



# Start With Purpose

CELEBRATING  
**25**  
YEARS  
CBSR

# The Golden Circle

## WHAT

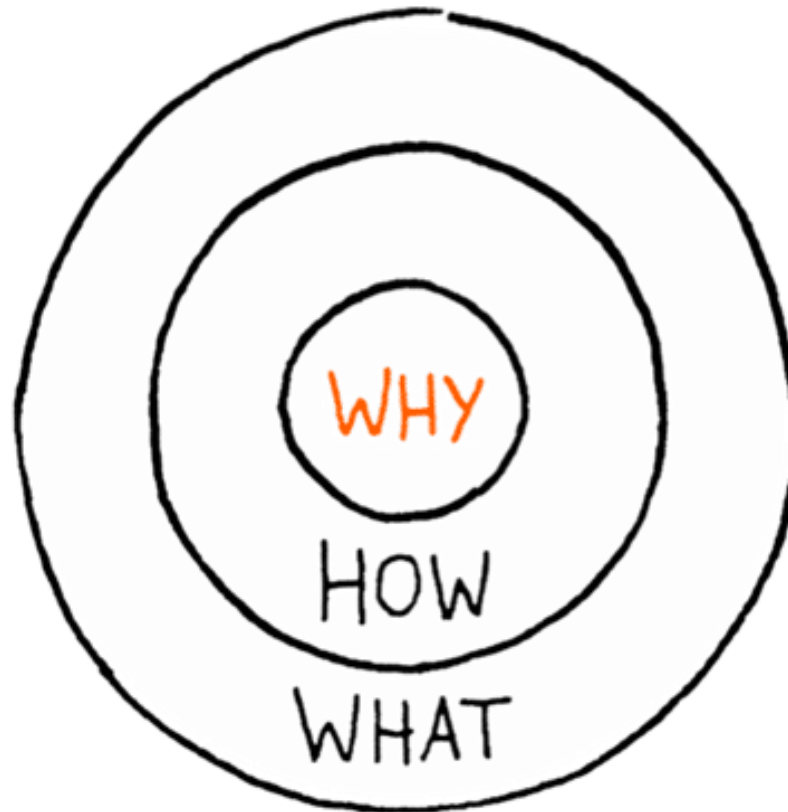
Every organization on the planet knows WHAT they do. These are products they sell or the services

## HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

## WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



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# WHY?

**Knowing what you value can help you build more effective strategies, communications, measurement systems, trust, and an innovative culture.**

**Team members want to know what they're working towards matters and to feel empowered to make their own unique contributions.**

**Aspirations must be connected to business operations and what you are uniquely positioned to do.**

**Communicating your purpose can position you as an environment, social and governance leader, which is attractive to investors and prospective employees.**

**Your purpose should serve to inspire people within your sphere of influence to answer these questions:**

- How will the world be made better by your work?
- What is important, and not merely urgent?
- What is working and what is not?
- What new opportunities have emerged?

# Reprioritization

CBSR has mapped nearly 500 Canadian case studies of company responses to the COVID-19 pandemic and we believe this, along with other recent milestones, marks the beginning of a new social contract between business and society.

New innovative business models, health, safety and environment programs, and even community investments Purpose driven businesses

**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

**Add to the Canadian Business Responders List**

Company	Location or Headquarters	Category	Activity	Notes	Link to source or company website
1 IM Canada	Milton, ON, Canada	Protector	Helping Canadians return from abroad		<a href="https://thebusinesscouncil.ca/2020/04/15/im-canada/">https://thebusinesscouncil.ca/2020/04/15/im-canada/</a>
2 IM Canada	Milton, ON, Canada	Philanthropist	Facilitating donations of N95 respirators		<a href="https://thebusinesscouncil.ca/2020/04/15/im-canada/">https://thebusinesscouncil.ca/2020/04/15/im-canada/</a>
3 IM Canada	Milton, ON, Canada	Protector	Increasing the supply of N95 respirators in Canada following the company's agreement with the U.S. government		<a href="https://thebusinesscouncil.ca/2020/04/15/im-canada/">https://thebusinesscouncil.ca/2020/04/15/im-canada/</a>
4 IM Canada	Milton, ON, Canada	Protector	Introducing actions to address price gouging and counterfeit activity related to its N95 respirators		<a href="https://thebusinesscouncil.ca/2020/04/15/im-canada/">https://thebusinesscouncil.ca/2020/04/15/im-canada/</a>
5 Accenture	Toronto, ON, Canada	Pivoter	Created and launched People + Work Connect, a collaborative online employer-to-employer initiative that will bring to...		<a href="https://www.accenture.com/ca-en">https://www.accenture.com/ca-en</a>
6 Accenture	Toronto, ON, Canada	Pivoter	Created and launched the Virtual Ways of Working Playbook for charities to provide them step by step process to virt...		<a href="https://www.accenture.com/ca-en">https://www.accenture.com/ca-en</a>
7 Accenture	Toronto, ON, Canada	Philanthropist	Rapidly allotted nearly 80% of its National Grant budget towards charities with programs focused on COVID-19 Resp...		<a href="https://www.accenture.com/ca-en">https://www.accenture.com/ca-en</a>
8 AtvityImmuno	Charlottetown, PEI, Canada	Pivoter	Developing a COVID-19 antibody test that could potentially serve as a first round of screening to help determine whet...		<a href="https://www.theatlantic.com/business">https://www.theatlantic.com/business</a>
9 AG Hair	Vancouver, BC, Canada	Pivoter	Pivoted all their efforts to creating high quality hand sanitizing gels and sprays.		<a href="https://www.aghair.com/blogs/about-us">https://www.aghair.com/blogs/about-us</a>
10 Air Canada	Montreal, QC, Canada	Protector	Bringing Canadians home from around the world and rehiring 16,500 laid-off workers via Ottawa's emergency wage s...		<a href="https://www.aircanada.com/business">https://www.aircanada.com/business</a>
11 Air Canada	Montreal, QC, Canada	Protector	Reconfiguring passenger cabins on aircraft to transport more vital supplies and necessary cargo to help in the fight a...		<a href="https://thebusinesscouncil.ca/2020/04/15/air-canada/">https://thebusinesscouncil.ca/2020/04/15/air-canada/</a>
12 Air Canada	Montreal, QC, Canada	Protector	Working with Canadian food rescue organization Second Harvest's FoodRescue.ca to redistribute fresh food items fr...		<a href="https://thebusinesscouncil.ca/2020/04/15/air-canada/">https://thebusinesscouncil.ca/2020/04/15/air-canada/</a>
13 AlayaCare	Toronto, ON, Canada	Pivoter	Part of Telework Coalition, bringing immediate telehealth relief to hundreds of thousands of wound patients.		<a href="https://www.alayacare.com/newsroom">https://www.alayacare.com/newsroom</a>
14 Alberta Appearl	AB, Canada	Pivoter	Made it their goal to sell one million non-medical face masks — at cost — to help protect the community. Their mask...		<a href="https://albertaappearl.com/blogs/about-us">https://albertaappearl.com/blogs/about-us</a>
15 Algonquin Power & Util...	Oakville, ON, Canada	Philanthropist	Donated \$500,000 to support the company's operational communities during the COVID-19 pandemic.		<a href="https://thebusinesscouncil.ca/2020/04/15/algonquin-power-util/">https://thebusinesscouncil.ca/2020/04/15/algonquin-power-util/</a>
16 Altalink LP	Calgary, AB, Canada	Protector	Pledged its commitment to ensure the electricity that supplies more than three million Albertans is delivered uninter...		<a href="https://thebusinesscouncil.ca/2020/04/15/altalink-lp/">https://thebusinesscouncil.ca/2020/04/15/altalink-lp/</a>
17 Angel's Cafe	Calgary, AB, Canada	Protector	Giving out free meals to those in need in Calgary.		<a href="https://calgaryherald.com/news/local">https://calgaryherald.com/news/local</a>
18 Annex Ales Project	Calgary, AB, Canada	Protector	Pivoting to produce hand sanitizer and giving some of it away to food banks and homeless shelters		<a href="https://www.cbc.ca/news/calgary/2020/04/15/annex-ales-project/">https://www.cbc.ca/news/calgary/2020/04/15/annex-ales-project/</a>
19 Ancleryx	Vancouver, BC, Canada	Pivoter	Producing hospital gowns to meet major shortage in Canada		<a href="https://www.cbc.ca/news/calgary/2020/04/15/annex-ales-project/">https://www.cbc.ca/news/calgary/2020/04/15/annex-ales-project/</a>

466 records

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**HELP US GROW THIS LIST**

Know of a leading business not on this list?

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# PURPOSE STATEMENTS

A purpose statement is different from your mission or vision, it addresses why your business exists.

A great purpose statement is first found, then lived and finally communicated.

Your purpose is your commitment to your stakeholders.

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# EXAMPLES

**Maple Leaf Foods:** Be the most sustainable protein company on earth

**Nike:** To bring inspiration and innovation to every athlete in the world. If you have a body, you are an athlete.

**Google:** To organize the world's information and make it universally accessible and useful.

**Zappos:** To live and deliver WOW.

# HOW DO YOU RATE?

## 1. Do you have a purpose statement?

1	2	3	4	5
No	Have a mission, vision and values but no purpose	Working to develop one based on mission, vision and values	Yes but not yet integrated	Yes and it is integrated into all aspects of business

## 2. Is your product/service making the world better or maintaining the status quo?

1	2	3	4	5
We would like to develop something	We have ideas as to how we could contribute but have not implemented	We have made some small progress but have not yet measured it's impact	We have made an impact and are measuring the impact	Yes we are considered a leader in our industry

## 3. Do you know who the sustainability leaders are in your industry and how are you incorporating or surpassing best practices from these leaders?

1	2	3	4	5
We would like to develop something	We have ideas as to how we could contribute but have not implemented	We have made some small progress but have not yet measured it's impact	We have made an impact and are measuring the impact	Yes we are considered a leader in our industry

## 4. Does your company have key performance indicators or metrics to determine if you are on track to meet your social and environmental goals? How often are they reviewed? Do you publicly report them?

1	2	3	4	5
We do not yet have metrics set	We have company metrics set but not all staff know what they are	Yes we set metrics for social and environmental goals and track them	We set metrics and review them each quarter	We set metrics, review them each quarter and publicly report them annually

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# GETTING STARTED

- What is your company's origin story?
- What are the key risks / challenges in / to your industry today and in the future?
- What are the best practices in your industry?
- Who is the most trusted external body that can certify best practices in your industry?
- What are your top 3 values?
- How are you going to make the world better?





# Contact Me To Go Further

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