

TOTAL EMPLOYEES			
	Canada	US	Total
2013	1,195	147	1,342
2014	1,333	137	1,470
2015	1,350	160	1,510
2016	1,331	168	1,499
2017	1,113	163	1,276

GRI 102-7

Canada	Employment Contract	Employee Count by Gender		Total Count
Canada	Perm FT	F	446	1,008
		M	562	
	Temp	F	48	67
		M	19	
	Perm PT	F	28	38
	M	10		
	Total	F	522	1,113
		M	591	
US	Employment Contract Type	Employee Count by Gender		Total Count
US	Perm FT	F	77	158
		M	81	
	Temp	F	1	1
		M	0	
	Perm PT	F	1	4
	M	3		
	Total	F	79	163
		M	84	
CA & US Grand Total		Perm FT - F	523	
		Perm FT - M	643	
		Temp - F	49	
		Temp - M	19	
		Perm PT - F	29	
		Perm PT - M	13	
		Total	1,276	

*Temporary = FT Contract, PT Contract, PT Temporary, Casual, Seasonal & Intern

GRI 102-8

Canada	Employment Type	Employee Count by Gender		Total Count
Canada	FT	F	471	1,045
		M	574	
	PT	F	51	68
		M	17	
	Total	F	522	1,113
	M	591		
US	Employment Type	Employee Count by Gender		Total Count
US	FT	F	77	158
		M	81	
	PT	F	2	4
		M	3	
	Total	F	79	163
	M	84		
CA & US Grand Total		FT - Females	548	
		FT - Males	655	
		PT - Females	53	
		PT - Males	20	
		Total	1,276	

*FT = ALL FT employees including temporary

*PT = All PT employees including temporary

GRI 102-8

	Canada: Employment Contract					US: Employment Contract				
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Permanent	1,121	1,228	1,222	1,204	1,008	145	136	156	164	158
Temporary	48	73	85	87	67	0	0	1	0	1
Part-Time	26	32	43	40	38	2	1	3	4	4
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Permanent	94%	92%	91%	90%	91%	99%	99%	97.5%	97.6%	96.9%
Temporary	4%	5%	6%	7%	6%	0%	0%	0.6%	0.0%	0.6%
Part-Time	2%	2%	3%	3%	3%	1%	1%	1.9%	2.4%	2.5%

GRI 102-8

COLLECTIVE BARGAINING AGREEMENTS				
	Union Employees	Non-union Employees	Total Employees	% Union Employees
Total	43	1,233	1,276	3.4%

GRI 102-1

EMPLOYEES BY GENDER, AGE AND REGION

	2013-Canada		2013-US		2013 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	73	64	7	18	80	82
30-50 yrs	305	296	41	38	346	334
Over 50 yrs	297	160	24	19	321	179
Total	675	520	72	75	747	595

	2013-Canada		2013-US		2013 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	53%	47%	28%	72%	49%	51%
30-50 yrs	51%	49%	52%	48%	51%	49%
Over 50 yrs	65%	35%	56%	44%	64%	36%
Total	56%	44%	49%	51%	56%	44%

	2015-Canada		2015-US		2015 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	75	91	16	13	91	104
30-50 yrs	311	324	34	49	345	373
Over 50 yrs	341	208	24	24	365	232
Total	727	623	74	86	801	709

	2015-Canada		2015-US		2015 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	45%	55%	55%	45%	47%	53%
30-50 yrs	49%	51%	41%	59%	48%	52%
Over 50 yrs	62%	38%	50%	50%	61%	39%
Total	54%	46%	46%	54%	53%	47%

	2017-Canada		2017-US		2017 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	35	55	11	4	46	59
30-50 yrs	81	70	6	8	87	78
Over 50 yrs	44	22	1	4	45	26
Total	160	147	18	16	178	163

	2017-Canada		2017-US		2017 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	39%	61%	73%	27%	44%	56%
30-50 yrs	54%	46%	43%	57%	53%	47%
Over 50 yrs	67%	33%	20%	80%	63%	37%
Total	52%	48%	53%	47%	52%	48%

GRI 405-1

GRI 102-8

	2014-Canada		2014-US		2014 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	81	83	8	15	89	98
30-50 yrs	319	327	32	39	351	366
Over 50 yrs	337	186	24	19	361	205
Total	737	596	64	73	801	669

	2014-Canada		2014-US		2014 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	49%	51%	35%	65%	48%	52%
30-50 yrs	49%	51%	45%	55%	49%	51%
Over 50 yrs	64%	36%	56%	44%	64%	36%
Total	55%	45%	47%	53%	54%	46%

	2016-Canada		2016-US		2016 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	64	81	18	12	82	93
30-50 yrs	315	309	36	52	351	361
Over 50 yrs	337	225	26	24	363	249
Total	716	615	80	88	796	703

	2016-Canada		2016-US		2016 Total	
	Male	Female	Male	Female	Male	Female
Under 30 yrs	44%	56%	60%	40%	47%	53%
30-50 yrs	50%	50%	41%	59%	49%	51%
Over 50 yrs	60%	40%	52%	48%	59%	41%
Total	54%	46%	48%	52%	53%	47%

EMPLOYEES BY EMPLOYMENT CATEGORY AND GENDER										
Category	2013		2014		2015		2016		2017	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executive Management	87%	13%	84%	16%	83%	17%	85%	15%	83%	17%
Senior Management	76%	24%	69%	31%	64%	36%	59%	41%	61%	39%
Middle Management	57%	43%	53%	47%	51%	49%	50%	50%	53%	47%
Professional / Technical	52%	48%	45%	55%	45%	55%	46%	54%	46%	54%
Administrative / Operations	52%	48%	54%	46%	53%	47%	54%	46%	52%	48%

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE REVIEWS					
Category	2013	2014	2015	2016	2017
Executive Management	100%	100%	100%	100%	100%
Senior Management	100%	100%	100%	100%	100%
Middle Management	100%	100%	100%	100%	100%
Professional/Technical	100%	100%	100%	100%	100%
Admin./Operations	100%	100%	100%	100%	100%
Overall	100%	100%	100%	100%	100%

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE REVIEWS		2017
Male		100%
Female		100%
Overall		100%

GRI 404-3

WORK-RELATED INJURIES					
Category	2013	2014	2015	2016	2017
Total employee work-related claims	8	14	18	7	9
Injury Rate*	0.60%	0.95%	1.19%	0.53%	0.81%
Injury Rate: Canada Male	0.90%	1.49%	1.87%	0.70%	1.18%
Injury Rate: Canada Female	0	0.17%	0.42%	0.33%	0.38%
Injury Rate: US Male	2.80%	3.13%	0	0	0
Injury Rate: US Female	0	0	0	0	0
Total working days missed as a result of these claims**	441	221	287.5	254	122
Total working days missed relating to employee claims from previous year	366.5	342	0	0	0
Fatalities due to work related injuries	0	0	0	0	0
Citations issued for non-compliance	0	0	0	0	0

GRI 403-2

EMPLOYEE TURNOVER																
Category	2013			2014***			2015***			2016***			2017***			
	Canada	US	Total	Canada	US	Total	Canada	US	Total	Canada	US	Total	Canada	US	Total	
# of New Hires	476	49	525	249	29	278	269	23	292	220	45	265	307	34	341	
Turnover	136	19	155	140	20	160	162	27	189	174	26	200	149	33	182	
Total Employees	1,050	158	1,208	1,147	147	1,294	1,260	137	1,397	1,244	168	1,412	1,113	163	1,276	
% Turnover	13.0%	12.0%	12.8%	12.2%	13.6%	12.4%	12.9%	19.7%	13.5%	14.0%	15.5%	14.2%	13.4%	20.2%	14.3%	

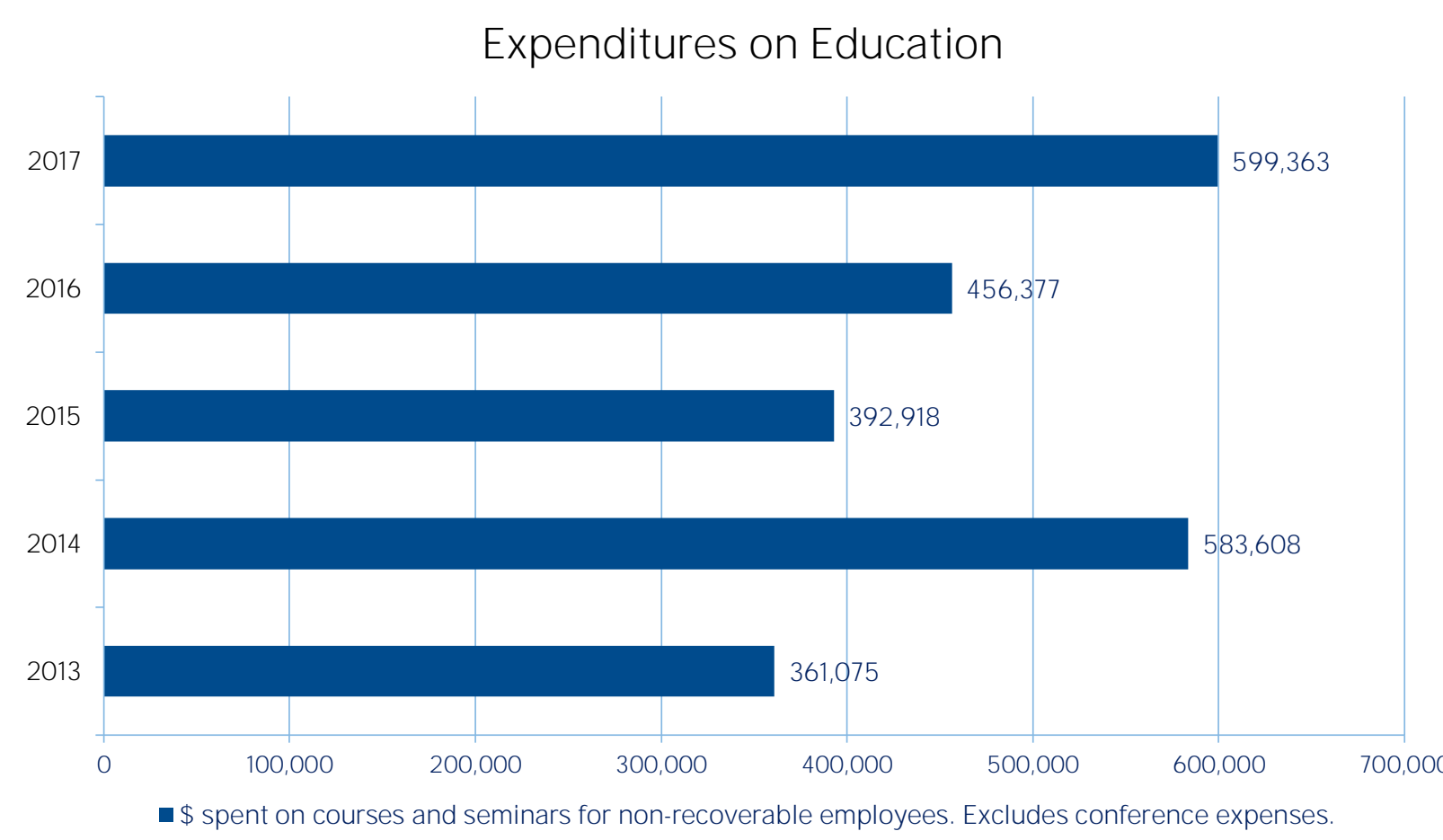
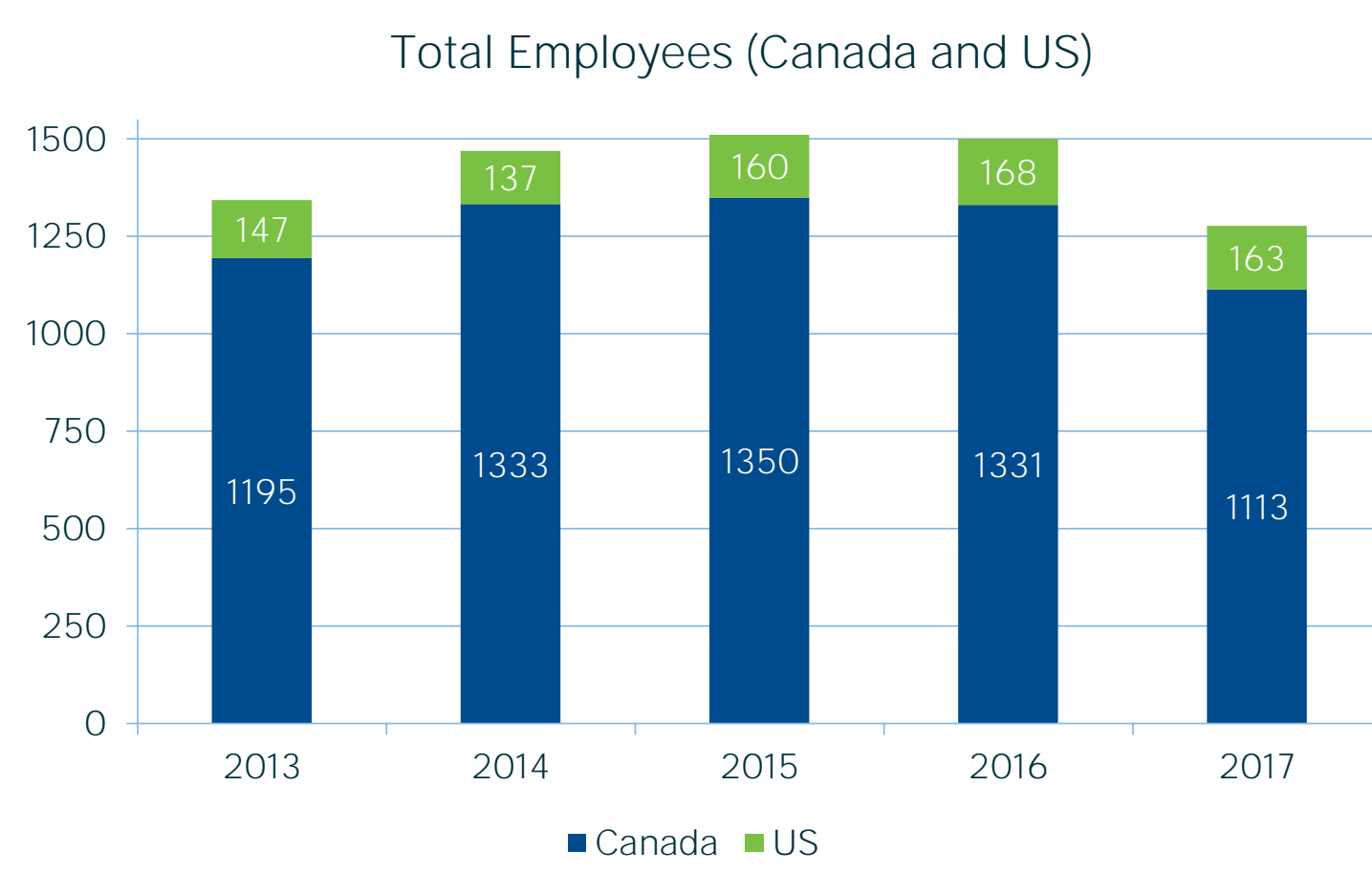
EMPLOYEE TURNOVER BY GENDER																
Category	2013			2014***			2015***			2016***			2017***			
	Canada	US	Total	Canada	US	Total	Canada	US	Total	Canada	US	Total	Canada	US	Total	
Male Turnover	82	12	94	86	13	99	62	16	78	89	13	102	76	13	89	
Total Males	653	72	725	713	64	777	700	74	774	686	80	766	591	84	675	
Male Turnover Rate	12.6%	16.7%	13.0%	12.1%	20.3%	12.7%	8.9%	21.6%	10.1%	13.0%	16.3%	13.3%	12.9%	15.5%	13.2%	
Female Turnover	58	8	66	76	14	90	66	12	78	85	13	98	73	20	93	
Total Females	494	75	569	547	73	620	565	85	650	558	88	646	522	79	601	
Female Turnover Rate	21.0%	10.7%	11.6%	13.9%	19.2%	14.5%	11.7%	14.1%	12.0%	15.2%	14.8%	15.2%	14.0%	25.3%	15.5%	

EMPLOYEE TURNOVER BY AGE GROUP																
Category	2013			2014***			2015***			2016***			2017***			
	Canada	US	Total	Canada	US	Total	Canada	US	Total	Canada	US	Total	Canada	US	Total	
<30 Turnover	16	6	22	26	5	31	22	4	26	28	5	33	26	9	35	
Total <30	114	25	139	124	23	147	122	28	150	108	30	138	128	30	158	
<30 Turnover Rate	14.0%	24.0%	15.8%	21.0%	21.7%	21.1%	18.0%	14.3%	17.3%	25.9%	16.7%	23.9%	20.3%	30.0%	22.2%	
30-50 Turnover	78	10	88	77	17	94	61	16	77	71	14	85	78	18	96	
Total 30-50	587	79	666	628	71	699	611	83	694	601	88	689	550	85	635	
30-50 Turnover Rate	13.3%	12.7%	13.2%	12.3%	23.9%	13.4%	10.0%	19.3%	11.1%	11.8%	15.9%	12.3%	14.2%	21.2%	15.1%	
>50 Turnover	46	4	50	59	5	64	45	8	53	75	7	82	45	6	51	
Total >50	446	43	489	508	43	551	532	48	580	535	50	585	435	48	483	
>50 Turnover Rate	10.3%	9.3%	10.2%	11.6%	11.6%	11.6%	8.5%	16.7%	9.1%	14.0%	14.0%	14.0%	10.3%	12.5%	10.6%	

***Turnover rates are based on full-time and part-time regular employees only. Terminations as a result of property disposals and contract employees are excluded.

GRI 401-1

GRAPHS OTHER



Volunteer hours invested by our employees to give back to the communities in which they live and work. **521**

total corporate donations **CAD \$479,758**