DO BUSINESS LIKE A CANADIAN

A summary of perspectives from the National Campaign

Canadian Business for Social Responsibility
DO BUSINESS LIKE A CANADIAN
National Campaign Report

Prepared by Laura Auna O’Brien and Leor Rotchild on behalf of Canadian Business for Social Responsibility (CBSR) with additional edits from Samuel Adams.


CBSR wishes to thank all those that contributed to this campaign, especially our partners at Bayer, Bullfrog Power, The Bill & Melinda Gates Foundation, Export Development Canada, Keurig Canada, Nutrien, Ramp, and Resonator.

CBSR is a not-for-profit professional association and charitable foundation for sustainability and corporate responsibility leaders across Canada, championing business as a force for good.
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Opening Remarks

by Leor Rotchild, executive director, CBSR

When facing economic and geopolitical uncertainty, it’s important to remember the vision for where we are going as a society. The Sustainable Development Goals (SDGs), adopted by 193 countries, embody the ambition for what our world will look like a decade from now. This vision includes eradicating extreme poverty and inequality, significantly reducing greenhouse gas (GHG) emissions and restoring the health of natural ecosystems. Aligning with the global goals will be important to stay relevant and attract investment in this next decade. As a 25 year old sustainable business focused association, Canadian Business for Social Responsibility (CBSR) set out to deepen our understanding of the role Canadian companies can play to drive momentum towards this vision of a better world.

During our engagement, we heard that scaling innovation and accessing global markets for Canadian resources are key business priorities as are minimizing escalating costs and negative community and environmental impacts. However, many Canadians feel the urgency of the climate crisis requires an exponential transformation of our economy, rather than incremental improvements. Government leadership and bold public sector investments are also seen as critical to prepare Canada for competitiveness in a low carbon future. We also observed that Canadians are only just coming to terms with a history of genocide and injustice toward Indigenous peoples and how restructuring institutions and partnerships can lead to new solutions.

With a legacy of multiculturalism, environmental stewardship, and promotion of human rights, Canada has the makings of a 21st century success story but our economy is almost entirely dependent on a single foreign market for 95% of our exports and our relationship with our major trading partner is in flux. Our global reputation matters when opening new markets for exports but polarized positions on energy, carbon pricing, and systemic racism are holding us back.

CBSR kicked off an ongoing discussion with business, non-profit and youth leaders to identify a set of Canadian business values that define what it means to Do Business Like A Canadian. The eight Canadian business values we uncovered were: Collaborative, Eco Conscious, Ethical, Gender Balanced, Globally Minded, Inclusive, Innovative, and Purpose Driven.

During the COVID-19 pandemic, these values were put to the test and we tracked nearly 500 case studies for how to Do Business Like A Canadian in a crisis from Canadian companies of all sizes, who collaborated across sectors and value chains to pivot and pioneer innovation solutions and protect the people and communities most in need. As our economy recovers from the global pandemic, we call on Canadians to build back better using the Do Business Like A Canadian mantra.

This mantra is a call to action toward the SDGs and a more prosperous, low carbon economy. While it is a consciously patriotic approach to responsible business, it should not be confused with blind nationalism, which polarizes and pretends we are already the best. In contrast, true patriotism is encouraging our nation to live up to its values, which means asking us all to be our very best selves.
Executive Summary

CBSR and its partners introduced a national campaign in 2019, entitled Do Business Like A Canadian. The campaign included a four-city event series timed with the release of a four-part print series published in the Report on Business section of The Globe and Mail national newspaper; as well as a microsite with inspiring business stories and a social media campaign.

With Do Business Like A Canadian, CBSR established a new public engagement platform with an aspirational message that reframes the Sustainable Development Goals as imperatives for the Canadian economy. The campaign team explored what it means to demonstrate values-driven business leadership in Canada at this moment in time and how businesses can position themselves for a better future. Canadians from across the country provided their voices and opinions in a collaborative effort to promote Canadian business success and champion the Sustainable Development Goals.

Objectives

- Reframe the Sustainable Development Goals as solutions to innovation and market access challenges
- Test and verify a set of shared Canadian Business Values
- Demonstrate Canadian business values through case studies and success stories
- Connect and expand a diverse network of leaders in business, government, non-profit organizations
- Reach one million Canadians with an inspiring message about Canadian business leadership

Key Learnings

- A company’s purpose is increasingly seen as a hallmark of success beyond profit
- Public procurement can drive innovation, sustainability and Indigenous business opportunities
- Market access is an urgent issue for Canadian natural resource companies
- Energy sector leaders are diversifying into ”all-the-above” energy mix scenario
- Data science is driving more sustainable practices in the agriculture sector
- Diversity and inclusion are both a competitive advantage and critical area for improvement
- Ethics scandals in government affect the integrity of Canada’s business brand
- Canadian subsidiaries more likely to amplify their Canadian success stories
- Canadian companies less likely to position as distinctly Canadian given “America First” sentiment
- More prominent Canadian business leaders are needed to champion Canadian business values
- Significant regional differences are barriers to national unity and approaches
- More resources required to ensure translation and effective engagement of francophone Canadians

Campaign Content

- Carbon Management & Energy Transition
- Indigenous Business Partnerships
- Agriculture & Food Production
- Canadian Business Values
- Global Competitiveness
- Corporate Leadership
- Diversity & Inclusion
- Public Procurement
- Innovation
- Ethics
I DO BUSINESS LIKE A CANADIAN

CBSR
Canadian Business Values

These Canadian Business Values were crowdsourced and presented as part of the Do Business Like A Canadian media campaign and events. More than 2000 Canadians went online and pledged to Do Business Like A Canadian during CBSR’s national campaign. These individuals symbolically accepted the call to help build the future of Canada’s economy around these business values. You too can sign up to Do Business Like A Canadian and receive CBSR’s email newsletter at no cost to you. Find out more at cbsr.ca.

Ethical
Collaborative
Eco-conscious
Innovative
Purpose driven
Inclusive
Globally minded
Gender balanced
Canadian Business Values

CBSR and The Globe and Mail hosted events across Canada to discuss how leaning into a shared set of business values can differentiate Canadian businesses and lead to economic prosperity, while spurring momentum towards the Sustainable Development Goals. Shortly before launching the campaign, The Globe and Mail reported on the now infamous SNC-Lavalin controversy and ethics became a key theme that many speakers and attendees returned to.

Key Learnings

- The value of business to society is more than jobs and profit.
- With the rise of authoritarian leaders globally and polarized politics as seen with Brexit, Canadian businesses espousing a collaborative approach can differentiate themselves and play a critical role.
- Canada has a lot of reasons to be proud but on the global stage, Canadians come across overly humble, which is often unhelpful.
- Canadians were disappointed with how the SNC-Lavalin case was handled because ethics and accountability are important Canadian values and a high profile ethics violation hurts our global brand.
- Doing business like a Canadian includes:
  - Readying Canada's brand for the future of business and its changing role in society
  - Overcoming polarization and self interest to achieve long term greater good
  - Empowering Indigenous peoples, people of colour, all sexes
  - Contributing to the Sustainable Development Goals with a distinctly Canadian approach

"Doing business like a Canadian is punching above our weight and taking on leadership roles wherever we can."
—Rob Fosco, VP Corporate Sustainability & Responsibility, EDC

"Doing business like a Canadian means having values and purpose as our #1 priority."
—Candace Laing, VP Sustainability & Stakeholder Relations, Nutrien

JP Gladu, President & CEO of the Canadian Council for Aboriginal Business, (Montreal)

Vancouver Audience
DO BUSINESS LIKE A CANADIAN

VALUES-DRIVEN BUSINESS IS KEY TO COMPETITIVE ADVANTAGE

Canada’s International Reputation as an Honest and Trustworthy Partner that cares about good governance, social justice and sustainability carries considerable weight in a world struggling to cope with mounting economic and environmental challenges. Yet many Canadian companies still don’t appreciate the competitive advantage they could gain by embracing the type of values that have elevated Canada’s standing on the global stage, says Leo Rotchild, executive director of Canadian Business for Social Responsibility (CBSR).

“When it comes to business, Canada seems confused about what values we all share and what we aspire to,” he says. “Too often, we Canadians define ourselves by what we are not. What we need is a coherent set of Canadian business values. Doing good enough isn’t just about competency; it’s also about decency – and the great news is that, as Canadians, we have this within us.”

CBSR believes the values that should underpin Canadian business are collaboration, eco-consciousness, ethics, gender balance, global-mindedness, inclusivity, innovation and purpose driven, which are the types of values that boost Canada’s international image and influence among global business leaders.

For example, a 2017 Globescan/PPC survey of 18,000 people in 19 countries asked respondents to rate 16 countries and the European Union on whether their influence in the world is “mostly positive” or “mostly negative.” Canada was ranked number one above Germany, Japan, France and the UK. By comparison, the U.S. came in at number 12.

While Canada has slipped from its higher ranking in previous years, it is still considered to be one of the world’s most reputable countries, coming in at seventh in 2018 behind Sweden, Finland, Switzerland, Norway, New Zealand and Australia in the Reputation Institute’s (RI) annual survey, which bases its rankings on factors such as how welcoming, safe, beautiful, principled and ethical a country is.

But apparently Canadians don’t see those values reflected to the same extent in local companies. The 2018 RI ranking of firms operating in Canada asked 20,000 individuals to rank companies on products and services, innovation, workplace, governance, citizenship, leadership and financial performance.

The top four are Google, LEGO, Rolex and Nintendo — are foreign firms, and only four of the top 20 — MEC (Mountain Equipment Co-op), Jean Coutu Pharmacy, Canadian Tire and Shoppers Drug Mart — are Canadian.

It also found the willingness of Canadians to trust business dropped by a significant nine points from 2017 to 2018 due to volatility in perceptions of corporations and concern that companies were not living up to their stated values. However, RI found Canada’s most reputable companies bucked the downward trend in consumer trust through their social responsibility activities.

“Stéphane Glorieux, president, Keurig Canada, says consumers — and millennials in particular — are transforming the way companies communicate, sell and engage. “As a demographic, they are more likely to consider socially responsible and environmentally friendly products, which creates a business imperative,” he adds.

“They are influencing other generations to do likewise.”

At the same time, there has been a shift in how organizations think about and incorporate inclusive, ethical and environmental strategies into their business planning and operations, says Mr. Glorieux, noting that businesses are realizing they have the presence and power to positively impact the environment, communities and partners, while generating business, social and environmental benefits.

“At Keurig, we are committed to doing more than what’s expected of us, and we’ve worked to integrate social responsibility into all aspects of our business, so it’s ingrained in everything we do — from improving the lives of coffee farmers to caring for our Earth and local communities. And we partner with organizations that share our vision, because together we can accomplish more,” he says.

For example, this year, through our company’s Let’s Play initiative, we’ll be supporting 100 community initiatives that focus on the importance of physical activity, with a documented impact of 400,000 Canadian children and youth, he adds.

“By collaborating with community organizations, we are able to work together to create a positive impact,” he says. "We believe in giving back to the communities that allow us to thrive.”

As a demographic, [millennials] are more likely to consider socially responsible and environmentally friendly products.

Stéphane Glorieux, president, Keurig Canada

DO BUSINESS LIKE A CANADIAN

Presented by Canadian Business for Social Responsibility in partnership with Bayer, Export Development Canada, The Globe and Mail, Keurig, Nutrien and RBC Communications

The purpose: to unite Canadians around a values-driven, sustainable and inclusive economic development strategy as a competitive advantage, and encourage this approach as a modern way to do business like a Canadian

Canadian Business for Social Responsibility (CBSR) is a non-profit think-tank and professional association that brings together forward-thinking business and government leaders to collaborate on a sustainable future.

Get involved today! To learn more about this campaign and pledge your support, visit: dobusinesslikecanadian.ca

Canadian Business for Social Responsibility’s eight business values are the basis for its Do Business Like a Canadian campaign.
OPINION

A SET OF VALUES TO INSPIRE CANADA’S FUTURE ROLE IN THE WORLD ECONOMY

BY LEOR ROTCHLILD

Twenty-five years ago, Canadian Business for Social Responsibility (CBSR) helped introduce Canadian businesses to a ground-breaking idea: that businesses do better – by every measure – when they operate in a socially and environmentally responsible way.

Let us position ourselves for a future economy where doing business like a Canadian means not only being the best in the world, but the best for the world.

Having spent the past two and a half decades helping companies maneuver through their social and environmental challenges, it is apparent that the low-hanging fruits have virtually all been picked. Today, companies that seek to do better face increasingly complex issues including both intensifying stakeholder expectations and rising cynicism among employees, investors and communities.

While tokenism and greenwashing are rightly and swiftly called out, misinformation sadly sows seeds of mistrust toward Canadian business. Canadian companies today must communicate compelling stories of their environmentally and socially progressive actions backed by evidence verified by credible, third-party partners.

A broad range of geo-political and socio-economic changes are also making life difficult for many Canadian businesses. Our national economy is hostage to a major trading partner moving further and further toward nationalism. Domestically, trade restrictions within and across provincial borders hold us back from doing business effectively with one another. Among the unintended consequences, a nagging sense of disunity is keeping us from turning the page on a history of injustice towards genuine partnerships with Indigenous Canadians.

Similarly concerning, we have seen a rise in polarized positions about our country’s valuable resources and production capabilities. Rather than champion Canada as the only major oil and gas producer with an economy-wide price on carbon, costly court proceedings are challenging the legitimacy of a system that has already benefited British Columbia for the past decade. Unless this disunity is addressed, Canada risks finding itself isolated in a vast ocean of unfatted economic opportunity.

As a business owner myself, I have come to recognize that doing business like a Canadian means going far beyond merely posting profits. However, addressing broad social and environmental challenges is not the job of one company alone. Partnering with collaborative solutions-focused networks is also part of doing business like a Canadian.

Regional, cultural, ideological and language differences can all be overcome through the lens of a core set of common values that can unite us and lead us to solve our most pressing social, environmental and economic problems together. Examples of this tremendous potential can be seen in small and large enterprises across the economy that show us what means to Do Business like a Canadian.

Young, emerging Canadian companies, such as Pond Technologies, are demonstrating a heightened level of innovation and environmental care by capturing carbon dioxide and using it to grow algae converted into consumer products such as food supplements.

Major Canadian brand Maple Leaf Foods is striving toward an ambitious purpose by making already-loved products even healthier and launching new plant-based products as part of a corporate drive to be "the most sustainable company on Earth.

International companies that call Canada home are also demonstrating progressive leadership. Flooring manufacturer Interface, for example, employs an innovative closed-loop manufacturing process to eliminate production waste.

In fact, the vast majority of Canadian companies already demonstrate values that can make us all feel extremely proud. Inspired by such positive examples, CBSR has spent the past two years gathering input that has identified a set of eight Canadian business values that define what it means to Do Business like a Canadian. These values are reflective as well as ambitious: Collaborative, Eco-Cosmic, Ethical, Gender Balanced, Globally Minded, Innovative, and Purpose Driven.

We invite all Canadian businesses to pledge support for these values at DoBusinessLikeACanadian.ca. By making this non-financial commitment, you will show you are part of a movement to make a values-driven, responsible business strategy the new normal for Canada.

As Wayne Gretzky once famously said, “I skate where the puck is going to be, not where it has been.” Let us position ourselves for a future economy where doing business like a Canadian means not only being the best in the world, but the best for the world.

Leor Rotchlid is executive director of CBSR, co-founder of environmental startup DIG, and co-host of the popular energy and environment podcast Pipelines and Turbines.
Indigenous Business Partnerships

Canada is in the early stages of reconciling its history of injustice toward Indigenous peoples and cultures. We asked what "doing business like a Canadian" could look like in the context of reconciliation and what successful 21st century partnerships look like.

Key Learnings

- Acknowledging Canada’s history with Indigenous peoples is imperative for reconciliation and moving forward.
- Canadian business can learn a lot from Indigenous people, culture and community, especially when it comes to understanding stewardship of land, ecosystems and history.
- Indigenous rights of free, prior and informed consent are guaranteed under the UN Declaration on the Rights if Indigenous Peoples, to which Canada is a signatory.
- Partnering with Indigenous businesses and Indigenous workers is a form of economic reconciliation.
- Partnerships with Indigenous businesses need to have less bureaucracy, and more empathy and conversation.
- Indigenous business in Canada is one of the largest growing sectors, and contributes roughly $30 billion dollars into the Canadian economy annually.

"We’ve destroyed the ability to just sit down and have a coffee."
—Gregory John, VP Indigenous Relations and Engagement, Reconciliation Pipeline

JP Gladu, President & CEO of Canadian Council for Aboriginal Businesses (Toronto)

"The Indigenous population is the youngest, strongest, and fastest growing population in the country. We need to empower them as a generation and a workforce."
—JP Gladu, President and CEO, Canadian Council for Aboriginal Business

"Economic reconciliation looks like making sure that Indigenous communities are included in projects and conversations from the very beginning."
—Melina Laboucan-Massimo, Climate Change Fellow, David Suzuki Foundation

Lisa Mooney, Senior Advisor for Strategic Inclusion, Nutrien and Max Dokuchie, Senior Legal Counsel at First Nations Health Authority (Vancouver)

"Reconciliation starts with your heart, then your head, and then with your hands."
—Lisa Mooney, Senior Advisor for Strategic Inclusion, Nutrien

Melina Laboucan-Massimo, Climate Change Fellow, David Suzuki Foundation (Vancouver)
ENGAGING INDIGENOUS BUSINESSES IS CRUCIAL TO ECONOMIC RECONCILIATION

Without empowered, enabled and thriving indigenous communities, Canada’s attempt at reconciliation will suffer.

That’s the blunt message in a 2018 report by one of Canada’s economic strategy tables, an industry-government collaboration to support economic growth in six key sectors: advanced manufacturing, agri-food, clean technology, digital industries, health/biosciences and resources of the future.

"Indigenous communities are a cornerstone of Canada’s economic growth and competitiveness. Integrating Indigenous businesses into the supply chain, with government acting as the catalyst alongside continued Industry support and partnerships, will be a significant step towards economic reconciliation," according to the report’s authors.

Suncor took a significant step towards collaboration with Indigenous Peoples to create opportunities for economic and social reconciliation in 2017, when Fort McKay and Mikisew Cree First Nations completed an acquisition of a 49 per cent partnership interest in the company’s East Tank Farm Development. Signing the agreement, from left, are Fort McKay First Nation Chief Jim Boucher, Suncor president and CEO Mark Little, and Mikisew Cree First Nation Chief Archie Waquan. Suncor Energy Inc.

In the company’s 2018 report on Sustainability, Eric Asdor, Suncor’s chief sustainability officer, says the company is trying to play a supportive role in the ongoing reconciliation process.

"We are looking for ways to collaborate and support Aboriginal youth, the fastest growing segment of the Canadian population. We are working with our supply chain, trying to increase revenues to Aboriginal businesses and communities. We feel we have the opportunity to make a difference and, while I am proud of what we've done so far, I believe we need to do more," he says.

Mr. Gladu believes there is strong support for the sentiment that Canadian businesses can and should do more to promote economic reconciliation.

Research we conducted in partnership with Sodexo about 18 months ago showed that 81 per cent of Canadians agreed that corporations should procure from Indigenous-owned suppliers whenever possible because they perceived that as a pathway to reconciliation. Another 73 per cent agreed that the private sector needs to embrace Indigenous entrepreneurs to help us take our businesses to the next level, because again, a healthier Indigenous community means healthier outcomes for everybody," he says.
ESG & Global Competitiveness

Canada needs to be aligned with the global Sustainable Development Goals through a track record of environment, social and governance leadership if we want to compete on the global stage. Canadian companies must look beyond a dependence on the US market and compete more assertively, while demonstrating the values and and ingenuity that differentiate us.

Key Learnings

- 95% of Canadian exports are going to the US and market diversification is an imperative for Canada.
- Canada’s international brand still strong despite recent setbacks but businesses are increasingly less likely to leverage that brand.
- Canadian businesses are well-positioned as purpose-driven innovators and low carbon solution providers but Canadians are typically less skilled and under-resourced to effectively tell our story on the world stage.
- Canada’s multi-cultural communities offer untapped opportunity to open new international trade relationships.
- Some small and medium sized enterprises are finding global success but struggling to find scale and talent locally.
- Intra-provincial trade barriers and polarized debates about energy infrastructure is straining our ability to attract foreign direct investments.

"Canada is not currently open for business and that needs to change."
—JP Gladu, President and CEO, Canadian Council for Aboriginal Business

"We need to increase our scale. There are so many great startups, but there are also barriers in place preventing them from reaching global scale. We need to be more comfortable with taking risks and investing in Canadian startups. We can be very financially conservative."
—Shurjeel Choudhri, Head of Medical and Scientific Affairs, Bayer

"Canada is not thought of globally as much as it could be. Values matter though, and Canadian companies have been putting in the work."
—Chris Coulter, CEO, Globescan

"How do you define success in an organization? It’s not profitability. That’s not an enduring firm. Success in an enduring firm means that you’re relevant over time and helpful in making a difference."
—Dominic Barton, Managing Partner Emeritus, McKinsey & Co
DO BUSINESS LIKE A CANADIAN

STRONG ESG FOCUS HELPS FINANCIAL SERVICES SECTOR SHINE

CANADA’S FINANCIAL SERVICES SECTOR ISN’T JUST GROWING, IT’S “DOING GOOD” – domestically and internationally. Experts say Canada’s global growth in the sector is due, in part, to its active engagement in key international initiatives on environmental, social and governance (ESG) issues.

This booming sector, which includes Canadian banks and insurance companies, contributed 10.6 per cent to GDP in 2016, according to Statistics Canada, making it one of the most important contributors to the domestic economy. Its other contributions include generating some $30.3 billion in taxes and $27.3 billion in dividends to shareholders, not to mention purchasing $203.1 billion worth of goods and services in 2016 alone.

Internationally, the sector accounts for almost half of Canada’s outward foreign direct investment, about $537 billion in 2017, a figure that has more than doubled in the past 10 years. Financial services are also Canada’s largest and fastest-growing services export, according to the report Toronto on the Global Stage by the Conference Board of Canada (CBoC).

For its part, Toronto outpaces many other global financial centres in terms of both employment growth and concentration. The city added more than 56,000 new financial services jobs between 2012 and 2017 – an increase of more than 25 per cent – taking the number of jobs in Toronto directly and indirectly supported by financial services to more than 685,000.

Commenting at the time of the report’s release, CBoC executive director Michael Burt said Canada’s financial sector has significantly increased its footprint in global markets in the past decade. Among the contributing factors, the sector’s international reputation benefited from Canada’s successful weathering of the 2007-08 financial crisis.

Fred Pinto, senior vice president, head of asset management NEI Investments at Aviva Wealth, one of Canada’s leading wealth management companies, says the global success of the country’s financial services sector is due in part to it embracing ESG issues.

He points out, for example, that 23 Canadian financial institutions – including the six biggest Canadian banks and the largest insurers – have endorsed the recommendations of the Financial Stability Board Taskforce on Climate-related Financial Disclosure, an initiative to encourage all companies to provide comparable climate-related disclosures.

The initiative encourages financial institutions to assess the extent to which their long-term value might be impacted by either physical risks related to climate change or changes in the market for their products and services because of the transition to a lower-carbon economy.

Canadian investors, including Aviva’s portfolio management arm, NEI Investments, are also taking lead roles in the Climate Action 100+ corporate engagement collaboration, which is urging the world’s 100 largest greenhouse gas emitters to improve efforts to cut emissions.

“Controversial projects like the Dakota Access Pipeline in the U.S. have led to a new focus on exploring what constitutes responsible conduct in lending,” says Mr. Pinto. “Canadian banks are participating in discussions on developing new global OECD guidance for responsible business conduct in corporate lending, and also on how the existing Equator Principles framework for project finance could be enhanced.”

Canada’s financial services sector already has a good record of ESG practices, he adds.

“NEI’s ESG team researches corporate ethics and responsibility performance globally. In general, compared to global peers, we have found that Canadian banks and insurance companies are less likely to be involved in the most serious ethical controversies – money laundering, corruption, market manipulation, fraud and major breaches of consumer protection responsibilities – although there is always room for improvement,” says Mr. Pinto.

Canada’s Responsible Investment Association (RIA), one of the organizations pushing for further improvement, believes ESG issues are among the most important drivers of change in the world today because they have such a significant impact on societal issues as well as economic decisions that have significant implications for businesses and investors.

Responsible Investment (RI) refers to the incorporation of environmental, social and governance factors into the selection and management of investments. RI notes that assets in Canada managed using one or more RI strategies increased from $1.3 trillion at the end of 2015 to $2.3 trillion two years later, representing growth of 41.6 per cent.

See ESG on Dblac 1

Canadian Business for Social Responsibility (CBSR) is a non-profit think-tank and professional association that brings together forward-thinking business and government leaders to collaborate on a sustainable future.

DO BUSINESS LIKE A CANADIAN


Do Business Like a Canadian is a national event series and multimedia campaign to promote a set of Canadian business values and business leadership in environmental stewardship, industry and innovation.

The purpose: to unite Canadians around a values-driven, sustainable and inclusive economic development strategy as a competitive advantage, and encourage this approach as a modern way to do business #LikeACanadian.

Canadian Business for Social Responsibility (CBSR) is a non-profit think-tank and professional association that brings together forward-thinking business and government leaders to collaborate on a sustainable future.

GET INVOLVED TODAY. To learn more about this campaign and pledge your support, visit: dobusinesslikeacanadian.ca.

Canadian Business for Social Responsibility’s eight business values are the basis for its Do Business Like a Canadian campaign.
SUSTAINABLE DEVELOPMENT GOALS

CANADA TACKLES THE WORLD’S TO-DO LIST

When Ban Ki-moon, then UN Secretary-General, launched the United Nations’ 17 Sustainable Development Goals (SDGs) in 2015 to tackle the world’s economic, social and environmental issues by 2030, he described them as “our shared vision of humanity and a social contract between the world’s leaders and the people.”

Mr. Ban described the initiative as “the world’s to-do list,” and many Canadian companies responded by aligning their strategic corporate objectives with SDGs in a concerted effort to succeed in an era of changing social values and technology disruption.

“We know the world is changing and consumer expectations are shifting,” says Stuart Bergman, director of CSR strategy and planning at Export Development Canada (EDC). “This year, Generation Z will account for 32 per cent of global consumers.”

He points out that EDC operates in a multi-stakeholder ecosystem where how the organization does business is as important as the business it does.

“Our success ultimately depends on how we are viewed by our customers and whether those customers continue to exist, and how we’re viewed by our employees — current and future — and the employees of the future who are going to help run this organization in 15, 20 years from now,” says Mr. Bergman.

Millenial employees and increasingly new generations of workers (Generation Z) are looking for work in an organization that reflects their values, he adds.

“They believe in sustainable and responsible business and have access to more information than we ever knew existed 10 years ago.”

Companies that don’t keep pace with these changing expectations may be locked out of new opportunities and losing their abilities to plug into global supply chains, says Mr. Bergman.

Access to clean water and sanitation is one of the United Nations’ 17 Sustainable Development Goals. www.un.org

As part of a new CSR framework at EDC, corporate priorities are connected to a set of strategic measures that are also linked to six SDGs: Affordable and clean energy; climate action; peace, justice and strong institutions; gender equality; industry, innovation and infrastructure; and partnerships for goals.

“Think of looking at us in light of where the world is headed, but it allows us to leverage proven global tools toward achieving our own strategic objectives,” he says. “That’s how the future looks for us, and that’s how we think about our business.

“We are well placed in our environmental 2020 targets to focus on issues such as reducing emissions and responsible sourcing.

“As we look at the world, we might not think of sustainable farming first, but the way we grow our food, the way we do our laundry, the way we use energy.”

The report, called “Our Commitment to SDGs: Reporting on Canada’s Progress,” shows the country is making significant progress toward meeting its commitments to the SDGs by 2030.

Canada has made significant progress on several of the goals, including poverty reduction, gender equality, and clean energy.

Mr. G Behaviour also notes that the report includes a section on how the country is working to address social and environmental challenges, including climate change and poverty.

Mr. G Behaviour says the report highlights the country’s commitment to sustainability and shows that the country is making progress toward achieving the SDGs.

SMO PROFILES: HEMLOCK PRINTERS

SERVING THE NEEDS OF CUSTOMERS AND SOCIETY

More than 99 per cent of businesses in Canada are small and medium-sized enterprises (SMEs). As a major driver of the economy, SME leaders play a critical role in developing practices that contribute to the social good for all Canadians.

In 1968, when Dick Kouwenhoven, a recent immigrant from Holland, bought Hemlock Printers, a small press shop in Burnaby, B.C., he established a social conscience and commitment to the community in the company’s corporate culture, leading to issues like sustainability and diversity gaining the attention they command today.

We have always had a strong corporate ethic around being a positive contributor to society, being involved in the community and communicating values within the company,” says Richard Kouwenhoven, Hemlock’s president and chief operating officer, and son of the late founder.

In the early 2000s, when the Forest Stewardship Council (FSC) was founded, the company began to focus on sustainability and responsible sourcing.

“We’ve helped farming families through a number of initiatives that resulted in sustainable farming practices, new sources of income and access to clean water,” adds Mr. Kouwenhoven.

FROM PAGE 1

ESG: TRANSLATING POLICIES INTO PROGRAMS

Angela Fiesmich, lead research analyst for financials at Sustainalytics, a leading provider of ESG and corporate governance research, says that all over the world, the Canadian financial services sector does well on the world stage.

“Pressure to improve reporting on all things related to sustainability is rising,” says Ms. Fiesmich.

However, Miss Fiesmich, there is room for improvement — particularly when it comes to translating stated policies into programs — and it is being driven by a combination of companies’ desire to lead on ESG, regulation and public pressure.

“On the governance front, the risk of not complying with regulations is very high, but that’s not the only factor causing change,” she says.

“Today, more than ever, consumers expect companies to uphold high sustainability standards. ESG considerations have become a prominent part of the investment decision-making process and have become a mandate for financial services companies,” adds Ms. Fiesmich.

Mr. Pinto agrees.

“Controversy about what the ESG standards are, or how we can have a shared understanding of the benefits and risks of our investments, or how we can make a difference to our clients,” he says.

In addition to staying true to the company’s own philosophy, its pursuit of certifications from a range of suppliers and environmental organizations — including being the only Canadian printer to offer Green Seal certified stock, paper manufactured at mills powered by renewable energy, helps differentiate the company in a very competitive business environment, says Mr. Kouwenhoven.

He believes established businesses have the biggest opportunity — and a responsibility — to use their know-how and influence to serve the needs of their customers and society.

“Every business should look at the big areas of opportunity to make a difference,” he says. “If we think of the environment and society as a team effort and identify areas where businesses can apply their expertise and resources, we will contribute to the bigger picture.”

Small and medium-sized enterprises like Hemlock have a contribution to make to build a better future for all Canadians, says Mr. Kouwenhoven. Businesses look for ways to be successful in the long term that move away from looking at initiatives around sustainability and the environment as a cost and view them as an indicator of how well the business is adapting and leading, he says.

Press secretary to the Prime Minister DPS 3

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Q&A

TAKING CANADIAN BUSINESS VALUES ON THE ROAD

We asked three experts: How can companies ensure they comply with Canadian law and their own ethics policies, while also competing in a global marketplace where they may come against challenges including issues like bribery and corruption and different social and economic norms and standards?

LISA WARE-ALEXANDER
VP & General Counsel
Nutrien

Ensuring employees are kept current on legal and ethical risks, as well as trends, is important to us. We achieve this through easy-to-understand policies, live and online training targeted to mitigate risk, ongoing risk assessments, and by providing multiple avenues for employees to seek guidance, ask questions and report concerns anonymously, if allowable under local law. We support all our teams with an open-door policy. Integrity is one of Nutrien’s core values, and it is central to how we hire, promote, reward and retain. Conducting business with integrity is a must. We also provide practical multilingual resources for teams and international travellers in countries at higher risk for bribery and corruption. Our success in the marketplace is based on the strength of our people, ideas, products and services.

SHURJEEL CHOUHRI
Head of Medical and Scientific Affairs
Bayer Inc.

As a global organization, Bayer operates in over 120 different countries around the world. Our values and principles are upheld across a network of strong ethical practices and corporate governance, throughout our organization, across Bayer, and indeed throughout the industry. Canada is recognized for its quality and expertise in clinical research. In 2016, Canada captured 4 per cent of all the industry’s clinical trials and ranked fourth in number of clinical trial sites globally. Our nation’s ability to conduct clinical research in complex therapeutic areas involving a diverse population base makes Canada very attractive to the area of research. This is a strong testament to our country’s reliable and stable health-care systems along with our high standard of ethics.

DO BUSINESS LIKE A CANADIAN

Thank you! To all those that believed in this campaign. You didn’t just sponsor us, you rolled up your sleeves and became our partners in an ambitious initiative to inspire and unite Canadian business. You didn’t just write stories or design some logos, you worked tirelessly to create engaging content and images that invoke an emotion. You didn’t just attend events or take a pledge, you joined a community. One that will grow our economy to reflect Canadian business values. It’s not over. You can still pledge your support for these values. You can still become part of this national network.

Visit dobusinesslikecanadian.ca to learn more. Let’s work together to create a better economy, country and world. Let’s Do Business #LikeACanadian.

Ethical.
Collaborative.
Eco conscious.
Innovative.
Purpose driven.
Inclusive.
Globally minded.
Gender balanced.
Corporate Leadership

Leadership was another consistent theme throughout the Do Business Like A Canadian events and in particular, purpose-driven leadership. Larry Fink, the CEO of Blackrock - the world’s largest investor, was quoted many times throughout the event series for his famous open letter to CEOs of Fortune 500 companies, where he famously called for companies to articulate how their purpose and contribution to society informs business strategy and culture to ensure sustainable financial performance.

Key Learnings

- Canadian businesses are well positioned to attract global investors but sometimes lack the boldness and persistence required.
- The next generation of leaders should be encouraged to speak about their values and understand how to respond to tough questions about them.
- The next generation of business leaders are well underway but they will need time to learn how to innovate and effect change in their own way.
- Too often leaders run out of time in their tenure to implement deep systemic level changes.
- Leaders should assume that any decision they make could become public knowledge.

"Our ideas of what sustainability leadership looks like has changed dramatically in 20 years. We went from admiring oil companies to now admiring organizations that prioritize values and long term investment in sustainability."
—Chris Coulter, CEO, Globescan

"Businesses need to help drive policy change by encouraging governments and politicians to take risks."
—Chris Coulter, CEO, Globescan

"Don't be a leader for the sake of business development, you have to want to do it."
—Dominic Barton, Managing Partner Emeritus, McKinsey & Co

"When you persevere and put these values into action, you can see some really great success and incredible impact."
—Adrienne Rand, Director of Strategy, Public Inc.
Q&A

ENVIRONMENTAL LEADERSHIP

We asked four experts: Operating in an environmentally responsible way today means far more than reducing negative impacts to secure a licence to operate. How is your organization driving positive change and demonstrating environmental leadership?

AL DRIVER
President and CEO
Bayer CropScience Inc.

There has never been a more important time for innovation in agriculture. Our world faces vast challenges, from a changing climate to limited natural resources to a growing population. Agriculture is a major component of the Canadian economy and an area of business that relies heavily on our environment and natural resources; it is also integral to the health and well-being of a growing population. To help growers improve yields while maintaining their environmental practices, organizations like Bayer are investing heavily in the development of digital technologies to help improve industry practices.

MIKE COLLINS
VP, Safety, Health, Environment & Security
Nutrien

From sensors and satellites to smart irrigation systems, digital farming is just one way companies are supporting farmers to maintain successful businesses and make the industry even more sustainable for future generations.

ROBERT FOSCO
VP, Corporate Sustainability and Responsibility
Export Development Canada

Nutrien is utilizing our purpose-driven culture and employee engagement to drive positive change. We are focusing on opportunities that go beyond compliance and enhance our environmental commitment. We are thinking beyond our permitted operational requirements and looking for new innovative opportunities to reduce our footprint. Further, we recognize we have many great environmental programs at our individual sites, and we are leveraging their learnings by sharing these best practices across the organization. The combination of employee engagement, expertise and innovation will enable Nutrien to succeed in its environmental vision.

SIMON DYER
Executive Director
Pembina Institute

Canadians want a healthy environment, a stable climate and prosperous communities. Finding that balance requires collaboration, evidence-based decision-making and innovative, win-win solutions. Founded in central Alberta nearly 30 years ago, the Pembina Institute collaborates with partners in all industry sectors, with communities across the country, and with decision-makers across the political spectrum. Together we work to advance standards for responsible fossil fuel development and to accelerate the transition to a cleaner energy system that sustains a high quality of life. Because at our best, working together to find solutions is what Canadians do.
COMMUNITY PARTNERSHIPS

We asked four experts: How does your organization go beyond charity/philanthropy/financial relationships to establish true partnerships? How can this lead to new business models and mindsets?

CANDACE LAING
VP, Sustainability & Stakeholder Relations
Nutrien

Nutrien believes in working with others to create shared-value partnerships. We encourage ongoing collaboration, sharing of information and pooling of resources because it leads to more informed, effective and lasting outcomes for all. Many partnerships are long term and go beyond providing one-off funding, instead spurring opportunities that create world-changing impact. Consider Nutrien’s continuing partnership with the Saskatoon Tribal Council, which has been in place for seven years. An industry engagement agreement outlines a collaborative understanding regarding employment, training and procurement initiatives, and opportunities. It is a mutually beneficial journey. The commitment to industry-leading partnerships like these result in truly meaningful Aboriginal engagement and economic participation.

CATHARINE DECARIE
Senior VP, Corporate Affairs and Secretary
Export Development Canada

Export Development Canada is a for-profit Crown corporation that helps Canadian companies expand their businesses internationally. CARE Canada is a not-for-profit that fights global poverty. For 10 years, our organizations have partnered to generate economic opportunities around the world, contributing to programs supporting financial inclusion, small business development and women’s economic empowerment. EDC employees take on four-month assignments around the world, leveraging their business skills and expertise to strengthen CARE’s capacity as a leading humanitarian organization. In exchange, our employees return with new skills, fresh perspectives, a deeper understanding of cultures in developing countries and an expanded notion of what community means. EDC is proud to contribute to CARE’s important mission, in a way that also supports our mandate to leave a very Canadian – and responsible – footprint around the world.

DERICK ROZDEBA
VP of Communications, Public and Government Affairs
Bayer Inc.

Bayer strongly believes in giving back to the communities where we work, and we strive to ingrain that philosophy within our corporate culture. Something our more than 1,200 employees across Canada readily embrace. For years we supported community organizations through sustainability initiatives designed to give back financially. While this has always been a critical component of our efforts, and something we have not lost sight of, we felt we could do even better. This year we overhauled our Community Engagement plan. Since we redrew our approach, we have seen an increase in community participation focused on our new partners and a level of interest that offers a promising vision for the future.

ERN MEEZAN
Chief Sustainability Officer
Interface

True partnerships form when an organization creates an audacious goal for its business, because this requires the company to look outside its own capabilities. When we first began our sustainability journey, we knew we needed transformation within the supply chain to eliminate our environmental footprint. So we challenged our yarn suppliers to create a product with more recycled content. This led to a shift within our industry, because our competitors bought yarn from the same suppliers. Now we’re taking on an even bigger goal with our new mission, Climate Take Back. It calls on business to reverse global warming. We believe using carbon as a resource is the path to reversal, and we’re collaborating with like-minded companies to drive innovation.
Diversity & Inclusion

Canadians generally take great pride in the diversity of our country and the event speakers echoed this sentiment while calling for greater efforts to overcome systemic challenges. Diversity and inclusion was once seen as good will to with some intangible benefits but it has transformed into a business imperative and metric for success. There are many different considerations including gender, race, sexual identity, age, professional backgrounds, and diversity of perspectives.

Key Learnings

- Companies are moving toward mandated inclusivity in the workplace, but true inclusivity comes from changes in culture, not just policy.
- Improving inclusivity comes from focusing on the person, not the metrics.
- There is a need for workplaces to advance acceptance of race, sexual identity, gender, and to commonly ask "who’s not in the room?"
- Successful strategies to improve diversity were shared including an internal diversity blog at EDC, as well as TD Bank’s commitment to improving inclusion through their social determinants based strategy.

"If Canada is going to the world stage, then business needs to work for women and not just men. Having the right people at the table changes the conversations entirely. Having every kind of person in the room is what can make sure that the voices are heard."
—Coro Strandberg, President, Strandberg Consulting

"Diversity is about allowing individuals to contribute and create culture. It takes time to build meaningful conversation, and if you don’t give it enough time, it doesn’t work."
—Prageet Nibber, CEO, ReWatt Power

"I can’t downsize my aspirations just because I work in a male dominated field."
—Candace Laing, VP Sustainability & Stakeholder Relations, Nutrien

"Inclusivity cannot be a self-congratulatory act, we need to be more real with each other."
—Gregory John, VP Indigenous Relations and Engagement, Reconciliation Pipeline
WHY SKILLS DIVERSITY IS THE BACKBONE OF CANADA’S IMMIGRATION SYSTEM

Anila Lee Yuem, president and CEO of Centre for Newcomers (CN) in Calgary, Alberta, has a reminder for all Canadians: “Unless you are indigenous, at some point in history your family arrived as immigrants; immigration and newcomers are extremely important to Canada.” Ms. Lee Yuem says skills diversity is the backbone of Canada’s current immigration system, where the Economic Classification favours those with diverse employment skills.

CN and other settlement agencies across the country are convening services to newcomers, including training on Canadian workplace culture, advanced English language support and bridging programs for people who want to transition their careers, she says. Ms. Lee Yuem also points to research that reveals a “pronounced diversity dividend.” Besma Momani and Jillian S. Shim’s Diversity Dividend report for the Centre for International Governance Innovation and the Pierre Elliott Trudeau Foundation found a one percent increase in ethnocultural diversity was associated with an average 2.4 percent increase in revenue across the 2900 workplaces surveyed.

In addition to the economic benefits of newcomers succeeding in the workforce, finding meaningful employment makes newcomers feel included. “The business community can play an active role in because diversity needs proper support,” says Ms. Lee Yuem. “By actively hiring newcomers with the skill set for open positions, the business community does much to reduce conscious and unconscious bias in hiring, non-recognition of foreign credentials or international experience.”

The Conference Board of Canada’s (CBoC) 2018 report, Measuring Up: Benchmarking Diversity and Inclusion in Canadian Organizations, shows that while Canadian organizations indicated an intent to focus on inclusion efforts, the behaviours that go along with those intentions, such as providing development opportunities, are not as strong for members of diverse groups, and are viewed as low priorities.

“Many Canadian organizations have awakened to the reality that a diverse and inclusive workforce is a competitive advantage. However, they are struggling with putting those intentions into practice in a systematic and disciplined way,” says Jane Cooper, CBoC senior research associate.

Based on survey results, the report reveals one-third of responding organizations had no special strategies to recruit a more diverse workforce, and one-third of respondents said they did not measure the results of their diversity and inclusion efforts.

Food and facilities management company Sodexo Canada reports its diversity and inclusion policies result in a more engaged and stable workforce, and it has the data to prove it, says Anika-Kirina Tabubil, the company’s director corporate affairs.

Canada is finding more and more that its actions in D&I are its market differentiator. “Our clients come to us, not only for the expertise on the over 100 services we provide, but also to help them along their D&I journeys,” she says. “We see it because we measure everything we do. Employee engagement goes up because of our D&I actions. In our global surveys that include sites around the world, they show stronger performance when we have gender-balanced teams.”

Sodexo considers its supply chains as an extension of those values. “We feel very strongly that when we are able to hire and empower indigenous businesses and communities, the rest of the country prospers,” says Ms. Tabubil, adding that the company is a founding member of the Aboriginal Procurement Champions Group, a strategy of the Canadian Council for Aboriginal Business.

“We also know that when we do business with and give more business to small and medium-sized enterprises and women-owned enterprises, they elevate their communities because they tend to invest back into the communities,” she adds.

SME PROFILE: LUCKY IRON FISH ENTERPRISE (LIFE)

NO ORDINARY FISH

More than 99 percent of businesses in Canada are small and medium-sized enterprises (SME). As a major driver of the economy, SME leaders play a critical role embedding practices that contribute to the social good for all Canadians.

When Gavin Armstrong was volunteering at a refugee camp in northern Kenya, he saw first-hand the impact of hidden hunger and began looking for a solution to one of the leading causes of malnutrition – iron deficiency. As part of his PhD research at the University of Guelph, Dr. Armstrong expanded on the work of fellow student Christopher Charles and innovated a risk-shaped product that releases a safe and consistent amount of iron when it is boiled in slightly acidified water. In 2012, Dr. Armstrong, along with support from Dr. Charles and Dr. Alisdair Summerville – academic advisor to both students – established Lucky Iron Fish Enterprise (LIFE) to tackle iron deficiency, a health-care challenge that impacts two billion people – many of whom are women – and results in a loss of $90 billion per year in global GDP.

“I have always believed that you can do well by doing good. You can help the planet be a better place and make a profit while doing so,” says Dr. Armstrong.

Manufactured in Ontario and Mumbai, India, the Lucky Iron Fish is sold in over 56 countries via the company’s website and Amazon. LIFE’s Buy One Give One policy – for every fish sold, one is donated to a nonprofit partner to give to a family in need – has resulted in more than 50,000 being distributed by organizations like World Vision and CARE International.

“Sometimes companies have philanthropy as one thing that they do, but that doesn’t relate to the rest of the company. I’ve never thought corporate social responsibility (CSR) should be in a separate silo. I wanted to have an impact in the supply chain from manufacturing to packaging, and through to the customers we sell to. It’s embedded in what we do,” he says.

“Customers want to see you doing good and want to purchase products they feel good about buying, so it’s not a cost, it’s an investment in the future success and scalability of the company,” he says.

In 2019, all Lucky Iron Fish will be branded with a maple leaf to acknowledge the country whence it originated and Canada’s investment in innovation.

“When I go to meetings around the world and say I am from Canada, I am met with appreciation. Canada has positioned itself to be a leader in women’s health and women’s rights – reasons we are proud to put the maple leaf on the fish.”
DEMOGRAPHICS AND CHANGING VALUES INFLUENCE WORKFORCE OF THE FUTURE

We asked four experts: Access to talent is essential for all businesses. How is your organization integrating a strong sense of purpose across your company culture and practices, and how do you see it supporting your future workforce?

PATRICIA VINCENT
VP, Talent, Learning and Culture
Export Development Canada

The pace of change facing Canadian companies engaged in international trade is relentless. Labour markets are tightening for the skills and competencies needed to drive both the continuous business and product transformation that companies require to remain competitive. At Export Development Canada, we recognize that our greatest asset is our talent. People choose to work at EDC for a few key reasons. Simply put, it's our purpose and unique culture. Employees at EDC are passionate because delivering upon our mandate provides a tangible impact on the Canadian economy by helping thousands of Canadian companies grow and succeed internationally.

As we continuously look to evolve with our Canadian exporters, our job is to ensure that the values of respect, diversity, learning and innovation remain embedded in our corporate culture.

ANNA RAISWELL-SNELL
Senior Director, Culture & Organizational Effectiveness
Nutrien

In the first two weeks of Nutrien's existence, we began defining our purpose by exploring who we are and what we look like when we are at our best. Grow our World from the Ground Up is our purpose and it is infused in everything we do, everything we say and everything we are. Our purpose is the foundation of our culture, our values and our performance measurement. It is the backbone of our work in sustainability and is integrated across our entire company. Purpose is also how we recruit and hire. We hire those who are similarly excited about our journey and who want to be part of the good that we can achieve together.

TIM FAYERI
VP, Sustainability & Shared Value
Maple Leaf Foods

In early 2017, after several years of research and deeply engaging our people, Maple Leaf Foods defined our organizational purpose — To Raise the Good in Food — with a vision: To be the most sustainable protein company on Earth. Our focus is to create shared value through addressing critical social and environmental issues. Our focus on sustainability is a key reason why we attract top talent. People are drawn to organizations where they can make a meaningful impact — companies that align with their values. Our culture is rooted in values that are visible in our everyday work environment. These values foster a workplace environment that is transparent, fact-based, ethical, collaborative, humble and bold. It is a learning culture, where people are encouraged and supported to build great careers.

ALOK KANTI
President and CEO
Bayer Inc.

At Bayer, we are committed to operating sustainably while addressing our social and ethical responsibilities. This includes continually creating a positive working environment for our employees — one that has been voted one of Canada's best places to work for more than 10 years. Our Corporate Social Engagement strategy enables us to give back to the communities where we live and work through organizations that reflect our values and complement our purpose, such as Science For A Better Life.

We are proud of the more than 27 different languages spoken and represented through our employees in our Mississauga office — a true testament to the mosaic of Canada. Our organization is also deeply involved with Canadian youth, particularly as it relates to our global purpose of advancing science for a better life.
Innovation

The Sustainable Development Goals are fundamentally a call to transform the global economy so that growth alleviates, rather than exasperates, poverty and repairs, rather than degrades, the environment. Innovative Canadian businesses are taking on this enormous challenge and finding global markets for solutions the world needs. However, access to capital and talent in Canada is still a challenge.

Key Learnings

- Innovation requires risk tolerance, which has not traditionally been a Canadian trait.
- Clean technology is a fast-growing industry that is booming due to recent advances in data science and artificial intelligence.
- There are a number of home-grown innovation success stories and their stories need to be more well known in Canada and globally.
- Successful Canadian companies are going abroad to scale, access capital and talent but it helps to have a domestic funder or flagship client before going global.

"Without using heat and emitting zero pollutants, we can produce new, food-grade, virgin plastic bottles."
—Nelson Switzer, Chief Growth Officer, Loop Industries

"The public market has a compelling need to take on values to compete globally. Investments are a huge driver and need to be compatible with different expectations for different countries."
—Coro Strandberg, President, Strandberg Consulting

"We often we think of large scale disruptive innovation but incremental innovation that leads to greater efficiency is just as important."
—Jeanette Patell, VP of Government Affairs and Policy, GE Canada
GROWING CANADA’S HEALTH AND BIOSCIENCES HUB

Canada is aiming to double the size of its health and biosciences sector and become a top-three global hub by 2025, according to the Health/Biosciences Economic Strategy Table (HBEST) report, one of six economic strategy tables developed to support the federal government’s vision for the Canadian economy as a global leader in innovation.

As a major driver of innovation in Canada, the pharmaceutical industry has an important role to play in making the HBEST vision a reality, says Pamela Fralic, president, Innovative Medicines Canada (IMC).

The innovative pharmaceutical industry is a natural partner to the government’s plan to strengthen Canada’s record on innovation and foster health research and development, says Ms. Fralic.

“The growth potential is immense: the biopharmaceutical industry is the largest investor in business research and development (R&D) in the world, investing $1.4 trillion globally since 2006,” she says.

Canada’s innovative pharmaceutical companies invest more than $1.2 billion annually in R&D to find new ways of treating and curing illnesses and diseases. There are more than 500 new products currently in development in Canada, including therapies focused on cancer treatments, infectious diseases and vaccines, says Ms. Fralic.

Canada is also a leading jurisdiction for clinical trials. Bayer Canada’s team of more than 150 clinical development staff recently worked with the Hamilton-based Population Health Research Institute to complete one of the largest landmark clinical trials that evaluated rivaroxaban for the prevention of major adverse cardiac events, says Dr. Shurjeel Choudhri, senior VP and head of Medical and Scientific Affairs at Bayer Canada.

Through initiatives like Grants 4 Apps – launched in Canada in 2017 – Bayer is working to develop more innovative treatments and attract more to Canada and abroad through better collaboration and information sharing.

The Grants 4 Apps program offers digital health startups mentoring and free co-working at Bayer campuses around the world.

“We engaged a variety of digital and health startups, mostly driven by youth,” says Dr. Choudhri. “Several of the organizations ended up spending some time at our office in Mississauga gaining deeper insights into how their technologies could be better work in a clinical environment and what steps they needed to consider when commercializing their products.”

Precision medicine is another area of innovation in Canada. Dr. Choudhri says as part of Bayer’s long-standing focus on oncology, the company is working on treatments to better target tumours caused by a genetic alteration as opposed to the current approach to cancer treatment where medicines target a tumour’s location in the human body such as liver, lung or skin.

However, healthcare systems across the world are strained, and as the demographic shifts to a much older population, there is growing concern that these challenges will become more severe, says Dr. Choudhri.

To meet this challenge, Bayer’s Leaps program is attempting to make paradigm-shifting advances in the field of life sciences.

“We believe we are able to see a bigger picture and it’s our responsibility to set new benchmarks and to drive breakthrough innovations for the betterment of society,” he says.

“The need to innovate was behind the development by Calgary-based See BIOSCIENCE HUB on DLBLAC”

BIOSCIENCE HUB: INNOVATION BENEFITS HEALTH-CARE SYSTEM

Oryx Medical Technologies of a sensor-based solution for patients with peripheral neuropathy (numb feet), one of the major complications resulting from diabetes.

“I felt we could do a better job of providing appropriate care for patients using sensor-based solutions that could do the sensing the patients can’t do themselves,” says CEO Dr. Bannhe Everett. “The sensors would provide feedback on where there is pressure on their feet and what they need to do to get out of a dangerous situation where tissue breakdowns could result in ulcers and lead to lengthy and expensive acute care and, in many cases, to limb loss.”

What Dr. Everett first envisaged as a research project to explore her concept of wearable insoles with sensors quickly led to establishing Oryx and the development of the world’s first diabetic insole sensory substitution system. Since the first SurRoSense intelligent insole system was introduced in 2014, the company has continued to iterate the product. The latest version of the technology, embedded into customized footwear, will be released in Canada in early 2019.

Dr. Everett says while the most important result is improved outcomes for patients, the insoles also contribute to lower health-care costs.

“It’s estimated that in the U.S., it costs $303,000 for the acute care of a diabetic foot ulcer in a recent clinical trial in the UK, it was found that the Oryx sensor sold reduced the number of wounds in high-risk patients by 70 per cent,” she says.

By working closely with government agencies overseeing care of patients, Oryx has contributed to shaping policy in a way that ultimately benefits the patient and the government’s health-care budget.

Ethique.
Collaborer.
Éco-responsables.
Innovant.
Axée sur les objectifs.
Compris.
D’esprit mondial.
Sexe équilibré.

FAIT DES AFFAIRES COMME UN CANADIEN
Canadian companies are being encouraged to embrace artificial intelligence (AI) and machine learning rather than fear it and to view what is being called the “fourth industrial revolution” as a positive disruption and an opportunity for Canada to demonstrate global leadership in technology innovation.

The federal government has already funded the Pan-Canadian Artificial Intelligence Strategy, delivered through the Canadian Institute for Advanced Research to promote collaboration between Canada’s main centres of expertise in Toronto-Waterloo, Montreal and Edmonton. The goal is to position Canada as a world-leading destination for companies seeking to invest in AI and innovation.

Sarah Villemure, a policy analyst at Brookfield Institute for Innovation and Entrepreneurship at Ryerson University in Toronto, says AI has the potential to increase productivity and strengthen Canada’s competitive advantage on the global market. However, Canadian firms will need to have the necessary complements in place – structured data, infrastructure, redesigned workflows, leadership and talent – to truly realize these gains. Those that are unprepared risk being left behind. And there’s no reason to fear large-scale job losses related to the introduction of AI, which is a big concern of both workers and employers, she adds.

“It should not be assumed that introducing AI will result in employees losing their jobs,” says Ms. Villemure. “It’s important to understand that, in many cases, AI will not replace human workers but rather augment their jobs. Even when tasks once performed by humans are automated, it’s likely that we will see an increase in demand for workers to perform new roles necessitating increased skill requirements.”

Employers will need to play a large role in retaining existing workers to fill those gaps.

“Canadian companies have been benefiting from AI more than they may realize,” says Ms. Villemure. “For example, firms with a customer-facing component can utilize natural language processing by deploying chatbots to identify the needs of prospective or current customers and funneling them to the right representative, cutting down on the time employees spend speaking with customers and transferring them over to different departments.”

Currently, the biggest barrier to the continued development and implementation of AI is a shortage of skilled workers.

“Several firms are already adopting AI into thousands of Canadian firms,” says Ms. Villemure. “Not only do firms require individuals with technical expertise, but the complexity of AI systems also calls for workers with complementary skill sets.”

But more Canadian companies need to start using AI technologies or risk falling behind other countries in AI adoption and demand, according to a recent report by Omnia AI, the consulting firm Deloitte’s AI practice, which found that only 16 per cent of all Canadian businesses report using AI technologies – a number that has remained stagnant over the last four years.

The study found that lack of understanding, trust and awareness, among both consumers and businesses, and an inability by companies to scale small pilots were barriers limiting AI adoption.
Carbon Management & Energy Transition

Beyond the politicized debates about pipelines, there are significant transformations underway in the energy sector. From automation to coal phase outs, cheap renewable power to new and emerging clean tech and carbon tech solutions, Canada’s energy system is rapidly changing. However, replacing high paying jobs in the energy transition is a major challenge causing fear and resistance.

Key Learnings

- Canada needs an “all the above” national strategy to increase renewable power, natural gas, battery innovation, and market access for petroleum.
- The growing demand for low carbon solutions is driving Canadian clean tech exports globally.
- Canada is well positioned to capitalize on new innovation that converts carbon dioxide (CO2) into cement and lightweight steel.
- Carbon pricing is seen as important to facilitate a shift towards low carbon solutions and participate in emerging carbon markets.

“Our goal is not to reduce emissions, it is to reverse global warming. We do not want to go more slowly to the cliff.”
—B. Lorraine Smith, Independent Consultant and CBSR Board Member

“In order to get where we all want to get in 2050, we really need to be working on an ‘all of the above’ solution: we’re going to need renewables, we’re going to need batteries, and we’re going to need fossil fuels.”
—Kate Chisholm, SVP Sustainability & Chief Legal Officer, Capital Power

“Carbon pricing is inevitable and it’s important for Canada to get ahead. We need to be competitive and not delay on what will give us long term benefit.”
—Sandra Odendahl, President & CEO at Carbon Management Canada Research Institute

“In recent years, clean energy has employed more people than oil and gas and mining combined. It’s a big sector, contributing billions to Canada’s GDP and it’s adding more jobs per year than most industries.”
—Joanna Kyriazis, Senior Policy Advisor, Clean energy Canada
CASHING IN ON CARBON

"... we have a growing number of innovative new companies converting CO₂ into high-value products."

Sandra Odendahl
president and CEO, CMC Research Institutes

Workers survey a portion of Shell Quest carbon capture and storage unit at the Scotford Upgrader near Fort Saskatchewan, northeast of Edmonton.

CANADA IS A GLOBAL LEADER IN CCUS. SHE POINTS OUT THAT FOUR OF THE TOP 10 GLOBAL FINALISTS IN THE $20-MILLION NRG COSIA CARBON XPRIZE ARE CANADIAN.

DO BUSINESS LIKE A CANADIAN


The purpose: to unite Canadians around a values-driven, sustainable and inclusive economic development strategy as a competitive advantage, and encourage this approach as a modern way to do business like a Canadian.

Canadian Business for Social Responsibility (CBSR) is a non-profit think-tank and professional association that brings together forward-thinking business and government leaders to collaborate on a sustainable future.

GET INVOLVED TODAY. To learn more about this campaign and pledge your support, visit: dobusinesslikecanadian.ca.

ENERGY SECTOR STRIVES FOR SUSTAINABLE BENEFITS

Canada’s natural resource endowment is the third-largest per-capita in the world and accounts for 1.82 million jobs and contributes 17 per cent of the country’s GDP, according to Natural Resources Canada. But finding the right balance between the growing global demand for natural resources and increasing domestic pressure to safeguard the environment has become one of the sector’s biggest challenges.

The good news, according to a 2018 report by the resource economists, is that Canada already ranks in the top 50% of countries in environmental performance and is fourth among Organization for Economic Co-operation and Development (OECD) member countries in environmental policy stringency.

However, the report points out that according to the World Bank’s Ease of Doing Business index, Canada ranks 34th out of 190, with the highest barriers to doing business in sub-Saharan Africa and the Middle East. This is a major impediment to growth and competitiveness and a deterrent to investment.

Canada’s energy sector is particularly constrained by these challenges as evidenced by strong resistance to new projects including pipelines and export facilities, and any expansion of existing operations. But the current impasse can be traced back about 10 years when energy companies “dropped the ball” by allowing the conversation to get away from: “How do we all, as a society, work together to reduce carbon emissions?” To: “How do we get off fossil fuels altogether?”

In electricity generation, for example, there is a lot of people...
INNOVATION, TECHNOLOGY AND THE FUTURE OF PHILANTHROPY

BY ERIC SAARVALA

What does doing business like a Canadian mean for the philanthropic sector? Canadian Business for Social Responsibility (CBSR) is creating a national dialogue around doing business like a Canadian with corporate Canada, and it has identified innovation as one of its Canadian business values. Innovation is not just key for business; technological innovation for non-profits is critical for their short-term success and long-term sustainability.

While Canada may be one of the most generous countries in embracing philanthropic giving trends, non-profits are being challenged on two fronts. First, there's a sector challenge. The Thirty-Year Giving in Canada report by the Rideau Hall Foundation and Imagine Canada states that the vehicles Canadian businesses are using to give, and the causes they are giving to, are changing. Online giving is increasing, and digital tools have become imperative to engage with a diverse constituency base. Blackbaud's The Next Generation of Canadian Giving report outlines these points and multi-channel giving.

The Blackbaud Canada Index reveals how the use of technology has had a major impact and transparency around their giving. Technological innovation can deliver on these expectations. In the report, Michael Johnson from Hewitt and Johnston Consultants also identifies a growing gap between small organizations that can't afford technology versus the medium and large organizations that can innovate through technology.

The second challenge is that corporations are innovating and becoming more sophisticated in their corporate social responsibility (CSR) programs while leveraging technology. This puts additional pressure on their non-profit partners to become strategic partners and deliver impact, outcomes, brand value and meaningful volunteer opportunities to funders. Large and some medium-sized non-profits have resource requirements to integrate into a CSR program, but smaller organizations face a significant price challenge.

One could argue that regardless of the technology, it is the support and the connection to a story that drive the giving vehicle, as seen through the growth of crowdfunding. The CanadianGives 2018 Giving Report speaks to the $15 million raised (following the tragic Humboldt bus accident). However, it also details that most people are unaware of the issues that arise when large sums of money are collected in these funds or how the money would be used, which we saw with the Humboldt fund.

To overcome transparency, capacity and other challenges, organizations should consider relying on tools to do the computing. Those that do will experience rapid innovation at a lower cost compared to on-site solutions. Full solutions offer a more seamless and integrated experience, enabling increased transparency and efficiency. Technological innovation will drive the digital strategy and other daily operations, such as communications, fund development and finance, as well as deliver the programs that enable non-profits to serve their mission and vision, and do business like a Canadian.

Eric Saarvala is a social impact consultant. He is an adviser with CISR and the founder of ImpactLab Consulting, a business specializing in corporate social responsibility and philanthropic services.

ENERGY: TACKLING CLIMATE CHANGE

no more than a modest impact on CO₂ emissions for now, but Will continue contributing to lowering the cost of carbon capture and storage equally important - help Canada reach its GHG reduction targets.

The latest CCS Report produced by MCRI and the Pembina Institute in Calgary shows that by 2035, carbon utilization has the potential to store approximately 22% of Canada's annual GHG emissions, based on 2017 levels. This could generate $2 billion per year in avoided emissions alone at a carbon price of $50/tonne.

Edmonton-based Capital Power, which generates electricity at 125 facilities across North America, has been working on CCS projects since 2014. Kate Chisholm, senior vice-president of legal and sustainability officer, says CCS development is a valuable investment in the future, but focusing on CCS technology offers the greatest returns economically and sustainably.

"CCS is economically viable, but not very economic and adds to the cost of things that are manufactured using fossil fuels," she says. "But by using the captured carbon to produce useful consumer products, CCS becomes a more advantageous proposition over the long term economically."

For example, Capital Power has an equity interest in a company called C2C2, which uses the CO₂ captured from the stack at the Shepard Energy Centre, a natural gas plant in Calgary jointly owned by Capital Power and INMAX and creates carbon nanotubes, which Ms. Chisholm says the lead project scientist has told her are stronger than steel, lighter than aluminum and more conductive than copper. Eric Beynon, who was a principal architect of the development of the carbon XPRIZE competition, prefers to use the term "carbon utilization" rather than "carbon utilization" when talking about converting captured CO₂ into useful products.

"This is going to be a strong economic policy and an industry that I believe the world is going to need. Those leading and advancing the industry will have an economic advantage in order to manage some of the environmental costs," he says.

Mr. Beynon believes that while the carbon-to-plastic sector is gaining acceptance globally, more could be done to enhance public perception of its role as a viable way to CO₂ storage and an economic benefit.

"We need to market this, so that it is well understood, and that carbon capture on its own is a good thing," he says. "A big challenge is to communicate the benefits of carbon capture and storage. It's not just about reducing emissions; it's about creating a sustainable future for generations to come."

The energy industry needs the public to trust that it is being managed by people who have children and grandchildren and who are every bit as anxious about the future and Canada's environment as they are," says Ms. Chisholm.

"Oil sands producer Suncor fully understands that the economic, environmental and social dimensions of energy development are deeply interconnected and that success in one cannot be achieved without success in all," says CEO Steve Williams in the company's 2018 Report on Sustainability.

"Suncor has been an industry leader in sustainability for two decades," he says. "Going forward, our commitment to continually improve our environmental, social and economic performance will be even greater than ever. As the world transitions to a lower-carbon economy, we intend to be a progressive, cost-efficient and carbon-competitive energy provider of choice."

To help tackle climate change, Suncor aims to reduce the greenhouse gas emission intensity of its oil and gas production by 30% per cent by 2030.

"We believe this target, together with our ongoing commitment to technology and innovation, will help us to ultimately bend the curve on our absolute GHG emissions as well," adds Mr. Williams.

But perhaps the biggest challenge facing a company like Suncor is how to be both profitable and beholden to a broader set of stakeholders. Suncor's approach to developing a shared ambition to develop Canada's energy resources in ways that foster economic growth while protecting a healthy environment and advancing social well-being."
Agriculture & Food Production

Agriculture and food production are commonly considered carbon intensive industries sometimes associated with food waste and negative environmental impacts. However, new restorative practices and an increasing use of data science is improving accountability and increasing efficiency to help farmers make informed and sustainable decisions concerning their crops and resource allocations.

Key Learnings

- The rise in indoor agriculture will significantly increase energy needs in Canada over the coming decades.
- Regenerative agriculture is a lesser-known sustainable methodology that centres around our ability to sequester carbon through food, forestry, or fibre.
- More widespread education about regenerative agriculture is required as well as greater investment in new farming methods.
- As the need for sustainable agriculture increases, more data science is being deployed to understand the journey of food products from farm to fork.
- Data science is also helping farmers make better choices for their crops and evolve 21st century farming methods.
- Social inequalities, such as accessibility, education, and poverty are the main causes of food insecurity.
- To date, over 3.7 million dollars has been raised for 11 food centres across Canada.
- Pairing food-insecure families with tax agents at Maple Leaf Foods’ food centres helped families save hundreds of dollars that they can put towards groceries.

"It's about progress, not perfection at this point. Food is at the nexus of societal issues."
—Tim Faveri, VP Sustainability & Shared Value, Maple Leaf Foods

"While carbon technology is making leaps and bounds in extracting carbon from the air, there is a gap in actioning the amount of CO2 that plants require the soil to grow and where that carbon goes after harvesting."
—B. Lorraine Smith, Independent Consultant and CBSR Board member

"Sustainability isn't a buzzword for a grower, it's a part of what they do."
—Mark Thompson, VP of Business Development, Nutrien
DO BUSINESS LIKE A CANADIAN

BIG DATA AND DIGITAL FARM TOOLS REVOLUTIONIZE AGRI-SECTOR

CANADA IS THE WORLD’S FIFTH-LARGEST EXPORTER OF AGRICULTURAL PRODUCTS and, based on high production standards and safeguards, has an enviable reputation as a safe and reliable supplier in the global market. With world demand for agricultural products growing steadily, Canada aims to increase its agri-food exports to at least $75-billion annually by 2025. And with consumers increasingly opting for quality over price, Canada is strongly positioned to capture a bigger share of the market.

Paul Thiel, vice president of product development and regulatory science, Bayer CropScience, says Canada’s international reputation in agriculture is based largely on the country’s food chain system that ensures the highest quality and safety of food production.

“The system is led by our farmers who demonstrate excellent management practices, attention to quality, and the stewardship of crop protection and input product use,” he says. “We also maintain oversight from one of the world’s top science-based and reputable regulatory agencies – Health Canada.”

Mr. Thiel points out that Canadian farmers are also early adopters of innovative agricultural practices that not only help produce more food and improve efficiencies, but also improve the sustainability of their operation, their land and the environment. “For example, canola, the healthiest profile of any vegetable oil, was invented in Canada, and we pioneered the practice of reduced tillage, which limits disruption of the soil and has been adopted in many other parts of the world and reduced the footprint of farming while improving soil health and minimizing erosion,” he says.

Canadian researchers also played a key role in mapping the wheat genome, which provides further insight for breeders to develop the next generation of super wheat varieties adapted to environmental and consumer See FOOD on DBLAC 3

DO BUSINESS LIKE A CANADIAN

Presented by Canada Business for Social Responsibility in partnership with Bayer, Export Development Canada, The Globe and Mail, Keurig, Nutrien and Rump Communications, Do Business Like a Canadian is a national event series and multimedia campaign to promote a set of Canadian business values and business leadership in environmental stewardship, industry and innovation. The purpose: to unite Canadians around a values-driven, sustainable and inclusive economic development strategy as a competitive advantage, and encourage this approach as a modern way to do business like a Canadian.

Canadian Business for Social Responsibility (CBSR) is a non-profit think-tank and professional association that brings together forward-thinking business and government leaders to collaborate on a sustainable future.

GET INVOLVED TODAY. To learn more about this campaign and pledge your support, visit: dobusinesslikecanadian.ca

BY THE NUMBERS

Canada is one of the world’s largest exporters of agricultural commodities.

CANADA’S GDP $114-BILLION = AGRICULTURE AND AGRI-FOOD SECTOR’S CONTRIBUTION TO GDP

EMPLOYMENT 2.3 MILLION = NUMBER OF JOBS IN AGRICULTURE AND AGRI-FOOD SECTOR

MANUFACTURING $110-BILLION = AMOUNT SECTOR GENERATES IN RELATED MANUFACTURING

Source: AgriPulse and Agri-food Canada

AGRICULTURE’S CONNECTED NETWORK

Canada’s agricultural sector is poised to play a pivotal role in helping feed a global population expected to reach nearly 10 billion in the next 30 years. But increasing productivity to keep pace with growing demand — without expanding their environmental footprint — will be a significant challenge for Canadian growers.

They are doing that in part, says Candace Laing, vice president, Sustainability & Stakeholder Relations at Saltation-based Nutrien, the world’s largest provider of crop inputs, services and solutions, by being innovative, adopting new technology and applying best practices focused on sustainable agriculture and environmental stewardship.

“Most people don’t realize how advanced agriculture is,” she says. “For example, we have smartphones that monitor soil moisture and weather with the ability to turn on irrigation systems; new seed varieties that are better suited to droughts; and Global Positioning Systems that guide machinery in the field, helping growers apply the exact amount of inputs where they are needed. Technology and innovation are an integral part of a grower’s life.”

But what growers are not yet doing well enough, she adds, is communicating outside of the industry.

“As we strive to feed a growing population, we need to connect with our engaged consumers who are passionate about where their food comes from,” says Ms. Laing.

“Food is going to be the defining issue of the 21st century. As a result, the collaboration and connectivity between consumers and the agricultural system is critical.”

She notes that while agriculture is the foundation for life, the understanding of where food comes from and how it’s grown is decreasing as more generations move into urban centres. Agricultural knowledge is becoming increasingly complex as technology evolves, but consumers know little about it.

“Across the agricultural value chain, we are constantly collaborating in countries around the world to share knowledge, offer sale and reliable products and improve efficiencies,” says Ms. Laing.

In Canada, growers actively participate voluntarily in programs like the Environmental Farm Plan, the Canadian Roundtable for Sustainable Crops, the Canadian Fieldprint Initiative and 44 Nutrient Stewardship to measure and characterize the quality and sustainability of Canadian farming practices.

“Agribusiness agriculture is a connected network of passionate people, one in eight jobs in Canada is related to agriculture and agribusiness. Canadian agriculture and the agri-food system are a building block of the economy and society generating over $110-billion annually in GDP from agriculture,” says Ms. Laing.

Innovation in the agriculture and agri-food sector is leading to increased yields and productivity. sttocx.com

DO BUSINESS LIKE A CANADIAN CAMPAIGN REPORT

PAGE 38
Sustainable Procurement

Government purchasing represents 13.3% of Canada’s GDP and has the ability to advance almost every public sector institutional objective related to sustainability and good management including climate change mitigation, waste minimization, job creation, financial accountability, risk mitigation, reconciliation, and human rights. However, public procurement is heavily decentralized and the good work being done to date in this area has been isolated without widespread impact at scale.

Key Learnings

- Procurement is a high impact and relatively low cost tool to advance action towards the Sustainable Development Goals.
- Procurement contracts must adhere to free trade agreements, which adds complexity and opens opportunities.
- Procurement in Canada is highly decentralized with more than 80% of all public purchasing taking place at the municipal and provincial levels.
- Companies with sophisticated supply chain programs rarely credited when competing against social and environmental laggards for contracts associated with schools, post offices, police stations, and public infrastructure.
- Procurement can be particularly beneficial for small communities and small to medium sized businesses to advance local job creation, living wages, decreased emissions, and waste.

"Quebec has been doing strategic public purchasing for a long time but it can go further and expand beyond Quebec."
—Anne-Marie Saulnier, Directrice Générale, Espace québécois de Concertation sur les Pratiques d’Approvisionnement Responsable (Montreal)

"Public procurement needs to be more strategic and refocus from being price-takers to market-movers."
—Sandra Hamilton, Independent Consultant and CBSR Associate

"If we want more socially and environmentally responsible businesses and Indigenous partnerships, that has to matter in public procurement."
—JP Gladu, President & CEO, Canadian Council for Aboriginal Business
How To Do Business Like A Canadian In A Crisis

When the COVID-19 pandemic caused people around the world to go into quarantine and social distancing, Canada’s economy suffered a severe downturn and many people lost their livelihoods. Amid this crisis, Canadian business values were put to the test and companies large and small rose to the extraordinary challenge to do their part by pivoting their operations entirely, collaborating with other businesses on novel solutions and making significant philanthropic donations. CBSR tracked nearly 500 case studies for how to Do Business Like A Canadian in a crisis to share across our campaign platforms.

Canadian Business Responders List

In order to document the remarkable efforts of so many Canadian companies, CBSR teamed up with Upswing Solutions to compile the Canadian Business Responders List of nearly 500 large and small Canadian companies divided into these four response categories: Protectors, Pivots, Philanthropists, and Pioneers. This resource and accompanying webinar are available at cbsr.ca

“The Canadian Business Responders List is a valuable resource for responsible investors looking to assess how companies are looking after the interests of their key stakeholders during the COVID-19 crisis.” - Jamie Bonham, Director of Corporate Engagement at NEI Investments

**PROTECTORS**

These companies are extending protection and flexibility to staff, suppliers, customers, and others to stabilize, continue operations and protect financial security.

*Examples:*
- Going above and beyond to extend employees benefits & support
- Leveraging supply chains and retailing operations to support urgent community needs
- Supporting local communities and non-profits

**PIVOTERS**

These companies are leveraging supply chains and retailing operations to support urgent community needs.

*Examples:*
- Pivoting production towards essential goods
- Creating new products and services to meet new demand
- Optimizing operations to adapt to new circumstances

**PHILANTHROPISTS**

These companies are donating time, money and resources to community partners and groups that serve vulnerable members of the community.

*Examples:*
- Philanthropic donations; Community support
- Donating product; Financial support
- Sponsorship and in-kind donations

**PIONEERS**

These companies are developing solutions for diagnosis, treatment, and future immunization against the virus.

*Examples:*
- Vaccine development; COVID-19 test development; Funding for research
Additional Content

Visit the cbsr.ca website for many more Canadian business stories and case studies.

A set of values to inspire Canada's future role in the world

"Let us position ourselves for a future economy where doing business like a Canadian means not only being the best in the world, but the best for the world."

Read More

Canada tackles the world's to-do list

Access to clean water and sanitation is one of the United Nations' 17 Sustainable Development Goals.

Read More

An opportunity to shape our future economy

"It's important to understand that in many cases, AI will not replace human workers but rather augment their jobs."

Read More

Values-driven business is key to competitive advantage

Canadian Business for Social Responsibility's eight business values are the basis for its Do Business Like a Canadian campaign.

Read More

How a made-in-Canada responsible mining program is going global

As we transition to a low carbon economy, one that requires mined minerals and metals to be fully realized, it is essential that there be

Read More

When a company makes sustainability its purpose

Tim Fowers, VP Sustainability & Shared Value, Maple Leaf Foods

Read More

Community Partnerships

We asked four experts: How does your organization go beyond charity/philanthropy/financial relationships to establish true partnerships? How can this lead to new business models and mindsets?

Read More

Energy sector strives for sustainable benefits

Suncor is a joint venture partner in the Hibernia oil field located approximately 315 kilometres east-southeast of St. John's.

Read More

Agriculture's connected network

Innovation in the agriculture and agri-food sector is leading to increased yields and productivity.

Read More
Join esteemed speakers, panelists, influential attendees and members of The Globe’s news team for an enlightening afternoon of presentations and discussion focused on Canadian business values and competitiveness.

- Montreal, March 21
- Toronto, March 27
- Vancouver, April 2
- Calgary, April 4

To learn more and register, visit: www.globeandmailevents.com

TO CLAIM YOUR EXCLUSIVE GLOBE READER OFFER: dblaccomp
Events Overview

CBSR and its partners hosted events in four different cities at world class venues as part of the Do Business Like A Canadian campaign. The following is a snapshot of who attended and what took place.

Montreal - March 21, 2019
Doubletree by Hilton

Toronto - March 27, 2019
Globe and Mail Centre

Calgary - April 4, 2019
Telus Convention Centre

Vancouver - April 2, 2019
Marriott Pinnacle Hotel

~400 Attendees

Attendee Profiles

- Junior: 50%
- C-Suite: 21%
- Senior: 29%
Speakers

Thanks to these amazing speakers, panelists and moderators for their valuable time and expert perspectives:

- **Dominic Barton**, Global Managing Director Emeritus, McKinsey & Co. (Calgary speaker)
- **Kate Chisholm**, Senior VP of Sustainability and Chief Legal Officer, Capital Power (Calgary speaker)
- **Shurjeel Choudhri**, Head of Medical and Scientific Affairs, Bayer (Toronto speaker)
- **Chris Coulter**, CEO, Globescan and CBSR board member (Toronto speaker)

- **Chantale Després**, Director of Sustainability, CN (Montreal panelist)
- **Max Dokuchie**, Senior Legal Counsel at First Nations Health Authority (Vancouver panelist)
- **Elizabeth Dove**, Director of Corporate Citizenship, Volunteer Canada (Vancouver speaker)
- **Tim Faveri**, VP of Sustainability and Shared Value, Maple Leaf Foods (Calgary panelist)
- **Rob Fosco**, VP of Corporate Sustainability and Responsibility, Export Development Canada (Montreal, Toronto, Vancouver, Calgary panelist)
- **JP Gladu**, President and CEO, Canadian Council for Aboriginal Business (Montreal, Toronto panelist)
- **Robert Greenhill**, Executive Chairman at Global Canada (Calgary moderator)
- **Alison Grenier**, Head of Culture and Research, Great Place to Work (Vancouver speaker)
- **Sandra Hamilton**, Independent consultant and CBSR Associate (Vancouver panelist)
- **Denise Hockaday**, Climate Business Lead, The Climate Corporation (Calgary panelist)
- **Gregory John**, VP of Indigenous Relations, Project Reconciliation (Calgary panelist)
- **Jeffrey Jones**, Journalist, The Globe and Mail (Calgary moderator)
- **Joanna Kyriazis**, Senior Policy Advisor, Clean Energy Canada (Toronto speaker)
Speakers

- **Melina Laboucan-Massimo**, Climate Change Fellow, David Suzuki Foundation (Vancouver panelist)
- **Candace Laing**, VP of Sustainability and Stakeholder Relations, Nutrien (Toronto speaker)
- **Dan Mancuso**, VP International Growth Capital, Export Development Canada (Toronto speaker)
- **Lisa Mooney**, Senior Advisor for Strategic Inclusion, Nutrien (Vancouver speaker)
- **Prageet Nibber**, CEO, ReWatt Power (Calgary panelist)
- **Sandra Odendahl**, President and CEO, Carbon Management Canada Research Institutes (Toronto speaker)
- **Jeanette Patell**, VP of Government Affairs and Policy, GE Canada (Montreal panelist)
- **Adrienne Rand**, Director of Strategy, Public Inc. (Toronto speaker)
- **Anne-Marie Saulnier**, Directrice générale, Espace québécois de Concertation sur les Pratiques d’Approvisionnemment Responsable (Montreal panelist)
- **Cynthia Shanks**, Directrice Principale de Communications et Développement Durable, Keurig Canada (Montreal)
- **B. Lorraine Smith**, writer, consultant and CBSR board member (Montreal speaker)
- **Coro Strandberg**, President of Strandberg Consulting and CBSR Associate (Vancouver speaker)
- **Mark Thompson**, VP of Business Development, Nutrien (Calgary panelist)
- **Rita Trichur**, Financial Services Editor, The Globe and Mail (Toronto moderator)
- **Charlie Weiler**, Senior Aboriginal Relations Regulatory Specialist, BC Hydro (Vancouver panelist)
- **Konrad Yakabuski**, Columnist, The Globe and Mail (Montreal moderator)

Visit CBSR’s YouTube Channel for campaign videos and speaker presentations.
Photo Highlights & Feedback

Audience Mix

Female 55%
Male 45%

"I walked away feeling proud to be Canadian."
- Calgary attendee
Photo Highlights & Feedback

Satisfaction Rate

86%

Respondents rated their experience as very valuable

"There was a good combination of systems-level and tangible content. I particularly appreciated the bright minds on the clean energy panel."

-Toronto attendee
Photo Highlights & Feedback

"I found the sessions very interesting."
-Toronto attendee
Photo Highlights & Feedback

"Well organized, excellent speakers and good networking opportunities."
-Montreal attendee

"I was absolutely inspired by Dominic Barton."
-Calgary attendee
Photo Highlights & Feedback

15 Industries engaged

Top 3 industries engaged
- Finance
- Natural Resources
- Professional Services

"We definitely need Canadian business values – I’m surprised they don’t already exist!"
- Vancouver attendee
Photo Highlights & Feedback
Newsprint Campaign

On each day of the live events during the Do Business Like A Canadian campaign, The Globe and Mail published a three-page, feature-length insert in the Report on Business section, outlining the content, discussed during the events. The following pages are summaries of the inserts.

The feature included:

- 20 articles
- 4 issues of The Globe and Mail
- 25 expert weigh-ins
- 25 references to businesses demonstrating Canadian business values.

Print audience: 1 million
Digital audience: 2 million


A movement is stirring. A moment is happening. Now more than ever, these values must guide what it means to do business like a Canadian. As people, our fairness and goodwill are known throughout the world. Applying this approach to business is a natural next step. Want to know what you can do? Visit dobusinesslikeacanadian.ca to learn more and take the pledge. Let’s work together to create a values-driven Canadian way of doing business with each other and the world. Take the pledge today.

We invite you to our speaker’s series across Canada. Our aim is to unite Canadians around a values-driven, sustainable, and inclusive economic development strategy as a competitive advantage. It’s the progressive way to do business… #LikeACanadian.

Montreal
March 21, 2019

Toronto
March 27, 2019

Vancouver
April 2, 2019

Calgary
April 4, 2019

Register now at dobusinesslikeacanadian.ca
Join CBSR at cbsr.ca

Marie-Anne Champoux-Guimond, Keurig Canada’s Sustainability Lead reads the Do Business Like A Canadian section of the Report on Business in the Globe & Mail

DO BUSINESS LIKE A CANADIAN
Digital & Social Media Campaign

Overview

Social media:
- Organic influencer engagement
- Decks for event speakers
- Social media content decks for brands

Globe and Mail digital advertising:
2 Million impressions total, divided between 4 brand partners.

Timing:
- 4 weeks starting March 14, ending April 12

1000+ New subscribers for CBSR newsletter and social media accounts

Twitter

@CBSRNews
@DoBizLikeACDN

Engagement
- 204 posts
- 1,100 likes
- 392 retweets
- 23 replies

CTR on tweeted links: 40%

Facebook

Engagement
- 57 posts
- 6,054 total views
- 299 new followers

LinkedIn

Engagement
- 59 posts
- 638 unique visitors
- 16,500 organic impressions

2nd Top source of web traffic (21%) after www.cbsr.ca

Instagram

@CBSRPhoto

Engagement
- 37 posts
- # of followers doubled: 64 to 102
Digital & Social Media Campaign

Highlights

Digital campaign

- 9,040 page views
- 5,554 unique viewers
- Average number of articles consumed per user: 1.33
- Average time on content: 40 seconds per article.
- 91 page views of pledge

- 2.6M impressions
- 4,450 clicks
- 0.17% average CTR — NB This number is heavily negatively skewed due to the unequal weighting of the brand impressions. Each brand achieved an individual CTR ranging from .46% (EDC) to .64% (Keurig)

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Digital & Social Media Campaign

Most Popular Content

The two agriculture stories were the most popular, possibly driven by ads. The story involving MEC, Keurig, EDC and Leor were the next most popular.

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<td>/business-stories/values-driven-business-is-key-to-competitive-advantage</td>
<td>846 (9.36%)</td>
<td>766 (11.29%)</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>/business-stories</td>
<td>248 (2.74%)</td>
<td>54 (0.80%)</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>/about</td>
<td>242 (2.68%)</td>
<td>35 (0.52%)</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>/business-stories/a-set-of-values-to-inspire-canadas-future-role-in-the-world-economy</td>
<td>204 (2.20%)</td>
<td>170 (2.50%)</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>/values</td>
<td>181 (1.95%)</td>
<td>46 (0.68%)</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>/business-stories/community-partnerships</td>
<td>179 (1.98%)</td>
<td>140 (2.06%)</td>
<td></td>
</tr>
</tbody>
</table>

Content engagement
Most viewers engaged more than one article before dropping off. While the overall site average was 1.33 pages per session, resulting in an average session duration of 40 seconds, time on content was significantly higher for the three stories supported by impressions on globeandmail.com: 3:44 for the Nutrien story, 2:35 for Bayer, and 2:27 for the EDC & Keurig story. Comparatively, a Time Magazine study showed average viewer dwell time is 15 seconds.

Geographic Distribution of Readers
The majority of viewers were from Ontario, BC, and Alberta.
CBSR engaged a diverse range of Canadians across the country and asked them to describe the values they saw demonstrated by outstanding Canadian businesses. A set of Canadian business values emerged through this process.

Some of these conversations were challenging. Not all Canadians identify with a Canadian branded engagement. We came across deep feelings of alienation and disconnect among some stakeholders, particularly in Alberta and Quebec. We listened to the feedback from these groups and empathized with their position.

We also heard from Indigenous stakeholders, who shared similar sentiments of "otherness" and distinction from a "Canadian" narrative. While Canada may be widely regarded as humble and inclusive, there are certainly those among us who view their relationship with Canada and Canadian business through a lens of dysfunction and a history of injustice.

Listening and reflecting on constructive feedback from Canadians was instructive in the research and development of the Canadian business values and subsequent national campaign.

Rob Fosco, VP of Corporate Sustainability and Responsibility, Export Development Canada, Andrea Barrack, Global Head of Sustainability and Corporate Citizenship, TD Bank, Helle Bank Jergensen, President, Global Compact Network Canada, Ryan McKee, Brand Director, MEC, Christie Stephenson, Executive Director, Peter P. Dhillon Centre for Business Ethics, University of British Columbia, and Leor Rotchild, Executive Director, Canadian Business for Social Responsibility at the Sustainable Brands conference (Vancouver)
Critical Feedback from Canadians

"The Canadian business values are what we need in this divisive political time where it feels like we are forced to choose between the environment and the economy. But we can choose both, by uniting together under shared values built to benefit both our economy and environmental diversity."

"I don’t subscribe to any Canadian values because we have our own Indigenous values... Respect for the land and putting our mothers and our sisters first is what you would find in our values."

"It’s rare for sustainability and reconciliation to be discussed at the same time, but it makes sense, and economic reconciliation seems like the thread between them. We need more strategies for economic growth that prioritize human rights approaches."

"I feel pride about many aspects of this country, but the Canada I know also includes underfunding of Indigenous health, education and other social goods and services, the toxic legacy of extractive operations on Indigenous land across the country, the ongoing attempt by the federal government to build a pipeline without Indigenous consent, systemic racism and discrimination against Indigenous people, an inability to keep Indigenous people safe (see: Tina Fontaine, Colton Bushie, Missing and Murdered Women, disappearance and deaths of Indigenous students in Thunder Bay), unacceptably high levels of incarceration of Indigenous men and women, ongoing intergenerational trauma caused by, among other things, residential schools and other forms of forced separation of families, and the legitimate claim that much of what we call “Canada” is occupied Indigenous land."

"These values don’t take future generations into account. Where is the value for those not yet born?"

"These are not distinctly Canadian values. The US has the same business values."

"It is great to have a distinctly Canadian approach to doing business."
Special thanks to our partners:

We would also like to acknowledge the following for their valuable contributions and dedication to the success of the campaign and events:

3BL Media
The Bill & Melinda Gates Foundation
Bullfrog Power
CBSR Board of Directors
TheFuturEconomy.ca
Randall Anthony Communications
The Works Design Communications

Aliya Khondker
David Wheeler
Deepa Daryanani
Eric Saarvala
Garrick Ng
Kate McKenzie