

Canadian Blood Services

Sustaining *Canada's Lifeline*



Blood
for Life

Plasma
for Life

Stem Cells
for Life

Organs & Tissues
for Life

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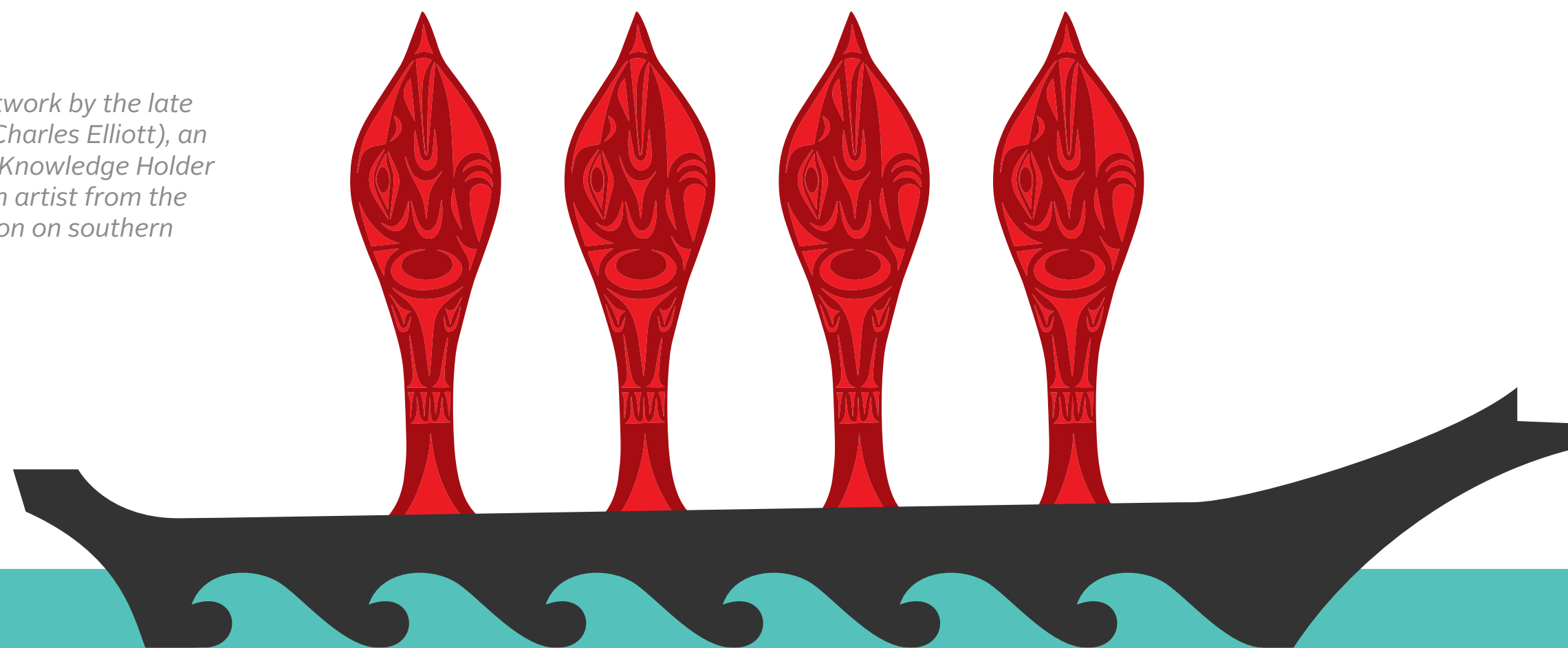
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Land acknowledgement

We acknowledge that the work of Canadian Blood Services spans many territories and treaty areas across the country. We recognize the land and waters that have inspired our work and offer gratitude to those Indigenous Peoples on whose territory we work, live and play.

“Hope Paddle” artwork by the late Temosen-THUT (Charles Elliott), an Elder, Traditional Knowledge Holder and a Coast Salish artist from the Tsartlip First Nation on southern Vancouver Island.



Report parameters

Scope of disclosure

This report reflects the operations of Canadian Blood Services. Our wholly owned captive insurance corporations, CBS Insurance Company Limited (CBSI) and Canadian Blood Services Captive Insurance Company Limited (CBSE), are outside the scope of this report; they are covered in the management analysis of our annual report.

Reporting framework

This report examines a range of material environmental, social and governance (ESG) topics identified through our materiality assessment, conducted in accordance with the Global Reporting Initiative (GRI) Standards.

Reporting period

This report covers Canadian Blood Services' fiscal year beginning on April 1, 2022, ending March 31, 2023. All reported data reflects this period of time unless otherwise noted. Subsequent sustainability reports will be published annually.

Publication date

April 8, 2024

Independent assurance

This report has not undergone external assurance.

Review and approval

This report has been approved by the Canadian Blood Services executive management team and reviewed by the board of directors' governance committee prior to publication.

Inquiries

For any questions related to this report or our overall approach to sustainability, please contact us: sustainability@blood.ca

Sustaining Canada's Lifeline

Canadian Blood Services has a deep sense of responsibility to the people and communities who count on us, to the employees and volunteers who help deliver our promise, to the partners who support and collaborate with us, and to the planet we inhabit together. As our organization provides the life essentials for transfusion and transplantation to patients across the country, we're committed to acting ethically, communicating transparently and building relationships grounded in trust with all who participate in **Canada's Lifeline**. They expect us to do the right thing — and that's what we expect of ourselves.

We're pleased to present this inaugural sustainability report for 2022–2023, our first formal update on efforts to address the environmental, social and governance (ESG) impacts of Canadian Blood Services.



Bianca and Jessica, blood donors,
with their dad — **Manuel**, blood recipient



Dr. Graham D. Sher.
 OC, MB BCh, PhD, FRCPC
 Chief Executive Officer

A message from our chief executive officer

On behalf of Canadian Blood Services, I'm pleased to present our inaugural sustainability report, a comprehensive review of the environmental, social and governance (ESG) impacts of our operations.

Supported by data from our 2022–2023 fiscal year, the report provides an update on our progress in advancing sustainability. And it lays the groundwork for increasingly robust reporting in the years ahead, as our sustainability efforts continue to grow, and as more detailed data becomes available.

Our commitment to sustainability has been guided and championed by our board of directors on behalf of all stakeholders in Canadian Blood Services. While this is our first formal accounting of sustainability performance, we have long applied the lens of ESG in assessing various aspects of our work to support patients and health care providers across Canada.

Sound governance is a cornerstone of Canadian Blood Services, which was founded in 1998 to address a crisis in the management of the national blood system. From day one, we've strived to set exemplary standards for transparency and accountability while working to secure a safe, high-quality supply of blood and blood products. As our organization has grown and evolved, guided by ethical principles and judicious oversight, we've continuously improved our governance to ensure we retain the public's trust.

Similarly, for more than a quarter-century, the social dimension of sustainability — the S in ESG — has defined our mission as **Canada's Biological Lifeline**.

In communities across the country, Canadian Blood Services employees work with our health system partners to help patients live longer and healthier lives. And the success of those efforts depends on our ability to engage and inspire donors and registrants, matching their generous contributions to patients' increasingly varied clinical needs.

Social responsibility is so integral to our work and so evident in its outcomes, some may wonder why it needs to be showcased in a special report. But the rigorous methodology of sustainability reporting, with its consistent measurement of performance year over year, provides further insights into our progress as an organization driven by social purpose. It answers a growing expectation that we gauge and account for our impact not just in terms of what we do, but how we do it.

For this initial report, we've focused on three key areas where Canadian Blood Services helps to advance social well-being: our commitment to diversity, equity, inclusion and reconciliation with Indigenous Peoples; our efforts to create an inspiring, inclusive and collaborative workplace where employees feel empowered to be their best; and our engagement with the diverse communities that support our mission — and who count on us to support them in return.

Just as sound governance and social responsibility are foundational to our sustainability commitment, so too is our focus on reducing our environmental impact in the face of climate change.

Just as sound governance and social responsibility are foundational to our sustainability commitment, so too is our focus on reducing our environmental impact in the face of climate change. Canadian Blood Services is a large and complex biologics manufacturer with production, testing and distribution facilities across the country. For nearly a decade, we’ve been measuring our carbon footprint and identifying activities that contribute to climate change. And over the past four years, we’ve been systematically tracking a range of environmental performance data — work that will gain added rigour and precision as we continue producing in-depth reports on an annual basis.

The environmental section of this report showcases our efforts to make Canadian Blood Services facilities and operations more resilient while also improving how we manage waste, consume water and use sustainable products and materials. Being environmentally responsible, for our communities and for the planet, is not only the right thing to do — it’s critical to maintaining our support for the patients, clinicians and health systems across Canada that depend on our products and services. Our commitment to sustainable development is integral to fulfilling our role as a provider of the life essentials for transfusion and transplantation — today and into the future.

Only the beginning

This first sustainability report is an important milestone for Canadian Blood Services. And it’s just the beginning of a commitment that will continue to unfold over time, as we conduct increasingly detailed analysis and share the results with our stakeholders.

We’ve joined responsible organizations worldwide in adopting the standards of the Global Reporting Initiative (GRI) for tracking, measuring and disclosing

performance indicators on everything from energy consumption to health and safety in our workplaces. Like many of our peers, we’ve found there are some areas of the GRI framework for which we have no historical information and so can’t yet measure our progress. Among the hundreds of metrics in the GRI Content Index that comprises a third of this report, we’ve therefore flagged areas where we expect to share additional insights over the next few years as we collect more data, and as our reporting methodology matures.

That evolution reflects a broader maturation of sustainability disclosure in our sector. We exchange knowledge and best practices with other major blood operators around the world, as well as with leading biologics manufacturers and our partner organizations across Canada’s health systems. Together, we’re gaining a deeper understanding of our collective ESG impacts — and taking steps to remedy or mitigate those that could lead to negative outcomes.

Anchoring this report is our strategic commitment to sustainability (see page 9), which we’ve developed, in consultation with our board of directors, to guide all ESG-related policy and actions at Canadian Blood Services. Grounded in our purpose and values, this framework sets out clear priorities for the work ahead as we continue pursuing our mission.

As we say in the preamble to our strategic commitment, “We have a deep responsibility to the people and diverse communities across the country who count on us, as well as to our employees, to the partners who collaborate with us and to the planet we inhabit together.” We hope the depth and sincerity of that conviction — shared by thousands of dedicated people across Canadian Blood Services — is more than evident in our inaugural sustainability report.



Dr. Graham D. Sher
 OC, MB BCh, PhD, FRCPC
 Chief Executive Officer



Who we are

Established in 1998, Canadian Blood Services is an independent, not-for-profit charitable organization primarily funded by the governments of all provinces and territories except Quebec. Regulated as a biologics manufacturer by Health Canada, we’re responsible for ensuring that patients across the country have safe, reliable access to the high-quality blood, plasma, stem cells, and organs and tissues they need.

Our role as the national blood authority was established in a memorandum of understanding between the federal, provincial and territorial governments (excluding Quebec) following the Royal Commission of Inquiry by Justice Horace Krever into Canada’s blood contamination crisis. The principles articulated in Justice Krever’s final report continue to guide our policy development and decision-making.

Canadian Blood Services provides blood and blood products for transfusion, manages a formulary of plasma protein and related products used in a wide array of medical conditions, and also manages stem cell registry services and cord blood banking, on behalf of all provincial and territorial governments except Quebec. Our national transplant registry for interprovincial organ sharing and related programs extends to all provinces and territories.

We collaborate with patient groups, care providers, health system leaders, communities of donors, other blood service organizations and governments to continuously improve the effectiveness of Canada’s health systems and achieve the best possible patient outcomes. Working with this diverse community of stakeholders, we contribute to the advancement and excellence of both national and international networks focused on transfusion and transplantation.

What we believe

Our vision

To help every patient

To match every need

To serve every Canadian

Our mission

We are *Canada’s Biological Lifeline*

Our values

I

Integrity

We do the right thing, always. We do what we say we will do. We share information in an honest, transparent manner. We follow policies, processes and regulations.

C

Collaboration

We help each other. We engage those who are affected by our decisions. We listen with an open mind. We focus on solutions.

A

Adaptability

We embrace change. We keep learning. We seek new ideas and opportunities. We integrate better ways of working, quickly.

R

Respect

We treat everyone fairly. We are considerate and courteous to everyone. We value diversity in all its forms. We create and nurture an environment in which everyone feels included.

E

Excellence

We give our best every day, in all that we do. We take ownership of our work. We continuously improve our processes, products and services. We set increasingly higher standards for ourselves.

What we do

Blood for Life

We collect, test and manufacture blood and blood components, including red blood cells, platelets and plasma. We also provide diagnostic laboratory testing services in some provinces. And our research and development efforts yield new knowledge, processes and technologies for the manufacturing environment while helping to improve quality and efficiency in the blood supply chain.

Plasma for Life

We collect plasma from unpaid donors cross Canada. While we process some of this plasma to meet domestic transfusion needs, most is shipped to pharmaceutical manufacturers contracted by Canadian Blood Services to produce medications — primarily the therapies known as immunoglobulins — for patients in Canada. These medications form part of a national formulary of plasma protein and related products (PPRP) that we manage on behalf of all provinces and territories except Quebec. Most of our formulary comprises medications that we bulk-purchase from global pharmaceutical companies and manufacturers. We distribute formulary products to health centres across Canada for the treatment and care of patients in this country.

Stem Cells for Life

We operate several programs to support better outcomes for people living with the many diseases and disorders that can be treated with stem cell transplants. We collect umbilical cord blood to manufacture stem cells through our cord blood bank. We also operate a national registry of adult stem cell donors and participate in an international network of donor registries.

Organs and Tissues for Life

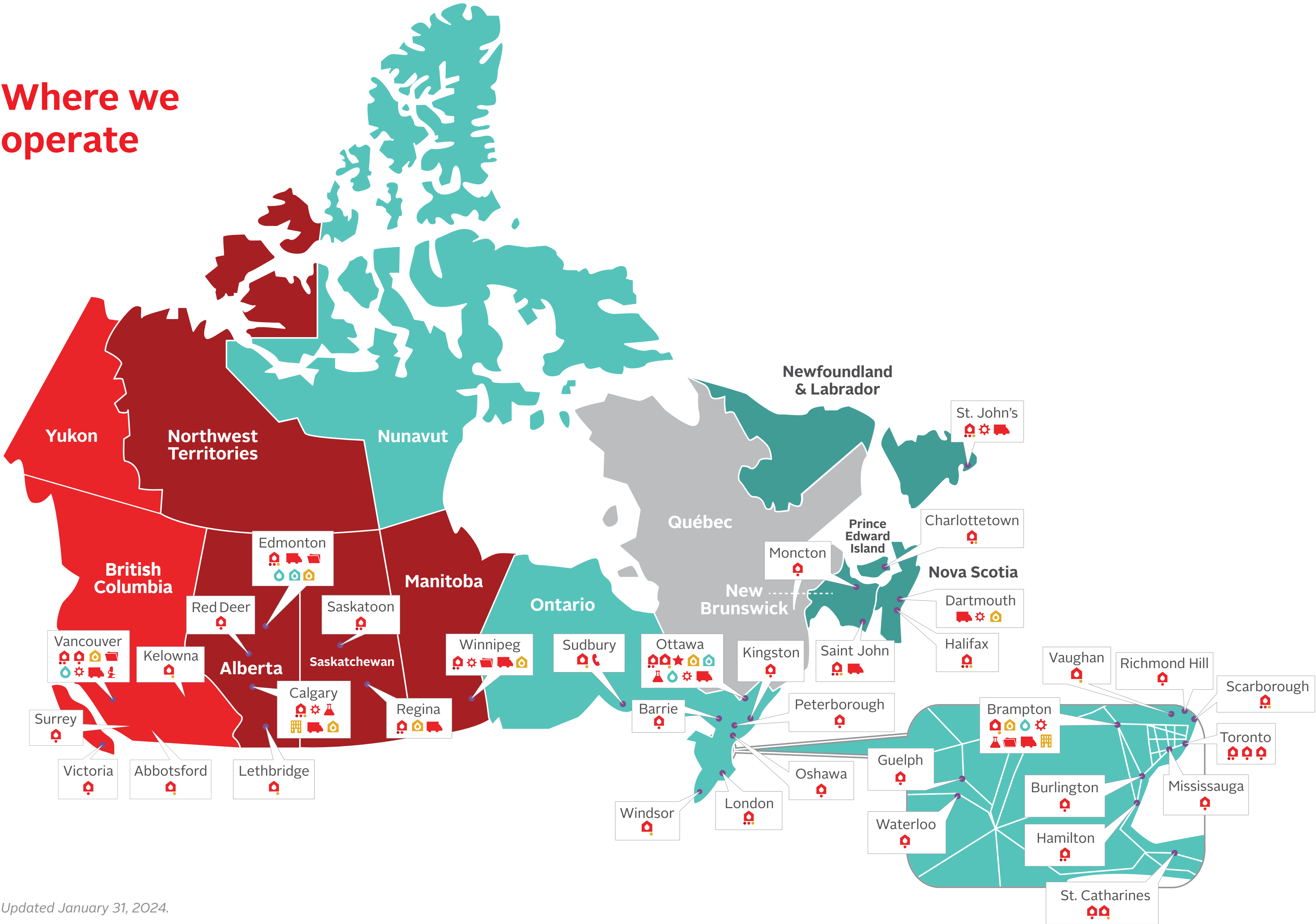
We manage a national transplant registry for interprovincial organ sharing, as well as related programs for donation and transplantation. Working with partners across the organ and tissue donation and transplantation (OTDT) community, Canadian Blood Services develops leading practices, supports professional education and public awareness activities, and collaborates on new ways to share data on the performance of the OTDT system in Canada. We actively support ongoing work to make organ and tissue donation policies more inclusive.

Research and innovation

To support our own operations, as well as the advancement of transfusion and transplantation science and medicine in Canada and worldwide, Canadian Blood Services conducts wide-ranging research and development activities. We also participate in research led by others. Through these efforts, we help to introduce important new knowledge, processes and technologies into the biologics manufacturing environment. Our work also supports problem-solving in the blood supply chain, contributing to improvements in quality and efficiency. We support professional education and public awareness initiatives related to transfusion and transplantation. And we regularly share insights and expertise with our health system partners, other stakeholders and governments.



Where we operate



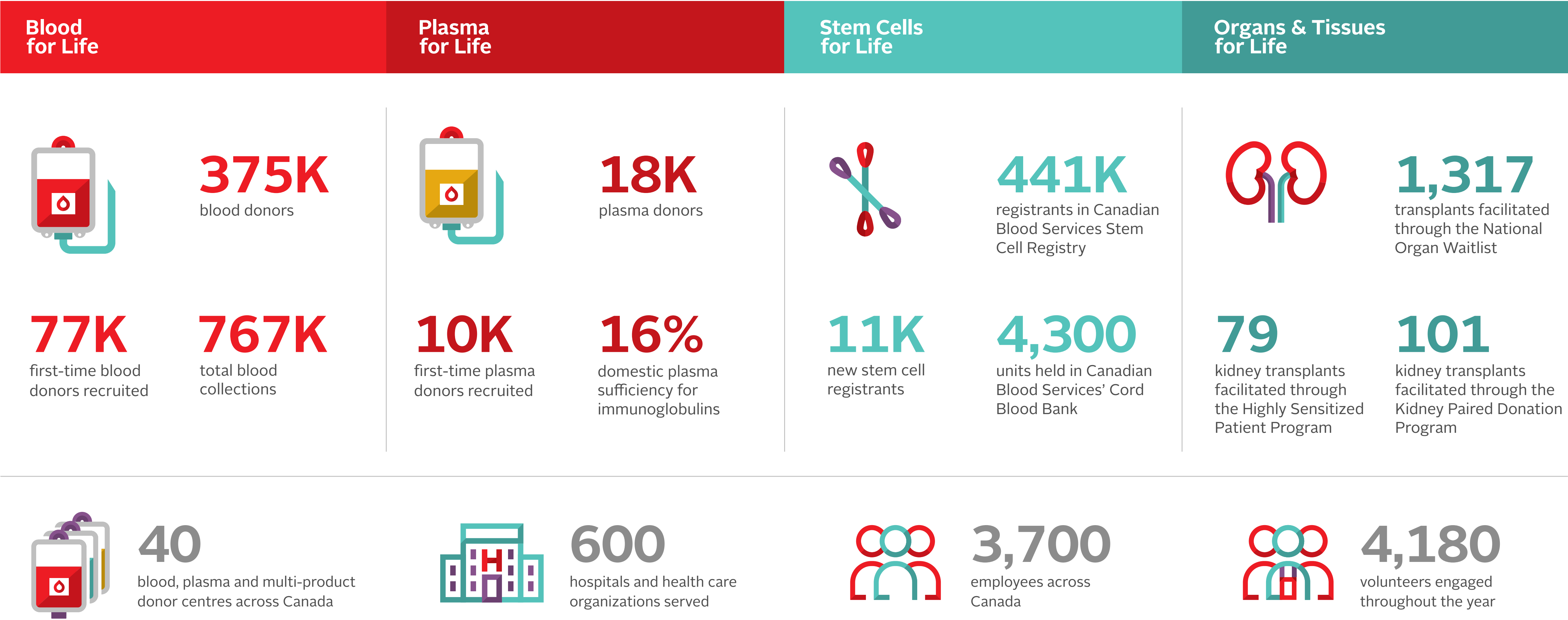
Updated January 31, 2024.

Legend

- Whole blood, platelets and plasma collection
- Whole blood and platelets collection
- Whole blood and plasma collection
- Whole blood collection
- Plasma collection
- Production
- Testing
- Distribution centre
- National contact centre
- PPRP distribution
- PPRP distribution warehouse
- Diagnostic services
- Head office
- Centre for innovation
- Cord blood collection
- Cord blood and stem cell manufacturing

*PPRP stands for plasma protein and related products

Measuring our impact*



* All data from the 2022–2023 fiscal year. All totals have been rounded, except for the Organs and Tissues for Life metrics.

Our strategic commitment to sustainability

At Canadian Blood Services, social responsibility is core to our purpose. It is embedded in our founding principles and has driven our evolution as **Canada's Lifeline**.

We have a deep responsibility to the people and diverse communities across the country who count on us, as well as to our employees, to the partners who collaborate with us and to the planet we inhabit together.

Canadian Blood Services is a not-for-profit, charitable organization providing the life essentials for transfusion and transplantation to patients across the country. In fulfilling this role, we're committed to acting ethically, communicating transparently and earning the trust that Canadians have invested in us. They expect us to do the right thing — and that's what we expect of ourselves.

Efforts to advance sustainability have intensified in recent years as people across Canada faced dramatic disruptions while trying to keep pace with accelerating change. The COVID-19 pandemic, in addition to putting unparalleled strains on health systems, underlined the longer-term challenge of ensuring equitable access to treatment and care. The pandemic has also had a lasting impact on society generally, transforming how we live and work.

At the same time, governments, public institutions and organizations in all sectors have faced calls for greater social equity and the acknowledgement of past injustices. And around the globe, the rising frequency of extreme weather events and natural disasters has made clear that the need for decisive action on climate change grows more urgent every day.

In response to these and other social and environmental challenges, we saw a need to align sustainability initiatives across Canadian Blood Services in a more systematic and formalized framework. The result is our strategic commitment to sustainability, which guides our actions today and is helping us chart a course for the future.

Sustainability is core to our purpose

Underpinning everything we do at Canadian Blood Services are three principles that dictate our operational priorities and support us in delivering our mission. These three pillars — recognized and put into practice by all employees — guide every aspect of the work we do together, including our commitment to sustainability.

Safeguard:

Our primary responsibility is to ensure the quality and safety of our products and services.

Engage:

We maintain strong connections with donors, colleagues, hospitals and partners.

Improve:

Continuous improvement ultimately means more lives saved and more health restored.



Cara, blood recipient and cord blood stem cell donor

Our sustainability priorities

There are many initiatives underway at Canadian Blood Services to help us operate more sustainably while encouraging support from all contributors to **Canada’s Lifeline**.

In light of our guiding purpose and the scope of our impact — as a blood operator, biologics manufacturer, centre of research and development and provider of products and services to Canada’s health systems — **we focus our sustainability efforts on three priorities:**

Reflect and serve the diversity of Canada

Continue building an equitable and inclusive organization that meets the transfusion and transplantation needs of patients from communities across Canada.

Safeguard

Foster diversity among our donors and registrants.

Engage

Build relationships with communities underrepresented in **Canada’s Lifeline**.

Improve

Advance reconciliation with Indigenous Peoples.

Create an inspiring, caring place to work

Foster a supportive and collaborative workplace where team members feel empowered to be their best and to make meaningful contributions through their work.

Safeguard

Protect and promote employees’ health and well-being.

Engage

Foster personal growth and professional development.

Improve

Create the flexible, supportive work environment of tomorrow.

Operate a climate-resilient, sustainable lifeline

Build operational resilience and reduce our environmental impact in the face of climate change as we protect and serve the patients who rely on our lifesaving products and services.

Safeguard

Manage climate impacts to sustain our support for patients and their care.

Engage

Empower participants in **Canada’s Lifeline** to adopt sustainable practices.

Improve

Reduce and mitigate our organization’s environmental impacts.



Engaging with our diverse stakeholders

Engagement is one of the core operating principles of Canadian Blood Services and the key to fulfilling our promise as **Canada’s Lifeline**.

Stakeholder engagement, as we practise it, is about listening, learning and understanding diverse experiences and points of view. It’s about sharing information, answering questions and exchanging ideas. And it’s about exploring and developing solutions with donors and registrants, patients and their families, care providers, health systems and the broader community. Through open and honest dialogue, we build trust and earn the support we need to deliver on our purpose. Stakeholders’ insights inform how we make complex operational decisions and guide how we improve our policies, products and services.

Who we engage with

We define stakeholders as organizations, groups or individuals who may affect, or have been affected by, the actions of Canadian Blood Services. Key stakeholders include donors and registrants; patients; Canadian Blood Services employees; clinicians and care providers; hospital customers; health system administrators; medical and scientific researchers; representatives of specific communities (including Indigenous Peoples, 2SLGBTQIA+ communities, racialized communities); community and special interest groups; other representatives of civil society; policymakers and regulators; external consultants and suppliers; and our dedicated volunteers.

How we connect

We’ve created a range of venues and channels for engaging with stakeholders:

- Our **Patient Engagement Forum** brings together a diverse group of patient organizations and representatives from across Canadian Blood Services’ business lines to discuss issues and directions in health policy.
- **Open board meetings**, held twice a year, provide a platform for stakeholders to share views, ideas and concerns with our board of directors and executive management team.
- We hold regular consultations with relevant stakeholders in all the areas of transfusion and transplantation medicine that depend on our products and services.
- We gauge stakeholder sentiments and opinions through surveys and focus groups. Some of the most commonly surveyed stakeholder groups include donors, volunteers and employees.
- At our recruitment and awareness-raising events across the country, we engage with donors and registrants (both existing and prospective), along with other community members who have an interest in Canadian Blood Services.
- And we provide regularly updated **online reports on various aspects of stakeholder engagement**.

What we discuss

Topics on which we most frequently engage with stakeholders include: our efforts to recruit new donors and registrants; improving the donor experience; changes in donor eligibility criteria; addressing barriers to donation; equitable access to health care; building trust with equity-deserving communities; our evolving plasma collection strategy; Canada’s plasma sufficiency for immunoglobulins; our strategies for addressing rare diseases; patients’ participation in research initiatives; selection and procurement of new products in our national plasma protein and related products (PPRP) formulary; new products, substitutions and transitions; genotyping and genetic testing; and supply chain management (collection, production and distribution).

What they can expect

Canadian Blood Services is committed to engaging our stakeholders consistently and meaningfully. We’ve gained insights from their unique knowledge, lived experiences and perspectives. And we’ve worked together — and continue collaborating — to reach evidence- and equity-based decisions that lead to positive change. Going forward, we will continue to listen, incorporating stakeholders’ input whenever possible and showing how their views shape our decision-making — because we know that meeting and exceeding their expectations remains vital to our success.

Photo taken at the Capital Pride event in Ottawa, Ont.



Materiality assessment

In the spring of 2022, we carried out our first materiality assessment — an evaluation of environmental, social and governance (ESG) topics, and their relative importance to Canadian Blood Services and our stakeholders.

The materiality assessment included consultations with internal and external stakeholders, as well as a comprehensive benchmarking exercise and a review of current and emerging trends in the biologics industry and the health sector generally. We surveyed donors and registrants, members of health-focused interest groups and employees of Canadian Blood Services, and we conducted interviews with our board of directors. In total, we gathered and analyzed the views of more than 2,300 people.

We asked participating stakeholders to rate the relative importance of ESG topics identified as “material” —that is, issues of significance and/or concern with the potential to affect the long-term viability of our organization. Assessment results were reviewed and agreed upon by our executive management team, as well as our board of directors.

Organizing material ESG topics in a tiered matrix helps ensure that we’re responding to what matters most to our stakeholders. The matrix also highlights issues that pose the greatest potential risks and opportunities for the operational and organizational resilience of Canadian Blood Services. This materiality assessment, including our consultations with stakeholders, informed the subsequent development of our strategic commitment to sustainability.

What the assessment revealed

Our consultations with stakeholders confirmed two expectations that we consider foundational to our role as **Canada’s Lifeline**:

- Ensuring the safety and quality of our products and services.
- Conducting our business ethically and with integrity.

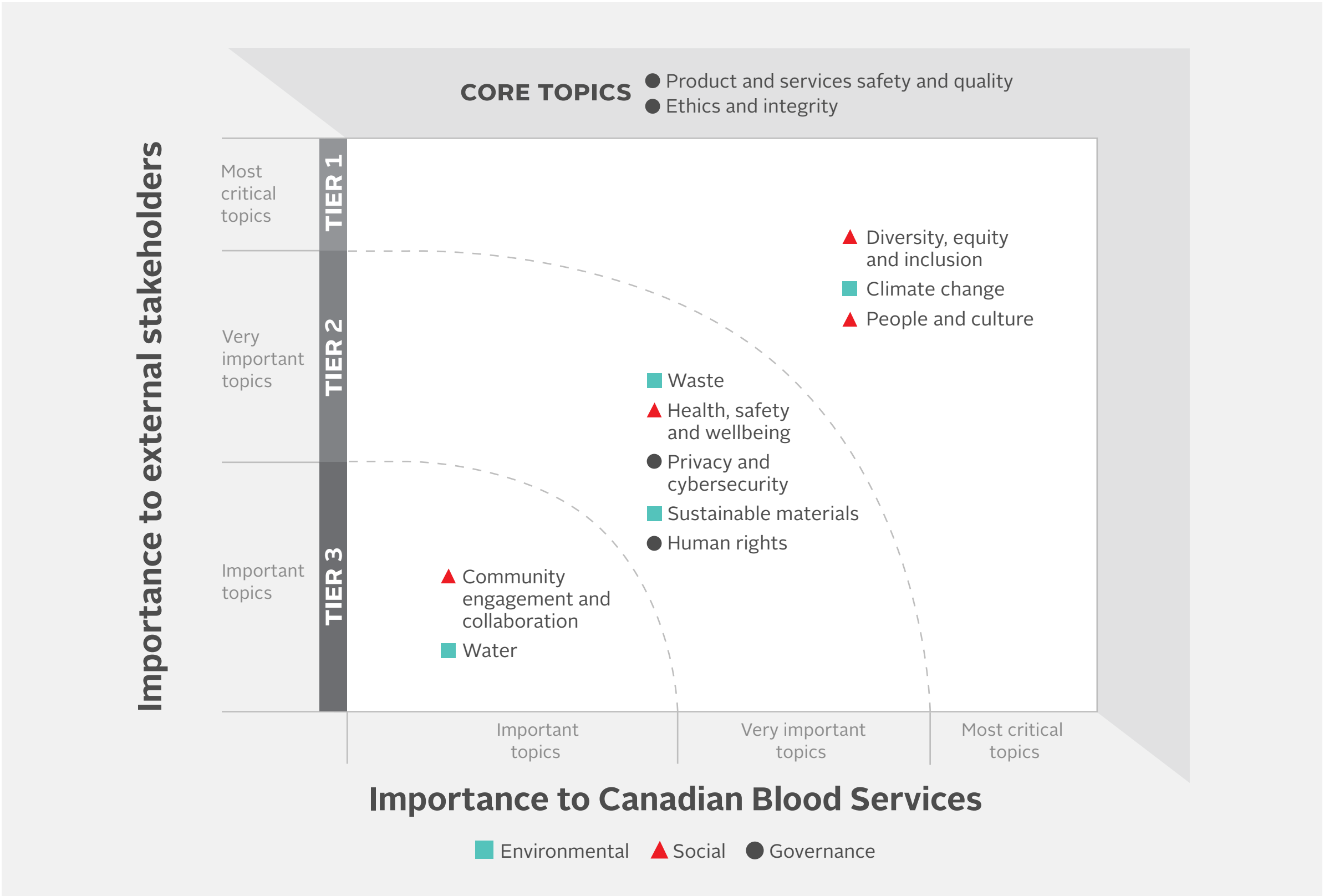
The commitments we’ve made in these areas are givens or “table stakes” as we deliver on the mission of Canadian Blood Services. They frame and guide how we approach all the other topics represented in our materiality matrix.

Tier 1 of the matrix highlights three areas that stakeholders viewed as of the highest importance:

- Diversity, equity and inclusion
- The people and culture of our organization
- The growing impacts of climate change

Materiality matrix

The graphic below shows how the topics identified through our materiality assessment are prioritized within our overall sustainability framework. The inaugural assessment was robust and guided by widely recognized standards. At the same time, this work is constantly evolving. Going forward, we expect to refresh our approach, broadening our outreach to engage with a more diverse range of stakeholders while deepening our relationships with existing ones. As a starting point, the dozen topics represented here are those with the most significance to the stakeholders of Canadian Blood Services and to our organization’s long-term success.*



* We have modified several topic names from the original materiality survey to align with Canadian Blood Services’ Strategic Plan 2024+.

Assessing and managing our ESG impacts

Canadian Blood Services increasingly considers environmental, social and governance (ESG) factors in our operational decision-making, as well as in our long-term strategic planning.

In the coming years, our efforts to advance sustainability will become even more integral to how we meet expectations among the people and communities we serve while supporting our employees, volunteers, partners and governments. This will include further embedding the advancement of diversity, equity and inclusion (DEI) across all areas of our operations. We're also committed to increasing inclusion and equity for individuals from the equity-deserving, racialized and underrepresented communities we serve, and to closing any gaps in equitable access to our products and services.

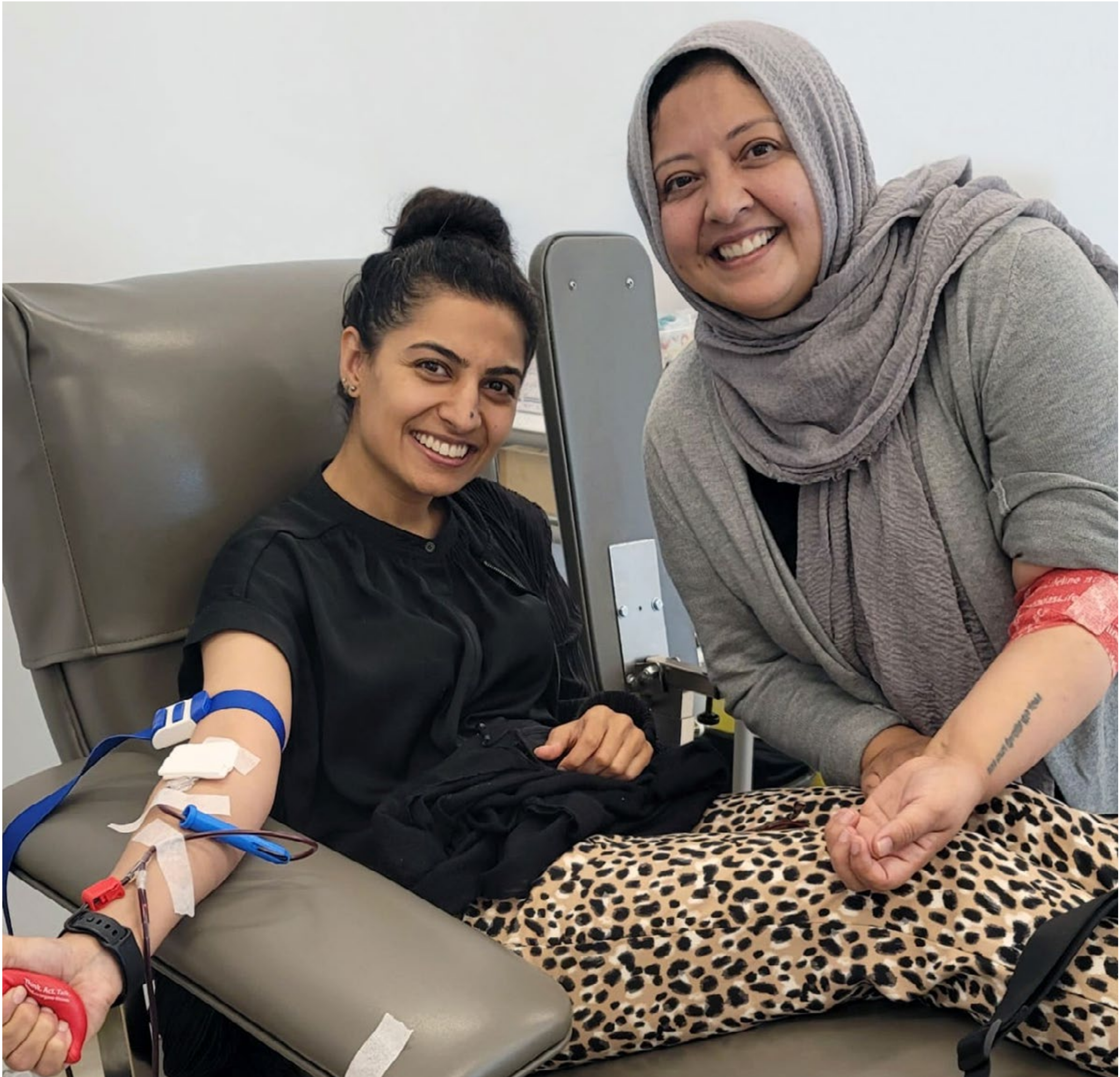
Through our ESG assessments and stakeholder engagement, we expect to realize positive outcomes and create opportunities. Our sustainability framework provides a new lens for identifying potential and actual ESG risks. Going forward, we will continue to mitigate, reduce and, where possible, eliminate negative impacts. And as always, we will work to sustain the safety, integrity and accountability of **Canada's Lifeline** in facing whatever challenges may lie ahead.

Reporting on our progress

Engaging with the diverse stakeholders of Canadian Blood Services — including donors and registrants, patients and their care providers, community groups, volunteers and employees — helps us identify what's most important to them. This rigorous assessment of material issues enables us to set priorities. And the globally recognized GRI Standards guide how we report on our activities and their impacts.

Now, as these interrelated efforts gain momentum, we're pleased to present our progress to date in our first sustainability report. The following pages detail how we're fulfilling the responsibilities entrusted to us in three areas: Social, Environmental and Governance.

Many first-time and returning blood donors participated in the Global Blood Heroes campaign in August, 2022, with the "Who is Hussain" national Partners for Life team.



Social

Our efforts to advance the social dimension of sustainability are part of our overall commitment to building and strengthening **Canada's Lifeline**. In reporting on this aspect of ESG, we focus on three key areas: fostering diversity, equity, inclusion and reconciliation; creating a healthy and supportive organizational culture; and engaging with the communities we are proud to serve — and depend on for support.



Driven by social purpose

Social responsibility is not an added dimension of how Canadian Blood Services delivers value. It’s at the heart of our purpose as **Canada’s Lifeline**.

Our organization is founded on a clear and unequivocal commitment: to ensure that people across Canada have safe, reliable access to high-quality products and services, and to work with our health system partners in providing the best possible patient treatment and care. Everything we do is ultimately measured by our success in advancing the health and well-being of Canadian society.

When Canadian Blood Services was founded in 1998, a tragic crisis had cast doubt on the safety and integrity of the Canadian blood system. The challenge that shaped our mandate was to gain public trust and steadily earn support as a new organization dedicated to operating a safe blood supply. Over the past 25 years, we’ve worked with our diverse stakeholders and partners to build on that fundamental promise.

Today, we can point to many facets of our social impact: on patients, who need our products and services to lead better and longer lives; on donors and registrants, for whom we strive to be inclusive in welcoming their vital support; on communities, who expect us to reflect their diversity in providing equitable access to life essentials; and on health systems, which collaborate with us in improving patient outcomes, developing new products, defining best practices and fostering research.

In the following section, we focus on our recent progress in the social category of environmental, social and governance (ESG) reporting — within the strategic sustainability framework we’ve established for Canadian Blood Services. But across all sections of this report, the explanations and updates we offer demonstrate the deep sense of social purpose summed up in our vision: to help every patient, match every need and serve every Canadian.



Swabbing events at post-secondary campuses are aimed at recruiting potential stem cell donors.

Our commitment to diversity, equity, inclusion and reconciliation

Advancing diversity, equity, inclusion (DEI) and reconciliation is essential to the success of Canadian Blood Services in achieving our vision.

In partnership with diverse communities across the country, we’re working to remove barriers to inclusion for donors and registrants — which in turn will help ensure that patients of all backgrounds and identities receive the best possible treatment and care.

At the same time, within our organization we’re focused on fostering an equitable and inclusive culture in which employees, as well as our volunteers and community partners, feel they can safely bring their true selves to the work we do together, with everyone contributing meaningfully to **Canada’s Lifeline**.

Advancing DEI and reconciliation is a strategic priority within the social dimension of our ESG commitment, as we strive to build an equitable, inclusive organization that reflects and serves the diversity of Canada.

Diversity, equity, inclusion and reconciliation

Canadian Blood Services is committed to advancing diversity, equity, inclusion and reconciliation with Indigenous Peoples in all areas of our organization and every aspect of our operations. As we engage with diverse communities across the country, we seek to build and sustain meaningful relationships grounded in respect, fairness and trust. Together, we work to remove barriers to inclusion for donors and registrants, and to help ensure patients from all communities receive the best possible care.

Within our organization, we strive to attract diverse talent and empower every employee to achieve their potential. At the same time, we’re resolved to address systemic racism and all other forms of discrimination and exclusion. This collective commitment, led by the board of directors and driven forward by the executive management team, is guided by policies and practices that will continue to evolve in the years ahead.

Foster diversity among our donors and registrants

Canada’s Lifeline is sustained by individuals and communities across Canada who generously donate blood and blood products, and who sign up for our stem cell registry. We’re therefore constantly evolving every aspect of the donor and registrant experience — from the features on our mobile app to the design of our donor centres — as we strive to meet and exceed the expectations of these vital supporters. To ensure our donor and registrant base reflects Canadian society, especially in racial and ethnic diversity, we’re working together to address barriers and co-create equity-centred approaches to recruiting and engagement.

Another long-standing priority is building and strengthening relationships with diverse communities

across the country to ensure Canadian Blood Services remains well positioned to serve them. In particular, we recognize the needs of patients whose complex health challenges require specially matched blood products that often come from donors of similar ethnic backgrounds or ancestry. Greater diversity in the blood system increases the likelihood that we can continue to maintain a reliable, accessible and sustainable system providing life essentials for transfusion and transplantation.

We engage and partner with underrepresented and equity-deserving communities to build trust, foster reciprocity and develop more inclusive strategies for recruiting and retaining donors and registrants. And as testing and research continue to advance, we regularly review our eligibility criteria to maximize inclusion and remove barriers to donation when the safety of both donors and recipients is assured.

Highlights:

- **In September 2022, we adopted sexual behaviour-based screening** as part of the process for determining the eligibility of blood and plasma donors. After more than a decade of research and consultation, we now ask all prospective donors the same questions about their behaviour, regardless of their sexual orientation. While this was an important shift, we still

have significant work ahead to make Canadian Blood Services more inclusive for gay, bi and other men who have sex with men, as well as for trans people. In collaboration with diverse 2SLGBTQIA+ communities, we’re taking action to ensure that the experiences of newly eligible donors are as welcoming as possible, and to further reduce or eliminate deferral periods when product safety is assured. Recognizing the harm caused by the previous deferral policy, we’re working to rebuild trust. More information is available [here](#).



When Jake became eligible to resume donating blood, he celebrated with an appointment where his partner, Tanner, did the blood draw.

- **Blood donors are asked about their ethnicity** to help us identify donations that could help patients with rare blood needs. This optional question, introduced in 2016, was expanded last year with specific racial, ethnic and ancestral categories to further refine our data collection. While most patients requiring transfusions can be treated with blood of their ABO and Rh type, some have rare blood attributes for which suitable matches are often found among donors with similar ethnic backgrounds. By asking all donors to voluntarily self-identify, we increase the chances of finding matches for recipients with rare blood or stem cell types, as well as other complex transfusion and transplantation needs.
- **Disability advocates have helped us make plasma donation more accessible** for people who use wheelchairs and other mobility devices. In the past, we routinely checked the height and/or weight of prospective donors of plasma (as well as platelets) to ensure they could donate safely. Unfortunately, this created a barrier for people who were unable to stand or who could only do so with difficulty. The search for an alternative was initiated by a group of wheelchair users in Sudbury, Ontario, who wanted to become plasma donors. Led by a long-time disability advocate who relies on plasma-derived immunoglobulins, the group shared their experiences and concerns with Canadian Blood Services. And after further research, we found a solution that safely balances our respective needs: donors can self-report their height and weight with minimal risk of substantively misreporting. A change in policy was introduced at the Sudbury site in early 2022 and has since been adopted at our plasma donor centres across the country.

Build relationships with communities underrepresented in Canada’s Lifeline

We engage, collaborate and partner with diverse underrepresented communities to build trust, evolve better-informed policies and processes, and co-create solutions that will make **Canada’s Lifeline** more inclusive.

Highlights:

- **Working closely with sickle cell organizations and groups, and impacted communities, we’re raising awareness** around the importance of donated blood in treating people living with the most prevalent inherited illness in Canada. Our goal is to recruit more donors with ancestral origins from sub-Saharan Africa, Spanish-speaking regions of the Americas, Saudi Arabia and India, as they have great potential to help people in Canada living with sickle cell disease.
- **We’re working with Sikh Nation through our Partners for Life program** on a “Super Champion” web portal designed to recruit and support blood and plasma donors of diverse ethnic backgrounds. In addition, the Sikh Nation Partner for Life program sponsors an annual blood and plasma donation campaign that attracts new donors — especially in the critical younger demographic — from Sikh communities across the country. More information available [here](#).

Advance reconciliation with Indigenous Peoples

We’re committed to building meaningful and sustained relationships with First Nations, Métis and Inuit Peoples and communities. Building and sustaining these relationships is, first and foremost, the right thing to do — and will also lead to improved representation of Indigenous people in our donor and registrant base. For Canadian Blood Services, the reconciliation journey is grounded in our dedication to learning and to creating inclusive, culturally safe and welcoming spaces.

Highlights:

- **In September 2022, we introduced our Reconciliation Action Plan**, a roadmap for how Canadian Blood Services will collaborate with Indigenous employees, donors, registrants, partners and communities in our ongoing journey of reconciliation. Our aims are to build and sustain meaningful relationships with Indigenous communities, to embed Indigenous perspectives in our work practices, and to improve representation of Indigenous people in our donor and registrant bases — which in turn will help us better serve patients who depend on rare blood types, stem cells and other products.
- **We engaged Indigenous scholars and members of First Nations, Métis and Inuit communities** to help guide our Truth and Reconciliation journey. Reflecting best practices in Indigenous governance, gatherings are inclusive and consensus-driven, with members of the Canadian Blood Services executive team invited to serve as witnesses.



Myrna Crossley, second from left, a Coast Salish weaver from Songhees First Nation, presents board chair Dr. Brian Postl, CEO Dr. Graham Sher and vice chair Glenda Yeates, with a custom, handwoven blanket. The blanket was gifted to Canadian Blood Services during a ceremony to mark the public launch of our Reconciliation Action Plan.

- **In early 2023, we launched a reconciliation portal** on the Canadian Blood Services intranet, offering employees opportunities to deepen their knowledge of First Nations, Métis and Inuit cultures, histories and issues. Topics include acknowledging Indigenous land, colonization and cultural safety, traditional Indigenous ethics and fostering community engagement. The online hub is regularly updated

with videos, resources and training materials. We’ve also welcomed several guest experts in Indigenous health and well-being to deliver presentations and hold discussions with employees about the intersection of Indigenous histories and cultures with evolving practices in transfusion, transplantation and donation.

The people and culture of our organization

Canadian Blood Services employees work each day to make a difference in the lives of people across the country. To encourage and support them, we strive to create a welcoming and collaborative environment in which people feel connected to their work, motivated to fulfill their roles and inspired by our shared values and goals.

We're committed to nurturing a unique organizational culture, and that commitment has only intensified as we assess the long-term impacts of the COVID-19 pandemic. Especially during the first years of the pandemic, frontline employees faced the added stress of continuing to work on-site during a public health crisis. At the same time, people in administrative roles juggled the professional and personal challenges of working remotely. Now, like many organizations, we've identified some workplace practices that should return to pre-pandemic norms and others that will see lasting impacts. The result, for employees in administrative roles, is a hybrid working model that balances individuals' desire for flexibility with the organization's need for in-person contact to foster collaboration and innovation. Restoring on-site presence will strengthen our highly connected culture, which in turn will drive our performance against strategic goals.

Protect and promote employees' health and well-being

Canadian Blood Services is a complex organization comprised of people with diverse and intersecting skills, expertise, lived experiences and responsibilities. What we share in common is a commitment to supporting Canada's health systems and improving the lives of patients. In that same spirit, we're committed to sustaining the health and well-being of everyone

who works here; this will keep our organizational culture strong and attract other dedicated, capable people to join our team.

- **We foster our employees' physical and mental health** through a range of programs focusing particularly on the value of prevention. We also partner with various providers to offer vaccination clinics as well as webinars, educational videos and in-person workshops on topics such as nutrition, disease prevention and adopting healthier habits.
- **To help employees manage stress and enhance their overall wellness**, we launched several well-being and development initiatives in 2022–2023. Through a series of employee-led conversations, we reinforced that talking openly about mental health should extend past one-day events and continue all year long. We also refreshed the Well-being Champion Network: employee volunteers who promote physical, mental, financial and social well-being in the workplace and contribute to the ongoing improvement of our wellness programs. Team members can share insights on mental and physical health via our intranet-based Wellness Diaries. And adapting a model developed by the Government of Ontario, we've embraced a disconnect-from-work policy designed to help all employees set clearer boundaries to achieve a healthier work/life balance.

- **We provide a defined benefit plan and a defined contribution plan for eligible employees.** After a comprehensive review of the two plans, we concluded that the defined contribution plan will be terminated in February 2025. All employees in the plan will be enrolled in the defined benefit plan, which provides more secure and predictable retirement income regardless of economic and market conditions.
- **Occupational health and safety (OHS) is a strategic imperative** for Canadian Blood Services: we're committed to creating and maintaining a safe environment. To that end, we've developed policies and procedures that guide our processes and outline roles and responsibilities related to OHS across the organization.

In 2022–2023, nearly 100 per cent of new employees received training on their rights and responsibilities in this area. We encourage everyone in our workforce to contribute their insights and experience as we strive to maintain safe environments while effectively managing risks. Following principles developed by the Canadian Standards Association, we've designated health and safety committees as well as individual representatives at all our workplaces, and we've put controls in place to reduce the risk of injuries and illness. Incidents are fully investigated by our OHS team to pinpoint contributing factors and reduce the risk of similar events in the future. When necessary, we also provide detailed reports to the appropriate provincial workers' compensation boards. And in the past year, we began tracking our performance against regulatory compliance benchmarks.



Roshani, employee and brand ambassador



Emerging Leaders in a Digital Age

Presented by the Europe-based international business school INSEAD, Emerging Leaders in a Digital Age is a professional development program that blends self-discovery, classroom discussions and opportunities for collaboration with faculty and peers in other institutions and organizations across the globe. We've arranged to offer the program to current and prospective leaders across Canadian Blood Services, who can take advantage of flexible online access to choose where and when they fit continuing education around their work and personal responsibilities. Integral to the program is a commitment to extend participants' development paths beyond the initial five weeks of learning and discussion.

Foster personal growth and professional development

Recognizing the wealth of potential in our organization, we want to ensure that all team members have ample and equitable opportunities to build on their accomplishments and expand their knowledge and skills, both personally and professionally. To support our employees' development journey, we provide education, resources and guidance to help them discover their strengths, identify growth areas and build meaningful, empowering careers at Canadian Blood Services.

- **Opportunities for growing professionally include:** a leadership development program for supervisors and managers created in collaboration with Ivey Business School; a foundations program for aspiring leaders; and an enterprise-wide digital learning platform called LinkedIn Learning, which offers a wide array of career-focused online courses and resources.
- **We offer mental health first aid training to all employees** in partnership with the **Mental Health Commission of Canada**. Team members across the organization learn how to support colleagues in crisis and when to reach out pre-emptively to those who may be struggling — while gaining tools to better understand and address their own challenges. We also offer resilience coaching to organizational leaders on proactively managing their own well-being.

Canadian Blood Services employees work each day to make a difference in the lives of people across the country.



Create the flexible, supportive work environment of tomorrow

Our planning for the workplace of the future begins at the intersection point between our strategic goals as an organization and the expectations of Canadian Blood Services employees. We believe success depends on fostering a culture of connection and collaboration in which diversity is celebrated as a driver of innovation and exceptional performance. At the same time, we recognize that employees have many roles outside work, and we understand the value of creating flexible work environments to help them balance the various dimensions of their lives.

- **We've formally adopted a hybrid work model** that enables a blend of in-person and remote collaboration for those roles in which constant on-site presence is not an operational requirement. This approach balances the need for face-to-face connection with employees' desire for personal flexibility — while ensuring an equitable experience across all operating groups within Canadian Blood Services.
- **To be more strategic in developing employees' potential**, and to build a more inclusive workplace, we have begun developing an integrated roadmap for inclusive and effective talent management. The multi-year plan will help guide work to make our policies, programs and processes more inclusive, equitable and compelling for current and future employees.
- **We're building a more inclusive workplace culture**, in part through the adoption of hiring practices designed to attract and retain a wider range of talent. We've updated our recruitment guide to better represent diverse populations. The expanded guide includes recruiting approaches and language designed to mitigate unconscious bias and help

create a more welcoming, supportive culture that promotes mutual respect and psychological safety. We've also revised our job posting templates and interview guides to feature more inclusive language. And we now invite everyone applying for a position with Canadian Blood Services to self-identify during the hiring process.

- **We engage team members and leaders in ongoing learning and training to promote inclusion, build cultural competence and advance allyship across Canadian Blood Services.** In 2022–2023, we implemented mandatory DEI training for all employees, deepening their understanding of diversity, equity and inclusion issues. Hundreds also participated in workshops on topics such as racial microaggressions, trans inclusion and reconciliation. We're firmly committed to confronting systemic racism and discrimination within our organization.
- **During the past year we also created a Diversity, Equity and Inclusion Council** with the goal of having employees contribute to a DEI strategy and action plan for Canadian Blood Services. Over 100 people from across the organization volunteered to be part of the Council. Members' insights, along with feedback from engagement sessions with employees and leaders, as well as input from external consultants, are now helping to inform several key organizational strategies.
- **We support the creation and growth of employee resource groups** as part of our broader commitment to advancing diversity, equity and inclusion. Those founded so far include groups representing 2SLGBTQIA+ communities, BIPOC (Black, Indigenous and People of Colour) and people with visible and invisible disabilities. Employees have also founded an Empowerment Network for women and nonbinary employees.



Environment

Reducing the environmental impact of our operations is deeply important to Canadian Blood Services, as it is to our stakeholders. We focus our sustainability efforts on making our operations more resilient to climate change, improving our approach to waste management, procuring more sustainable materials and using water responsibly.



Klassen Photography

The growing impacts of climate change

From devastating floods and wildfires to the growing threat from rising sea levels, people and communities across Canada are increasingly aware of the catastrophic impacts of climate change. Canadian Blood Services, as a national organization, is evaluating ways to further address our own environmental impacts. We also recognize, as an organization dedicated to supporting patients and health systems across Canada, that we must strengthen our long-term resiliency in the face of climate change.

That work is well underway. For nearly a decade, we’ve been measuring the carbon footprint of our operations across the country and evaluating other indicators of our contribution to greenhouse gas emissions. In 2022, we engaged a sustainability consulting firm to assess our processes for carbon accounting and advise on how we can improve them.

Our focus going forward is on building operational resilience while taking concrete action to address climate change. Initiatives launched to date range from retrofitting facilities and building more resilient infrastructure to programs that will strengthen our ability to operate more efficiently and effectively.

Manage climate impacts to sustain our support for patients and their care

As a large, complex organization with a national presence, Canadian Blood Services must manage a range of climate-related risks. Some relate to our physical facilities and operations, others arise from the ongoing transition to a net-zero future, and still others are unique to the geographical regions spanned by our national network.

- We have an opportunity to implement mitigation and adaptation measures as we build climate resilient infrastructure.** In recent years, threats posed by extreme temperatures, damaging storms and other weather-related phenomena have grown more frequent and more serious. We expect that pattern to continue. To manage potential disruptions to our operations, we’ve leveraged our existing local emergency response teams, comprised of representatives from across the organization, to ensure we continue meeting patient and health systems needs without compromising safety or quality. We coordinate these efforts nationally: if one city or region is significantly affected by an extreme weather episode, other network locations can quickly swing into action to limit service and delivery interruptions.

Our focus going forward is on building operational resilience while taking concrete action to address climate change.





Credit: B.C. Ministry of Transportation and Infrastructure

High-water mark

In the fall of 2021, large-scale flooding in British Columbia forced the closure of many major roads that Canadian Blood Services relies on for delivering products to hospital customers across the province. Our emergency response team acted quickly and nimbly to maintain delivery deadlines for lifesaving shipments.

Analyzing road reports in real time, we found alternative ground routes and switched to air transport when necessary. We also coordinated efforts with some hospitals to expedite deliveries in hard-to-access areas. Throughout this logistical challenge, we were constantly developing and testing contingency plans, guided by insights from the frontline employees who put them into action.

Thanks to team members' quick thinking, adaptability and collective commitment to serving patients in need, we completed every scheduled delivery — and gained valuable lessons for our future planning.

- **We're considering some of the climate change risks presented by specific geographies** as we manage our current network and assess potential new locations. For example, if a proposed site is in an area prone to extreme weather events, we must weigh that risk against the need to ensure prompt, uninterrupted deliveries to hospital customers and/or easy access for donors. Sustaining operational resiliency in the face of climate change has become integral to our infrastructure management and long-term planning.
- **We're also beginning to understand the risks and opportunities of transitioning to a low-carbon economy** — and the business outcomes that may result from this necessary and ultimately positive shift. Transition risks tend to unfold gradually and can include increased operating costs and new pressures to keep pace with regulatory change, as well as reputational risks from not responding promptly to rising expectations. To address such risks, we must be ready to manage higher costs from carbon taxes, increased insurance premiums and other factors. We must also be prepared for new government policies and regulations that affect how we operate — for instance, in production areas that currently rely on unnecessary single-use plastics. And we need to respond to any concerns from communities, advocacy groups and our own employees regarding our climate efforts.
- **Our response to climate change is a long-term, multifaceted evolution.** Over the coming years, we will continue to develop and mature our approach to addressing the risks and embracing the opportunities of this global challenge.

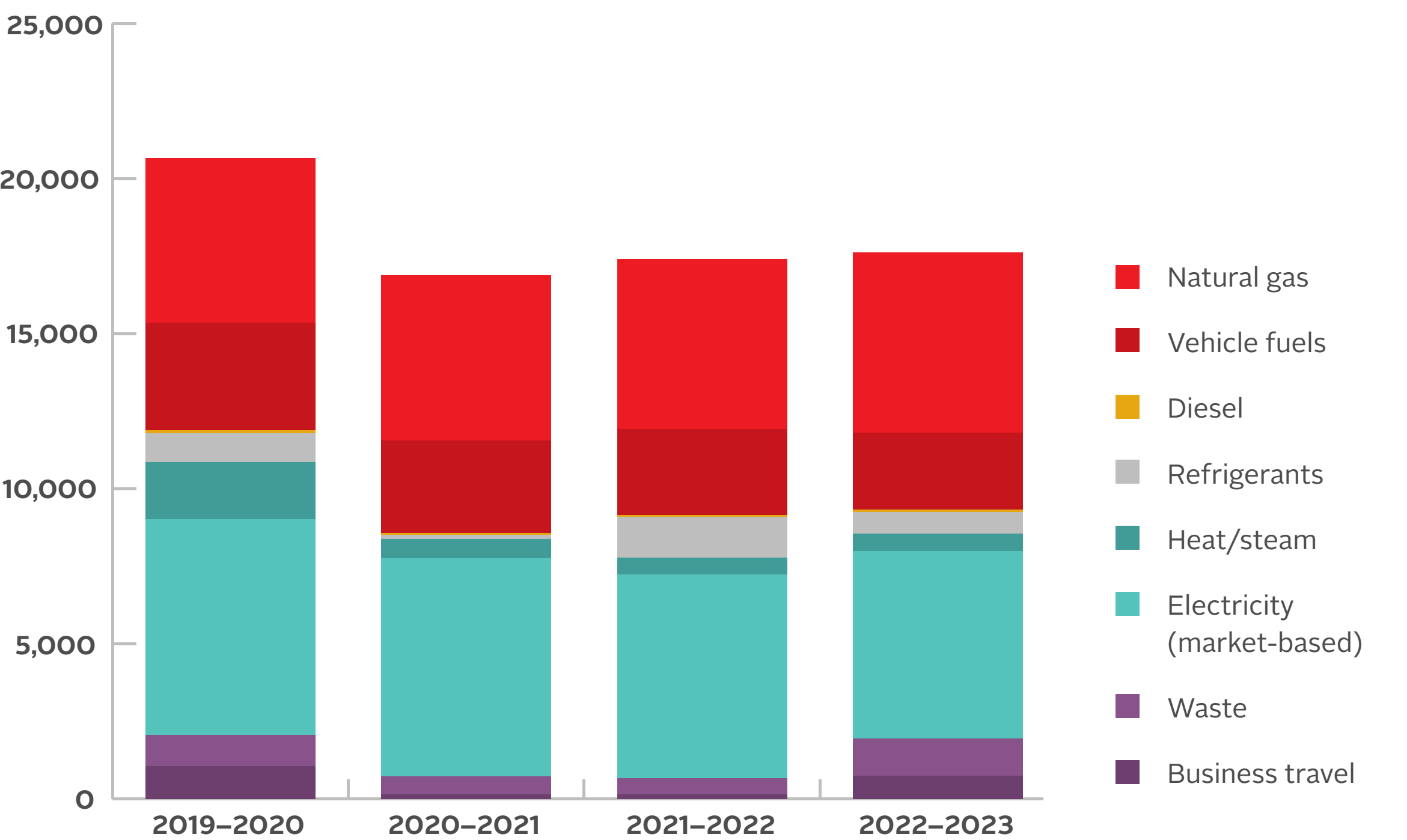


Reduce and mitigate our organization’s environmental impacts

As a national organization, Canadian Blood Services has a responsibility to reduce our carbon emissions without compromising the safety or quality of our products and services. This responsibility starts with gaining deeper insights into our sources of emissions and their environmental impacts, and then finding opportunities for improvement.

Since 2019–2020, we’ve reduced our carbon emissions by 15 per cent from all sources. These reductions can be attributed to a range of factors, including the continued greening of the Canadian electricity grid, a decrease in corporate travel during the COVID-19 pandemic, and reductions in the consumption of both vehicle fuel and heat/steam for heating our facilities.

Emission Sources (tCO₂e)



Carbon Emissions at Canadian Blood Services

Emission sources in metric tonnes of CO ₂ equivalents (tCO ₂ e)		2019–2020	2020–2021	2021–2022	2022–2023
Scope 1 – Emissions associated with direct operations	Natural gas	5,310	5,320	5,491	5,795
	Vehicle fuels	3,469	2,994	2,766	2,480
	Diesel	84	60	52	87
	Refrigerants	928	136	1,333	692
	Total Scope 1 emissions	9,791	8,510	9,642	9,054
Scope 2 – Emissions associated with the generation of electricity, heating and cooling, or steam purchased for our own consumption	Heat/steam	1,849	611	531	559
	Electricity (location-based)	7,160	7,285	6,766	6,398
	Electricity (market-based)	6,968	7,039	6,563	6,058
	Total Scope 2 emissions (market -based)	8,817	7,650	7,094	6,617
Scope 3 – Indirect emissions other than those covered in Scope 2	Waste	989	587	523	1,192
	Business travel	1,061	137	155	751
	Total Scope 3 emissions	2,050	724	678	1,943
Total (market-based)		20,658	16,884	17,414	17,614
Reduction in total emissions compared to 2019–2020		-	(18%)	(16%)	(15%)

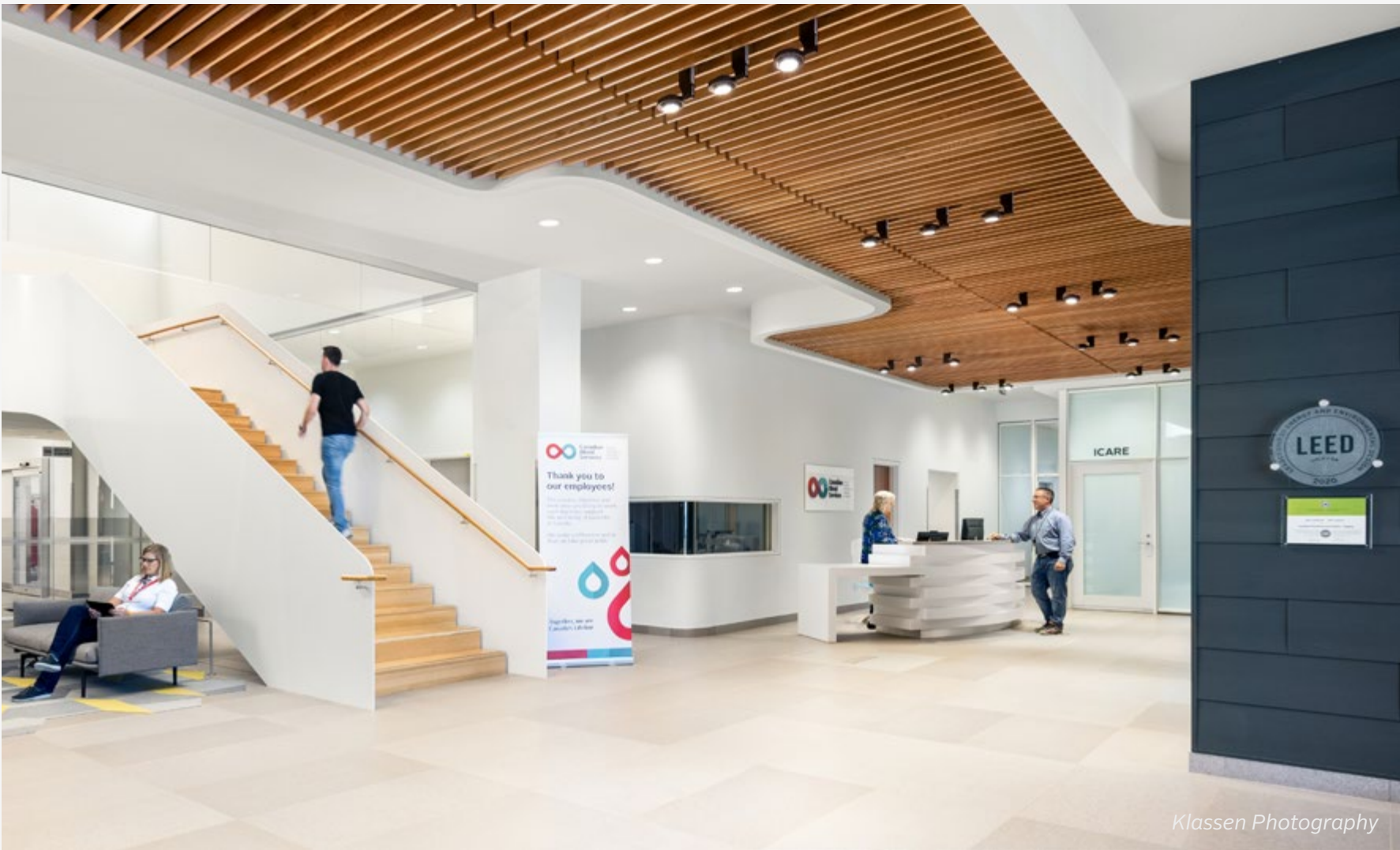
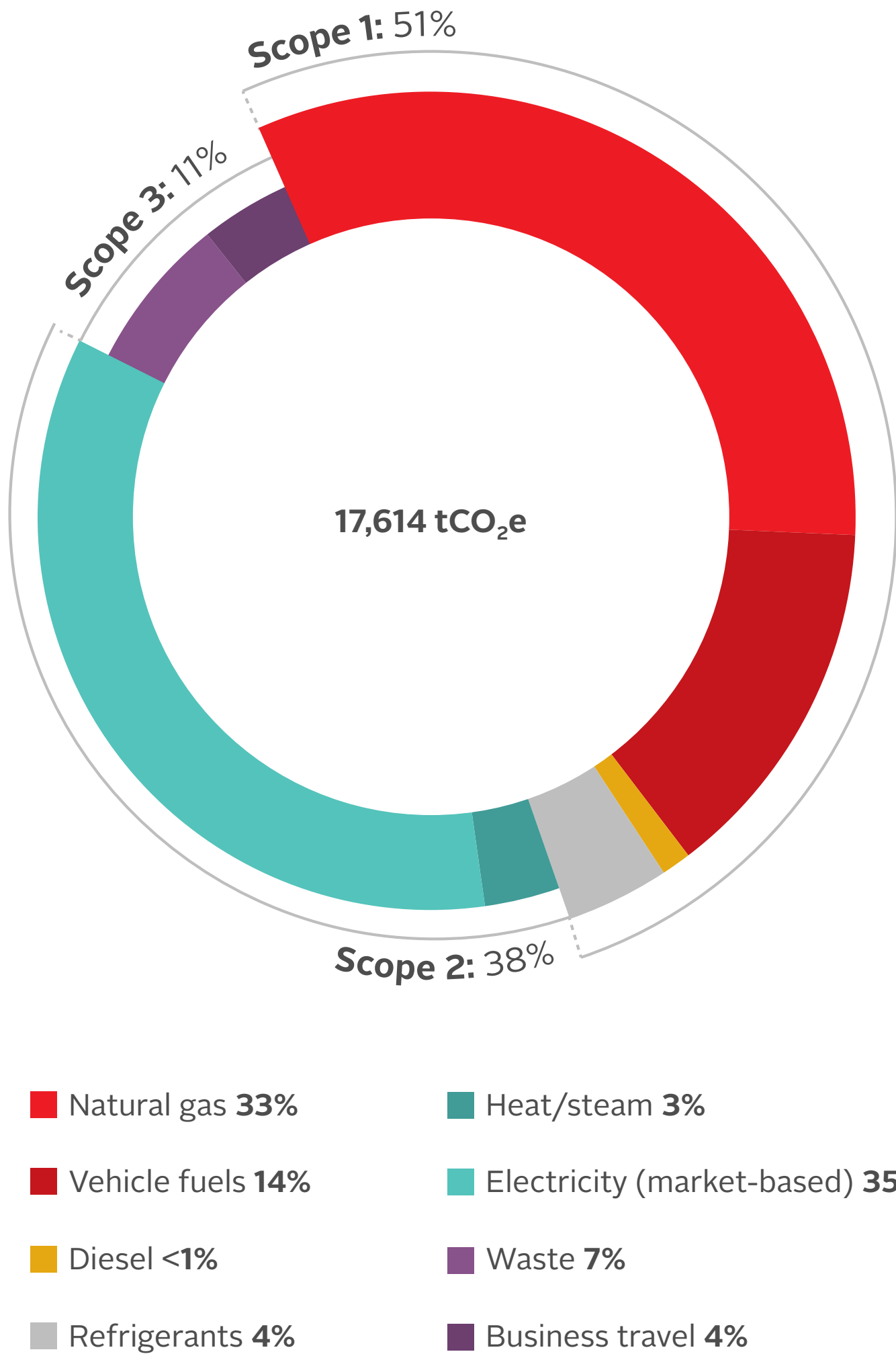
- Emissions deemed to be within the operational control of Canadian Blood Services are included in the calculations. We use the [Greenhouse Gas Reporting Protocol](#) to estimate and quantify greenhouse gas emissions, including Scope 1, Scope 2 and Scope 3 emissions. Where data is not available, we have made estimates.
 - In calculating our carbon footprint, we have used emission factors provided by various organizations,
- including Environment and Climate Change Canada, the US Environmental Protection Agency and utility providers.

 - Scope 3 emissions are limited to two categories: waste and business travel. In the coming years, we'll continue to explore and better understand Scope 3 emissions categories.
 - Percentage values have been rounded.

We’re exploring many programs and initiatives to reduce carbon emissions across the entire Canadian Blood Services network, recognizing that the greatest opportunities for progress are at sites we own and operate. In the work to date, we’ve identified a number of priority areas, including:

- *Efficient buildings:* We’re adopting “smart building” principles at sites with high energy use, aiming to lower consumption of electricity and natural gas. We’ve reduced energy consumption across all our operations by approximately 12 per cent since the 2019–2020 fiscal year.
- *Equipment improvements:* As major systems near the end of their life cycles — including HVAC, hot water, air handlers and chillers, as well as fridges and freezers used for product storage — we’re replacing them with more efficient alternatives.
- *Renewable energy:* We’re investigating how we could transition to renewable power purchase agreements, where viable and economically feasible.
- *Waste management:* We’re working to increase waste diversion rates and lower overall waste levels as much as possible across our operations.
- *LED retrofits:* We’ve begun upgrading lighting at all locations, achieving higher-quality illumination while extending equipment lifespans and saving energy costs. About two-thirds of our owned facilities now have LED lighting installed.
- *Vehicle fleet telematics:* This program enables our drivers to plan hospital customer deliveries more efficiently, cutting fuel consumption by about 10 per cent while also reducing unnecessary idling.

2022–2023 Emissions



Greening our network

Our LEED Gold certified facility in Calgary, which opened in November 2020, has been recognized by the Canadian Green Building Council for its environmentally conscious systems and sustainable use of materials. During construction, builders diverted more than four-fifths of waste from landfill. Over 20 per cent of building materials were manufactured from recycled sources. Ranked among the most productive blood supply system facilities of its kind in the world by the Alliance of Blood Operators, the building has many other notable features, including:

- 1,597 rooftop solar panels that met about 15 per cent of electricity needs (approximately 606,970 kWh) in 2022–2023.
- Electric vehicle charging stations and covered bicycle racks.
- Low-energy LED lighting systems that use sensors to adjust brightness with changing weather conditions, and to reduce illumination in unoccupied areas.
- Water-saving devices on all outlets that reduce total consumption by about 881,000 litres annually. We also harvest enough rainwater to meet landscaping needs for the site.

Empower participants in Canada’s Lifeline to adopt sustainable practices

The success of **Canada’s Lifeline** depends on the contributions of everyone who works to ensure that our products and services reach the patients who need them. In striving to make this collective effort more environmentally sustainable, we engage with our employees, as well as external stakeholders.

As Canadian Blood Services employees work each day to help fulfill our mandate, they are living the shared values that underpin our purpose. It’s therefore vital that they see their insights and points of view reflected in decisions made by the organization and in the work we do together. This meaningful engagement is especially important when it comes to advancing sustainability and taking action to address climate change. Our employees feel strongly about this issue, and we have a responsibility to listen and learn from their perspectives.

As we mobilize leaders and teams to reduce our environmental impacts, we’re equipping them with tools and resources, and creating opportunities for everyone to participate in decision-making. Many of these sustainability initiatives are just getting underway, but we can already point to areas where our work together is making a difference.

At the same time, we’re inviting stakeholders outside the organization — including donors, suppliers, hospital customers and peer organizations — to support our climate change initiatives, encouraging them to make environmentally responsible decisions as they interact with us and contribute to our supply chain. In this multi-year undertaking, the critical first step is finding ways to meaningfully empower these diverse groups in the pursuit of our common goals.

- **Within Canadian Blood Services, our employee-led green teams** actively support sustainability efforts at their locations and across the organization, working to reduce the environmental impact of many day-to-day activities. The green team in Regina, for example, helped launch a successful organic composting program. Such grassroots initiatives also inform the evolution of our sustainability framework, as participating employees contribute to materiality studies and other information gathering.
- **We’re part of the Canadian Coalition for Green Health Care**, an alliance of organizations committed to evolving more sustainable health service delivery across the country. Coalition members have many environmental impacts in common, both from specific products and equipment we depend on, and from the waste generated by our operations. We also have similar mandates when it comes to ensuring safety, quality and reliability. By joining together, we can share ideas, best practices and successful outcomes to help the entire health care sector move forward more sustainably.
- **As a member of the international Alliance of Blood Operators**, Canadian Blood Services participates in various committees and working groups, including the Environmental Sustainability and Corporate Social Responsibility Community of Practice. We meet regularly with our peers to discuss environmental sustainability, sharing progress reports and lessons learned, collaborating on projects and collectively striving for improvements across our global alliance.

The success of **Canada’s Lifeline** depends on the contributions of everyone who works to ensure that our products and services reach the patients who need them.



Managing waste

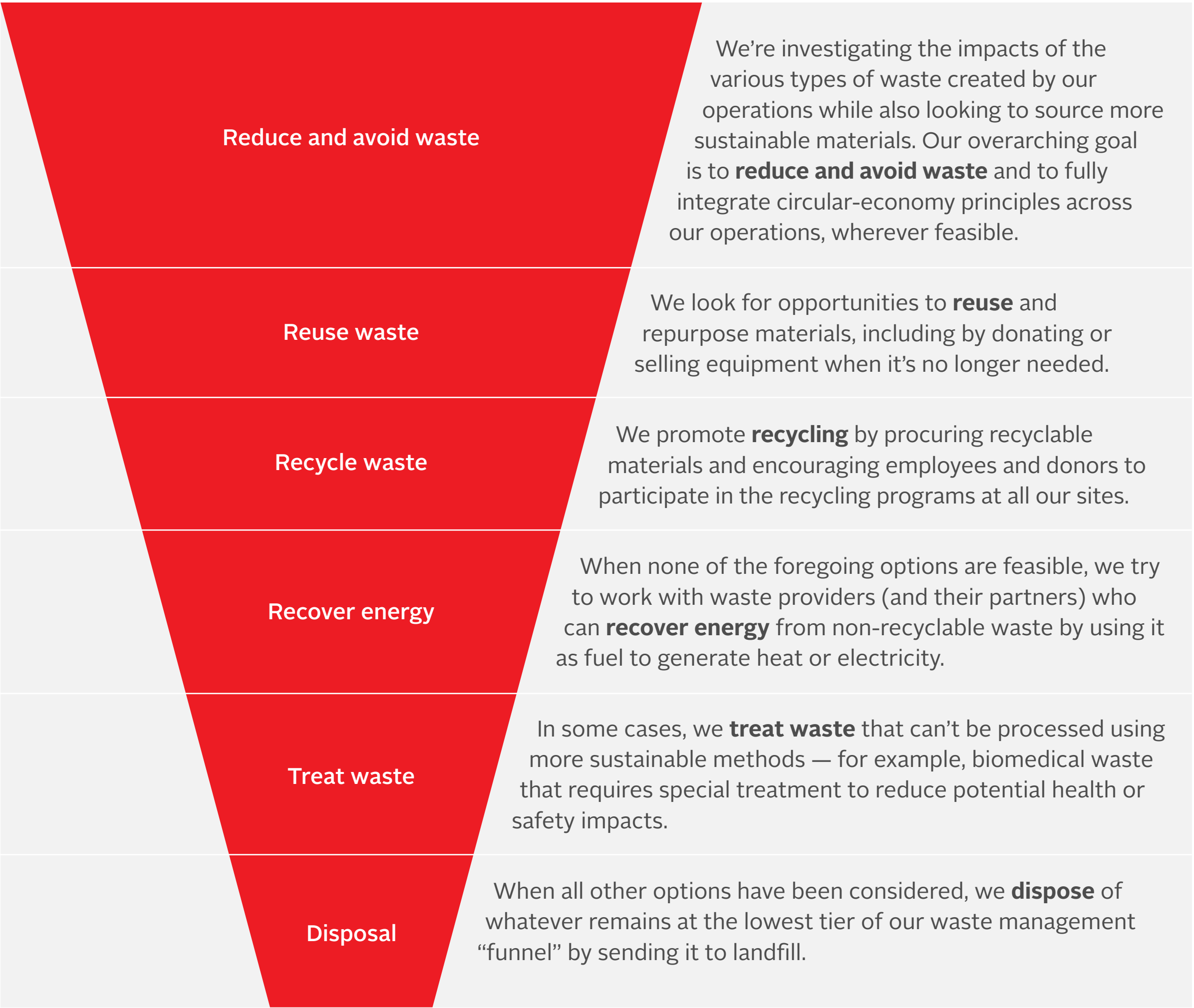
Guided by our environmental policy and waste management strategy, we work to protect the environment and keep people across Canadian Blood Services safe.

Many of our frontline employees receive specialized training on how to properly handle and dispose of biomedical waste. We’re investigating our impacts in this area while also looking to source more sustainable materials. Our overarching goal is to adopt and fully integrate circular-economy principles across our operations, wherever feasible.

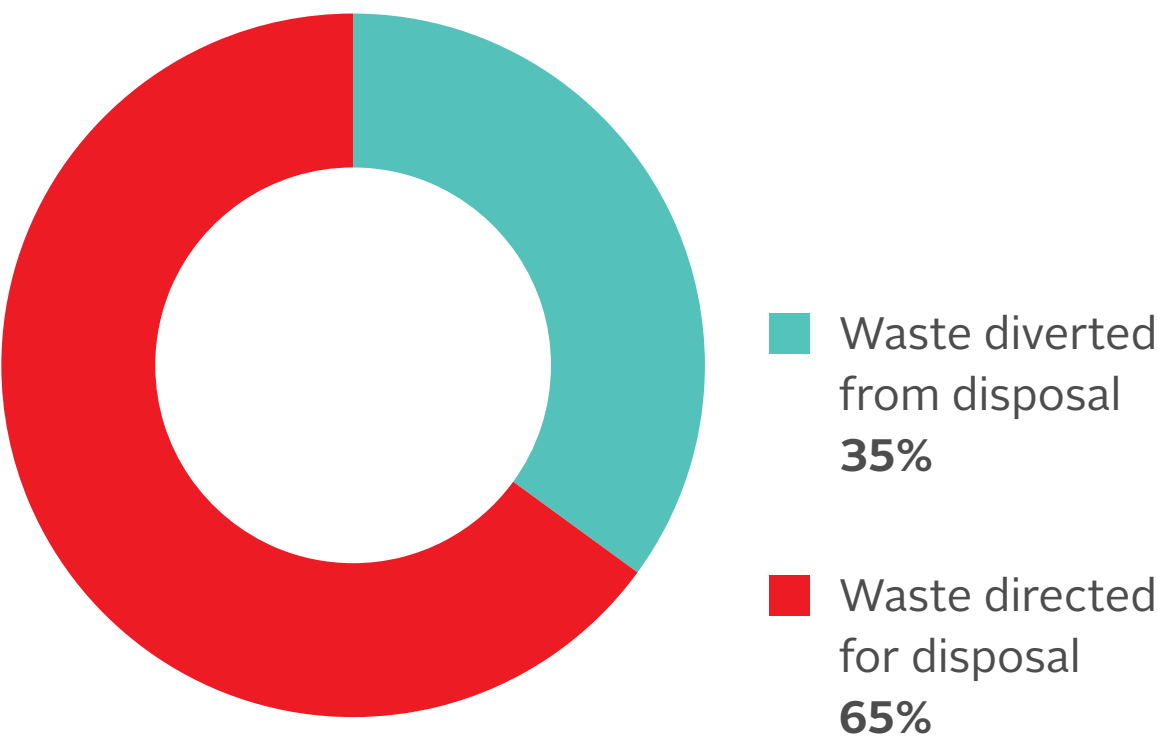
- **In addition to office refuse, we produce biomedical and pharmaceutical waste.** These require proper handling and disposal to avoid negative environmental impacts. We work with regulated providers to ensure safe and secure disposal of all medical-related waste. For example, we collect sharps (needles and other devices with points or edges that can puncture or cut skin) in sterilized, reusable disposal containers at all our facilities. Some types of biomedical waste are incinerated or autoclaved (heated under high pressure) and then sent either to a waste-to-energy facility or to a secure landfill — adhering to the best practices of this highly regulated area of waste disposal.

- **As the pandemic began, we saw the recycling challenges posed by disposable masks** and quickly implemented a program to responsibly manage this waste stream. We installed mask-recycling boxes in all our facilities, including donor centres, and encouraged employees, donors, volunteers and other partners to dispose of their masks safely and responsibly. Our suppliers pick up the mask-recycling boxes from our facilities and recycle them into useful products such as plastic furniture and decking. Since 2020, we’ve recycled approximately 2,100 kg of masks across the country.
- **We invite ideas from employees to further reduce waste** across our operations. There is signage at our facilities alerting staff, donors, volunteers and other visitors to our waste management practices. We also have workplace programs for processing hard-to-recycle or hazardous items — including batteries, printer cartridges and electronic components — as well as confidential paper documents.

Our hierarchical waste management model



2022–2023 waste metrics



As we continue to develop our waste management plan, we’re applying our hierarchical model to the waste streams of all locations and operational areas. The plan, while national in scope, must adapt to the complex waste management realities of each region, as well as varied recycling criteria. In all regions, we work closely with our waste removal and haulage contractors to ensure they share our commitment to responsible and sustainable diversion — today and in years to come.

Using sustainable materials wherever we can

We’re beginning to evaluate many materials and products procured by Canadian Blood Services both for the construction of our facilities and for use in our day-to-day operations. However, while we know using sustainable materials wherever we can is important to us and to our stakeholders, it’s vital that we uphold rigorous quality and safety standards — for the health sector generally and the blood system in particular. In contexts where ensuring the quality and safety of our biological products

and services is paramount, we may have to forgo the environmental benefits of reusable materials.

- To encourage the use of refillable personal water containers, we launched the Bring Your Own Bottle program in 2022–2023. We now ask employees, donors, volunteers and other regular visitors at all Canadian Blood Services locations to bring bottles from home. And we’ve discontinued the distribution of single-use plastic water bottles in our plasma donor centres.
- In 2015, we began replacing all corrugated cardboard shipping boxes with more durable, reusable alternatives. Our most widely used carton for shipping products to hospital customers has a polyurethane insert with a 10-year lifespan and an outer shell that can be reused hundreds of times before it needs replacing. Employees are encouraged to clean and repair boxes that can still be used, and we’re constantly evaluating other ways to extend the life of shipping materials.

Responsibly managing our use of water

Compared to other industries, the manufacturing of blood products does not require large volumes of water. Canadian Blood Services is nevertheless committed to responsibly managing the water we do use. We’re able to measure water withdrawal at about one third of our sites, which together comprise roughly three quarters of our overall physical footprint. In 2022–2023, we drew approximately 63.23 megalitres of water across our network. Wherever possible, we’ve begun installing low-flow fixtures to ensure responsible water usage, and we continue exploring opportunities throughout our operations to further reduce the amount of water we use.

Our overarching goal is to adopt and fully integrate circular-economy principles across our operations, wherever feasible.



Governance

When our organization was founded 25 years ago following a crisis in the blood system, we understood that all our efforts to serve, support and protect people across Canada must rest on the bedrock of sound governance. In reporting on this dimension of ESG, we focus on our commitment to upholding ethical behaviour and to maintaining the highest standards of quality and safety.



Klassen Photography

Our principles of organizational governance

Our governance structure is designed to ensure vigilant oversight of our management and operations while protecting our independence as a national blood operator.

Supporting this structure is a comprehensive set of practices aimed at providing safe and high-quality products and services for transfusion and transplantation patients. We engage with diverse stakeholders in Canada’s health systems, as well as in the scientific and medical communities, patient organizations, equity-deserving groups and other communities across Canada.

Governance foundations and structure

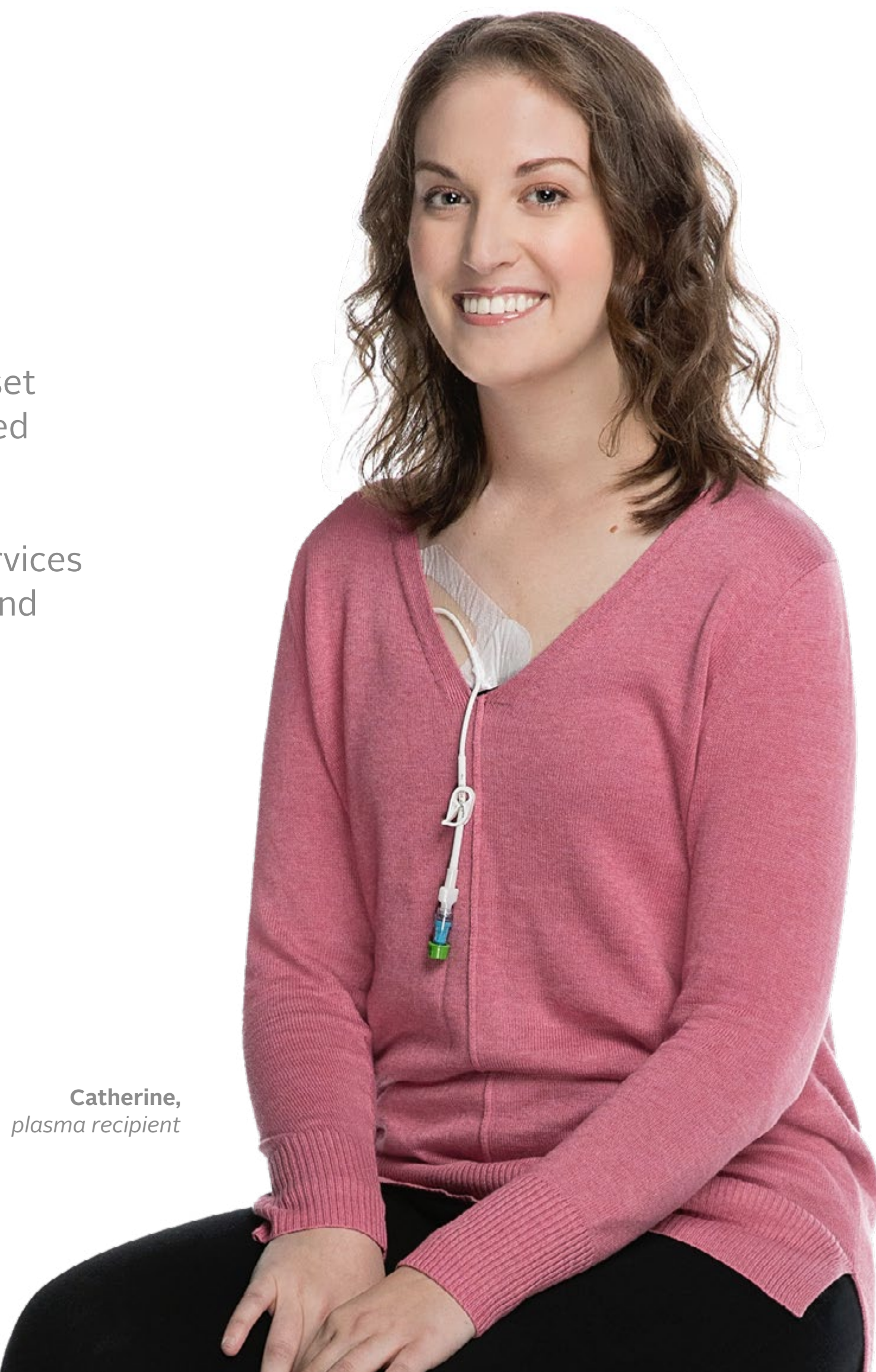
Established in 1998, Canadian Blood Services is a charitable organization that was created through a memorandum of understanding among Canada’s federal, provincial and territorial governments (excluding Quebec). While we operate independently from government, we are regulated by Health Canada through the federal Food and Drugs Act. Most of our financial support is provided by provincial and territorial governments, but we do receive federal financial support primarily for our research and development activities, as well as for our role in organ and tissue donation and transplantation.

- **Current health ministers of the provinces and territories** (except Quebec) serve as corporate members of Canadian Blood Services and appoint our board of directors under bylaws as governed by the Canada Not-for-profit Corporations Act.

Accountability relationships with our corporate members are set out in the National Accountability Agreement, which was finalized in 2019–2020. A lead province is designated every two years. (Effective April 1, 2023, British Columbia assumed this role, replacing Ontario). The provincial and territorial health ministers collectively approve our annual budgets and three-year corporate plans.

- **Our board consists of 13 directors appointed by the corporate members** to oversee the management and direction of Canadian Blood Services. The board is accountable to the corporate members and must ensure that appropriate mechanisms are in place to provide assurances on risk management, governance, internal operations and reporting on performance.
- **Our executive management team (EMT)** is responsible for operating Canadian Blood Services within the board’s approved policy and strategy framework. The chief executive officer, who reports to the board, leads the vice-presidents of the EMT and all other management and employee teams, as well as our volunteers.

Supporting this structure is a comprehensive set of practices aimed at providing safe and high-quality products and services for transfusion and transplantation patients.



Catherine,
plasma recipient

Ethics and standards of conduct

In promising to serve as **Canada's Lifeline**, we've set high expectations — not only of our products and services, but of everyone who works at Canadian Blood Services. To deliver on our collective promise to people throughout Canada, it's critical that we earn the trust of colleagues, of donor and registrants, of care providers, of stakeholders across Canada's health systems — and, above all, of the patients who ultimately depend on our efforts. And to maintain that trust, we must always act ethically and responsibly.

- **We build and maintain an ethical culture by:**
 - seeking to foster a safe, inclusive and equitable work environment
 - striving constantly to set and maintain rigorous standards, from our strong corporate governance to our disciplined management of safety and quality
 - complying with relevant laws and regulations
 - operating openly and collaboratively with our stakeholders
 - acting at all times with honesty and integrity, recognizing that we're accountable not only for what we do, but how we do it.
- **Our Code of Conduct governs how we work together.** All employees of Canadian Blood Services, as well as our board members, are expected to:
 - act in ways that protect and enhance our corporate reputation
 - uphold our core values, treating colleagues, donors and registrants, hospital customers and all business partners with fairness and respect

- safeguard the privacy, confidentiality and security of all proprietary corporate information, as well as confidential personal and non-personal information
- use tools such as computers, phones and other technologies in compliance with our formal policies and procedures
- avoid conflicts of interest, never bringing the honesty or impartiality of our organization into question.
- **Our open and supportive whistleblower provisions** reflect our pledge to maintain a work environment in which all employees feel they can report improper activities. Working with a third-party provider, we've established a mechanism that employees can use to raise concerns anonymously, free from pressure or concerns over retribution. The system provides an independent forum for reporting inappropriate behaviours or practices in any area of Canadian Blood Services.

We've set high expectations — not only of our products and services, but of everyone who works at Canadian Blood Services.



Our steadfast commitment to quality

In the quarter-century since Canadian Blood Services was founded, we've steadily expanded our focus to encompass life essentials for transfusion and transplantation, including blood, plasma, stem cells, and organs and tissues. We strive to be as inclusive as possible in seeking support from donors and registrants, while at the same time protecting the patients who benefit from their generosity. As we provide lifesaving and life-changing products and services, we work alongside our health care partners to uphold extremely high standards of safety, efficacy and reliability.

The beacon guiding these efforts is our uncompromising pursuit of quality. It's the fundamental commitment that enables us to deliver safe, effective products and services for patients; to provide secure, accessible and satisfying experiences to donors and registrants; and ultimately to help improve patient outcomes while enhancing the performance and cost-efficiency of Canada's health systems.

- **Our quality policy and processes support a multi-tiered safety system** designed to protect everyone who contributes to our supply chain, from donors of blood and blood products, to employees and volunteers at our donor centres, to the workforce at our production and distribution facilities, to patients and their care providers. As we maintain constant surveillance of the blood supply, Canadian Blood Services teams:
 - screen all prospective donors, and monitor the test results of those who donate, to minimize the potential transmission of infectious diseases
 - test all donated blood, plasma, cord blood and stem cells for infectious diseases, including HIV and hepatitis viruses

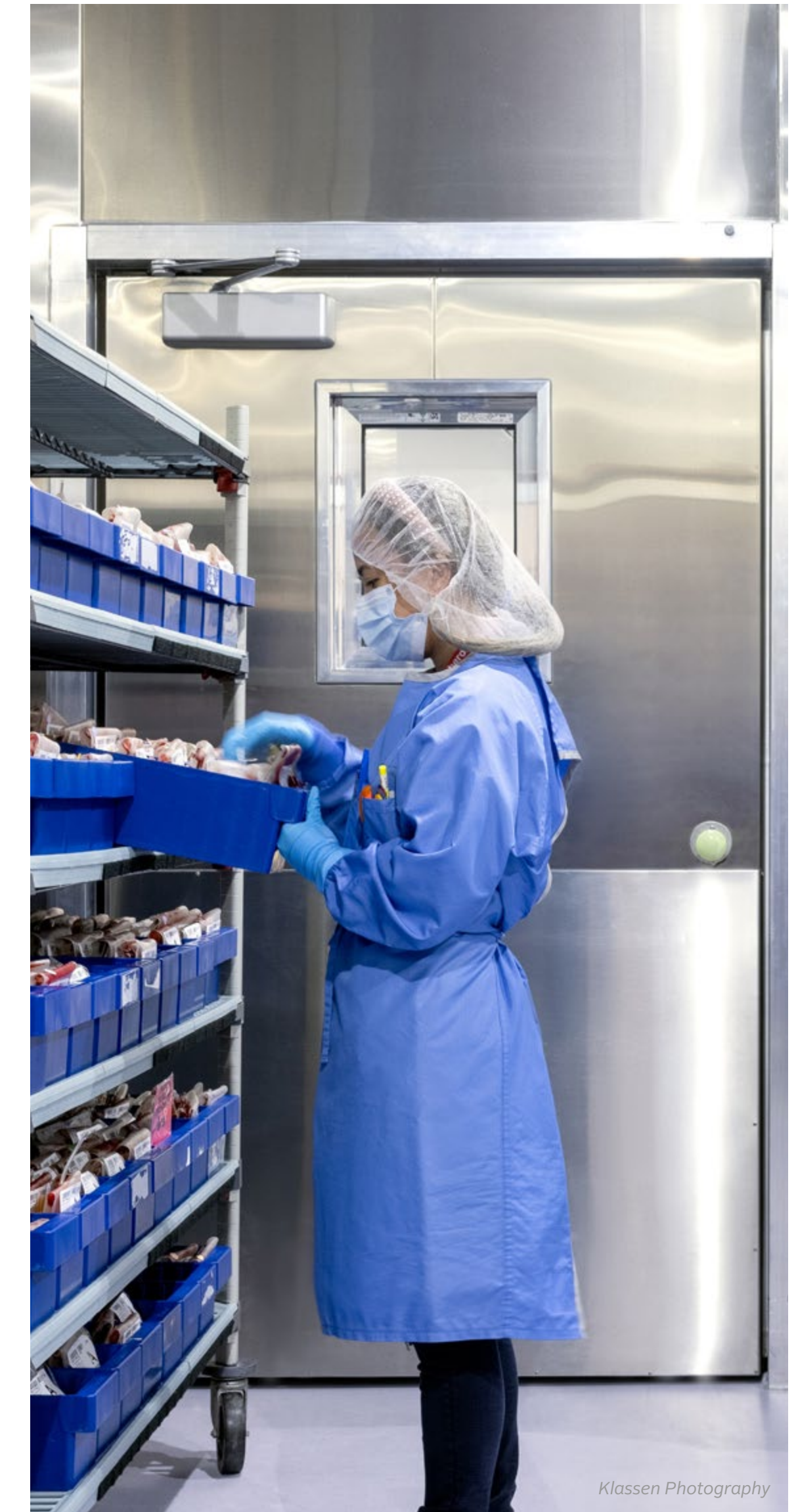
- investigate reported adverse transfusion reactions
- scan the horizon for new and emerging pathogens that could pose risks today or in the future.

The data and insights we gain allow us to put additional safeguards in place, further reducing risks to patients who receive blood products. Canada's blood system is recognized as one of the safest in the world — and to ensure that continues to be the case, we remain vigilant in managing all aspects of system quality.

- **Our quality management system is informed by the best practices of biologics manufacturers around the world**, including:
 - policies, processes and procedures to guide quality management
 - a formal quality assurance program to ensure we meet all requirements
 - the tools and resources needed to conduct these activities
 - a system of quality metrics to monitor and evaluate effectiveness.

In recent years, we've improved both service and productivity by increasing standardization, enhancing workflows and deploying new technologies. With valuable input from Canadian Blood Services employees, we've eliminated unnecessary complexity in our documentation (while also harmonizing regional variations) to create clear, simple instructions for every task. And we've introduced an integrated learning management system that, once fully implemented, will ensure all employees receive timely, consistent training.

- **Our Quality Policy is more than a declaration of intent.** It's a set of action-based principles for employees in all areas. Aligned with our operational pillars — *Safeguard, Engage and Improve* — it maps out how we'll continue to evolve and advance as we deliver our products and services efficiently, to the most rigorous standards, on time, every time.
- **Pathogen inactivation is bringing an added layer of safety** to Canada's blood system, complementing the many measures already in place to protect against the transmission of infection through transfusions of blood or blood products. This innovative technology can be used to damage the nucleic acids of many known pathogens, including viruses and bacteria, rendering them inactive. It also provides a credible safeguard against new or emerging pathogens, or those for which tests are not available. During 2022–2023, through our collaborations with leading hospital customers, we introduced pathogen inactivation at Canadian Blood Services production facilities across the country.



Klassen Photography

Protecting personal information and cybersecurity

We ask donors and registrants to entrust some of their personal information to us — and we recognize our obligation to live up to their trust by doing all we can to protect that information. We’re deeply aware of the need to safeguard against cyber threats by constantly testing and evaluating our protective measures. We also continuously improve our strategies to ensure business continuity during potential technological disruptions and to strengthen our overall business resilience.

- **Protecting the personal information** of donors, registrants, patients and employees is a critical priority. In 2022–2023, we updated the formal policy governing how we collect, use, disclose and store personal information. This revised policy also commits us to conduct regular assessments to identify and mitigate privacy risks. And it helps ensure that we’ve implemented the necessary controls and processes — in accordance with legislative requirements and best practices — to minimize the risk of Canadian Blood Services being compromised in the event of a system disruption or privacy incident.
- **Employees and volunteers receive privacy training** on their role in the protection of personal information. This training program is continuous and updated annually, with the next update slated for 2023–2024. Employees are also briefed on how we gather, use and, when appropriate, share the personal information they provide to us.
- **We’ve developed detailed information privacy notices** for donors, registrants and patient groups explaining how we collect, use and share personal information for each group.
- **Our technology security team monitors Canadian Blood Services systems and networks** for signs of cyber incidents that could potentially disrupt operations, service quality or administrative functions. All employees receive mandatory cybersecurity awareness training, delivered within their first month on the job and then reviewed annually. Our security team also conducts regular phishing exercises with employees — especially those who are deemed to be in higher risk positions for fraudulent activity or who have inadvertently responded to suspect emails — to sharpen their vigilance against this fraudulent data-gathering practice used by many cyber criminals.
- **Should a significant cyber incident occur, our Incident Response Task Force**, comprised of leaders from several operating areas, will act promptly to guide the appropriate teams in assessing the potential threat and responding appropriately.



Safeguarding human rights across our supply chain

To ensure that the defining values of Canadian Blood Services are embedded in all aspects of our operations, we’ve always promoted high ethical standards and practices among our suppliers. We’re particularly concerned with protecting human rights across our supply chain.

During 2022–2023, we enshrined these priorities in a *Supplier Code of Conduct (Code)*, which has been integrated into our procurement and supplier management processes as of the 2023–2024 fiscal year. All Canadian Blood Services vendors will be required to agree in writing to its terms.

- **The development of our Code** was informed by the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights and relevant Conventions of the International Labour Organization.
- **The Code sets our expectations of suppliers** regarding ethical business conduct, respect for employment standards and the responsible management of environmental impacts. It stipulates that suppliers must ensure safe and fair working conditions for their own employees and for all workers in the businesses they in turn rely on for goods and services. We do not tolerate the use of child, forced or trafficked labour, nor any form of discrimination, harassment, intimidation, abuse or violence against workers.
- **We hold our suppliers accountable for their own practices** and those of their vendors, contractors, sub-contractors and any other entities that

contribute to our supply chain. Suppliers must maintain records relating to all areas covered by the Code and make them available to Canadian Blood Services upon request. This understanding is backed by detailed provisions governing our right to commission third-party audits of relevant supplier activities, as well as suppliers’ obligation to monitor their compliance with the Code and inform us of any evident or potential violations. When a formal investigation confirms that a violation has occurred, failure to resolve it may result in the termination of our relationship with that supplier.

- **The Code formalizes practices** that in our experience have already been adopted, in various forms, by responsible companies globally. It strengthens the foundations of our working relationships with suppliers while mitigating potential risks to the integrity of our product and services, as well as to the reputation of Canadian Blood Services. The bar we set for our suppliers reflects the exceptionally high standards that Canadians expect of us — and that we expect of ourselves.

Our *Supplier Code of Conduct* is available [here](#).

The bar we set for our suppliers reflects the exceptionally high standards that Canadians expect of us — and that we expect of ourselves.



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GRI Index

The Global Reporting Initiative (GRI) provides organizations with a framework for reporting on their impacts on the economy, the environment and society. Canadian Blood Services has reported in accordance with the GRI Standards for the period from April 1, 2022, to March 31, 2023. The following GRI Content Index — GRI 1: Foundation 2021 reflects the material topics that emerged in our most recent materiality assessment. Some responses include references to other sections in this report and links to relevant information on our website, **blood.ca**.



GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
General disclosures	Organization and reporting practices		
	2-1	Organizational details	Canadian Blood Services/Société Canadienne du sang was incorporated in 1998 under the Canada Corporations Act. In 2014, articles of continuance were filed to transition to the Canada Not-for-Profit Corporations Act. Functioning as an independent charitable organization, Canadian Blood Services operates at arm’s length from government. Its corporate members are the Ministers of Health of all provinces and territories in Canada, excluding Quebec. The head office is located in Ottawa, Canada, and the organization wholly operates within Canada. See also <i>Who we are</i> (page 5).
	2-2	Entities included in the organization's sustainability reporting	This report covers the operations of Canadian Blood Services. Not included in this report are two wholly owned subsidiaries: CBS Insurance Company Limited (CBSI) and Canadian Blood Services Captive Insurance Company Limited (CBSE). Together, these captive insurance companies provide Canadian Blood Services with comprehensive blood risk insurance covering losses up to \$1 billion. Our audited financial statements are available on our website.
	2-3	Reporting period, frequency and contact point	Published on April 8, 2024, this inaugural sustainability report covers the 2022–2023 fiscal year (from April 1, 2022 to March 31, 2023), and the reporting period is aligned with our annual financial reporting. Canadian Blood Services will publish subsequent reports annually. Please direct all questions to sustainability@blood.ca
	2-4	Restatements of information	This is the first annual sustainability report published by Canadian Blood Services. Restatements of information will be included, if relevant, in future reports.
	2-5	External assurance	This report has not been externally assured.
	Activities and workers		
	2-6	Activities, value chain and other business relationships	For details on the organization's activities, see <i>Who we are</i> , (page 5), <i>What we do</i> (page 6) and <i>Where we operate</i> (page 7). More information is available on our website .
	2-7	Employees	By year-end 2022–2023, Canadian Blood Services employed approximately 3,700 employees. Of this total, 58 per cent were full-time and 42 per cent were part-time. More information on employees is not currently available. See also <i>The people and culture of our organization</i> (page 18).
	2-8	Workers who are not employees	Information on workers who are not employees — for example, volunteers at Canadian Blood Services donor centres — is not available for disclosure.

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
GRI 2: General Disclosures 2021 <i>(continued)</i>	Governance		
	2-9	Governance structure and composition	<p>Canadian Blood Services is overseen by a board of directors. Directors are elected for four-year terms by our corporate members. The terms of directors may be renewed. Two directors are elected from the general public on the basis of their relevant knowledge or experience with organizations representing persons consuming or utilizing our products and services. No executive management team members in our organization are members of our board of directors. As of the publication of this report, there are seven members of our board of directors who identify as female, and six who identify as male. There are five directors from underrepresented social groups.</p> <p>More details on our governance structure are included in <i>Our principles of organizational governance</i> (page 30), on our website and in our annual report.</p>
	2-10	Nomination and selection of the highest governance body	<p>The recruitment, nomination and election process for directors is the responsibility of provincial and territorial ministers of health as corporate members of Canadian Blood Services. The process is facilitated by the Director Selection Advisory Committee, which is managed jointly by the provincial and territorial (PT) lead minister and the board chair of Canadian Blood Services, supported by a third-party consultant. A short list of candidates is developed following a public advertisement period. PT Ministers of Health then approve the list of all nominees and appoint the board of directors, usually at the Annual General Meeting of corporate members of Canadian Blood Services.</p>
	2-11	Chair of the highest governance body	<p>The chair of our board of directors is not an executive management team member at Canadian Blood Services. More details on our board of directors are included in <i>Our principles of organizational governance</i> (page 30) and on our website.</p>
	2-12	Role of the highest governance body overseeing the management of impacts	<p>In accordance with the Canada Not-for-Profit Corporations Act, the corporate members approve the organization's mandate, while the board of directors approves the corporation's values and mission statement. Responsibility for the development of strategies, policies and goals related to sustainable development rests with the executive management team, with strategic oversight and input from the board of directors.</p> <p>The board receives updates — directly and via committee reporting — on a wide variety of topics, including impacts on the economy, environment and people. Twice a year the board receives direct input from stakeholders at open board meetings. Questions and presentations can be on any topic and in the past have covered the economy, the environment and people.</p> <p>For more details on how the organization engages stakeholders, see <i>Our strategic commitment to sustainability</i> (page 9). In addition, consumer directors attend the biannual Patient Engagement Forum, which includes external stakeholders, and then provide quarterly reports to the board. This feedback enables Canadian Blood Services to better understand the interests and concerns of stakeholders and take appropriate action.</p>
	2-13	Delegation of responsibility for managing impacts	<p>In <i>Our strategic commitment to sustainability</i> (page 9), we outline priority topics that Canadian Blood Services has committed to addressing. Our board of directors and executive management team have approved this framework, and team members have been assigned to oversee each of the framework's three priorities.</p> <p>Further responsibilities of the board of directors, executive management team and all employees and volunteers are outlined in our internal-facing <i>Sustainability Policy</i>, which was drafted during the reporting year.</p>
	2-14	Role of the highest governance body in sustainability reporting	<p>More details on the responsibilities of the executive management team and the board of directors in relation to sustainability reporting are included in <i>Our principles of organizational governance</i> (page 30). This report has been approved by the Canadian Blood Services executive management team and reviewed by the board of directors' governance committee prior to publication.</p>

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
GRI 2: General Disclosures 2021 <i>(continued)</i>	Governance <i>(continued)</i>		
	2-15	Conflicts of interest	The <i>Board of Director Conflict of Interest Policy</i> applies to all members of the board. This policy is reviewed and signed annually by all directors. Prior to serving on the board and during their term in office, directors must openly disclose to the board any potential, real or perceived conflict of interest as soon as the issue arises. Directors are also asked at the beginning of each board meeting if they have any potential conflicts of interest. All replies are recorded in board minutes.
	2-16	Communication of critical concerns	There are many mechanisms that stakeholders can use to report any real or perceived critical concerns to the organization. For Canadian Blood Services employees, our <i>Safe Reporting Policy</i> details the process to escalate concerns internally; we also provide a third-party platform for raising concerns anonymously. External stakeholders can raise concerns at our open board meetings. Throughout the year, they can also use our toll-free phone number, email or conventional mail to obtain general information, provide feedback and express concerns. Issues raised are reviewed internally, then appropriately addressed; they are also reported quarterly, as necessary, to the Governance Committee of our board of directors. For confidentiality reasons, we are unable to report numerical data on this topic.
	2-17	Collective knowledge of the highest governance body	Education sessions provided to board members have included sustainability-related information and themes. In addition, board members are encouraged to engage in external education on various topics to advance their individual knowledge. See blood.ca for additional information on board members.
	2-18	Evaluation of the performance of the highest body	The board is evaluated frequently. An evaluation survey is completed after each meeting of the board and/or its committees. Results are reviewed by the Governance Committee of the board to determine if any action is warranted. Approximately every three years, members complete a more comprehensive evaluation survey regarding the board, the board chair, committees, committee chairs and directors. Results are reviewed by the board’s Governance Committee to determine priorities and action items, and then shared with the full board.
	2-19	Remuneration policies	See our annual report for details on executive and director remuneration.
	2-20	Process to determine remuneration	See our annual report for details on executive and director remuneration.
	2-21	Annual total compensation ratio	This information is not currently available. We voluntarily publish an annual salary disclosure on our website.
	Strategies, policies and practices		
	2-22	Statement on sustainable development strategy	Please see <i>A message from our chief executive officer</i> (page 3), which introduces this sustainability report.
	2-23	Policy commitments	Canadian Blood Services has adopted a set of values under the banner ICARE: Integrity, Collaboration, Adaptability, Respect and Excellence. These values, along with our mission and vision, are the principles that guide everything we do, individually and acting together. We comply with applicable Canadian human rights legislation and are committed to building and maintaining an organizational culture that is diverse, equitable and inclusive for all stakeholders, including donors, registrants, employees, volunteers and partners. Our expectations for responsible conduct and the protection of human rights in the workplace are expressed through a number of policies, including our <i>Code of Conduct</i> , which requires the compliance of all employees, volunteers and members of our board of directors. We drafted a new <i>Supplier Code of Conduct</i> during the reporting period and released it early in the 2023–2024 fiscal year. We expect all Canadian Blood Services suppliers to uphold ethical business conduct, employment standards and human rights for workers. Our <i>Supplier Code of Conduct</i> is informed by the United Nations Guiding Principles on Business and Human Rights , the Universal Declaration of Human Rights and the International Labour Organization Conventions . See also <i>Safeguarding human rights across our supply chain</i> (page 34). We are in the process of integrating our <i>Sustainability Policy</i> , approved in 2023–2024 throughout the organization and will provide updates on progress in future reports.

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
GRI 2: General Disclosures 2021 <i>(continued)</i>	Strategies, policies and practices <i>(continued)</i>		
	2-24	Embedding policy commitments	The board of directors and the executive management team are committed to upholding the highest standards of ethics and promoting a culture of ethical behaviour and compliance across Canadian Blood Services. Roles, responsibilities and expectations are outlined in various policies for all levels of the organization, including board, executive management, leaders and employees. Suppliers are now required to sign our <i>Supplier Code of Conduct</i> (see 2-23) as a condition of doing business with Canadian Blood Services. All employees must complete training related to expectations for conduct (particularly conflicts of interest), respect among co-workers, accessibility, human rights in the workplace and diversity, equity and inclusion. More policy details can be found in <i>Our principles of organizational governance</i> (page 30) and on our website .
	2-25	Processes to remediate negative impacts	In addition to the mechanisms enabling Canadian Blood Services stakeholders to raise critical concerns (see 2-16), we implemented an online hospital customer feedback process to invite input on overall satisfaction, product quality and availability, timeliness of deliveries and communication, as well as more general feedback, whether positive or offering suggestions for improvement. We also implemented a feedback process for patients, their families and care providers who depend on our national formulary of plasma protein and related products (PPRP). We track all feedback received through these various mechanisms and respond using the appropriate operating practices and processes. For more details on how we engage with stakeholders, see <i>Our strategic commitment to sustainability</i> (page 9).
	2-26	Mechanisms for seeking advice and raising concerns	Canadian Blood Services has an established process for managing the development and implementation of policies. Leaders responsible for implementing a new policy must also ensure it is effectively communicated across the organization. As stated in our Quality Policy , everyone in the organization has a responsibility to voice any concerns about the implications or outcomes of a specific policy. Our <i>Code of Conduct</i> also identifies reporting mechanisms and channels for raising concerns. Employees are able to submit anonymous reports regarding improper behaviour or practices through our Safe Report platform, which is operated by a third party. For details on how concerns raised by employees are addressed by the organization, please see 406-1. Any suspected or actual violations of our <i>Supplier Code of Conduct</i> can be communicated to Canadian Blood Services via email.
	2-27	Compliance with laws and regulations	Canadian Blood Services complies with all applicable Canadian employment standards. Our organization is also routinely audited by Health Canada with regard to blood manufacturing and product delivery. No instances of significant non-compliance were observed. Responses to Health Canada audit observations and inspections are posted on our website. See 416-2 for more details.
	2-28	Membership associations	Canadian Blood Services is a member of many associations, including the Alliance of Blood Operators, AABB (the Association for the Advancement of Blood and Biotherapies), the International Society of Blood Transfusions and the World Marrow Donor Association .
	Stakeholder engagement		
	2-29	Approach to stakeholder engagement	See <i>Our strategic commitment to sustainability</i> (page 9).
	2-30	Collective bargaining agreements	Currently, 63 per cent of Canadian Blood Services employees are unionized and/or covered by collective bargaining agreements. Terms and conditions of employment for non-union employees are based on a range of factors, including a review of collective agreements for our unionized employees and those in other organizations providing acute health care, as well as in industry generally. Our terms and conditions for non-union employment are designed to maintain competitiveness in recruiting and retention. For more details on our workforce, see <i>The people and culture of our organization</i> (page 18).

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Material topics			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	See <i>Our strategic commitment to sustainability</i> (page 9).
	3-2	List of material topics	
Economic topics			
GRI 201: Economic Performance 2016	3-3	Management of material topics	For details on how funds are managed, see our latest annual report .
	201-1	Direct economic value generated and distributed	This indicator is not applicable to Canadian Blood Services as a not-for-profit organization.
	201-2	Financial implications and other risks and opportunities due to climate change	Information on the financial implications of climate change is not available.
	201-3	Defined benefit plan obligations and other retirement plans	See our annual report for details on our defined benefit pension plan obligations and other retirement and post-employment benefits.
	201-4	Financial assistance received from government	Canadian Blood Services receives most of the financial support required to carry out our charitable activities from the provincial, territorial and federal governments. Audited financial information is published in our annual report .
GRI 204: Procurement Practices 2016	3-3	Management of material topics	See <i>Safeguarding human rights across our supply chain</i> (page 34).
	204-1	Proportion of spending on local suppliers	Information on the proportion of spending on local suppliers is not currently available.
GRI 205: Anti-corruption 2016	3-3	Management of material topics	See <i>Ethics and standards of conduct</i> (page 31).
	205-1	Operations assessed for risks related to corruption	Canadian Blood Services is committed to operating in accordance with the values and ethical standards outlined in our <i>Code of Conduct</i> .
	205-2	Communication and training about anti-corruption policies and procedures	Canadian Blood Services is committed to operating in accordance with the values and ethical standards outlined in our <i>Code of Conduct</i> . All employees, members of our board of directors, fee-for-service contractors and volunteers are required to comply with this code; to avoid fraudulent, inappropriate or unethical behaviour; and to be accountable for their actions on behalf of or when representing Canadian Blood Services. Quantitative metrics on this topic are not currently available.
	205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption.
Environmental topics			
GRI 301: Materials 2016	3-3	Management of material topics	See <i>Using sustainable materials wherever we can</i> (page 28).

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response																																			
Environmental topics <i>(continued)</i>																																						
GRI 301: Materials 2016 <i>(continued)</i>	301-1	Materials used by weight or volume	Detailed information on this topic is not collected at this time.																																			
	301-2	Recycled input materials used	This indicator is not material to Canadian Blood Services.																																			
	301-3	Reclaimed products and their packaging materials	This indicator is not material to Canadian Blood Services.																																			
GRI 302: Energy 2016	3-3	Management of material topics	See <i>The growing impacts of climate change</i> (page 22).																																			
	302-1	Energy consumption within the organization	Energy data recorded in a variety of units have been converted into gigajoules (GJ) in the following table:																																			
			<table><tr><th>Energy consumption in GJ</th><th>2019–2020</th><th>2020–2021</th><th>2021–2022</th><th>2022–2023</th></tr><tr><td>Electricity</td><td>140,452</td><td>130,560</td><td>130,587</td><td>125,554</td></tr><tr><td>Natural gas</td><td>101,845</td><td>102,093</td><td>105,424</td><td>111,402</td></tr><tr><td>Steam</td><td>37,645</td><td>9,206</td><td>7,993</td><td>8,380</td></tr><tr><td>Diesel</td><td>1,200</td><td>864</td><td>766</td><td>1,247</td></tr><tr><td>Solar (photovoltaic)</td><td>1,456</td><td>1,847</td><td>2,013</td><td>2,185</td></tr><tr><td>Total</td><td>282,599</td><td>244,569</td><td>246,784</td><td>248,768</td></tr></table>	Energy consumption in GJ	2019–2020	2020–2021	2021–2022	2022–2023	Electricity	140,452	130,560	130,587	125,554	Natural gas	101,845	102,093	105,424	111,402	Steam	37,645	9,206	7,993	8,380	Diesel	1,200	864	766	1,247	Solar (photovoltaic)	1,456	1,847	2,013	2,185	Total	282,599	244,569	246,784	248,768
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302-2	Energy consumption outside of the organization	Energy consumption outside the organization is not tracked.																																				
302-3	Energy intensity	We calculate energy intensity in two ways. The first is a ratio representing total energy consumption divided by the weighted number of fresh blood units produced by Canadian Blood Services:																																				
		<table><tr><th></th><th>2019–2020</th><th>2020–2021</th><th>2021–2022</th><th>2022–2023</th></tr><tr><td>Total energy (GJ)</td><td>282,599</td><td>244,569</td><td>246,784</td><td>248,768</td></tr><tr><td>Weighted unit</td><td>1,069,935</td><td>1,026,601</td><td>1,069,378</td><td>1,080,171</td></tr><tr><td>Total GJ per weighted unit</td><td>282,599</td><td>244,569</td><td>246,784</td><td>248,768</td></tr></table>		2019–2020	2020–2021	2021–2022	2022–2023	Total energy (GJ)	282,599	244,569	246,784	248,768	Weighted unit	1,069,935	1,026,601	1,069,378	1,080,171	Total GJ per weighted unit	282,599	244,569	246,784	248,768																
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Our other way of calculating the energy intensity ratio represents total energy consumption divided by the total square footage of Canadian Blood Services facilities:																																						
<table><tr><th></th><th>2019–2020</th><th>2020–2021</th><th>2021–2022</th><th>2022–2023</th></tr><tr><td>Total energy (GJ)</td><td>282,599</td><td>244,569</td><td>246,784</td><td>248,768</td></tr><tr><td>Total square footage of operations</td><td>1,361,974</td><td>1,269,068</td><td>1,233,734</td><td>1,269,826</td></tr><tr><td>Total GJ per square foot</td><td>0.21</td><td>0.19</td><td>0.20</td><td>0.20</td></tr></table>		2019–2020	2020–2021	2021–2022	2022–2023	Total energy (GJ)	282,599	244,569	246,784	248,768	Total square footage of operations	1,361,974	1,269,068	1,233,734	1,269,826	Total GJ per square foot	0.21	0.19	0.20	0.20																		
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GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Environmental topics <i>(continued)</i>			
GRI 302: Energy 2016 <i>(continued)</i>			Contextual information <ul style="list-style-type: none">Energy intensity is calculated using both weighted units and square footage. Organizations typically report energy intensity based on production units (in our case, weighted units) to provide insight into the energy required to manufacture a standard unit of product. However, we’ve also calculated energy intensity in terms of square footage so stakeholders can gauge our energy use relative to the real estate footprint of our facilities across Canada.The weighted number of fresh blood units is an input used in calculating productivity at our manufacturing facilities. We use it to determine the effort required to produce a single unit of red blood.The total square footage of our operations was calculated by taking the space we occupied each month and then averaging those figures over a 12-month period to determine the average square footage occupied throughout the year.Material changes to the total square footage of operations between 2019–2020 and 2020–2021 included a significant reduction in space occupied at our 67 College Street location in Toronto — from approximately 128,000 square feet to 24,000 square feet.Values have been rounded to two decimal places.
	302-4	Reduction of energy consumption	See <i>The growing impacts of climate change</i> (page 22) for details on our efforts to reduce energy consumption.
	302-5	Reductions in energy requirements of products and services	This indicator is not material to Canadian Blood Services.
GRI 303: Water and Effluents 2018	3-3	Management of material topics	See <i>Responsibly managing our use of water</i> (page 28).
	303-1	Interactions with water as a shared resource	See <i>Responsibly managing our use of water</i> (page 28).
	303-2	Management of water discharge-related impacts	Information on impacts related to water discharge is not currently available.
	303-3	Water withdrawal	63.23 megalitres of water were drawn at Canadian Blood Services sites with water meters. More information on water withdrawal is not currently available. Contextual information <ul style="list-style-type: none">Approximately one-third of our sites, accounting for approximately three-quarters of our total real estate footprint, have water meters; this includes all our main production facilities. Water consumption at other facilities is not reflected in this metric due to a lack of available data.
	303-4	Water discharge	Information on water discharge is not currently available.
	303-5	Water consumption	Information on total water consumption is not currently available.
GRI 305: Emissions 2016	3-3	Management of material topics	See <i>The growing impacts of climate change</i> (page 22) for details on how we manage our impacts related to climate change.
	305-1	Direct (Scope 1) GHG emissions	GHG emissions data is included in <i>The growing impacts of climate change</i> (page 22).

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
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Environmental topics *(continued)*

GRI 305: Emissions 2016 (continued)	305-2	Energy indirect (Scope 2) GHG emissions	GHG emissions data is included in <i>The growing impacts of climate change</i> (page 22).																										
	305-3	Other indirect (Scope 3) GHG emissions	GHG emissions data is included in <i>The growing impacts of climate change</i> (page 22).																										
	GHG emissions intensity ratios for the past four years are summarized in the following table.																												
	<table><tr><td></td><td>2019–2020</td><td>2020–2021</td><td>2021–2022</td><td>2022–2023</td></tr><tr><td>Scope 1 (tCO₂e)</td><td>9,791</td><td>8,510</td><td>9,642</td><td>9,054</td></tr><tr><td>Scope 2 (market-based) (tCO₂e)</td><td>8,817</td><td>7,650</td><td>7,094</td><td>6,617</td></tr><tr><td>Scope 3 (including business travel) (tCO₂e)</td><td>2,050</td><td>724</td><td>678</td><td>1,943</td></tr><tr><td>Scope 3 (excluding business travel) (tCO₂e)</td><td>989</td><td>587</td><td>523</td><td>1,192</td></tr></table>					2019–2020	2020–2021	2021–2022	2022–2023	Scope 1 (tCO ₂ e)	9,791	8,510	9,642	9,054	Scope 2 (market-based) (tCO ₂ e)	8,817	7,650	7,094	6,617	Scope 3 (including business travel) (tCO ₂ e)	2,050	724	678	1,943	Scope 3 (excluding business travel) (tCO ₂ e)	989	587	523	1,192
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<table><tr><td>Weighted unit</td><td>1,069,935</td><td>1,026,601</td><td>1,069,378</td><td>1,080,171</td></tr><tr><td>Total kilograms of CO₂e per weighted unit (S1)</td><td>9.2</td><td>8.3</td><td>9.0</td><td>8.4</td></tr><tr><td>Total kilograms of CO₂e per weighted unit (S2)</td><td>8.2</td><td>7.5</td><td>6.6</td><td>6.1</td></tr><tr><td>Total kilograms of CO₂e per weighted unit (S3 including business travel)</td><td>1.9</td><td>0.7</td><td>0.6</td><td>1.8</td></tr><tr><td>Total kilograms of CO₂e per weighted unit (all scopes)</td><td>19.3</td><td>16.5</td><td>16.2</td><td>16.3</td></tr></table>				Weighted unit	1,069,935	1,026,601	1,069,378	1,080,171	Total kilograms of CO ₂ e per weighted unit (S1)	9.2	8.3	9.0	8.4	Total kilograms of CO ₂ e per weighted unit (S2)	8.2	7.5	6.6	6.1	Total kilograms of CO ₂ e per weighted unit (S3 including business travel)	1.9	0.7	0.6	1.8	Total kilograms of CO ₂ e per weighted unit (all scopes)	19.3	16.5	16.2	16.3	
Weighted unit	1,069,935	1,026,601	1,069,378	1,080,171																									
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Total kilograms of CO ₂ e per weighted unit (all scopes)	19.3	16.5	16.2	16.3																									
<table><tr><td>Total square footage of operations</td><td>1,361,974</td><td>1,269,068</td><td>1,233,734</td><td>1,269,826</td></tr><tr><td>Total kilograms of CO₂e per square foot (S1)</td><td>7.2</td><td>6.7</td><td>7.8</td><td>7.1</td></tr><tr><td>Total kilograms of CO₂e per square foot (S2)</td><td>6.5</td><td>6.0</td><td>5.8</td><td>5.2</td></tr><tr><td>Total kilograms of CO₂e per square foot (S3 excluding business travel)</td><td>0.7</td><td>0.5</td><td>0.4</td><td>0.9</td></tr><tr><td>Total kilograms of CO₂e per square foot (all scopes)</td><td>14.4</td><td>13.2</td><td>14.0</td><td>13.2</td></tr></table>				Total square footage of operations	1,361,974	1,269,068	1,233,734	1,269,826	Total kilograms of CO ₂ e per square foot (S1)	7.2	6.7	7.8	7.1	Total kilograms of CO ₂ e per square foot (S2)	6.5	6.0	5.8	5.2	Total kilograms of CO ₂ e per square foot (S3 excluding business travel)	0.7	0.5	0.4	0.9	Total kilograms of CO ₂ e per square foot (all scopes)	14.4	13.2	14.0	13.2	
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Total kilograms of CO ₂ e per square foot (S3 excluding business travel)	0.7	0.5	0.4	0.9																									
Total kilograms of CO ₂ e per square foot (all scopes)	14.4	13.2	14.0	13.2																									
Contextual information																													
<ul style="list-style-type: none">We calculate emissions intensity in terms of both weighted units and square footage to provide greater insights into our sustainability performance and foster clearer understanding of environmental impacts. Additional information on weighted units and square footage is included in 302-3.Gases included in this metric include CO₂, CH₄ and N₂O.Business travel has been excluded from Scope 3 emissions when calculating total kilograms of CO₂e per square foot.Values have been rounded to one decimal place.																													
305-4	GHG emissions intensity																												

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response																																																							
Environmental topics <i>(continued)</i>																																																										
GRI 305: Emissions 2016 <i>(continued)</i>	305-5	Reduction of GHG emissions	See <i>The growing impacts of climate change</i> (page 22). In 2022–2023, Canadian Blood Services reduced total emissions (market-based) by 15 per cent compared to 2019–2020.																																																							
	305-6	Emissions of ozone-depleting substances (ODS)	Information on emissions of ozone-depleting substances is not available.																																																							
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Information on nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions are not currently available.																																																							
GRI 306: Waste 2020	3-3	Management of material topics	See <i>Managing waste</i> (page 27).																																																							
	306-1	Waste generation and significant waste-related impacts	See <i>Managing waste</i> (page 27).																																																							
	306-2	Management of significant waste-related impacts	See <i>Managing waste</i> (page 27).																																																							
	306-3	Waste generated	The following table shows the total weight of waste generated, as well as a breakdown of this total by composition:																																																							
			<table><tr><th>Metric tonnes</th><th>2019–2020</th><th>2020–2021</th><th>2021–2022</th><th>2022–2023</th></tr><tr><td>Landfill</td><td>848.3</td><td>909.0</td><td>769.1</td><td>1,209.8</td></tr><tr><td>Recycling (comingled)</td><td>239.5</td><td>266.0</td><td>236.4</td><td>256.7</td></tr><tr><td>Organics/composting</td><td>45.3</td><td>37.3</td><td>24.0</td><td>28.7</td></tr><tr><td>Biomedical (plastic and metal)</td><td>338.4</td><td>314.0</td><td>285.5</td><td>332.7</td></tr><tr><td>Recycling (paper)</td><td>388.0</td><td>330.4</td><td>648.5</td><td>459.1</td></tr><tr><td>E-waste</td><td>9.41</td><td>8.6</td><td>9.0</td><td>0.5</td></tr><tr><td>Medical equipment (recycled or donated)</td><td>9.41</td><td>100.4</td><td>100.1</td><td>83.8</td></tr><tr><td>Medical equipment (landfill)</td><td>0.0</td><td>8.1</td><td>8.0</td><td>6.3</td></tr><tr><td>Masks</td><td><0.1</td><td>0.1</td><td>1.2</td><td>0.7</td></tr><tr><td>Total</td><td>1,878.40</td><td>1,973.9</td><td>2,081.8</td><td>2,378.3</td></tr></table>	Metric tonnes	2019–2020	2020–2021	2021–2022	2022–2023	Landfill	848.3	909.0	769.1	1,209.8	Recycling (comingled)	239.5	266.0	236.4	256.7	Organics/composting	45.3	37.3	24.0	28.7	Biomedical (plastic and metal)	338.4	314.0	285.5	332.7	Recycling (paper)	388.0	330.4	648.5	459.1	E-waste	9.41	8.6	9.0	0.5	Medical equipment (recycled or donated)	9.41	100.4	100.1	83.8	Medical equipment (landfill)	0.0	8.1	8.0	6.3	Masks	<0.1	0.1	1.2	0.7	Total	1,878.40	1,973.9	2,081.8	2,378.3
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Contextual information																																																										
<ul style="list-style-type: none">Values have been rounded to one decimal place.In 2019–2020, there was no differentiation between e-waste and medical equipment (recycled or donated). We’ve therefore divided the total value evenly between the two categories.																																																										
306-4	Waste diverted from disposal	The total weight in metric tonnes of waste diverted from disposal is disclosed in 306-3. This includes organics and composting, recycling (comingled), recycling (paper), e-waste, medical equipment (recycled or donated) and masks.																																																								

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Environmental topics <i>(continued)</i>			
GRI 306: Waste 2020 <i>(continued)</i>	306-5	Waste directed for disposal	The total weight in metric tonnes of waste directed to disposal is disclosed in 306-3. This includes landfill, biomedical and medical equipment (landfill). To protect against biosecurity risks, our biomedical waste is incinerated by a third-party waste hauler.
	3-3	Management of material topics	During the reporting period, we drafted a <i>Supplier Code of Conduct</i> setting out the minimum expectations our suppliers must meet in responsibly managing environmental impacts. The Code is available on our website. See also <i>Safeguarding human rights across our supply chain</i> (page 34).
	308-1	New suppliers that are screened using environmental criteria	Canadian Blood Services does not currently screen suppliers against environmental criteria.
	308-2	Negative environmental impacts in the supply chain and actions taken	Information on negative environmental impacts in our supply chain is not currently available.
Social topics			
GRI 401: Employment 2016	3-3	Management of material topics	See <i>The people and culture of our organization</i> (page 18).
	401-1	New employee hires and employee turnover	The organization hired or rehired 643 employees. 504 employees left the organization, either voluntarily or involuntarily. More information on employees is not currently available. Contextual information <ul style="list-style-type: none">This metric excludes instances of job abandonment, as well as candidates who never started their employment and fee-for-service contractors who reached the end of their contracts/terms during the reporting period.
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Union and non-union employees, both full-time and part-time, who meet the eligibility requirements are enrolled in our standard benefits program. Eligibility requirements differ by collective bargaining agreement, terms of employment and jurisdiction. Similarly, employees who meet the eligibility requirements are enrolled in a program providing life, health care, dental, long-term disability, and accidental death and dismemberment insurance. Retiring employees who meet the eligibility requirements are able to enroll in programs offering post-retirement benefits.
	401-3	Parental leave	All full-time and part-time Canadian Blood Services employees are entitled to parental leave, subject to collective agreement provisions or the terms and conditions of non-union employment. 133 employees took parental leave. More information on such employees is not currently available.
GRI 402: Labour/Management Relations 2016	3-3	Management of material topics	We currently have 37 unique collective bargaining agreements in place for our employees across Canada. These agreements help establish mutually beneficial employment relations between Canadian Blood Services, our employees and the unions or associations that represent them. The agreements set forth terms and conditions of employment relating to remuneration, hours of work, health and safety, benefits and general working conditions. We routinely work with the unions representing our employees to renegotiate these agreements at appropriate times, and to promote the morale, well-being and security of all employees impacted by the agreements.
	402-1	Minimum notice periods regarding operational changes	Employees and/or their representatives are provided a minimum of 12 weeks' notice for significant operational changes that could substantially affect them. Notice periods in all collective agreements either meet or exceed statutory notice provisions in the provinces where employees reside. In addition to notice periods, our collective agreements stipulate provisions for consultation and/or negotiation.

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Social topics <i>(continued)</i>			
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	<p>Canadian Blood Services is committed to creating and maintaining a safe environment. We have introduced many internal policies and procedures, notably our <i>Occupational Health and Safety (OHS) Policy</i>, to guide our OHS processes and designate related roles and responsibilities across the organization. We are making improvements to our OHS policy and management system, which covers all employees, to meet the requirements of CSA Standard Z45001 Occupational Health and Safety Management Systems. Employees can access services via Joint Health & Safety Committees across the organization, as well as through individual OHS representatives and by submitting electronic service requests.</p> <p>The vice-president of People, Culture and Performance directly oversees the OHS management program at the operational level, while board-level oversight is provided by the Talent Management Committee.</p> <p>Joint Health and Safety Committees and/or individual employee representatives are designated at all Canadian Blood Services sites and adhere to provincial health and safety laws. In addition, employees with health and safety expertise are often asked to provide proactive and reactive input on occupational risks.</p> <p>Canadian Blood Services employees are empowered to contribute to OHS management by reporting concerns, conducting workplace inspections and participating in safety training. All employees are required to complete training in safety awareness, rights and responsibilities, as well as specific hazard training when required.</p> <p>To further support our employees' health and well-being, Canadian Blood Services offers paramedical benefits such as physiotherapy, optometry, dentistry and psychology services. Some employees also access our Employee Assistance Program and other well-being resources, which are available both in-person and virtually.</p> <p>See also <i>The people and culture of our organization</i> (page 18).</p>
	403-1	Occupational health and safety management system	See 3-3 and <i>Protect and promote employees' well-being</i> (page 18).
	403-2	Hazard identification, risk assessment and incident investigation	<p>We employ a variety of risk identification, risk assessment and incident investigation processes, notably our Incident/Accident Reporting and Investigation Process. We conduct regular ergonomics assessments, for example, which inform project planning and help mitigate operational risks. Reports are reviewed by our OHS specialists to determine appropriate actions. Employees can report hazards and unsafe work conditions without fear of reprisal, supported by applicable provincial legislation. We mitigate risk through a “hierarchy of controls,” including elimination, substitution, engineering controls, administrative controls and personal protective equipment.</p> <p>See also 3-3 and <i>Protect and promote employees' well-being</i> (page 18).</p>
	403-3	Occupational health services	See 3-3 and <i>Protect and promote employees' well-being</i> (page 18).
	403-4	Worker participation, consultation and communication on occupational health and safety	See 3-3 and <i>Protect and promote employees' well-being</i> (page 18).
	403-5	Worker training on occupational health and safety	See 3-3 and <i>Protect and promote employees' well-being</i> (page 18).
	403-6	Promotion of worker health	See 3-3 and <i>Protect and promote employees' well-being</i> (page 18).
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See 3-3 and <i>Protect and promote employees' well-being</i> (page 18).

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Social topics <i>(continued)</i>			
GRI 403: Occupational Health and Safety 2018 <i>(continued)</i>	403-8	Workers covered by an occupational health and safety management system	All Canadian Blood Services employees are covered by our current OHS management system. Non-employees are not directly covered by our current OHS management system.
	403-9	Work-related injuries	<p>In our current incident reporting and case management practices, we do not distinguish between workplace injuries and workplace illnesses. We have therefore combined both incident types as “WCB (Workplace Compensation Board) reportable incidents” for the purpose of this analysis. Information on non-employees is not currently available.</p> <p>For all employees:</p> <ul style="list-style-type: none">There were zero fatalities as a result of a work-related injury.A total of 95 WCB reportable incidents occurred during the fiscal year. The rate of WCB reportable incidents was 19.36.The main types of work-related injuries were manual material handling injuries; slips, trips and falls; exposure injuries; needlestick injuries; and being either struck or caught by workplace equipment or fixtures. Manual material handling posed the highest risk of severe injury. <p>We are taking various actions to help eliminate these risks, including ergonomics assessments; providing input during the initial phases of projects to help design work and processes with controlled ergonomics risks; and recommending equipment to reduce risks associated with current operational processes.</p> <p>Contextual information</p> <ul style="list-style-type: none">The rate of WCB reportable incidents was calculated using the following formula: (Rate of WCB reportable incidents = (Number of WCB reportable incidents ÷ Number of hours worked) x 1,000,000.)The number of hours worked during the reporting period was 4,906,894.18.Rates have been calculated based on 1,000,000 hours worked. For the purposes of this analysis, high-consequence work-related injuries are treated like other WCB reportable incidents in calculating the WCB reportable incident rate.
	403-10	Work-related ill health	See 403-9 for the organization’s disclosure on work-related ill health.
GRI 404: Training and Education 2016	3-3	Management of material topics	See <i>The people and culture of our organization</i> (page 18).
	404-1	Average hours of training per year per employee	Information on the average hours of training per year per employee is not currently available.
	404-2	Programs for upgrading employee skills and transition assistance program	See <i>The people and culture of our organization</i> (page 18) for details on skills-upgrade programs offered to employees.
	404-3	Percentage of employees receiving regular performance and career development reviews	Information on the percentage of employees receiving regular performance and career development reviews is not currently available.
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of material topics	See <i>Diversity, equity, inclusion and reconciliation</i> (page 16). More information is also available on our website .
	405-1	Diversity of governance bodies and employees	See 2-9 for information on the diversity of the organization’s governance bodies. Information on the diversity of our employee population is not currently available.
	405-2	Ratio of basic salary and remuneration of women to men	Information on the ratio of basic salary and remuneration of women to men is not currently available.

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Social topics <i>(continued)</i>			
GRI 406: Non-discrimination 2016	3-3	Management of material topics	<p>Canadian Blood Services is committed to providing a respectful working environment free from violence and harassment. We have a number of policies in place explicitly stating that discrimination is not tolerated in the workplace. As well, the organization's 37 collective agreements all explicitly prohibit discrimination. As outlined in our <i>Code of Conduct</i>, employees are encouraged to report any concerns regarding wrongdoing or violations of this Code.</p> <p>When reports are received, they are investigated, and remedial action is taken when appropriate. For any complaints relating to discrimination received through non-centralized channels (for example, in discussion with local leadership or People, Culture & Performance representatives), the appropriate individuals investigate and address the issues raised and take remedial action as needed.</p>
	406-1	Incidents of discrimination and corrective actions taken	<p>Eight claims related to discrimination on prohibited/protected grounds were made by Canadian Blood Services employees, either via the Safe Reporting platform for union dispute-resolution or through a provincial Human Rights Tribunal or Commission.</p> <p>Contextual information</p> <ul style="list-style-type: none">This metric applies to all employee claims of discrimination on prohibited/protected grounds made under either Canadian Blood Services policies or a provincial human rights code or act. Narrowing this metric to include only claims of discrimination on prohibited/protected grounds is intentional: due to the collective agreement language relating to discrimination, many employee grievances reference non-discrimination clauses even when the issues in question are unrelated to discrimination. This metric is also limited to claims raised to Canadian Blood Services during the reporting period.Providing information in this report on settlements, findings and decisions was considered and determined not to be appropriate: such outcomes, as well as remedial actions, may occur well after the reporting period in which the claim was initially made, in which case such information does not reflect the current state of affairs. Further, outcomes may be subject to confidentiality requirements.
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3	Management of material topics	See <i>Safeguarding human rights across our supply chain</i> (page 34).
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Canadian Blood Services complies with applicable employment standards and collective bargaining agreements. During the reporting period, we drafted a <i>Supplier Code of Conduct</i> that sets forth the minimum expectations our suppliers must meet in upholding ethical business conduct, employment standards and human rights for workers.
GRI 408: Child Labour 2016	3-3	Management of material topics	See <i>Safeguarding human rights across our supply chain</i> (page 34).
	408-1	Operations and suppliers at significant risk for incidents of child labour	Canadian Blood Services complies with applicable employment standards and collective bargaining agreements. During the reporting period, we drafted a <i>Supplier Code of Conduct</i> that sets forth the minimum expectations our suppliers must meet in upholding ethical business conduct, employment standards and human rights for workers.
GRI 409: Forced or Compulsory Labour 2016	3-3	Management of material topics	See <i>Safeguarding human rights across our supply chain</i> (page 34).
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Canadian Blood Services complies with applicable employment standards and collective bargaining agreements. During the reporting period, we drafted a <i>Supplier Code of Conduct</i> that sets forth the minimum expectations our suppliers must meet in upholding ethical business conduct, employment standards and human rights for workers.

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Social topics <i>(continued)</i>			
GRI 411: Rights of Indigenous Peoples 2016	3-3	Management of material topics	See <i>Diversity, equity, inclusion and reconciliation</i> (page 16).
	411-1	Incidents of violations involving rights of Indigenous Peoples	There were no reported incidents of violations involving the rights of Indigenous Peoples.
GRI 414: Supplier Social Assessment 2016	3-3	Management of material topics	During the reporting period, we drafted a <i>Supplier Code of Conduct</i> that sets forth the minimum expectations our suppliers must meet in upholding ethical business conduct and employment standards and human rights for workers. See also <i>Safeguarding human rights across our supply chain</i> (page 34).
	414-1	New suppliers that were screened using social criteria	The organization currently does not screen suppliers against social criteria.
	414-2	Negative social impacts in the supply chain and actions taken	Information on negative social impacts in our supply chain is not currently available.
	3-3	Management of material topics	See <i>Our steadfast commitment to quality</i> (page 32) for more information on the controls Canadian Blood Services has in place to ensure that products we distribute remain safe.
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of products and service categories	<p>All Canadian Blood Services products for which potential health and safety impacts were noted by hospital customers were assessed for improvement in the 2022–2023 fiscal year.</p> <p>Contextual information</p> <ul style="list-style-type: none">• When hospital customers share feedback through our National Call Centre, a case is opened and details are entered in the Feedback Case Management database (alternatively, customers can open a case in the database via our website).• All cases are thoroughly investigated to determine associated product risks. Products that may pose a safety risk are quarantined and removed from inventory for more comprehensive assessments. In some instances, corrective action plans are put in place to address identified risks. Actions and decisions are documented, and plans are put in place to prevent similar risks from reoccurring. Customers are notified of the outcome of the feedback they have provided.
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>Canadian Blood Services maintains compliance with Health Canada regulations. In 2022–2023, Health Canada conducted eight inspections that yielded 25 observations — three major and 22 minor. There were no critical observations. All observations requiring responses were addressed, and all inspections have been closed.</p> <p>Responses to these inspection observations are available on our website.</p> <p>Contextual information</p> <ul style="list-style-type: none">• Risk ratings for observations in regulatory blood inspections:<ul style="list-style-type: none">• Critical — An observation that directly affects the safety of blood and is likely to result in immediate or latent risk to either the donor or the recipient of blood and blood components. A critical observation may involve fraud, misrepresentation or falsification of products or records.• Major — An observation that potentially affects the safety of blood and could result in immediate or latent risk to either the donor or the recipient of blood and components.• Minor — An observation that is neither critical nor major, but is a deviation from the Food and Drugs Act, R.S.C., 1985, c F-27 (amended on 2023-06-22) or Blood Regulations enabled under the Act. <p>Note: This metric covers Health Canada inspections of Canadian Blood Services whole blood and apheresis collections (including source plasma) and excludes our cord blood bank and wholesale activities.</p>

GRI disclosure topic	GRI disclosure number	GRI disclosure title/category	Reference/response
Social topics <i>(continued)</i>			
GRI 418: Customer Privacy 2016	3-3	Management of material topics	See <i>Protecting personal information and cybersecurity</i> (page 33).
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	While not customers, Canadian Blood Services received no substantiated complaints and experienced no cybersecurity incidents with regard to donor, registrant or patient personal information. There were no privacy incidents that required notification to a provincial privacy commissioner or ombudsman, or to an affected individual.
Canadian Blood Services topic: Community Engagement and Collaboration	3-3	Management of material topics	This topic was created by Canadian Blood Services to address community engagement and collaboration through the GRI standards. It reflects our organization's guiding values and our approach to interacting and working with communities. More information on this topic and how we manage it can be found in our Annual Report to Financial Donors and in the section of this report on <i>Engaging with our diverse stakeholders</i> (page 11).



**Canadian
Blood
Services**

BLOOD
PLASMA
STEM CELLS
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& TISSUES