

| TOTAL EMPLOYEES |        |     |       |
|-----------------|--------|-----|-------|
|                 | Canada | US  | Total |
| 2014            | 1,333  | 137 | 1,470 |
| 2015            | 1,350  | 160 | 1,510 |
| 2016            | 1,331  | 168 | 1,499 |
| 2017            | 1,113  | 163 | 1,276 |
| 2018            | 1,057  | 165 | 1,222 |

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| EMPLOYEES BY CONTRACT TYPE |           |           |           |
|----------------------------|-----------|-----------|-----------|
|                            | Permanent | Temporary | Part-Time |
| 2014                       | 93%       | 5%        | 2%        |
| 2015                       | 91%       | 6%        | 3%        |
| 2016                       | 91%       | 6%        | 3%        |
| 2017                       | 91%       | 5%        | 3%        |
| 2018                       | 93%       | 4%        | 3%        |

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| Canada                   |  |     |     | Employee Count by Gender |       | Total Count |
|--------------------------|--|-----|-----|--------------------------|-------|-------------|
| Employment Contract Type |  | F   | M   |                          |       |             |
| Perm FT                  |  | 414 | 562 |                          | 976   |             |
| Temp                     |  | 35  | 15  |                          | 50    |             |
| Perm PT                  |  | 19  | 12  |                          | 31    |             |
| Total                    |  | 468 | 589 |                          | 1,057 |             |

| US                       |  |    |    | Employee Count by Gender |     | Total Count |
|--------------------------|--|----|----|--------------------------|-----|-------------|
| Employment Contract Type |  | F  | M  |                          |     |             |
| Perm FT                  |  | 77 | 86 |                          | 163 |             |
| Temp                     |  | 0  | 0  |                          | 0   |             |
| Perm PT                  |  | 1  | 1  |                          | 2   |             |
| Total                    |  | 78 | 87 |                          | 165 |             |

| CA & US                  |  |       |       | Grand Total |       | Total |
|--------------------------|--|-------|-------|-------------|-------|-------|
| Employment Contract Type |  | F     | M     |             |       |       |
| Perm FT - F              |  | 491   | 648   |             | 1,139 |       |
| Perm FT - M              |  | 648   | 562   |             | 1,210 |       |
| Temp - F                 |  | 35    | 15    |             | 50    |       |
| Temp - M                 |  | 15    | 0     |             | 15    |       |
| Perm PT - F              |  | 20    | 13    |             | 33    |       |
| Perm PT - M              |  | 13    | 12    |             | 25    |       |
| Total                    |  | 1,222 | 1,222 |             | 2,444 |       |

\*Temporary = FT Contract, PT Contract, PT Temporary, Casual, Seasonal & Intern  
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| Canada          |  |     |     | Employee Count by Gender |       | Total Count |
|-----------------|--|-----|-----|--------------------------|-------|-------------|
| Employment Type |  | F   | M   |                          |       |             |
| FT              |  | 437 | 570 |                          | 1,007 |             |
| PT              |  | 31  | 19  |                          | 50    |             |
| Total           |  | 468 | 589 |                          | 1,057 |             |

| US              |  |    |    | Employee Count by Gender |     | Total Count |
|-----------------|--|----|----|--------------------------|-----|-------------|
| Employment Type |  | F  | M  |                          |     |             |
| FT              |  | 77 | 86 |                          | 163 |             |
| PT              |  | 1  | 1  |                          | 2   |             |
| Total           |  | 78 | 87 |                          | 165 |             |

| CA & US         |  |       |       | Grand Total |       | Total |
|-----------------|--|-------|-------|-------------|-------|-------|
| Employment Type |  | F     | M     |             |       |       |
| FT - Females    |  | 514   | 656   |             | 1,170 |       |
| FT - Males      |  | 656   | 514   |             | 1,170 |       |
| PT - Females    |  | 32    | 20    |             | 52    |       |
| PT - Males      |  | 20    | 12    |             | 32    |       |
| Total           |  | 1,222 | 1,222 |             | 2,444 |       |

\*FT = ALL FT employees including temporary  
\*PT = All PT employees including temporary  
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|           | Canada: Employment Contract |       |       |       |      | US: Employment Contract |       |       |       |       |
|-----------|-----------------------------|-------|-------|-------|------|-------------------------|-------|-------|-------|-------|
|           | 2014                        | 2015  | 2016  | 2017  | 2018 | 2014                    | 2015  | 2016  | 2017  | 2018  |
| Permanent | 1,228                       | 1,222 | 1,204 | 1,008 | 976  | 136                     | 156   | 164   | 158   | 163   |
| Temporary | 73                          | 85    | 87    | 67    | 50   | 0                       | 1     | 0     | 1     | 0     |
| Part-Time | 32                          | 43    | 40    | 38    | 31   | 1                       | 3     | 4     | 4     | 2     |
|           | 2014                        | 2015  | 2016  | 2017  | 2018 | 2014                    | 2015  | 2016  | 2017  | 2018  |
| Permanent | 92%                         | 91%   | 90%   | 91%   | 92%  | 99%                     | 97.5% | 97.6% | 96.9% | 98.8% |
| Temporary | 5%                          | 6%    | 7%    | 6%    | 5%   | 0%                      | 0.6%  | 0.0%  | 0.6%  | 0.0%  |
| Part-Time | 2%                          | 3%    | 3%    | 3%    | 3%   | 1%                      | 1.9%  | 2.4%  | 2.5%  | 1.2%  |

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| COLLECTIVE BARGAINING AGREEMENTS |                 |                     |                 |                   |
|----------------------------------|-----------------|---------------------|-----------------|-------------------|
|                                  | Union Employees | Non-union Employees | Total Employees | % Union Employees |
| Canada                           | 44              | 1,013               | 1,057           | 4.2%              |
| US                               | 0               | 165                 | 165             | 0.0%              |
| Total                            | 44              | 1,178               | 1,222           | 3.6%              |

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EMPLOYEES BY GENDER, AGE AND REGION

| NUMBER OF EMPLOYEES BY GENDER - 2014 |             |        |         |        |            |        |
|--------------------------------------|-------------|--------|---------|--------|------------|--------|
|                                      | 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 |              |        |      |        |      |        |
|-------------|--------------|--------|------|--------|------|--------|
|             | Male         | Female | Male | Female | Male | Female |
|             | Under 30 yrs | 49%    | 51%  | 35%    | 65%  | 48%    |
| 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%    |

| NUMBER OF EMPLOYEES BY GENDER - 2016 |             |        |         |        |            |        |
|--------------------------------------|-------------|--------|---------|--------|------------|--------|
|                                      | 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 |              |        |      |        |      |        |
|-------------|--------------|--------|------|--------|------|--------|
|             | Male         | Female | Male | Female | Male | Female |
|             | Under 30 yrs | 44%    | 56%  | 60%    | 40%  | 47%    |
| 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%    |

| NUMBER OF EMPLOYEES BY GENDER - 2018 |             |        |         |        |            |        |
|--------------------------------------|-------------|--------|---------|--------|------------|--------|
|                                      | 2018-Canada |        | 2018-US |        | 2018 Total |        |
|                                      | Male        | Female | Male    | Female | Male       | Female |
| Under 30 yrs                         | 50          | 72     | 21      | 8      | 71         | 80     |
| 30-50 yrs                            | 275         | 236    | 43      | 47     | 318        | 283    |
| Over 50 yrs                          | 264         | 160    | 23      | 23     | 287        | 183    |
| Total                                | 589         | 468    | 87      | 78     | 676        | 546    |

| 2018-Canada |              |        |      |        |      |        |
|-------------|--------------|--------|------|--------|------|--------|
|             | Male         | Female | Male | Female | Male | Female |
|             | Under 30 yrs | 41%    | 59%  | 72%    | 28%  | 47%    |
| 30-50 yrs   | 54%          | 46%    | 48%  | 52%    | 53%  | 47%    |
| Over 50 yrs | 62%          | 38%    | 50%  | 50%    | 61%  | 39%    |
| Total       | 56%          | 44%    | 53%  | 47%    | 55%  | 45%    |

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| NUMBER OF EMPLOYEES BY GENDER - 2015 |             |        |         |        |            |        |  |
|--------------------------------------|-------------|--------|---------|--------|------------|--------|--|
|                                      | 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 |              |        |      |        |      |        |  |
|-------------|--------------|--------|------|--------|------|--------|--|
|             | Male         | Female | Male | Female | Male | Female |  |
|             | Under 30 yrs | 45%    | 55%  | 55%    | 45%  | 47%    |  |
| 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%    |  |

| NUMBER OF EMPLOYEES BY GENDER - 2017 |             |        |         |        |            |        |  |
|--------------------------------------|-------------|--------|---------|--------|------------|--------|--|
|                                      | 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 |              |        |      |        |      |        |  |
|-------------|--------------|--------|------|--------|------|--------|--|
|             | Male         | Female | Male | Female | Male | Female |  |
|             | Under 30 yrs | 39%    | 61%  | 73%    | 27%  | 44%    |  |
| 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%    |  |

| EMPLOYEES BY EMPLOYMENT CATEGORY AND GENDER |      |        |      |        |      |        |      |        |      |        |
|---|------|--------|------|--------|------|--------|------|--------|------|--------|
| Category                                    | 2014 |        | 2015 |        | 2016 |        | 2017 |        | 2018 |        |
|   | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Executive Management                        | 84%  | 16%    | 83%  | 17%    | 85%  | 15%    | 83%  | 17%    | 81%  | 19%    |
| Senior Management                           | 69%  | 31%    | 64%  | 36%    | 59%  | 41%    | 61%  | 39%    | 59%  | 41%    |
| Middle Management                           | 53%  | 47%    | 51%  | 49%    | 50%  | 50%    | 53%  | 47%    | 55%  | 45%    |
| Professional / Technical                    | 45%  | 55%    | 45%  | 55%    | 46%  | 54%    | 46%  | 54%    | 49%  | 51%    |
| Administrative / Operations                 | 54%  | 46%    | 53%  | 47%    | 54%  | 46%    | 52%  | 48%    | 55%  | 45%    |

| PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE REVIEWS |      |      |      |      |      |
|---|------|------|------|------|------|
|   | 2014 | 2015 | 2016 | 2017 | 2018 |
| 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 |  | 2018 |
|---|--|------|
| Male  |  | 100% |
| Female  |  | 100% |
| Overall   |  | 100% |

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| WORK-RELATED INJURIES  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
|  | 2014  | 2015  | 2016  | 2017  | 2018  |
| Total employee work-related claims                                       | 14    | 18    | 7     | 9     | 7     |
| Injury Rate*   | 0.95% | 1.19% | 0.53% | 0.81% | 0.66% |
| Injury Rate: Canada Male   | 1.49% | 1.87% | 0.70% | 1.18% | 0.85% |
| Injury Rate: Canada Female   | 0.17% | 0.42% | 0.33% | 0.38% | 0.43% |
| Injury Rate: US Male   | 3.13% | 0     | 0     | 0     | 0     |
| Injury Rate: US Female   | 0     | 0     | 0     | 0     | 0     |
| Total working days missed as a result of these claims**                  | 221   | 287.5 | 254   | 122   | 351   |
| Total working days missed relating to employee claims from previous year | 342   | 0     | 0     | 0     | 0     |
| Fatalities due to work related injuries                                  | 0     | 0     | 0     | 0     | 0     |
| Citations issued for non-compliance                                      | 0     | 0     | 0     | 0     | 0     |

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| EMPLOYEE TURNOVER |         |       |       |         |       |       |         |       |       |         |       |       |         |       |       |  |
|-------------------|---------|-------|-------|---------|-------|-------|---------|-------|-------|---------|-------|-------|---------|-------|-------|--|
|                   | 2014*** |       |       | 2015*** |       |       | 2016*** |       |       | 2017*** |       |       | 2018*** |       |       |  |
|                   | Canada  | US    | Total | Canada  | US    | Total | Canada  | US    | Total | Canada  | US    | Total | Canada  | US    | Total |  |
| # of New Hires    | 249     | 29    | 278   | 269     | 23    | 292   | 220     | 45    | 265   | 307     | 34    | 341   | 263     | 30    | 293   |  |
| Turnover          | 140     | 20    | 160   | 162     | 27    | 189   | 174     | 26    | 200   | 149     | 33    | 182   | 196     | 25    | 221   |  |
| Total Employees   | 1147    | 147   | 1,294 | 1,260   | 137   | 1,397 | 1,244   | 168   | 1,412 | 1,113   | 163   | 1,276 | 1,057   | 165   | 1,222 |  |
| % Turnover        | 12.2%   | 13.6% | 12.4% | 12.9%   | 19.7% | 13.5% | 14.0%   | 15.5% | 14.2% | 13.4%   | 20.2% | 14.3% | 18.5%   | 15.2% | 18.1% |  |

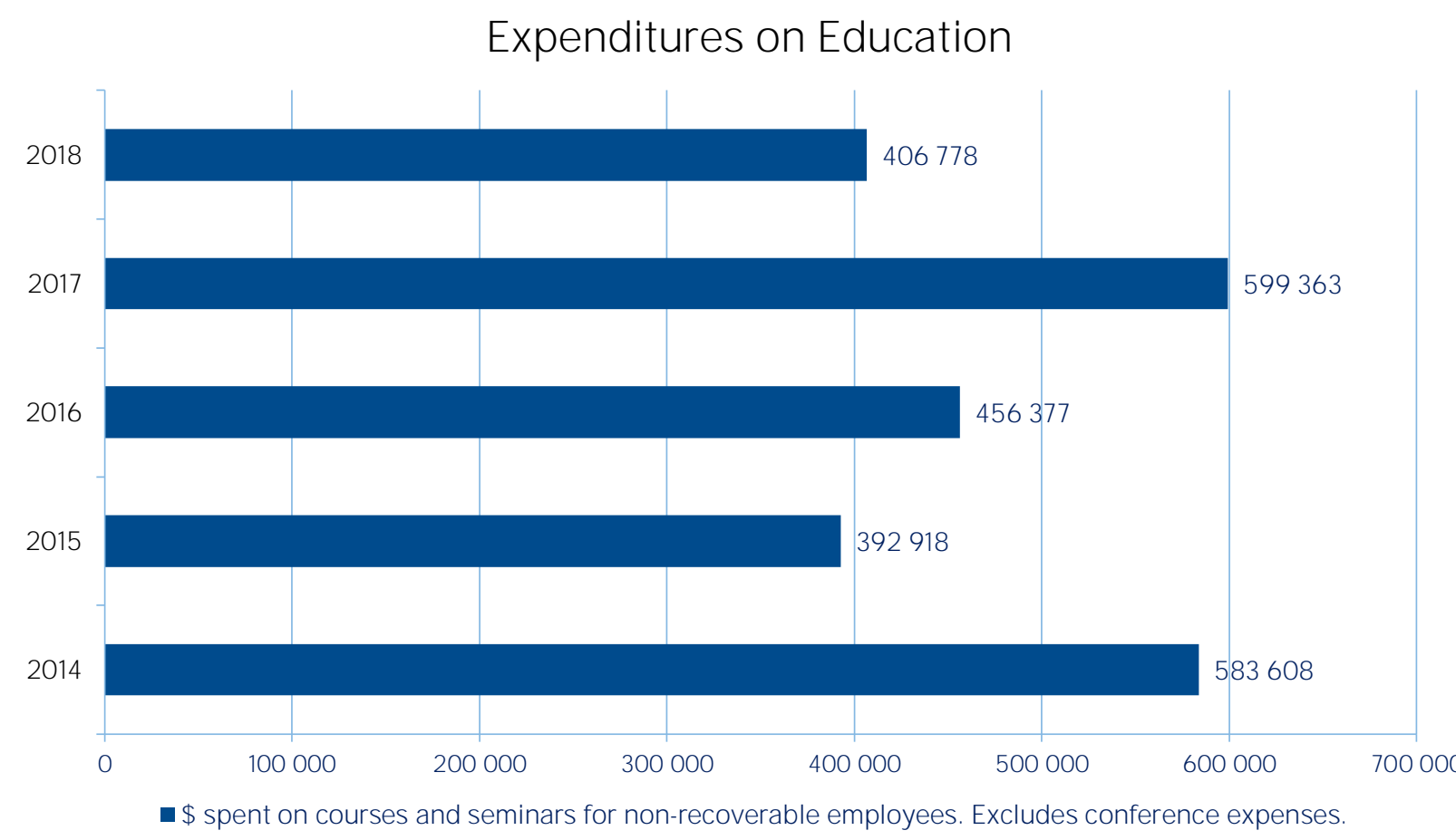
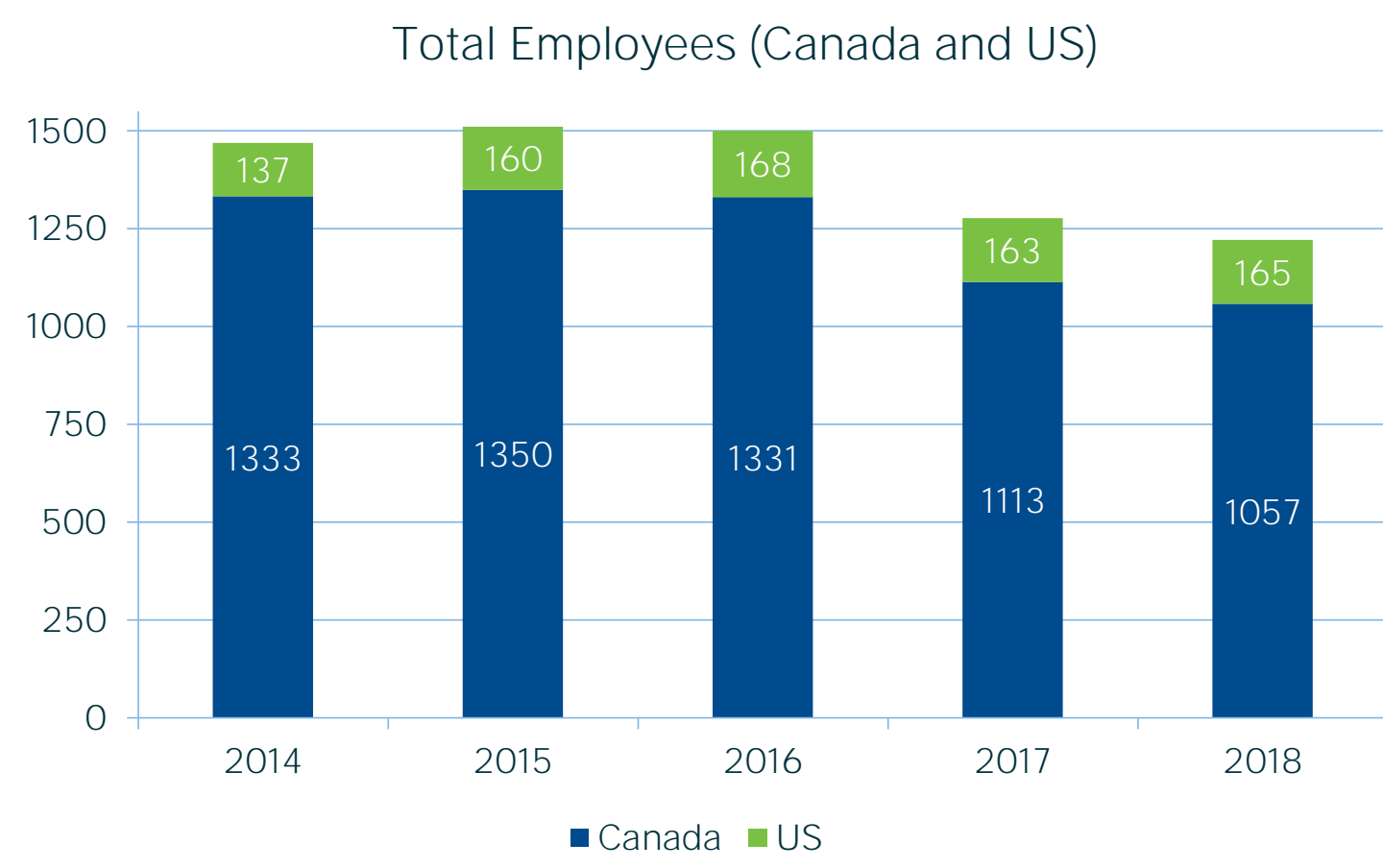
| EMPLOYEE TURNOVER BY GENDER |         |       |       |         |       |       |         |       |       |         |       |       |         |       |       |  |
|-----------------------------|---------|-------|-------|---------|-------|-------|---------|-------|-------|---------|-------|-------|---------|-------|-------|--|
|                             | 2014*** |       |       | 2015*** |       |       | 2016*** |       |       | 2017*** |       |       | 2018*** |       |       |  |
|                             | Canada  | US    | Total | Canada  | US    | Total | Canada  | US    | Total | Canada  | US    | Total | Canada  | US    | Total |  |
| Male Turnover               | 86      | 13    | 99    | 62      | 16    | 78    | 89      | 13    | 102   | 76      | 13    | 89    | 91      | 12    | 103   |  |
| Total Males                 | 713     | 64    | 777   | 700     | 74    | 774   | 686     | 80    | 766   | 591     | 84    | 675   | 589     | 87    | 676   |  |
| Male Turnover Rate          | 12.1%   | 20.3% | 12.7% | 8.9%    | 21.6% | 10.1% | 13.0%   | 16.3% | 13.3% | 12.9%   | 15.5% | 13.2% | 15.4%   | 13.8% | 15.2% |  |
| Female Turnover             | 76      | 14    | 90    | 66      | 12    | 78    | 85      | 13    | 98    | 73      | 20    | 93    | 105     | 13    | 118   |  |
| Total Females               | 547     | 73    | 620   | 565     | 85    | 650   | 558     | 88    | 646   | 522     | 79    | 601   | 468     | 78    | 546   |  |
| Female Turnover Rate        | 13.9%   | 19.2% | 14.5% | 11.7%   | 14.1% | 12.0% | 15.2%   | 14.8% | 15.2% | 14.0%   | 25.3% | 15.5% | 22.4%   | 16.7% | 21.6% |  |

| EMPLOYEE TURNOVER BY AGE GROUP |         |       |       |        |       |       |         |       |       |         |       |       |         |       |       |  |
|--------------------------------|---------|-------|-------|--------|-------|-------|---------|-------|-------|---------|-------|-------|---------|-------|-------|--|
|                                | 2014*** |       |       | 2015** |       |       | 2016*** |       |       | 2017*** |       |       | 2018*** |       |       |  |
|                                | Canada  | US    | Total | Canada | US    | Total | Canada  | US    | Total | Canada  | US    | Total | Canada  | US    | Total |  |
| <30 Turnover                   | 26      | 5     | 31    | 22     | 4     | 26    | 28      | 5     | 33    | 26      | 9     | 35    | 42      | 6     | 48    |  |
| Total <30                      | 124     | 23    | 147   | 122    | 28    | 150   | 108     | 30    | 138   | 128     | 30    | 158   | 122     | 29    | 151   |  |
| <30 Turnover Rate              | 21.0%   | 21.7% | 21.1% | 18.0%  | 14.3% | 17.3% | 25.9%   | 16.7% | 23.9% | 20.3%   | 30.0% | 22.2% | 34.4%   | 20.7% | 31.8% |  |
| 30-50 Turnover                 | 77      | 17    | 94    | 61     | 16    | 77    | 71      | 14    | 85    | 78      | 18    | 96    | 87      | 13    | 100   |  |
| Total 30-50                    | 628     | 71    | 699   | 611    | 83    | 694   | 601     | 88    | 689   | 550     | 85    | 635   | 511     | 90    | 601   |  |
| 30-50 Turnover Rate            | 12.3%   | 23.9% | 13.4% | 10.0%  | 19.3% | 11.1% | 11.8%   | 15.9% | 12.3% | 14.2%   | 21.2% | 15.1% | 17.0%   | 14.4% | 16.6% |  |
| >50 Turnover                   | 59      | 5     | 64    | 45     | 8     | 53    | 75      | 7     | 82    | 45      | 6     | 51    | 67      | 6     | 73    |  |
| Total >50                      | 508     | 43    | 551   | 532    | 48    | 580   | 535     | 50    | 585   | 435     | 48    | 483   | 424     | 46    | 470   |  |
| >50 Turnover Rate              | 11.6%   | 11.6% | 11.6% | 8.5%   | 16.7% | 9.1%  | 14.0%   | 14.0% | 14.0% | 10.3%   | 12.5% | 10.6% | 15.9%   | 13.0% | 15.5% |  |

\*\*\*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. **500**

total corporate donations **CAD \$525,167**