



# 2021 Data Supplement GRI and SASB Index

DELIVERING RESPONSIBLY



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# About this Report

**CONTACT**

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Transparent reporting is part of our commitment to be open about our business and to communicate our progress with focus, clarity and comparability.

**Our Approach and Scope**

We typically issue our full Delivering Responsibly Sustainability Report on a biennial basis. In the interim, we publish the following data supplement to disclose key performance metrics annually and supplement our most recent comprehensive sustainability report available at [www.cn.ca/delivering-responsibly](http://www.cn.ca/delivering-responsibly).

The scope of information covered in this supplement relates to our operations in Canada and the U.S., in the 2018 to 2021 calendar years, unless otherwise noted.

**Reporting Standards**

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. The GRI is an independent institution that provides a standard framework for sustainability reporting across companies and industries.

This report has also been prepared in accordance with the Rail Transportation Sustainability Accounting Standard developed by the Sustainability Accounting Standards Board (SASB). SASB connects businesses and investors on the financial impacts of sustainability.

**External Assurance**

We are dedicated to continuously improving our sustainability reporting and believe that independent assurance leads to quality and process improvements. Our environmental data related to GHG emissions from Scope 1 (locomotive emissions), Scope 2 (electricity consumption) and Scope 3 (locomotive fuel production, purchased goods and services, capital goods, and upstream transportation and distribution) were verified by PricewaterhouseCoopers to a limited level of assurance in accordance with the International Standards on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410"), issued by the International Auditing and Assurance Standards Board with guidance for the validation and verification of greenhouse gas assertions. The statements can be found at [www.cn.ca/delivering-responsibly](http://www.cn.ca/delivering-responsibly).

**Additional information**

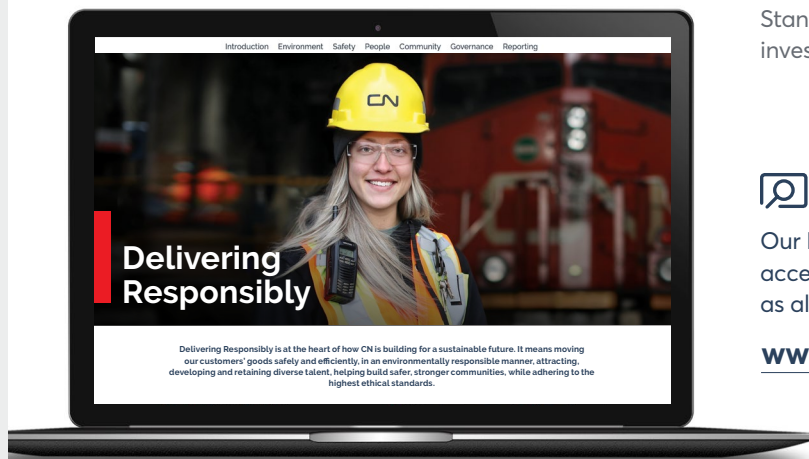
We also provide more details on our website, which hosts numerous corporate disclosure reports as well as information on our policies, initiatives and culture, and via other publications and CN's social media platforms.

In addition, we provide information to the CDP, the Dow Jones Sustainability Index (DJSI) and other organizations that assess our sustainability performance. An index of our conformance to the GRI Standards: Core option and SASB: Rail Transportation Sustainability Accounting Standard reporting requirements and references to other relevant information sources can be found at the end of this supplement.

**VIEW ONLINE**

Our Delivering Responsibly website provides online access to our 2020 Full Sustainability Report as well as all current and past reports.

[www.delivering-responsibly.cn.ca](http://www.delivering-responsibly.cn.ca)



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# Our Priorities

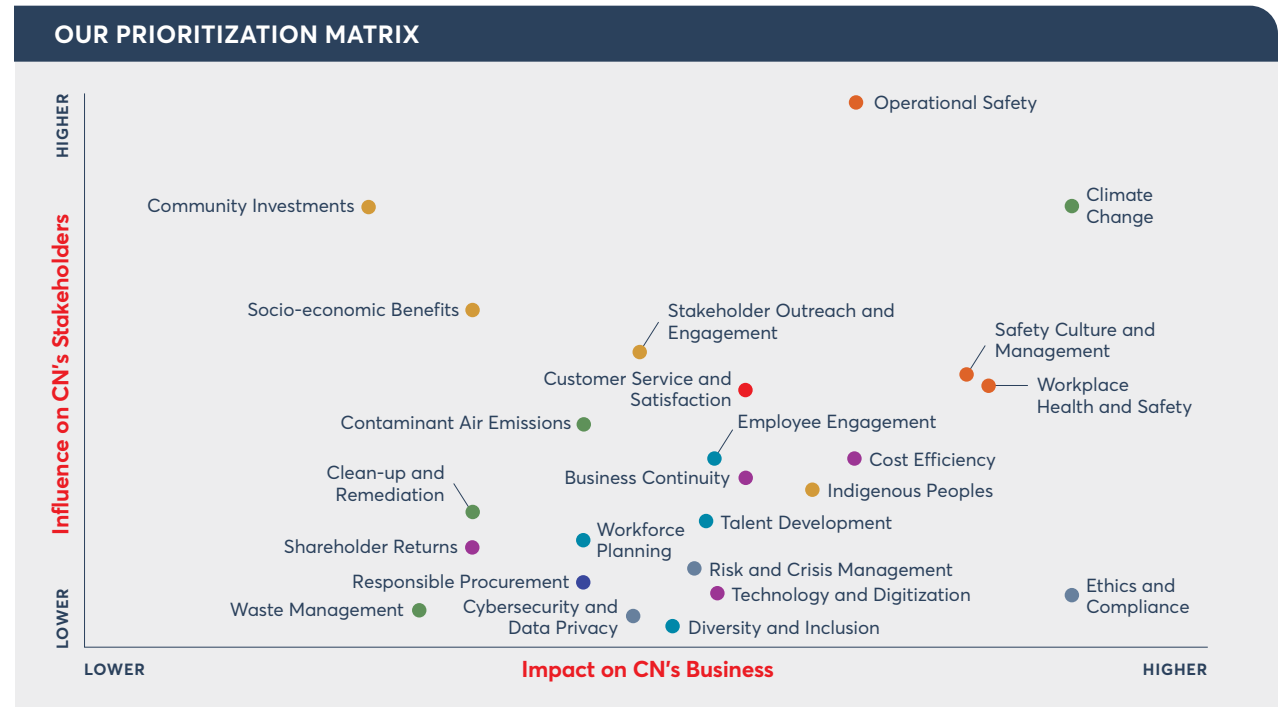
## Identifying our Material Topics

In 2020, we received input from 378 stakeholders using an electronic survey to understand the sustainability topics that most influence their decisions or perspectives of CN. Diverse groups were engaged, including employees, suppliers, governments, railway associations, customers, investors, unions, Indigenous peoples, community groups, and NGOs. The selection and identification of stakeholders considered their geographic representation and their influence and interest in our business. We also engaged with our executive management to further inform the sustainability topics prioritization process.

The most important topics are plotted on our prioritization matrix and are covered in our 2020 full Delivering Responsibly Sustainability Report.

We also identified where the impacts could occur within and outside of our business. The diagram below provides an overview of where our impact could occur along the value chain.

We apply the principles of materiality and stakeholder inclusiveness to prioritize the topics that matter most to our business and our stakeholders – helping us to focus our strategic priorities, refine our reporting, and inform the evolution of our sustainability programs.



- Financial Viability
- Safety
- Environment
- Economic and Community Impact
- People
- Supply Chain Management
- Customers
- Governance

## WHERE IMPACTS CAN OCCUR ALONG CN'S VALUE CHAIN





# Progress Toward Goals

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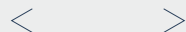
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Topic	Mid-Term Target	2021 Progress	Trend	Long-Term Goal
<b>ENVIRONMENT</b>				
GHG Emissions	<b>43%</b> scope 1 and 2 intensity reduction by 2030 based on 2019	In 2021, CN reduced its GHG emission intensity for scope 1 and 2 by 3.3% from 2020. CN has realized a 15% progress towards its 2030 target.	●	We have committed to setting a net-zero 2050 target by signing the "Business Ambition for 1.5°C".
	<b>40%</b> scope 3 intensity reduction by 2030 based on 2019	In 2021, CN reduced its GHG emission intensity for scope 3 by 4.6% from 2020. CN has realized a 32% progress towards its 2030 target.	●	
	<b>6%</b> intensity reduction by 2022 based on 2017	In 2021, CN achieved its 6% intensity-based reduction in Criteria Air Contaminants by 2022 based on 2017 levels target which was based on a long-standing Memorandum of Understanding (MOU) with Transport Canada.	●	
	<b>95%</b> diverted from landfill by 2030	In 2021, CN diverted approximately 96% of its waste from landfill. CN has met its 95% target.	●	We aim to play an important role for greater resource efficiency and the creation of regenerative economic systems and to achieve zero waste by 2050.
	<b>3 million trees</b> planted by 2030	In 2021, CN planted 112,000 trees, for a total of 2.3 million trees since 2012. CN has realized a 77% progress towards its 2030 target.	●	We aim to have a positive impact by protecting and investing in reforestation projects that generate benefits for nature and society.
<b>SOCIAL</b>				
Personal Safety	<b>55%</b> reduction in personal injury frequency rate (per 200,000 person hours) by 2030 based on 2019	In 2021, CN improved its Federal Railroad Administration (FRA) injury frequency rate by 19% from 2020. CN has realized a 59% progress towards its 2030 target.	●	Our goal is to create a values-based safety culture and to reduce serious injuries and fatalities to zero.
	<b>45%</b> reduction in accident rate (per million train miles) by 2030 based on 2019	In 2021, CN improved its FRA train accident rate by 2.7% from 2020. CN has realized a 41% progress towards its 2030 target.	●	
	<b>30%</b> female representation at executive level by 2022	At the end of 2021, 6 of the 35 executive management roles (17%) were held by women. CN continues to focus on increasing diversity through its succession planning strategies.	●	We aspire to build an inclusive society and have a workforce that reflects the diversity of the stakeholders we serve.
<b>GOVERNANCE</b>				
Board Diversity	<b>50%</b> non-management Board members from diverse groups, including gender parity by 2022	At the end of 2021, 5 of the 10 independent Board members (50%) were women. CN has met its 2022 target. In addition, 20% of independent Board members identified as visible minorities.	●	Our longer-term goal is to be at the leading edge of ESG best practices across North America and globally.

● Green: On target ● Yellow: Possible to meet target ● Red: Off target



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The following data covered in this report applies to CN and its subsidiaries. CN subsidiaries are listed in the 2021 Annual Information Form on page 2.

Data	Measurement	2021	2020	2019	2018	GRI	SASB
<b>ABOUT CN</b>							
<b>ACTIVITY MEASURES</b>							
Carloads transported	Number (thousands)	5,701	5,595	5,912	5,976	201-1	000.A
Intermodal units transported <sup>(a)</sup>	Number (thousands)	2,611	2,582	2,618	2,634	201-1	000.B
Route miles (includes Canada and the U.S.)	Number	19,500	19,500	19,500	19,500	201-1	000.C
Revenue ton miles (RTMs) <sup>(b)</sup>	Million	233,138	230,390	241,954	248,383	201-1	000.D
Gross ton miles (GTM) <sup>(c)</sup>	Million	458,401	455,368	482,890	490,414	201-1	-

(a) Intermodal units transported are a subset of the carloads transported.

(b) Revenue ton miles (RTMs) refers to the movement of one revenue-producing ton of freight over a distance of one mile. RTMs are calculated by multiplying the weight in tons of the shipment lading being transported (or "tons of lading carried in the Carload") by the number of miles that the shipment (or Carload) is transported on company rail lines. The tare weight of the railcar is excluded.

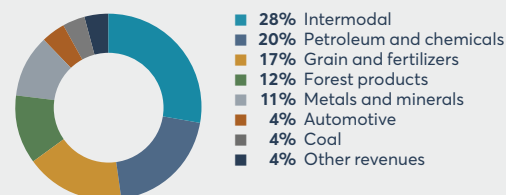
(c) Gross ton miles (GTM) refers to the movement of one ton of freight or equipment over one mile. GTMs are calculated by multiplying the trailing train weight by the distance the train moved.

## OUR BUSINESS AT A GLANCE

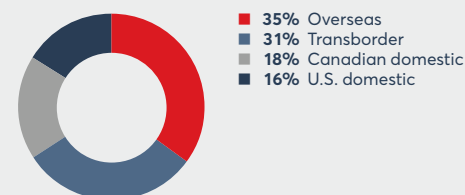
## 2021 KEY STATISTICS

CN is a leading North American transportation and logistics company, and our 19,500-mile network spans Canada and Mid-America, connecting ports on three coasts. We offer fully integrated rail and other transportation services, including intermodal, trucking, freight forwarding, warehousing and distribution. Serving exporters, importers, retailers and manufacturers, we move raw materials, intermediate goods and finished products to market, fostering the prosperity of the markets we serve.

**2021 REVENUES BY COMMODITY GROUP**  
(% of total revenues)



**2021 REVENUES BY GEOGRAPHIC FLOW**  
(% of freight revenues)



>300M

TONS OF CARGO MOVED

\$14.5B

REVENUES

\$2.9B

CAPITAL INVESTMENTS

22,604

EMPLOYEES  
(end of period)

19,500

ROUTE MILES

9

PORTS SERVED

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Data	Measurement	2021	2020	2019	2018	GRI	SASB
<b>ENVIRONMENT</b>							
<b>EMISSIONS</b>							
<b>Total GHG emissions (Scopes 1 and 2)<sup>(a) (b)</sup></b>	Metric tonnes of CO <sub>2</sub> e	<b>5,233,561</b>	5,377,015	5,935,911	5,965,175	-	-
Direct GHG emissions (Scope 1) <sup>(b)</sup>	Metric tonnes of CO <sub>2</sub> e	<b>5,084,159</b>	5,213,652	5,771,270	5,776,183	305-1	110a.1
Rail locomotives	Metric tonnes of CO <sub>2</sub> e	<b>4,413,456</b>	4,475,588	4,962,923	5,095,382	305-1	110a.1
Intermodal CNTL trucks <sup>(c)</sup>	Metric tonnes of CO <sub>2</sub> e	<b>91,891</b>	99,932	140,760	149,620	305-1	110a.1
Intermodal TransX trucks <sup>(d)</sup>	Metric tonnes of CO <sub>2</sub> e	<b>125,229</b>	136,335	116,548	N/A	305-1	110a.1
Marine vessel fleet	Metric tonnes of CO <sub>2</sub> e	<b>146,860</b>	155,596	191,557	192,860	305-1	110a.1
On Company Service (OCS) fleet <sup>(e)</sup>	Metric tonnes of CO <sub>2</sub> e	<b>74,195</b>	79,104	95,552	95,664	305-1	110a.1
Intermodal equipment	Metric tonnes of CO <sub>2</sub> e	<b>76,711</b>	69,344	60,834	62,323	305-1	110a.1
Miscellaneous fuel emissions <sup>(f)</sup>	Metric tonnes of CO <sub>2</sub> e	<b>155,816</b>	197,755	203,095	180,334	305-1	110a.1
Indirect GHG emissions (Scope 2) <sup>(g)</sup>	Metric tonnes of CO <sub>2</sub> e	<b>149,402</b>	163,363	164,641	188,992	305-2	-
<b>Other indirect GHG emissions (Scope 3)<sup>(h)</sup></b>	Metric tonnes of CO <sub>2</sub> e	<b>2,188,444</b>	2,264,070	2,778,723	2,488,659	305-3	-
<b>GHG emission intensity<sup>(i)</sup></b>							
Total GHG emissions (by rail freight revenue)	Metric tonnes of CO <sub>2</sub> e per thousand dollars of rail freight revenue	<b>0.38</b>	0.41	0.42	0.44	305-4	-
Total GHG emissions (by employee)	Metric tonnes of CO <sub>2</sub> e per full-time employee	<b>217</b>	226	222	235	305-4	-
<b>Impact of service</b>							
Rail emission intensity <sup>(j)</sup>	Metric tonnes of CO <sub>2</sub> e per million GTMs	<b>9.63</b>	9.83	10.28	10.39	-	110a.1
CNTL truck emission intensity	Metric tonnes of CO <sub>2</sub> e per thousand kilometres travelled	<b>1.12</b>	1.14	1.21	1.21	-	110a.1
TransX truck emission intensity <sup>(k)</sup>	Metric tonnes of CO <sub>2</sub> e per thousand kilometres travelled	<b>1.22</b>	1.20	1.16	N/A	-	110a.1
Marine vessel emission intensity	Metric tonnes of CO <sub>2</sub> e per million net ton miles	<b>15.23</b>	16.43	16.63	16.20	-	110a.1
<b>Target</b>							
Measure (GHG Scope 1 and 2 emission intensity) <sup>(l)</sup>	Metric tonnes of CO <sub>2</sub> e per million GTMs	<b>10.87</b>	11.24	11.61	N/A	-	110a.2
GHG Scope 1 and 2 science-based target progress <sup>(m)</sup>	% of progress towards target	<b>14.7%</b>	7.3%	N/A	N/A	-	110a.2
Measure (GHG Scope 3 fuel- and energy-related activities emissions intensity) <sup>(n)</sup>	Metric tonnes of CO <sub>2</sub> e per million GTMs	<b>3.15</b>	3.30	3.61	N/A	-	110a.2
GHG Scope 3 science-based target progress <sup>(o)</sup>	% of progress towards target	<b>32.0%</b>	21.6%	N/A	N/A	-	110a.2
<b>ENERGY</b>							
<b>Total direct and indirect energy consumed within the organization<sup>(p)</sup></b>	Megawatt hours	<b>19,624,158</b>	20,076,587	22,164,802	22,149,870	302-1	-
Total direct energy consumed	Megawatt hours	<b>19,069,696</b>	19,519,436	21,597,440	21,558,096	302-1	-
Diesel (used for locomotives)	Megawatt hours	<b>16,211,053</b>	16,317,548	18,179,235	18,637,602	302-1	110a.3
Diesel (other)	Megawatt hours	<b>2,058,436</b>	2,179,027	2,346,748	1,858,793	302-1	110a.3
Natural gas	Megawatt hours	<b>514,486</b>	701,688	709,613	702,780	302-1	110a.3
Other fuels (propane, gasoline, kerosene, stove oil, furnace oil)	Megawatt hours	<b>285,722</b>	321,173	361,845	358,920	302-1	110a.3
Total indirect energy consumed – electricity	Megawatt hours	<b>554,461</b>	557,151	567,362	591,775	302-1	-
<b>Total renewable energy consumed<sup>(q)</sup></b>	Megawatt hours	<b>612,512</b>	410,590	468,759	444,660	302-1	110a.3
<b>Total non-renewable energy consumed</b>	Megawatt hours	<b>19,011,646</b>	19,665,997	21,696,043	21,705,210	302-1	-

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<b>ENVIRONMENT</b>							
Energy intensity <sup>(1)</sup>	Megawatt hours per million CDN dollars of rail freight revenue	1.41	1.52	1.56	1.63	302-3	110a.3
Locomotive fuel efficiency <sup>(2)</sup>	GTMs per US gallon of fuel consumed	1,138	1,118	1,070	1,060	302-3	-
Locomotive fuel efficiency savings <sup>(3)</sup>	\$ million (CAD)	17	59	14	(4)	-	-
<b>NO<sub>x</sub>, SO<sub>x</sub>, AND OTHER SIGNIFICANT EMISSIONS IN CANADA<sup>(4)</sup></b>							
Nitrous oxide (NO <sub>x</sub> )	Kilotonnes	40.05	36.58	41.53	43.10	305-7	120a.1
Sulphur dioxide (SO <sub>x</sub> )	Kilotonnes	0.03	0.03	0.03	0.03	305-7	120a.1
Particulate matter	Kilotonnes	0.79	0.74	0.84	0.87	305-7	120a.1
Hydrocarbons	Kilotonnes	1.60	1.46	1.66	1.74	305-7	120a.1
Carbon monoxide	Kilotonnes	9.39	8.13	8.84	8.89	305-7	120a.1
<b>NO<sub>x</sub>, SO<sub>x</sub>, AND OTHER SIGNIFICANT EMISSIONS IN THE U.S.<sup>(4)</sup></b>							
Nitrous oxide (NO <sub>x</sub> )	Kilotonnes	3.79	15.38	18.84	19.47	305-7	120a.1
Sulphur dioxide (SO <sub>x</sub> )	Kilotonnes	1.38	0.69	0.84	0.77	305-7	120a.1
Particulate matter	Kilotonnes	0.18	0.34	0.42	0.43	305-7	120a.1
Hydrocarbons	Kilotonnes	0.20	0.64	0.78	0.82	305-7	120a.1
Carbon monoxide	Kilotonnes	0.55	3.10	3.71	3.77	305-7	120a.1
<b>EFFLUENTS AND WASTE</b>							
Total weight of waste generated <sup>(5)</sup>	Metric tonnes	345,549	348,970	397,406	340,291	306-2	-
Total hazardous waste generated	Metric tonnes	637	604	787	881	306-2	-
Disposal methods							
Recycled	Metric tonnes	531	563	698	830	306-2	-
Recovery for energy	Metric tonnes	14	14	35	9	306-2	-
Incinerated	Metric tonnes	5	5	24	8	306-2	-
Deep-well injected	Metric tonnes	0	0	0	0	306-2	-
Sent to landfill	Metric tonnes	12	15	28	31	306-2	-
Treatment	Metric tonnes	75	7	2	3	306-2	-
Water discharge	Metric tonnes	0	0	0	0	306-2	-
Disposed in caverns	Metric tonnes	0	0	0	0	306-2	-
Waste fuel blended	Metric tonnes	0	0	0	0	306-2	-
<b>Total non-hazardous waste generated</b>	Metric tonnes	<b>344,912</b>	<b>348,366</b>	<b>396,619</b>	<b>339,410</b>	<b>306-2</b>	<b>-</b>
Disposal methods							
Recycled	Metric tonnes	205,165	202,805	235,905	164,935	306-2	-
Recovery for energy	Metric tonnes	117,001	119,405	127,779	143,524	306-2	-
Incinerated	Metric tonnes	23	18	10	14	306-2	-
Deep-well injected	Metric tonnes	325	232	544	194	306-2	-
Sent to landfill	Metric tonnes	14,832	17,664	21,526	21,309	306-2	-
Treatment	Metric tonnes	7,566	8,241	10,855	9,434	306-2	-
Water discharge	Metric tonnes	0	0	0	0	306-2	-
Disposed in caverns	Metric tonnes	0	0	0	0	306-2	-
Waste fuel blended	Metric tonnes	0	0	0	0	306-2	-



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<b>ENVIRONMENT</b>							
<b>WATER</b>							
Water consumption from municipal sources <sup>(w)</sup>	Million litres	1,852	1,689	1,775	1,647	303-1	-
<b>BIODIVERSITY AND LAND MANAGEMENT</b>							
Spend on site assessments and remediation	\$ million	26	42	34	34	-	-

- (a) Our Scope 1 and 2 GHG emissions are consolidated based on an operational control approach.
- (b) Our GHG Scope 1 emissions include rail and non-rail emissions. The GHG Protocol was applied. We measured carbon dioxide, methane and nitrous oxide using emission factors and global warming potentials from the Environment Canada National Inventory report and the International Panel on Climate Change Sixth Assessment reports, respectively.
- (c) 2020 Intermodal CNTL emissions were restated due to reconciliations in diesel volumes and kilometres travelled.
- (d) 2019 and 2020 data has been restated to exclude non truck diesel consumption.
- (e) 2020 emissions data has been restated to account for errors in renewable fuels recorded.
- (f) 2019 and 2020 data has been restated to include TransX non truck diesel.
- (g) Our GHG Scope 2 emissions comprise electricity emissions only. The GHG Protocol was used to calculate the Scope 2 GHG emissions, covering carbon dioxide, methane and nitrous oxide. Scope 2 emissions were calculated using a location-based method. We applied North American utility cost per MWh conversion factors and used emission factors from Environment Canada's National Inventory Report and the U.S. EPA eGRID database to convert MWh into tonnes of CO<sub>2</sub>e.
- (h) Our GHG Scope 3 emissions include emissions from fuel production (of fuel for our locomotive, trucking, marine, and On Company Service fleets), purchased goods and services, capital goods, waste generated in operations, upstream and downstream transportation and distribution. Emissions were calculated using standard emission factors multiplied by activity levels or dollars of spend. 2020 emissions were restated to reflect new emissions factors and to account for reconciliations in fuel data.
- (i) Calculations for GHG emission intensity covers Scope 1 and 2 emissions only.
- (j) Rail emission intensity is a measure of the tonnes of CO<sub>2</sub>e generated by locomotives per million gross ton miles (GTM).
- (k) The emissions intensity of the recently acquired TransX trucking fleet is reported separately to provide year-over-year comparability. The TransX truck emissions intensity reported for 2019 has been restated to account for the previously overstated kilometres travelled.
- (l) GHG emissions are total Scope 1 and 2. Gross ton miles (GTM) include rail, marine vessels and trucks.
- (m) CN has set a science-based target to reduce corporate Scope 1 and 2 emissions per million GTMs by 43% by 2030, compared to a 2019 base year.
- (n) GHG emissions are total Scope 3 fuel- and energy-related activities. GTMs include rail, marine vessels and trucks.
- (o) CN has set a science-based target to reduce corporate Scope 3 emissions from fuel- and energy-related activities per million GTMs by 40% by 2030, compared to a 2019 base year
- (p) Energy consumption relates to fuel and electricity consumed within the Company. Conversions to MWh from volumes of fuel were based on Natural Resource Canada conversion factors, and include renewable fuel volumes (biodiesel). Electricity MWh were estimated from utility invoice data using North American utility cost per MWh conversion factors.
- (q) Renewable energy consumed includes biodiesel used in our locomotives, as well as location-based low carbon electricity.
- (r) Energy includes total direct and indirect energy, covering locomotive fuel, non-locomotive fuel, electricity, natural gas, and other fuels such as propane, gasoline, kerosene, stove oil, and furnace oil. The energy is used within the organization only.
- (s) Our fuel efficiency target is 6% improvement by 2022 from 2017, in line with the Railway Association of Canada MOU with Transport Canada.
- (t) Annual fuel savings in gallons were estimated based on the fuel efficiency gain in gallons per GTM multiplied by GTMs for that year. Associated cost savings were then estimated by multiplying the fuel gallons saved by the average price of fuel for the previous year.
- (u) The calculation methodology for Criteria Air Contaminant (CAC) emissions for the locomotive fleet follows the methodology applied for the Railway Association of Canada (RAC) Locomotive Emissions Monitoring. The CAC emissions for the trucking fleet are calculated using emission factors from GREET 2021 and a US EPA report (Average In-Use Emissions from Heavy-Duty Trucks, October 2008). Emission factors from the Society of Naval Architects and Marine Engineers are used to calculate CACs for the marine fleet.
- (v) Total weight of waste generated includes our rail ties, scrap metal, locomotive lead acid batteries and day-to-day office and yard waste. Waste quantities are provided by our third-party waste disposal contractors. Where data was not available, estimations were made based on industry standards. Definitions of hazardous and non-hazardous waste are based on provincial and state regulations, which we assess on a case-by-case basis depending on the condition of the waste. Waste disposal methods and associated quantities are provided to us by our third-party waste disposal contractor.
- (w) Water consumption was estimated from utility invoices using North American average water costs per cubic metre. Given the nature of our operations, we do not consume significant quantities of water in our business.



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<b>SAFETY</b>							
<b>JOINT MANAGEMENT: WORKER HEALTH AND SAFETY (H&amp;S) COMMITTEES</b>							
Number of joint union–management H&S committees <sup>(a)</sup>	Number	79	82	88	103	403–1	–
% of workforce represented in joint union–management H&S committees <sup>(b)</sup>	%	89	90	89	89	403–1	–
<b>WORK-RELATED INJURIES</b>							
Total recordable incident rate (TRIR) <sup>(c)</sup>	Ratio	2.87	3.17	3.51	3.33	403–9	320a.1
Injury frequency rate – Federal Railroad Administration (FRA) <sup>(d)</sup>	Ratio	1.33	1.64	1.97	1.83	403–9	320a.1
Canada	Ratio	1.33	1.63	2.08	1.68	403–9	320a.1
U.S.	Ratio	1.30	1.66	1.74	2.17	403–9	320a.1
Women	Ratio	1.02	1.15	1.26	1.25	403–9	320a.1
Men	Ratio	1.36	1.69	2.05	1.90	403–9	320a.1
Lost-time injury frequency rate – FRA <sup>(e)</sup>	Ratio	0.98	1.08	1.18	1.13	403–9	320a.1
Canada	Ratio	0.87	0.96	1.07	1.11	403–9	320a.1
U.S.	Ratio	1.20	1.36	1.41	1.82	403–9	320a.1
Women	Ratio	0.73	0.73	0.70	1.03	403–9	320a.1
Men	Ratio	1.00	1.11	1.23	1.37	403–9	320a.1
<b>FATALITIES</b>							
<b>On-duty employees</b>							
Canada	Number	1	2	1	1	403–9	320a.1
U.S.	Number	0	1	0	0	403–9	320a.1
Women	Number	0	1	0	0	403–9	320a.1
Men	Number	1	2	1	1	403–9	320a.1
Fatality rate <sup>(f)</sup>	Ratio	0.00	0.01	0.00	0.00	403–9	320a.1
<b>Contract workers</b>							
Contract worker fatalities <sup>(g)</sup>	Number	0	0	0	0	403–9	320a.1
<b>TRAIN ACCIDENTS</b>							
Train-related incidents and accidents <sup>(h)</sup>	Number	515	568	949	981	–	540a.1
FRA train accidents <sup>(i)</sup>	Number	116	118	166	151	–	540a.1
FRA train accident rate <sup>(j)</sup>	Per million train miles	1.82	1.87	2.23	2.02	–	540a.1
Transportation Safety Board of Canada (TSB) train accidents	Number	208	283	310	371	–	540a.1
TSB train accident rate <sup>(k)</sup>	Per million train miles	4.66	6.34	5.92	7.01	–	540a.1
Grade crossing accidents	Number	182	177	233	187	–	540a.1
Grade crossing accident rate <sup>(l)</sup>	Per million train miles	2.85	2.80	3.51	2.66	–	540a.1
Trespassing accidents	Number	61	61	65	75	–	540a.1
Trespassing accident rate	Per million train miles	0.96	0.96	0.98	1.07	–	540a.1
Train vs. vehicle fatalities <sup>(m)</sup>	Number	13	18	23	25	–	540a.1
Train vs. vehicle injuries <sup>(n)</sup>	Number	54	71	66	73	–	540a.1

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<b>SAFETY</b>							
Train-related accidents involving the release of hazardous materials <sup>(a)</sup>	Number	1	4	3	2	-	540a.2
Non-accident releases of hazardous materials <sup>(p)</sup>	Number	45	48	57	91	-	540a.2
<b>SIGNIFICANT SPILLS</b>							
Significant spill events <sup>(q)</sup>	Number of spills	16	12	34	22	306-3	-
<b>FRA RECOMMENDATIONS</b>							
Number of FRA recommended violation defects <sup>(r)</sup>	Number	123	165	176	202	-	540a.3
<b>TRACK INSPECTIONS</b>							
Frequency of internal railway integrity inspections <sup>(s)</sup>	Ratio	1.77	1.74	1.77	1.76	-	540a.4

- (a) The joint union-management health and safety committees exist at the local level across the system.
- (b) The percentage of workforce represented in joint union-management H&S committees is based on the total number of employees.
- (c) Total recordable incident rate (TRIR) is a measure of recordable work-related injuries and illnesses. TRIR is calculated as total number of recordable cases multiplied by 200,000, divided by total employee hours worked during the reporting period. Recordable incidents include all safety-related events reported by employees. Safety statistics are based on estimated data and continue to be restated as actuals settle. The 2020 ratio has been restated to reflect the most up to date safety data.
- (d) The Federal Railroad Administration (FRA) Injury frequency rate reflects the frequency of personal injuries, multiplied by 200,000, divided by total employee hours. FRA personal injuries are limited to personal injuries that require employees to lose time away from work, modify their normal duties or obtain medical treatment beyond minor first aid. FRA personal injury employee hours are total hours worked, excluding vacation and sick time, by all employees, excluding contractors. In 2021, 85% of our reportable injuries represented: sprain or strain (41%), cut/laceration/abrasion (14%), painful body part (14%), fracture (8%) and bruise/contusion (8%). The remaining 15% is represented by over 17 different injury types.
- (e) Lost-time injury frequency rate (LTIFR) reflects an injury that results in calendar days away from work, as recommended by a physician. LTIFR is calculated as total number of injuries that result in an employee losing time away from work, multiplied by 200,000, divided by total employee-hours worked during the reporting period.
- (f) Fatality rate is a measure for work-related fatalities. The rate is calculated as total number of recordable cases multiplied by 200,000, divided by total employee hours worked during the reporting period.
- (g) Contract worker fatalities refer to incidents resulting in the death of an employee of a third-party service provider, while performing work on behalf of CN.
- (h) A train-related incident or accident refers to any event where rolling stock gets involved in either a derailment or a collision with another rolling stock. A derailment is an event where one or more wheels of rolling stock have come off the normal running surface of the rail. A collision is an event where two rolling stocks come into contact unintentionally. Safety statistics are based on estimated data and continue to be updated as actuals settle. The 2020 number has been restated to reflect the most up to date safety data.
- (i) FRA reportable train accidents refer to a subset of reported train-related incidents and include only those events involving damage exceeding a specific monetary value set by the FRA. The reporting threshold for 2018-2020 was US\$10,700 in damage and US\$11,200 in damage for 2021. Safety statistics are based on estimated data and continue to be updated as actuals settle. The 2020 number has been restated to reflect the most up to date safety data.
- (j) FRA train accident rate reflects the number of train accidents resulting in damage exceeding a specific monetary threshold (set by FRA), multiplied by 1,000,000, divided by total train miles travelled during the reporting period. Safety statistics are based on estimated data and continue to be updated as actuals settle. The 2020 ratio has been restated to reflect the most up to date safety data.
- (k) TSB train accident rate reflects the number of train accidents resulting in damage, multiplied by 1,000,000, divided by total train miles travelled during the reporting period. Safety statistics are based on estimated data and continue to be updated as actuals settle. The 2020 ratio has been restated to reflect the most up to date safety data.
- (l) Grade crossing accident rate refers to any impact between on-track railway equipment and a highway user at a highway-rail grade crossing. Highway-rail grade crossing means: (1) a location where a public highway, road, street or private roadway, including associated sidewalks, crosses one or more railway tracks at grade; or (2) a location where a pathway explicitly authorized by a public authority or a railway carrier (dedicated for the use of non-vehicular traffic, including pedestrians, bicyclists and others), not associated with a public highway, road, street or private roadway, crosses one or more railway tracks at grade. Safety statistics are based on estimated data and continue to be updated as actuals settle. The 2020 ratio has been restated to reflect the most up to date safety data.
- (m) Train vs. vehicle fatalities refers to incidents involving train and road vehicle collisions that result in a fatality.
- (n) Train vs. vehicle injuries refers to incidents involving train and vehicle collisions that result in an injury.
- (o) Train-related accidents involving the release of hazardous materials are defined as incidents involving the release of hazardous materials (U.S.) or dangerous goods (Canada) from a means of containment during transportation by train, that are required to be reported to regulatory or governmental agencies.
- (p) Non-accidental releases of hazardous materials refers to an unintentional release of hazardous materials (U.S) or dangerous goods (Canada) from a means of containment during transportation. These events do not involve a train-related accident and can result from equipment failure or improperly secured materials.
- (q) Significant spill events includes all reported incidents involving CN employees or contractors, which result in the unintentional release of hazardous materials (U.S.) or dangerous goods (Canada) or materials which may adversely impact the environment. Spills include events involving an accidental release, spill or leak, from a derailment or yard/mainline incident, or result from the failure of means of containment. Reported values are limited to significant releases where a material has been released in excess of local regulatory reporting thresholds.
- (r) Number of Recommended Violation Defects resulting from the U.S. Federal Railroad Administration (FRA) or state inspections or audits. Safety statistics are based on estimated data and continue to be updated as actuals settle. The 2020 ratio has been restated to reflect the most up to date data.
- (s) Frequency of internal railway integrity inspections is calculated as the number of weekly inspections multiplied by the miles of track on which they took place, divided by the total main track miles.

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<b>PEOPLE</b>							
<b>TOTAL EMPLOYEES</b>							
<b>Total number of full-time employees (end of year)<sup>(a)</sup></b>	Total number	<b>22,604</b>	24,381	25,975	25,720	102-7	000.E
CN employees <sup>(b)</sup>	Total number	<b>20,899</b>	22,264	23,565	24,364	102-7	-
CN employees with fixed-term contract	Total number	<b>38</b>	64	56	110	102-8	-
CN wholly owned subsidiary employees	Total number	<b>1,667</b>	2,053	2,354	1,246	102-8	-
<b>Total number of part-time employees<sup>(c)</sup></b>	Total number	<b>0</b>	0	0	0	102-8	-
<b>EMPLOYEES BY REGION AND GENDER</b>							
Canada	Total number	<b>14,851</b>	15,921	16,717	17,040	102-8	-
U.S.	Total number	<b>6,048</b>	6,343	6,848	7,324	102-8	-
Women	Total number	<b>1,710</b>	1,891	1,990	2,108	102-8	-
Men	Total number	<b>19,189</b>	20,373	21,575	22,256	102-8	-
<b>EMPLOYEES BY CONTRACT<sup>(e)</sup></b>							
<b>Permanent contract</b>	Total number	<b>20,899</b>	22,264	23,509	24,254	102-8	-
Women	Total number	<b>1,686</b>	1,863	1,968	2,053	102-8	-
Men	Total number	<b>19,175</b>	20,337	21,541	22,201	102-8	-
<b>Fixed-term contract</b>	Total number	<b>38</b>	64	56	110	102-8	-
Women	Total number	<b>24</b>	28	22	55	102-8	-
Men	Total number	<b>14</b>	36	34	55	102-8	-
<b>COLLECTIVE BARGAINING AGREEMENTS</b>							
<b>% of CN employees covered by collective bargaining agreements</b>	% of total employees	<b>80%</b>	79%	80%	80%	102-41	-
<b>NEW EMPLOYEE HIRES</b>							
<b>Application pool (via CN website)</b>	Total number	<b>136,481</b>	108,381	142,764	175,808	-	-
<b>Total new employee hires</b>	Total number	<b>2,071</b>	988	2,605	4,604	401-1	-
<b>New employee hire rate</b>	% of total employees	<b>10%</b>	4%	10%	18%	401-1	-
<b>Internal hires<sup>(d)</sup></b>	% of open positions filled by internal candidates	<b>34%</b>	50%	30%	22%	401-1	-
<b>Age group</b>							
New employee hires below 30 years old	Total number of new employee hires	<b>1,039</b>	423	1,279	2,179	401-1	-
% of new employee hires below 30 years old	% of total new employee hires	<b>50%</b>	43%	49%	47%	401-1	-
New employee hires 30-50 years old	Total number of new employee hires	<b>947</b>	490	1,208	2,201	401-1	-
% of new employee hires 30-50 years old	% of total new employee hires	<b>46%</b>	50%	46%	48%	401-1	-
New employee hires above 50 years old	Total number of new employee hires	<b>85</b>	75	118	224	401-1	-
% of new employee hires above 50 years old	% of total new employee hires	<b>4%</b>	7%	5%	5%	401-1	-

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<b>PEOPLE</b>							
<b>Gender</b>							
Women	Total number of new employee hires	238	174	237	386	401-1	-
% of new employee hires – women	% of total new employee hires	11%	18%	9%	8%	401-1	-
Men	Total number of new employee hires	1,833	814	2,368	4,218	401-1	-
% of new employee hires – men	% of total new employee hires	89%	82%	91%	92%	401-1	-
<b>Region</b>							
Canada	Total number of new employee hires	1,799	865	2,060	3,497	401-1	-
% of new employee hires in Canada	% of total new employee hires	87%	88%	79%	76%	401-1	-
U.S.	Total number of new employee hires	272	123	545	1,107	401-1	-
% of new employee hires in the U.S.	% of total new employee hires	13%	12%	21%	24%	401-1	-
<b>EMPLOYEE TURNOVER<sup>(1)</sup></b>							
<b>Total employee turnover number</b>	Total number	2,942	2,168	2,513	2,744	401-1	-
% of total employee turnover rate	% of total employees	14.1%	9.7%	10.7%	11.3%	401-1	-
<b>Total voluntary employee turnover number</b>	Total number	1,415	982	867	976	401-1	-
% of total voluntary employee turnover rate	% of total employees	6.8%	4.4%	3.7%	4.0%	401-1	-
<b>Age group</b>							
Employee turnover below 30 years old	Total number	680	453	586	630	401-1	-
% of employee turnover below 30 years old	% of total employees	3.3%	2.0%	2.5%	2.6%	401-1	-
Employee turnover 30–50 years old	Total number	1,409	971	1,097	1,102	401-1	-
% of employee turnover 30–50 years old	% of total employees	6.7%	4.4%	4.7%	4.5%	401-1	-
Employee turnover above 50 years old	Total number	853	744	830	1,012	401-1	-
% of employee turnover above 50 years old	% of total employees	4.1%	3.3%	3.5%	4.2%	401-1	-
<b>Gender</b>							
Employee turnover – women	Total number	346	257	306	320	401-1	-
% of employee turnover – women	% of total employees	1.7%	1.2%	1.3%	1.3%	401-1	-
Employee turnover – men	Total number	2,596	1,911	2,207	2,424	401-1	-
% of employee turnover – men	% of total employees	12.4%	8.6%	9.4%	9.9%	401-1	-
<b>Region</b>							
Employee turnover – Canada	Total number	2,262	1,605	1,832	2,035	401-1	-
% of employee turnover in Canada	% of total employees	10.8%	7.2%	7.8%	8.4%	401-1	-
Employee turnover – U.S.	Total number	680	563	681	709	401-1	-
% of employee turnover in the U.S.	% of total employees	3.3%	2.5%	2.9%	2.9%	401-1	-
<b>ABSENTEEISM RATES<sup>(1)</sup></b>							
Women	% of absentee hours on actual hours of service	2.56	2.02	2.93	2.53	403-2	-
Men	% of absentee hours on actual hours of service	2.38	1.66	2.08	1.84	403-2	-
Canada	% of absentee hours on actual hours of service	2.96	2.06	2.50	2.15	403-2	-
U.S.	% of absentee hours on actual hours of service	1.12	0.85	1.34	1.36	403-2	-



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<b>PEOPLE</b>							
<b>TRAINING AND EDUCATION</b>							
Total hours of training <sup>(g)</sup>	Total number of hours	912,300	554,608	1,098,282	1,881,592	-	-
<b>Average training hours</b>							
Employee	Average hours	39.9	23.3	45.6	77.2	404-1	-
Women	Average hours	23.4	15.6	28.7	41.7	404-1	-
Men	Average hours	41.5	24.0	47.2	80.3	404-1	-
Management	Average hours	16.8	11.7	22.6	33.7	404-1	-
Unionized	Average hours	46.9	26.5	52.5	88.1	404-1	-
<b>REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW</b>							
% of total management receiving reviews	% of management	100%	100%	100%	100%	404-3	-
<b>EMPLOYEE ENGAGEMENT</b>							
Management employees engagement	% of actively engaged management employees	52%	68%	76%	76%	-	-
Data coverage <sup>(h)</sup>	% of total management employees	88%	86%	84%	70%	-	-
Non-management employees engagement	% of actively engaged non-management employees	46%	48%	59%	N/A	-	-
Data coverage <sup>(h)</sup>	% of total non-management employees	43%	38%	25%	N/A	-	-
Overall employee engagement	% of actively engaged employees	49%	57%	68%	76%	-	-
Data coverage <sup>(h)</sup>	% of total employees	52%	49%	38%	70%	-	-
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>							
Women	% of total employees	8%	8%	8%	9%	405-1	-
Women in revenue-generating functions <sup>(i)</sup>	% in management positions	33%	35%	34%	31%	-	-
Women in STEM positions <sup>(j)</sup>	% women in STEM positions	21%	20%	N/A	N/A	-	-
<b>Ethnicity in the U.S.<sup>(k)</sup></b>							
Caucasian	% of total employees	78.8%	79.6%	N/A	N/A	405-1	-
Black/African American	% of total employees	13.7%	13.8%	N/A	N/A	405-1	-
Hispanic/Latino	% of total employees	4.7%	4.4%	N/A	N/A	405-1	-
Asian	% of total employees	0.6%	0.7%	N/A	N/A	405-1	-
American Indian/Alaskan Native	% of total employees	0.7%	0.6%	N/A	N/A	405-1	-
Native Hawaiian/Pacific Islander	% of total employees	0.1%	0.1%	N/A	N/A	405-1	-
Two or more ethnicities	% of total employees	1.1%	0.5%	N/A	N/A	405-1	-
Do not wish to identify	% of total employees	0.2%	0.3%	N/A	N/A	405-1	-

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<b>PEOPLE</b>							
<b>Diversity in Canada</b>							
Women	% of total employees	<b>9.6%</b>	9.9%	9.8%	10.1%	405-1	-
Indigenous Peoples <sup>(l)</sup>	% of total employees	<b>5.6%</b>	4.7%	4.7%	4.7%	405-1	-
Persons with disabilities <sup>(m)</sup>	% of total employees	<b>5.0%</b>	1.7%	1.7%	1.5%	405-1	-
Visible minorities <sup>(n)</sup>	% of total employees	<b>14.7%</b>	12.7%	12.0%	11.1%	405-1	-
<b>Diversity in the U.S.</b>							
Women	% of total employees	<b>4.8%</b>	5.0%	5.4%	5.5%	405-1	-
Persons with disabilities <sup>(m)</sup>	% of total employees	<b>2.2%</b>	0.4%	0.4%	0.2%	405-1	-
Visible minorities <sup>(n)</sup>	% of total employees	<b>21.0%</b>	20.1%	19.8%	19.8%	405-1	-
<b>Age group</b>							
% over 50 years old	% of total employees	<b>23%</b>	23%	20%	23%	405-1	-
% 30-50 years old	% of total employees	<b>61%</b>	60%	60%	59%	405-1	-
% below 30 years old	% of total employees	<b>16%</b>	17%	19%	18%	405-1	-
<b>Governance bodies</b>							
Board of Directors	Total number	<b>11</b>	14	13	13	405-1	-
% of women	% of total Board	<b>45%</b>	43%	38%	38%	405-1	-
% over 50 years old	% of total Board	<b>100%</b>	93%	92%	92%	405-1	-
<b>Employee categories</b>							
C-suite	Total number of C-suite	<b>8</b>	7	6	N/A	405-1	-
% of women	% of C-suite	<b>38%</b>	29%	33%	N/A	405-1	-
Executive committee <sup>(o)</sup>	Total number of executive committee	<b>35</b>	33	30	N/A	405-1	-
% of women	% of executive committee	<b>17%</b>	18%	20%	N/A	405-1	-
Senior management	Total number of senior management	<b>173</b>	189	193	202	405-1	-
% of women	% of senior management	<b>22%</b>	21%	19%	13%	405-1	-
% over 50 years old	% of senior management	<b>51%</b>	50%	48%	55%	405-1	-
% 30-50 years old	% of senior management	<b>49%</b>	50%	52%	45%	405-1	-
Management	Total number of management	<b>3,939</b>	4,411	4,456	4,654	405-1	-
% of women	% of management	<b>23%</b>	23%	23%	23%	405-1	-
% over 50 years old	% of management	<b>26%</b>	27%	23%	26%	405-1	-
% 30-50 years old	% of management	<b>66%</b>	65%	68%	66%	405-1	-
% below 30 years old	% of management	<b>8%</b>	9%	10%	8%	405-1	-
Junior management <sup>(p)</sup>	Total number of junior management	<b>2,715</b>	3,200	3,277	3,489	405-1	-
% of women	% of junior management	<b>22%</b>	22%	22%	22%	405-1	-

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<b>PEOPLE</b>							
Non-management	Total number of non-management	<b>16,788</b>	17,664	18,916	19,508	405-1	-
% of women	% of non-management	<b>5%</b>	5%	5%	5%	405-1	-
% over 50 years old	% of non-management	<b>22%</b>	21%	19%	22%	405-1	-
% 30-50 years old	% of non-management	<b>60%</b>	59%	58%	58%	405-1	-
% below 30 years old	% of non-management	<b>18%</b>	19%	22%	20%	405-1	-
<b>EQUAL REMUNERATION FOR WOMEN AND MEN<sup>(a)</sup></b>							
Senior management	Ratio of women to men	<b>1.0</b>	1.1	1.0	0.9	405-2	-
Management	Ratio of women to men	<b>1.0</b>	1.0	1.0	1.0	405-2	-
Non-management	Ratio of women to men	<b>1.0</b>	1.0	0.9	1.0	405-2	-

(a) The total number of employees (year-end) for each year is from the CN Annual Report of the equivalent year.

(b) The breakdown of employee data covers CN employees only. The breakdown of employee data is not available for employees with fixed-term contracts or for CN wholly owned subsidiaries.

(c) As defined by national laws.

(d) Internal hires is defined as an existing employee moving to a new position, including all promotions and lateral moves within the Company during the reporting year.

(e) Employee turnover is the number of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service.

(f) The absenteeism rate is the number of casual actual absentee hours of our unionized employees expressed as a percentage of the actual number of hours an employee was available to work during a given year (hours of service). Hours of service are reduced for any prolonged absences, lost time days, etc. The absenteeism rate does not include any known prolonged absences (i.e. sick leave, extended injury leaves) or absences related to holidays, study, maternity or paternity leave, and compassionate leave.

(g) The decrease of training hours in 2020 was due to lower levels of hiring, workforce reductions and lower levels of attendance at the on-campus trainings, caused by the ongoing effects of the COVID-19 pandemic.

(h) The data coverage refers to the percentage of employees who participated in the employee engagement survey out of the total number of employees. Since 2019, both our management and non-management employees participate in the survey, whereas in prior years only our management employees participated in the survey.

(i) Women in management positions in revenue-generating functions as a % of all such managers.

(j) Women in Science, Technology, Engineering or Mathematics (STEM) positions includes women in management and non-management positions in Information Services, Innovation and Business Transformation, Finance and Risk and Operations Systems teams that have roles that required a background and/or education in STEM as a percentage of all such positions. 2020 data was restated to reflect a change in methodology that more accurately identifies jobs related to the disciplines that make up STEM.

(k) The ethnicity percentages are calculated based on the total employees in the U.S. In 2020 and 2021, 100% of employees in the U.S. responded to the self-identification questionnaire.

(l) Indigenous Peoples is defined as all First Nations, Inuit and Métis. These metrics are not tracked in the U.S.

(m) Persons with disabilities define individuals who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who (a) consider themselves to be disadvantaged in employment by reason of that impairment, or (b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

(n) Visible minorities define persons, other than Indigenous Peoples, who are non-Caucasian in race or non-white in colour. Categories in the visible minorities variable include South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean, Japanese, visible minorities not included elsewhere, multiple visible minorities and not a visible minority.

(o) The executive committee refers to positions with a reporting line two levels away from the CEO.

(p) Junior management refers to positions as first-line managers and junior managers.

(q) The ratio is based on basic salary in North America. Significant location represents our operations in Canada and the U.S.

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Data	Measurement	2021	2020	2019	2018	GRI	SASB
<b>COMMUNITY AND ECONOMY</b>							
<b>ECONOMIC PERFORMANCE</b>							
<b>Direct economic value generated (revenues)</b>	\$ million	<b>14,477</b>	13,819	14,917	14,321	201-1	-
<b>Economic value distributed</b>	\$ million	<b>11,375</b>	11,041	11,704	10,950	201-1	-
Operating costs	\$ million	<b>8,861</b>	9,042	9,324	8,828	201-1	-
Labour and fringe benefits	\$ million	<b>2,879</b>	2,723	2,922	2,860	201-1	-
Purchased services, materials and fuel	\$ million	<b>3,595</b>	3,304	3,904	3,703	201-1	-
Other <sup>(a)</sup>	\$ million	<b>2,387</b>	3,015	2,498	2,265	201-1	-
Payments to providers of capital – dividends	\$ million	<b>1,740</b>	1,634	1,544	1,333	201-1	-
Payments to governments	\$ million	<b>759</b>	353	822	776	201-1	-
Payments to Canadian tax authorities	\$ million	<b>598</b>	510	794	831	201-1	-
Payments to U.S. tax authorities	\$ million	<b>162</b>	(157)	28	(55)	201-1	-
Community investment <sup>(b)</sup>	\$ million	<b>14.6</b>	11.7	14.0	12.9	201-1	-
<b>Economic value retained</b>	\$ million	<b>3,102</b>	2,778	3,213	3,371	201-1	-
<b>Cost of employee volunteering during paid work hours<sup>(c)</sup></b>	\$ million	<b>0.28</b>	0.20	0.27	0.28	-	-
<b>Cost of management overheads for community investment programs<sup>(d)</sup></b>	\$ million	<b>0.46</b>	0.56	0.84	1.05	-	-
<b>Critical suppliers<sup>(e)</sup></b>	Number	<b>46</b>	76	59	59	-	-
<b>Critical suppliers screened on environmental, social and governance issues<sup>(f)</sup></b>	%	<b>17%</b>	24%	39%	69%	308-1	414-1

(a) Other expenses include depreciation and amortization, equipment rents, and casualty and other.

(b) Community investment includes sponsorships, donations and activation fees as well as contributions through the CN Railroaders in the Community program.

(c) The calculated cost includes employee volunteer time during paid working hours for the following programs: Employee and Family Assistance Program and CN Wellness Champion. The 2019 data has been restated to reflect new information.

(d) The calculated cost of management overheads for community investment programs includes salaries and benefits. The 2019 data has been restated to reflect new information.

(e) Critical supplier is defined as critical component supplier, non-substitutable supplier, or supplier with greater than \$10M of spending per year.

(f) The percentage represents the number of our critical suppliers that have been screened on environmental, social and governance issues. It includes new suppliers that fall into the critical supplier category.



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GRI 103: Management Approach

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The following Global Reporting Initiative Index has been developed in accordance with the GRI Standards: Core option. The Index provides references to relevant information presented in the 2020 Sustainability Report, as well as other corporate disclosures such as the Annual Report to Shareholders and other regulatory or voluntary reports.

GRI Disclosure		Response / Location, Page and URL
<b>GRI 101: FOUNDATION</b>		Does not include any disclosures.
<b>GRI 102: GENERAL DISCLOSURES</b>		
<b>ORGANIZATIONAL PROFILE</b>		
102-1	Name of the organization	<a href="#">2020 Sustainability Report</a> , p. 73
102-2	Activities, brands, products, and services	<a href="#">2020 Sustainability Report</a> , p. 4
102-3	Location of headquarters	<a href="#">2020 Sustainability Report</a> , p. 73
102-4	Location of operations	<a href="#">2020 Sustainability Report</a> , p. 4 <a href="#">2020 Investor Fact Book Update</a> , Operations, pp. 2-3
102-5	Ownership and legal form	<a href="#">2020 Sustainability Report</a> , p. 73
102-6	Markets served	<a href="#">2020 Sustainability Report</a> , p. 4 <a href="#">2020 Investor Fact Book Update</a> , Markets, pp. 6-14
102-7	Scale of the organization	<a href="#">2020 Sustainability Report</a> , p. 4 <a href="#">2020 Investor Fact Book Update</a> , Our Strengths and Competitive Advantages, pp. 2-3
102-8	Information on employees and other workers	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 10
102-9	Supply chain	<a href="#">2020 Sustainability Report</a> , p. 4; <a href="#">2020 Investor Fact Book Update</a> , p. 6
102-10	Significant changes to the organization and its supply chain	<a href="#">2021 Annual Information Form</a> , General Development of the Business, pp. 2-14
102-11	Precautionary principle or approach	<a href="#">2022 Management Information Circular</a> , Risk Management Oversight, p. 32
102-12	External initiatives	<a href="#">2020 Sustainability Report</a> , p. 56
102-13	Membership of associations	<a href="#">2020 Sustainability Report</a> , Awards and Recognitions, p. 2 <a href="#">2021 CDP Response</a> , p. 53
<b>STRATEGY</b>		
102-14	Statement from senior decision maker	<a href="#">2020 Sustainability Report</a> , pp. 1, 3
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards and norms of behaviour	<a href="#">2020 Sustainability Report</a> , pp. 63-65
102-17	Mechanisms for advice and concerns about ethics	<a href="#">2020 Sustainability Report</a> , p. 65
<b>GOVERNANCE</b>		
102-18	Governance structure	<a href="#">2020 Sustainability Report</a> , pp. 18, 63-64
102-19	Delegating authority	<a href="#">2020 Sustainability Report</a> , pp. 18, 63-64
102-20	Executive-level responsibility for economic, environmental and social topics	<a href="#">2020 Sustainability Report</a> , pp. 18, 63-64
102-21	Consulting stakeholders on economic, environmental and social topics	<a href="#">2020 Sustainability Report</a> , pp. 51, 53, 55-58

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GRI Disclosure		Response / Location, Page and URL
102-22	Composition of the highest governance body and its committees	<a href="#">2020 Sustainability Report</a> , p. 63 <a href="#">2022 Management Information Circular</a> , pp. 30-31
102-23	Chair of the highest governance body	<a href="#">2022 Management Information Circular</a> , p. 30
102-24	Nominating and selecting the highest governance body	<a href="#">2022 Management Information Circular</a> , pp. 32-38
102-25	Conflicts of interest	<a href="#">2022 Management Information Circular</a> , Common Directorships, p. 37
102-28	Evaluating the highest governance body's performance	<a href="#">2022 Management Information Circular</a> , Board Performance Assessment Process, p. 38
102-30	Effectiveness of risk management processes	<a href="#">2022 Management Information Circular</a> , Risk Management Oversight, p. 32
102-33	Communicating critical concerns	<a href="#">2020 Sustainability Report</a> , pp. 58, 65; <a href="#">CN Code of Conduct</a> , pp. 79-83
102-35	Remuneration policies	<a href="#">2022 Management Information Circular</a> , Board of Directors Compensation, pp. 24-27 and Statement of Executive Compensation, pp. 45-47; <a href="#">2020 Sustainability Report</a> , p. 64
102-36	Process for determining remuneration	<a href="#">2022 Management Information Circular</a> , Board of Directors Compensation, pp. 24-27 and Statement of Executive Compensation, pp. 45-47
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	<a href="#">2020 Sustainability Report</a> , p. 56
102-41	Collective bargaining agreements	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 9
102-42	Identifying and selecting stakeholders	<a href="#">2020 Sustainability Report</a> , pp. 56, 72
102-43	Approach to stakeholder engagement	<a href="#">2020 Sustainability Report</a> , pp. 56, 72
102-44	Key topics and concerns raised	<a href="#">2021 CN in Your Community</a> , p. 63
REPORTING PRACTICE		
102-45	Entities included in the consolidated financial statements	<a href="#">2021 Annual Information Form</a> , Subsidiaries, p. 2
102-46	Defining report content and topic boundaries	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1; <a href="#">2020 Sustainability Report</a> , p. 71
102-47	List of material topics	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 2; <a href="#">2020 Sustainability Report</a> , p. 72
102-48	Restatements of information	There are no material restatements within the report.
102-49	Changes in reporting	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1; <a href="#">2020 Sustainability Report</a> , p. 71
102-50	Reporting period	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1; <a href="#">2020 Sustainability Report</a> , p. 71
102-51	Date of most recent report	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1; <a href="#">2020 Sustainability Report</a> , p. 71
102-52	Reporting cycle	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1; <a href="#">2020 Sustainability Report</a> , p. 71
102-53	Contact point for questions regarding the report	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1; <a href="#">2020 Sustainability Report</a> , p. 73
102-54	Claims of reporting in accordance with the GRI Standards	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1
102-55	GRI content index	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , pp. 16-19
102-56	External assurance	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 1
GRI 103: MANAGEMENT APPROACH 2016		
103-1	Explanation of the material topic and its boundary	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 2
103-2	The management approach and its components	<a href="#">2020 Sustainability Report</a> , pp. 15, 33, 43, 51, 63
103-3	Evaluation of the management approach	<a href="#">2020 Sustainability Report</a> , pp. 15, 33, 43, 51, 63

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GRI Disclosure		Response / Location, Page and URL
<b>GRI 200: ECONOMIC STANDARD SERIES 2016</b>		
<b>ECONOMIC PERFORMANCE</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 51, 53–54, 59
201–1	Direct economic value generated and distributed	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 14
201–2	Financial implications and other risks and opportunities due to climate change	<a href="#">2021 CDP Response</a> , Risks and Opportunities, pp. 8–16
201–3	Defined benefit plan obligations and other retirement plans	<a href="#">2021 Annual Report</a> , Pensions and Other Postretirement Benefits, pp. 96–103
201–4	Financial assistance received from government	CN does not obtain financial assistance from governments.
<b>PROCUREMENT PRACTICES</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 51, 53–55, 59, 65–66
204–1	Proportion of spending on local suppliers	<a href="#">2020 Sustainability Report</a> , pp. 4, 54
<b>GRI 300: ENVIRONMENTAL STANDARD SERIES 2016</b>		
<b>ENERGY</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 15–19
302–1	Energy consumption within the organization	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4
302–3	Energy intensity	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4
<b>BIODIVERSITY</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 15, 24
304–2	Significant impacts of activities, products, and services on biodiversity	<a href="#">2020 Sustainability Report</a> , pp. 24–27
<b>EMISSIONS</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 15–21
305–1	Direct (Scope 1) GHG emissions	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4
305–2	Energy indirect (Scope 2) GHG emissions	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4
305–3	Other indirect (Scope 3) GHG emissions	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4
305–4	GHG emission intensity	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4
305–7	Nitrous oxides (NOX), sulphur oxides (SOX) and other significant air emissions	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 5
<b>EFFLUENTS AND WASTE</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 15, 28–30
306–2	Waste by type and disposal method	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 5
<b>SUPPLIER ENVIRONMENTAL ASSESSMENTS</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 15, 28
308–1	New suppliers screened using environmental criteria	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 14

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GRI Disclosure		Response / Location, Page and URL
<b>GRI 400: SOCIAL STANDARD SERIES 2016</b>		
<b>EMPLOYMENT</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , p. 43
401-1	New employee hires and employee turnover	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , pp. 9-10
<b>LABOUR-MANAGEMENT RELATIONS</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 43, 49
402-1	Minimum notice periods regarding operational changes	In compliance with laws and regulations.
<b>OCCUPATIONAL HEALTH AND SAFETY</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 33-34
403-1	Workers' representation in formal joint management-worker health and safety committees	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 7
403-2	Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 7
<b>TRAINING AND EDUCATION</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 43-45
404-1	Average hours of training per year per employee	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 11
404-2	Programs for upgrading employee skills and transition assistance program	<a href="#">2020 Sustainability Report</a> , pp. 43, 46-48
404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 11
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 43, 46-48
405-1	Diversity of governance bodies and employees	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , pp. 11-12
405-2	Ratio of basic salary and remuneration of women to men	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 13
<b>SUPPLIER SOCIAL ASSESSMENT</b>		
103	Management approach	<a href="#">2020 Sustainability Report</a> , pp. 63-66
414-1	New suppliers screened using social criteria	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 14
<b>PUBLIC POLICY</b>		
103	Management approach	<a href="#">CN Website</a> , Political Contributions and Activities
415-1	Political contributions	<a href="#">CN Website</a> , Political Contributions and Activities

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The following Sustainability Accounting Standards Board (SASB) Index has been developed in accordance with the Rail Transportation Segment (TR-RA). The Index provides references to relevant information presented in the 2021 Data Supplement / GRI and SASB Index and other regulatory or voluntary reports.

SASB Disclosure		Response / Location, Page and URL
<b>DISCLOSURE TOPICS AND ACCOUNTING METRICS</b>		
<b>GREENHOUSE GAS EMISSIONS</b>		
110a.1	Gross global Scope 1 emissions	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 5
110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	<a href="#">2020 Sustainability Report</a> , pp. 15–22; <a href="#">2022 Management Information Circular</a> , pp. 42–44
110a.3	Total fuel consumed, percentage renewable	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , pp. 5–6 <a href="#">2021 CDP Response</a> , p. 44
<b>AIR QUALITY</b>		
120a.1	Air emissions of (1) NOX (excluding N2O) and (2) particulate matter (PM10)	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 6
<b>EMPLOYEE HEALTH AND SAFETY</b>		
320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 8 <a href="#">2020 Sustainability Report</a> , p. 33
<b>COMPETITIVE BEHAVIOUR</b>		
520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	CN was not subject to monetary losses as a result of legal proceedings associated with anticompetitive behaviour regulations in the years 2018 to 2021.
<b>ACCIDENT AND SAFETY MANAGEMENT</b>		
540a.1	Number of accidents and incidents	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 8
540a.2	Number of (1) accident releases and (2) non-accident releases (NARs)	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 9
540a.3	Number of Federal Railroad Administration (FRA) Recommended Violation Defects	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 9
540a.4	Frequency of internal railway integrity inspections	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 9; <a href="#">2020 Sustainability Report</a> , pp. 39–41
<b>ACTIVITY METRICS</b>		
000.A	Number of carloads transported	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4; <a href="#">2021 Annual Report</a> , p. 1
000.B	Number of intermodal units transported	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4; <a href="#">2021 Annual Report</a> , p. 1
000.C	Track miles	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4; <a href="#">2021 Annual Report</a> , p. 1
000.D	Revenue ton miles (RTM)	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4; <a href="#">2021 Annual Report</a> , p. 1
000.E	Number of employees	<a href="#">2021 Data Supplement / GRI and SASB Index</a> , p. 4; <a href="#">2021 Annual Report</a> , p. 1

**PICTURED (COVER):**  
Chippewa River, Murry, WI  
Photo by CN Employee, Jacob Robinson



# Our Sustainability Commitment

Delivering Responsibly is at the heart of how CN is building for a sustainable future. It means moving our customers' goods safely and efficiently, in an environmentally responsible manner, attracting, developing and retaining diverse talent, helping build safer, stronger communities, while adhering to the highest ethical standards. Five principles anchor our commitment:

## ENVIRONMENT

Conduct our operations with minimal environmental impact, while providing cleaner, more sustainable transportation services to our customers.

## SAFETY

Be the safest railroad in North America by establishing an uncompromising safety culture and implementing a management system designed to minimize risk and drive continuous improvement.

## PEOPLE

Provide a safe, supportive and diverse work environment where our employees can grow to their full potential and be recognized for their contributions to our success.

## COMMUNITY

Build safer, stronger communities by investing in community development, creating positive socio-economic benefits and ensuring open lines of communication.

## GOVERNANCE

Continuously improve our culture of integrity and ethical business, building trust and confidence with all our stakeholders.



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