



2020 Data Supplement

DELIVERING RESPONSIBLY



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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

The scope of information covered in this supplement relates to our operations in Canada and the U.S., in the 2017 to 2020 calendar years, unless otherwise noted. We issue our full Delivering Responsibly Sustainability Report on a biennial basis. This year we will be issuing our eighth report. All reports can be accessed at www.cn.ca/delivering-responsibly.

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.

We also 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 www.cn.ca/delivering-responsibly.

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.



Sustainability Report



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TCFD Report



CDP Response

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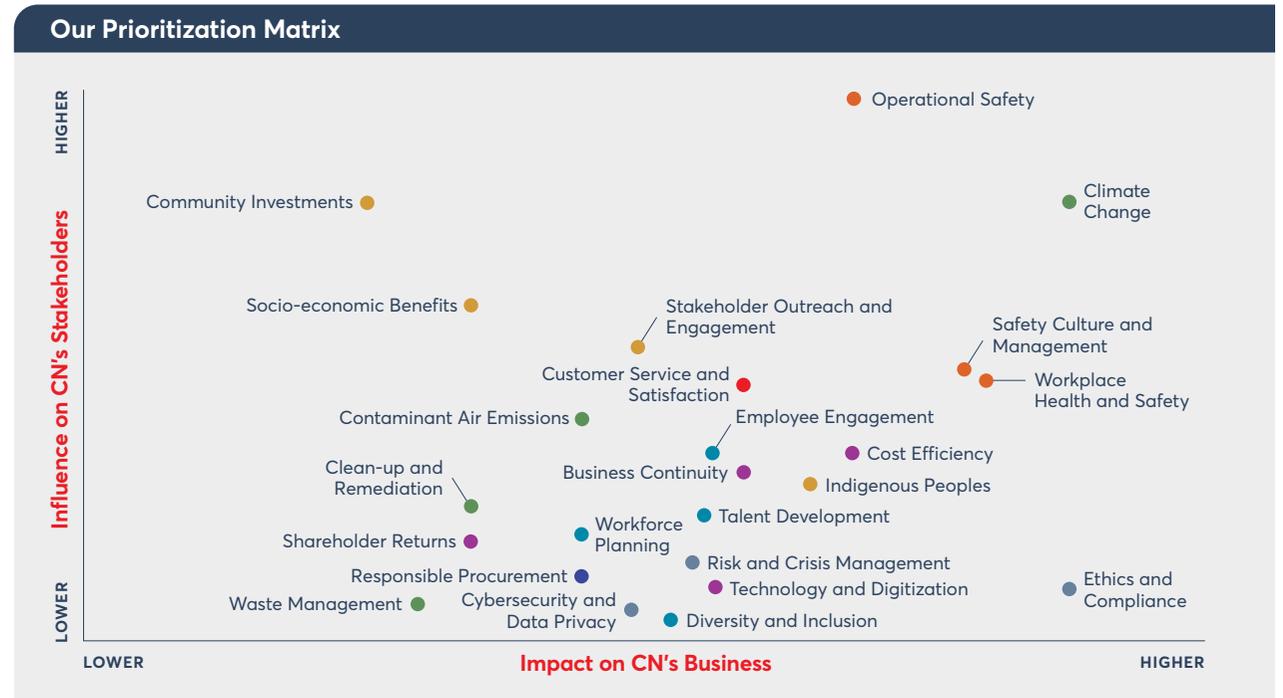
Identifying our Material Topics

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, Aboriginal 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 which will be publicly available in 2021.

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



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The following data covered in this report applies to CN and its subsidiaries. CN subsidiaries are listed in the 2020 Annual Information Form on page 3.

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Data	Measurement	2020	2019	2018	2017	GRI	SASB
ABOUT CN							
ACTIVITY MEASURES							
Carloads transported	Number (thousands)	5,595	5,912	5,976	5,737	201-1	000.A
Intermodal units transported ^(a)	Number (thousands)	2,582	2,618	2,634	2,514	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) ^(b)	Million	230,390	241,954	248,383	237,098	201-1	000.D
Gross ton miles (GTM) ^(c)	Million	455,368	482,890	490,414	469,200	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 lines. The tare weight of the car 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

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.

2020 HIGHLIGHTS

>300M

TONS OF CARGO MOVED

\$13.8B

REVENUES

\$2.9B

CAPITAL INVESTMENTS

24,381

EMPLOYEES
(end of period)

19,500

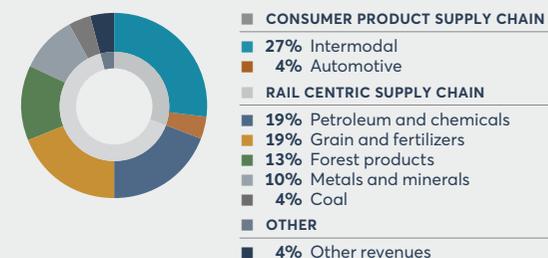
ROUTE MILES

9

PORTS SERVED

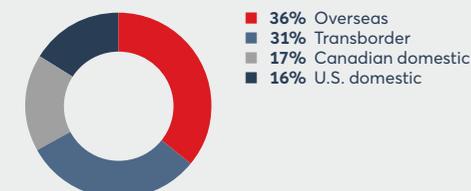
2020 REVENUES BY COMMODITY GROUP

(% of total revenues)



2020 REVENUES BY GEOGRAPHIC FLOW

(% of freight revenues)



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ENVIRONMENT							
EMISSIONS							
Total GHG emissions (Scopes 1 and 2)^{(a) (b) (c)}	Metric tonnes of CO ₂ e	5,397,665	5,936,535	5,965,175	5,671,982	–	–
Direct GHG emissions (Scope 1) ^(b)	Metric tonnes of CO ₂ e	5,234,302	5,771,894	5,776,183	5,499,641	305–1	110a.1
Rail locomotives ^(d)	Metric tonnes of CO ₂ e	4,475,588	4,962,923	5,095,382	4,865,352	305–1	110a.1
Intermodal CNTL trucks	Metric tonnes of CO ₂ e	126,361	140,760	149,620	149,669	305–1	110a.1
Intermodal TransX trucks	Metric tonnes of CO ₂ e	155,152	132,518	N/A	N/A	305–1	110a.1
Marine vessel fleet	Metric tonnes of CO ₂ e	155,596	191,557	192,860	187,093	305–1	110a.1
On Company Service fleet	Metric tonnes of CO ₂ e	73,211	95,552	95,664	90,211	305–1	110a.1
Intermodal equipment	Metric tonnes of CO ₂ e	69,344	60,834	62,323	57,185	305–1	110a.1
Miscellaneous fuel emissions	Metric tonnes of CO ₂ e	179,052	187,749	180,334	150,130	305–1	110a.1
Indirect GHG emissions (Scope 2) ^{(c) (e)}	Metric tonnes of CO ₂ e	163,363	164,641	188,992	172,341	305–2	–
Other indirect GHG emissions (Scope 3)^(f)	Metric tonnes of CO ₂ e	2,304,935	2,778,723	2,488,659	2,768,395	305–3	–
GHG emission intensity^(g)							
Total GHG emissions (by rail freight revenue)	Metric tonnes of CO ₂ e per thousand dollars of rail freight revenue	0.41	0.42	0.44	0.46	305–4	–
Total GHG emissions (by employee)	Metric tonnes of CO ₂ e per full-time employee	227	222	235	246	305–4	–
Impact of service							
Rail emission intensity ^(h)	Metric tonnes of CO ₂ e per million GTMs	9.83	10.28	10.39	10.37	–	110a.1
CNTL truck emission intensity	Metric tonnes of CO ₂ e per thousand kilometres travelled	1.14	1.21	1.21	1.23	–	110a.1
TransX truck emission intensity ⁽ⁱ⁾	Metric tonnes of CO ₂ e per thousand kilometres travelled	0.82	1.31	N/A	N/A	–	110a.1
Marine vessel emission intensity	Metric tonnes of CO ₂ e per million net ton miles	16.43	16.63	16.20	16.37	–	110a.1
Target							
Measure (GHG emission intensity) ^(j)	Metric tonnes of CO ₂ e per million GTMs	11.24	11.61	N/A	N/A	–	110a.2
GHG science-based target progress ^(k)	% of progress towards target	7.4%	N/A	N/A	N/A	–	110a.2
ENERGY							
Total direct and indirect energy consumed within the organization^{(c) (m) (l)}	Megawatt hours	20,177,551	22,164,802	22,149,870	20,972,206	302–1	–
Total direct energy consumed ^{(c) (m)}	Megawatt hours	19,620,400	21,597,440	21,558,096	20,427,005	302–1	–
Diesel (used for locomotives) ^(m)	Megawatt hours	16,317,548	18,179,235	18,637,602	17,754,169	302–1	110a.3
Diesel (other)	Megawatt hours	2,279,991	2,346,748	1,858,793	1,796,043	302–1	110a.3
Natural gas	Megawatt hours	701,688	709,613	702,780	532,195	302–1	110a.3
Other fuels (propane, gasoline, kerosene, stove oil, furnace oil)	Megawatt hours	321,173	361,845	358,920	344,599	302–1	110a.3
Total indirect energy consumed – electricity ^(c)	Megawatt hours	557,151	567,362	591,775	545,201	302–1	–
Total renewable energy consumed^{(c) (n)}	Megawatt hours	435,954	468,759	444,660	466,293	302–1	110a.3
Total non-renewable energy consumed^{(c) (m)}	Megawatt hours	19,741,598	21,696,043	21,705,210	20,505,914	302–1	–
Energy intensity^(o)	Megawatt hours per million CDN dollars of rail freight revenue	1.53	1.56	1.63	1.71	302–3	110a.3

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OUR SUSTAINABILITY COMMITMENT

Data	Measurement	2020	2019	2018	2017	GRI	SASB
ENVIRONMENT							
Fuel efficiency ^(p)	GTMs per U.S. gallon of fuel consumed	1,118	1,070	1,060	1,063	302-3	-
Fuel efficiency savings ^(q)	\$ million	59	14	0	1	-	-
NO_x, SO_x, AND OTHER SIGNIFICANT EMISSIONS IN CANADA^(r)							
Nitrous oxide (NO _x)	Kilotonnes	36.81	41.53	43.10	40.51	305-7	120a.1
Sulphur dioxide (SO _x)	Kilotonnes	0.03	0.03	0.03	0.03	305-7	120a.1
Particulate matter	Kilotonnes	0.74	0.84	0.87	0.82	305-7	120a.1
Hydrocarbons	Kilotonnes	1.47	1.66	1.74	1.66	305-7	120a.1
Carbon monoxide	Kilotonnes	8.13	8.84	8.89	8.50	305-7	120a.1
NO_x, SO_x, AND OTHER SIGNIFICANT EMISSIONS IN THE U.S.^(r)							
Nitrous oxide (NO _x)	Kilotonnes	15.45	18.84	19.47	17.72	305-7	120a.1
Sulphur dioxide (SO _x)	Kilotonnes	0.69	0.84	0.77	0.42	305-7	120a.1
Particulate matter	Kilotonnes	0.34	0.42	0.43	0.37	305-7	120a.1
Hydrocarbons	Kilotonnes	0.64	0.78	0.82	0.75	305-7	120a.1
Carbon monoxide	Kilotonnes	3.10	3.71	3.77	3.53	305-7	120a.1
EFFLUENTS AND WASTE							
Total weight of waste generated ^(s)	Metric tonnes	348,970	397,406	340,291	313,251	306-2	-
Total hazardous waste generated	Metric tonnes	604	787	881	789	306-2	-
Disposal methods ^(t)							
Recycled	Metric tonnes	563	698	830	725	306-2	-
Recovery for energy	Metric tonnes	14	35	9	23	306-2	-
Incinerated	Metric tonnes	5	24	8	19	306-2	-
Deep-well injected	Metric tonnes	0	0	0	0	306-2	-
Sent to landfill	Metric tonnes	15	28	31	20	306-2	-
Treatment	Metric tonnes	7	2	3	2	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	-
Total non-hazardous waste generated	Metric tonnes	348,366	396,619	339,410	312,462	306-2	-
Disposal methods ^(t)							
Recycled	Metric tonnes	202,805	235,905	164,935	135,008	306-2	-
Recovery for energy	Metric tonnes	119,405	127,779	143,524	141,552	306-2	-
Incinerated	Metric tonnes	18	10	14	25	306-2	-
Deep-well injected	Metric tonnes	232	544	194	279	306-2	-
Sent to landfill	Metric tonnes	17,664	21,526	21,309	26,855	306-2	-
Treatment	Metric tonnes	8,241	10,855	9,434	8,743	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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ENVIRONMENT							
WATER							
Water consumption from municipal sources ^(u)	Million litres	1,689	1,775	1,647	1,659	303-1	-
BIODIVERSITY AND LAND MANAGEMENT							
Spend on site assessments and remediation	\$ million	42	34	34	23	-	-

(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 Fifth Assessment reports, respectively.

(c) The 2019 data for indirect GHG emissions and energy consumption has been restated to account for previously omitted electricity consumed at TransX facilities.

(d) Rail locomotives emissions decreased 9.8% from 2019 due to a decrease in locomotive diesel consumption. Less locomotive diesel was consumed as a result of higher rail fuel efficiency and less GTMs travelled in 2020.

(e) 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 CO₂e.

(f) Our GHG Scope 3 emissions include emissions from fuel production, purchased goods and services, capital goods, waste generated in operations and upstream transportation and distribution. Emissions were calculated using standard emission factors multiplied by activity levels or dollars of spend. The 2019 data has been restated to account for emissions from the production of fuel for our trucking, marine, and On Company Service fleets, and of Other Track Material (OTM).

(g) Calculations for GHG emission intensity covers Scope 1 and 2 emissions only.

(h) Rail emission intensity is a measure of the tonnes of CO₂e generated by locomotives per million gross ton miles (GTM).

(i) 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.

(j) GHG emissions are total Scope 1 and 2. Gross ton miles (GTM) include rail, marine vessels and trucks.

(k) 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. In 2020, CN completed Year 1 of the 10-year target.

(l) 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.

(m) The 2019 data for direct and indirect energy consumed for the use of locomotive diesel has been restated to account for the energy saved through the use of biomass-based diesel.

(n) Renewable energy consumed includes biodiesel used in our locomotives, as well as location-based low carbon electricity.

(o) 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.

(p) Fuel consumed is locomotive diesel fuel only. Our fuel efficiency target is 6% improvement by 2022 from 2017, in line with the Railway Association of Canada MOU with Transport Canada.

(q) 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. Data for 2017, 2018, and 2019 has been restated using the revised approach.

(r) The calculation methodology for Criteria Air Contaminant (CAC) emissions was revised. The new approach follows the methodology applied for the RAC Locomotive Emissions Monitoring for the locomotive fleet, uses Smartway emissions factors for the trucking fleet; and emission factors from the Society of Naval Architects and Marine Engineers for the marine fleet. Data for 2017, 2018, and 2019 has been restated using the revised approach.

(s) 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.

(t) Waste disposal methods and associated quantities are provided to us by our third-party waste disposal contractor.

(u) 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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SAFETY							
JOINT MANAGEMENT: WORKER HEALTH AND SAFETY (H&S) COMMITTEES							
Number of joint union–management H&S committees ^(a)	Number	82	88	103	103	403–1	–
% of workforce represented in joint union–management H&S committees ^(b)	%	90	89	89	89	403–1	–
WORK-RELATED INJURIES^(c)							
Total recordable incident rate (TRIR) ^(d)	Ratio	3.23	3.51	3.33	3.28	403–9	320a.1
Injury frequency rate – Federal Railroad Administration (FRA)	Ratio	1.69	1.98	1.83	1.83	403–9	320a.1
Canada	Ratio	1.68	2.08	1.68	1.61	403–9	320a.1
U.S.	Ratio	1.69	1.74	2.17	2.30	403–9	320a.1
Women	Ratio	1.19	1.38	1.25	0.57	403–9	320a.1
Men	Ratio	1.73	2.03	1.90	1.96	403–9	320a.1
Lost-time injury frequency rate – FRA	Ratio	1.11	1.18	1.13	1.35	403–9	320a.1
Canada	Ratio	0.99	1.07	1.11	1.06	403–9	320a.1
U.S.	Ratio	1.38	1.41	1.82	1.99	403–9	320a.1
Women	Ratio	0.76	0.76	1.03	0.43	403–9	320a.1
Men	Ratio	1.14	1.22	1.37	1.44	403–9	320a.1
FATALITIES							
On-duty employees							
Canada	Number	2	1	1	1	403–9	320a.1
U.S.	Number	1	0	0	1	403–9	320a.1
Women	Number	1	0	0	1	403–9	320a.1
Men	Number	2	1	1	1	403–9	320a.1
Fatality rate ^(e)	Ratio	0.01	0.00	0.00	0.01	403–9	320a.1
Contract workers							
Contract worker fatalities ^(f)	Number	0	0	0	0	403–9	320a.1
TRAIN ACCIDENTS							
Train-related incidents and accidents ^(g)	Number	564	949	981	820	–	540a.1
FRA train accidents ^(h)	Number	110	157	151	129	–	540a.1
FRA train accident rate ⁽ⁱ⁾	Per million train miles	1.74	2.11	2.02	1.83	–	540a.1
Transportation Safety Board of Canada (TSB) train accidents	Number	278	310	371	344	–	540a.1
TSB train accident rate ^(j)	Per million train miles	6.23	5.92	7.01	6.95	–	540a.1
Grade crossing accidents	Number	194	233	187	202	–	540a.1
Grade crossing accident rate ^(k)	Per million train miles	3.07	3.51	2.66	2.70	–	540a.1
Trespassing accidents	Number	58	65	75	74	–	540a.1
Trespassing accident rate	Per million train miles	0.92	0.98	1.07	0.92	–	540a.1
Train vs. vehicle fatalities ^(l)	Number	18	23	25	26	–	540a.1
Train vs. vehicle injuries ^(m)	Number	71	66	73	109	–	540a.1

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SAFETY							
Train-related accidents involving the release of hazardous materials ^(m)	Number	4	3	2	8	–	540a.2
Non-accident releases of hazardous materials ^(a)	Number	48	57	91	88	–	540a.2
SIGNIFICANT SPILLS							
Significant spill events ^(p)	Number of spills	12	34	22	11	306–3	–
FRA RECOMMENDATIONS							
Number of FRA recommended violation defects ^(q)	Number	139	176	202	142	–	540a.3
TRACK INSPECTIONS							
Frequency of internal railway integrity inspections ^(r)	Ratio	1.74	1.77	1.76	1.76	–	540a.4

(a) The joint union–management health and safety committees exist at the local level across the system. The 2019 number has been restated to reflect new information.

(b) The % is based on the total number of employees. To perform the calculation, senior manager–level employees and non–participating unionized employees were subtracted from the total workforce number. The workers in the U.S. included in the percentage are represented by a formal Peer Engagement Team, which includes both management and worker representatives and addresses, amongst other topics, H&S matters. The 2017, 2018 and 2019 percentages have been restated to reflect new information.

(c) As a North American railroad, our occupational health and safety metrics are established based on industry guidelines set by the Federal Railroad Administration (FRA) and the Transportation Safety Board (TSB) of Canada. We track the FRA injury and accident rates and the TSB accident rate covering our operations in North America. The FRA injury frequency rates per country and gender are based on an estimate using demographic data calculations. The FRA injury frequency rate is the number of reportable injuries per 200,000 hours worked. According to the FRA, a reportable injury frequency rate must be occupational or work–related; be a new case, and not a new episode of an already existing medical condition; and result in one of the following situations: death, days away from work, day(s) on modified or alternate duties, medical treatment or loss of consciousness. In 2020, 84% of our reportable injuries represented: sprain or strain (44%), cut/laceration/abrasion (13%), painful body part (11%), fracture (11%) and bruise/contusion (7%). The remaining 16% is represented by over 22 different injury types. 2019 and 2018 ratios have been restated to reflect new information.

(d) The Total recordable incident rate (TRIR) is a measure of recordable work–related injuries and illnesses. The rate is calculated as total number of recordable cases multiplied by 200,000, divided by total employee hours worked during the reporting period.

(e) The 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.

(f) 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.

(g) A train–related incident or accident is any undesired 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.

(h) 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 monetary reporting threshold was US\$10,500 in 2017. From 2018 to 2020, the threshold was US\$10,700.

(i) 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. The monetary reporting threshold was US\$10,500 in 2017. From 2018 to 2020, the threshold was US\$10,700.

(j) In 2017, the TSB made a regulatory change in terms of reporting criteria. This change took place on January 1, 2017.

(k) A grade crossing accident is defined as 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.

(l) Incidents involving train and road vehicle collisions that result in a fatality.

(m) Incidents involving train and vehicle collisions that result in an injury.

(n) 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.

(o) Non–accidental releases are defined as an unintentional release of a hazardous material or dangerous good 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.

(p) Significant spill events include reported incidents where a hazardous material has been released in excess of local regulatory reporting thresholds. Spills include events involving an accidental release, spill, leak, including those resulting from a derailment or yard/mainline incident, or result from the failure of means of containment.

(q) Number of Recommended Violation Defects resulting from the U.S. Federal Railroad Administration (FRA) or state inspections or audits.

(r) The 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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Data	Measurement	2020	2019	2018	2017	GRI	SASB
PEOPLE							
TOTAL EMPLOYEES							
Total number of full-time employees (end of year)^(a)	Total number	24,381	25,975	25,720	23,945	102-7	000.E
CN employees ^(b)	Total number	22,264	23,565	24,364	22,800	102-7	-
CN employees with fixed-term contract	Total number	64	56	110	98	102-8	-
CN wholly owned subsidiary employees	Total number	2,053	2,354	1,246	1,047	102-8	-
Total number of part-time employees^(c)	Total number	0	0	0	0	102-8	-
EMPLOYEES BY REGION AND GENDER							
Canada	Total number	15,921	16,717	17,040	15,800	102-8	-
U.S.	Total number	6,343	6,848	7,324	7,000	102-8	-
Women	Total number	1,891	1,990	2,108	2,071	102-8	-
Men	Total number	20,373	21,575	22,256	20,729	102-8	-
EMPLOYEES BY CONTRACT^(c)							
Permanent contract	Total number	22,264	23,509	24,254	22,702	102-8	-
Women	Total number	1,863	1,968	2,053	1,978	102-8	-
Men	Total number	20,337	21,541	22,201	20,724	102-8	-
Fixed-term contract	Total number	64	56	110	98	102-8	-
Women	Total number	28	22	55	93	102-8	-
Men	Total number	36	34	55	5	102-8	-
COLLECTIVE BARGAINING AGREEMENTS							
% of CN employees covered by collective bargaining agreements	% of total employees	79%	80%	80%	79%	102-41	-
NEW EMPLOYEE HIRES							
Application pool (via CN website)	Total number	108,381	142,764	175,808	156,668	-	-
Total new employee hires	Total number	988	2,605	4,604	3,404	401-1	-
New employee hire rate	% of total employees	4%	10%	18%	14%	401-1	-
Internal hires^(d)	% of open positions filled by internal candidates	50%	30%	22%	25%	401-1	-
Age group							
New employee hires below 30 years old	Total number of new employee hires	423	1,279	2,179	1,605	401-1	-
% of new employee hires below 30 years old	% of total new employee hires	43%	49%	47%	47%	401-1	-
New employee hires 30-50 years old	Total number of new employee hires	490	1,208	2,201	1,616	401-1	-
% of new employee hires 30-50 years old	% of total new employee hires	50%	46%	48%	47%	401-1	-
New employee hires above 50 years old	Total number of new employee hires	75	118	224	183	401-1	-
% of new employee hires above 50 years old	% of total new employee hires	7%	5%	5%	5%	401-1	-

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PEOPLE							
Gender							
Women	Total number of new employee hires	174	237	386	307	401-1	-
% of new employee hires – women	% of total new employee hires	18%	9%	8%	9%	401-1	-
Men	Total number of new employee hires	814	2,368	4,218	3,097	401-1	-
% of new employee hires – men	% of total new employee hires	82%	91%	92%	91%	401-1	-
Region							
Canada	Total number of new employee hires	865	2,060	3,497	2,472	401-1	-
% of new employee hires in Canada	% of total new employee hires	88%	79%	76%	73%	401-1	-
U.S.	Total number of new employee hires	123	545	1,107	932	401-1	-
% of new employee hires in the U.S.	% of total new employee hires	12%	21%	24%	27%	401-1	-
EMPLOYEE TURNOVER^(e)							
Total employee turnover number	Total number	2,168	2,513	2,744	2,031	401-1	-
% of total employee turnover rate	% of total employee turnover number	9.7%	10.7%	11.3%	8.9%	401-1	-
Total voluntary employee turnover number	Total number	982	867	976	749	401-1	-
% of total voluntary employee turnover rate	% of total voluntary employee turnover number	4.4%	3.7%	4.0%	3.3%	401-1	-
Age group							
Employee turnover below 30 years old	Total number	453	586	630	420	401-1	-
% of employee turnover below 30 years old	% of total employee turnover number	2.0%	2.5%	2.6%	1.8%	401-1	-
Employee turnover 30–50 years old	Total number	971	1,097	1,102	713	401-1	-
% of employee turnover 30–50 years old	% of total employee turnover number	4.4%	4.7%	4.5%	3.1%	401-1	-
Employee turnover above 50 years old	Total number	744	830	1,012	898	401-1	-
% of employee turnover above 50 years old	% of total employee turnover number	3.3%	3.5%	4.2%	3.9%	401-1	-
Gender							
Employee turnover – women	Total number	257	306	320	178	401-1	-
% of employee turnover – women	% of total employee turnover number	1.2%	1.3%	1.3%	0.8%	401-1	-
Employee turnover – men	Total number	1,911	2,207	2,424	1,853	401-1	-
% of employee turnover – men	% of total employee turnover number	8.6%	9.4%	9.9%	8.1%	401-1	-
Region							
Employee turnover – Canada	Total number	1,605	1,832	2,035	1,561	401-1	-
% of employee turnover in Canada	% of total employee turnover number	7.2%	7.8%	8.4%	6.8%	401-1	-
Employee turnover – U.S.	Total number	563	681	709	470	401-1	-
% of employee turnover in the U.S.	% of total employee turnover number	2.5%	2.9%	2.9%	2.1%	401-1	-
ABSENTEEISM RATES^(f)							
Women	% of absentee hours on actual hours of service	2.02	2.93	2.53	2.36	403-2	-
Men	% of absentee hours on actual hours of service	1.66	2.08	1.84	1.60	403-2	-
Canada	% of absentee hours on actual hours of service	2.06	2.50	2.15	2.00	403-2	-
U.S.	% of absentee hours on actual hours of service	0.85	1.34	1.36	1.03	403-2	-

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PEOPLE							
TRAINING AND EDUCATION^(g)							
Total hours of training	Total number of hours	554,608	1,098,282	1,881,592	1,333,406	-	-
Average training hours							
Employee	Average hours	23.3	45.6	77.2	58.5	404-1	-
Women	Average hours	15.6	28.7	41.7	34.3	404-1	-
Men	Average hours	24.0	47.2	80.3	60.3	404-1	-
Management	Average hours	11.7	22.6	33.7	25.9	404-1	-
Unionized	Average hours	26.5	52.5	88.1	66.6	404-1	-
REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW							
% of total management receiving reviews	% of management	100%	100%	100%	100%	404-3	-
EMPLOYEE ENGAGEMENT							
Management employees engagement	% of actively engaged management employees	68%	76%	76%	76%	-	-
Data coverage^(h)	% of total management employees	86%	84%	70%	70%	-	-
Non-management employees engagement	% of actively engaged non-management employees	48%	59%	N/A	N/A	-	-
Data coverage^(h)	% of total non-management employees	38%	25%	N/A	N/A	-	-
Overall employee engagement	% of actively engaged employees	57%	68%	76%	76%	-	-
Data coverage^(h)	% of total employees	49%	38%	70%	70%	-	-
DIVERSITY AND EQUAL OPPORTUNITY							
Women	% of total employees	8%	8%	9%	9%	405-1	-
Women in revenue-generating functions⁽ⁱ⁾	% in management positions	35%	34%	31%	N/A	-	-
Women in STEM positions^(j)	% women in STEM positions	27%	N/A	N/A	N/A	-	-
Ethnicity^(k)							
Caucasian	% of total employees	79.9%	N/A	N/A	N/A	405-1	-
Black/African American	% of total employees	13.8%	N/A	N/A	N/A	405-1	-
Hispanic/Latin	% of total employees	4.4%	N/A	N/A	N/A	405-1	-
Asian	% of total employees	0.7%	N/A	N/A	N/A	405-1	-
American Indian/Alaskan Native	% of total employees	0.6%	N/A	N/A	N/A	405-1	-
Native Hawaiian/Pacific Islander	% of total employees	0.0%	N/A	N/A	N/A	405-1	-
Other	% of total employees	0.6%	N/A	N/A	N/A	405-1	-
Diversity in Canada							
Women	% of total employees	9.9%	9.8%	10.1%	10.8%	405-1	-
Aboriginals ^(l)	% of total employees	4.7%	4.7%	4.7%	4.4%	405-1	-
Persons with disabilities ^(m)	% of total employees	1.7%	1.7%	1.5%	1.3%	405-1	-
Visible minorities ⁽ⁿ⁾	% of total employees	12.7%	12.0%	11.1%	10.3%	405-1	-

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PEOPLE							
Diversity in the U.S.							
Women	% of total employees	5.0%	5.4%	5.5%	5.8%	405-1	-
Persons with disabilities ^(m)	% of total employees	0.4%	0.4%	0.2%	0.2%	405-1	-
Visible minorities ⁽ⁿ⁾	% of total employees	20.1%	19.8%	19.8%	18.8%	405-1	-
Age group							
% over 50 years old	% of total employees	23%	20%	23%	26%	405-1	-
% 30-50 years old	% of total employees	60%	60%	59%	54%	405-1	-
% below 30 years old	% of total employees	17%	19%	18%	20%	405-1	-
Governance bodies							
Board of Directors	Total number	14	13	13	13	405-1	-
% of women	% of total Board	43%	38%	38%	38%	405-1	-
% over 50 years old	% of total Board	93%	92%	92%	100%	405-1	-
Employee categories							
C-suite	Total number of C-suite	7	6	N/A	N/A	405-1	-
% of women	% of C-suite	29%	33%	N/A	N/A	405-1	-
Executive committee ^(o)	Total number of executive committee	32	29	N/A	N/A	405-1	-
% of women	% of executive committee	19%	21%	N/A	N/A	405-1	-
Senior management	Total number of senior management	189	193	202	208	405-1	-
% of women	% of senior management	21%	19%	13%	16%	405-1	-
% over 50 years old	% of senior management	50%	48%	55%	57%	405-1	-
% 30-50 years old	% of senior management	50%	52%	45%	43%	405-1	-
Management	Total number of management	4,411	4,456	4,654	4,618	405-1	-
% of women	% of management	23%	23%	23%	24%	405-1	-
% over 50 years old	% of management	27%	23%	26%	30%	405-1	-
% 30-50 years old	% of management	65%	68%	66%	61%	405-1	-
% below 30 years old	% of management	9%	10%	8%	9%	405-1	-
Junior management ^(p)	Total number of junior management	3,200	3,277	3,489	3,439	405-1	-
% of women	% of junior management	22%	22%	22%	22%	405-1	-
Non-management	Total number of non-management	17,664	18,916	19,508	17,974	405-1	-
% of women	% of non-management	5%	5%	5%	5%	405-1	-
% over 50 years old	% of non-management	21%	19%	22%	24%	405-1	-
% 30-50 years old	% of non-management	59%	58%	58%	53%	405-1	-
% below 30 years old	% of non-management	19%	22%	20%	23%	405-1	-

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PEOPLE							
EQUAL REMUNERATION FOR WOMEN AND MEN^(a)							
Senior management	Ratio of women to men	1.1	1.0	0.9	1.0	405-2	-
Management	Ratio of women to men	1.0	1.0	1.0	1.0	405-2	-
Non-management	Ratio of women to men	1.0	0.9	1.0	0.9	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 is 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 the years 2018 and 2017 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 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 Science, Technology, Engineering or Mathematics (STEM) as a percentage of all such positions.

(k) The ethnicity percentages are calculated based on the total employees in the U.S. 99.7% of employees in the U.S. responded to the self-identification questionnaire. CN continues to refine this statistic and plans to also disclose the ethnicity percentages for the total employees in Canada in 2021.

(l) Aboriginal is defined as all First Nations, Inuit, Métis and North American Indian peoples. 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 Aboriginal, 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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COMMUNITY AND ECONOMY							
ECONOMIC PERFORMANCE							
Direct economic value generated (revenues)	\$ million	13,819	14,917	14,321	13,041	201-1	-
Economic value distributed	\$ million	11,041	11,704	10,950	9,765	201-1	-
Operating costs	\$ million	9,042	9,324	8,828	7,798	201-1	-
Labour and fringe benefits	\$ million	2,723	2,922	2,860	2,536	201-1	-
Purchased services, materials and fuel	\$ million	3,304	3,904	3,703	3,131	201-1	-
Other ^(a)	\$ million	3,015	2,498	2,265	2,131	201-1	-
Payments to providers of capital – dividends	\$ million	1,634	1,544	1,333	1,239	201-1	-
Payments to governments	\$ million	353	822	776	712	201-1	-
Payments to Canadian tax authorities	\$ million	510	794	831	657	201-1	-
Payments to U.S. tax authorities	\$ million	(157)	28	(55)	55	201-1	-
Community investment ^(b)	\$ million	11.7	14.0	12.9	15.5	201-1	-
Economic value retained	\$ million	2,778	3,213	3,371	3,276	201-1	-
Cost of employee volunteering during paid work hours ^(c)	\$ million	0.20	0.26	0.28	0.27	-	-
Cost of management overheads for community investment programs ^(d)	\$ million	0.56	0.84	1.05	1.05	-	-
Critical suppliers ^(e)	Number	76	59	59	59	-	-
Critical suppliers screened on environmental, social and governance issues ^(f)	%	24%	39%	69%	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.

(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.



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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PICTURED (COVER):

Brule, AB
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Tim Stevens

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