mentor and support resources. In 2019, 54 per cent of mentees were female. As the program evolves, we look forward to including key performance indicators and tracking capabilities.

Diversity and Inclusion Leadership Council

The Leadership Council consists of senior leaders across our business that can affect positive changes within their respective business lines. Together, these leaders provide strategic support and executive sponsorship aimed at advancing inclusion in all our programs and initiatives.

"I am proud of Purolator's approach to diversity and inclusion and of the progress being made in this area. At the same time, there is still a lot further to go. I'm looking forward to making it a business imperative to drive real change and add immense value in the coming years."



- Shikha Gandhi, co-chair, D&I Leadership Council

In the past several years, we focused on building the D&I fundamentals aligned with our business objectives:

- 2020-2025 Employment Equity Plan
- Diversity and Inclusion Governance and Accountability Framework
- Diversity and Inclusion Strategy
- Diversity Recruitment Strategy
- Diversity and Inclusion Communication Strategy

Our next stage will be identifying multiple key performance indicators (KPIs) to track our progress towards meeting our priorities and targets, to hold our business accountable for living our values. This work is in addition to our efforts to enhance workplace awareness and de-stigmatization of mental health through training and education.

Spotlight on diverse and inclusive leadership

It's important to have a diverse and inclusive leadership team as well. That's why we're exploring new ways to inform our talent experience and nurture growth of the next generation of unique leaders.

Key performance highlights

Indicator: Diversity of governance bodies and employees

Diversity of employees

GRI 405-1

	2015	2016	2017	2018	2019
Diversity of senior management (%)					
Gender					
Women	-	-	-	-	21%
Men	-	-	-	-	79%
Other indicators of diversity (%)					
Representation of people with disabilities	-	-	-	-	6%
Representation of visible minorities	-	-	-	-	14%
Representation of Indigenous people	-	-	-	-	0%
Diversity of non-management (%)					
Gender					
Women	-	-	20%	20%	20%
Men	-	-	80%	80%	80%
Other indicators of diversity (%)					
Representation of people with disabilities	-	-	1.8%	4.7%	4.5%
Representation of visible minorities	-	-	32.3%	26.8%	27%
Representation of Indigenous people	-	-	2.4%	3.3%	3.2%

Please see Appendices for applicable assumptions, scope, and boundary information.

Delivering for our planet



Focus on addressing climate change

Managing our GHG emissions and considering climate-related environmental impact and risks.

What it means to us

There is scientific consensus that the global climate is changing as a direct result of human activities. This change will continue to intensify and is the most serious environmental challenge our world faces today.

Our business is linked to climate change in many ways, especially as we continue to expand our reach to more people, more businesses and more places, across the country and around the world. We have a vital role to play in addressing climate change risks in the transportation industry, including limiting our contributions to global GHG emissions associated with energy use and transport fuels. Based

on a detailed emissions inventory, using ISO 14064-1 (and the WRI/WBCSD GHG Protocol's convention), our direct emissions are mainly driven by the on-site combustion of fuels, used for operation of buildings and mobile emissions from fleet directly operated by Purolator.

Purolator is well-positioned to showcase climate leadership and to facilitate the transition to a more energy efficient, low-carbon economy. We are determined to invest in sustainable fleets, buildings and technologies to transition Purolator into a low-carbon resilient economy and be recognized as an effective and accountable Canadian business.

In addition to our impact on the climate, physical and transition risks of climate change may affect our ability to achieve our business goals in the future. However, these same risks provide Purolator with the opportunity to explore efficiency and adoption of low-emission products and services.

Our approach

Our approach to addressing climate change continues to evolve. We continuously track our emissions to understand our current performance and identify opportunities for improvement. Since 2007, we've

conducted a comprehensive GHG inventory aligned to leading practices – evidence of Purolator's commitment to actively manage our environmental impact. The GHG inventory and study set the stage for our sustainability story, which is helping us to understand magnitude and distribution of GHG emissions associated with our operations.

Our strategy is evergreen as we incorporate best practices and guidance on strategy and management.

We have a vital role to play in addressing climate change risks in the transportation industry, including limiting our contributions to global GHG emissions associated with energy use and transport fuels.

Continuous improvement

In 2019, we undertook an extensive study to support development of science-based targets for reducing emissions. Now, we're proud to work towards reaching net-zero emissions by 2050.

Managing our fleet emissions

Purolator is testing a variety of sustainable solutions to make deliveries in the urban core regions of Canada. We deployed a fleet of electric cargo bikes (e-bikes) with the City of Montreal. The bikes will progressively receive shipments to deliver out of our Ville St. Pierre and Anjou, Que. terminals. This pilot project is part of our Research and Development Downtown Core Delivery Solutions program to address the impacts of 'last mile' deliveries. The project is meant to help us find ways to quickly deliver to customers in dense areas, such as busy urban cities, while reducing our overall GHG emissions across the city.

The area to conduct our testing was chosen by the City of Montreal to decrease the number of large delivery trucks on city streets. We created a central point for trucks to drop off freight and have it delivered by smaller fleets that reduce congestion on streets and use less gasoline and diesel.

The one-year pilot project is currently planned for additional testing in other major Canadian cities soon.

Purolator partnered with the Smart Freight Centre at the University of Toronto Transportation Research Institute to conduct a pilot study on the feasibility of electric assist cargo tricycle, exploring the efficiency of e-cargo bikes on one delivery route. The project was conducted on the University of Toronto's downtown campus. The study also looked at specific operating parameters such as parking, speed, demand, capacity, cost, reliability and the regulatory restrictions associated with e-cargo bikes. The research produced positive results as it demonstrated that replacing one curbside van with an e-cargo bike can reduce GHG emissions by 1.9 metric ton of CO2 per year. The study presented a strong policy case on developing consistent regulations and restrictions subjected to e-cargo bikes as well as building bicycle infrastructure which can make pilot projects like these more feasible.

Going forward, we plan to introduce new fleets with advanced technology across the country to improve delivery performance and safety. We will roll out our first wave of electric vehicles to complement our existing 323 hybrid

electric vehicles to reduce our overall GHG emissions. We will also use sophisticated fleet technology to optimize our routes, consolidate packages, and leverage data.

In 2019, **we retired 358 older fleets and purchased 767 fuel efficient vehicles.** These included new trailers, trucks, tractors and vans.

Emissions management in action

Purolator joined the Urban Delivery Solutions Initiative (UDSI), led by the Pembina Institute. The UDSI is a national network of organizations working to modernize urban freight operations in Canadian cities. The initiative will support Purolator in identifying pilot projects that have the capability to reduce GHG emissions as well as addressing urban congestion and curbside issues. We look forward to implementing industry best practices, and jointly advocating for modernization of policies, standards and regulations. The founding partners of UDSI are Purolator, Canada Post, UPS, and Fresh City Farms.



Managing our corporate emissions

Purolator's new head office occupies almost 90,000 square feet located at 2727 Meadowpine Boulevard, Mississauga, Ont. The LEED (Leadership in Energy and Environmental Design) Gold Certified Building is filled with natural daylight and designed to foster creativity and innovation. The building's heating and air conditioning and ventilation are regulated through an automated system which allows for temperature control and enhances indoor air quality. The building is designed to reduce waste, conserve energy, and decrease water consumption. There are 21 electric vehicle charging stations available for employees and visitors. The new head office also has an inclusive multi-faith room, gender-neutral washrooms, fitness centre, café, first aid rooms and green spaces.

Key performance highlights

Indicator: Scope 1 through 3 emissions

Purolator's total annual GHG emissions for 2019 were 365,554t CO2e. Thirty-five per cent of those total emissions, or 129,339t CO2e were scope 1, associated with Purolator-owned fleet, on-site fuel consumption and fugitive refrigerant releases; approximately two per cent or 5,559t CO2e of emissions were scope 2, associated with the consumption of purchased electricity; the remaining 63 per cent or 230,657t CO2e of emissions were attributable to subcontracted fleet, upstream ground fleet emissions (owned and subcontracted) and waste generation under scope 3.



Absolute emissions

Despite the significant expansion of our business since 2015, **we have achieved notable reductions in our direct emissions.** Both the decrease in owned fleet emissions and increase in subcontracted air carrier emissions can be attributed to changes in air transport operations. A transition from a dedicated air carrier fleet to a subcontracted shared fleet resulted in significant efficiencies, enabling aircrafts to carry more packages and allowing us to use a wider diversity of more fuel efficient planes.

Absolute emissions, including **scope 1, 2, and 3 emissions have increased since the 2015 period,** owing to enhancements in the completeness of our inventory conducted in 2019 and the addition of new emissions sources. This year, we also expanded our indirect emission sources to include solid waste in our scope 3 emissions.

Scope 1 and 2 emissions

Purolator delivered 13 million more packages compared to 2018. In 2019, we delivered over one quarter of a billion packages with an annual revenue of \$1.93 Billion. Our owned fleet (scope 1 emissions) drove an additional 10 million kilometres. Given the significant growth achieved in 2019, GHG emissions from **our owned fleet were nine per cent** greater than the previous year.

Benefits of corporate emissions management, such as building improvements, are being realized, with a **reduction of three per cent in direct emissions from buildings, heating, and refrigerants** and reduced energy consumption of buildings resulting in a **29 per cent reduction in indirect scope 2 emissions.**

Scope 3 emissions

A best practice emerging from the science-based targets initiative encourages transportation and logistics organizations to include indirect emissions (upstream and downstream emissions in the company's value chain) in their overall disclosures, targets, and management strategies.

Shifting of more packages and volume from ground to rail in 2018 and added volumes from our freight portion of the business in rail have led to notable increases in scope 3 emissions. These emissions represent a small but important portion of our overall emissions portfolio. Given that emissions from rail are less carbon intensive than other sources, such as air carriers and ground fleets, utilization of rail may lead to longer-term emissions improvements. We continue to seek opportunities to rely on less carbon-intensive forms of transport, such as rail.

We strive to improve the completeness of our scope 3 emissions in the future by including our subsidiaries' emission sources such as Purolator International as well as the upstream and downstream emissions associated from packaging waste.

Emissions by source (tCO2e)

GRI 305-1, 2, 3

	2015	2016	2017	2018	2019	Variance (2015 – 2019)
Total GHG emissions (Scope 1, 2, 3)	277,968	253,045	263,622	279,189	365,554	+32%
Direct GHG emissions (Scope 1)						
Owned fleet	123,644	87,619	91,383	88,387	110,929	-10%
Buildings, heating & refrigerants	18,937	15,952	17,758	18,304	18,410	-3%
Indirect GHG emissions, purchased electricity (Scope 2)						
Buildings, electricity	7,784	6,539	6,300	5,826	5,559	-29%
Indirect GHG emissions, other (Scope 3)						
Subcontracted ground fleet	73,359	81,317	86,770	86,455	84,986	+16%
Subcontracted air carrier	51,778	58,865	58,524	77,188	80,641	+56%
Rail	2,466	2,754	2,887	2,766	5,098	+107%
Waste				264	1,284	
Upstream ground fleet					58,647	

Please see Appendices for detailed calculation methodology, including scope, boundary, and related assumptions.

Focus on sustainable products and services

Designing products and services to provide sustainable options to our customers.

What it means to us

Purolator is committed to minimizing the environmental effects of waste. We recognize significant plastic and packaging waste is generated from our entire supply chain, including operations. There is more work to do to move our organization towards a circular economy.

There is more work to do to move our organization towards a circular economy.

Our approach

We need to continue to innovate and offer sustainable products and services to our customers. Our current initiatives are focused on reducing waste from our terminals and corporate office. We are currently seeking recommendations from our vendors to procure sustainable and carbon-neutral packaging.

- Offering sustainable options:** Purolator piloted a program with Keurig to allow their customers to recycle coffee pods (K-Cup® Pods) in Canada. The pilot program, deployed for business customers, is intended to enhance recycling of pods. Labels are provided on the package with a unique address for the shipper to attach to empty K-Cups®, where they are then sent directly by Purolator to a recycling facility in Hamilton.

In 2020, Purolator aims to launch a national program which will provide all customers the opportunity to recycle their pods across Canada.

- Participating in the circular economy:** In 2019, we worked with a social impact and sustainability enterprise to manage the decommissioning of our corporate office furniture and assets. In partnership with the enterprise, we developed and implemented a program that would repurpose, recycle and recover value for our office assets which were not taken to the new head office. The program was designed to strive for a holistic CSR approach while supporting our communities and protecting the environment. The program also conducted a comprehensive lifecycle analysis to minimize

waste and decrease GHG emissions. We diverted 93 per cent³ of our furniture waste from the landfill which resulted in reduction of GHG emissions by 374t of carbon dioxide equivalent (CO2e). This is equivalent of taking 79 passenger vehicles off the road. We recycled 59 per cent of the office furniture and donated 33 per cent to charitable organizations.

³ Covers 75% of Purolator operational facilities. The solid waste sources we currently track are cardboard, organics, wood, paper and soft plastic. Moving forward, we aim to track our upstream and downstream waste sources including packaging waste

Continuous improvement in 2019 and beyond

In 2020 and 2021, we aim to improve the completeness and quality of data related to our operational waste, by implementing a waste management system and collectively working to reduce our waste generation and inform our product and service design. We are looking to procure and increase the percentage of recycled and biodegradable content and decrease single-use plastics materials in our packaging material.

Key performance highlights

In 2019, Purolator diverted 33 per cent of our overall solid waste from landfill. From our depots, we recycled more than 200,000 litres of waste oil fluids which is generated from fleet usage and repairs.

We also seek to limit the amount of packaging and single-use plastics that ends up in landfill. Sustainable packaging options are available to our customers. Our Purolator Express® Envelope and Purolator Express® Pack is made from 95 per cent recycled and biodegradable content, including 25 per cent post-industrial material. Our Purolator Express® Envelope is also Forest Stewardship Council® (FSC®) certified. It uses 50 per cent less water and energy than virgin content.



Helping our neighbours



Focus on community investment

Delivering good in the communities where we work and live to support Canada in achieving zero hunger.

What it means to us

Beyond delivering services and solutions critical to Canada, we deliver promises. Purolator made a promise to help alleviate food insecurity when we launched the Purolator Tackle Hunger® program in 2003, and the tradition of delivering good continues. Our community investment efforts seek to promote local community engagement and development, and benefit stakeholders in our areas of operation through community donations and volunteering.

Since 2003, we've been committed to tackling hunger in Canada and making a difference in the communities where we live and work. Purolator Tackle Hunger® is an initiative that's all about people helping people. This employee-led grassroots initiative has since helped deliver more than 18 million pounds of food to families across Canada.

Our approach

Inspired by the passion of our employees, the Purolator Tackle Hunger® program became our single philanthropic initiative, expanding in 2006 to include, at the start of June every year, our Purolator Tackle Hunger® Week. In 2019, Purolator Tackle Hunger® Week became Purolator Tackle Hunger® Month. Throughout the month of June, Purolator employees work with their partners and customers from coast to coast to raise awareness about hunger in Canada, and to collect food and funds for food banks across the country.

All of the donations raised during Purolator Tackle Hunger® Month stay in the community where they were raised to benefit the local food bank. As a main component of the program, Purolator hosts a series of Game Day Food Drives at nine CFL games and select CHL games across Canada. Fans bring non-perishable food items or monetary donations to these games to help support their local food banks. Red Bag Campaigns were launched in communities in Toronto and Calgary.

We are committed to tackling hunger in Canada and making a difference in the communities where we live, work and play.



In addition to raising food for communities, we also provide logistical support and services to our food banks and agencies to safely transport food. Together, these initiatives support their incredible efforts to achieve zero hunger in Canada.

Spotlight on moving mountains in minutes

COVID-19 has transformed how Canadians live, work, and do business. At Purolator, we're moving mountains in minutes, with our front-line heroes helping us all navigate through some of the uncertainty ahead. As demand for deliveries surges, we expanded our e-commerce capabilities: extending delivery-window times, accelerating contactless delivery, and increasing Mobile Quick Stop pickups. These

are just a few ways we are adapting. While Purolator Tackle Hunger® is our main community investment initiative, we are always seeking new ways to lend a hand to our neighbours. We look forward to sharing highlights in our efforts to support COVID-19 response in our 2020 CSR report.



Food donated and transported

	2015	2016	2017	2018	2019
Weight of food (lbs)	1,426,496	1,660,337	1,510,343	1,549,202	1,651,460

Key performance highlights

Indicator: Food donated and transported through Purolator Tackle Hunger®

In the past 17 years, Purolator Tackle Hunger® has helped deliver more than 18 million meals and donated 20 refurbished curbside delivery vehicles to local food banks. In 2019, the program raised 1.65 million pounds of food in support of food banks and food agencies across the country, representing a **six per cent** increase in food donated and transported over the previous year.



Community investment in action

“One in 6 individuals who use the food bank are women who have [either] suffered abuse, may be battling mental illness or be looking to start over.” (Stats Canada).

During our Annual International Women’s Day luncheon and workshop, attendees brought food donations in support of the Purolator Tackle Hunger® program. It is our hope that the support will help women in our communities to find #BalanceforBetter.



Appendix A: Detailed performance data

GRI indicator	Disclosure Title	2015	2016	2017	2018	2019
Our planet						
305-1	Direct (Scope 1) GHG emissions	142,581	103,571	109,140	106,691	129,339
	Owned Fleet	123,644	87,619	91,383	88,387	110,929
	Buildings, heating & refrigerants	18,937	15,952	17,758	18,304	18,410
305-2	Energy indirect (Scope 2) GHG emissions	7,784	6,539	6,300	5,826	5,559
	Buildings, electricity	7,784	6,539	6,300	5,826	5,559
305-3	Other indirect (Scope 3) GHG emissions	277,968	253,045	263,622	279,189	365,554
	Subcontracted Ground Fleet	73,359	81,317	86,770	86,455	84,986
	Subcontracted Air Carrier	51,778	58,865	58,524	77,188	80,641
	Rail	2,466	2,754	2,887	2,766	5,098
	Waste	NC	NC	NC	264	1,284
	Upstream Ground Fleet Emissions	NC	NC	NC	NC	58,647
305-4	GHG Emissions Intensity Ratio					
	Scope 1-3 GHG tCO ₂ e/\$ Revenue)	0.18	0.17	0.16	0.15	0.19
	Scope 1-3 GHG tCO ₂ e/\$ Shipments)	3.34	2.99	3.08	2.93	3.59
	Scope 1-3 GHG tCO ₂ e/\$ Pieces)	2.32	2.08	2.16	2.09	2.60
306-2	Waste and Recycling					
	Total Solid Waste Generation (Metric Tons)	NC	NC	NC	NC	2,626
	Waste Diverted	NC	NC	NC	NC	862
	Landfilled	NC	NC	NC	NC	1,764
Our neighbours						
-	Food donated & transported through Purolator Tackle Hunger® (lbs)	1,426,496	1,660,337	1,510,343	1,549,202	1,651,460

GRI indicator	Disclosure Title	2015	2016	2017	2018	2019
Our people						
102-8	Full Time employees	NC	NC	9,717	11,212	11,459
405-1	Diversity of senior management (%)					
	Representation of women	NC	NC	NC	NC	21.14
	Representation of people with disabilities	NC	NC	NC	NC	6.0
	Representation of visible minorities	NC	NC	NC	NC	14.3
	Representation of indigenous peoples	NC	NC	NC	NC	NC
	Diversity of all workforce (%)					
	Representation of women	NC	NC	20.18	19.95	20.22
	Representation of people with disabilities	NC	NC	1.78	4.68	4.47
	Representation of visible minorities	NC	NC	23.34	26.83	27.00
	Representation of indigenous peoples	NC	NC	2.41	3.33	3.19
403-8	Employees and contractors covered under the OH&S management system (%)	NC	NC	NC	100	100
403-8	Is the OH&S management system internally audited? (Y/N)	NC	NC	NC	Y	Y
403-8	Is the OH&S management audited or certified by an external party? (Y/N)	NC	NC	NC	Y	NC

Appendix B: GRI content index

GRI Standards	Description	Response, link, or additional information
General Disclosures		
102-1	Name of the organization	Purolator Holdings Ltd. (Purolator)
102-2	Activities, brands, products, and services	2019 CSR Report, Page 6
102-3	Location of headquarters	Mississauga, Ontario (Canada)
102-4	Location of operations	2019 CSR Report, Page 6
102-5	Ownership and legal form	Board of Directors: https://www.purolator.com/en/leadership-governance
102-6	Markets served	2019 CSR Report, Page 6
102-7	Scale of the organization	https://www.purolator.com/en/purolator-facts-history
102-8	Information on employees and other workers	https://www.purolator.com/en/purolator-facts-history
102-9	Supply chain	2019 CSR Report, Page 6
102-10	Significant changes to the organization and its supply chain	Timeline: https://www.purolator.com/en/purolator-facts-history
102-12	External initiatives	https://www.purolator.com/en/purolator-tackle-hunger
102-13	Membership of associations	https://www.purolator.com/en/corporate-sponsorships
102-14	Statement from senior decision-maker	Message from the President and CEO
102-15	Key impacts, risks, and opportunities	2019 CSR Report, Page 8-9
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	Code of Business Conduct & Ethics: https://www.purolator.com/en/leadership-governance
102-17	Mechanisms for advice and concerns about ethics	https://www.purolator.com/en/leadership-governance
Governance		
102-18	Governance structure	https://www.purolator.com/en/leadership-governance
102-21	Consulting stakeholders on economic, environmental, and social topics	2019 CSR Report, Page 9-12
102-22	Composition of the highest governance body and its committees	https://www.purolator.com/en/leadership-governance
102-23	Chair of the highest governance body	https://www.purolator.com/en/leadership-governance
102-24	Nominating and selecting the highest governance body	https://www.purolator.com/en/leadership-governance
102-25	Conflicts of interest	https://www.purolator.com/en/leadership-governance
102-26	Role of highest governance body in setting purpose, values, and strategy	https://www.purolator.com/en/leadership-governance
102-27	Collective knowledge of highest governance body	https://www.purolator.com/en/leadership-governance
102-28	Evaluating the highest governance body's performance	https://www.purolator.com/en/leadership-governance

GRI Standards	Description	Response, link, or additional information
General Disclosures		
102-29	Identifying and managing economic, environmental, and social impacts	2019 CSR Report, Page 13-14
102-31	Review of economic, environmental, and social topics	2019 CSR Report, Page 13-14
102-32	Highest governance body's role in sustainability reporting	2019 CSR Report, Page 11-12
102-33	Communicating critical concerns	Quarterly Board of Directors Meeting
102-34	Nature and total number of critical concerns	Quarterly Board of Directors Meeting
102-35	Remuneration policies	https://www.purolator.com/en/leadership-governance
102-36	Process for determining remuneration	https://www.purolator.com/en/leadership-governance
102-37	Stakeholders' involvement in remuneration	https://www.purolator.com/en/leadership-governance
102-38	Annual total compensation ratio	Quarterly Board of Directors Meeting
102-39	Percentage increase in annual total compensation ratio	Quarterly Board of Directors Meeting
102-40	List of stakeholder groups	Internal (Senior Leadership – consists of Corporate level executives, Leadership – consists of directors, Employees – consists of non-union and union, contractors –consists of full-time and part-time, and Subsidiaries – consists of Purolator International). External (Board of Directors, Partners, Industry Peers, Customers, and Government – consists of federal, provincial, and municipal).
102-41	Collective bargaining agreements	Approve all mandates for collective bargaining with unionized employees of the Corporation's subsidiaries in accordance with the Human Resources and Compensation Committee
102-42	Identifying and selecting stakeholders	A comprehensive stakeholder engagement process was conducted to engage with internal and external stakeholders across the organization. Stakeholders were selected based on their subject-matter expertise, influence and impact on decisions, diversity, and willingness to engage
102-43	Approach to stakeholder engagement	Detailed interviews were conducted and surveys were sent to internal and external stakeholders across the organization
102-44	Key topics and concerns raised	2019 CSR Report, Page 9
102-45	Entities included in the consolidated financial statements	Quarterly Board of Directors Meeting
102-46	Defining report content and topic boundaries	The report focuses around 3 CSR pillars: Empowering People, Delivering for our Planet, and Helping our Neighbors.
102-47	List of material topics	2019 CSR Report, Page 9
102-50	Reporting period	2019
102-51	Date of most recent report	October 31, 2018
102-52	Reporting cycle	January 1 – December 31, 2019 (unless otherwise noted)
102-53	Contact point for questions regarding the report	We welcome all questions, comments, and feedback on our CSR initiatives and activities. To submit a feedback or a question, feel free to contact us at info.csr@purolator.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in alignment with the GRI Standards. We continue to work towards being in accordance with the GRI Standards: Core option.
305-1	Scope 1 Greenhouse Gas (GHG) Emissions	Purolator has elected to use the Operational Control Approach described in the GHG Protocol Corporate Standard and the International Organization for Standardization's (ISO) Specification 14064-1: Operational Control approach: the organization accounts for all quantified GHG emissions and/or removals from facilities over which it has financial or operational control. The inventory will include Purolator's Canadian operations under Purolator's operational control, Page 28.

GRI Standards	Description	Response, link, or additional information
General Disclosures		
305-2	Gross location-based indirect (Scope 2) GHG emissions (tCO ₂ e): Buildings, electricity	It is common practice to estimate typical energy usage based on floor area for office buildings lacking energy consumption data. It was possible to estimate consumption of electricity, natural gas for heating for Purolator's North American corporate offices based on the building floor area or based on data provided in previous years for facilities where data was not available.
305-3	Gross indirect Scope 3 emissions (tCO ₂ e): Subcontracted Ground Fleet	Fuel volumes were readily available for Purolator operated fleet. Subcontracted fleet fuel consumption (contractor carriers and owner operators) was estimated based on total km travelled from 2007 to 2017, in 2018 these estimates were based on average fuel costs. In 2019 subcontracted emissions were estimated based on a combination of fuel surcharge costs and distance travelled. Ferry, Partner Services (logistics, Purolator International, and Canada Post), were not included in the 2019 inventory. We plan to report emissions from these sources for the 2020 inventory, Page 29.
305-3	Gross indirect Scope 3 emissions (tCO ₂ e): Subcontracted Air Carrier	Emission sources added in 2019: Westjet, Flight Exec air carriers, Page 30-31.
305-3	Gross indirect Scope 3 emissions (tCO ₂ e): Waste	Purolator expanded their waste emission sources to include solid waste (i.e. cardboard, paper, wood, single stream waste etc. Upstream and downstream packaging excluded as the data is not currently tracked. 75% of the solid waste generated from facilities was tracked and reported in the 2019, Page 30-31.
305-3	Gross indirect Scope 3 emissions (tCO ₂ e): Upstream Ground Fleet	For the 2019 GHG Inventory, we included Upstream Ground Fleet Emissions i.e. emissions associated from the production of fuels. A best practice emerging from the Science- Based Targets Initiative is to encourage transportation and logistics organizations to include indirect emissions (upstream and downstream emissions in the company's value chain, Page 20-22.
306-3	Waste and Recycling	Data covers 75% of Purolator's terminals across Canada.
	Food donated & transported through the Purolator Tackle Hunger® (lbs)	In 2019, our calculations included pounds of food that was also transported through the Purolator fleets. In addition, to raising food for our community, we also provide logistical support and services to our food banks and agencies to safely transport food. Our methodology is calculated: donations (\$) * 2 = Total pounds of food raised.
403-8	Occupational Health and Safety (100% of employees are covered)	100 percent of our employees and contractors are covered under our Safety Management System.





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