



POWER CORPORATION  
OF CANADA

# 2021 ESG Data Supplement



# 2021 ESG Data Supplement

At Power Corporation, we are committed to continuously enhancing our Environmental, Social and Governance (ESG) reporting.

This document provides quantitative information on our ESG achievements, and is intended to supplement the information available on our [Sustainability website](#).

For more information on our sustainability approach and achievements, as well as to view how our reporting has evolved over the years, please visit our [Sustainability website](#).

For questions related to the content of this document or Power Corporation's sustainability approach, please contact us at [sustainability@powercorp.com](mailto:sustainability@powercorp.com).

## Reporting Scope

The content of this ESG data supplement has been informed by stakeholder requests, as well as international standards on ESG reporting, including the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB), the World Economic Forum (WEF) "Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation", and the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations. The data is reported annually, for the calendar years ended December 31, unless otherwise indicated.

**Environment:** Our environmental data includes the data of our publicly traded operating companies Great-West Lifeco and IGM Financial, as well as that of our wholly owned subsidiary Square Victoria Real Estate.

**Social:** Power Corporation's employee data is consolidated based on the definition of financial control and therefore includes the data of our publicly traded operating companies Great-West Lifeco and IGM Financial, as well as the data of the Corporation's wholly owned or controlled subsidiaries.

**Governance:** Our governance data pertains to Power Corporation.

### Abbreviations

The following abbreviations are used throughout this document: C\$ (Canadian dollars); ESG (Environment, Social, Governance); Great-West Lifeco (Great-West Lifeco Inc.); GHG (greenhouse gas); IGM Financial (IGM Financial Inc.); MWh (megawatt hours); Power Corporation or the Corporation (Power Corporation of Canada); Power Financial (Power Financial Corporation); tCO<sub>2</sub>e (metric tonnes of CO<sub>2</sub> equivalent).

## External Assessment

We are committed to ensuring the quality and integrity of the data we report. To date, our environmental data related to GHG emissions have been verified by PricewaterhouseCoopers (PwC) to a limited level of assurance in accordance with the International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements (ISAE 3410).

## Additional Information Sources

For additional information, readers are referred to our [Sustainability website](#) where we publicly disclose our sustainability policies, commitments and initiatives. The Sustainability website also provides examples of how our responsible management philosophy is implemented within our business and throughout the Power Corporation group of companies.

We provide information on our ESG progress to a number of stakeholders and participate in the annual CDP Climate Change program, supporting the organization's endeavours to increase transparency and disclosure on climate change. Our CDP submission is available on the [Climate Change](#) page of our Sustainability website.

The [Governance](#) section of our corporate website also contains detailed information on our corporate governance practices.

As signatory to the United Nations Global Compact (UNGC), we submit a [Communication on Progress](#) annually as part of our commitment of support to the UNGC's ten universal principles on human rights, labour, environment and anti-corruption.

# Governance

| Topic   | Metric        | 2021 | 2020 | 2019 | 2018 | SASB Indicator | GRI Indicator | WEF Indicator | UNGC Indicator | TCFD Indicator |
|---|---------------|------|------|------|------|----------------|---------------|---------------|----------------|----------------|
| <b>BOARD COMPOSITION</b> <sup>(a)</sup>                                   |               |      |      |      |      |                |               |               |                |                |
| <b>Board Directors</b> <sup>(c)</sup>                                     | Number        | 14   | 13   | 12   | 12   |                |               | ●             |                |                |
| Executive Board Members   | Number        | 1    | 1    | 3    | 3    |                | 102-22        | ●             |                |                |
| Non-Executive Board Members   | Number        | 13   | 12   | 9    | 9    |                | 102-22        | ●             |                |                |
| <b>Board Gender Diversity</b>   |               |      |      |      |      |                |               |               |                |                |
| Women Directors <sup>(c)</sup>  | Number        | 3    | 2    | 2    | 2    |                | 102-22        | ●             | ●              |                |
|   | Percentage    | 21%  | 15%  | 17%  | 17%  | FN-AC-330a.1   | 102-22, 405-1 | ●             | ●              |                |
| <b>Board Age Diversity</b>  |               |      |      |      |      |                |               |               |                |                |
| Between 30 and 49 (inclusive)   | Number        | 0    | 0    | 1    | 1    |                | 405-1         |               | ●              |                |
| Between 50 and 70 (inclusive)   | Number        | 11   | 10   | 8    | 8    |                | 405-1         |               | ●              |                |
| 71 and over   | Number        | 3    | 3    | 3    | 3    |                | 405-1         |               | ●              |                |
| <b>Board Tenure</b> <sup>(b)</sup>  | Average Years | 12   | 12   | 14   | 13   |                | 102-22        | ●             |                |                |
| <b>Independent Board Members</b>  |               |      |      |      |      |                |               |               |                |                |
| Board Independence <sup>(c)</sup>   | Percentage    | 79%  | 77%  | 75%  | 75%  |                | 102-22        | ●             |                |                |
| Audit Committee Independence  | Percentage    | 100% | 100% | 100% | 100% |                | 102-22        | ●             |                |                |
| Related Party and Conduct Review Committee Independence                   | Percentage    | 100% | 100% | 100% | 100% |                | 102-22        | ●             |                |                |
| Human Resources Committee Independence                                    | Percentage    | 100% | 100% | 100% | 100% |                | 102-22        | ●             |                |                |
| Governance and Nominating Committee Independence <sup>(d)</sup>           | Percentage    | 60%  | 60%  | 60%  | 60%  |                | 102-22        | ●             |                |                |
| <b>Average Board and Committee Meeting Attendance Rate</b> <sup>(a)</sup> | Percentage    | 99%  | 100% | 97%  | 96%  |                |               |               |                |                |
| <b>Directors with 4 or less mandates</b> <sup>(e)</sup>                   | Percentage    | 100% | 100% | 100% | 100% |                | 102-22        |               |                |                |
| <b>ANTI-CORRUPTION</b>  |               |      |      |      |      |                |               |               |                |                |
| Operations assessed for risks related to corruption                       | Percentage    | 100% | 100% | 100% | 100% |                | 205-1         |               | ●              |                |
| Employees having received training on anti-corruption <sup>(f)</sup>      | Percentage    | 100% | 100% | 100% | 100% |                | 205-2         | ●             | ●              |                |
| Incidents of corruption   | Number        | 0    | 0    | 0    | 0    | FN-AC-510a.1   | 205-3         | ●             | ●              |                |

## Governance (continued)

| Topic  | Metric     | 2021      | 2020      | 2019      | 2018      | SASB Indicator | GRI Indicator | WEF Indicator | UNGC Indicator | TCFD Indicator |
|--|------------|-----------|-----------|-----------|-----------|----------------|---------------|---------------|----------------|----------------|
| <b>AUDITOR'S FEES</b> <sup>(g)</sup>                                       |            |           |           |           |           |                |               |               |                |                |
| Audit fees   | C\$        | 1,534,000 | 1,085,000 | 1,009,000 | 1,081,000 |                |               |               |                |                |
| Audit-related fees   | C\$        | 153,000   | 147,000   | 100,000   | 118,000   |                |               |               |                |                |
| Tax fees   | C\$        | 693,000   | 209,000   | 534,000   | 607,000   |                |               |               |                |                |
| All other fees   | C\$        | -         | 0         | 34,000    | 100,000   |                |               |               |                |                |
| Fees paid to external auditors for services other than the statutory audit | Percentage | 29%       | 15%       | 34%       | 37%       |                |               |               |                |                |
| <b>POLITICAL CONTRIBUTIONS</b>   |            |           |           |           |           |                |               |               |                |                |
| Amount of political contributions  | C\$        | 0         | 0         | 0         | 0         |                | 415-1         |               |                |                |

## Footnotes/Methodology

- a. All Board Composition data is as of the dates of the annual meeting in the respective years, except for the Average Board and Committee Meeting Attendance Rates which are as of December 31.
- b. The Corporation believes that continuity of membership is critical to its Board's efficient operation and accordingly has not adopted policies imposing an arbitrary term or retirement age limit for its Directors. Such limits fail to take into account the special characteristics of issuers such as Power Corporation and its group companies, which operate in a highly complex and technical environment. In such a context, the Corporation believes that a lengthy Board tenure, not limited by arbitrary determinations, is vital to the Directors' understanding of the Corporation's diverse businesses and those of its group companies, and to their bringing a substantive contribution to the Board.
- c. As at December 31, 2021, there were three women sitting on the Corporation's Board of Directors, representing 21% of the Board members. On May 12, 2022, subsequent to year-end, four women were elected to the Board at the 2022 Annual Meeting of Shareholders, bringing the percentage of women on the Board to 29%. Within the meaning of the Canadian Securities Administrators (CSA) Guidelines and *National Instrument 52-110 - Audit Committees* and *National Instrument 58-101 - Disclosure of Corporate Governance Practices* (the instruments) and in the Board's view, the following eleven Directors (constituting more than 75% of the Board), namely Pierre Beaudoin, Marcel R. Coutu, Gary A. Doer, Anthony R. Graham, Sharon MacLeod, Paula Madoff, Isabelle Marcoux, Christian Noyer, T. Timothy Ryan, Jr., Siim A. Vanaselja and Elizabeth D. Wilson, are independent and have no other relationships that could reasonably interfere with the exercise of their independent judgment in discharging their duties to the Corporation.
- Paul Desmarais, Jr., Chairman, and André Desmarais, Deputy Chairman, being former executive officers of the Corporation within the past three years, are not independent. R. Jeffrey Orr, President and CEO, being an executive officer of the Corporation, is not independent.

For more information on our definition of independence, please refer to the [Independence of Directors](#) section of the Corporate Governance page of our corporate website.

- d. Following the retirement of Paul Desmarais, Jr. and André Desmarais from their executive roles as Co-Chief Executive Officers of the Corporation on February 13, 2020, the Governance and Nominating Committee is now entirely composed of Directors who are not members of management of the Corporation.
- e. Represents mandates on public company boards outside Power Corporation and its subsidiaries (including Great-West Lifeco and IGM Financial).
- f. We communicate our anti-corruption commitments through our [Code of Business Conduct and Ethics](#). We also provide formal training on our [Anti-Bribery Policy Statement](#) and supporting [Global Policy](#). To maintain awareness, we send our personnel periodic reminders of their duties and responsibilities under the policy. We also require all our Directors, officers and employees to certify their compliance with the policy at least annually by attesting their compliance with our Code of Business Conduct and Ethics.
- g. The Auditor's fees are disclosed in the Corporation's Annual Information Form available in the [Investors - Shareholder Reports](#) section of our corporate website. The Auditor's fees exclude fees paid by Power Financial, Great-West Lifeco, IGM Financial and certain other subsidiary entities.

# Environment <sup>(a)</sup>

| Topic  | Metric                                       | Third Party Verified* | 2021   | 2020    | 2019    | 2018    | 2013(c)<br>(Base Year) | SASB Indicator | GRI Indicator | WEF Indicator | UNGC Indicator | TCFD Indicator |
|--|--|-----------------------|--------|---------|---------|---------|------------------------|----------------|---------------|---------------|----------------|----------------|
| <b>GHG EMISSIONS <sup>(b)</sup></b>                                    |  |                       |        |         |         |         |                        |                |               | ●             | ●              | ●              |
| <b>GHG Emissions (Scope 1, 2 and 3) <sup>(c)</sup></b>                 | tCO <sub>2</sub> e                           | 45%                   | 98,142 | 103,085 | 136,247 | 135,446 | 155,459                |                |               | ●             | ●              | ●              |
| <b>GHG Emissions (Scope 1 and 2)</b>                                   | tCO <sub>2</sub> e                           | 100%                  | 24,826 | 28,188  | 42,582  | 39,935  | 52,685                 |                |               | ●             | ●              | ●              |
| Direct (Scope 1) GHG emissions <sup>(d)</sup>                          | tCO <sub>2</sub> e                           | 100%                  | 9,751  | 9,648   | 18,526  | 17,013  | 21,000                 |                | 305-1         | ●             | ●              | ●              |
| Indirect (Scope 2) GHG emissions <sup>(e)</sup>                        | tCO <sub>2</sub> e                           | 100%                  | 15,075 | 18,540  | 24,057  | 22,922  | 31,685                 |                | 305-2         | ●             | ●              | ●              |
| <b>Other Indirect GHG Emissions (Scope 3)</b>                          | tCO <sub>2</sub> e                           | 26%                   | 73,316 | 74,897  | 93,665  | 95,511  | 102,774                |                | 305-3         | ●             | ●              | ●              |
| Business travel  | tCO <sub>2</sub> e                           | 6%                    | 1,411  | 2,613   | 14,230  | 15,400  | 11,883                 |                | 305-3         | ●             | ●              | ●              |
| Waste generated in operations  | tCO <sub>2</sub> e                           | 87%                   | 740    | 877     | 1,722   | 1,507   | 2,675                  |                | 305-3         | ●             | ●              | ●              |
| Upstream transportation and distribution of water to corporate offices | tCO <sub>2</sub> e                           | 100%                  | 43     | 79      | 109     | 101     | 165                    |                | 305-3         | ●             | ●              | ●              |
| Purchased goods and services (paper)                                   | tCO <sub>2</sub> e                           | 0%                    | 2,667  | 3,161   | 2,538   | 5,362   | -                      |                | 305-3         | ●             | ●              | ●              |
| Upstream leased assets   | tCO <sub>2</sub> e                           | 0%                    | 8,320  | 9,027   | 10,644  | 11,108  | 15,614                 |                | 305-3         | ●             | ●              | ●              |
| Investments <sup>(f)</sup>   | tCO <sub>2</sub> e                           | 30%                   | 60,136 | 59,140  | 64,422  | 62,034  | 72,436                 |                | 305-3         | ●             | ●              | ●              |
| <b>GHG Emission Intensity <sup>(g)</sup></b>                           |  |                       |        |         |         |         |                        |                | 305-4         |               | ●              | ●              |
| GHG intensity by revenue   | tCO <sub>2</sub> e per C\$100,000 of revenue |                       | 0.038  | 0.044   | 0.087   | 0.083   | 0.178                  |                | 305-4         |               |                |                |
| GHG intensity by full-time employee                                    | tCO <sub>2</sub> e per full-time employee    |                       | 0.82   | 1.04    | 1.60    | 1.51    | 2.30                   |                | 305-4         |               | ●              | ●              |
| GHG intensity by square footage  | tCO <sub>2</sub> e per 1,000 square feet     |                       | 4.39   | 4.92    | 7.44    | 6.96    | 9.13                   |                | 305-4         |               | ●              | ●              |
| <b>GHG Emissions Performance <sup>(h)</sup></b>                        |  |                       |        |         |         |         |                        |                |               |               | ●              |                |
| Year-over-year variation   | Percentage                                   |                       | -4.6%  | -23.9%  | 0.9%    | -5.6%   | -                      |                |               |               |                |                |

\* Data has been third party verified to a limited level of assurance covering the 2021 calendar year only. Where less than 100% of the data has been verified, the percentages were calculated from verified data covering Power Corporation, Great-West Lifeco and IGM Financial.

Environment <sup>(a)</sup> (continued)

| Topic   | Metric                              | 2021    | 2020    | 2019    | 2018    | 2013 <sup>(c)</sup><br>(Base Year) | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|---|-------------------------------------|---------|---------|---------|---------|------------------------------------|-------------------|------------------|------------------|-------------------|-------------------|
| <b>ENERGY</b>   |                                     |         |         |         |         |                                    |                   |                  |                  |                   |                   |
| <b>Energy Consumed Within the Group</b> <sup>(i)</sup>  | MWh                                 | 123,420 | 138,827 | 183,610 | 181,182 | 207,285                            |                   | 302-1            |                  | ●                 |                   |
| Direct energy <sup>(j)</sup>                            | MWh                                 | 46,902  | 48,771  | 80,306  | 79,283  | 92,904                             |                   | 302-1            |                  | ●                 |                   |
| Renewable direct energy <sup>(k)</sup>                  | Percentage                          | 5.1%    | 7.0%    | 6.4%    | 7.4%    | 0%                                 |                   | 302-1            |                  | ●                 |                   |
| Indirect energy <sup>(l)</sup>                          | MWh                                 | 76,519  | 90,056  | 103,304 | 101,899 | 114,381                            |                   | 302-1            |                  | ●                 |                   |
| Renewable indirect energy <sup>(m)</sup>                | Percentage                          | 60.1%   | 58.0%   | 57.5%   | 58.5%   | 55.5%                              |                   | 302-1            |                  | ●                 |                   |
| <b>Energy Consumed Outside the Group</b> <sup>(i)</sup> | MWh                                 | 477,728 | 486,852 | 517,833 | 522,661 | 544,835                            |                   | 302-2            |                  | ●                 |                   |
| Direct energy <sup>(j)</sup>                            | MWh                                 | 206,585 | 206,043 | 217,915 | 211,400 | 205,568                            |                   | 302-2            |                  | ●                 |                   |
| Renewable direct energy <sup>(k)</sup>                  | Percentage                          | 1.9%    | 1.4%    | 0.5%    | 0.4%    | 0%                                 |                   | 302-2            |                  | ●                 |                   |
| Indirect energy <sup>(l)</sup>                          | MWh                                 | 271,143 | 280,809 | 299,918 | 311,261 | 339,267                            |                   | 302-2            |                  | ●                 |                   |
| Renewable indirect energy <sup>(m)</sup>                | Percentage                          | 84.7%   | 85.5%   | 85.8%   | 87.0%   | 87.9%                              |                   | 302-2            |                  | ●                 |                   |
| <b>Energy Intensity</b> <sup>(n)</sup>                  |                                     |         |         |         |         |                                    |                   | 302-3            |                  |                   |                   |
| Energy intensity by revenue                             | MWh per<br>C\$100,000<br>of revenue | 0.191   | 0.215   | 0.376   | 0.377   | 0.699                              |                   | 302-3            |                  | ●                 |                   |
| Energy intensity by full-time employee                  | MWh per<br>full-time<br>employee    | 4.10    | 5.10    | 6.91    | 6.87    | 9.04                               |                   | 302-3            |                  | ●                 |                   |
| Energy intensity by square footage                      | MWh per<br>1,000 square<br>feet     | 21.83   | 24.24   | 32.06   | 31.59   | 35.90                              |                   | 302-3            |                  | ●                 |                   |

Environment <sup>(a)</sup> (continued)

| Topic   | Metric                             | 2021      | 2020      | 2019      | 2018      | 2013 <sup>(c)</sup><br>(Base Year) | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|---|------------------------------------|-----------|-----------|-----------|-----------|------------------------------------|-------------------|------------------|------------------|-------------------|-------------------|
| <b>WASTE <sup>(o)</sup></b>                             |                                    |           |           |           |           |                                    |                   |                  |                  |                   |                   |
| <b>Waste Generated Within the Group <sup>(i)</sup></b>  |                                    |           |           |           |           |                                    |                   |                  |                  |                   |                   |
| Non-hazardous waste                                     | Tonnes                             | 1,789     | 1,897     | 3,973     | 3,203     | 3,354                              |                   | 306-2            |                  | ●                 |                   |
| Waste disposal methods <sup>(o)</sup>                   |                                    |           |           |           |           |                                    |                   | 306-2            |                  |                   |                   |
| Recycling   | Tonnes                             | 1,228     | 1,305     | 2,542     | 2,007     | 1,629                              |                   | 305-2            |                  | ●                 |                   |
| Waste to landfill                                       | Tonnes                             | 421       | 496       | 1,224     | 946       | 1,694                              |                   | 305-2            |                  | ●                 |                   |
| Waste to energy   | Tonnes                             | 141       | 97        | 207       | 250       | 31                                 |                   | 305-2            |                  | ●                 |                   |
| Waste diversion   | Percentage                         | 68.6%     | 68.8%     | 64.0%     | 62.7%     | 48.6%                              |                   | 306-2            |                  | ●                 |                   |
| <b>Waste Generated Outside the Group <sup>(i)</sup></b> |                                    |           |           |           |           |                                    |                   |                  |                  |                   |                   |
| Non-hazardous waste                                     | Tonnes                             | 6,498     | 6,911     | 9,069     | 8,395     | 9,217                              |                   | 306-2            |                  | ●                 |                   |
| Waste disposal methods <sup>(o)</sup>                   |                                    |           |           |           |           |                                    |                   | 306-2            |                  |                   |                   |
| Recycling   | Tonnes                             | 4,396     | 4,921     | 6,530     | 6,256     | 6,931                              |                   | 305-2            |                  | ●                 |                   |
| Waste to landfill                                       | Tonnes                             | 2,075     | 1,964     | 2,447     | 1,834     | 2,163                              |                   | 305-2            |                  | ●                 |                   |
| Waste to energy   | Tonnes                             | 26        | 27        | 92        | 305       | 123                                |                   | 305-2            |                  | ●                 |                   |
| Waste diversion   | Percentage                         | 67.7%     | 71.2%     | 72.0%     | 74.5%     | 75.2%                              |                   | 306-2            |                  | ●                 |                   |
| <b>WATER <sup>(p)</sup></b>                             |                                    |           |           |           |           |                                    |                   |                  |                  |                   |                   |
| <b>Water Withdrawn Within the Group <sup>(i)</sup></b>  |                                    |           |           |           |           |                                    |                   |                  |                  |                   |                   |
| Water withdrawn   | Cubic metres                       | 155,424   | 227,214   | 327,192   | 325,060   | 410,865                            |                   | 303-3            | ●                | ●                 |                   |
| Water intensity   | Cubic metres per 1,000 square feet | 27.5      | 39.7      | 57.1      | 56.7      | 71.2                               |                   |                  |                  | ●                 |                   |
| <b>Water Withdrawn Outside the Group <sup>(i)</sup></b> |                                    |           |           |           |           |                                    |                   |                  |                  |                   |                   |
| Water withdrawn   | Cubic metres                       | 2,534,333 | 2,614,297 | 2,783,483 | 2,866,653 | 2,806,619                          |                   | 303-3            | ●                | ●                 |                   |
| Water intensity   | Cubic metres per 1,000 square feet | 63.7      | 68.2      | 72.6      | 74.4      | 77.4                               |                   |                  |                  | ●                 |                   |

## Environment <sup>(a)</sup> (continued)

### Footnotes/Methodology

- a. Our environmental data includes the data of our major publicly traded operating companies Great-West Lifeco and IGM Financial, as well as that of our wholly owned subsidiary Square Victoria Real Estate. Together, we estimate that these subsidiaries represent approximately 98% of our assets.
- b. Our GHG emissions were calculated using the GHG Protocol Corporate Accounting and Reporting Standard, which includes the following GHG sources: carbon dioxide, methane, and nitrous oxides. We used emissions factors from the National Inventory Report 1990-2020: Greenhouse Gas Sources and Sinks in Canada Part 2 (Ottawa: Environment and Climate Change Canada, 2022). We applied Global Warming Potentials from the IPCC Fourth Assessment Report. Please note that in 2022, Great-West Lifeco changed its GHG emissions reporting boundaries for its 2021 GHG emissions reporting to align with the Partnership for Carbon Accounting Financials (PCAF) guidance on how to classify investment properties. As a result, investment properties previously accounted for under Scope 1 and Scope 2 emissions are now reported under Scope 3 - Category 15 (Financed Emissions) (only energy-related emissions). Additionally, the reporting boundaries of the segregated funds of Great-West Lifeco also changed. The investment properties included in the segregated funds of Great-West Lifeco were already being reported under Scope 3, however, these properties were moved to Category 15, and fluctuating yearly attribution factors were applied to only account for the portion invested by Great-West Lifeco under the London Life Real Estate Fund and the GWL Canadian Real Estate Fund No. 1. As the change in methodology to PCAF for Great-West Lifeco affects the consolidated reporting for investments properties, a significant change in boundaries and consolidation of emissions has occurred between the GHG emissions data reported by Power Corporation in its 2020 ESG Data Supplement and the present 2021 ESG Data Supplement.
- c. Our baseline year for measuring performance is 2013 as this was the first year when we had consolidated data from our subsidiaries. Please note that a portion of our total GHG emissions was estimated, representing 31% in 2013, 30% in 2018, 31% in 2019, 45% in 2020, and 33% in 2021. Where historical utility data covering 2013-2018 was missing from properties due to invoices not being available, data was interpolated within our historical database. From 2019 to present, manual estimations were made.
- d. Direct Scope 1 GHG emissions include jet fuel, natural gas, diesel from back-up generators, vehicle fuel, and refrigerants. Please note that a portion of Scope 1 GHG emissions was estimated, representing 4% in 2013, 3% in 2018, 2% in 2019, 17% in 2020, and 3% in 2021. Where historical utility data covering 2013-2018 was missing from properties due to invoices not being available, data was interpolated within our historical database. From 2019 to present, manual estimations were made.
- e. Indirect Scope 2 GHG emissions include electricity and steam, and they are reported based on the location-based method. Please note that a portion of Scope 2 GHG emissions was estimated, representing 4% in 2013, 4% in 2018, 0% in 2019, 25% in 2020, and 10% in 2021. Where historical utility data covering 2013-2018 was missing from properties due to invoices not being available, data was interpolated within our historical database. From 2019 to present, manual estimations were made.
- f. Scope 3 GHG emissions from our investment portfolio take into account investments properties as well as the real estate segregated funds of Great-West Lifeco, the real property fund of IGM Financial, and two Power Corporation investment properties.
- g. Emission intensity is based on the total Scope 1 and Scope 2 GHG emissions.
- h. GHG Emissions Performance year-over-year represents a combined number for Power Corporation, Great-West Lifeco and IGM Financial. For Power Corporation, Scope 1 (aviation fuel and natural gas), Scope 2 (electricity), and Scope 3 (water, waste to landfill, leased property data and corporate travel) GHG emissions were included. For Great-West Lifeco and IGM Financial, the data sources included are listed under each Scope category. More specifically, for Great-West Lifeco, Scope 1 (jet fuel, natural gas, back-up diesel and refrigerants), Scope 2 (electricity, steam and chilled water), and Scope 3 (water, waste to landfill, reimbursed mileage, corporate travel, purchased goods and services, leased property data and investment property data) GHG emissions were included, while for IGM Financial, Scope 1 (jet fuel, natural gas, back-up diesel and refrigerants), Scope 2 (electricity) and Scope 3 (water, waste to landfill, reimbursed mileage, corporate travel, leased property data and investment property data) GHG emissions were included.
- i. "Within the Group" refers to the environmental impact occurring within the financial control approach boundary defined in footnote (a) above. "Outside the Group" refers to the environmental impact that occurs outside of the financial control approach boundary defined in footnote (a) above. It typically refers to environmental impacts taking place at both leased properties and within our investments, specifically the investment properties and real estate segregated funds of Great-West Lifeco and the real property fund of IGM Financial.
- j. Direct energy consumed relates to renewable and non-renewable energy from fuel covering natural gas, kerosene, gasoline and diesel.
- k. Renewable direct energy relates to the percentage of renewable natural gas that has been procured from Bullfrog Power by IGM Financial, relative to the total direct energy used by all corporate properties.
- l. Indirect energy includes purchased electricity, chilled water, and steam.
- m. Renewable indirect energy relates to electricity that has been procured from low-carbon sources, including hydropower electricity in Ontario, Québec, British Columbia and Manitoba, and steam in Ontario and British Columbia, relative to the total indirect energy used by all corporate properties.
- n. The energy intensity ratios include both direct and indirect energy covering fuel, electricity and steam consumed within the group.
- o. Waste volumes and disposal methods are determined by invoices and diversion reports from waste disposal contractors. When waste data is not available, it is estimated based on previous months per category, however, this is immaterial.
- p. Water withdrawn relates to the water consumed at the Great-West Lifeco and IGM Financial corporate offices.



# Social

| Topic                                   | Metric     | 2021       | 2020       | 2019       | 2018       | SASB Indicator | GRI Indicator | WEF Indicator | UNGC Indicator | TCFD Indicator |
|---|------------|------------|------------|------------|------------|----------------|---------------|---------------|----------------|----------------|
| <b>EMPLOYEES</b> <sup>(a)</sup>         |            |            |            |            |            |                |               |               |                |                |
| Total number of employees worldwide     | Number     | 33,783     | 29,891     | 30,679     | 29,711     |                | 102-7         |               |                |                |
| Women employees                         | Percentage | 53.6%      | 54.6%      | 56.9%      | 58.1%      | FN-AC-330a.1   | 102-8         | ●             | ●              |                |
| Total number of new employee hires      | Number     | 7,767      | 1,979      | 5,010      | 5,674      |                | 401-1         | ●             | ●              |                |
| Employee turnover rate <sup>(b)</sup>   | Percentage | 12.3%      | 8.2%       | 16.8%      | 19.4%      |                | 401-1         | ●             | ●              |                |
| <b>COMMUNITY</b>                        |            |            |            |            |            |                |               |               |                |                |
| Charitable contributions <sup>(c)</sup> | C\$        | 45,000,000 | 48,300,000 | 48,300,000 | 47,700,000 |                | 201-1         | ●             |                |                |

## Footnotes/Methodology

- Power Corporation's employee data is consolidated based on the definition of financial control and therefore includes the data of our publicly traded operating companies Great-West Lifeco and IGM Financial, as well as the data of the Corporation's wholly owned and controlled subsidiaries.
- Employee turnover rate includes all departures, both voluntary and involuntary, including resignations, terminations and retirements, and is calculated as a percentage of permanent employees.
- Charitable contributions include those of Power Corporation, Great-West Lifeco and IGM Financial.

# ESG Index

## 2021 ESG INDEX

| Description  | Section/<br>Location   | Page<br>Number  | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|--|--|---|-------------------|------------------|------------------|-------------------|-------------------|
| <b>1. Organizational Profile</b>                             |  |   |                   |                  |                  |                   |                   |
| Name of the organization                                     | <a href="#">2021 AIF</a>   | page 9  |                   | 102-1            |                  |                   |                   |
| Activities, brands, products, and services                   | <a href="#">2021 AR</a><br><a href="#">2021 AIF: Business of Power, Narrative Description of the Business</a>  | pages I, III<br>pages 12, 16-21   |                   | 102-2            |                  |                   |                   |
| Location of headquarters                                     | <a href="#">2021 AIF: Incorporation</a>  | page 9  |                   | 102-3            |                  |                   |                   |
| Location of operations                                       | <a href="#">2021 AIF: Corporate Structure, General Development of the Business, Narrative Description of the Business</a>  | pages 9-21  |                   | 102-4            |                  |                   |                   |
| Ownership and legal form                                     | <a href="#">2021 AIF: Incorporation</a><br><a href="#">2021 MPC: Voting Shares and Principal Holders Thereof</a>   | page 9<br>page 5  |                   | 102-5            |                  |                   |                   |
| Markets served   | <a href="#">2021 AR</a><br><a href="#">2021 AIF: Narrative Description of the Business</a>   | page 3<br>pages 16-21   |                   | 102-6            |                  |                   |                   |
| Scale of the organization                                    | <a href="#">2021 AR</a><br><br><a href="#">2021 AIF: Business of Power, Narrative Description of the Business</a>  | page II (net earnings,<br>market capitalization,<br>consolidated assets<br>and assets under<br>administration)<br>pages 12, 16-21 |                   | 102-7            |                  |                   |                   |
| Significant changes to the organization and its supply chain | <a href="#">2021 AIF: General Development of the Business</a>  | pages 12-15   |                   | 102-10           |                  |                   |                   |
| Precautionary principle or approach                          | Sustainability website: <a href="#">Risk Management</a><br><a href="#">2021 AR: Risk Management</a>  | page 53   |                   | 102-11           |                  | ●                 |                   |
| External initiatives   | <a href="#">2021 AR</a><br><br>Sustainability website:<br><a href="#">United Nations Global Compact Sustainable Development Goals</a><br><a href="#">Investing Responsibly</a><br><a href="#">ESG Rankings and Ratings</a><br><a href="#">Respectful and Inclusive Workplace</a><br><a href="#">Climate Change</a> | pages VI  |                   | 102-12           |                  |                   |                   |
| Membership of associations                                   | <a href="#">2022 CDP: C12.3b, C-FS12.5</a>   | pages 59-62, 65   |                   | 102-13           |                  |                   |                   |

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| Description   | Section/<br>Location  | Page<br>Number            | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|---|---|---------------------------|-------------------|------------------|------------------|-------------------|-------------------|
| <b>2. Strategy</b>                                  |   |                           |                   |                  |                  |                   |                   |
| Statement from senior decision-maker                | <a href="#">2021 AR: Director's Report to Shareholders</a><br>Sustainability website: <a href="#">A Message from our CEO</a>  | pages IX-XIII             |                   | 102-14           |                  |                   |                   |
| Key impacts, risks, and opportunities               | <a href="#">2021 AR: Risk Management</a><br><a href="#">2022 CDP: C2</a><br>Sustainability website:<br><a href="#">Governance - Risk Management</a><br><a href="#">ESG Priorities</a><br><a href="#">Investing Responsibly</a><br><a href="#">Sustainable Products and Services</a>   | pages 53-57<br>pages 5-12 |                   | 102-15           | ●                |                   | Strategy<br>2.b)  |
| <b>3. Ethics and Integrity</b>                      |   |                           |                   |                  |                  |                   |                   |
| Values, principles, standards and norms of behavior | Corporate website: <a href="#">Profile and mission statement</a><br><a href="#">Code of Business Conduct and Ethics</a><br><a href="#">CSR Statement</a><br>Sustainability website:<br><a href="#">A Message from our CEO</a><br><a href="#">Human Rights</a><br><a href="#">Respectful and Inclusive Workplace</a><br><a href="#">Anti-Corruption</a><br><a href="#">Responsible Procurement - Third Party Code of Conduct</a><br><a href="#">Data Privacy and Security</a><br><a href="#">Lobbying Activities and Political Contributions</a> |                           |                   | 102-16           |                  |                   |                   |
| Mechanisms for advice and concerns about ethics     | Sustainability website:<br><a href="#">Code of Business Conduct and Ethics</a><br><a href="#">Reporting Concerns Mechanisms</a>   |                           | FN-AC-510a.2      | 102-17           | ●                |                   |                   |

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| Description  | Section/<br>Location   | Page<br>Number                   | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|--|--|----------------------------------|-------------------|------------------|------------------|-------------------|-------------------|
| <b>4. Governance</b>   |  |                                  |                   |                  |                  |                   |                   |
| Governance structure   | 2021 MPC: Board of Directors, Committees' Mandates and Memberships<br>Sustainability website: <a href="#">Governance</a><br>2022 CDP: C1.1a, C1.1b, C1.2   | pages 58-59<br><br>pages 3-4     |                   | 102-18           |                  |                   | Governance 1.a)   |
| Delegating authority   | <a href="#">CSR Statement</a>  |                                  |                   | 102-19           |                  |                   |                   |
| Executive-level responsibility for economic, environmental and social topics | Sustainability website: <a href="#">Governance</a><br>2022 CDP: C1.1a, C1.2  | pages 3-4                        |                   | 102-20           |                  |                   | Governance 1.b)   |
| Consulting stakeholders on economic, environmental and social topics         | Sustainability website: <a href="#">Stakeholder Engagement</a>   |                                  |                   | 102-21           | ●                |                   |                   |
| Composition of the highest governance body and its committees                | 2021 MPC: Election of Directors, Independence of Directors, Board of Directors, Committees' Mandates and Memberships, Director Affiliation and Attendance, Nomination of Directors, Diversity of the Board of Directors, Nomination of Directors and Tenure<br>2021 ESG Data Supplement<br>Corporate website: <a href="#">Governance</a>                     | pages 10-21, 55-62<br><br>page 3 | FN-AC-330a.1      | 102-22           | ●                | ●                 |                   |
| Chair of the highest governance body   | 2021 MPC: Chairman of the Board  | page 57                          |                   | 102-23           |                  |                   |                   |
| Nominating and selecting the highest governance body                         | 2021 MPC: Nomination of Directors, Diversity of the Board of Directors, Nomination of Directors and Tenure   | pages 61-62                      |                   | 102-24           |                  |                   |                   |
| Conflicts of interest  | <a href="#">Code of Business Conduct and Ethics</a><br><a href="#">Third Party Code of Conduct</a><br><a href="#">Related Party and Conduct Review Committee Charter</a><br>Corporate website:<br><a href="#">Resolution of Conflicts</a><br><a href="#">Director Affiliations and Attendance</a><br><a href="#">Chair of the Board Position Description</a> | pages 5-6<br>page 3              |                   | 102-25           |                  |                   |                   |
| Role of highest governance body in setting purpose, values and strategy      | <a href="#">Board of Directors Charter</a><br><a href="#">Governance and Nominating Committee Charter</a><br>Corporate website: <a href="#">Strategic Planning</a><br>2022 CDP: C1.1b  | page 3                           |                   | 102-26           | ●                |                   | Governance 1.a)   |

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| Description   | Section/<br>Location  | Page<br>Number                     | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator                                |
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| Collective knowledge of highest governance body                     | <a href="#">2022 MPC: Orientation and Continuing Education</a>  | page 68                            |                   | 102-27           | ●                |                   | Governance 1.a)                                  |
| Evaluating the highest governance body's performance                | <a href="#">2021 MPC: Assessment of Directors</a><br>Sustainability website: <a href="#">Governance</a>   | page 63                            |                   | 102-28           |                  |                   | Governance 1.a)                                  |
| Identifying and managing economic, environmental and social impacts | <a href="#">2022 MPC: Sustainability Approach and Environmental and Social Matters</a><br>Sustainability website: <a href="#">Stakeholder Engagement</a><br>Corporate website: <a href="#">Risk Oversight Governance and Nominating Committee Charter</a><br><a href="#">2022 CDP: C1.1, C1.1a, C1.1b, C2</a> | page 71<br><br><br>pages 2-3, 5-12 |                   | 102-29           |                  |                   | Risk Management 3.a)<br><br>Risk Management 3.c) |
| Highest governance body's role in sustainability reporting          | Sustainability website: <a href="#">Governance</a><br><a href="#">2022 CDP: C1.1a, C1.1b</a>  | page 3                             |                   | 102-32           |                  |                   | Governance 1.a)                                  |
| Communicating critical concerns                                     | <a href="#">Code of Business Conduct and Ethics</a><br>Sustainability website: <a href="#">Reporting Concerns Mechanisms</a>  | page 8                             |                   | 102-33           |                  |                   |  |
| Nature and total number of critical concerns                        | Sustainability website: <a href="#">Code of Business Conduct and Ethics</a>   |                                    |                   | 102-34           |                  |                   |  |
| Remuneration policies   | <a href="#">2021 MPC: Compensation of Directors, Executive Compensation</a>   | pages 22-25, 26-52                 |                   | 102-35           | ●                |                   |  |
| Process for determining remuneration                                | <a href="#">2021 MPC: Compensation of Directors, Executive Compensation</a>   | pages 22-25, 26-52                 |                   | 102-36           |                  |                   |  |
| Stakeholder involvement in remuneration                             | <a href="#">2021 MPC: Say-on-Pay</a>  | page 54                            |                   | 102-37           |                  |                   |  |

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| <b>5. Stakeholder Engagement</b>                           |  |                        |                   |                  |                  |                   |                   |
| List of stakeholder groups                                 | Sustainability website: <a href="#">Stakeholder Engagement</a>   |                        |                   | 102-40           |                  |                   |                   |
| Identifying and selecting stakeholders                     | Sustainability website: <a href="#">Stakeholder Engagement</a>   |                        |                   | 102-42           |                  |                   |                   |
| Approach to stakeholder engagement                         | Sustainability website: <a href="#">Stakeholder Engagement</a>   |                        |                   | 102-43           | ●                |                   |                   |
| Key topics and concerns raised                             | Sustainability website:<br><a href="#">ESG Priorities</a><br><a href="#">Stakeholder Engagement</a>  |                        |                   | 102-44           |                  |                   |                   |
| <b>6. Reporting Practices</b>                              |  |                        |                   |                  |                  |                   |                   |
| Entities included in the consolidated financial statements | <a href="#">2021 AR</a> : Note 2 - Basis of Presentation and Summary of Significant Accounting Policies<br>Sustainability website: <a href="#">Reporting</a> | pages 83-84            |                   | 102-45           |                  |                   |                   |
| Defining report content and topic boundaries               | Sustainability website:<br><a href="#">ESG Priorities</a><br><a href="#">Stakeholder Engagement</a><br><a href="#">Reporting</a>                             |                        |                   | 102-46a          |                  |                   |                   |
| List of material topics                                    | Sustainability website: <a href="#">ESG Priorities</a><br><a href="#">2022 CDP</a> : C2.1a, C2.3 to C2.4b  | pages 6, 12            |                   | 102-47           | ●                |                   | Strategy 2.a)     |
| Restatements of information                                | 2021 ESG Data Supplement: Environment-Footer b   | <a href="#">page 8</a> |                   | 102-48           |                  |                   |                   |
| Changes in reporting                                       | N/A  |                        |                   | 102-49           |                  |                   |                   |
| Reporting period   | 2021 ESG Data Supplement<br>Sustainability website: <a href="#">Reporting</a>  | <a href="#">page 2</a> |                   | 102-50           |                  |                   |                   |
| Date of most recent report                                 | Sustainability website: <a href="#">Reporting</a>  |                        |                   | 102-51           |                  |                   |                   |
| Reporting cycle  | Sustainability website: <a href="#">Reporting</a><br>2021 ESG Data Supplement: Reporting Scope   | <a href="#">page 2</a> |                   | 102-52           |                  |                   |                   |
| Contact point for questions regarding the report           | <a href="mailto:sustainability@powercorp.com">sustainability@powercorp.com</a>   |                        |                   | 102-53           |                  |                   |                   |
| GRI content index  | This table is our 2021 GRI content index   |                        |                   | 102-55           |                  |                   |                   |
| External assurance   | 2021 ESG Data Supplement: External Assessment  | <a href="#">page 2</a> |                   | 102-56           |                  |                   |                   |

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## ECONOMIC

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| Financial implications and other risks and opportunities due to climate change | <a href="#">2022 CDP</a> : C2, C3.3, C3.4  | pages 5-12, 15-16 |                   | 201-2            |                  |                   |                   |
| Defined benefit plan obligations and other retirement plans                    | <a href="#">2021 AR</a> : Note 25 - Pension Plans and Other Post-Employment Benefits   | page 147          |                   | 201-3a           |                  |                   |                   |
| Defined benefit plan obligations and other retirement plans                    | <a href="#">2021 AR</a> : Note 25 - Pension Plans and Other Post-Employment Benefits   | pages 147, 150    |                   | 201-3b           |                  |                   |                   |
| Defined benefit plan obligations and other retirement plans                    | <a href="#">2021 AR</a> : Note 25 - Pension Plans and Other Post-Employment Benefits   | page 146          |                   | 201-3c           |                  |                   |                   |
| <b>Indirect Economic Impacts</b>   |  |                   |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary                             | Sustainability website: <a href="#">Shared Value Creation</a><br>Community website: <a href="#">Our Approach</a>   |                   |                   | 103-1            |                  |                   |                   |
| Infrastructure investments and services supported                              | <a href="#">2021 AR</a> : Power Sustainable Energy Infrastructure<br>Community website: <a href="#">Community Development Education</a>  | page 14           |                   | 203-1            | ●                |                   |                   |
| Significant indirect economic impacts  | Sustainability website: <a href="#">Shared Value Creation</a><br><a href="#">Financial Well-Being and Economic Prosperity</a><br><a href="#">Sustainable Development Goals</a><br>Community website: <a href="#">Community Development Education</a> |                   |                   | 203-2            | ●                |                   |                   |
| <b>Procurement Practices</b>   |  |                   |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary                             | Sustainability website: <a href="#">Responsible Procurement</a>  |                   |                   | 103-1            |                  |                   |                   |
| The management approach and its components                                     | <a href="#">Responsible Procurement Policy Statement</a><br><a href="#">Third Party Code of Conduct</a><br>Sustainability website: <a href="#">Responsible Procurement</a>   |                   |                   | 103-2            |                  |                   |                   |

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| Explanation of the material topic and its boundary    | Sustainability website: <a href="#">Anti-Corruption</a>  |                        |                   | 103-1            |                  | ●                 |                   |
| The management approach and its components            | <a href="#">2021 AR</a> : Sustainability Risk<br>Sustainability website: <a href="#">Anti-Corruption</a> | page 57                |                   | 103-2            |                  | ●                 |                   |
| Evaluation of the management approach                 | Sustainability website: <a href="#">Anti-Corruption</a>  |                        |                   | 103-3            |                  | ●                 |                   |
| Operations assessed for risks related to corruption   | 2021 ESG Data Supplement   | <a href="#">page 3</a> |                   | 205-1            |                  | ●                 |                   |
| Employees having received training on anti-corruption | 2021 ESG Data Supplement<br>Sustainability website: <a href="#">Anti-Corruption</a>                      | <a href="#">page 3</a> |                   | 205-2            | ●                | ●                 |                   |
| Incidents of corruption                               | 2021 ESG Data Supplement<br>Sustainability website: <a href="#">Anti-Corruption</a>                      | <a href="#">page 3</a> | FN-AC-510a.1      | 205-3            | ●                | ●                 |                   |



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## ENVIRONMENTAL

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| <b>Energy</b>   |  |                                      |                   |                  |                  |                   |                      |
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| The management approach and its components                | <a href="#">Environmental Policy</a><br>Sustainability website:<br><a href="#">Environment</a><br><a href="#">Climate Change</a><br>2022 CDP: C3.3, C3.4, C4.2a, C4.3b, C4.3c, C8, C-FS12.1b, C-FS12.1c, C12.1d                          | pages 15-16, 25, 27-32, 44-46, 54-57 |                   | 103-2            |                  | ●                 | Risk Management 3.a) |
| Evaluation of the management approach                     | Sustainability website: <a href="#">Climate Change</a><br>2022 CDP: C3.3, C3.4, C4.2a, C4.3b, C4.3c, C8, C-FS12.1b, C-FS12.1c, C12.1d  | pages 15-16, 25, 27-32, 44-46, 54-57 |                   | 103-3            |                  | ●                 | Risk Management 3.a) |
| Energy consumed within the group                          | 2021 ESG Data Supplement   | <a href="#">page 6</a>               |                   | 302-1            |                  | ●                 |                      |
| Energy consumed outside the group                         | 2021 ESG Data Supplement   | <a href="#">page 6</a>               |                   | 302-2            |                  | ●                 |                      |
| Energy intensity  | 2021 ESG Data Supplement   | <a href="#">page 6</a>               |                   | 302-3            |                  | ●                 |                      |
| Reduction of energy consumption                           | 2021 ESG Data Supplement   | <a href="#">page 6</a>               |                   | 302-4            |                  | ●                 |                      |
| Reduction in energy requirements of products and services | 2022 CDP: C-FS4.5, C-FS4.5a  | pages 32-34                          |                   | 302-5            |                  | ●                 |                      |
| <b>Water and Effluents</b>                                |  |                                      |                   |                  |                  |                   |                      |
| Water withdrawn within the group and outside the group    | 2021 ESG Data Supplement   | <a href="#">page 7</a>               |                   | 303-1            |                  | ●                 |                      |
| <b>Emissions</b>  |  |                                      |                   |                  |                  |                   |                      |
| Explanation of the material topic and its boundary        | Sustainability website: <a href="#">Climate Change</a><br>2022 CDP: C2.2, C2.2a, C2.3b, C2.4b  | pages 6, 7-9, 12                     |                   | 103-1            |                  | ●                 | Strategy 2.a)        |
| The management approach and its components                | <a href="#">Environmental Policy</a><br>Sustainability website:<br><a href="#">Environment</a><br><a href="#">Climate Change</a><br>2021 AR: Sustainability Risk<br>2022 CDP: C1.1a, C2.2, C2.2a, C-FS2.2b to C-FS2.2e, C2.3b, C2.4b, C3 | page 57<br>pages 3, 6-21             |                   | 103-2            |                  | ●                 | Risk Management 3.a) |

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| Evaluation of the management approach  | CSR website: <a href="#">Climate Change</a><br><a href="#">2022 CDP</a> : C1.1a, C2.2, C2.2a, C-FS2.2b to C-FS2.2e, C2.3b, C2.4b, C3 | pages 3, 6-21          |                   | 103-3            |                  | ●                 | Risk Management 3.a)     |
| Direct (Scope 1) GHG emissions   | 2021 ESG Data Supplement   | <a href="#">page 5</a> |                   | 305-1            | ●                | ●                 | Metrics and Targets 4.b) |
| Indirect (Scope 2) GHG emissions   | 2021 ESG Data Supplement   | <a href="#">page 5</a> |                   | 305-2            | ●                | ●                 | Metrics and Targets 4.b) |
| Other indirect GHG emissions (Scope 3)   | 2021 ESG Data Supplement   | <a href="#">page 5</a> |                   | 305-3            | ●                | ●                 | Metrics and Targets 4.b) |
| GHG emission intensity   | 2021 ESG Data Supplement   | <a href="#">page 5</a> |                   | 305-4            |                  | ●                 | Metrics and Targets 4.a) |
| Reduction of GHG emissions   | 2021 ESG Data Supplement   | <a href="#">page 5</a> |                   | 305-5            |                  | ●                 |                          |
| <b>Climate Change</b>  |  |                        |                   |                  |                  |                   |                          |
| Description of the board's oversight of the climate-related risks and opportunities  | <a href="#">2022 CDP</a> : C1.1a, C1.1b, C1.2<br><a href="#">2022 MPC</a> : Orientation and Continuing Education                     | pages 3-4<br>page 68   |                   |                  |                  |                   | Governance 1.a)          |
| Description of management's role in assessing and managing climate-related risks and opportunities   | <a href="#">2022 CDP</a> : C1.1a, C1.2   | pages 3-4              |                   |                  |                  |                   | Governance 1.b)          |
| Description of the climate-related risks and opportunities the organization has identified over the short, medium, and long term                               | <a href="#">2022 CDP</a> : C2.1a, C2.2a, C2.3 to C2.4b   | pages 6-9, 12          |                   |                  |                  |                   | Strategy 2.a)            |
| Description of the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning                        | <a href="#">2022 CDP</a> : C2.3, C2.3b, C2.4, C2.4b, C3.1 to C3.4, C-FS3.7, C-FS3.7a   | pages 12-16, 21        |                   |                  |                  |                   | Strategy 2.b)            |
| Description of the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario | <a href="#">2022 CDP</a> : C3.1 to C3.2b   | pages 13-14            |                   |                  |                  |                   | Strategy 2.c)            |
| Description of the organization's processes for identifying and assessing climate-related risks  | <a href="#">2022 CDP</a> : C1.1a, C2.2, C2.2a, C-FS2.2b to C-FS2.2e, C2.3b, C2.4b, C3  | pages 3, 6-21          |                   |                  |                  |                   | Risk Management 3.a)     |

AIF: Annual Information Form AR: Annual Report CDP: Response to the CDP Climate Change questionnaire MPC: Management Proxy Circular UNGC CoP: United Nations Global Compact Communication on Progress

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| Description  | Section/<br>Location  | Page<br>Number                      | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator        |
|--|---|-------------------------------------|-------------------|------------------|------------------|-------------------|--------------------------|
| Description of the organization's processes for managing climate-related risks   | 2022 CDP: C2.1, C2.2, C-FS2.2d, C-FS2.2e                              | pages 6-7, 10-11                    |                   |                  |                  |                   | Risk Management 3.b)     |
| Description of how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management | 2022 CDP: C2.1, C2.2  | pages 6-7                           |                   |                  |                  |                   | Risk Management 3.c)     |
| Disclosure of the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process | 2021 ESG Data Supplement<br>2022 CDP: C4.2, C4.2a, C9.1               | pages 5, 6, 7<br>pages 24-25, 46-48 |                   |                  |                  |                   | Metrics and Targets 4.a) |
| Disclosure of Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks   | 2021 ESG Data Supplement<br>2022 CDP: C6, C9.1, C-FS14.0 to C-FS14.1a | page 5<br>pages 38-43, 46-48, 65-68 |                   |                  |                  |                   | Metrics and Targets 4.b) |
| Description of the targets used by the organization to manage climate-related risks and opportunities and performance against targets                      | 2022 CDP: C4  | pages 21-34                         |                   |                  |                  |                   | Metrics and Targets 4.c) |
| <b>Waste</b>   |   |                                     |                   |                  |                  |                   |                          |
| Waste generated  | 2021 ESG Data Supplement  | page 7                              |                   | 306-3            |                  | ●                 |                          |
| Waste diverted from disposal   | 2021 ESG Data Supplement  | page 7                              |                   | 306-4            |                  | ●                 |                          |
| <b>Supplier Environmental Assessment</b>   |   |                                     |                   |                  |                  |                   |                          |
| Explanation of the material topic and its boundary   | Sustainability website: <a href="#">Responsible Procurement</a>       |                                     |                   | 103-1            |                  | ●                 |                          |
| The management approach and its components   | Sustainability website: <a href="#">Responsible Procurement</a>       |                                     |                   | 103-2            |                  | ●                 |                          |

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## SOCIAL

| Description  | Section/<br>Location   | Page<br>Number                     | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|--|--|------------------------------------|-------------------|------------------|------------------|-------------------|-------------------|
| <b>Employment</b>  |  |                                    |                   |                  |                  |                   |                   |
| New employee hires and employee turnover   | 2021 ESG Data Supplement   | <a href="#">page 9</a>             |                   | 401-1            | ●                | ●                 |                   |
| <b>Occupational Health &amp; Safety</b>  |  |                                    |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary                                   | Sustainability website:<br><a href="#">Health, Safety and Well-Being</a><br><a href="#">SDG 3 - Good Health and Well-Being</a>   |                                    |                   | 103-1            |                  |                   |                   |
| The management approach and its components   | Sustainability website:<br><a href="#">Health, Safety and Well-Being</a><br><a href="#">SDG 3 - Good Health and Well-Being</a>   |                                    |                   | 103-2            |                  |                   |                   |
| Promotion of worker health   | Sustainability website: <a href="#">Health, Safety and Well-Being</a>  |                                    |                   | 403-6            | ●                |                   |                   |
| <b>Training and Education</b>  |  |                                    |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary                                   | Sustainability website: <a href="#">Talent Development and Engagement</a>  |                                    |                   | 103-1            |                  |                   |                   |
| The management approach and its components   | Sustainability website: <a href="#">Talent Development and Engagement</a>  |                                    |                   | 103-2            |                  |                   |                   |
| Programs for upgrading employee skills and transition assistance programs            | Sustainability website: <a href="#">Talent Development and Engagement</a>  |                                    |                   | 404-2a           |                  |                   |                   |
| Percentage of employees receiving regular performance and career development reviews | Sustainability website: <a href="#">Talent Development and Engagement</a>  |                                    |                   | 404-3            |                  |                   |                   |
| <b>Diversity and Equal Opportunity</b>   |  |                                    |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary                                   | Sustainability website:<br><a href="#">Board and Senior Management Diversity</a><br><a href="#">Respectful and Inclusive Workplace</a><br><a href="#">SDG 5 - Gender Equality</a><br><a href="#">SDG 10 - Reduced Inequalities</a>   |                                    |                   | 103-1            |                  |                   |                   |
| The management approach and its components   | <a href="#">Respectful Workplace Policy and Procedures</a><br>2021 MPC: Diversity of the Board of Directors,<br>Executive Officer Diversity<br>2021 AR: Sustainability Risk<br>Sustainability website:<br><a href="#">SDG 5 - Gender Equality</a><br><a href="#">SDG 10 - Reduced Inequalities</a> | <br>pages 61-62, 64<br><br>page 57 |                   | 103-2            |                  |                   |                   |

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| Description   | Section/<br>Location   | Page<br>Number                                | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|---|--|---|-------------------|------------------|------------------|-------------------|-------------------|
| Evaluation of the management approach   | 2021 ESG Data Supplement<br><a href="#">2021 MPC: Diversity of the Board of Directors, Executive Officer Diversity</a><br>Sustainability website: <a href="#">Respectful and Inclusive Workplace</a> | <a href="#">pages 3, 9</a><br>pages 61-62, 64 |                   | 103-3            |                  |                   |                   |
| Diversity of governance bodies and employees: Percentage of individuals within the organization's governance bodies in each of the following diversity categories: gender, age, other | 2021 ESG Data Supplement<br><a href="#">2021 MPC: Diversity of the Board of Directors, Nomination of Directors and Tenure, Executive Officer Diversity</a>   | <a href="#">pages 3, 9</a><br>pages 61-62, 64 | FN-AC-330a.1      | 405-1a           | ●                | ●                 |                   |
| <b>Human Rights Assessment</b>  |  |   |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary  | Sustainability website: <a href="#">Human Rights</a>   |   |                   | 103-1            |                  |                   |                   |
| The management approach and its components  | Sustainability website: <a href="#">Human Rights</a><br><a href="#">2022 UNGC CoP: Human Rights</a><br><a href="#">2021 AR: Sustainability Risk</a>  | page 57                                       |                   | 103-2            |                  |                   |                   |
| Evaluation of the management approach   | Sustainability website: <a href="#">Human Rights</a><br><a href="#">2022 UNGC CoP: Human Rights</a>  |   |                   | 103-3            |                  |                   |                   |
| <b>Supplier Social Assessment</b>   |  |   |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary  | Sustainability website: <a href="#">Responsible Procurement</a>  |   |                   | 103-1            |                  |                   |                   |
| The management approach and its components  | Sustainability website: <a href="#">Responsible Procurement</a>  |   |                   | 103-2            |                  |                   |                   |
| <b>Customer Privacy</b>   |  |   |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary  | <a href="#">Privacy Policy</a><br>Sustainability website: <a href="#">Data Privacy and Security</a>  |   |                   | 103-1            |                  |                   |                   |
| The management approach and its components  | <a href="#">Privacy Policy</a><br>Sustainability website: <a href="#">Data Privacy and Security</a><br><a href="#">2021 AR: Sustainability Risk</a>  | page 57                                       |                   | 103-2            |                  |                   |                   |
| Evaluation of the management approach   | Sustainability website: <a href="#">Data Privacy and Security</a>  |   |                   | 103-3            |                  |                   |                   |

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| Description  | Section/<br>Location  | Page<br>Number         | SASB<br>Indicator | GRI<br>Indicator | WEF<br>Indicator | UNGC<br>Indicator | TCFD<br>Indicator |
|--|---|------------------------|-------------------|------------------|------------------|-------------------|-------------------|
| <b>Public Policy</b>                               |   |                        |                   |                  |                  |                   |                   |
| Explanation of the material topic and its boundary | Sustainability website: <a href="#">Lobbying Activities and Political Contributions</a><br>2022 CDP: C12.3, C-FS12.5  | pages 58, 65           |                   | 103-1            |                  |                   |                   |
| The management approach and its components         | <a href="#">Lobbying Policy</a><br>Sustainability website: <a href="#">Lobbying Activities and Political Contributions</a><br>2022 CDP: C12.3, C12.3a, C12.3b, C-FS12.5 | pages 58-62, 65        |                   | 103-2            |                  |                   |                   |
| Evaluation of the management approach              | Sustainability website: <a href="#">Lobbying Activities and Political Contributions</a><br>2022 CDP: C12.3, C12.3a, C12.3b, C-FS12.5                                    | pages 58-62, 65        |                   | 103-3            |                  |                   |                   |
| Amount of political contributions                  | 2021 ESG Data Supplement  | <a href="#">page 4</a> |                   | 415-1            | ●                |                   |                   |