



POWER CORPORATION
OF CANADA

2020 ESG Data Supplement



2020 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 [Corporate Social Responsibility 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 [Corporate Social Responsibility](#) website.

For questions related to the content of this document or Power Corporation's sustainability approach, please contact us at 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 our publicly traded operating companies Great-West Lifeco and IGM Financial, and our wholly owned subsidiaries Power Financial and Square Victoria Real Estate.

Social: Power Corporation's employee data is consolidated based on the definition of financial control and therefore includes our publicly traded operating companies Great-West Lifeco and IGM Financial, as well as 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); CSR (Corporate Social Responsibility); 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); tCO₂e (metric tonnes of CO₂ equivalent).

External Assessment

We are committed to ensuring the quality and integrity of the data we report. To date, our environmental data related to greenhouse gas (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 [CSR website](#) where we publicly disclose our CSR policies, commitments and initiatives. The CSR 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 [Energy and Carbon Efficiency](#) page of our CSR 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 publish a [Communication on Progress](#) annually as part of our commitment of support to the Global Compact's ten universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.

Governance

Topic	Metric	2020	2019	2018	2017	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
BOARD COMPOSITION (a)										
Board Directors (c)	Number	13	12	12	12		102-22	●		
Executive Board Members	Number	1	3	3	3		102-22	●		
Non-Executive Board Members	Number	12	9	9	9		102-22	●		
Women Directors (c)	Number	2	2	2	2		102-22	●	●	
Board Gender Diversity	Percentage	15%	17%	17%	17%	FN-AC-330a.1	102-22, 405-1	●	●	
Board Age Diversity										
Between 30 and 49 (inclusive)	Number	0	1	1	1		405-1		●	
Between 50 and 70 (inclusive)	Number	10	8	8	9		405-1		●	
71 and over	Number	3	3	3	2		405-1		●	
Board Tenure (b)	Average Years	12	14	13	12		102-22	●		
Independent Board Members										
Board Independence (c)	Percentage	77%	75%	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 (d)	Percentage	60%	60%	60%	50%		102-22	●		
Average Board and Committee Meeting Attendance Rate (e)	Percentage	100%	97%	96%	98%					
Directors with 4 or less mandates (f)	Percentage	100%	100%	100%	100%		102-22			
ANTI-CORRUPTION										
Operations assessed for risks related to corruption	Percentage	100%	100%	100%	100%		205-1		●	
Employees having received training on anti-corruption (g)	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	2020	2019	2018	2017	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
AUDITOR'S FEES ^(h)										
Audit fees	C\$	1,085,000	1,009,000	1,081,000	984,000					
Audit-related fees	C\$	147,000	100,000	118,000	111,000					
Tax fees	C\$	209,000	534,000	607,000	377,000					
All other fees	C\$	0	34,000	100,000	0					
Fees paid to external auditors for services other than the statutory audit	Percentage	15%	34%	37%	26%					
POLITICAL CONTRIBUTIONS										
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 meetings 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 of May 14, 2021, the Board of the Corporation is composed of 14 Directors, including three women. 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 per cent of the Board), namely Pierre Beaudoin, Marcel R. Coutu, Gary A. Doer, Anthony R. Graham, J. David A. Jackson, Sharon MacLeod, Paula Madoff, Isabelle Marcoux, Christian Noyer, T. Timothy Ryan, Jr. and Siim A. Vanaselja, 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 [Governance - Independence of Directors](#) section 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. As previously announced on April 28, 2017, André Desmarais took a temporary medical leave from his day-to-day activities at the Corporation and Power Financial, which leave continued throughout the remainder of 2017. During this absence, Mr. Desmarais was excused from attending the meetings of the Board and its committees but continued to monitor and be involved in any major issues affecting the Corporation and the Power Group. The attendance figures presented are for those meetings of the Board and its applicable committees which took place between January 1 and April 28, 2017. Mr. Desmarais resumed his attendance at the Board and committee meetings following January 3, 2018. Mr. Desmarais forewent all remuneration from the Power Group during the period of his absence, as indicated in the April 28, 2017 press release.
- f. Represents mandates on public company boards outside Power Corporation and its subsidiaries (including Great-West Lifeco and IGM Financial).
- g. 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.
- h. The Auditor's fees are disclosed in the Corporation's Annual Information Form available in the [Investors](#) 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 ^(a)

Topic	Metric	Third Party Verified*	2020	2019	2018	2017	2013 ^(c) (Base Year)	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator	
GHG EMISSIONS ^(b)											●	●	●
GHG Emissions (Scope 1, 2 and 3) ^(c)	tCO ₂ e	64%	209,608	250,255	245,098	256,269	277,618			●	●	●	
GHG Emissions (Scope 1 and 2)	tCO ₂ e	100%	45,853	60,064	55,257	56,447	70,290			●	●	●	
Direct (Scope 1) GHG emissions ^(d)	tCO ₂ e	100%	18,482	28,940	25,894	24,019	29,016		305-1	●	●	●	
Indirect (Scope 2) GHG emissions ^(e)	tCO ₂ e	100%	27,371	31,124	29,363	32,428	41,903		305-2	●	●	●	
Other Indirect GHG Emissions (Scope 3)	tCO ₂ e	54%	163,756	190,191	189,842	199,822	206,698		305-3	●	●	●	
Business travel	tCO ₂ e	17%	2,738	14,959	16,212	16,400	12,437		305-3	●	●	●	
Waste generated in corporate operations	tCO ₂ e	98%	3,797	5,717	4,461	4,665	5,415		305-3	●	●	●	
Upstream transportation and distribution of water to corporate offices	tCO ₂ e	100%	206	249	231	262	317		305-3	●	●	●	
Purchased goods and services (paper)	tCO ₂ e	0%	3,161	2,538	5,362	6,349	-		305-3	●	●	●	
Upstream leased assets	tCO ₂ e	0%	8,611	10,275	10,779	14,065	15,159		305-3	●	●	●	
Investments ^(f)	tCO ₂ e	58%	145,243	156,453	152,797	158,081	173,370		305-3	●	●	●	
GHG Emission Intensity ^(g)												●	●
GHG intensity by revenue	tCO ₂ e per C\$100,000 of revenue		0.071	0.123	0.115	0.110	0.239		305-4				
GHG intensity by full-time employee	tCO ₂ e per full-time employee		1.68	2.26	2.09	2.21	3.09		305-4		●	●	
GHG intensity by square footage	tCO ₂ e per 1,000 square feet		4.00	5.24	4.85	4.95	6.22		305-4		●	●	
GHG Emission Performance													
Power Corporation ^(h)	Percentage		-60.0%	-60.8%	-57.3%	-6.0%	-23.9%		305-5		●		
Great-West Lifeco ⁽ⁱ⁾	Percentage		-22.0%	-10.7%	-17.0%	-25.4%	-		305-5		●		
IGM Financial ^(j)	Percentage		-89.5%	-64.0%	-68.8%	-66.2%	-		305-5		●		

* Data has been third party verified to a limited level of assurance covering the 2020 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 ^(a) (continued)

Topic	Metric	2020	2019	2018	2017	2013 ^(c) (Base Year)	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
ENERGY											
Energy Consumed Within the Group ^(k)	MWh	282,258	345,866	334,473	328,224	364,072		302-1		●	
Direct energy ^(l)	MWh	108,653	149,316	139,442	130,815	145,268		302-1		●	
Renewable direct energy ^(m)	Percentage	3.1%	3.5%	4.2%	4.1%	0%		302-1		●	
Indirect energy ⁽ⁿ⁾	MWh	173,605	196,550	195,031	197,410	218,804		302-1		●	
Renewable indirect energy ^(o)	Percentage	66.7%	67.1%	68.7%	67.6%	70.0%		302-1		●	
Energy Consumed Outside the Group ^(k)	MWh	710,311	771,068	763,953	760,216	778,832		302-2		●	
Direct energy ^(l)	MWh	310,536	340,372	330,979	322,344	322,861		302-2		●	
Renewable direct energy ^(m)	Percentage	0.9%	0.3%	0.3%	0.3%	0%		302-2		●	
Indirect energy ⁽ⁿ⁾	MWh	399,775	430,696	432,974	437,873	455,971		302-2		●	
Renewable indirect energy ^(o)	Percentage	73.6%	72.6%	74.1%	74.5%	74.6%		302-2		●	
Energy Intensity ^(p)											
Energy intensity by revenue	MWh per C\$100,000 of revenue	0.437	0.708	0.695	0.639	1.228		302-3		●	
Energy intensity by full-time employee	MWh per full-time employee	10.37	13.02	12.68	12.83	15.89		302-3		●	
Energy intensity by square footage	MWh per 1,000 square feet	24.64	30.19	29.36	28.81	31.96		302-3		●	
Energy Consumption Performance											
Power Corporation energy consumption ^(q)	Percentage	-32.0%	-26.5%	-26.2%	-20.8%	-10.4%		302-4		●	
IGM Financial renewable energy ^(r)	Percentage renewable	100%	100%	100%	100%	0%		302-4		●	

Environment ^(a) (continued)

Topic	Metric	2020	2019	2018	2017	2013 ^(c) (Base Year)	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
WASTE ^(s)											
Waste Generated Within the Group ^(k)											
Total weight of non-hazardous Waste	Tonnes	6,691	9,686	8,193	7,951	7,842		306-3		●	
Waste disposal methods											
Recycling	Tonnes	2,877	4,447	3,687	3,001	3,496		306-4		●	
Waste to landfill	Tonnes	3,690	4,952	3,932	4,230	4,218		306-4		●	
Waste to energy	Tonnes	123	287	573	721	128		306-4		●	
Waste diversion	Percentage	43.0%	45.9%	45.0%	37.7%	44.6%		306-4		●	
Waste Generated Outside the Group ^(k)											
Total weight of non-hazardous Waste	Tonnes	10,692	12,662	13,400	12,595	13,375		306-3		●	
waste disposal methods											
Recycling	Tonnes	3,594	4,925	5,604	4,339	5,247		306-4		●	
Waste to landfill	Tonnes	7,098	7,444	7,484	7,880	7,751		306-4		●	
Waste to energy	Tonnes	-	294	312	376	377		306-4		●	
Waste diversion	Percentage	33.6%	38.9%	41.8%	34.5%	39.2%		306-4		●	
WATER ^(t)											
Water Withdrawn Within the Group ^(k)											
Water withdrawn	Cubic metres	842,839	976,815	921,886	918,817	988,114		303-1	●	●	
Water intensity	Cubic metres per 1,000 square feet	73.6	85.3	80.9	80.6	86.7				●	
Water Withdrawn Outside the Group ^(k)											
Water withdrawn	Cubic metres	4,098,230	4,367,682	4,298,622	4,370,391	4,230,247		303-1	●	●	
Water intensity	Cubic metres per 1,000 square feet	90.5	96.4	94.3	95.6	100.7				●	

Environment ^(a) (continued)

Footnotes/Methodology

- a. Our environmental data includes our major subsidiaries, Great-West Lifeco and IGM Financial Inc., and our wholly owned subsidiaries Power Financial Corporation and 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 greenhouse gases: carbon dioxide, methane, and nitrous oxides. We used emissions factors from the National Inventory Report 1990–2019: Greenhouse Gas Sources and Sinks in Canada (Ottawa: Environment and Climate Change Canada, 2021). We applied Global Warming Potentials from the IPCC Fourth Assessment Report.
- 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 32% in 2013, 34% in 2017, 34% in 2018 and 42% in 2019.
- d. Direct Scope 1 emissions include aviation fuel, natural gas, diesel from backup generators, vehicle fuel, and refrigerants. Please note that a portion of Scope 1 GHG emissions was estimated, representing 4% in 2013, 2% in 2017, 3% in 2018 and 7% in 2019.
- e. Indirect Scope 2 GHG emissions include electricity and steam and are reported based on the location-based method. Please note that a portion of Scope 2 GHG emissions were estimated, representing 4% in 2013, 2% in 2017, 4% in 2018 and 19% in 2019.
- f. GHG emissions from our investment portfolio cover the real estate segregated funds of Great-West Lifeco and the real property fund of IGM Financial.
- g. GHG emission intensity is based on the total Scope 1 and Scope 2 GHG emissions.
- h. Power Corporation had a target to reduce its consumption of electricity and natural gas at its corporate head office properties by 8% by 2020, using 2011 as a baseline. Since 2011, electricity consumption decreased by 26% and natural gas consumption decreased by 60%, which together represent a 32% decrease in energy consumption, resulting in a 60% decrease in emissions during the period.
- i. Great-West Lifeco has set targets to reduce its Scope 1 and 2 GHG emissions by 27.3% at its owner-occupied properties and investment properties in Canada by 2025, and by 50.4% by 2036, using 2013 as a baseline. The targets include emissions associated with the company's property-level electricity, natural gas and steam consumption at the corporate head office and investment properties.
- j. IGM Financial had set targets to reduce its Scope 1 and 2 GHG emissions at its owner-occupied properties in Canada by 40% by 2020, and 50% by 2036, using 2013 as a baseline, which includes natural gas, backup diesel, jet fuel, refrigerants and electricity.
- k. Within the Group refers to the environmental impact occurring within the financial control approach boundary that we have selected for reporting for our Group of companies. As an exception, it includes indirect GHG emissions from electricity consumption, where the impact occurs at the energy utility. Outside the Group refers to the environmental impact that occurs outside of the financial control approach boundary selected for reporting for our Group of companies. It typically refers to environmental impacts taking place at both leased properties and within our investments, specifically the real estate segregated funds of Great-West Lifeco and the real property fund of IGM Financial.
- l. Direct energy consumed relates to non-renewable and renewable energy related to fuel covering natural gas, kerosene, gasoline and diesel.
- m. 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.
- n. Indirect energy includes purchased electricity and steam.
- o. 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 B.C., relative to the total indirect energy used by all corporate properties.
- p. The energy intensity ratios include both direct and indirect energy covering fuel, electricity and steam consumed within the group.
- q. Power Corporation had a target to reduce its consumption of electricity and natural gas at its corporate head office properties by 8% by 2020, using 2011 as a baseline.
- r. IGM Financial had a target for at least 80% of the natural gas utilized at its owned corporate property to be renewable by 2020, using 2013 as a baseline. To achieve this target, IGM Financial purchased green natural gas from Bullfrog Power.
- s. Waste volumes and disposal methods are determined by invoices from waste disposal contractors.
- t. Water withdrawn relates to the water consumed at the Great-West Lifeco and IGM Financial corporate offices.

Social

Topic	Metric	2020	2019	2018	2017	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
EMPLOYEES ^(a)										
Total number of employees worldwide	Number	29,891	30,679	29,711	29,697		102-7			
Female employees	Percentage	54.6%	56.9%	58.1%	59.6%	FN-AC-330a.1	102-8	●	●	
Total number of new employee hires	Number	1,979	5,010	5,674	4,228		401-1	●	●	
Employee turnover rate ^(b)	Percentage	8.2%	16.8%	19.4%	17.5%		401-1	●	●	
COMMUNITY										
Charitable contributions ^(c)	C\$	48,300,000	48,300,000	47,700,000	48,000,000		201-1	●		

Footnotes/Methodology

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

ESG Index

2020 ESG INDEX

Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
1. Organizational Profile							
Name of the organization	2020 AR 2020 AIF	Inside front cover page 10		102-1			
Activities, brands, products, and services	2020 AR 2020 AIF : Narrative Description of the Business	page 1 pages 16-22		102-2			
Location of headquarters	2020 AR : Corporate Information 2020 AIF : Corporate Structure	page 164 page 8		102-3			
Location of operations	2020 AIF : Incorporation, General Development of the Business, Narrative Description of the Business	pages 8, 11-22		102-4			
Ownership and legal form	2020 AR 2020 AIF : Incorporation, General Development of the Business, Narrative Description of the Business	page 3 pages 8, 11-22		102-5			
Markets served	2020 AR 2020 AIF : General Development of the Business, Narrative Description of the Business	page 3 pages 11-22		102-6			
Scale of the organization	2020 AR 2020 ESG Data Supplement 2020 AIF : Corporate Structure, Business of Power Corporate website: Financial Highlights-Three-Year Summary Power Corporation Snapshot	page I (market capitalization), IV (employees), X (net earnings) page 9 pages 8-11		102-7			
Significant changes to the organization and its supply chain	2020 AIF : General Development of the Business	pages 11-15		102-10			
Precautionary principle or approach	CSR website: Governance 2021 UNGC CoP : Risk Management, Environment 2020 AR : Risk Management	pages 11, 21-24 pages 48-53		102-11		●	

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
External initiatives	2020 AR CSR website: United Nations Global Compact Aligning with the Sustainable Development Goals Investing Responsibly Recognitions Respectful and Inclusive Workplace Climate Adaptation	pages IV-V		102-12			
Membership of associations	2021 CDP: C12.3c 2021 UNGC CoP: Advocacy and Public Policy Engagement, Partnerships and Collective Action	pages 148-156 pages 37-39, 40-41		102-13			
2. Strategy							
Statement from senior decision maker	2020 AR: Director's Report to Shareholders CSR website: A Message from our CEO	pages VI-XI		102-14			
Key impacts, risks, and opportunities	2020 AR: Risk Management 2021 CDP: C2.1a, C2.3b, C2.4b CSR website: Risk Management CSR Priority Issues Investing Responsibly Sustainable Products and Services	pages 48-53 pages 16, 45-47		102-15	●		Strategy 2.a)
3. Ethics and Integrity							
Values, principles, standards and norms of behaviour	Corporate website: Profile and mission statement Code of Business Conduct and Ethics CSR Statement CSR website: Message from our CEO Human Rights Respectful and Inclusive Workplaces Anti-Corruption Responsible Procurement - Third Party Code of Conduct Data Privacy and Security Lobbying Activities and Political Contributions			102-16			
Mechanisms for advice and concerns about ethics	CSR website: Code of Business Conduct and Ethics Reporting Concerns Mechanisms		FN-AC-510a.2	102-17	●		

ESG Index (continued)

Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
4. Governance							
Governance structure	Corporate website: Corporate Governance Board of Directors Charter Board Committees Board Committee Charters Senior Management CSR website: Governance 2021 CDP: C1.1b, C1.2	pages 6-7		102-18			Governance 1.a)
Delegating authority	CSR Statement			102-19			
Executive-level responsibility for economic, environmental and social topics	CSR Statement CSR website: Governance 2021 CDP: C1.2, C1.2a	pages 7-8		102-20			Governance 1.b)
Consulting stakeholders on economic, environmental and social topics	CSR website: Stakeholder Engagement Engagement Methods			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, Diversity of the Board of Directors, Nomination of Directors and Tenure 2020 ESG Data Supplement Corporate website: Governance	pages 10-21, 55-62 page 3	FN-AC-330a.1	102-22	●	●	
Chair of the highest governance body	2021 MPC: Chairman of the Board Corporate website: Independence of Directors	page 57		102-23			
Nominating and selecting the highest governance body	Corporate website: Governance and Nominating Committee Charter 2021 MPC: Nomination of Directors, Diversity of the Board of Directors, Nomination of Directors and Tenure	pages 61-62		102-24			

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Conflicts of interest	Code of Business Conduct and Ethics Third Party Code of Conduct Related Party and Conduct Review Committee Charter Corporate website: Resolution of Conflicts Director Affiliations and Attendance Chair of the Board Position Description	pages 5-6 page 3		102-25			
Role of highest governance body in setting purpose, values and strategy	Board of Directors Charter Governance and Nominating Committee Charter Corporate website: Strategic Planning 2021 CDP: C1.1b	page 6		102-26	●		Governance 1.a)
Evaluating the highest governance body's performance	2021 MPC: Assessment of Directors Governance and Nominating Committee Charter CSR website: Governance 2021 CDP: C1.1b	page 63 page 6		102-28			Governance 1.a)
Identifying and managing economic, environmental and social impacts	CSR website: CSR Priority Issues Governance Stakeholder Engagement Engagement Methods Corporate website: Risk Oversight Governance and Nominating Committee Charter 2021 CDP: C2.1, C2.2, C2.2a, C-FS2.2b, C-FS2.2c, C-FS2.2f	pages 16, 18-37, 42-44		102-29			Risk Management 3.a) 3.c)
Highest governance body's role in sustainability reporting	CSR website: Governance 2021 CDP: C1.1b	page 6		102-32			Governance 1.a)
Communicating critical concerns	Corporate website: Reporting Illegal or Unethical Behaviour CSR website: Reporting Concerns Mechanisms Code of Business Conduct and Ethics - 2019-2020 Achievements			102-33			
Nature and total number of critical concerns	CSR website: Code of Business Conduct and Ethics - 2019-2020 Achievements			102-34			

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Remuneration policies	2021 MPC: Compensation of Directors, Executive Compensation	pages 22-25, 26-52		102-35	●		
Process for determining remuneration	2021 MPC: Compensation of Directors, Executive Compensation	pages 22-25, 26-52		102-36			
Stakeholder involvement in remuneration	2021 MPC: Say-on-Pay	page 54		102-37			
5. Stakeholder Engagement							
List of stakeholder groups	CSR website: Stakeholder Engagement Engagement Methods			102-40			
Identifying and selecting stakeholders	CSR website: Engagement Methods			102-42			
Approach to stakeholder engagement	CSR website: Stakeholder Engagement Engagement Methods			102-43	●		
Key topics and concerns raised	CSR website: CSR Priority Issues Stakeholder Engagement Engagement Methods			102-44			
6. Reporting Practices							
Entities included in the consolidated financial statements	2020 AR: IFRS Financial Measures and Presentation CSR website: Reporting	pages 13-15		102-45			
Defining report content and topic boundaries	CSR website: CSR Priority Issues Stakeholder Engagement Reporting			102-46			
List of material topics	CSR website: CSR Priority Issues Stakeholder Engagement 2021 CDP: C2.1a, C2.3b, C2.4b	pages 16, 45-47		102-47	●		Strategy 2.a)
Restatements of information	2020 ESG Data Supplement: Environment-Footer b	page 8		102-48			
Changes in reporting	N/A			102-49			
Reporting period	2020 ESG Data Supplement CSR website: Reporting	page 2		102-50			

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Date of most recent report	CSR website: Reporting			102-51			
Reporting cycle	2020 ESG Data Supplement	page 2		102-52			
Contact point for questions regarding the report	2020 ESG Data Supplement CSR website: Contact	page 2		102-53			
GRI content index	2020 ESG Data Supplement	page 10		102-55			
External assurance	2020 ESG Data Supplement	page 2		102-56			

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ECONOMIC			SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Description	Section/ Location	Page Number					
Economic Performance							
Explanation of the material topic and its boundary	CSR website: Financial Well-Being and Economic Prosperity			103-1			
Financial implications and other risks and opportunities due to climate change	2021 CDP : C3.3, C3.4	pages 51-57		201-2			
Defined benefit plan obligations and other retirement plans	2020 AR : Note 25 - Pension Plans and Other Post-Employment Benefits	page 137		201-3a			
Defined benefit plan obligations and other retirement plans	2020 AR : Note 25 - Pension Plans and Other Post-Employment Benefits	pages 137, 140		201-3b			
Defined benefit plan obligations and other retirement plans	2020 AR : Note 25 - Pension Plans and Other Post-Employment Benefits	page 136		201-3c			
Indirect Economic Impacts							
Explanation of the material topic and its boundary	CSR website: Shared Value Creation Community website: Our Approach to Philanthropy			103-1			
Infrastructure investments and services supported	2020 AR : Overview-Power Sustainable Community website: Community Development Education	pages 6, 11-12		203-1	●		
Significant indirect economic impacts	Community website: Community Development Education			203-2	●		
Procurement Practices							
Explanation of the material topic and its boundary	CSR website: Responsible Procurement			103-1			
The management approach and its components	Responsible Procurement Policy Statement Third Party Code of Conduct CSR website: Responsible Procurement Green Procurement			103-2			

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Anti-Corruption							
Explanation of the material topic and its boundary	CSR website: Anti-Corruption			103-1		●	
The management approach and its components	Code of Business Conduct and Ethics Third Party Code of Conduct Anti-Bribery Policy Statement Global Anti-Bribery Policy 2020 AR: Sustainability Risk 2021 UNGC CoP: Anti-Corruption CSR website: Anti-Corruption	page 56 pages 25-26		103-2		●	
Evaluation of the management approach	CSR website: Anti-Corruption			103-3		●	
Operations assessed for risks related to corruption	2020 ESG Data Supplement 2021 UNGC CoP: Anti-Corruption	page 3 pages 25-26		205-1		●	
Employees having received training on anti-corruption	2020 ESG Data Supplement CSR website: Anti-Corruption 2021 UNGC CoP: Anti-Corruption	page 3 pages 25-26		205-2	●	●	
Incidents of corruption	2020 ESG Data Supplement CSR website: Anti-Corruption 2021 UNGC CoP: Anti-Corruption	page 3 pages 25-26	FN-AC-510a.1	205-3	●	●	

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ENVIRONMENTAL

Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Energy							
Explanation of the material topic and its boundary	CSR website: Energy and Carbon Efficiency 2021 CDP: C2.1a, C2.4b	pages 16, 47		103-1		●	Strategy 2.a)
The management approach and its components	Environmental Policy CSR website: Energy and Carbon Efficiency 2020 AR: Sustainability Risk 2021 CDP: C2.1, C2.2, C2.2a, C-FS2.2b, C-FS2.2c, C3.1, C3.2a, C3.3, C3.4	page 53 pages 16, 18-37, 48-57		103-2		●	Risk Management 3.b)
Evaluation of the management approach	CSR website: Energy and Carbon Efficiency 2021 CDP: C2.1, C2.2, C2.2a, C-FS2.2b, C-FS2.2c, C3.1, C3.2a, C3.3, C3.4	pages 16, 18-37, 48-57		103-3		●	Risk Management 3.b)
Energy consumed within the group	2020 ESG Data Supplement	page 6		302-1		●	
Energy consumed outside the group	2020 ESG Data Supplement	page 6		302-2		●	
Energy Intensity	2020 ESG Data Supplement	page 6		302-3		●	
Energy consumption performance	2020 ESG Data Supplement	page 6		302-4		●	
Reduction in energy requirements of products and services	2021 CDP: C4.5, C4.5a	pages 79-83		302-5		●	
Water and Effluents							
Water withdrawn within the group and outside the group	2020 ESG Data Supplement	page 7		303-1		●	
Emissions							
Explanation of the material topic and its boundary	CSR website: Energy and Carbon Efficiency 2021 CDP: C2.1a, C2.3, C2.4b	pages 16, 44, 47		103-1		●	Strategy 2.a)
The management approach and its components	Environmental Policy CSR website: Energy and Carbon Efficiency 2020 AR: Sustainability Risk 2021 CDP: C2.1, C2.2, C2.2a, C-FS2.2b, C-FS2.2c, C-FS2.2f, C2.3b, C2.4b, C3.1, C3.1a, C3.2, C3.2a, C3.3	page 53 pages 16, 18-37, 42-54		103-2		●	Risk Management 3.b)

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Evaluation of the management approach	CSR website: Energy and Carbon Efficiency 2021 CDP: C2.1, C2.2, C2.2a, C-FS2.2b, C-FS2.2c, C-FS2.2f, C2.3b, C2.4b, C3.1, C3.1a, C3.2, C3.2a, C3.3	pages 16, 18-37, 42-54		103-3		●	Risk Management 3.b)
Direct (Scope 1) GHG emissions	2020 ESG Data Supplement	page 5		305-1	●	●	Metrics and Targets 4.b)
Indirect (Scope 2) GHG emissions	2020 ESG Data Supplement	page 5		305-2	●	●	Metrics and Targets 4.b)
Other indirect GHG emissions (Scope 3)	2020 ESG Data Supplement	page 5		305-3	●	●	Metrics and Targets 4.b)
GHG emission intensity	2020 ESG Data Supplement	page 5		305-4		●	Metrics and Targets 4.a)
Reduction of GHG emissions	2020 ESG Data Supplement	page 8		305-5		●	
Climate Change							
Description of the climate-related risks and opportunities the organization has identified over the short, medium, and long term Description of the organization's processes for managing climate-related risks	2021 CDP: C2.1a, C2.2, C-FS2.2f, C2.3, C2.3b, C2.4, C2.4b	pages 16, 18-22, 42-47					Strategy 2.a) Risk Management 3.b)
Description of the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	2021 CDP: C3.2, C3.2a	pages 48-50					Strategy 2.c)
Description of the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2021 CDP: C4.1, C4.1a, C4.2, C4.2a	pages 64-74					Metrics and Targets 4.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	2020 ESG Data Supplement	pages 5-8					Metrics and Targets 4.a)
Description of how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	2021 CDP: C2.1, C2.2	pages 16, 18-22					Risk Management 3.c)

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Waste							
Waste generated	2020 ESG Data Supplement	page 7		306-3		●	
Waste diverted from disposal	2020 ESG Data Supplement	page 7		306-4		●	
Supplier Environmental Assessment							
Explanation of the material topic and its boundary	CSR website: Green Procurement			103-1		●	
The management approach and its components	CSR website: Green Procurement			103-2		●	

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SOCIAL

Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Employment							
New employee hires and employee turnover	2020 ESG Data Supplement	page 9		401-1	●	●	
Occupational Health & Safety							
Explanation of the material topic and its boundary	CSR website: Health, Safety and Well-Being SDG 3-Good Health and Well-Being			103-1			
The management approach and its components	CSR website: Health, Safety and Well-Being SDG 3-Good Health and Well-Being			103-2			
Promotion of worker health	CSR website: Health, Safety and Well-Being			403-6	●		
Training and Education							
Explanation of the material topic and its boundary	CSR website: Talent Development and Engagement			103-1			
The management approach and its components	CSR website: Talent Development and Engagement SDG 4-Quality Education			103-2			
Diversity and Equal Opportunity							
Explanation of the material topic and its boundary	2020 AR: Directors' Report to Shareholders CSR website: Board and Senior Management Diversity Respectful and Inclusive Workplace SDG 5-Gender Equality	page VI		103-1			
The management approach and its components	Respectful Workplace Policy and Procedures 2020 AR: Directors' Report to Shareholders, Sustainability Risk 2021 MPC: Executive Officer Diversity CSR website: Board and Senior Management Diversity Respectful and Inclusive Workplace SDG 5-Gender Equality	pages VI, 53 page 64		103-2			
Evaluation of the management approach	2020 ESG Data Supplement 2021 MPC: Executive Officer Diversity CSR website: Respectful and Inclusive Workplace	page 3 page 64		103-3			

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
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	2020 ESG Data Supplement 2021 MPC: Diversity of the Board of Directors, Nomination of Directors and Tenure, Executive Officer Diversity CSR website: Respectful and Inclusive Workplace	pages 3, 9 pages 61-62, 64	FN-AC-330a.1	405-1a	●	●	
Human Rights Assessment							
Explanation of the material topic and its boundary	CSR website: Human Rights			103-1			
The management approach and its components	Code of Businesss Conduct and Ethics CSR Statement Third Party Code of Conduct Respectful Workplace Policy and Procedures 2021 UNGC CoP: Human Rights 2020 AR: Sustainability Risks CSR website: Human Rights United Nations Global Compact	page 13 page 53		103-2			
Evaluation of the management approach	CSR website: Human Rights 2021 UNGC CoP: Human Rights	Not relevant pages 13-15		103-3			
Supplier Social Assessment							
Explanation of the material topic and its boundary	CSR website: Responsible Procurement			103-1			
The management approach and its components	CSR website: Responsible Procurement			103-2			
Customer Privacy							
Explanation of the material topic and its boundary	Privacy Policy CSR website: Data Privacy and Security			103-1			
The management approach and its components	2020 AR: Sustainability Risks Privacy Policy CSR website: Data Privacy and Security	page 53		103-2			
Evaluation of the management approach	CSR website: Data Privacy and Security			103-3			

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Description	Section/ Location	Page Number	SASB Indicator	GRI Indicator	WEF Indicator	UNGC Indicator	TCFD Indicator
Public Policy							
Explanation of the material topic and its boundary	Lobbying Policy CSR website: Lobbying Activities and Political Contributions 2021 CDP: C12.3, C12.3b, C12.3c, C-FS12.5	pages 148-156, 168		103-1			
The management approach and its components	Lobbying Policy CSR website: Lobbying Activities and Political Contributions 2021 CDP: C12.3, C12.3b, C12.3c, C-FS12.5	pages 148-156, 168		103-2			
Evaluation of the management approach	CSR website: Lobbying Activities and Political Contributions 2021 CDP: C12.3, C12.3b, C12.3c, C-FS12.5	pages 148-156, 168		103-3			
Amount of political contributions	2020 ESG Data Supplement	page 4		415-1	●		