

IN PARTNERSHIP WITH



Nutrien



KEURIG



#LikeACanadian



# 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.*

*Data compiled by Danielle Weiss, Laura Auna O'Brien, Leor Rotchild, M.A.P., Randall Anthony Communications, and The Globe and Mail Media Group.*

*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.*

*All rights reserved. Permission from authors must be granted to reproduce all or part of this publication. For non-commercial purposes, a full citation for this publication should be used. Suggested citation: O'Brien, L. A., Rotchild, L., (2019). Do Business Like A Canadian: Campaign Summary. Published by CBSR.*

*Please share your feedback with Leor Rotchild, Executive Director, CBSR  
leor@cbsr.ca*

*Electronic copies of this publication may be downloaded from the CBSR website.  
cbsr.ca*



# Table of Contents

## Introduction

Opening Remarks by Leor Rotchild.....4  
 Executive Summary.....5  
 Global Goals.....6

## Content

Canadian Business Values.....7-10  
 Indigenous Business Partnerships.....11-12  
 ESG & Global Competitiveness.....13-16  
 Corporate Leadership.....17-19  
 Diversity & Inclusion.....20-22  
 Innovation.....23-25  
 Carbon Management & Energy Transition.....26-28  
 Agriculture & Food Production.....29-30  
 Sustainable Procurement.....31  
 How To Do Business Like A Canadian In A Crisis.....32  
 Additional Content.....33

## Events

Events Overview.....34-35  
 Speakers List.....36-37  
 Photo Highlights & Feedback.....38-43

## Reach

Newsprint Campaign.....44  
 Digital & Social Media Campaign.....45-47  
 Campaign Outreach.....48-49

Thank you and Acknowledgements.....50



Elder Amelia Tekwatonti McGregor from Kahnawà:ke First Nation (Montreal)

# 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.



*Leor Rotchild, Executive Director of CBSR (Montreal)*

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

# SUSTAINABLE DEVELOPMENT GOALS



**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](http://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:
  - Readyng 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



Rob Fosco, VP Corporate Sustainability & Responsibility, Export Development Canada; Sandra Hamilton, independent consultant and Christie Stephenson, Executive Director, Peter P. Dhillon Centre for Business Ethics at UBC in Vancouver

**"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



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

**"Doing business like a Canadian is understanding the needs of Indigenous communities and the impact that your organization has, whether it is positive or negative, on those communities."**

—JP Gladu, President & CEO, Canadian Council for Aboriginal Business



Vancouver Audience

**"Doing business like a Canadian means having values and purpose as our #1 priority."**

—Candace Laing, VP Sustainability & Stakeholder Relations, Nutrien

# 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 Leor 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. Being 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 time after time in global surveys.

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

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

Stéphane Glorieux  
president, Keurig Canada



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 (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 27,000 individuals to rank companies on products and services, innovation, workplace, governance, citizenship, leadership and financial performance.

The top four – 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.

RI 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. "And 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 See VALUES-DRIVEN on DBLAC 3

### 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 Ramp 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, inclusivity 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](http://dobusinesslikeacanadian.ca).



ETHICAL



ECO CONSCIOUS



COLLABORATIVE



PURPOSE DRIVEN



INNOVATIVE



INCLUSIVE



GLOBALLY MINDED



GENDER BALANCED

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 ROTCHILD

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 manoeuvre 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 evi-

dence 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 nativism. 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 energy production and distribution 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 untapped economic opportunity.

As a business owner myself, I have come to recognize that doing business like a Canadian means going far beyond merely pursuing 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 societal, 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 it 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 protein 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 Conscious, Ethical, Gender Balanced, Globally Minded, Inclusive, Innovative, and Purpose Driven.

We invite all Canadian businesses to pledge support for these values at [DoBusinessLikeACanadian.ca](http://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 to 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 Rotchild is executive director of CBSR, co-founder of environmental startup DIG, and co-host of the popular energy and environment podcast Pipelines and Turbines.*

FROM PAGE 1

## VALUES-DRIVEN: LEVERAGING CANADA'S BRAND

we'll partner with a community organization in Montreal to build a playground in an underserved area in great need of quality installations for youth. By doing so, not only are we helping strengthen the community's social fabric, we're also creating a space where families can thrive," he says.

Robert Fosco, vice-president, corporate sustainability and responsibility at Export Development Canada (EDC), says showing leadership in social responsibility can be a big advantage for Canadian companies operating overseas.

"When we think about Canadian values, we think about qualities like trust, integrity, ethics, diversity and hard work. These are all part of Canada's brand, and Canadian companies do best when they leverage that brand when they do business globally," he says.

While Canadian companies need to be careful when operating in jurisdictions where business standards and practices are different from at home,

**“International business is evolving rapidly, and companies everywhere are realizing that sustainable and responsible practices are good for the bottom line.”**

Robert Fosco  
vice-president, corporate sustainability and responsibility at  
Export Development Canada



they can still find opportunities to lead by example, adds Mr. Fosco. "International business is evolving rapidly, and companies everywhere are realizing that sustainable and responsible practices are good for the bottom line," he says. "Research shows that companies that embed sustainable and responsible business early on tend to outperform those that don't. More and more, our investors, customers, employees and shareholders are demanding that companies meet the highest standards of social responsibility – and I think companies are getting the message."

MEC CEO David Labistour says while many Canadians believe Canadian companies are global role models for best business practices based on the country's reputation as a fair and honest broker in world affairs, the reality is more complex.

Canadian companies simply don't have the global muscle to significantly influence challenges like climate change, he says, and their

good business practices at home and abroad are often driven more by legislation, such as fair employment laws and environmental protection standards, than ethical commitment.

Canadian companies need to take a more pragmatic view of what it means to do business based on Canadian values.

Mr. Rotchild says MEC is a good example of a company applying Canadian values to its business, pointing out that it has established strategic, long-term relationships with outdoor-related non-profit partners such as Leave No Trace Canada, through which MEC encourages staff to become master educators and train people on responsible outdoor recreation.

"We need more companies to take bold action and champion the adoption of Canadian business values," he adds. "CBSR is bringing together a national network of Canadian leaders, and through greater collaboration, we can make business a more competitive force for good."

# 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 of 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



Melina Laboucan-Massimo, Climate Change Fellow, David Suzuki Foundation (Vancouver)

**"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

**BY THE NUMBERS**

Indigenous businesses in Canada are growing in numbers and influence.



**BUSINESS GROWTH**

**43,000 =**  
THE NUMBER OF INDIGENOUS BUSINESSES IN CANADA



**CANADA'S GDP**

**\$12-BILLION =**  
THE APPROXIMATE AMOUNT INDIGENOUS BUSINESS CONTRIBUTES TO CANADA'S GDP



**SUPPLIER NETWORKS**

**81% =**  
SURVEY RESPONDENTS AGREE CORPORATIONS SHOULD INCLUDE INDIGENOUS BUSINESSES IN THEIR SUPPLIER NETWORKS WHENEVER POSSIBLE

Sources: Canadian Council for Aboriginal Business; The Sodexo Canada Indigenous Business Survey.

**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 along with continued industry support and partnerships, will be a significant step towards economic reconcilia-



Suncor took a significant step towards working with Aboriginal 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 COO Mark Little, and Mikisew Cree First Nation Chief Archie Waquan. SUNCOR ENERGY INC.

tion," according to the resources of the future table's report.

An increasing number of Canadian companies agree and are making good progress towards integrating Indigenous businesses into their operations, which pleases JP Gladu, president and CEO of the Canadian Council for Aboriginal Business (CCAB).

"Any time you tap into a new market that you haven't tapped into before – which is largely the Indigenous business community as well as its workforce – it ultimately adds to the bottom line, and that's good for the businesses involved and for reconciliation," he says.

Mr. Gladu points out that Canada already has more than 43,000 Indigenous businesses competing in all sectors of the economy,

including the export market, and contributes approximately \$12-billion to GDP. However, he believes more needs to be done to increase that contribution, which is only 1.5 per cent of the national total.

To close the gap, Mr. Gladu wants to see more companies recognizing the benefits – to their own bottom lines and to Canada as a whole – of a robust and growing Indigenous business community, which is why CCAB focuses strongly on its Progressive Aboriginal Relations (PAR) certification programme.

Introduced in 2001, PAR confirms corporate performance in Aboriginal relations and signals to Indigenous peoples that PAR-certified companies are good business partners, great places to work and committing. **See RECONCILIATION on DBLAC 2**

**INSIDE**



**Q&A:** Demonstrating environmental leadership. DBLAC 2



**SDGs:** Business tackles the world's to-do list. DBLAC 3



**SME profile:** Small business making a big difference. DBLAC 3

**FROM PAGE 1**

**RECONCILIATION: OPPORTUNITIES TO DO MORE**

ted to the prosperity of Aboriginal communities.

There were more than 90 certified companies in the PAR program in 2018 and another 200 going through the introductory process to join the program. Bruce Power in Ontario is encouraging over 100 of its suppliers to join the CCAB and the PAR program, and energy company Suncor is awarding more points on its procurement scorecard to suppliers in recognition of PAR-certified companies.

Suncor received gold level PAR certification in 2017. In his 2017 letter to shareholders, the company's CEO, Steve Williams, says while Suncor is honoured by this recognition, it also knows there is much more

work to be done to earn the trust and support of Aboriginal Peoples and communities.

"Suncor's socially focused sustainability goal targets the increased participation of Canada's Aboriginal Peoples in resource development," he says. "It's about changing the way we think and act – and working with Aboriginal Peoples to create opportunities for economic and social reconciliation."

Mr. Williams points out that Suncor took a significant step towards this goal 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 – the largest business

investment by a First Nation entity in Canada at the time of the deal.

In the company's 2018 *Report on Sustainability*, Eric Axford, 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 collaboratively 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'm 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 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**



*Dominic Barton, Managing Partner Emeritus, McKinsey & Co. and Robert Greenhill, Executive Chairman, Global Canada (Calgary)*

**"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**



*Shurjeel Choudhri, Head of Medical and Scientific Affairs, Bayer (Toronto)*

**"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**



*Chris Coulter, CEO, Globescan (Toronto)*

**"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**

# 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 \$10.3-billion in taxes and \$17.1-billion in dividends to shareholders, not to mention purchasing \$20.1-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 55,000 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 408,000.

Commenting at the time of the report's release, CBoC executive

**Controversial projects... have led to a new focus on exploring what constitutes responsible conduct in lending.**

**Fred Pinto**  
senior vice president, head of asset management NEI Investments at Aviso Wealth



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 Aviso 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 Aviso'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 curb 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 as much impact on societal issues as they do 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. RIA notes that assets in Canada managed using one or more RI strategies increased from \$1.5-trillion at the end of 2015 to \$2.1-trillion two years later, representing growth of 41.6 per cent. See ESG on DBLAC 3

**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 Ramp 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, inclusivity 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 and pledge your support, visit: [dobusinesslikeacanadian.ca](http://dobusinesslikeacanadian.ca).



ETHICAL



ECO CONSCIOUS



COLLABORATIVE



PURPOSE DRIVEN



INNOVATIVE



INCLUSIVE



GLOBALLY MINDED



GENDER BALANCED

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 the global population."

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're viewed by our customers and whether those customers continue to exist, and how we're viewed by our employees – current employees and the employees of the future who are going to help run this organization in 15, 20 years from now," says Mr. Bergman.

Millennial employees, and increasingly that new generation of workers [Generation Z], are looking to work for an organization that reflects their values, he adds.

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

Companies that don't keep pace with these changes are finding themselves 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. iStock.com

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.

"This not only keeps us relevant in light of where the world is headed, but it allows us to leverage proven global tactics toward achieving our own strategic objectives. So, in that way, it brings together our strategic measures and reflects our contribution to the global sustainable development agenda," he says.

Five years ago, Keurig set its own environmental 2020 targets to focus on issues such as reducing emissions and responsible sourcing.

"As we looked at the impact we could make by 2020, and how we would get there, we developed our goals through the lens of the United Nations' SDGs, says Stéphane Glorieux, president, Keurig Canada. "The goals we set for ourselves reflect our

commitment to actively contribute to the achievement of those global goals and a desire to push ourselves to leave the world better than we found it."

He says progress toward the 2020 targets has been achieved at a faster-than-anticipated pace by maintaining focus, which has in turn benefited the business and the company's environmental footprint.

One of the important Canadian contributions to the achievement of Keurig's goal of reducing greenhouse gas (GHG) emissions by 25 per cent by 2016 was the conversion to a 'green fleet' in the Van Houtte Coffee Services business unit. The company also met its 2020 water stewardship target three years ahead of schedule.

"As an organization, we're committed to being good water stewards in coffee communities, in our operations and in our local communities," says Mr. Glorieux. "Through our partnerships – including with the Nature Conservancy – we've improved the quality and availability of more than 1.6 million gallons of water in North America.

"We're also a proud supporter of the AqualHacking Challenge, that each year, engages with rising gen hackers, engineers and marketers from various universities to create multi-disciplinary teams and develop cleantech engineering, web and mobile solutions to water issues affecting the Great Lakes and St. Lawrence Basin. The expected results are functional, marketable and demand-driven solutions that have a real and measurable impact in solving water issues."

As an example of business leadership, Keurig also notes its commitment to engage one million people in its supply chain to improve their livelihoods.

"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.

Glorieux.

In 2015, Nutrien joined world leaders to participate in the launch of the SDGs, says Candace Laing, VP, Sustainability & Stakeholder Relations.

"Our company is well positioned to meaningfully contribute to many of the goals – most notably Goal 2: Zero Hunger – through sustainable agricultural practices and innovative solutions."

Ms. Laing says the growing population and limited natural resources make it imperative to use and man-

age resources such as land, air and water sustainably. "We need to grow more on our current land while being mindful of environmental impacts."

Nutrien helps growers sustainably intensify production by improving soil health through nutrient applications and use, precision agriculture services, and water quality and quantity monitoring. "The goal is to measure and monitor crop inputs and nutrients, resulting in less waste and potential runoff while improving crop yield," says Ms. Laing.

## SME PROFILE: HEMLOCK PRINTERS

## SERVING THE NEEDS OF CUSTOMERS AND SOCIETY

More than 99 per cent 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.



Colleen Moyles, marketing coordinator, and Jeff Cooper, production manager, review a printed sheet on the floor of Hemlock's pressroom. SUPPLIED

In 1968, when Dick Kouwenhoven, a recent immigrant from Holland, bought Hemlock Printers, a small printshop in Burnaby, B.C., he embedded a social conscience and commitment to the community into the company's corporate culture long before issues like sustainability and diversity gained 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) set standards for responsible forest management and certified forest products like the paper used in the printing industry, Hemlock took advantage of the opportunity to become an FSC-certified printer, enabling the company to combine its values with a leadership role in sustainability.

"FSC was the first organization that provided a way for us to add value to the service we provided our clients who were concerned about the impact of their print decisions on the environment. We dived deeper into our supply chain and became the best informed for them to make more reformed decisions," he says.

In addition to staying true to the company's own philosophy, its pursuit of certifications from a range of suppliers and environmental orga-

nizations – including being the only Canadian printer to offer Green-e 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 knowledge and influence to serve the needs of their customers and society.

"Every business should look at the biggest 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 insight and resources and be part of the bigger solution, then we are truly being entrepreneurs."

Small and medium-sized enterprises like Hemlock have a contribution to make to build a better future for all Canadians, says Mr. Kouwenhoven. Businesses looking for ways to be successful in the long term should 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.

## FROM PAGE 1

## ESG: TRANSLATING POLICIES INTO PROGRAMS

Angela Flaemrich, lead research analyst for financials at Sustainability, a leading provider of ESG and corporate governance research, ratings and analysis, says overall, the Canadian financial services sector does well on the world stage.

"Pressure to improve reporting on all things related to sustainability is rising, and many Canadian banks and insurance companies do a good job of reporting both on their policies and their programs – and they are getting better at providing concrete targets and timelines, and meeting them," she says.

However, adds Ms. Flaemrich, there is room for improvement – particularly when it comes to translating stated policies into programs – and that is being driven by a combination of companies'



**Pressure to improve reporting on all things related to sustainability is rising ...**

**Angela Flaemrich**

lead research analyst for financials at Sustainability



desire to lead on ESG, regulation and public pressure.

"On the governance front, the cost 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 entered mainstream consciousness and can be a significant competitive differentiator for financial services companies," adds Ms. Flaemrich.

Mr. Pinto agrees.

"Controversies such as the Wells Fargo sales scandal have highlighted the role that strong culture, controls and effective complaints mechanisms play in preventing misconduct and protecting the interests of consumers," he says.

**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 who 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 CHOUDHRI**  
 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 this 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 [dobusinesslikeacanadian.ca](http://dobusinesslikeacanadian.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.

**JUSTIN TAYLOR**  
 Senior Risk Manager, Business Integrity  
 Export Development Canada



At Export Development Canada, we know that responsible and sustainable business is a proven formula for long-term success. Conversely, even the perception of corruption can have real consequences for Canadian companies doing business abroad. Having a clear policy of zero-tolerance for bribery and corruption, regular training with employees, ways for employees to get guidance in tough situations, and whistle-blower channels to report concerns can help companies manage both the legal and reputational risks of bribery and corruption. These tools should be accompanied by a clear 'tone from the top' from company leaders to reinforce a culture of integrity and compliance.



# 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



Chris Coulter, CEO, Globescan, presenting (Toronto)

*"Businesses need to help drive policy change by encouraging governments and politicians to take risks."*

—Chris Coulter, CEO, Globescan



Dominic Barton, Managing Partner Emeritus, McKinsey & Co. (Calgary)

*"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



Adrienne Rand, Director, Strategy, Public Inc. (Toronto)

*"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.

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.

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



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.

**ROBERT FOSCO**  
VP, Corporate Sustainability and Responsibility  
Export Development Canada



At Export Development Canada, ensuring that we continue to serve our customers and stakeholders in

a responsible manner starts by implementing regular reviews and updates to the policies that govern our business. In January this year, we launched our new Climate Change Policy, which provides clarity on our approach to climate change-related risks and opportunities and includes key commitments to support the transition to a low-carbon economy. We are also proud to be a leader in helping cleantech companies go, grow and succeed internationally. Since 2012, EDC has supported more than \$5-billion in cleantech exports to more than 100 countries around the world. Being a leader in industry best-practice is not only a crucial part of delivering our best effort for Canada, but also a great way to deliver value for Canadian exporters

**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.

# FAITES DES AFFAIRES COMME UN CANADIEN

Q&A

# 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 far beyond providing one-off funding, instead spearheading 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.

**CATHERINE 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.

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 it better engaged our workforce. In 2017, our employees helped us to define the two organizations that they most wanted to support, and our new Corporate Social Engagement plan took flight. Since we redefined 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.

**ERIN 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.

**DERRICK 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



FAITES DES AFFAIRES COMME UN  
**CANADIEN**

# 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



Candace Laing, VP Sustainability & Stakeholder Relations, Nutrien and JP Gladu, President & CEO of Canadian Council for Aboriginal Businesses (Toronto)

*"I can't downsize my aspirations just because I work in a male dominated field."*

—Candace Laing, VP Sustainability & Stakeholder Relations, Nutrien



Prageet Nibber, CEO at ReWatt Power (Calgary)

*"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



Gregory John, VP Indigenous Relations and Engagement, Reconciliation Pipeline (Calgary)

*"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

## NEWCOMERS

# WHY SKILLS DIVERSITY IS THE BACKBONE OF CANADA'S IMMIGRATION SYSTEM

Anila Lee Yuen, president and CEO of Centre for Newcomers (CFN) 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 Yuen says skills diversity is the backbone of Canada's current immigration system, where the Economic Classification favours those with diverse employment skills.

CFN and other settlement agencies across the country offer employment 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 Yuen also points to research that reveals a "pronounced diversity dividend." Bessma Momani and Jillian Stirk's *Diversity Dividend* report for the Centre for International Governance Innovation and the Pierre Elliott Trudeau Foundation found a one per cent increase in ethnocultural diversity was associated with an average 2.4 per cent increase in revenue across the 7,900 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 being conveners of cross-cultural understanding, inclusion and diversity," says Ms. Lee Yuen. "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 these intentions, such as providing development opportunities for members of diverse groups, were viewed as low priorities.

"Many Canadian organizations have woken up 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 do 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 Anna-Karina Tabuñar, the company's director corporate affairs.

“  
The business community can play an active role in being conveners of cross-cultural understanding, inclusion and diversity.”

Anila Lee Yuen  
president and CEO of Centre for Newcomers



"When the company does engagement surveys, the number one driver for employee engagement remains our actions in diversity and inclusion (D&I)," she says. "Our workforce feels more engaged in the work they do because of Sodexo's D&I culture, the activities we encourage them to participate in, and our other community involvement."

Ms. Tabuñar adds that Sodexo



Left, Chef Blaine Prince of Nisichawayasihk Cree Nation trains aspiring cooks at the Keeyask Manitoba Hydro site. The program is supported by Sodexo, in partnership with provincial government, and provides Indigenous students on-site learning opportunities to obtain their Red Seal Chef certification. Right, Anna-Karina Tabuñar, Sodexo Canada's director corporate affairs, was recently recognized with the Community Leader Award at the annual Celebration of People Gala in Ottawa. SODEXO CANADA



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 can 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. Tabuñar, 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-medium 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 per cent 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 fish-shaped product that releases a safe and consistent amount of iron when it



Dr. Gavin Armstrong, founder and CEO of Lucky Iron Fish Enterprise. SUPPLIED

is boiled in slightly acidified water.

In 2012, Dr. Armstrong, along with support from Dr. Charles and Dr. Alastair Summerlee – academic adviser to both students – established Lucky Iron Fish Enterprise (LIFE) to tackle iron deficiency, a health-care challenge that impacts two billion people – many of them 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 non-profit partner to give to a family in need – has resulted in more than 60,000 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 it to have an impact in the supply chain from manufacturing to packaging and through to the customers we sell to. It's embedded in everything 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 where 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."

# Q&A 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 prod-

uct 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 go, 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.

rate 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.

**TIM FAVERI**  
*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 Corpo-



# Innovation

The Sustainable Development Goals are fundamentally a call to transform the global economy so that growth alleviates, rather than exacerbates, 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.



Nelson Switzer, Chief Growth Officer,  
Loop Industries (Montreal)

**"Without using heat and emitting zero pollutants, we can produce new, food-grade, virgin plastic bottles."**

—Nelson Switzer, Chief Growth Officer, Loop Industries



Coro Strandberg, President, Strandberg Consulting and CBSR Associate (Vancouver)

**"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



Jeanette Patell, VP of Government Affairs and Policy, GE Canada, Chantale Després, Director of Sustainability, CN, and Konrad Yakabuski, Columnist, The Globe and Mail

**"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

**BY THE NUMBERS**

Canada's health and biosciences sector is poised for growth, according to the interim report of the Government of Canada's Health/Biosciences Economic Strategy Table (HBEST).



**DIGITAL HEALTH = \$233-BILLION BY 2020**



**BRAND AND GENERIC DRUGS = \$1.5-TRILLION BY 2021**



**PRECISION MEDICINE = \$88-BILLION BY 2023**

HBEST Sources: 1. Deloitte – 2016 Global life sciences outlook: Moving forward with cautious optimism; 2. Quintiles IMS Institute – Outlook for Global Medicines Through 2021: Balancing Cost and Value; 3. KPMG – Following Through: Realizing the Promise of Stem Cells

**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 Fralick, 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. Fralick.

"The growth potential is immense: the biopharmaceutical industry is the single largest investor in business research and develop-

**“ ... it's our responsibility to set new benchmarks and to drive breakthrough innovations for the betterment of society.**

**Dr. Shurjeel Choudhri**  
senior VP and head of Medical and Scientific Affairs at Bayer Canada



ment (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. Fralick.

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 helping to enable more medical innovation in Canada – and abroad – through better collaboration and information sharing.

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

"We engaged a variety of digital and tech 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 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 genomic 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, health-care 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 that 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 DBLAC 3**

**INSIDE**



**Opinion:** Innovation drives sustainability for non-profits. DBLAC 2



**Algae:** Part of the new low-carbon economy. DBLAC 2



**Q&A:** How business is planning for the workforce of the future. DBLAC 3

**BIOSCIENCE HUB: INNOVATION BENEFITS HEALTH-CARE SYSTEM**

Orpyx 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. Breanne 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 Orpyx and the development of the world's first diabetic insole sensory substitution system. Since the first SurroSense intelligent insole



Canada's innovative pharmaceutical companies invest more than \$1.2-billion annually into research and development to find new ways of treating and curing illnesses and diseases. ISTOCK.COM

system was introduced in 2014, the company has continued to iterate the product. The latest version of the technology, embedded into custom-made foot orthotics, 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 US\$30,000 for the acute

care of a diabetic foot ulcer. In a recent clinical trial in the UK, it was found that the Orpyx sensor-sole 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, Orpyx has contributed to shaping policy in a way that ultimately benefits the patient and the government's health-care budget.

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

**FAITES DES AFFAIRES COMME UN CANADIEN**



ETHICAL



ECO CONSCIOUS



COLLABORATIVE



PURPOSE DRIVEN



INNOVATIVE



INCLUSIVE



GLOBALLY MINDED



GENDER BALANCED

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

## AN OPPORTUNITY TO SHAPE OUR FUTURE ECONOMY

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, Montréal and Edmonton. The goal is to position Canada as a world-leading destination for companies seeking to invest in AI and innovation.

Sarah Villeneuve, a policy analyst at Brookfield Institute for Innovation and Entrepreneurship at Ryerson University in Toronto, says AI has the potential to increase productivity

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

**Sarah Villeneuve**  
a policy analyst at the Brookfield Institute for Innovation and Entrepreneurship



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. Villeneuve. "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."

There's little doubt that AI will have a significant impact on the global economy, perhaps even more than the introduction of the Internet and the evolution of smart phones.

"Canadians have been benefiting from AI more than they may realize," says Ms. Villeneuve. "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.

"It's likely that the talent deficit is already delaying the adoption of AI into thousands of Canadian firms," says Ms. Villeneuve. "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.

### INSIDE



**Diversity:** A diverse and inclusive workforce is a competitive advantage. DBLAC 2



**No ordinary fish:** An innovative product that fights hidden hunger. DBLAC 2



**Q&A:** Taking Canadian business values on the road. DBLAC 3

## DO BUSINESS LIKE A CANADIAN

Now more than ever, these values must guide what it means to do business like a Canadian. Applying this approach to business is a natural next step. Visit [dobusinesslikeacanadian.ca](http://dobusinesslikeacanadian.ca) to learn more and take the pledge. We invite you to our speaker's series across Canada.

**MONTREAL**  
March 21, 2019

**TORONTO**  
March 27, 2019

**VANCOUVER**  
April 2, 2019

**CALGARY**  
April 4, 2019

Register now at [dobusinesslikeacanadian.ca](http://dobusinesslikeacanadian.ca)

Join CBSR at [cbsr.ca](http://cbsr.ca)



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

# 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 (CO<sub>2</sub>) into cement and light weight steel
- Carbon pricing is seen as important to facilitate a shift towards low carbon solutions and participate in emerging carbon markets



Kate Chisholm, SVP Sustainability & Chief Legal Officer, Capital Power (Calgary)

**"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 CDSR 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



Dan Mancuso, Head of Sustainability, EDC and Sandra Odendahl, President & CEO, Carbon Management Canada Research Institute (Toronto)

**"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



Joanna Kyriazis, Senior Policy Advisor, Clean Energy Canada and Dan Mancuso, Head of Sustainability, Export Development Canada (Toronto)

**"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

# DO BUSINESS LIKE A CANADIAN

## CASHING IN ON CARBON

### CUTTING GREENHOUSE GAS EMISSIONS BY REDUCING THE AMOUNT OF CARBON DIOXIDE

that enters the atmosphere is a crucial step in efforts to mitigate the devastating impact of climate change, and while the costs of developing the technology to do so are high, the potential economic advantages may be even higher.

Apart from the obvious environmental benefits of capturing and storing CO<sub>2</sub>, innovative companies in Canada and elsewhere are taking the process further by converting the gas into useful products ranging from construction materials and chemicals to agricultural inputs and animal feed.

The International Energy Agency says carbon capture utilization and storage (CCUS) is one of the only suites of technology solutions that can significantly reduce emissions from coal and gas power generation and deliver the deep emissions reductions needed across key industrial processes such as steel, cement and chemicals manufacturing, all of which will remain vital building blocks of modern society.

The good news is that Canada is already a world leader in the development and implementation of CCUS technology with nearly one-fifth of the 22 large-scale carbon capture and storage (CCS) plants operating or under construction around the world.

One of the largest is Shell's Quest CCS facility, near Edmonton, which captured and safely stored 3 million tonnes of CO<sub>2</sub> in its first three years of operations.

And in Saskatchewan in 2014, the coal-fired Boundary Dam Power

“  
... we have a growing number of innovative new companies converting CO<sub>2</sub> 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. SHELL

Station near Estevan became the first power station in the world to successfully use CCS technology to reduce GHG emissions by up to one million tonnes of CO<sub>2</sub> a year,

the equivalent to taking more than 250,000 cars off the road annually.

Sandra Odendahl, president and CEO of Calgary's CMC Research Institutes (CMCRI), which supports

the advancement of technologies to reduce carbon emissions in large-scale industry, agrees that 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.

"When it comes to using CO<sub>2</sub> for business benefits, the oil industry in North America has been injecting CO<sub>2</sub> into oil formations to enhance oil recovery for years," she says. "And now we have a growing number of innovative new companies converting CO<sub>2</sub> into high-value products. These companies are helping drive down the cost of capturing CO<sub>2</sub> from emissions, because they want to lower costs to ensure a viable business model. Lowering the cost of carbon capture will also help make CCS more economical."

However, Ms. Odendahl says carbon utilization is likely to have See CARBON-TO-VALUE on DBLAC 2

### 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 Ramp 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, inclusivity 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 and pledge your support, visit: [dobusinesslikeacanadian.ca](http://dobusinesslikeacanadian.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 resources economic strategy table, an industry-government collaboration to support economic growth, is that Canada already ranks in the global top-quartile in environmental performance and is fourth among Organisation 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 35 OECD countries in the average time to get regulatory approval for a construction project. Infrastructure bottlenecks are preventing access to existing and new markets as well as many resource deposits – major impediments 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.

Kate Chisholm, senior vice president, chief legal and sustainability officer at Edmonton-based Capital Power, which generates electricity at 25 facilities across North America,

believes 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 are a lot of people See ENERGY on DBLAC 2

## OPINION

# 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 by philanthropic giving trends, non-profits are being challenged on two fronts. First, there's a sector challenge. The *Thirty Years of Giving in Canada* report by the Rideau Hall Foundation and Imagine Canada states that the

**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.**

vehicles Canadians are using to give, and the causes they are giving to, are changing. Online giving is increasing, and digital strategies have become imperative to engage with a diverse constituent base. Blackbaud's *The Next Generation of Canadian Giving* report expands on these points and multichannel giving.

The *Blackbaud Index-Canada* reports that donors are looking for more impact and transparency around their giving. Technological innovation can deliver on these expectations. In the report, Michael Johnston 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 pressures 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 the resources required to integrate into a CSR program, but smaller organizations face a significant gap.

One could argue that regardless of the technology, it's the supporters and the connection to a story that drive the giving vehicle, as seen through the growth of crowdfunding. The *CanadaHelps 2018 Giving Report* speaks to the \$15-million raised following the tragic 2018 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 moving to cloud 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 CBSR and the founder of Impactalyst Consulting, a business specializing in corporate social responsibility and philanthropic services.*

## FROM PAGE 1

## CARBON-TO-VALUE: AN INVESTMENT IN THE FUTURE

no more than a modest impact on CO<sub>2</sub> emissions for now, but will continue contributing to lowering the cost of carbon capture and – equally important – help Canada reach its GHG reduction targets.

The latest CCUS fact sheet produced by CMCRI and the Pembina Institute in Calgary shows that by 2035, carbon utilization has the potential to store approximately 22 per cent of Canada's annual GHG emissions, based on 2017 levels. This could generate \$8.2-billion per year in avoided emissions alone at a carbon price of \$50/tonne.

Edmonton-based Capital Power, which generates electricity at 25 facilities across North America, has been working on CCS projects since 2004. Kate Chisholm, senior vice president, chief legal and sustainability officer, says CCS development is a valuable investment in the future, but focusing on CCUS technology offers the greatest returns economically and sustainably.

"CCS is technically viable, but not very economic and adds to the cost of anything that's manufactured using fossil fuels," she says. "But by using the captured carbon to produce useful consumer products, CCUS becomes a much more attractive proposition over the long term economically."

For example, Capital Power has an equity interest in a company called C2CENT, which uses the CO<sub>2</sub>

captured from the stack at the Shepard Energy Centre, a natural gas plant in Calgary (jointly owned by Capital Power and ENMAX), 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-to-value" rather than "carbon utilization" when talking about converting captured CO<sub>2</sub> into useful products.

"This is going to be a strong economic play and an industry that I believe the world is going to need. Those leading and advancing the industry will have an economic advantage and reap some of the economic rewards," he says.

Mr. Beynon believes that while the carbon-to-value sector is gaining acceptance globally, more could be done to enhance public perception of its role as a viable way to CO<sub>2</sub> reduction and an economic benefit.

"We need to demonstrate that this is an innovation pathway that Canada should pursue, both as a means to address climate change and for longer-term economic development. Perception is an important first step, because if we can improve it, the structural elements, be they policy or funding, will follow," he adds.

## FROM PAGE 1

## ENERGY: TACKLING CLIMATE CHANGE

who believe we should just get onto renewables like solar and wind," she says. "But we still need fossil fuels as a backup power source for when the wind doesn't blow and the sun doesn't shine."

Ms. Chisholm says the industry has been working hard to develop emission-free energy to meet the government vision of a carbon-neutral or carbon-free economy, but has not done enough to get that message out to a broader audience.

"Our perspective, with the greatest respect, is that the federal government needs to be a little bit plainer about the very important role that the energy industry plays in Canada's economy, including in the central and eastern Canadian provinces," she says.

But that doesn't mean energy companies are unaware of the challenges they face. An increasing number are being quite open about the risks and opportunities presented to them by climate change, what it means for their businesses and what they're trying to do to address it.

oil and petroleum production by 30 per cent by 2030.

"We believe this target, together with our ongoing commitment to technology and innovation, puts us on the path to ultimately bending 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 continue being a profitable, growing business in a world that demands a much stronger focus on environmental performance and social responsibility, he says.

"There's no single answer to that



**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.**

Kate Chisholm

senior vice president, chief legal and sustainability officer at Edmonton-based Capital Power



"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 integrated and 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 more critical than ever. As the world transitions to a low-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

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

DO BUSINESS LIKE A  
**CANADIAN**

# 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. .



Mark Thompson, VP of Business Development, Nutrien; Denise Hockaday, Climate Business Lead, The Climate Corporation; Tim Faveri, VP Sustainability & Shared Value, Maple Leaf Foods (Calgary)

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



Tim Faveri, VP Sustainability & Shared Value, Maple Leaf Foods (Calgary)

**"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



B. Lorraine Smith, Independent Consultant and CCSR Board Member (Montreal)

**"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 CCSR Board member

# 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 superior wheat varieties adapted to environmental and consumer See **FOOD** on DBLAC 3

## 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 Ramp 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, inclusivity 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 and pledge your support, visit: [dobusinesslikeacanadian.ca](http://dobusinesslikeacanadian.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: Agriculture 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 Saskatoon-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



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

into urban centres. Agricultural know-how 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 safe 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 Field Print Initiative and 4R Nutrient Stewardship to measure and characterize the quality and sustainability of Canadian farming practices.

"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.

# 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.



*Sandra Hamilton, Independent Consultant and CCSR Associate and Rob Fosco, VP Corporate Sustainability & Responsibility at EDC (Vancouver)*

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



*Anne-Marie Saulnier, Directrice Générale, Espace québécois de Concertation sur les Pratiques d'Approvisionnement Responsable (Montreal)*

**"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



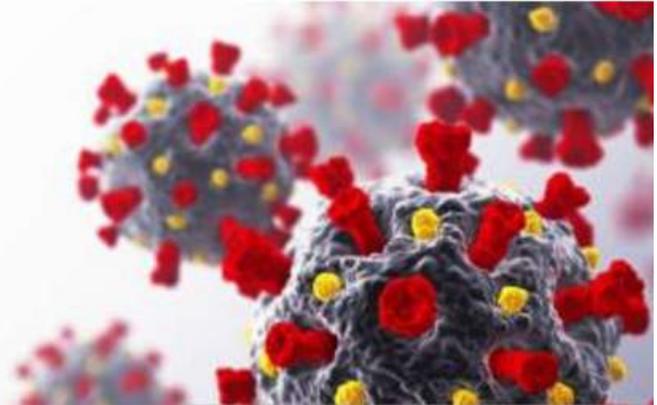
*JP Gladu, President & CEO, Canadian Council for Aboriginal Business*

**"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.

## How to DO BUSINESS LIKE A CANADIAN In A Crisis



### 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, Pivoters, Philanthropists, and Pioneers. This resource and accompanying webinar are available at [cbsr.ca](http://cbsr.ca)

Company	Location	Activity	Category
1. AbMyImmune	Charlottetown, PEI, Canada	Working on antibody production for COVID-19 screening, in a consortium with Sona Nanotech, GE Health, and others.	Protector
2. Air Canada	Montreal, QC, Canada	Refusing 15,500 laid-off workers via Ottawa's emergency wage subsidy, even though the vast majority will remain at home amid th...	Pivoter
3. AirCoryx	Vancouver, BC, Canada	Producing hospital gowns to meet major shortage in Canada	Protector
4. Allbound	Ottawa, ON, Canada	Released manufacturing of exhibit booths to help produce safe screening booths that protect frontline staff for St. Michael's Hosp...	Pivoter
5. Atlantic Business Interiors	Halifax, NS, Canada	Created the Atlantic compassion fund alongside United Way and is matching donations up to \$105,000	Philanthropist
6. Atlantic Superstore	Atlantic Canada	Waived online shipping fee to encourage social distancing, and offering dedicated shopping hour for seniors and immunocomp...	Protector
7. Avivaeg	Ottawa, ON, Canada	Working on potential application of its Day-Beta immune stimulant product to COVID-19 protection	Protector
8. Bell Canada	Montreal, QC, Canada	Increased Bell Let's Talk funding by \$5 million, donated to Canadian Red Cross, Canadian Mental Health Association, Kids Help P...	Philanthropist
9. Snopg	Halifax, NS, Canada	Offering free use of its online learning platform for students across Canada	Philanthropist
10. Brian's Custom Sports	Kirkville, ON, Canada	Shifted its gearmaking equipment to produce medical supplies	Pivoter
11. Canada Goose	Toronto, ON, Canada	Reopened two of its manufacturing facilities to produce medical scrubs and patient gowns to donate to hospitals at no cost.	Protector
12. Canadian Tire	Toronto, ON, Canada	Selling all of Girl Guides of Canada's Spring Cookies as young guides can't be going door-to-door	Protector
13. Coop-Cole Canada	Toronto, ON, Canada	Donated \$700,000 USD to an emergency relief fund that will support Boys and Girls Clubs across Canada.	Philanthropist
14. Compass Oatmeal	Halifax, NS, Canada	Switching operations to produce hand sanitizer	Protector
15. Connect First Credit Union	Calgary, AB, Canada	Introduced COVID-19 Member Relief Program, which provides a three-month deferral to all types of term loans and mortgages, w...	Protector
16. Connect First Credit Union	Calgary, AB, Canada	Providing financial support for employees to compensate as employees who need to stay home to self-isolate, quarantine, or bec...	Protector
17. Dillon's Small Batch Distillers	Brampton, ON, Canada	Relocated to make hand sanitizer	Protector
18. Distillare on a Chaudiere	Granby, QC, Canada	Pivoted to focus on hand sanitizer	Protector
19. Eastlink	Atlantic Canada	Offering flexible payment options and offering more free entertainment options with an expanded list of free preview channels	Protector
20. Emara Inc.	Halifax, NS, Canada	Made a \$100,000 contribution to the Atlantic Compassion Fund	Philanthropist
21. Export Development Canada	Ottawa, ON, Canada	Helping Canadian entrepreneurs under the \$85-million federal Business Credit Availability Program, which offers Canadian busines...	Protector
22. Facebook Canada	Toronto, ON, Canada	Provided seed funding of \$100k for The National Arts Centre's CanadaPerforms live, online musical performances.	Philanthropist

"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

e.g. Going above and beyond to extend employee benefits & support

### PIVOTERS



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

e.g. Pivoting production towards essential goods

### PHILANTHROPISTS



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

e.g. Philanthropic donations; Community support

### PIONEERS



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

e.g. Vaccine development; COVID-19 test development; Funding for research

# Additional Content

Visit the [cbsr.ca](http://cbsr.ca) website for many more Canadian business stories and case studies.



[ABOUT](#) [MEMBERS](#) [OUR WORK](#) [NEWS](#) [RESEARCH](#) [CONTACT](#)  
CBSR EDUCATION FOUNDATION DO BUSINESS #LIKEACANADIAN

JOIN CBSR



## 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 Faveri, 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 →](#)

# DO BUSINESS LIKE A CANADIAN

## EVENT SERIES

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](http://www.globeandmailevents.com)

TO CLAIM YOUR EXCLUSIVE GLOBE READER OFFER: [dblacomp](#)



Presented  
by Canadian  
Business for Social  
Responsibility

Proudly  
sponsored by:

KEURIG

Nutrien



EDC

In partnership  
with:



# 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.

**~400**  
Attendees

## **Montreal - March 21, 2019**

*Doubletree by Hilton*

## **Toronto - March 27, 2019**

*Globe and Mail Centre*

## **Calgary - April 4, 2019**

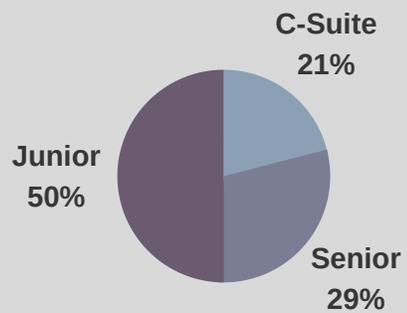
*Telus Convention Centre*

## **Vancouver - April 2, 2019**

*Marriott Pinnacle Hotel*



## Attendee Profiles



# 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)
- **Dawn Calleja**, Deputy Editor of Report on Business Magazine, The Globe and Mail (Toronto moderator)
- **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 CCSR board member (Toronto speaker)



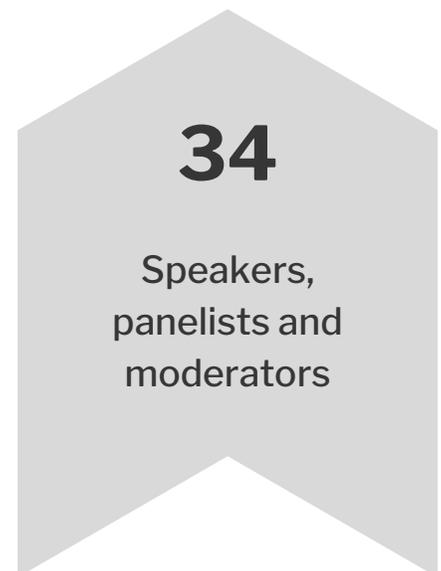
*Dominic Barton, Global Managing Director Emeritus at McKinsey & Co. (Calgary)*



*Rob Fosco, VP of Corporate Sustainability and Responsibility, EDC, Jeanette Patell, VP of Government Affairs and Policy, GE Canada, Chantale Després, Director of Sustainability, CN, and Konrad Yakabuski, Columnist, The Globe and Mail*

- **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 CCSR 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 panelist)
- **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'Approvisionnement Responsable (Montreal panelist)



*Melina Laboucan-Massimo, Climate Change Fellow at the David Suzuki Foundation (Vancouver)*



*Konrad Yakabuski, Columnist, The Globe and Mail and Cynthia Shanks, Directrice Principale de Communications et Développement Durable, Keurig Canada (Montreal)*

- **Cynthia Shanks**, Directrice Principale de Communications et Développement Durable, Keurig Canada (Montreal panelist)
- **B. Lorraine Smith**, writer, consultant and CCSR board member (Montreal speaker)
- **Christie Stephenson**, Executive Director, Peter P. Dhillon Centre for Business Ethics, University of British Columbia (Vancouver panelist)
- **Coro Strandberg**, President of Strandberg Consulting and CCSR Associate (Vancouver speaker)
- **Nelson Switzer**, Chief Growth Officer, Loop Industries (Montreal 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)

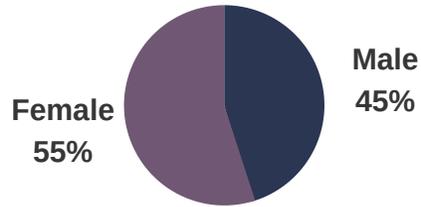


Visit CBSR's YouTube Channel for campaign videos and speaker presentations

# Photo Highlights & Feedback



## Audience Mix



*"I walked away feeling proud to be Canadian."*

*-Calgary attendee*



# Photo Highlights & Feedback



## Satisfaction Rate

**86%**

Respondents rated their experience as very valuable

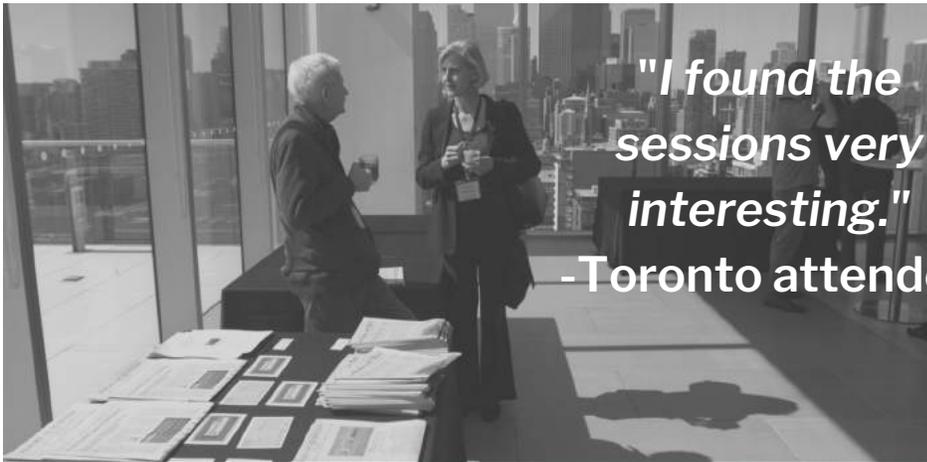


*"There was a good combination of systems-level and tangible content. I particularly appreciated the bright minds on the clean energy panel."*

**-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

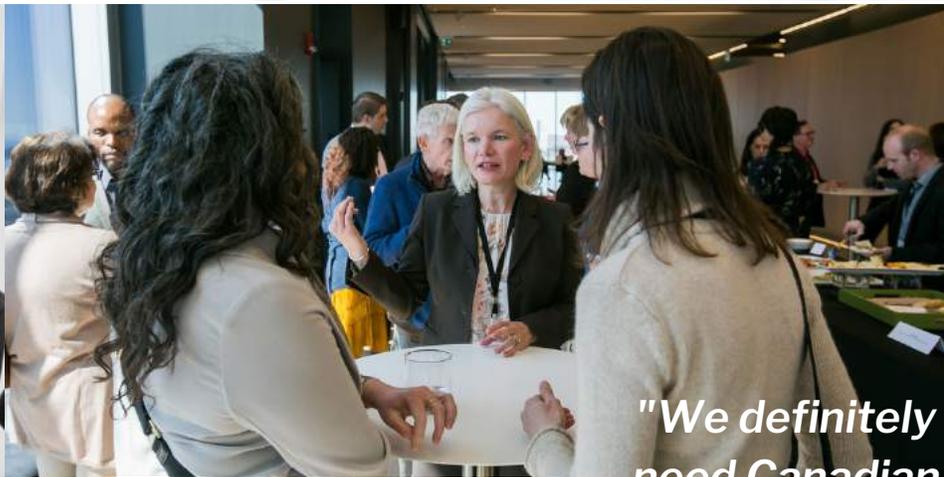


## 15

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.

**THE GLOBE AND MAIL**

**Print audience:**

**1 million**

**Digital audience:**

**2 million**

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



*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*

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 a 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](http://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

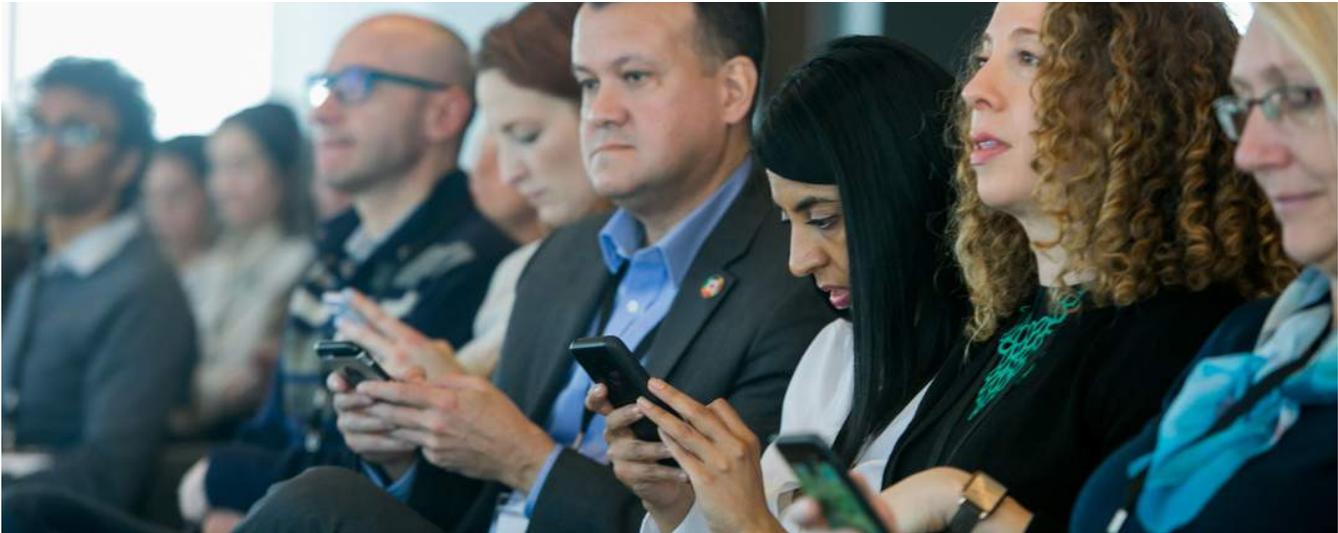
**CALGARY**  
April 4, 2019

Register now at [dobusinesslikeacanadian.ca](http://dobusinesslikeacanadian.ca)  
Join CBSR at [cbsr.ca](http://cbsr.ca)



**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



### Two 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



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

## LinkedIn

### Engagement

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



@CBSRPhoto

## Instagram

### 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)

Advertiser	Story	Creative	Ad server impressions	Ad server clicks	Ad server CTR
Bayer	<a href="https://dobusinesslikecanadian.ca/business-stories/big-data-and-digital-farm-tools">https://dobusinesslikecanadian.ca/business-stories/big-data-and-digital-farm-tools</a>	300x600_BAYER_CBSR-DO BUSINESS LIKE A CANADIAN	1,000,006	1640	0.51%
Nutrien	<a href="https://dobusinesslikecanadian.ca/business-stories/agricultures-sustainable-network">https://dobusinesslikecanadian.ca/business-stories/agricultures-sustainable-network</a>	300x600_NUTRIEN_CBSR-DO BUSINESS LIKE A CANADIAN	1,000,007	1921	0.48%
Keurig	<a href="https://dobusinesslikecanadian.ca/business-stories/values-driven-business-is-key-to-competitive-advantage">https://dobusinesslikecanadian.ca/business-stories/values-driven-business-is-key-to-competitive-advantage</a>	300x600_KEURIG_CBSR-DO BUSINESS LIKE A CANADIAN	300,006	458	0.64%
Export Development Canada	<a href="https://dobusinesslikecanadian.ca/business-stories/values-driven-business-is-key-to-competitive-advantage">https://dobusinesslikecanadian.ca/business-stories/values-driven-business-is-key-to-competitive-advantage</a>	300x600_EDC_CBSR-DO BUSINESS LIKE A CANADIAN	300,001	431	0.46%
<b>Total</b>			<b>2.6 Million</b>	<b>4450</b>	<b>0.17%</b>

# 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.

Page ?	Pageviews ?	Unique Pageviews ?	Avg. Time on Page ?	Entrances ?
	9,040 % of Total: 100.00% (9,040)	8,176 % of Total: 100.00% (8,176)	00:02:00 Avg for View: 00:02:00 (0.00%)	6,787 % of Total: 100.00% (6,787)
1. <a href="#">/business-stories/agricultures-connected-network</a>	1,772 (19.60%)	1,678 (20.52%)	00:03:44	1,651 (24.33%)
2. <a href="#">/business-stories/big-data-and-digital-farm-tools-revolutionize-agri-sector</a>	1,451 (16.05%)	1,360 (16.63%)	00:02:35	1,330 (19.60%)
3. <a href="#">/events</a>	1,431 (15.83%)	1,319 (16.13%)	00:05:16	911 (13.42%)
4. <a href="#">/</a>	1,119 (12.38%)	939 (11.48%)	00:01:09	833 (12.27%)
5. <a href="#">/business-stories/values-driven-business-is-key-to-competitive-advantage</a>	846 (9.36%)	793 (9.70%)	00:02:27	766 (11.29%)
6. <a href="#">/business-stories</a>	248 (2.74%)	154 (1.88%)	00:00:44	54 (0.80%)
7. <a href="#">/about</a>	242 (2.68%)	202 (2.47%)	00:01:19	35 (0.52%)
8. <a href="#">/business-stories/a-set-of-values-to-inspire-canadas-future-role-in-the-world-economy</a>	204 (2.26%)	188 (2.30%)	00:01:10	170 (2.50%)
9. <a href="#">/values</a>	185 (2.05%)	151 (1.85%)	00:01:51	46 (0.68%)
10. <a href="#">/business-stories/community-partnerships</a>	179 (1.98%)	166 (2.03%)	00:01:10	140 (2.06%)

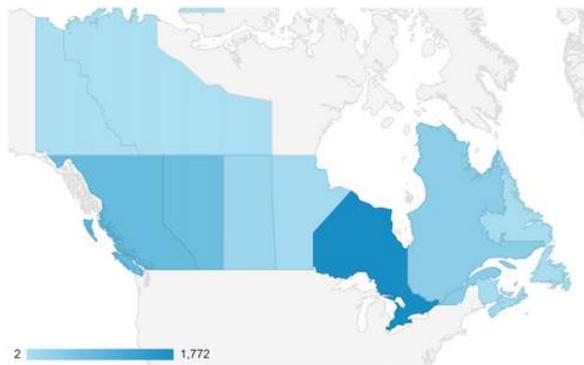
### Content engagement

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.

Region ?	Acquisition		
	Users ?	New Users ?	Sessions ?
	4,002 % of Total: 72.06% (5,554)	3,833 % of Total: 71.25% (5,380)	5,025 % of Total: 74.04% (6,787)
1. Ontario	1,772 (43.88%)	1,679 (43.80%)	2,250 (44.78%)
2. British Columbia	749 (18.55%)	707 (18.45%)	942 (18.75%)
3. Alberta	692 (17.14%)	656 (17.11%)	861 (17.13%)
4. Quebec	361 (8.94%)	331 (8.64%)	451 (8.98%)
5. Saskatchewan	176 (4.36%)	174 (4.54%)	203 (4.04%)
6. Nova Scotia	93 (2.30%)	91 (2.37%)	100 (1.99%)
7. Manitoba	92 (2.28%)	92 (2.40%)	98 (1.95%)
8. New Brunswick	49 (1.21%)	49 (1.28%)	51 (1.01%)
9. Newfoundland and Labrador	31 (0.77%)	31 (0.81%)	39 (0.78%)
10. Prince Edward Island	16 (0.40%)	16 (0.42%)	20 (0.40%)



# Campaign Outreach

## 1000+ Outreach Participants

Including:

- CBSR Partners
- Business Leaders
- Technology investors and innovators
- Industry associations
- Indigenous community leaders
- Academics
- Government representatives
- Non-government organizations
- Youth leaders

## 100+ Meetings

### 6 Conferences:

- GLOBE Forum
- Sustainable Brands
- Net Impact
- Soul of the Next Economy Forum

## 5 Cities:

- Montreal
- Ottawa
- Toronto
- Calgary
- Vancouver

## 2 Student Workshops

## 2 Webinars

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 disfunction 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.

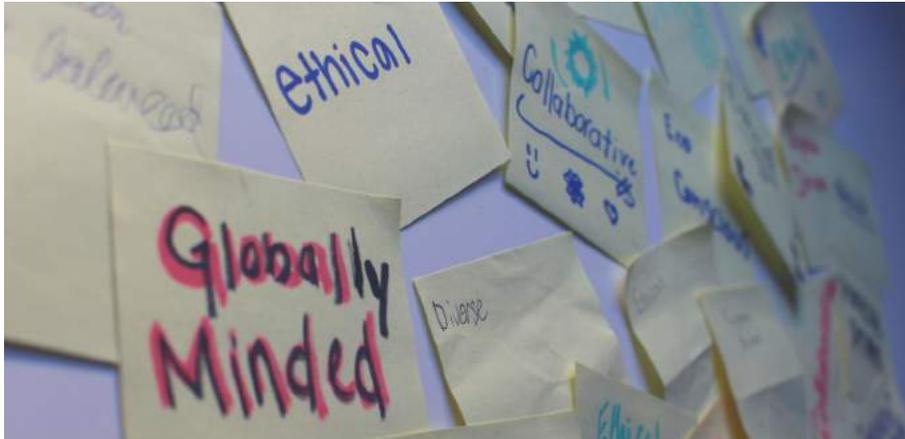


Rob Fosco, VP of Corporate Sustainability and Responsibility, Export Development Canada, Andrea Barrack, Global Head of Sustainability and Corporate Citizenship, TD Bank, Helle Bank Jergensen, President, Global Compact Network Canada, Ryan McKee, Brand Director, MEC, Christie Stephenson, Executive Director, 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)

# Campaign Outreach

## 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

**DO BUSINESS LIKE A  
CANADIAN**

**DO BUSINESS** LIKE A  
**CANADIAN**



Canadian Business for Social Responsibility