Welcome message from the Head of Secretariat

In September 2015, all 193 Member States of the United Nations agreed upon 17 global goals that would guide businesses and governments toward creating a sustainable future for everyone. These goals, known as the Sustainable Development Goals (SDGs), emerged from an inclusive process that combines multi-stakeholder engagement, creating ambitious objectives that will require unprecedented effort by all sectors of society.

Globally, we have made good progress in raising awareness for the SDGs. However, we still have a long way to go to meet the 2030 goals. In order to be successful, now is the time to shift gears and fall into a collective state of urgency. To achieve the desired outcomes of the 2030 Agenda, we need the private sector to take a position of leadership by contributing its expertise, sharing its innovations and directing its investments to translate the 2030 vision into the 2030 reality.

The private sector is the fuel that accelerates sustainable development at the local level. Looking at the results from the SDG annual surveys conducted by the Global Compact Network Canada (GCNC), it is evident that the Canadian private sector has the commitment and the intention to make strides toward achieving the SDGs. However, many businesses are unsure of where to start and are stalled by challenging obstacles such as aligning the SDGs with their respective business agendas.

To assist with these difficulties, the GCNC has partnered with Global Affairs Canada to collect and publish emerging practices across the Canadian private sector. These examples illustrate how Canadian companies are prioritizing, embedding and reporting on the 17 SDGs. We hope that through the sharing of emerging practices, this guide can inspire and provide guidance to all Canadian companies that are still learning about the SDGs and working on integrating them into the core of their business DNA.

Through the UN Global Compact’s extensive global network, we also hope that this guide can position the Canadian private sector as a leader in the international dialogue that addresses the issues outlined across the 17 SDGs. Therefore, on behalf of the GCNC, I would like to thank all of the companies that have submitted an entry for their SDGs contribution to further strengthen our Canadian presence internationally.

This guide is part of a growing number of tools that the GCNC provides in order to raise awareness and support the Canadian private sector in embracing the SDGs. Some of our other programs include the SDG Pioneers program, the SDG Leadership Awards, SDGs Reporting Training and the SDG Surveys. I would like to encourage you to learn more about our programs and learn how you can take action and create a positive impact here.

The SDGs Emerging Practice Guide is not a one-time project; we hope to collect more SDG practices from the Canadian private sector in the future, capitalizing on the amazing responses and momentum from this year. We wish to thank you for your interest and continued efforts in working collectively toward a sustainable future. We hope to keep improving this guide with your active support.

Sincerely,
Ayman Chowdhury
Head of Secretariat
Global Compact Network Canada
ACKNOWLEDGEMENTS

The GCNC would like to thank its Visionary and Patron Supporters for supporting its programs and taking the lead towards achieving the SDGs and the 10 Principles of the UN Global Compact.

VISIONARY SUPPORTERS

PATRON SUPPORTERS

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The Sustainable Development Goals (SDGs) represent a unique opportunity for companies to align their own sustainability agenda with the broader global goals. While the scale and scope of the global goals can vary, the fundamental ways that businesses can contribute remain unchanged.

The Global Compact Network Canada (GCNC) has been spearheading and promoting the SDGs in Canada through collaborative efforts with the private sector. After several consultations with various Canadian companies, it was determined that the lack of SDG-inspired practices was one of the leading obstacles in the adoption of the SDGs—which resulted in the preparation of this “SDGs Emerging Practice Guide.”

We made an open call to the Canadian private sector to submit examples of how its policies are working to advance the SDGs. To get structured responses, we asked the following questions:

- How was your primary SDG focus identified and prioritized in the company’s value chain?
- How was your primary SDG integrated and anchored throughout your business?
- Did you employ any innovative approaches in your efforts to implement the goal?
- Were any partnerships leveraged or created?
- What communications strategy did you employ to share the initiative with your stakeholders?
- How did your company measure impact and how would you describe success?
- What were some key lessons learned? Please also elaborate on any setbacks you may have encountered?

Practices employed by companies and organizations for the advancement of the SDGs will continue to evolve regularly as we continue to find new and improved methods of advancing the goals. Therefore, we hope to see more innovative examples in the next publication.

This guide is part of a growing number of tools that the UN Global Compact provides to support the Canadian private sector. The other available guides from the United Nations Global Compact platform to support organizations for SDGs reporting are the following:

1. **INTEGRATING THE SDGs INTO CORPORATE REPORTING**

- Outlines a three-step process to embed the SDGs in existing business and reporting processes
  - Step 1: Define priority SDG targets
  - Step 2: Measure and analyze
  - Step 3: Report, integrate and implement change
- The approach is aligned with Ten Principles and GRI Standards
2. **AN ANALYSIS OF THE GOALS AND TARGETS**

✔ Lists illustrative actions that business can take to advance the SDGs
✔ Lists established disclosures business can use to report
✔ Points to disclosure gaps
✔ Contributes toward developing a harmonized set of SDG disclosures
✔ Link to the guide: [https://www.unglobalcompact.org/library/5361](https://www.unglobalcompact.org/library/5361)

3. **ADDRESSING INVESTOR NEEDS IN BUSINESS REPORTING**

✔ Provides guidance to better align corporate SDG-related disclosures with investors’ information needs
✔ Includes reporting recommendations intending to stimulate more investment in business solutions to help advance the SDGs
✔ Link to the guide: [https://www.unglobalcompact.org/library/5625](https://www.unglobalcompact.org/library/5625)

Other tools by the GCNC that embrace sustainable and responsible business practices include the Anti-corruption Certificate Program, Guide for General Counsel, OECD Guidelines Handbook for Canadian companies and SDG Surveys.

Furthermore, the UN Global Compact also offers participants an extensive toolbox, including next-generation solutions platforms, an online UN-Business Action Hub and resources that will help your business take action to achieve the SDGs.

### ABOUT THE GLOBAL COMPACT NETWORK CANADA

The Global Compact Network Canada is the Canadian chapter of the UN Global Compact. The UN Global Compact is a principle-based framework for businesses, stating 10 principles in the areas of human rights, labour, the environment and anti-corruption. The UN Global Compact is the world’s largest corporate sustainability initiative, with 10,000 corporate participants and other stakeholders from over 160 countries with two objectives: mainstream the 10 principles in business activities around the world and catalyze actions in support of broader UN goals, such as the SDGs. The GCNC is dedicated to assisting Canadian organizations with the advancement of the 17 SDGs and the 10 principles of the UN Global Compact. In doing so, it unifies and builds the capacity of the Canadian private sector to embrace sustainable business practices by convening and accelerating opportunities for multi-stakeholder collaboration.
1 NO POVERTY

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Golden Star Resources Limited

The Golden Star Oil Palm Plantation (GSOPP) was established in April 2006 as a non-profit subsidiary of Golden Star.

GSOPP promotes the development of oil palm plantations amongst our host communities, using the smallholder concept, in partnership with Traditional Authorities and affected farmers, and with the support of the agro-forestry industry and other partners.

Through GSOPP, we continue to advance the business objectives of reducing poverty through employment generation, and promoting wealth creation through sustainable agri-business. Funded by Golden Star through US$1 per ounce of gold produced, to date we have directed over $6.6 million to this important initiative.

Over the last three years, GSOPP has passed a number of significant milestones truly demonstrating the impact and sustainability of this important social enterprise initiative:

- Plantations reached over 10 years of age – demonstrating long-term commercial viability;
- Farmer Associations have been established and recognised as industry leading practice;
- The GSOPP beneficiary age has reduced, demonstrating the program is a viable alternative livelihood for youth;
- Farmers who were formerly on the poverty line, now enjoy farm revenues well in excess of this level;
- Consistent application of best farm management practices ensures yields are more than 3 times the small-holder average for Ghana;
- Commencement of a micro credit scheme for beneficiaries, that will act as savings model for future re-planting;
- Some 28% of the farm workforce are female, and 36% youth (<45 yrs) – demonstrating diversity and inter-generational equity;

GSOPP is a landmark initiative in Ghana, utilising former subsistence farms to generate high-value cash crop. The demonstration of sustainable alternative livelihoods is a developing world imperative, necessary to reduce the prevalence of illegal mining with its inherent environmental impacts and land use conflicts.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Golden Star, as a signatory to the UNGC since 2005, has consistently applied the principles, MDGs, and now SDGs to drive our corporate responsibility agenda.

The GSOPP model, is the company legacy, intended to last well beyond the life of our mines, as a lasting testimony to the role the extractive sector should play in economic development.

More meaningful than infrastructure alone, GSOPP is a social enterprise initiative, designed to build capacity in a sustainable and traditional way that has significance for our host communities. Benefits to the company also flow from the initiative, including maintenance of social licence and discouragement of conflicting land uses.

The Western Region of Ghana, where our mines operate, is known as the oil palm belt of Africa. Oil palm is indigenous to Ghana, and is traditionally a major export.

GSOPP is established solely on former subsistence farms, with no forest land take. Indeed, the GSOPP model goes further, as GSOPP does not own the land upon which the plantations are established – rather, GSOPP is a partnership with Traditional Owners, ensuring benefits are shared in an equitable way.

The revenue sharing model for GSOPP provides 5% of profit to Traditional Owners (a customary land tenancy amount), 20% to loan repayment (ploughed back into ongoing plantation establishment) and 5% to GSOPP for plantation administration (including road upkeep). All remaining profit directly benefits beneficiary farmers!

The VP-CR reports annually to the Golden Star Board on the performance of GSOPP with regards to our objectives for poverty reduction.


How was your primary SDG integrated and anchored throughout your business?

The goal relating to No Poverty is anchored in the Golden Star business in many ways, and as an example of real interdependence, the objectives for GSOPP simultaneously assist Golden Star more broadly in our core business.

In Ghana, as elsewhere in the world, there is considerable tension over land access and uses. At the same time, great expectation follows the arrival of a mine in a host community, and whilst it may be desired, a company cannot employ everyone who wants work in the mine.

As a synergy of our mining business, Golden Star determined to develop a model for sustainable alternative livelihoods, to demonstrate to host communities, that good reliable incomes can be made outside of the mining industry, and that people need not turn to illegal mining to be successful, if they cannot find mainstream employment.

Did you employ any innovative approaches in your efforts to implement the goal?

The entire GSOPP is innovative. Within Ghana the government and private sector have a long history of working towards developing a lasting, social enterprise initiative to provide employment and reduce poverty.

Built upon previous, less successful models in the country, the GSOPP concept was developed to address the myriad of seemingly conflicting needs of projects of this type:

- Buy in and partnership with Traditional Landowners;
- Modalities for ensuring consistent application of international best practices;
- Structured in a way to ensure regular, high-value income to participants;
- Company need to avoid displacement (as a company that ascribes to IFC Performance Standard 5);
- Equitable and fair involvement of genuine host community members (not internal immigrants);
- Revolving model, where loan repayments fund plantation expansion allowing for new participant beneficiaries;
- Identification of partners who support our intent for GSOPP – that of host community benefit.

Were any partnerships leveraged or created?

The very model of GSOPP is one of partnership. Golden Star is a private company that has established a not-for-profit business - GSOPP. GSOPP (provides start-up capital, systems, standards, management, and agronomic expertise) partners with Traditional Landowners (provide land), beneficiary farmers (operate the farms), host communities (supply farm labour) and the agro-forestry industry (who provide extension support and specialized industry expertise, as well as act as downstream market).

GSOPP receives the support of the agro-forestry industry in several specialized areas of agronomics, including foliar analysis, soils analysis, pest and disease control. These services are provided to GSOPP for free under the partnership. GSOPP has been invited to participate in the much awaited Tree Crops Development Board and various oil palm and cashew alliances.

Our commitment to GSOPP and its goals for poverty eradication, are demonstrated in our Community Development and Support Policy, and our contribution of $1 per ounce of gold produced being directed to GSOPP, for a total commitment to date of over US$6.6M. Additionally, GSOPP and its objective to end poverty is integrated and anchored in our business in the following way:

- GSOPP leadership report directly to the VP, Corporate Responsibility.
- Key members of the GSOPP Board hold positions within the company.
- GSOPP reports routinely on achievement of its targets for poverty reduction.

This is in addition to other programs through our mining business on wealth creation, value retention and benefit sharing.

The GSOPP model is now widely regarded in Ghana as one of the very few projects of its scale, that has successfully leveraged these aspects (formerly considered constraints), to become assets of the approach.

In fact, in 2018 alone, Golden Star and GSOPP hosted numerous study tours and groups to review the model and its milestone successes, including:

- Ministry of Trade and Industry
- Minerals Commission
- 1D1F – Initiative of the Ghana Government
- Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ)
- The Canadian High Commission
- The Solidaridad Network
- Newmont Gold Corporation.

The expansion of GSOPP into former mined lands in 2017 and 2018 has separately been recognised by the Canada Mining Innovation Council as innovative.

Other key partners of GSOPP in the past three years have included GIZ (aid agency) who have partnered with Golden Star and GSOPP to bring numerous social welfare and health programs to the GSOPP beneficiaries. In 2018, through one such partnership, GIZ matched Golden Star funding with donor funding for long-lasting insecticide treated nets (for malaria reduction). Golden Star issued its nets to its workforce and GIZ matched that funding with 3,000 nets for host community, from which all GSOPP participants (beneficiary farmers and farm workers) received a family sized net (in Ghana most families sleep in a single room all together).

In another partnership with the Solidaridad Network (aid agency), GSOPP has been supported with programs on agronomics and out-grower programs, to expand GSOPP outreach.
What communications strategy did you employ to share the initiative with your stakeholders?

The Traditional Owners enter into an MOU allowing GSOPP use of the land for plantation, ensuring FPIC principles are upheld. GSOPP, with the Golden Star contribution, develops the plantations on the lands offered using a local labour pool from the host community, creating immediate employment and stable incomes for households on the plantation.

After 4 years of development under GSOPP management, the plantation reaches income level, and 4 Ha plots are allocated. The selection of beneficiaries is based on impact and resident status, and is conducted by a panel comprising landowners (2), GSOPP (2), elected official for the area (1) and 2 observers (chief farmers). GSOPP continues to provide management and support to farmers, and the farmers receive an interest free loan to develop their plantation.

Tenancy agreements are established with farmers incorporating loan re-payment, obligations for maintenance, harvesting and sale of farm proceeds. The interest-free loan repayments are directed back into GSOPP for continued operation, and expansion.

With this concept of partnership, the major issues confronting land tenure associated with large scale agricultural developments are to a greater extent minimized.

GSOPP has a structured approach to communications including:
- Monthly Farmer Association and field advisory meetings with smallholder groups
- Periodic field demonstrations.
- Regular field inspections of smallholder farmers
- Production and issuance of Farmer Loan Statements
- Annual meetings with agronomic industry experts
- Production performance review meetings

In addition to these elements of communications strategy, Golden Star maintains a separate three-tiered consultation structure and grievance mechanism as required by IFC PS 5.

How were KPIs and the levels of success outlined and defined?

Some key measures of impact and success were identified as follows:
- Traditional landowner support in the form of agreement for use of land – some 6000 Ha of land now committed.
- Improvement in financial security of participants - formerly poverty stricken farmers now earn 4.7 times the mean consumption level and more than 17 times the Ghanaian poverty line. In real terms, farmers earn more than District Education heads.
- Farmer social security elements – most had no bank account, no insurance and no savings. Now all now have bank accounts, more than half have National Health Insurance (was higher prior than 2018 as the Government ran out of insurance cards), and most now have savings.
- Land use acceptability – where illegal mining was previously considered the only high value earning alternative to formal mining, GSOPP is now upheld as a viable alternative. This is most evident in the fact that despite wide-scale devastation in the country generally for illegal mining, at no point in time have the GSOPP plantations suffered any incursion from illegal miners.
- Multiple and sequential land use – with the expansion of GSOPP into former mined lands, i.e. two former tailings storage facilities of the company, Golden Star has demonstrated that one high value land use (mining) does not have to displace other high value uses, if sequential land use principles are applied.
- Intergenerational equity – most participant dependents are now in school (>80%), most farmers have successors identified (89%) and most successors are trained on oil palm cultivation (60%).

How were reporting and monitoring conceptualized and undertaken?

GSOPP is a subsidiary company, registered with and governed by the laws of Ghana. As such, GSOPP reporting and monitoring covers three primary arenas.

Firstly, GSOPP must operate as company and comply and report according to all relevant company law, including Board reporting, financial reporting and similar.

Secondly, as a commercial scale agricultural company, monitoring and reporting on various agronomic metrics, sales and revenues is conducted.

Thirdly, as the leading social enterprise initiative of Golden Star, additional reporting and monitoring occurs to ensure achievements of the objectives of poverty reduction and wealth creation. This is conducted in the following ways:
- Baseline and periodic socioeconomic impact assessments are carried out;
- Routine agronomic metrics are collected, analysed and reported on;
- Routine field evaluations are conducted to ensure conformance to best farm management practices;
- Engagement and consultation with beneficiaries and participants to understand needs;
- Development of Farmer Associations – to ensure internal mechanisms for self-monitoring and reporting are established;
- Programs to monitor the evolution of GSOPP towards future objectives, such as: Organic growth; Downstream processing; Farmer succession planning; Future re-planting.

Monitoring and reporting on impact based KPIs (see previous section);
- Monitoring of systems such as those for communications, grievance and incidents.

With the support and advice of our various partners, GSOPP has continued to grow and evolve, and new methods of monitoring and reporting have been implemented over time.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Key lessons learned:
- Most small-holders in Ghana plant wildings (harvested from the wild), which do not always achieve the yield of nursery farmed high yielding varietals;
- Participants require regular income (which the model provides for);
- Participants respond well to agronomic extension activities;
- Diligence and persistence is required to ensure adherence to best farm management practices - systems must be in place to ensure defaulting cannot occur to reduce risk to the entire plantation;
- The system of farmer loans ensures ownership, commitment and pride in success – these are key to the viability of the social enterprise initiative;
- The GSOPP model for engagement and agreement (MOU) with Traditional Landowners ensures land access, prohibits conflicting land uses from being allowed, and ensures ‘ownership’ by these critical stakeholders;
- Obtaining fertilizer on credit frees up capital for annual plantation expansion;
- Collaboration and partnership with NGOs, aid agencies, private and public sector, has dramatically enhanced the sustainability elements of GSOPP. These partnerships leverage the best of the partners for the benefits of host communities.

GSOPP has not encountered any real set-backs as considerable time and energy has been spent to ensure a robust and viable model for development. If the host community were engaged on this point, they would highlight that having additional funding to accelerate the rate of expansion would be desirable, so more people can benefit!

What were the key impacts and results? Feel free to include links to external reports or sources in your answer.

Key impacts:
- Over 750 employed - 317 farmers and 430 workers. More than either of our mine businesses!
- Yields 3 times Ghanaian small-holder average – industry leading practice for Ghana.
- Developed on former subsistence farms - no damage to land of conservation value.
- Almost a third of participants are female. 7% of farmers are under 30 and 36% under 45 years of age.
- 1,133 hectares of oil palm plantations are established in ten host communities.
- Production at a modest 529 t in 2010 has increased to over 10,000 t in 2018. Since 2010, 63,761 t has been produced realizing significant revenues to farmers and regular wages for workers.
- Farmers earn ~ 14,016 Ghc pa, 17 times the poverty line and well above the 2018 Ghana living wage.
- > 80% of farmer and worker dependents are at school.

Sustainability:
GSOPP has successfully:
- Established Farmer Associations at all plantations.
- Inaugurated a micro credit scheme in a country where credit is difficult to access.
- Commenced organic growth into former mined lands - recognised by Canada Mining Innovation Council.
- Documented a business plan and case for downstream processing.

Recognition:
GSOPP has received national and international recognition:
- 2008 Nedbank Capital Green Mining Award (Limited Resources Category) – first time this was ever awarded outside of South Africa.
- 2018 PDAC Environmental and Social Responsibility Award winner – Golden Star (incorporating GSOPP).
- Recognition at three Ghanaian National Farmers Day celebrations.

Links
- Tenth anniversary of GSOPP blog
- GSOPP winner of Ghana Mining Industry Award for Corporate Social Investment
- 2018 PDAC Environmental and Social Responsibility Awards winner video
- GSOPP Portfolios
**MEDA**

MEDA’s focus is SDG#1: No Poverty. Since 1953, MEDA has been implementing effective market-driven programs to stimulate inclusive economic growth in developing countries. MEDA combines innovative private-sector solutions with a commitment to the advancement of excluded, low-income and disadvantaged communities (including women, youth and ethnic minorities, among others) by integrating them into mainstream markets and improving the business-enabling environment. A dynamic technical innovator, MEDA’s expertise includes market systems and value chains, climate-smart agriculture, inclusive and green finance, impact investing, women’s empowerment, and youth workforce development.

MEDA partners with local private, public and civil-society organizations to create shared value among disconnected market actors while overcoming market failures and social barriers. We strengthen individuals, institutions, communities and ecosystems, contributing to sustainable and inclusive systemic change. Rigorous monitoring and impact measurement methodologies ensure MEDA captures accurate and meaningful qualitative and quantitative data on increases in income, access and agency for our clients.

MEDA’s commitment to poverty alleviation extends to its corporate and staff engagement strategies. The corporate strategy is reevaluated every three years to ensure continued effective and sustainable approach to poverty alleviation. MEDA also recognizes the root causes of poverty including climate change, food insecurity and human rights and addresses these critical issues in both our programs and business operations. Management and staff commitment to these issues is exemplified through our carbon-offsetting options for staff, company “green team” (which monitors MEDA’s waste and energy-efficiency), and corporate trainings on gender equality and human rights.

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**How was your primary SDG focus identified and prioritized in the company’s value chain?**

MEDA was founded in response to the post-WWII refugee crisis in Latin America when a group of successful business people collaborated to help small businesses build economies and improve well-being. MEDA has maintained its mission over six decades, achieving sustainable poverty reduction through ecosystem change.

To achieve poverty reduction through ecosystem change, MEDA aims to analyze and understand target communities, sectors and market actors, associated barriers and opportunities, and the approaches that can sustainably shift behaviors and attitudes. This includes assessing capacities and gaps in production, services and supports, environmental issues, business and regulatory environments, and sociocultural constraints. The resulting information enables the design, testing and adoption of models that lead to inclusive economic growth for all people.

Beginning with an investment in the Sarona Dairy in Paraguay in 1953, MEDA also continues to play a leading role in investment for development and poverty reduction. Experienced in a wide range of investment strategies, MEDA finances investment companies and funds, builds platforms that strengthen ecosystems, leads blended finance initiatives, and makes direct investments into small and medium enterprises (SMEs).

As an early pioneer of microcredit, MEDA also promotes inclusive financial services to achieve poverty reduction. MEDA has supported the development of many microfinance institutions through capacity building, investment or transfer of loan capital, and ongoing governance support. Today MEDA’s financial services programming ranges from savings groups to a full complement of microfinance services and SME banking, with innovative approaches and models to promote financial inclusion for all.

**How was your primary SDG integrated and anchored throughout your business?**

MEDA builds capacity of staff and partners to implement sustainable approaches to economic growth: Be it cassava seed systems in Tanzania, women soybean smallholders in Ghana, horticulture value chains in Ukraine, Ethiopia and Myanmar, or agri-food supply chains in Nicaragua and Kenya, MEDA promotes inclusive systems, contributing to zero poverty.

Our methods include various approaches and models. To stimulate market growth, MEDA promotes inclusive business models, bolsters distribution and market channels, identifies sustainable supports and services for improved productivity and marketing, and uses finance and smart subsidies to influence actors through the market system; ultimately, to benefit low-income communities.

At the community level, MEDA collaborates with partners to strengthen the business capacities and competencies of target groups, enabling them to assess business opportunities and participate in growing sectors. This empowers communities to be active in the exploration, testing and adoption of new business models, products and services, and market connections. For example, MEDA projects support the growth of aggregation supply chains, linking tens of thousands of small-scale producers to more advantageous and sustainable markets.

To stimulate the desirable economic conditions for small-scale producers, MEDA also identifies market maker firms that have the potential to both catalyze growth in relevant sectors and to offer greater inclusion of target clients. We build the capacity of these market makers through consultative business development activities that improve operational effectiveness, productivity, and market positioning. In addition, we provide or attract finance in the form of challenge grants, concessionary financial mechanisms or investment capital.
A few examples of partnerships include:

- In the early 2000s, MEDA identified a local association in Tajikistan as a promising entity for agricultural lending. MEDA built the capacity of the association, transferred $1 million loan capital (from the government of Canada) and supported the association’s transformation into Tajikistan’s largest rural lender, IMON International. MEDA has since provided IMON with additional investment and technical assistance, and sits on the board, contributing to IMON’s long-term success.

- MicroVest, a private investment firm, targets clients at the base of the socioeconomic pyramid. Since inception, MicroVest has invested $1 BN of debt and equity financing to over 85 financial institutions in 30 countries around the globe, including challenging environments such as Myanmar and Pakistan. MicroVest is currently owned by MEDA, Care USA, the Cordes Foundation and the MicroVest management team.

As part of MEDA’s Ukraine Horticultural Business Development Project (UHBDP) in Ukraine, MEDA is currently piloting a risk management tool, CLARA, that would allow local financial institutions to assess credit risks when financing business engaged in 27 horticulture crops.

In Myanmar, MEDA’s Improving Market Opportunities for Women in a New Economy (IMOW) project is improving the incomes, agricultural productivity and leadership skills of 25,000 women farmers through a push-pull approach: Work at the community level empowers and ‘pushes’ women farmers into markets while the private sector is engaged to ‘pull’ women farmers into better-functioning market systems with upgraded roles and improved incomes.

Did you employ any innovative approaches in your efforts to implement the goal?

MEDA employs numerous innovations to achieve our objectives: private sector engagement for inclusive supply chains, digitally-connected lead farmers supporting sustainable and profitable agricultural practices, women sales agents connecting homebound women to markets, male gender activists promoting equality, loan guarantees incentivizing financial institutions to lend to small-scale producers, and more. A few specific examples include:

- In Kenya, Tanzania, Nicaragua and Ukraine, MEDA partners with market-making firms in various sectors to develop the capacity of their suppliers through financial services, training and provision of inputs.

These vital partnerships underpin MEDA’s work and have contributed to the integration of low-income and excluded populations into mainstream markets and contributed to poverty alleviation in developing countries.

Were any partnerships leveraged or created?

MEDA currently works with over 400 partners around the world in private, public and civil-society sectors. Based on collaborative in-depth analysis, we jointly develop solutions that leverage local knowledge, resources, capacity and cultural sensitivity to overcome challenges and ensure models can be replicated and scaled in the local context.

A few examples of partnerships include:

- As part of MEDA’s Greater Rural Opportunities for Women (GROW) project in Ghana focused on integrating 20,000 women smallholder farmers into mainstream markets, a customized telecom-based mobile-phone information service was launched. Farmerline is a 399-information service that provides extensions service, weather forecasts, market prices, all through voice message to overcome literacy challenges. Over 1,000 women lead farmers (WLFs) who have access to mobile phones, are then able share critical information learned with other group members. The messages are also recorded in local languages to enhance adoption.

What communications strategy did you employ to share the initiative with your stakeholders?

MEDA’s Marketing and Communications team educates target two main audiences about its work:

- Private donors via publicly available knowledge products which discuss MEDA’s programmatic successes and rally public support for tackling the SDGs. MEDA typically sends links to its project spotlights, blogs, and impact stories.

Private Donors may also opt to receive an online or print version of The Marketplace, a bi-monthly magazine that explores both broad ethical business practices and MEDA’s project work. They may also keep informed by reading MEDA’s annual report and press releases on special events, such as its Open House Event where government officials spoke about MEDA’s approaches to poverty alleviation, gender equality and environmentalism. Private Donors can also attend Convention; MEDA’s annual conference and/or a Network Hub meeting to become informed about the innerworkings of MEDA’s projects.

- Institutional (i.e. government and large private foundations) donors via privately circulated knowledge products which discuss MEDA’s technical expertise and industry leadership position. MEDA typically writes and presents to institutional donors on project implementation plans, and quarterly, annual reports. Institutional donors may also wish to receive an online or print version of its technical papers, such as the Gender Equality Mainstreaming (GEM) Framework; a manual for investors (e.g. private equity funds, government donors, foundations) and capacity builders (e.g. accelerators, technical assistance providers, NGOs) to help companies become more gender equitable while supporting business growth and impact. They may keep informed by participating in conferences and/or webinars where MEDA’s staff speak about their work.
How were reporting and monitoring conceptualized and undertaken?

Monitoring and reporting is based on KPIs measured against corporate strategic goals and the sustainable development goals. MEDA’s strategic goals are reevaluated every three years and the KPIs were developed by a team of representatives from all departments.

The monitoring and reporting of corporate KPIs is undertaken by MEDA’s monitoring and impact measurement team which collects data from all projects to be measured against the KPIs annually. The data is then analyzed to help us understand whether our interventions are achieving the results we expected, what we can learn, and which approaches need to be refined to help our clients reach their true potential.

MEDA strives for results. We use a Results-Based Management (RBM) approach and tools to collect and manage robust data related to our intended results. Examples of data tools include rolling baseline surveys, surveys, mobile data collection, focus group discussions, and most significant change stories. From project design to implementation through to wrap-up, we focus on feedback loops to learn how each project can best contribute to our clients’ economic empowerment and prosperity.

Sustainability is crucial to us, and we want to see our clients continue to grow their incomes and operate successful businesses after we leave. We measure key business performance indicators among past clients three years after our projects close and use this information to continually improve our methods to create business solutions to poverty.

How were KPIs and the levels of success outlined and defined?

MEDA’s consolidated KPIs measure sustainable livelihoods for small entrepreneurs, the development of enduring companies and scalable innovations. MEDA defines livelihoods for entrepreneurs (e.g., women smallholder farmers, youth vendors) as sustainable when entrepreneurs of all genders have the skills, knowledge and resources to effectively manage economic opportunities and vulnerabilities. Our indicators include number of clients reached, increases in income, productive assets and capacity of their businesses to adapt to changing circumstances.

MEDA’s goals is to contribute to the development of enduring companies. These companies create/sustain livelihoods on an ongoing basis, aspire for growth and adapt to a changing business environment. Our indicators measure asset value, sales venue, profit, number of clients/customers reached, number of jobs created, job quality/number of employees receiving benefits, number of and remuneration to suppliers, money invested in environmentally-friendly initiatives impacts and overall financial, environmental, social and governance (ESG) performance.

MEDA defines scalable innovations as novel products, services and business models deployed by the private sector to improve sustainable livelihoods and the lives of the poor. Innovation is creativity plus delivery – a combination of what the customer wants, technological choices that may be available, and monetization/commercialization. Indicators to measure scalable solutions include a list of MEDA’s innovative solutions complemented by regularly updated case studies.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

MEDA has learned that it is possible to align the aspirations and needs of low-income and vulnerable households with objectives of the private sector. This requires sound knowledge of sectors and market dynamics, along with innovative solutions, incentives and models that can catalyze change in relationships, products and system functioning.

This requires a range of approaches to stimulate demand for services – raising awareness through various media from radio and phone information services to community dialogue and creative activities, posters, and other print media. MEDA uses participatory tools and analysis – such as focus group discussions and village savings groups add-on session – amongst marginalized groups (e.g., disadvantaged women in Jordan’s agriculture and tourism sectors – CAD $20 M – 25,000 women and youth) whereby we stimulate demand for needed services and supports. In other MEDA projects, such as in Libya (USD $2 M – 5000 women in business), Ukraine (CAD $20 M – 45,000 farmers and agribusinesses) and Nigeria ($15 M – 20,000 women and youth in multiple sectors) marginalized groups are reached through innovative training approaches, including massive open online courses (MOOCs). For example, in Libya where in-person support is compromised by security issues, business women and men (who work with women as employees, suppliers and clients) learn about gender-based challenges, assess business needs and reduce gender biases in businesses, and promote women’s inclusion and active participation. In Ukraine, MOOCs are offered in the low season (e.g., winter in Ukraine when people are more homebound) to encourage uptake.

What were the key impacts and results?

MEDA has expanded programming reach and technical expertise over more than six decades. We now focus our programming on market systems development, gender and social inclusion, inclusive financial services and impact investing. Over the past year, MEDA has helped 103 million families in 62 countries realize healthier, more economically sustainable lives through our work with 401 partners. More information can be found in MEDA’s 2018 Annual Report.
In this Section:

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Fondation SEMAFO

Notre objectif est de soulager la pauvreté en subvenant aux besoins des personnes dans les pays en voie de développement. La Fondation SEMAFO aligne ses actions en fonction des ODD des Nations-Unies, notamment les points 1, 2, 4, 5, 6 et 17, tout en respectant le Plan de Développement Communal des pays et en impliquant la population.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Lors de rencontre avec les populations de 13 villages, plusieurs doléances reçues provenaient du secteur de l’éducation, des problèmes de santé et d’embauche. Nous avons développé des activités génératrices de revenus avec la population, renforcer le volet éducatif, car pour la Fondation SEMAFO, sans éducation, pas de développement et d’amélioration des conditions de vie.

How was your primary SDG integrated and anchored throughout your business?

Les premières actions ont été la mise en place de cantines scolaires et d’activités génératrices de revenus pour la production de beurre de karité et de produits à base de beurre de karité ainsi que la construction de salles de classe (160) équipées de latrines, forages, tables-bancs, lave-mains, l’électrification solaire et la production du sésame. (Voir page 12 du Rapport annuel pour plus de détails.)

Did you employ any innovative approaches in your efforts to implement the goal?

La mise en place de pièce de théâtre de sensibilisation et l’implication de la population dans nos projets spécialement celle des femmes garantissent l’atteinte de nos objectifs. De plus, la mise en place d’un comité consultatif local représentant toutes les couches de la société permet d’échanger sur les besoins des différents villages.

Were any partnerships leveraged or created?

Nous travaillions avec les ONG locales et internationales pour certains projets. Notamment, la Cie Total Burkina. Avec le PNUD, nous avons construit un collège d’enseignement général. Avec le CECI et Plan Canada, nous avons fait des dons de nourritures lors des inondations et de famine au Burkina Faso, avec Karitex, nous avons développé le karité, etc.
What communications strategy did you employ to share the initiative with your stakeholders?

La Fondation SEMAFO a un dépliant et produit une nouvelle mensuelle, un journal quadrimestriel et un rapport annuel. Toutes nos activités sont sur notre site web et notre fil d’actualité Facebook est suivi par plus de 1000 personnes. De plus, des vidéos et des journaux sont diffusés 4 fois par année.

How were KPIs and the levels of success outlined and defined?

Les résultats attendus sont la maîtrise des bonnes pratiques, l’autonomisation des actrices dans la filière et le développement des capacités de commercialisation des actrices.

- Augmentation des revenus, 401 000 $ en 9 ans
- 17 villages impliqués, 13 950 personnes touchées
- Contrat de vente à l’international
- Documents et produits conformes certifiés biologiques

What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

L’implication des bénéficiaires des projets est capitale pour leurs réussites et leur appropriation et il faut bien s’en assurer avant d’accepter la mise en place d’un projet. De plus, l’implication de quelques femmes dans un projet pour les hommes augmente les chances de réussite.

What were the key impacts and results?

- Plus de 1 550 000 personnes touchées par nos projets (31 janvier 2019)
- 7,8 million $ de revenus générés par les bénéficiaires de nos projets (31 janvier 2019)
- Plus de 12 M $ d’investissement (31 janvier 2019)

Rapport annuel:  

Wassa Wassa:  

Dépliant Fondation:  

Journal l’Essentiel  
Marcatus QED

SDG 2: Sowing the Seeds of Prosperity Towards Zero Hunger

Give a family food and you feed them for a day, teach them sustainable farming and they can feed the world. Small-scale farmers produce over 70% of the world’s food needs, (FAO) and they are essential to building a food secure tomorrow. However, today these same farmers are dealing with food insecurity and “hidden hunger” themselves.

Marcatus QED, is an agri-food solutions company working from seed to shelf along value chains. Understanding we are part of a business ecosystem, from employees to farmers, other stakeholders’ wellbeing is interwoven into our work and success (SDG17). In an effort to uplift the access to healthy nutritious foods, awareness and well-being across the value chain, we have run a diversity of initiatives from vegetable growing competitions in our office to nutritional diversification with thousands of smallholder farming families.

The drive towards zero hunger across our value chains is a result of the collective efforts of many motivated hard-working people and partners: from our product development teams supporting our clients to develop healthy clean product recipes to our partners at the roots of the value chain supporting the implementation of health programs on the ground.

Through our health and nutrition program, we have been able to reach over 7,500 farming families which has led to doubling of the average dietary diversity score and has built lasting capacity through the training of hundreds of extension support trainers about nutrition.

How was your primary SDG focus identified and prioritized in the company’s value chain?

The Zero Hunger SDG and the drive to support the production of healthy, nutritious, safe food has always been part of the Marcatus DNA. The development of our refined focus to support the nutritional needs of our farming community partners was launched after a livelihood study in our south Indian value chain, which uncovered the “hidden hunger” being faced. Only two percent of our farming families consumed an adequate diversity of foods to meet their nutritional needs. Malnourished and sick family members of any age can be detrimental to a farming family success and ability to be productive members of the value chain. We recognized that in addition to being a moral responsibility, addressing this issue also helps to increase the resiliency, consistency and security of the future of the value chain.

How was your primary SDG integrated and anchored throughout your business?

Marcatus QED works with top and niche consumer brands to create sourcing programs, innovative cutting-edge products, and sustainable value chains. Working to grow a truly sustainable business, we have spent years developing our value chains by implementing solutions from the farmer to the consumers pantry shelf. We take a holistic approach to the products we design, ensuring health, nutrition and accessibility are baked into the DNA of each new innovation. Our Product Development and Innovation teams create platforms which deliver robust health benefits while still ensuring an emotional or nostalgic connection for the client and end consumer, as well as clean labels and processes that offer maximum nutrient retention. We love fermented, live cultured and colourful vegetables!

Over in-house office cooked meals, we hold discussions and trainings about healthy eating, preservation techniques, food trends and better practices for making the office and home more sustainable. Ensuring that we keep asking questions and continue to look at the details across the value chain allows us to further identify needed solutions and evolve our efforts to address improving nutrition and drive towards zero hunger.
Did you employ any innovative approaches in your efforts to implement the goal?
Promoting zero hunger at the roots of the value chain among thousands of farming families required a creative approach. The materials were co-developed with local and international stakeholders and were designed to be specific to the local context and diet. The program taught the importance of a diverse diet and motivated families to pledge their commitment to eating at least five of the nine identified food groups per day. With the support of tracking sheets and games, families have been encouraged to track their meals to guide the switch to healthier behaviour. Families have also been given access to a diverse range of nutritious foods with an array of local vegetable seeds to maintain their own kitchen gardens. Designed to make a sustainable impact, the program developed capacity locally by creating hundreds of trainers as well as master trainers in-house as well as across our supply partners.

Were any partnerships leveraged or created?
We are stronger together! An array of partnerships and commitments from stakeholders across the entire value chain has enabled the impact we see today. It was in partnership with Global Alliance for Improved Nutrition (GAIN) and Unilever, that we have implemented the health education program – Seeds of Prosperity – that works to educate and inspire farming families to eat balanced diets and improve hygiene practices. This program would not have expanded and grown to where it is today if it were not for the commitment and support of the hundreds of people working on the ground. Through harnessing partnerships, cocreated materials were further used to reach thousands of families outside our direct value chains, therefore expanding our impact exponentially.

What communications strategy did you employ to share the initiative with your stakeholders?
In order to keep afoot of the program’s progress, as well as coordinate and communicate with our stakeholders at different levels, we used technology and reporting tools. We used group WhatsApp messaging to share hundreds of photos of the program in progress and highlight successes and stories to motivate implementing teams. We maintained consistent reporting throughout the program to assess, reassess and monitor the reach and impact of the efforts.

How were KPIs and the levels of success outlined and defined?
Knowing the goal was to improve health and dietary diversity along our value chain, we applied variable systems to look at our impact. For our field level dietary diversity program, we tracked reach, materials and seed distributed and the effectiveness of the program, collecting feedback from the participants and implementers on progress.

How were reporting and monitoring conceptualized and undertaken?
Continual monitoring is essential to ensure that the program runs as planned and allows for systems to be changed or adapted when hurdles may arise. A baseline study allowed us to best understand our starting point and we developed key reporting and monitoring timelines with our partners to monitor and assess the progress being made as the program grew and evolved. Several years into the program, another thorough study enabled an assessment of overall impact on dietary diversity and behaviour shifts.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Partnerships are essential in order to have successful multilevel, multi-stakeholder programs. Working in agriculture in general can be unpredictable but adding layers of a large geographical spread of our farming families did add complexities to the speed of our reach. Utilizing tools and lessons learned from our other projects such as how to adapt our program to ensure women were reached drove part of our success.

What were the key impacts and results? Feel free to include links to external reports or sources in your answer.

The program doubled farming families’ average dietary diversity score and reached over 7,500 farming families. This program also had an interesting positive impact on building and fostering partnerships: it strengthened relationships with farmers, where 82% of families randomly surveyed reported that this program would influence them to work with the same company again. In addition, in the process of reaching the communities, it has raised awareness beyond just those targeted. These materials and lessons have been taken into the homes of those trained, into partner factories and even into the homes of our own staff. Nutrition is the building block of health. Supporting dietary diversity among the people woven within our value chain has an effect that reaches far beyond the here and now of this program.

To learn more about our Responsible Farming Program visit: http://www.marcatusqed.com/service/responsible-farming/

Watch a video about the Seeds of Prosperity Program: https://www.youtube.com/watch?v=WfzXs8kjM7Y&feature=youtu.be

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Golden Star Resources Limited

Golden Star recognizes the important role it can play as a catalyst for promoting positive health outcomes across its workforce and within local communities. As such, we implement a variety of health and well-being programs in support of SDG 3. The initiatives range from employee support for medical coverage, occupational health and safety initiatives, building local health infrastructure, and community / public health projects.

Partnerships are the central focus of our implementation approach. We partner with local, national, and international organizations for project and program delivery. This includes our on-site medical services provider for occupational health initiatives; local and national development NGOs for project delivery and support; and, international development organizations (e.g. GIZ) for funding and project delivery. We also promote employee engagement through employee participation and volunteering.

Through partnerships, we are able to leverage the skills, expertise, and resources of myriad organizations and are able to achieve outcomes that far exceed the capability of any one organization.

Perhaps most importantly, we partner with local, regional, and national government organizations to help build capacity, strengthen national systems and promote long-term sustainability. This helps ensure that the local communities do not become reliant on the company for support, especially because the mining operations have a finite life.

KPIs are incorporated into projects and programs. We use baseline data and post-project monitoring to evaluate outcomes and impacts. We also measure business value generated through cost savings and improvements in metrics related to employee health. We also conduct health impact assessments to evaluate impacts.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Golden Star considers employee health and well-being key business drivers. A healthy workforce drives productivity, reduces lost-time, and reduces overall costs. Promoting health and well-being also helps attract and retain a talented workforce. Thus, we prioritize health and well-being of employees and their dependents at the highest level of our organization and business strategy by incorporating it into our overall mission statement. By doing so, it becomes a central focus of our culture and our ongoing business activities.

We also recognize the important role we can play in being a catalyst for driving better local health outcomes, especially because we operate in a developing country where the capacity and resources to deliver quality health outcomes are often limited. In addition, promoting healthy communities is a key way in which we are able to maintain our social license to operate, as health is a key development priority for our host communities. Thus, promoting health and well-being has become a central focus of our community relations approach.

We conducted mapping exercises for the SDGs to better understand the linkages between mining and each of the goals and to help define the focus areas where we could have the most impact. This helped us refine our focus areas for the SDGs across our value chain, which includes a core focus on SDG 3.

How was your primary SDG integrated and anchored throughout your business?

Promoting health and well-being is integrated across our entire business, from our high-level business strategy and objectives, through to our operations management and employee culture. Not only it is a key part of our overall mission statement, which defines our core purpose as an organization, but it is also anchored in our business as a key activity through our corporate Policy on Safety, Health, and Wellbeing. The Policy applies to all of our subsidiaries and serves as the foundation of our operational health and safety management systems. The Policy is operationalized through a business wide Safety Plan and a Health and Wellbeing Plan, which are supported by Department level plans.

In 2006, we established the Golden Star Development Foundation (GSDF), which is funded with $1 for every ounce of gold produced annually and 0.1% of pre-tax profit. The GSDF funds projects that are selected by local communities through consultative committees - who prioritize and select projects based on needs assessments and local development priorities. Given the high development needs related to health, SDG 3 is a key focus for these projects.

Our development goals are anchored through our Policy on Community Development and Support – for real poverty alleviation, the status of women must be advanced, which in turn requires an improvement in health outcomes.

We consider community health and wellbeing risks and opportunities as part of project-level environmental and social impact assessments. We also conduct standalone health impact assessments to evaluate the impacts and outcomes of our interventions and to inform corrective actions.
Did you employ any innovative approaches in your efforts to implement the goal?

One of the most innovative aspects of our approach to implementing SDG 3 is our focus on preventative health. We do so in recognition that the returns on investment – in terms of improved health outcomes – are far higher with a focus on prevention over cure alone. Doing so also reduces the burden on already-constrained local and national healthcare systems.

In 2015, we embarked on an initiative with one of our longtime partners, the German International Development Agency, Gesellschaft für Internationale Zusammenarbeit (GIZ), entitled Prevention is Better than Cure, with six other partners in the fields of health service provision, health care infrastructure, medical and diagnostic equipment and health insurance. As part of our contribution to the partnership, we financed the design, construction and equipping of a teaching clinic at Akyempin that has been purpose-built for preventative health programs, including family planning and individual health status initiatives. The clinic, associated preventative health programs, and national health insurance initiatives are run from the facility, which serves as a pilot project for a much larger initiative with national reach that will, in later phases, extend through the quasi-Government health institutions in the country.

We also employ innovative partnerships for program and project delivery. For example, we invest in key health infrastructure projects that require a local sponsor and long-term custodian. This helps build capacity for local institutions and promotes long-term sustainability.

To enhance workforce participation, we set targets with senior leadership, and establish individual workplace screening locations, e.g. when testing for TB, we screen personnel at a location established at the shaft collar, to maximise opportunities for participation.

A further innovation, is the broad scale approach to partnership, which has resulted in numerous contributors to program funding and support.

Were any partnerships leveraged or created?

Partnerships are the central focus of project and program delivery, enabling us to leverage the resources, skills, and expertise of myriad organizations and, in turn, achieve outcomes that far exceed the capabilities of any one organization. Together we are more than the sum of our parts.

We work with development organizations to leverage their specialized expertise as well as for project and program delivery. For example, we partnered with a US-based NGO, Project C.U.R.E., to deliver the ‘Helping Babies Breathe’ initiative. The initiative was delivered using the train-the-trainer model to build capacity for reducing postnatal mortality, one of the biggest public health challenges in Ghana.

We engage international development organizations to leverage funding and international expertise. Since 2009, we have worked with the GIZ on several projects to promote community health and wellbeing.

Through the Private Sector Malaria Prevention Partnership, we have broadened the scale and scope of our own malaria prevention initiatives for outreach to host communities.

We promote employee engagement by encouraging participation and volunteering in initiatives; e.g. the Golden Star Ladies Clubs raise funds and conduct training under a breast cancer awareness program. Participation of other private partners is also promoted to leverage these partnerships.

Critically, we partner with all levels of government agencies to build capacity and promote long-term sustainability of our initiatives; e.g. we partnered with Ghana Health Services for the development of turn-key, preventative health focused medical facilities.

Lastly, we partner with occupational health services providers for workforce OHS and well-being initiatives.

What communications strategy did you employ to share the initiative with your stakeholders?

We engage in regular consultations with host communities, via three-tiered communications structures: comprised of local community leaders, elected officials and representatives. These structures are the main formal conduit for consultations and enable two-way feedback, including as it relates to our health-related initiatives.

From an informal perspective, we employ community notice boards, engagement centres, social media and radio for engagement.

In addition, all company projects and programs require internal approvals, and such action and communication plans are documented during the project feasibility assessment phase. We engage in extensive consultations as part of our project development and impact assessment processes. This enables local input into our planning and ongoing management strategies. Impact assessments include public hearings, which typically attract hundreds of people and are convened and presided over by regulators and Traditional Landowners.

We implement a local media strategy to communicate the results of our initiatives through traditional media. We commit to further openness and transparency through ongoing communication through social media, including through a regular blog, LinkedIn and Twitter.

Golden Star utilises this wide array of methods to enhance accessibility to the company and related information, promoting awareness and increasing local participation in projects. Additional methods are target audience specific, which is of specific relevance in health related programs, which are often culturally sensitive or the subject of taboos.

Communication and engagement with our workforce (51% host community) and contractors (74% host community) on health matters and programs, occurs at pre-shift and specific OHS meetings, and is buttressed by health education and counselling provided by medical services providers. This is important to dispelling the various myths associated with some health conditions and enhancing workforce participation. We also recognize the role our workforce play as leaders in the community, and seek to educate them for ongoing transfer of knowledge in our host communities.

Reporting on our safety, health, and well-being performance is a key focus of our annual corporate responsibility report, which is released publicly and details goals and targets for the future year.
How were KPIs and the levels of success outlined and defined?

KPIs and associated levels of success are defined on a project-by-project basis to help ensure that appropriate metrics are developed for specific initiatives.

The associated indicators for SDG 3 are used as a guide for KPI development. This also helps determine the impact of our initiatives against the objectives of the goals. As much as possible, we integrate and align project metrics with metrics collected by public health agencies, including government hospitals and clinics as well as national health data.

We evaluate pre- and post-intervention health data and indicators to determine the efficacy of the initiatives. For example, Ghana Health Services has reported that since our intervention on neo-natal resuscitation that the neo-natal death rate has reduced by an order of magnitude in one District, and by 25% in another.

For some of our larger mining projects, we conduct health impact assessments to determine potential project impacts on local residents.

We measure the business impact to determine the value to the company, including evaluating the overall benefits of our interventions, e.g. our malaria case rates have reduced by two thirds, and in the period 2017 to 2018, our lost time from malaria reduced from 10% of OPD cases to less than 6% of cases – compared to 60% of OPD cases in the host communities.

Lastly, it is important to note that much of the success of the initiatives as pertain to capacity enhancement, is qualitative. Feedback from project and program participants is key to further understanding impacts, including through participant testimonials.

How were reporting and monitoring conceptualized and undertaken?

Robust baseline information and data related to health are critical for monitoring and evaluation purposes. The information and data can be compared against post-project results to determine the overall efficacy of the intervention and, in turn, the impact the initiative had on achieving SDG 3.

Baseline information and data are collected on an ongoing basis, including as part of environmental and social impact assessments (ESIAs), health impact assessments (HIAs), and ongoing employee and community health monitoring. Additional project-specific information may be collected prior to the start of the project.

Data and information are collected from a variety of sources, including local, regional, and national sources. This includes: our on-site medical service providers; the Ghana Health Services and Ministry of Health; local clinics and hospitals; national statistical agencies; the national census; and international organizations (e.g. the World Health Organization).

We evaluate pre- and post-intervention health data and indicators to determine the efficacy of the initiatives. Health impact assessments (HIAs) are often conducted to determine health impacts on larger populations. Data and program reports are documented and shared with partners and to leverage the knowledge gained through the initiatives.

For flow on benefits to health services professionals we conduct interviews and obtain testimonials. Participants in capacity building programs are encouraged to provide feedback or complete formal competency assessments as further monitoring mechanisms.

Additionally, within Golden Star, senior personnel undertake periodic reviews to validate the sustainability of all such interventions, including study tours and interactions by members of the Board and senior executive.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Key lessons learnt include the following:

• Identification of a long-term sponsor is critical to help ensure sustainability of infrastructure projects.
• Communities are less willing to adopt capacity building projects, until basic infrastructure needs are addressed.
• The socio-cultural drivers need to be well understood to ensure that health related projects can be implemented in a manner that is socially appropriate, sensitive to cultural aspects, and enable equitable access.
• Community involvement (engagement and participation) is critical for project and programs. It promotes a sense of ownership and builds local capacity.

• Partnering with local, regional and national health institutions and agencies is critical to the success of health related projects, and their subsequent leverage as influencers for enhanced or strengthened national systems and capacity.
• Partnering with local institutions is key to build capacity, promote long-term sustainability, and avoid reliance on the company.
• Numerous actors are involved in the arena of health providing significant opportunity for partnerships and leverage of partners’ expertise and networks.
• Results are far greater when working in partnership.
• Project and programs should be linked to generating business value, including through costs savings, ROI, and maintenance of the company’s social license to operate.

What were the key impacts and results? Feel free to include links to external reports or sources in your answer.

The company and its partners have achieved significant success in achieving positive impacts and results.

To date, the company has built or upgraded 7 health care facilities in local communities reaching thousands. In addition, over US$0.4M has been invested in medical health equipment and supplies.

As part of its breast cancer awareness program, the company and its partners have provided screening to over 10,000 local women, potentially saving 270 lives.

Through Helping Babies Breathe, neo-natal mortality rates decreased from 1.1% to 0.06% per 100 live births since program inception of the program in one District, and in less than a year had reduced by over 25% in another.

Our malaria prevention program has reduce the rate of malaria across the workforce by two thirds since program inception. Last year alone, we reduced our days lost to malaria to less than 6% of OPD cases (versus 80% in host communities)!

We provide free preventative and curative health services, medical and health surveillance and health insurance to our workforce and their dependents.

Through various prevention health focused programs, thousands of people received free and confidential preventative health screening for a variety of communicable and NCD.

In recognition of the extensive positive impacts of the company’s health and well-being initiatives, the company has received multiple awards:

• Ghana Mining Industry - Corporate Social Investment Project 2017 - breast cancer awareness initiative.
• Prospectors and Developers Association of Canada 2018 Environment and Social Responsibility Award in recognition of its global leadership in corporate responsibility, including innovative approaches to promoting health and well-being.

Links:

• Workplace health and hygiene
• Rabies prevention program
• Breast cancer awareness program
• Golden Star wins Ghana Mining Industry Award for Breast Cancer Awareness Program
• Malaria safe award
• Helping Babies Breathe neonatal resuscitation program
• Malaria prevention partnership
• Golden Star Resources health fact sheets
• 2018 PDAC Environmental and Social Responsibility Awards winner video
Operation Eyesight Universal

Operation Eyesight has brought sight-restoration and blindness prevention treatment to millions of people since we were founded in 1963. Today, our work is focused in Ghana, Kenya, Zambia, Nepal and India – places where blindness can be deadly, especially to those who are very young, old or poor. Our focus is SDG #3: Good Health and Well-Being. Everything we do is in the pursuit of good eye health and well-being for those in need.

Our vision is the elimination of avoidable blindness. Worldwide, 253 million people are blind or visually impaired, but 80 percent suffer from visual impairment that can be treated or could have been prevented. In developing countries, people face barriers to simple eye health, including financial constraints, a lack of access to care and more. Blindness impacts individuals, families and entire communities by keeping adults from earning a living, and limiting the ability of children to learn and play. When people suffer from poor eye health, quality of life is diminished.

How was your primary SDG integrated and anchored throughout your business?

Operation Eyesight began as a charitable organization dedicated to improving the backlog in cataract surgeries in India. Over the next few decades, we grew our mandate, expanding into multiple countries and developing many overseas partnerships to increase our capabilities. We provided mobile eye care units and helped in ways that went beyond just sending funds.

Early in the 2000s, we began to optimize a more purposeful and sustainable set of programs to move Operation Eyesight into the future. To date, our programs had saved the vision of millions of people, but the future of the organization was to provide a more sustainable model that would empower people in the countries where we work to take control of their own health.

How was your primary SDG focus identified and prioritized in the company’s value chain?

From the beginning, Operation Eyesight has always had health and well-being as a priority. We began as a charitable organization dedicated to improving the backlog in cataract surgeries in India. In 1963, a small men’s club in Calgary raised the funds to pay for 148 cataract surgeries to improve the eye health and well-being of those who could not afford quality eye care.

Since then, Operation Eyesight has expanded to provide support for eye care in hospitals and communities. Our programs now support other SDGs such as #1 by preventing blindness and restoring sight to help people keep their jobs or return to work, breaking the cycle of poverty. We support SDG #4 by restoring sight in children who can then read and go to school, and by training teachers in Kenya to use a smartphone app to test their students’ vision. We support #5 by training mostly women as community health workers, and by ensuring that women and girls receive equal access to eye health care services, and by improving their ability to become active participants in their families’ socioeconomic stability and in their communities. We support #6 by working with communities in Kenya and Zambia to drill boreholes to provide fresh water, and by educating communities to promote good hygiene and avoid the bacterial infections that can cause digestive illnesses and blinding trachoma.

But ultimately, everything we do is tied into our mission to prevent blindness and restore sight, which is key to good health and well-being.

While Operation Eyesight still raises funds to support overseas programs, we now operate as an international development organization rather than as a simple charity. We are declaring entire villages avoidable blindness-free, eliminating their need for our financial support in the future. We are supporting the growth of hospitals and vision centres to become completely self-sufficient, using the revenue from those who can afford to pay to ensure that those who can’t afford to pay receive the same quality of care. While there are many more villages in many more countries that need our help, this model represents progress towards a future where all communities will be able to provide quality eye health care for themselves, without the need for external aid.
Did you employ any innovative approaches in your efforts to implement the goal?

Our Hospital-Based Community Eye Health Program model is powered by two key innovations. One is our method of mapping villages into territories or clusters, and accounting for every single household in each cluster. We train community health workers (CHWs) to conduct door-to-door surveys, screening people for eye health problems, diagnosing conditions and referring residents to the necessary level of care. They ensure that no person in their assigned cluster who needs eye health care goes without it. They assess all members of the household and guide them toward the appropriate level of care (from local vision centres to more centrally-located hospitals). By diligently following this method in all clusters, we can confidently declare entire clusters (and eventually, entire villages) avoidable blindness-free. CHWs also ensure that no person in their cluster goes without eye health care. They ensure that no person in their assigned cluster who needs eye health care goes without it. They assess all members of the household and guide them toward the appropriate level of care (from local vision centres to more centrally-located hospitals). By diligently following this method in all clusters, we can confidently declare entire clusters (and eventually, entire villages) avoidable blindness-free. CHWs also

Were any partnerships leveraged or created?

Our Hospital-Based Community Eye Health Program (HBCEHP) model is driven entirely by effective partnerships. The turning point for a new approach to partnerships began in 2002 when we entered into a formal partnership with L.V. Prasad Eye Institute (LVPEI) in Hyderabad, India. With LVPEI, we began to optimize our partnerships to pursue a more targeted and sustainable model of aid.

Developed by our India staff and piloted in 2009 to 2010, our HBCEHP model was implemented with the partnership of local hospitals and community-based vision centres. The community health workers are employed by our partners and trained by Operation Eyesight. We work with these vision centres and hospitals to build capacity for treatment and improve facilities, allowing them to provide quality care to more people. We also work with them to develop programs whereby those who can afford to pay for treatment fund the facilities, with the understanding that everyone who seeks treatment will receive the same care whether they can afford to pay or not. This ensures sustainability of the facilities to independently provide quality care into the future.

Today we’re implementing our HBCEHP model in India, Nepal, Ghana, Kenya and Zambia in partnership with local government, private and NGO hospitals. We have plans to expand to other countries in South Asia and Africa, which will require us to develop more partnerships with local hospitals and the governments of those countries.

What communications strategy did you employ to share the initiative with your stakeholders?

Our key stakeholders are our donors – none of what we do would be possible without them. The most important communications objective with our donors is to ensure that they see that people are helped through their donations, so our main focus in all communications vehicles is to provide patient stories that demonstrate to donors how their donations are making a difference for individuals, families and entire communities.

For those who are interested in how our program works, we do also provide education around our Hospital-Based Community Eye Health Program model through a variety of communications. There is some detail about the program on our website, and we provide more information about the program through stories on our blog, in our SightLines print newsletter and in our Glimpse e-newsletter.

How were KPIs and the levels of success outlined and defined?

To declare a village avoidable blindness-free, there must be no individual who has visual acuity less than 6/60 in the better eye as a result of avoidable or treatable conditions. By diligently charting out all households in each cluster and training community health workers to ensure every person in every single household is assessed and receives any necessary treatment, we know that these clusters can be declared avoidable blindness-free. And with sustainable programs in place to educate community members and encourage them to seek eye health care in the future, we can move on to other communities that need our help implementing this model. Both the definition of avoidable blindness-free villages and the methodology for elimination of avoidable blindness that we follow are validated by a third party.

In addition to the ultimate goal of declaring villages avoidable blindness-free, our programs define other KPIs to determine success of the program, including the following numbers: people screened, sight-restoring eye surgeries performed, eyeglasses dispensed, mobile eye vans launched, existing vision centres established or strengthened, hospital improvements made, community health workers trained and primary health care staff trained.

In 2013, our model was endorsed by Vision 2020 India, a national eye health advocacy group. The group encourages all Indian hospitals to adopt Operation Eyesight’s model, regardless of whether they are in direct financial partnership with us. In 2018, Charity Intelligence Canada named Operation Eyesight one of the Top 10 Impact Charities, for the impact we’re able to create with every dollar.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

We've learned that a community focus on creating the “demand” for eye care services changes lives, but we must also balance this by ensuring that quality “supply” will be there when people need it. That's why a critical aspect of our Hospital-Based Community Eye Health Program (HBCEHP) model is the work we do to build the capacity of our partner hospitals. We follow an inclusive approach, strongly advocating that sub-standard care is not an acceptable answer to shortcomings to existing facilities in low-income countries. We've learned that, while it is important to ensure quality “supply” will be there when people need it, we must also balance this with a community focus on creating the “demand” for eye care services. If our HBCEHP model is improving our partners’ capacity to provide “the best for the poorest,” we need to drive low-income people to seek eye health care.

One example of this arose in Kathmandu, Nepal. We conducted a needs assessment of Nepal Eye Hospital and upgraded its operation theatre complex in 2016. We also provided training for eye health personnel and community health workers (CHWs). The CHWs conducted door-to-door eye screenings, referred patients to the hospital for treatment, and created eye health-seeking behavior in the community. The community's response was even better than anticipated. The hospital couldn’t keep up with patient demand because its out-patient department (OPD) was outdated and overcrowded, and they couldn’t properly manage the flow of incoming and outgoing patients. Recognizing that the OPD was creating a breakdown in the entire system, we raised the funds needed to renovate the facility. The upgraded facility now has the capacity to meet patient demand and provide quality eye care services to more people.

Following completion of the project, the following steps must be taken to declare the village avoidable blindness-free:

- Verification of cleared backlog cases identified through the initial survey
- A post-project door-to-door survey conducted under the supervision of an ophthalmologist
- Treatment of remaining cases and follow-up
- Certification from local authorities and ophthalmologists of patients who cannot be treated due to medical or other reasons
- A post-project survey to assess the community’s current level of eye health-seeking behavior.

How were reporting and monitoring conceptualized and undertaken?

Continuous monitoring of all activities within a particular Hospital-Based Community Eye Health Program is carried out by the project coordinator on a daily basis, and by the hospital management on a weekly basis. The results of door-to-door surveys and cluster-based implementation plans serve as the basis for monthly and quarterly monitoring by the hospital management. Registers maintained by field staff are reviewed regularly, and necessary measures are taken to ensure projects stay on track.

Steps that are a part of this monitoring include recruitment and training of community health workers, door-to-door surveys, cluster-based micro plans to meet the specific needs of the community, referrals and treatment, and health promotion in the community.
What were the key impacts and results?

To date, we have declared 1,015 villages avoidable blindness-free as a result of our Hospital-Based Community Eye Health Program (HBCEHP) model. This means that every child, woman and man living in these villages has been screened for avoidable blindness. Any person who required intervention has received it, and if possible, had their sight restored. These communities have also been educated to better understand how important eye health care is, and they have learned positive eye health-seeking behavior. They have become empowered to look after themselves, their families and their entire communities.

An additional impact of our program has been the empowerment of women and girls. The community health workers (CHWs) employed by this program are primarily women. CHWs hold a respected position in which they carry out a very important job, earning the respect of others as health experts in the community. Also, women and girls are more likely to be blind than men and boys, because they are less likely to receive the necessary care to preserve or restore their sight. The HBCEHP model ensures that every person within a community will be assessed and receive care, regardless of gender.

Our goal is to declare at least 2,020 villages avoidable blindness-free by 2020. Using the lessons learned from our experience so far and by strengthening our partnerships moving forward, we are confident that we will achieve this goal – For All the World to See.
Teck Resources

Health and safety is a core value at Teck and protecting the health of our workforce is fundamental to our business practices and achieving long-term success. We ensure that all employees and contractors have the knowledge, training and ability to safely perform their duties and we manage occupational health and hygiene exposures for the protection of longer-term health.

Through our global Zinc & Health program, we work in partnership with international organizations to end preventable deaths of children under the age of five by ensuring that life-saving zinc treatments reach the children who need it most.

Please specify the impact of your organization’s actions on the SDGs that you have selected.

Our Courageous Safety Leadership (CSL) program challenges existing values, beliefs and attitudes toward safety, and builds commitment from individuals to foster safe practices at our operations. More than 16,000 employees and contractors have participated in the program and over the past five years, we have reduced our High-Potential Incident Frequency by 64%.

Teck’s Zinc & Health program is working to reduce zinc deficiency and save the lives of children around the world. As a result of our Zinc Alliance for Child Health (ZACH) partnership with the Government of Canada, UNICEF and the Micronutrient Initiative, more than 22 million children have received life-saving zinc treatments.

Does your organization engage in any partnerships to advance the SDGs?

In 2017, we were proud to join our partners in the Zinc Alliance for Child Health (ZACH) — the Government of Canada and Nutrition International — to announce a $4 million commitment to extend ZACH through 2020.

Our new Copper & Health program addresses the growing risk of healthcare-acquired infections (HAIs) in Canada. In 2017, we launched an antimicrobial copper study in four hospitals across Canada to build on the existing evidence base and help understand how to use copper to reduce HAI rates in hospitals.

Additional Info

SDGs
Teck’s Sustainability Strategy
Memberships and Partnerships webpage
SDG3
Teck and UNICEF: Saving Children’s Lives in India
Sustainability Every Day: Health and Safety at Teck
Partnering to Save Lives through the Zinc Alliance for Child Health
TELUS Corporation

TELUS is committed to advancing SDG 3: Good Health and Well-being because we are on a mission to improve the lives of Canadians through the power of technology. We are creating better health experiences by offering solutions for practitioners and citizens, including Health for Good™, a program that brings primary healthcare to marginalized Canadians through mobile outreach clinics equipped with TELUS Wi-Fi and TELUS Health technology. As a result of unique partnerships between TELUS, community partners and health authorities, more than 10,000 patients have received care nationally through the five mobile clinics to date. Additionally, over 50% of patients receiving care through Health for Good were reintegrated into the public healthcare system and more than 5,000 safe consumption kits were distributed annually. In September 2018, we announced a $5 million commitment to expand the program nationally.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Advancing SDG 3: Good Health and Well-being was a natural fit given that TELUS has been in the healthcare industry for more than 10 years. We believe that technology can have an important impact on transforming healthcare for all Canadians. It can improve health experiences by connecting doctors and other health practitioners with one another and with their patients. It can also harness information to make prevention and wellness more accessible to everyone. TELUS turns information into better health outcomes by:

- Empowering doctors, nurses and extended health teams to coordinate and share information to provide integrated care efficiently and cost-effectively
- Offering doctors, patients and their families the ability to share information anytime, anywhere to further involve patients in the management of their own health
- Enabling pharmacists to provide better medication management and healthcare services for clients
- Improving benefits claims management to make the process more efficient for employees, companies and insurance providers
- Allowing hospitals, governments and health system managers to analyze information for finding best practices, evidence-based treatments and quality improvements
- Encouraging patients to play an active role in managing their health at home and wherever life takes them

We prioritized health because we are well-positioned with our nation-wide telecommunications network and our emerging technology solutions to make a substantial impact on the lives of Canadians by addressing the #1 social challenge of our lifetime – healthcare efficiency and effectiveness. We have identified five key issues where our communications technology can make a positive difference:

1. Chronic disease management
2. Medication errors and non-compliance
3. Long wait times and poor access
4. Lack of focus on prevention and patient self-management
5. The need for performance improvement

How was your primary SDG integrated and anchored throughout your business?

As Canada’s leading healthcare IT provider, TELUS Health is one of our primary lines of business. One way SDG 3 has been integrated throughout TELUS is by dedicating our greatest asset, our team members, to revolutionizing access to healthcare. With over 2,600 team members creating solutions for health providers and organizations, as well as personal solutions for Canadians, we are using technology to encourage wellness, better health and more effective health management.

For team members that are not directly contributing to TELUS Health, our organization-wide philosophy of We Give Where We Live brings our team members together to make a difference in our communities and the lives of others. Health is one of our three focus areas for driving positive social outcomes through acts of giving both big and small. Since 2000, TELUS, our team members and retirees have contributed more than $210 million towards health-related organizations.

Our commitment to ensuring the health and well-being of our team members is the true anchor of Good Health and Well-being throughout the organization. In 2017, we launched a three-year wellness strategy centered on the following objectives:

1. To systematically support organizational health and wellness at TELUS
2. To make health connections at TELUS between people and resources
3. To positively impact team member and family member health.

Our vision is to have team members equipped with resources and knowledge to customize their own wellness experience, improve their overall well-being, support the health of those around them and contribute to an elevated culture of wellness that permeates how we work.
Did you employ any innovative approaches in your efforts to implement the goal?

One of the ways TELUS is advancing SDG 3 is by improving access to healthcare through the Health for Good program.

Today, there are over 30,000 Canadians experiencing homelessness on any given night, often living with complex health and addiction issues. These marginalized populations cannot easily access traditional medical care yet are in urgent need given the exponential rise in emergency room visits, many due to the unprecedented opioid crisis. That’s why TELUS enabled the Mobile Health Clinics, powered by TELUS Health. By leveraging our technology and human compassion we are bringing healthcare directly to the communities and people who need it most.

The Mobile Clinic, which is divided into two main areas: one for patient reception and nursing care and a second more spacious area, with an examination table and a doctor’s workstation, is equipped with TELUS LTE Wi-Fi network connectivity and TELUS Health Electronic Medical Record (EMR) solutions. This technology allows onboard doctors and nurses to collect and store data, examine results over time and provide patients with a better continuity of care.

TELUS is proud to have already launched Mobile Health Clinics in Montreal, Victoria, Vancouver, and Calgary, and is leading an effort to expand the program to communities across Canada. By working in collaboration with local partners that are already making a difference in healthcare provision in their respective geographies, a hyper-local approach will be developed for each region, embracing community giving and using TELUS Health technological innovations to build a better healthcare system in Canada.

Were any partnerships leveraged or created?

TELUS is committed to working with leaders and experts in the health industry. We create strategic partnerships with provincial health ministries and health authorities to truly understand where the gaps are in community health outreach.

Health for Good involved a multitude of cross-sector collaboration:
- Government: Engaging health ministries and municipal health programs from program conception to understand the community use case.
- Health Authorities: We are currently partnered with Vancouver Coastal Health and Vancouver Island Health Authority. Partnership discussions are underway with Fraser Health Authority, Saint Elizabeth Health Care, Covenant Health, Alberta Health Services and Royal Ottawa Hospital.
- Not-for-profit partners: Doctors of the World, Vancouver Coastal Health, The Alex and the Vancouver General Hospital and the University of British Columbia Hospital Foundation.

What communications strategy did you employ to share the initiative with your stakeholders?

The communications strategy for Health for Good focused equally on internal and external stakeholders.

The internal strategy centered on enabling advocacy through education. This included creating opportunities for TELUS team members to tour the Mobile Health Clinic and understand what it is first-hand. Additionally, we raised awareness and provided resources about Health for Good through our various internal communication channels.

Our external communications strategy included a number of tactics:
- Webpage (telus.com/healthforgood)
- Video: https://www.youtube.com/watch?v=hsDAts0c0-Q
- Media release
- Social media
- Launch event, which included a tour of the Mobile Health Clinic
- Word of mouth through team members
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

The intent of Health for Good is to provide a bridge for vulnerable populations to access health, addiction, and mental health support. The long-term goal is to stabilize and reintegrate these patients into the broader healthcare system for ongoing care. There are challenges in ensuring this transition happens seamlessly and we have learned to build comprehensive models of intervention, rather than provide episodic care. This means bringing together a broad group of stakeholders that can support not only health, mental health, and substance abuse issues, but also connect patients with housing, food, and employment. Defining a collaborative model that addresses critical needs within the clinic, and provides clear pathways and hand-offs to peripheral services is a key learning that we are implementing in all to-be launched mobile clinics. Typically this necessitates the involvement of regional health authorities or integrated health networks to ensure we develop an integrated model that bridges back to the traditional system.

What were the key impacts and results?

To date, the Mobile Clinics have served more than 10,000 patients nationally across our five existing clinics, helping to alleviate strain on the healthcare and emergency response systems. Over 50% of patients receiving care in a TELUS Mobile Health Clinic were reintegrated into the public healthcare system. Each patient visit enabled an opportunity for TELUS Mobile Health Clinic practitioners to proactively recommend interventions for each patient’s unique needs, and provide the patient with relevant substance use treatment options as needed and wanted. For example, more than 5,000 safe consumption kits are distributed annually.

Additionally, TELUS’ Electronic Medical Record (EMR) technology onboard the Mobile Health Clinics is making a long-term impact in the lives of these marginalized Canadians. By expanding our EMR technology from doctor’s offices to the mobile clinic’s community health practitioners, we are ensuring that typically nomadic patients with previously undocumented medical histories will have access to a better continuity of care as their data and results will be accessible to other healthcare practitioners.

How were KPIs and the levels of success outlined and defined?

We have leveraged the expertise of partners like The Alex to help inform us on meaningful outcome measurement and reporting. The Alex is a best-in-class example of an organization that provides comprehensive support that addresses the continuum of social determinants of health and well-being.

Success of the Mobile Health Clinics is being measured in terms of both direct and indirect/subsequent impact to improving health outcomes for Canadians:

- Number of patients served
- Number of patients reintegrated into the public healthcare system
- Number of safe consumption kits distributed

How were reporting and monitoring conceptualized and undertaken?

As mentioned, we leaned on the expertise of our partners to develop meaningful reporting and measurement for Health for Good. TELUS worked with The Alex to enable a digital ecosystem that underpins both medical and pharmacy records and aggregates reporting into data that can be used to inform the continuous refinement of their service delivery model. We have connected other mobile clinic partners, newer to this space, with The Alex to learn and implement these best practices.
Papillon MDC Inc.

Papillon MDC Inc. aims to nurture a mindset in leaders that focuses on collaboration, discerning judgement, alignment, mindfulness, and compassion when it comes to sustaining and growing people. Through our leadership development programs, leaders experience an awakening of some sort when they recognize that they could not go faster than their slowest part. The “slowest part” collectively is a mindset that only values corporate profits. Leaders who worked with us have drastically shifted the way they see themselves, their role at work, and their place in society; thereby, making significant changes in how they run their business and where they choose to invest their time and resources.

In 2012, we launched our CSR strategy with a “Take Flight Competition”, which called upon non-profit organizations to tell us how we could help them achieve their SDGs pro bono. Through this initiative and other recent partnerships, we have supported local and international organizations focused on one or many of SDGs. Some examples: From 2013-2014, we contributed financially to the development of a community library and offered our coaching and leadership services to community leaders in So-Ava, Benin, Africa. In 2014-2015, we supported a young director, Fernando Barbosa, in creating a documentary about the plight of street children in Bolivia- film online debut in 2018. From 2016-2018, we formed a partnership with Crossroads International to increase the productive capacity of a network of women in Senegal who produce and distribute a range of soaps in several regions across Senegal. We designed & implemented a mentor training program to develop women’s leadership mindset and capabilities to mentor young talent, and to ensure the sustainability of their soap business. In 2018, we partnered with Umalia Inc. in increasing access to education by developing a school in the same community in Benin we have come to know and love. We contributed financially to this project & committed a percentage of sales from specific services and products toward this project, as well as held learning moments to shift mindsets and increase leadership impact.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Our CRS arm of the company is intimately linked to our purpose: Help leaders make decisions that benefit them in terms of potential and well-being, the corporation they serve in terms of profitability, as well as the future of generations to come in terms of healthy living. Put differently, our leadership and coaching services aim to develop leaders that (1) Understand the interconnectedness of the decisions they make, (2) Ensure a future for generations to come by focusing on what is most meaningful, and (3) Create an accepting context where employees can achieve their potential while ensuring operational excellence in terms of minimal waste of resources. Hence, our focus is Sustainable Leadership, which embraces the triple bottom line concept introduced by John Elkingon where he postulated that sustainability efforts ought to encompass three key agents: People, Planet, and Profits. These 3Ps are inter-reliant as people depend on a healthy economy, and a healthy economy needs a healthy global ecosystem where people and all living things flourish. Hence, the health of this inter-reliant system is ultimately the bottom line.

Were any partnerships leveraged or created?

Over the course of 6 years we have formed partnerships with leaders of various organizations as well as partnerships with corporations aiming to make a difference such as Umalia Inc. and Crossroads International, who provided us with access to communities and leaders in So-Ava, Benin Africa and Senegal, respectively. Our partnerships are sustained over a 12-year period, with impact measured by the community leaders. In So-Ava, Benin, the community leader for the Youth Association for the Development of the Lake, Mr. Hyppolite Dansou provided a testimony that underscored our impact in his community. Crossroad International published in their newsletter last summer the impact we had on the women mentors and young mentees through our Mentoring Program. Its International Executive Director also provided a written testimony about the impact of our work. And, our continued partnership with Umalia has seen the development of the school community, with its first classroom welcoming children this past fall!
What communications strategy did you employ to share the initiative with your stakeholders?

Since 2012, we have been sharing within our networks the organizations we support through our CSR arm of the company. In 2016, we created two positions, held by Associates: (1) Corporate Social Responsibility and Program Development; and (2) Communications & PR. The intent is to alleviate our commitment to marrying corporate profits with social giving. We have taken the following concrete steps:

• Improved our CSR webpage, and created social media accounts, allowing us to have a greater reach; we keep this current with progress about different initiatives

• Launched a “Guest Client Blog” to educate the general public on what matters in the workplace when it comes to real impact. This allowed us to blog about corporate purpose, mindset of giving, and leadership sustainability.

• Led Lunch & Learn seminars at our offices, allowing leaders to attend, learn about leadership, enjoy a meal together, and donate to our project— the School Project in So-Ava. Our initiative is entitled: “Eat, Learn & Give”

• Positioned our “Inspirational Stickers” as symbols for appreciating others, with a percentage of sales going toward the School Project

• Announced in our newsletter and all social media channels that 50% of our sales from our E-learning services would be earmarked for the School Project

• Integrated the notion of “Purpose” driving business strategy in keynote engagements, thereby allowing us to speak about our efforts in supporting initiatives that aim to meet SDGs

• By visiting our Blog- https://papillonmdc.ca/blog/ Visitors read about mindset of giving, purpose-driven businesses, social giving, and our collective responsibility. And, in our News section - https://papillonmdc.ca/news/ we present such activities. This year, we also began an online Newsletter which informs our clients about our CSR initiatives; thereby, encouraging them to learn more about different projects.

How were KPIs and the levels of success outlined and defined?

Our measure of success is directly related to the organizations we support reaching their intended goals. We received written and even live feedback regarding our role in helping them achieve their intended SDGs. However, we provide some highlights below:

• Community of Sô-Ava, Benin, Africa: As a result of our leadership work between 2013 to 2015, Hyppolite Dansou, who had created the Collective of Civil Society Organizations, regrouping more than 60 NGOs located in the commune, was able to transition his leadership to his successor and pursue his doctoral studies in Canada where his focus is to examine the impact of community participation in sustaining services implemented in partnership with organizations that aim to bring about true change in Sô-Ava. This, is in addition, to a library filled with books for children, and the start of a first classroom in the fall of 2018.

• Mentorship program in Senegal: As a result of our work, experienced women now include young people within their business activities. As a result, production has increased benefiting both young and experienced producers alike. Young women sold 230 soap units in a month are earning their independence as well as feel more involved in decision-making and valued within her home. Papillon MDC’s mentor/mentee program is now implemented in nine other regional unions with the support of the Programme Québécois de Développement International (PQDI) from the Ministère Québécois des Relations International et de la Francophonie.

How were reporting and monitoring conceptualized and undertaken?

It is important to note that all winners of our Take Flight Competition put forth their objectives at the start of our work. Each organization decides what they want to improve, and we then execute our work accordingly. In the preceding section, we elaborated on how we work collectively.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

In our collective work, we have learned the importance of revisiting partnerships over the course of a project. Staff and leadership turnover tends to be high in nonprofit organizations, and the review of roles and responsibilities is essential.

What were the key impacts and results?

Here are a few links to where information about our role and impact can be found:

https://papillonmdc.ca/portfolio-item/helping-to-build-a-school-in-so-ava-benin/
https://papillonmdc.ca/portfolio-item/a-word-from-crossroads-international-executive-director-carine-guidicelli/
https://papillonmdc.ca/portfolio-item/the-film-take-off-takes-flight/

Including our main CSR page that describes our combined impact both financially and in hours of service, along with the testimonies from many leaders we have served. https://papillonmdc.ca/ousearch?q=private+capital+for+sustainable+development+danida&rlz=1C1AVNC_enCA583CA587&oq=private+capital+for+sustainable+development+danida&aqs=chrome..69i57.10435j0j4&sourceid=chrome&ie=UTF-8

Interrogating the Theory of Change (JSFI Article, 2013)

Learning Briefs on Evaluation and Field Building (Rockefeller Foundation, 2013)

Accelerating Impact (Landscape Study, 2012; Rockefeller Foundation)

Unlocking Capital, Activating a Movement (Evaluation Report, 2012; Rockefeller Foundation)
4 QUALITY EDUCATION

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CODE

How was your primary SDG focus identified and prioritized in the company’s value chain?

For 60 years, CODE has worked to ensure inclusive and quality education for all. In alignment with the Sustainable Development Goals (SDG), CODE recognizes that obtaining a quality education is the foundation for economic prosperity, peace, and security, and is pivotal to the achievement of all other Sustainable Development Goals.

While the global community has made gains towards increasing access to primary education, an estimated 617 million children and youth worldwide are not achieving minimum proficiency in reading and mathematics due to the poor quality of the education they receive. This lack of quality results from a lack of well-trained teachers and equity issues related to poverty, gender and geography. Evidence demonstrates that improving the quality of teaching is the single most important factor in improving educational outcomes. However, sub-Saharan Africa alone needs 17 million qualified teachers to fulfill the Sustainable Development Goal of having universal primary and secondary education available for every boy and girl by 2030.

CODE aims to help close that gap through its comprehensive approach to improving the quality of education. Working in partnership with local organizations, CODE has helped 10 million children in countries around the world access quality education by improving the instructional skills of teachers, supporting the publication of high quality learning materials, strengthening capacity of local educational institutions, and investing in research. By 2030, CODE wants to ensure that every child, no matter where they live, can learn from well-trained teachers who have the confidence and knowhow - and the access to quality, relevant reading and learning materials they need - to deliver the learning outcomes children deserve.

How was your primary SDG integrated and anchored throughout your business?

CODE is Canada’s leading international development agency focused on education. Working within the global framework of the Sustainable Development Goals, CODE’s overall objective is a world where children and youth enjoy universal access to quality, publicly-funded education that reflects the principles of gender equality, empowerment, non-discrimination and respect for the universal right to learning opportunities for all. CODE effects this change through all of our programs and in all countries by partnering with local partner organizations and stakeholders, including Ministries of Education, to build capacity to deliver the high quality primary and secondary education that children and youth deserve in a way that is sustainable and scalable.

The focus of all of CODE’s programs is to substantially increase the supply of qualified teachers through pre-and in-service teacher professional development in primary and secondary schools in support of existing public school systems. In this way CODE supports the capacity of local educational institutions to increase the proportion of educators coming into the workforce who meet performance standards.

CODE also works with local publishing sectors to ensure sustained access to the relevant, quality learning materials that educators require to improve student learning outcomes. We work across the book chain – with authors, publishers, distributers – to support the development by local industry of print and digital materials that are designed to support learning and which reference meaningful contexts in which girls and boys, women and men are depicted in ways which stress equality, empowerment and problem solving.
**Did you employ any innovative approaches in your efforts to implement the goal?**

CODE’s four-year Reading Kenya program, funded in partnership with Global Affairs Canada, was innovative for its focus on sound pedagogy and evidence-based classroom practice to produce quality learning outcomes based on an organizational framework for teaching and learning strategies that emphasize active learning and gender equality in a multi-lingual setting.

This comprehensive model brought together high quality teacher-training with books written according to methodologies to support children to be better readers, writers, and thinkers. Basic skills are important but the capacity to understand and think about information drives the achievement of SDG4 and all other SDG. Through Reading Kenya, classrooms become thinking spaces and libraries become hubs for resources. Integrating gender equality and providing reading materials that challenge gender stereotypes was also an innovative approach to successfully raising awareness about gender equality not only in program schools, but also in surrounding communities.

Our focus on mother tongue instruction (Maa), in addition to instruction in national languages (Swahili, English), was also unique and resulted in improvements in the literacy skills of girls and boys. Surveys of teachers also show an increased awareness of the importance of using mother tongue to support early literacy and evidence that more of them are actively using Maa in their classrooms, allowing children to bridge their home and school knowledge. Parents are also borrowing Maa titles and reading with children, supporting family literacy. Seeing themselves and their world in these books shows them that books are not just for speakers of other languages and includes them in literacy.

**Were any partnerships leveraged or created?**

Partnership lies at the heart of CODE’s approach to development. CODE works with local partners and key stakeholders in each country where we work, including non-profit organizations, Ministries of Education, and parent and teacher associations, to deliver all of our programs.

In our Reading Kenya program, partners included the local literacy organization, the National Book Development Council of Kenya, Dupoto E Maa, a local Maasai organization, the Kenya Publishers Association, the Ministry of Education, and the Teacher Service Commission. By working with local partner organizations in this way, CODE helps build local capacity to ensure that boys and girls have access to high quality primary and secondary education in a way that is sustainable and scalable on a national level.

**What communications strategy did you employ to share the initiative with your stakeholders?**

In our Reading Kenya program, CODE employs a grassroots stakeholder-engagement communications strategy with local communities and partners in order to ensure program and the long-term sustainability of the program and its impacts. CODE also employed a public engagement and donor stewardship strategy that engaged key stakeholders and funders globally through social media, reporting, and presentations at conference and events, such as the Nairobi International Book Fair.

**How were KPIs and the levels of success outlined and defined?**

The goals of Reading Kenya were to improve learning outcomes for boys and girls and increase the capacity of local partners to deliver quality education. CODE measured the program’s success by assessing improvements in student and educator performance, the quality and gender-sensitivity of the learning environment established, student access to appropriate learning materials in mother tongue and national languages, and partner capacity to sustain delivery of quality education to students.

At the end of the four years, Reading Kenya successfully implemented all critical deliverables in 70 schools across the three cohorts. For example, 354 teachers each completed all 15 days of training; all schools now have active libraries and have received monitoring and support visits; 172,133 books have been purchased, published and distributed, 50,590 of which are in Maa; 338 trainers, teachers and writers and 926 parents and community members participated in gender sensitization workshops.

In our final student assessment, the students in program schools were shown to outperform students in control schools on literacy assessments with scores of 20% or higher. Girls’ performance was also found to be generally better compared to that of the boys. There were very significant differences in favour of students in program schools in their Maa scores, in particular. In addition, in pre- and post-test results from a sample cohort of teachers demonstrated that they had changed their practices and attitudes towards mother tongue instruction before and after the program interventions.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Reading Kenya demonstrated that increasing access to education is not enough. When children attend school they also need access to relevant reading materials, well-trained teachers, and communities that support boys' and girls' rights to education. Student assessments and qualitative data from the program provided strong evidence that its curriculum focused on interactive teacher training emphasizing early literacy, mother tongue and active, child-centred learning is a model that works.

A foundation of this success was local ownership of the program and a supportive relationship between local implementing partner, the National Book Development Council of Kenya (NBDCK), and the local Teacher Service Commission (TSC). This could have been enhanced by even more engagement with the national level Ministry of Education, which would have encouraged the integration of the program’s principles into nationwide programs. Although this national-level relationship did not develop as deeply as our team would have liked, the decentralized nature of the Kenyan education system meant that the local TSC offices were the key players to engage in order to affect change in Kajiado county, and they will report on learning from this initiative to their national level counterparts in order to influence national education policies.

Another key learning focused on the central role that education systems can play as an entry point for empowering girls and advancing gender equality. The program found that teacher education can be a crucial site of transformation to effectively address the complexities of sexual reproductive health and rights issues and to build up female role models (teachers) as a way to create awareness and dialogue among students and communities alike.

What were the key impacts and results?

Reading Kenya proved to be a powerful evidence-based intervention that increased the use of Maa in schools, empowered a movement for child-centered gender-sensitive active learning in classrooms, and encouraged dynamic literate environments for Kenyan children and their families. Results included:

- Students in program schools outperformed students in control schools in all three instructional languages demonstrating literacy scores that were more than 20% higher;
- Educators demonstrated increased knowledge and application of effective reading and writing instruction strategies in the classroom;
- 172,133 books in Swahili, English and Maa were produced and distributed to students in all 70 program schools to support classroom instructional strategies;
- Girls in the program reported feeling motivated to pursue their education and to become community leaders.

The program’s interventions focused on enhancing gender equality were particularly successful. Integrated throughout the program, these activities successfully initiated conversations in schools and communities. For example, in addition to improving their literacy skills in three languages, girls and boys in Kajiado now also have access to female and male teachers who learned about gender equality in their teacher training and who integrate these teachings into their classrooms. They also have access to books written by female authors and that support gender awareness. Close to 1,000 parents and community members in program school communities also joined in gender sensitization activities which importantly opened up dialogue between educators and parents on some of the everyday challenges in getting all children, including girls, to school. For more on Reading Kenya program results please visit: https://code.ngo/sites/default/files/code-reading-kenya-research-brief-2018.pdf

How were reporting and monitoring conceptualized and undertaken?

CODE utilized quantitative and qualitative methods, and a third party evaluator, to evaluate program outputs and outcomes. We tracked students reading and writing skills through literacy assessments and school exam results. We also conducted regular in-class observations to monitor teachers’ increase in knowledge and changes in teaching practice. We conducted focus groups with students, educators, and community members to collect qualitative data that could better speak to changes in behavior and awareness, especially with respect to gender sensitivity and awareness. We tracked key outputs, such as the number of teachers and publishers trained, and the number of books published and distributed.
With advances in technology and digitization transforming the ways in which we work, live, and learn, the skills people need to succeed are evolving and millions are being left behind, unable to fulfill their aspirations and potential. It’s in this context—the Fourth Industrial Revolution—that Deloitte set a global goal of positively impacting 50 million people across the world by 2030 through education-focused and skills-building initiatives.

Deloitte’s focus on SDG 4, quality education, stems from the intersection of our Corporate Responsibility and Talent strategies. By empowering our people to participate in social impact projects focused on improving education outcomes for our society, they are developing as leaders themselves, while also making a measurable impact. We focus our programs and impact at three levels: 1) to the individual beneficiaries through mentorship and coaching, 2) at the organizational level by helping education-related community organizations solve their business challenges on a pro bono basis, and 3) ecosystem-wide through public policy advocacy, thought leadership, research and advancement of education-related issues.

How was your primary SDG focus identified and prioritized in the company’s value chain?

At Deloitte, we are inspired by the promise of the Fourth Industrial Revolution. Its acceleration of technology and digitization across all aspects of life present incredible opportunity. However, the onset of this era also brings the challenges of a widening skills and education gap. Globally, millions have been left behind, lacking the education and skills needed, therefore unable to fulfill their aspirations and potential.

Deloitte is uniquely positioned to address the emergent education and skills gap. We have embraced the opportunity to reskill and train the workforce of the future, by delivering impact to clients and communities around the world and through the development of our people. This is why we created WorldClass, led by our Global CEO and Chairman and championed locally by our Canadian Executive. The goal is to reach 50 million people by 2030, in line with SDG 4.

Within Canada, our commitment to this education issue is prioritized at the Executive level. The Corporate Responsibility team that leads this work sits within the Office of the CEO and has an Executive sponsor to drive the priority and focus amongst the Executive and the Board. Given that our corporate responsibility strategy is anchored around education and skills-building, all of Deloitte Canada’s social impact efforts—more than 100 programs—are aligned to SDG 4, as it is a lens with which we make all community investment decisions. Specifically, from an indicator perspective, we are focused on programs that contribute to target 4.1, 4.3, 4.4, 4.5, 4.7 and 4.c.

How was your primary SDG focus identified and prioritized throughout your business?

Deloitte’s focus on quality education and skills-building is anchored by our WorldClass initiative, embedded in our purpose to make an impact that matters and integrated throughout all aspects of the Canadian business from talent to corporate responsibility to innovation.

The goal of quality education is integrated into our business through our public sector offering, working with many educational institutions to improve their access and content. It also intersects with Deloitte’s talent experience through our skills-based volunteering and pro bono program which lies at the centre of our people’s development and the education and skills-building community investments.

The foundation of Deloitte’s commitment to nurturing lifelong learning is Deloitte University North, which provides learning and leadership programs for Deloitte people, clients, and the firm’s community network to bridge real-world experience and learning to invest in the leaders of the future, today. There are now six Deloitte University facilities, training 90,000 Deloitte people each year. We are also expanding the current offering to principals and teachers in our communities, to better prepare them and their students for the workplace of the future.

Deloitte also participates in several alliances across industries to develop solutions that help business prepare for the future of work and train individuals to contribute in this new environment. This includes the Global Compact Network Canada, IMPACT2030 and Volunteer Canada’s Corporate Council on Volunteering.
Did you employ any innovative approaches in your efforts to implement the goal?

Our comprehensive approach to advancing quality education is activated at three levels of impact: 1) the individual 2) at the organization, and 3) ecosystem-wide.

At the individual level, we engage directly with youth and marginalized groups. From career mentoring with new Canadians to tech fluency programs in indigenous schools, we’ve built a foundation of one-to-one impact focused on education. In 2018, we volunteered over 12,000 volunteer hours and reached over 32,000 people directly.

We also developed a series of “Signature Impact Projects” focused specifically on literacy, numeracy, entrepreneurship and job skills training. These templates provide guidance to our people in volunteering projects that replicate best practices and maximize the use of our professional skills to underserved communities. In 2018 over 800 Deloitte people participated in a signature project, contributing over 5,000 volunteer hours.

At the organizational level, we invest over $3 million pro bono with non-profit partners who share our mandate to maximize the potential of the next generation. This includes significant support for programs such as Connected North and the creation of Woodgreen’s HOME platform.

We are also focused on having an impact at the broader ecosystem level of education. Through thought leadership and public policy advocacy, we work to address issues on the system-wide effectiveness of education sector. In 2018, we launched Preparing tomorrow’s workforce for the Fourth Industrial Revolution. For business: A framework for action, in partnership with the Global Business Coalition for Education (GBCEd).

Were any partnerships leveraged or created?

All social impact initiatives at Deloitte—whether volunteer or pro bono work—are undertaken in partnership with the community. Deloitte continues to develop ‘Society Partnerships’, long-term strategic relationships with a number of nonprofit organizations across Canada that are aligned to SDG 4. Deloitte’s Society Partnerships to date include:

- TakingITGlobal
- Junior Achievement of Canada
- The Learning Partnership
- CivicAction
- Ready, Willing & Able
- CenTech
- Immigrant Access Fund

We support each of these organizations with multi-faceted, significant investments of in-kind resources and time through pro bono, volunteer, and public policy efforts.

In support of our WorldClass ambition to impact 50 million futures, we have also entered into a global partnership with One Young World. This global organization promotes and connects the world’s most impactful young leaders to create a better world, with more responsible, more effective leadership. In 2018, 42 Deloitte delegates attended the One Young World Summit. Upon their return, the delegates enter into a year-long leadership program with a mandate to innovate and maximize Deloitte’s ability to advance education, skills-building, and lifelong learning.

In addition to Society Partnerships and formal pro bono engagements, our people have been empowered to engage in numerous new or existing community partnerships through skills-based volunteering and pro bono workshops.

What communications strategy did you employ to share the initiative with your stakeholders?

Deloitte’s communications strategy is anchored in sustained internal and external communications to tell our impact story. Additionally, we partner with relevant organizations to release research reports and thought leadership.

Our annual Corporate Responsibility Report is the primary communication vehicle to reach both internal and external stakeholders. In this report, we outline Corporate Responsibility governance, strategy, and progress towards the global WorldClass initiative. It is available on our intranet and our website at www.deloitte.ca/impact, and was promoted through a social media campaign. This report is also leveraged extensively in client proposals, as a means of communicating our focus on quality education and skills-building.

In September 2018 in alignment with our launch of the Youth Skills report with GBCEd, Deloitte hosted a livestream panel conversation direct from the United Nations General Assembly Week to discuss the coming skills gap, which reached over 950,000 people. The report has also been presented to a broad range of stakeholders in Canada through a Global Compact Network Canada webinar.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Shifting from a traditional corporate volunteerism model to a skills-based program—one that leverages people’s professional skills and experiences to conduct volunteer and pro bono work—requires buy-in from leaders at all levels, and frequent reminders and updates to Deloitte people to inspire action and maintain program momentum.

Skills-based projects take a more transformative and impact-based approach, however they typically engage fewer people. Thus, the need for a higher volume of meaningful and aligned opportunities to enable all of our people to volunteer and get involved is an ongoing challenge.

Determining the number of individuals impacted can be a challenge. We have learned that measurement must take place during or shortly after each project concludes, rather than only at year-end, allowing adequate time to help the partner organization understand the parameters of the requested metrics.

How were KPIs and the levels of success outlined and defined?

The primary key performance indicators, as defined through the global WorldClass initiative, are direct and indirect impact. These are indicators of contribution to impact, rather than direct attribution. Through use of a corporate responsibility engagement platform and surveying tools, Deloitte tracks the number of individuals positively impacted through our education and skills-building initiatives. Our global impact measurement framework also outlines secondary metrics such as age range of the target audience of each initiative.

Deloitte in Canada and Chile is well positioned to contribute to the global WorldClass goal and we are in the process of identifying country-level targets. From June 1, 2017, to May 31, 2018, our 2018 fiscal year, Deloitte positively affected more than 67,000 people in Canada through education and skills-building initiatives and partnerships. This includes individuals reached through both one-on-one mentoring activities, and capacity-building advisory work with community organizations.

How were reporting and monitoring conceptualized and undertaken?

Impact measurement reporting is driven by a global reporting framework with a primary objective of tracking our direct and indirect number of individuals impacted through education and skills-building initiatives. This framework also allows us to capture inputs such as number of volunteers, volunteer and pro bono hours, and financial contributions to these initiatives.

Impact project details are inputted by each individual project leader in our community engagement portal. This allows us to track and report on consolidated inputs, and to survey project leaders to measure impacts on a project-by-project basis. Project leaders are provided with guidance to understand the metrics they are responsible for providing. As required, they consult with the partner organization to ensure accuracy.

Impact metrics are reported in our annual Global Impact Report and Canadian Corporate Responsibility Report.

What were the key impacts and results?

In our 2018 fiscal year, Deloitte Canada impacted over 67,000 individuals through education and skills-building initiatives.

Please see our 2018 Corporate Responsibility Report at www.deloitte.ca/impact for additional details and examples of partnerships at all three levels: individual coaching and mentoring, pro bono organizational support, and ecosystem-wide.

Please see our FY2018 Global Impact Report: A new mindset for action, outlining our total societal investments and impact related to the 50 Million Futures WorldClass ambition. In the 2018 fiscal year, over 1.45 million people were reached worldwide through Deloitte education and skills-building initiatives in 53 countries.

As an outcome of Deloitte’s partnership with the Global Business Coalition for Education, we co-authored Preparing tomorrow’s workforce for the Fourth Industrial Revolution. For business: A framework for action.
Oui STEM Academy

Oui STEM Academy (“OSA”) is committed to advancing SDG 4: Quality Education. Our focus is addressing the barriers to entry where Science, Technology, Engineering, Mathematics (“STEM”) education is concerned. We incorporate SDG 17 Partnership for the goal, to offer innovative STEM-based programs including and not limited to information access, mentorship and workshops.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Since inception, Oui STEM Academy has prioritize quality education promotion. OSA focuses on ensuring that young women, girls and marginalized youth have access to quality STEM-based programs. This includes workshops that highlights robotics, blockchain, environmental sciences, and chemistry. OSA also ensure that mathematics is at the cornerstone of all programming. This enforces the importance of building every STEM skill, while building their individual confidence.

OSA work is heavily reliant on stakeholder engagement through 1-on-1 meetings, consistent surveilling, program evaluations and needs assessments among other engagement mechanisms. To forward the right to education, OSA ensures that our programs are low-cost or no-cost. OSA recognizes the importance of access by operating in the spaces where students commonly frequent, such as community centres.

How was your primary SDG integrated and anchored throughout your business?

Quality education is at the helm of Oui STEM Academy. Not only is it important to provide quality educational programming, it is also important for us to offer them in a way that does not further the gap between students who have access and those who do not. Oui STEM Academy acknowledges that that it is important for education should be both equitable and customized to assist those at all levels.
**Were any partnerships leveraged or created?**

**Leverage**

Partnerships are the backbone of the success witnessed by Oui STEM Academy. We have leverage many existing partnerships including the following;

- **STEMHub Foundation** - OSA partners with STEMHub Foundation an incredible not-for-profit also offering STEM workshops in order to bring high quality Engineering workshop to the market. STEMHub Foundation Founder, Dr. Adeola Olubamiji is an engineer with a focus on 3D printers and through STEMHub Foundation students are able to gain exposure to 3D printing. Lacking in these resources, OSA is able to partner with STEMHub Foundation to facilitate this offering

- **Metamorphosis Conference at John Polanyi CI** - OSA partnered with this conference to offer two Introduction to Blockchain workshops that saw approximately 40 students explore blockchain in a hands on way. The latter half of the conference saw Oui STEM Academy hosting both, speed mentorship in a transformative girls only STEM conference that impacts 400+ girls from around the Greater Toronto Area.

- **Jean Augustine Centre & NEM Ontario** - OSA has generous received funding from National Engineering Month Ontario. This funding went into special curated Structural Engineering and Introduction to blockchain course. This course was offered at the Jean Augustine Centre where in 2019 Oui STEM Academy has facilitate 5 Saturday STEMrichment programs. These programs include:
  - H2Oh No: Bath bomb creating workshop emphasizing chemistry and mathematics
  - Engineering the future: Marshmallow challenge emphasizing structural engineering and mathematics
  - Introduction to Blockchain: emphasizing technology, engineering and mathematics
  - Introduction to Robotics: emphasizing technology, engineering and mathematics
  - Mathematics and the worlds around us: emphasizing how math interacts with our daily lives

These few example of OSA partnership are far from an exhaustive list. Our partners allow Oui STEM Academy to enter many spaces and fund our workshops.

**Created**

The partnership between Oui STEM Academy and Springbay Studios is as a direct result of coverage from winning the 2018 SDG Leadership Award. This budding partnership will see their innovative tech game iBiome used by children through our attainable environmental science program.

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**How were KPIs and the levels of success outlined and defined?**

**Being able to tangibly define what OSA considers organizational success is incredibly important.** Our KPIs include:

- **20% Donor Growth**
  Calculation: \( \frac{(2019 \text{ Donors} - 2018 \text{ Donors})}{2018 \text{ Donors}} \times 100 \)

- **Student Retention**
  Calculation: 80% of OSA students year-over-year should be recurring students

- **18% Student Growth**
  Calculation: \( \frac{(2019 \text{ Students} - 2018 \text{ Students})}{2018 \text{ Students}} \times 100 \)

- **Strategic Partnership maintenance and retention**
  Calculation: 80% of OSA’s partnership should remain year-over-year

- **18% Workshop growth**
  Calculation: \( \frac{(2019 \text{ Workshops} - 2018 \text{ Workshops})}{2018 \text{ Workshops}} \times 100 \)

OSA also uses a mixture of marketing metrics such as email opens, amplification, conversion and click-through rates to measure campaign success.

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**How were reporting and monitoring conceptualized and undertaken?**

Success for Oui STEM Academy is measure with a smile. We have hundreds of happy workshop participants that not only re-attend our events, but request more programming. This suggest a deep appreciation for our work. While a smile and confidence renewed is enough for our workshop facilitators and many of our external stakeholders, evidence-based reporting also plays an intricate role. Reporting is an incredibly intricate part of Oui STEM Academy activities. Oui STEM Academy ensure stakeholder touch points by offering quarterly newsletter blasts. OSA makes a deliberate commitment to reporting that incorporates the aforementioned metrics as well as other points.

All of our key outputs are tracked this includes the amount of resources accrued, the number of facilitators, the number of STEM workshops offered, the number new programs requested, engagement figures, and disseminated materials.
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The Canadian Federation of Business and Professional Women (BPW Canada)

Formed in 1930, The Canadian Federation of Business and Professional Women is a non-profit that works to improve the economic, social and employment conditions of Canadian working women. This mandate is in line with SDG #5 - Gender Equality.

We have asked all our local clubs to ensure that their programing focuses on the SDGs, especially Gender Equality. The overall plan of this project is to create a commitment to obtaining the SDG goals and bring awareness to the challenges still ahead. The clubs can then create resolutions calling upon government to address the gaps and employ solutions as needed to reach these goals.

So far, this project has resulted in an increased awareness of the SDGs with members and the public at the club level. The Next step is to have clubs create their next program around all the SDGs.

How was your primary SDG focus identified and prioritized in the company’s value chain?

We provide an environment to develop business and leadership potential enabling members to build skills, create networks and friendships. A member of The International Federation (BPWI), with General Consultative Status at the UN Economic and Social Council, BPW Canada has networks in over 95 countries worldwide.

Through our International affiliation as well as our mission, we have engaged in a project for September 2018 – April 2020 to create an awareness for the Sustainable Development Goals SDGs. The aim is to bring an understanding of the challenges and solutions to everyone. We have requested each local club to look at their program for the coming year and review the SDG affected by their planned awareness, project, speaker or event. Clubs have communicated this information to their members, the public and the National Board which informs the International body.

How was your primary SDG integrated and anchored throughout your business?

The mandate of BPW Canada is to improve the lives of working women. Every resolution passed in our organization must meet this mandate. These resolutions then become our guiding policy. Every level of BPW works towards this goal and mandate.

BPW Canada has been recognized for past projects such as, the Women’s Empowerment Principles, Equal Pay awareness, anti-human trafficking and violence against women awareness. We hope that through education, awareness, advocacy and mentoring we can help close the gaps and obtain the Sustainable Development Goals.

Publically we support events around Gender Equality, Equal Pay, Violence against Women and Girls awareness, and Safe Cities and Communities. We are affiliated with the Council of Women, the Women’s March and the Equal Pay Coalition.

Did you employ any innovative approaches in your efforts to implement the goal?

Our members have held public rallies around Equal Pay, Gender Equality and Violence against Women and Girls. We also write resolutions each year to our government to enact change through government policies and laws such as, introducing a gender neutral formula for the Canada Pension Plan and a National Policy to ensure access to Sexual Assault Kits. You can view our briefs to the government here:


BPW and the SDG Commitment is a creative look at how local clubs from all across Canada bring awareness to the SDGs based on their specific provincial and geographical needs. Each club will bring a unique perspective to this project. BPW Canada will be the repository of these initiatives communicating the efforts and results out to the greater population of the organization.

These examples are shared via our social media platforms, our website and our newsletters.
**Were any partnerships leveraged or created?**

BPW Canada is affiliated with many other women’s organizations Nationally and Provincially. At the local level each club often partners with local businesses to raise awareness about specific issues. This grassroots versatility allows for many partnerships over the length of this project.

Currently BPW Canada maintains partnerships with the National Council of Women Canada and the Canadian Coalition to Empower Women. Provincially BPW maintains affiliations with the Provincial Council of Women and the Equal Pay Coalition, just to name a few.

Through the partnership with the National Council of Women Canada delegate status has extended to BPW Canada President, Linda Davis, for the UN’s CSW63 in New York 2019. As an NGO President Davis will be offering feedback to Canada’s government delegates as they negotiate the Agreed Conclusions document.

**What communications strategy did you employ to share the initiative with your stakeholders?**

We have used our social media platforms: Facebook, Instagram, Youtube, Twitter to communicate to our members as well as quarterly newsletters and SDG Email blasts. We also send regular reports to BPW International for inclusion in their newsletters and website.

**How were KPIs and the levels of success outlined and defined?**

We regularly review government action in response to our submission of a Brief to Government. This yearly brief contains our resolutions and requests for action.

Our KPI’s are based on the success of our briefs to our Federal and Provincial Governments, for example, the government is currently looking into a gender neutral formula regarding the calculation of Canada Pension Plan Benefits in response to our submitted resolution on this topic.

We also monitor the increased engagement we are receiving on various political levels. We were invited to participate as experts along with the Equal Pay Coalition for private meetings with Federal Officials on gender equality and equal pay in Moncton New Brunswick and Saskatoon Saskatchewan.

Local and National media recognizes BPW Canada as a current and relevant source on women’s issues in Canada. Going forward our Communications Chair and 1st Vice President will monitor the submissions from local clubs. The active clubs will be contacted for best practices and the non-active clubs will be engaged with offers of assistance. All SDG activity will be documented and made available on the BPW Canada website.

**How were reporting and monitoring conceptualized and undertaken?**

Local activities will be reported by clubs to the BPW Canada Communications Chair. This will then be consolidated and reported to the Board by-monthly as well as to the membership via website, newsletters and social media.

When issues are escalated into resolutions they are submitted yearly to the Resolutions Chair. Once discussed and approved at the BPW Canada Annual General Meeting, they go into a brief to government.

We write our briefs to the government yearly and follow up/monitor through our connections in the local and federal government levels. As a non-profit, non-governmental organization our reporting is less formal but still critical in ensuring change for women in Canada and around the world.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Face to Face meeting continue to be the Gold Standard. Smaller clubs often have issues being able to see the difference they can make. Bringing all of our clubs together at our AGM each year, where they can collaborate in person on our resolutions, has provided an ability to see the bigger picture. This process allows for the necessary discussion as knowledgeable members bring awareness of their unique perspective. This fosters tolerance, awareness and supportive growth.

We still struggle with getting responses and engagement from all clubs but a new communication strategy as well as a President’s Facebook group is allowing easier access to information and a more collaborative and connected group across Canada.

Geographically we are often challenged to come together to discuss issues as the cost is often prohibitive. We have struggled with online challenges and members who could not participate through email. Recently we contracted an online meeting platform and this tool has become invaluable. Members can now meet online and speak to the issues from the comfort of their home, office or even while travelling.

We have used this tool with our International Region and it has taken meetings from frustration to success. Good online tools and internet access are key pieces for communication.

What were the key impacts and results?

As indicated before our briefs to the government have been instrumental in bringing positive change for women in Canada. https://bpwcanada.com/en/advocacy/resolutionsbriefs.html

BPW Canada is a network of women across Canada who hold monthly meetings with workshops that pertain to the 17 SDGs. These workshops teach practical ways that we can all contribute to attaining the UN’s SDGs. In the past clubs only advertised their events locally and other members did not know who was doing what event, speaker or project. Only the resolutions were shared across all clubs so others could see what a club was doing.

BPW clubs in Canada have undertaken projects on an individual basis in the past. Usually communicating the results once the project is complete. This is the first time all clubs will engage in their own version of one project, the SDGs, and the activities will be shared nationally and internationally on an ongoing basis. This will allow for members to adjust their efforts as they proceed. The potential for learning and understanding of issues and solutions is extraordinary and seeing the solutions presented from different groups with varying backgrounds and expertise will be inspiring.

This project will undoubtedly lead to activism among the members both provincially, nationally and even internationally to require the government to respond through our resolutions process. This has an added effect of increasing our members’ voices and political consciousness.
In Frontera Energy we believe that collective intelligence is a key competitive advantage in these times in which the challenges and complexities of our operations and surroundings require an integral approach. For years, economic, racial and gender differences have accumulated knowledge and power in homogenized groups with little space for plural and minority views. The status quo is continuously defied by the global access to information, spreading the fight for equality to all corners. This fight has special relevance in the labor field in which men and women seek for equal opportunities that guarantee companies reach collective intelligence.

The oil and gas industry has one of the lowest shares of women among major industries such as health, education, finance, agriculture, etc., with 22% of their participation. Also, women face major hurdles to career advancement, with 13% of women in the executive level of the companies.* Regarding this background, since 2016 Frontera is committed to close gaps and break paradigms associated with the role of women in the industry and move towards more balanced gender relations, through a Gender Equality Strategy aligned with the certification program EQUIPARES for the implementation of a Gender Equality Management System in partnership with the Colombian Ministry of Labor, the High Council for Women’s Equity of the Presidency of Colombia and the United Nations Development Program (UNDP). This strategy aims to promote a cultural transformation and to develop equality and inclusion initiatives related to retention and selection of human talent, promotion and development, training, remuneration and salary, health and life quality, sexual and labor harassment, internal and external communications, work-life balance and community relations.

Aligned with this strategy, the Company has a Gender Declaration which stems from the Corporation’s Sustainability Policy approved by the board of directors, an action plan with KPIs which is updated annually, and a Gender Equality Group composed by different managers of the Company, responsible for monitoring and evaluating of the Declaration and its action plan, as well for the implementation of the Gender Equality Management System.

As a recognition to our corporate efforts, in 2018 we received EQUIPARES’ Silver Seal certification after an external audit of our processes and initiatives related to gender equality and diversity. The Company was granted 98.9 points out of 100 and was the first oil company in Colombia (and South America) to achieve this certification. This achievement was the incentive to continue working in this field and the reason why we are currently implementing the last phase of this program to obtain the Gold Seal.

Some findings and results of this process were:

1. The Company developed an internal diagnosis of the status of women and men in 7 key dimensions to promote diversity and inclusion. This diagnosis was based on the best practices identified by the Ministry of Labour and UNDP and information collected on interviews to managers, employees, etc, focus groups and the analysis of internal processes and documents.

2. In terms of Retention and Selection, the Company identified an opportunity to improve this procedure in order to guarantee inclusion and non-discrimination in the selection of staff for its corporate offices and fields. The Company includes in Job Descriptions all the conditions related to work schedules, availability to travel, manage of hazardous chemicals in the workplace, among others. Also in all the interviews’ processes the Company eliminate all types of discriminatory questions such as marital status, family, etc, and health exams that could affect the selection of personnel.

3. In terms of Promotion and professional development, the Company identified a unique opportunity to promote the career advancement of women to executive levels. Currently, the Company has one women in the Board of Directors, and 29 women in managerial levels (23% of total managers), and is engaged to continue improving these important indicators for the future of the industry.

4. In terms of training, the Company developed various Gender Equality trainings for employees, communities and suppliers which raised awareness on this global problematic and the impact of the private companies in closing historic labor and educational gaps between men and women.

5. The Company identified only 4,03%/100% of Gender Wage Gap which is the average difference between the remuneration for men and women doing the same job. Regarding this result, the Company updated all its remuneration and benefits policy in order to implement the best practices in the industry and eliminate these differences which are the result of various mergers.

6. In terms of sexual and labour harrastment, the Company implemented communication campaigns to raise awareness.

In Frontera we firmly believe that achieving a real Gender Equality is a long-term effort and these initial results are just an incentive to continue our contribution to this global challenge.

*Source: Boston Consulting Group. Bridging the gender gap in Oil and Gas.
How was your primary SDG focus identified and prioritized in the company’s value chain?

Frontera’s Sustainability Model is composed by six corporate commitments:

- We operate with excellence and ensure the health and well-being of our employees: creating value through efficient processes to maximize our economic performance, in alignment with the highest health and safety standards.
- We act consistently and transparently: in accordance with our corporate values, internal rules and the law.
- We work in harmony with the environment: ensuring preservation and protection of natural resources within our operation.
- We contribute to the sustainable development of communities: by creating competitive territories in the areas where we operate and performing shared value initiatives with our communities.
- We have the best talent and promote respect of human rights for our internal and external stakeholders: guaranteeing the welfare and holistic development of people, including our personnel.
- We promote a sustainable supply chain: with suppliers as the best allies for a sustainable and efficient operation.

As this model is understood by our directors and employees as the way we conduct our business and what we expect of our value chain, it is constantly discussed and updated with our different stakeholders through a continuous engagement, which ensures their support to our business strategy of creating value and contributing to the sustainable development of society in harmony with the environment.

This stakeholder engagement also ensure the identification and prioritization of the focus of these commitments, which we implement and communicate in an annual basis. In relation with our Gender Equality Strategy since 2016 we have been identifying the best practices in the industry, implementing diverse initiatives across all the organization, and promoting its implementation in our value chain. In Frontera, we firmly believe that our contribution to Gender Equality could not have the same impact if we do not work closely.

How was your primary SDG integrated and anchored throughout your business?

Our mission as a company is to generate value through responsible exploration and production of oil and gas. We value life, health and wellbeing. We work together and ethically, using our abilities to grow and assure a high performance culture.

Our values inspire our decisions and our resources support the future, to take Frontera and its surroundings, in a safe manner, to a place of progress, adding value and confidence.

Our Corporate Values are:

1. We lead by example with Integrity, acting consistently and transparently, as well as maintaining an open dialogue in our relations.
2. Respect means that we value diversity and inclusion, we learn from experience and appreciate different points of view. We are authentic.
3. With our Commitment we demonstrate that we are responsible for our decisions, we work as a team to reach our business goals and seek excellence through innovation, adaptation and learning.
4. Through Sustainability we preserve and care for the well-being of our employees and contractors, and encourage safety in our operations. This means that we promote the creation of social, economic and environmental value through positive interaction with our stakeholders. We produce reliable results, understanding that our actions generate long-term value.

Regarding these corporate guidelines, our Gender Equality Policy is completely anchored throughout our business and is implemented in a daily basis.

Did you employ any innovative approaches in your efforts to implement the goal?

With the aim of closing gaps and move towards more balanced gender relations in the workplace, the Company developed an internal diagnosis of the status of women and men in 7 key dimensions to promote diversity and inclusion. This diagnosis based on the best practices identified by the Ministry of Labour and UNDP, was the principal tool for developing the Gender Declaration and the Action Plan, which its implementation throughout the business was recognized by the EQUIPARES certification program.

The principal results of this diagnosis were:

1. In terms of Retention and Selection the Company identified an opportunity to improve this procedure in order to guarantee inclusion and non-discrimination in the selection of staff for our corporate offices and fields. The Company includes in Job Descriptions all the conditions related to work schedules, availability to travel, manage of hazardous chemicals in the workplace, among others. Also in all the interviews’ processes the Company eliminate all types of discriminatory questions such as marital status, family, etc, and health exams that could affect the selection of personnel.
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4. The Company identified only 4,03%/100% of Gender Wage Gap which is the average difference between the remuneration for men and women doing the same job. Regarding this result, the Company updated all its remuneration and benefits policy in order to implement the best practices in the industry and eliminate these differences which are the result of various mergers.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Our company is part of a historically male-dominated industry, so starting to talk about gender equality issues was a great challenge. However, through the constant training and awareness of our directors and employees, we have managed to raise awareness about the impact of our actions facing this global problematic.

Gender equality initiatives must be aligned with the strategic purpose of the Company, in order to guarantee its implementation in all the areas required.

To ensure a long-term corporate effort on this issue, it is key to demonstrate improvements in Human Talent, Sustainability and Reputation indicators, as well as highlighting early victories which can promote the continuity of these programs, despite the difficulties it can present for being a problematic related to cultural conditions, specially in Latin American countries.

What communications strategy did you employ to share the initiative with your stakeholders?

Since 2016 the Company has implemented various internal and external communications campaigns to create awareness and train our different stakeholders on issues related with gender equality such as: sexual and labour harassment, work-life balance, historic gender inequalities in the countries where we operate and in our industry. We have also shared with our suppliers and contractors the knowledge acquired in this process with EQUIPARES.

How were KPIs and the levels of success outlined and defined?

The KPIs were defined with the responsible areas for each dimension identified and prioritized for its contribution to the Gender Equality in our Company, based on a list of indicators given by EQUIPARES: Retention and selection of human talent, promotion and development, training, remuneration and salary, health and life quality, sexual and labor harassment, internal and external communications and work balance. Currently, the Company has an action plan with these KPIs which is constantly monitored internally and is being reviewed by the Ministry of Labour and UNDP, due to our intention of obtaining the Gold Seal for December 2019.

How were reporting and monitoring conceptualized and undertaken?

The progress in the compliance of the KPIs defined for each dimension, is constantly reported to the Gender Group of the Company, who is responsible for the implementation of our Gender Declaration and the Action Plan. This group meets every two months throughout the year and based on the results reported, its members discuss, plan and prioritize the different actions required in each dimension.

Were any partnerships leveraged or created?

We implemented the EQUIPARES certification program in partnership with the Ministry of Labour, the High Council for Women's Equity of the Presidency of Colombia and the United Nations Development Program (UNDP).

What communications strategy did you employ to share the initiative with your stakeholders?

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To ensure a long-term corporate effort on this issue, it is key to demonstrate improvements in Human Talent, Sustainability and Reputation indicators, as well as highlighting early victories which can promote the continuity of these programs, despite the difficulties it can present for being a problematic related to cultural conditions, specially in Latin American countries.

What were the key impacts and results?

With the implementation of our Gender Equality Strategy the Company has achieved:

- A Gender Declaration which stems from the Corporation’s Sustainability Policy approved by the board of directors.
- A diagnosis of the status of the company regarding indicators related to Gender Equality in terms of staff, career opportunities, salary and benefits, sexual and labour harassment, among others.
- An action plan with KPIs for 7 dimensions identified for its contribution to the Diversity and inclusion of the Company.
- A Gender Group composed by 17 managers of the following areas: Operations, Compliance, Human Talent, Communications, Sustainability, Corporate Governance, among others.

In terms of recognitions:

- Our commitment to promote diversity and gender equality in our operations was recognized by the Colombian Oil Engineer Society. This recognition confirmed our corporate effort to close gaps and break paradigms associated with the role of women in the industry and move towards more balanced gender relations.
- We achieved the Silver Seal of the Gender Equality certification Program of the Colombian Ministry Labour as the first company in oil and gas industry.
At Teck, we believe our workforce should reflect the diversity of the communities where we operate and that an inclusive and diverse workforce will ultimately strengthen our company. In 2016, we implemented an Inclusion and Diversity Policy to help build awareness and understanding of diversity across our company.

Our work for this goal includes improving recruitment practices, conducting employee training in gender awareness and advancing external partnerships to support women and Indigenous Peoples.

Please specify the impact of your organization’s actions on the SDGs that you have selected.

Since implementing our Inclusion and Diversity Policy, we are seeing many positive results. In 2017, women comprised 29% of total new hires at Teck, which is a very high level for the mining industry. Our Board is also now composed of 29% women, and last year, we conducted a gender pay equity review, which confirmed that there is no indication of any systemic gender pay issue at Teck.

We recently announced an extension of our partnership with UN Women for the development of a new training center to empower Indigenous women in northern Chile, funded through a US$1 million investment from Teck.

Does your organization engage in any partnerships to advance the SDGs?

In addition to Teck’s partnership with UN Women, Teck supports the Forum for Women Entrepreneurs, a non-profit society whose mission is to educate, energize and empower female entrepreneurs. Participants of the program have seen an average annualized revenue growth of over 40% in their business and 90% of all participating companies are still in business.

Teck is also a founding partner of the 25th Team, a network of Canadian women who have committed $6 million to advance UNICEF’s maternal and child health interventions and reduce preventable deaths.

Additional Info

SDGs
Teck’s Sustainability Strategy
Memberships and Partnerships webpage
SDG3
We Are the Women of Teck
Inclusion and Diversity Policy
SDG 5 Spotlight: Advancing the Diversity Dialogue with Gender Intelligence Training
Sustainability Every Day – Inclusion and Diversity at Teck
Marcatus QED

SDG 5: Driving towards gender equality through food systems.

Women make vital contributions to global food systems. As a global agri-food solutions provider, Marcatus QED knows that women are often a huge part of any solution yet are commonly overlooked especially at the roots of value chains.

Empowering Women Farmers through Education

In a desire to uplift our smallholder farming communities and future proof our value chains, we work to educate entire farming families and promote the adoption of sustainable practices. Throughout our journey, we encounter an array of barriers that stand in the way of progress and affect women in particular due to cultural and societal realities. In one of our value chains we discovered that traditionally over 80% of the trainings for farmers had been going only to men. Our solution was to create the award-winning Marcatus Mobile Education Platform – a gender-inclusive educational program designed to reach and empower thousands of smallholder farmers and sustainably improve their yields. This program has shifted the dynamic to ensure women, who do more than 50% of the work on the farm, are effectively reached.

In addition, through gender integration workshops, we sensitize the industry regarding the important roles of women and that women should be showcased as leaders, teachers and decision-makers on the farm. Now, men and women are equally represented at our training events

How was your primary SDG focus identified and prioritized in the company’s value chain?

Through fifteen years of sourcing our products from smallholder farming families, we’ve encountered the social and cultural barriers to information access that women face first hand. With limited access to training, smallholder farmers often struggle to maintain sustainable livelihoods, which in turn affects their productivity and profitability. In addition, this lack of training can increase product quality risks such as exposure to contamination and foreign matter. A system that would increase their productivity and reduce risk to product quality would be a win/win. Women were doing more than 50% of the farm-work but receiving little to no training and support, so we felt focusing on women would yield the highest impact.

How was your primary SDG integrated and anchored throughout your business?

Improving the livelihoods, education and efficacy of smallholder farming families results in yield increases, standardized quality and product consistency. Influencing these factors directly improves our operational efficiency as well as all three of our bottom lines. Sourcing continues to be a large component of our business, and these beneficial practices are still surprising us with unanticipated returns. So we continue codify as we learn what works and are looking to offer our training in more regions.

Our commitment to gender equality and education goes beyond the value chains with which we work. In 2016 Marcatus created a Scholarship for Women in Agriculture to support financially disadvantaged to pursue careers in agriculture and become global leaders, teachers and decision-makers for future generations. We currently have two bright scholars, one in her third year of studies working towards a BSc Agriculture degree in Karnataka, India and the other in her third semester of study in Agronomic Engineer in Guadalajara, Mexico.

Did you employ any innovative approaches in your efforts to implement the goal?

The overall goal of our education program is to ensure everyone has access to the training they need regardless of gender, religion or literacy level. As part of our methodology for creating and implementing our education program, we assess of the barriers that exist and ensure solutions exist to combat those barriers. Knowing that globally, women are often not reached, our program targets to highlight the key roles women play on the farm, ensure they are integrated into trainings and that they are being showcased as leaders, teachers and decision makers. To accomplish this requires stakeholders to understand what that means in practice and why that is important. For this reason, we do specific gender awareness training with the ground teams and management. Empowering actors and program implementors with the knowledge and knowhow at the start creates a foundation for success. Next, we shifted the system and analyzed the practical side of why women were not getting training, considering the time they are available in the day, their availability to travel and the weight of child care. The Marcatus Mobile Education Platform we designed brings demo plots into farmers’ homes and communities through videos that can be shown at night when women are around and are open to the entire family, kids included. The educational videos feature local empowered women and men farmers demonstrating proven practices on their own farms in their local language. Working within the context of the given farming communities allows for customized local solutions to address local barriers and ensure everyone gets training.
Were any partnerships leveraged or created?

The Marcatus Mobile Education Platform (MMEP) was the first program to receive funding from the Enhancing Livelihoods Fund, which was jointly set up by Unilever, Oxfam, and the Ford Foundation. The fund supports innovative projects to improve agricultural practices and livelihoods of smallholder farming communities with a specific focus on empowering women. Marcatus began as a series of partnerships linking smallholder farmers to markets, but has evolved to become an interdependent global network of growers, processors, and brands. Within and beyond this network, we continue to form meaningful and valuable relationships with organizations doing work on the ground in areas such as water management, agricultural inputs, biodiversity, health & nutrition, and agricultural waste management. Within the industry, our platform continues to bring competing supply companies together in the same room to work on creating industry solutions that will benefit everyone in the value chain.

What communications strategy did you employ to share the initiative with your stakeholders?

Naturally, during the development of the program, our communications to stakeholders focused on the elements of the program, and we left it to our partners to promote their contribution to the advancement of SDG goals. Since then, we have started teaching our clients about the goals and initiative through our established communications channels such as periodic emails and holiday educational foldouts. We regularly update our stakeholders with new metrics from our programs and highlight current and future opportunities for further engagement and growth. To share the success of our initiatives beyond our network and value chain, we continually produce content in the form of reports, presentations, articles, webinars, newsletters and even a podcast. In 2016, Marcatus was a recipient of the Guardian Sustainable Business Award in the category of diversity and inclusion for the positive impact MMEP has had on empowering women farmers, which allowed us to further the reach of our story and journey to the wider public.

How were KPIs and the levels of success outlined and defined?

We carefully designed the MMEP program to create measurable results at every stage of growth. To identify the goals and KPIs for the project, we worked with industry experts and value chain stakeholders to isolate specific pain-points and measurable metrics to track progress. It was clear that yield data, verified practice adoption rates through training, and gender reach were some of the most important metrics to track and measure. Initially, we introduced a randomized control to isolate specific KPIs such as yield, farmer income, best practice adoption and gender integration. As the program has grown, we continue to collect training, practice adoption and yield data to communicate growth and success to program stakeholders.

What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Wanting to ensure we were being effective in our approach, evaluation and monitoring was key. Continual assessment allowed us to learn if we were hitting our targets, if women were attending the trainings and if our trainings were leading to the adoption of sustainable practices. We also asked the participants about their experiences and opinions about the program. We started our program off small to measure and assess its design and then once we refined our approach we launched it to the wider supply chain. The quantitative and qualitative information collected was reported every couple months in connection to how the program was evolving so stakeholders could collectively revisit and reevaluate the progress. We use a combination of infield assessments, session monitoring, interviews with key stakeholders and metric tracking. We also motivated data collection and project implementation through a rewards scheme. To assess the overall impact over several years, there was an external third-party livelihoods assessment completed before the program and three years into the program.
What were the key impacts and results?

Women are the backbone of the rural economy, especially in the developing world. Yet they receive only a fraction of land, credit, agricultural training and information compared to men. Key to scaling our work:

i. Build in ROI evaluation framework from the start
ii. Gender training is important at the beginning of the program, as well as throughout
iii. More simplified avenues of metric tracking will help with language barriers and illiteracy
iv. Continue to build local partnerships and seeks like-minded commitment to gender equality

The entire project entailed a living discovery process designed to encounter and address ‘setbacks’. Training women farmers to increase their yields in this context required scaling geographic and cultural hurdles.

What were the key impacts and results?

Women play vital roles in farming and the agriculture sector. Ensuring they have the right education and support can uplift the quality of a product, the consistency of supply and a farming family’s livelihoods. We’ve reached over 21,000 women farmers who have traditionally been left out of trainings—in fact, trainings are now equally attended by men and women. We have seen agricultural yields increase by 20% through the MMEP program (SDG 1) in just three months. The recent livelihoods assessment found that this program has increased farmer income by an average of 22% across the supply chain (SDG 8). We have also received positive qualitative feedback regarding our approach in which 75% of farmers said they were very satisfied with the program.

“We feel encouraged and inspired when a women explain the process and we think that we have to follow it properly. It also instills confidence in us.”

– Jyothimani, woman farmer

For videos about the Marcatus Mobile Education Platform & our approach to empowering women through education visit: http://www.marcatusqed.com/#responsibility

To learn more about our Responsible Farming Program visit: http://www.marcatusqed.com/service/responsible-farming/

To hear our podcast with our partner Oxfam to discuss the Marcatus Mobile Education Platform visit: https://views-voices.oxfam.org.uk/food-and-livelihoods/2018/04/how-can-overcoming-educational-barriers-improve-the-sustainability-of-smallholder-supply-chains

We have only begun our journey to change how women in agriculture are supported. A sustainable shift will require other sectors and more partners to join the effort. We hope that through sharing our story and impact we can make it easier for other enterprises to see that sustainable practices that enrich their supply chains are in sync with their resilience, long term viability and financial goals.
Sodexo Canada

Its alignment with the philosophy and efforts of our parent company, Sodexo Canada has taken the Sustainable Development Goal of gender equality and translated it into a company-wide goal of gender balance – an optimal state with a balanced talent mix supported by an inclusive environment.

To execute on this objective, we employ a combination of programs, communication strategies and policies – all grounded in evidence-based research.

• Through programs such as Women in Leadership & Learning (WiLL), we’re bringing more women into management and line-of-business roles historically occupied by men.
• This year, we launched SoTogether, a resource group to promote everyone – not just a particular group – working together towards gender balance.
• We’re continually rolling out events and communications to shape our employees’ thinking on gender balance.
• We’ve implemented policies to motivate managers and make them accountable in their gender balancing efforts. Our policies also promote gender balance in our supply chain.

A key differentiator in our efforts has been our use of concrete data on the impact of gender balance in our workplace. In 2011, our parent company Sodexo Group launched a multi-year study to test the impact of a gender-inclusive culture. Researchers analyzed data from more than 50,000 managers at 70 Sodexo entities worldwide.

In 2014, this study was expanded to look at the impact of gender balance beyond finance-based performance indicators. To this end, the Sodexo study analyzed the impact not only on operating margins but also on employee engagement, employee retention, client retention and safety.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Sodexo has long held the moral view that building a culture of diversity, equality and inclusion isn’t just critical to the success of our business; it’s simply the right thing to do. Because of our size – we employ 460,000 people worldwide – when we do the right thing we truly make a difference for tens of thousands of people, and we know that other companies take notice and hopefully follow our lead.

Seeing the hard data on gender balance validated our belief and gave us concrete measures with which to drive and guide our efforts.

Research at Sodexo found the company performed better on many fronts when women occupied between 40 per cent to 60 per cent of management seats – the optimal ratio for gender balance in our workplace. We set this as a target for our gender balance goals and used the findings from our research to build a business case for putting gender balance at the top of our company’s value chain.

It makes perfect business and moral sense to set gender balance as a top priority. A workforce that’s inclusive of all genders is, by virtue of its values, empowered and enlightened. And when the workforce is empowered and enlightened, it makes it easier for the business to pursue and achieve other goals around sustainable development and financial performance.

How was your primary SDG integrated and anchored throughout your business?

Facilities management and food services are Sodexo’s key lines of business. We use a combination of programs and policies to integrate and anchor gender balance throughout our business. Below are examples of these programs and policies:

PROGRAMS

• Our Women in Leadership & Learning (WiLL) resource group provides female employees with leadership development opportunities in both lines of business. Today, we count about 300 members in WiLL, including 30 per cent who are men.
• Through our SheWorks job shadowing program, Sodexo managers across the globe invite a woman from their community to learn about Sodexo’s business and our job opportunities.
• We launched Women in Facilities Management, a subgroup within WiLL to promote women in science, technology, engineering and math (STEM) fields and to support other women in the industry.
• We created FeMmE, a group for women in facilities management, which today counts 30 members.

POLICIES

• Gender balance and diversity are included in all of our executives’ annual performance objectives and are key metrics in determining compensation.
• The results of our diversity index (a monthly scorecard) also determine incentive pay; the diversity payout is 10 per cent to 15 per cent for managers and 25 per cent for executives.
• We source new suppliers with an eye for gender balance. (Learn more about our efforts to work with more women-owned suppliers at https://www.reminetwork.com/articles/sodexo-canada-honoured-diversity/?fbclid=IwAR24uZ0gPvEasr5N5b50mKyp-Kl9AxxmVvuYD4Qp1QS6w7IqzrpalaoozMI.)
Were any partnerships leveraged or created?

As we’ve worked to create gender balance in our workplaces, Sodexo has leveraged and forged several partnerships along the way. Our list of partners includes:

- Canadian Women’s Foundation, which empowers women and girls to move out of violence and poverty, and into confidence and leadership.
- WEConnect International Canada, part of a global network that connects women-owned businesses to qualified buyers around the world.
- Indigenous Women’s Leadership Summit, an annual conference launched in 2018 to connect and inspire a network of Indigenous women who lead.
- Catalyst, a global nonprofit working with the world’s most powerful CEOs and companies to build workplaces that accelerate progress for women.
- Women’s Foodservice Forum, which promotes the advancement of women into leadership roles in the food service industry.
- 30% Club Canada, which works towards gender balance in boards and senior management, and seeks to develop a diverse pool of talent for all businesses.

What communications strategy did you employ to share the initiative with your stakeholders?

We built our gender balance communication strategy on a commitment that was articulated clearly by Sodexo’s CEO: a global representation of 40 per cent women in senior leadership by 2025, and a target that all Sodexo employees work for gender-balanced management teams by 2026.

Our communication strategy flows to two key channels:

- Internal. We share our goals and progress with our employees through email communiques, our newsletter, reports, publications such as our Year In Review magazine, town halls and meetings. As part of our strategy to shift our culture to one where gender balance is everyone’s responsibility, we are encouraging diverse voices and perspectives in our communications around gender balance.
- External. With our customers, suppliers and partners, we open up and lead discussions about the importance of gender balance in business through social media posts, op-eds, participation in panel discussions, as well as community and business events. We believe in the power of a challenge! For example, at a recent event in Montreal, we challenged the business leaders in attendance to work with more women-owned suppliers.

In all of our communications, we make a point of sharing as much information as possible, including data from our global gender balance studies and progress in our efforts nationally and globally. We also strive to be relevant by tying our communications to timely developments, such as October 2018 Quebec provincial election, which held the possibility of producing the first gender-balanced National Assembly.

Below are links to examples of our communications around gender balance:


Did you employ any innovative approaches in your efforts to implement the goal?

Innovative and progressive thinking has been key to our efforts to achieve gender balance in our workplace. Historically, women have been the primary drivers behind gender equity-related initiatives, but at Sodexo we have come to believe that everyone must be involved if we are to truly achieve gender balance. This is the reason why we recently launched SoTogether, an advisory board whose mandate is to get the entire Sodexo team pulling together towards gender balance. In particular, SoTogether highlights the equal responsibility that men must embrace in our journey towards gender balance. In the age of #MeToo, men are increasingly aware of the imperative for gender equity, and we are taking advantage of this momentum with the launch of SoTogether.

Innovative thinking is also evident in our gender balance studies. Unlike previous studies, which focused more on women in upper leadership roles, our study examined women across all levels of management – ranging from site managers to top leaders. Through this wider lens, we hoped to shed light on the "pipeline" that will ultimately affect gender balance at the top tier of leadership. Our KPIs, which went beyond financial performance metrics, also represented a step forward in gender balance research.
How were KPIs and the levels of success outlined and defined?

We found that companies with teams that had ratios of between 40 per cent to 60 per cent women had better business outcomes. This finding defined our ultimate target in achieving gender balance in our workplace.

In defining the key performance indicators we would use to measure success, we knew we needed to look beyond the usual finance-related metrics such as return on equity and stock growth. So we expanded our analysis to include the following KPIs:

- Employee engagement
- Employee retention
- Client retention
- Safety
- Operating margins

By measuring our progress against these KPIs, we were able to see how much of an impact gender balance truly has on virtually every key factor that contributes to the success of our business.

How were reporting and monitoring conceptualized and undertaken?

We have numerous ways to track and report on our overall progress in creating a gender balanced workplace. These include:

- Employment Equity progress reports
- Sodexo diversity index in the form of a monthly scorecard that measures our progress in hiring, promoting, and retaining people from diverse backgrounds.
- Tracking Tier 1 and 2 diverse vendor purchases. For example, we learned that in FY2016 we purchased $20.5 millions’ worth of goods and services from businesses owned by women and visible minorities.
- Discussions during individual performance reviews
- Exit interviews
- In addition to these tracking tools, we also publish a diversity report, available online at our website, that updates our employees and other stakeholders on our progress in building a diverse and inclusive workplace. For the first time in 2017, we published a diversity report specific to Sodexo Canada.

For our gender balance studies, our researchers conducted a survey each year through questionnaires that were sent to more than 50,000 respondents at more than 70 Sodexo sites. The findings were published each year in a report, with an expanded report released in 2017 that summarized findings over the past five years.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Through our five-year global study, we learned that gender balanced teams, which comprise 40 per cent to 60 per cent women, are a strategic imperative. This is something we must achieve in order to enhance and sustain success.

We also learned that gender balance can no longer be driven primarily by women. Men, in particular, must step up and embrace their equal responsibility in advancing gender balance in the workplace.

At the same time, our studies showed us that gender balance is indeed a balancing act, and the appropriate talent mix must be maintained to continue to see positive results. For example, we found that once the proportion of women in management exceeded 60 per cent, the benefits stagnated.

The definition of gender itself is a topic that we continue to learn. We know that gender transcends the traditional definitions of male and female, but as we increasingly open up discussions on gender we are also learning that there is still much to learn and do. In recent years, our leaders have become even more vocal about the challenges faced by our LGBTQ employees and the need to be inclusive of all groups. In past months, we started to offer sessions to educate our teams about gender identity and the reality experienced by transgender individuals.

We know that meeting our targets for women in our business is just one step in our journey to achieve gender balance. We will continue to advance and expand our efforts as we learn more about gender.

What were the key impacts and results?

Today, 87 per cent of Sodexo Canada’s management teams are gender balanced. Last year, we welcomed our first female president, Suzanne Bergeron. Between 2015 and 2018 we saw increases in the representation of women in the following categories:

- Senior Vice President increased to 38.5 per cent from 33 per cent
- Senior Management increased to 37.2 per cent from 33 per cent
- Management increased to 52.4 per cent from 51 per cent

Globally, representation of women in leadership also continues to improve. As of 2018, our commitment to gender balance has yielded these results:

- Board of Directors 54 per cent women – the highest among the 200 largest companies in Europe
- Global Executive Committee 37 per cent women
- Senior Leaders 32 per cent women
- Middle management 46 per cent women

Based on 2017 data, 59 per cent of all Sodexo employees worked within entities with gender-balanced management. We are committed to raising this to 100 per cent.

The results of our studies are also worth sharing, as they demonstrate the impact of gender balance on business success. Our five-year research found that gender-balanced teams with 40 per cent to 60 per cent women delivered these benefits for Sodexo:

- Employee engagement increased by 14 percentage points
- Average employee retention rate increased by eight percentage points
- Average client retention rate increased by nine percentage points
- Safety improved by 12 percentage points
- Operating margins increased by eight percentage points

Another interesting number: Since 2017, nine Sodexo Canada job applicants self-identified as transgender – a recognition of Sodexo as a workplace that values gender equity.
In this Section:

• CAWST | Page 63
CAWST, Centre for Affordable Water and Sanitation Technology

CAWST focuses on building the capacity of local organizations in developing countries. We help develop the technical and project implementation skills they need to start, scale up or improve water, sanitation and hygiene (WASH) projects in their communities. As such, CAWST helps Canada to achieve SDG targets 6.a: “Expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes” and 6.b: “Support and strengthen the participation of local communities in improving water and sanitation management”. We focus on building local knowledge and skills to expand access to safe drinking water and sanitation because knowledgeable community members are able to implement solutions and sustain them in the long term. Through our work, CAWST also advances SDG 5, recognizing that women can be powerful agents of change. CAWST puts women as the centre of poverty alleviation by empowering them with the knowledge and skills to provide WASH services in their homes and communities.

Importantly, the SDGs outline what is required to achieve the goals—the means of implementation—which are given equal importance as the goals themselves. They explicitly identify capacity development as one of the primary means of implementation, particularly for water and sanitation. Capacity development is a fundamental part of development that helps achieve targets and maintain outcomes. Hardware, such as water filters or latrines, will only achieve health and development outcomes if it is used and maintained over the long term. To deliver sustained WASH services to all by 2030, significant and meaningful investments in capacity development are needed from funders and implementers, in parallel with hardware investments.

Please specify the impact of your organization’s actions on the SDGs that you have selected.

Since CAWST was created in 2001, it has made a significant contribution towards safely managed drinking water and sanitation, a critical aspect of SDG 6. As of 2017, 14.9 million people in 84 countries are using better water or sanitation as a result of projects implemented by CAWST’s clients. An additional 8.3 million people have been trained using CAWST’s education and training resources. Clients are using and adapting our training materials to educate communities, build public awareness, and generate demand for solutions, which all result in more people gaining access to better water and sanitation, and adopting proper hygiene practices. Building the capacity of local organizations translates to better decision making, higher adoption and sustained use, ability to overcome challenges and adapt to changing circumstances, ongoing delivery and maintenance of services for the long term, and disaster resilience. It also increases correct, consistent and continued use of WASH technologies.

Lastly, CAWST helps empower women to become WASH technicians, entrepreneurs and community leaders. As women take action, apply their new skills, and demonstrate their competence, their status and value in the community is increased as well as their confidence, agency and sphere of influence. Women gain new revenue and employment opportunities, model different gender norms, and experience positive reinforcement.

Does your organization engage in any partnerships to advance the SDGs?

In our efforts to advance SDG 6, CAWST works with over 1,200 clients in 84 countries. CAWST’s client groups include: grassroots women’s organizations, indigenous NGOs, developing country government agencies and large multinational NGOs. CAWST services target clients that implement household-level solutions, where independent action can have immediate, meaningful results.

CAWST forms long-term partnerships with local organizations through a Water Expertise and Training (WET) Centre model, launched in 2008. WET Centres are locally-staffed and housed within existing in-country organizations. We build their knowledge and skills, so that each WET Centre can deliver capacity development services to clients in their region, to do locally what CAWST does globally. Our organization also works with partners who deliver training, or provide coaching or apprenticeship on water, hygiene and sanitation (WASH).

In addition, our Research Learning department works with leading research and academic institutions to conduct and translate WASH research and knowledge. The goal of these collaborations is to help find solutions for common challenges and improve WASH project implementation, worldwide.

CAWST is also a member of the Alberta Council for Global Cooperation (ACGCC), which works towards ending poverty and achieving a peaceful and healthy world, with dignity and full participation for all.
How are you communicating and measuring your impact towards the SDGs?

We measure our success, and impact towards SDG 6, by the number of people who are reached with better water and sanitation because we want to be sure that our capacity development services truly result in safe water, adequate sanitation, and good hygiene practices. Results are communicated in CAWST’s Annual Report, available on our website.

CAWST’s Key Performance Indicators (KPIs) track our contribution to better drinking water and sanitation. CAWST evaluates its success by what action clients take action as a result of services received from CAWST, the WET Centres or our Virtual Services. We measure these KPIs annually through a survey sent to all of our clients. We only count the client outcomes to which we have directly contributed. Although CAWST services play a critical role, many factors contribute to our clients’ achievements.

The Financial Post named CAWST one of Canada’s most efficient and accountable charities in 2017. CAWST was one of only 23 charities in Canada selected among thousands for its financial prudence, transparency and accountability. CAWST received a Calgary Award in the category of Environmental Achievement in 2016. This award recognized leadership, innovation, and action in environmental stewardship. The Canadian Medical Association (CMA) awarded Camille Dow Baker, co-founder of CAWST, the CMA Medal of Honour for her “made in Canada” solution for one of the world’s greatest public health issues, water and sanitation.

Example – Global Women’s Water Initiative
The Global Women’s Water Initiative provides a series of training workshops. These are subsidized, and short in length, so that women are able to attend. Women gain knowledge and skills on practical solutions – simple affordable technologies and entrepreneurial approaches – that they can put to action immediately. To date, Global Women’s Water Initiative has trained 26 women as full WASH technicians, trainers and entrepreneurs. These 26 women technicians have exceeded all targets, providing clean water and sanitation to over 40,000 people.
SNC-Lavalin Group Inc

Jimmie Creek Hydroelectric Project

SNC-Lavalin was awarded the engineering, procurement and construction management (EPCM) contract for the Jimmie Creek Hydroelectric Project in May 2014, by Alterra Power Corporation, following an initial project definition phase that began in 2012. The Jimmie Creek Hydroelectric Project serves the BC Hydro grid by providing 170 GWh of clean, renewable energy every year. The project consists of a run-of-river hydro generation facility on Jimmie Creek in the Toba Valley near Powell River, British Columbia. A rubber dam has been installed across the creek to divert flow into an approximately three-kilometer-long buried penstock and surface powerhouse with two 31.0 MW units. SNC-Lavalin has been engaged to provide the EPCM services for this project, and will also provide expertise in environmental supervision and transmission line design services.

There is a high level of environmental sensitivity around this project and great care was taken to locate the project components upstream of the natural fish barriers in order to mitigate any impact on fish habitat. This project also strengthens the partnership between our client and the Klahoose First Nation. New employment and contracting opportunities for both First Nations and local communities in Powell River and Campbell River were also created by the construction of this project.

Hexicon floating wind project

SNC-Lavalin worked with Swedish company Hexicon as engineering partner to design the world’s first multi-turbine offshore wind floating platform.

The patented technology enables the platform to align with the wind direction, giving its turbines free wind and maximizing energy yield. This enables efficient harvesting further offshore in deeper waters in areas with the best wind resources to provide affordable clean energy for global deployment.

Atkins was pushing the boundaries of design to support Hexicon in maximising energy yield. Experience in innovative, transformational work both in the renewables and oil and gas sectors had enabled the project team to go one step further in making the exciting concept a reality.

New developments in the design of the floating structure’s mooring system increased the efficiency of the rotating system reducing CAPEX and maximising energy yield.

Atkins’ extensive experience in floating wind has played a key role in developing the concept and originally winning the work. The integrated design capability that enables the head to toe design that we were undertaking for Hexicon demonstrates how our experience across a range of both floating and fixed offshore wind projects can add real value to clients.

Atkins has been involved in more than half a dozen floating wind projects around the world including:

• Detailed design and analysis for Principle Power’s WindFloat prototype in Portugal.
• Design for Pilot Offshore Renewable’s Kincardine floating wind project
• Winning Statoil’s Hywind floating wind demonstrator Installation Challenge competition.

The Jimmie Creek run-of-river hydroelectric power generating plant is located in the Toba Valley, approximately 160 km north of Vancouver, British Columbia.
How was your primary SDG focus identified and prioritized in the company’s value chain?

Jimmie Creek Hydroelectric Project

This project diverts water flow via a diversion weir and intake structure on the Jimmie Creek, through a pressure pipeline on the banks of the creek, to a surface powerhouse near the confluence of Jimmie Creek and the Toba River. The outflow from the powerhouse returns to the creek via a tailrace leading to locations upstream of three natural fish barriers. The Jimmie Creek facility is connected to the existing 230 kV transmission line which runs from the existing East Toba Powerhouse to the BC Hydro Transmission system at Saltery Bay. This project which was completed in 2016 involved the construction of a 62-megawatt run-of-river hydro project 80km northeast of Powell River, on lands which the Klahoose First Nations assert aboriginal rights and title. The contract consisted of a Headworks Structure on Jimmie Creek (intake, spillway with inflatable rubber dam, sediment by-pass sluice structure, overflow weir & earth fill embankment with cut-off walls), Powerhouse, Substation and Tailrace. The hydro generating facility is principally owned by Alterra Power Corporation; while SNC Lavalin provided the project management and engineering. The Powerhouse is equipped with two vertical shaft Pelton Wheel turbine/generators, electrical and mechanical auxiliary equipment, controls and 80 tonne overhead crane. The outflow from the Powerhouse is returned to Jimmie Creek via a unique tailrace that evenly distributes water back over three natural fish barriers. The Substation ties into the existing 155km long 230kv transmission line that already fed 196 MW to the BC Hydro grid (from the East Toba and Montrose Plants).

Hexicon floating wind project

To enable affordable and clean energy to be provided offshore adjacent to areas of population and high demand for energy, this technology was developed. Providing affordable clean energy as well as optimizing the use of resources by developing pre-fabrication techniques are core elements of the value chain for the proposed design.

Hexicon is a privately-owned Stockholm based Design and Engineering house developing projects and technology for floating multi-turbine platforms and was founded in 2009.

By combining double capacity on its platforms, Hexicon’s designs have competitive advantages in park formations resulting in lower costs per installed MW. Hexicon parks require less inter-array cables which saves both CAPEX and installation effort. By sharing the foundation, O&M can be rationalized by access to multiple turbines from a single crew transfer.

Platform assembly is done safely in a drydock providing increased safety during fabrication. The mooring system and export (inter-array) cable is installed prior to platform arriving on site for swift hook-up and electrical connection. One tow operation delivers two turbines which makes the overall installation 50% faster than for single turbine concepts.

Besides economic advantages, Hexicon’s multi-turbine concept reduces environmental impact thanks to the reduced need for inter-array cables which are plowed into the seabed. Geophysical and geotechnical investigation requirements are also reduced. Two turbines on each platform can result in a windfarm with 75% higher electricity production for a given area at sea. And the amount of inter-array cable is reduced by 45% per installed MW.

How was your primary SDG integrated and anchored throughout your business?

Jimmie Creek Hydroelectric Project

To enable affordable and clean energy to be provided to areas of population and high demand for energy, this power station was developed. The business plan relates primarily to the provision of affordable clean energy. The run-of-river Jimmie Creek plant, being built in the Toba River Valley near Powell River, B.C., features a rubber diversion dam, 3-kilometer buried penstock and a powerhouse with two 32.5-MW turbine-generators. It is to sell affordable clean energy to BC Hydro under a 40-year contract. The hydroelectric project produces 62 megawatts of power, enough electricity for over 15,000 homes.

The key focus of the Jimmie Creek Construction Project is sustainability. This projects produces renewable energy they take nothing from the environment, they have no exhaust pipes and don’t emit greenhouse gases.

Hexicon floating wind project

The product allows affordable clean energy to be provided globally and allows turbines to be deployed further from shore. Market forecasts suggest a fleet as large as 12GW could be online around the world by 2030.

Global investments in clean and renewable energy are sharply on the rise. By 2030, 500 floating offshore wind turbines are expected to be installed, from just a handful today.
**Did you employ any innovative approaches in your efforts to implement the goal?**

**Jimmie Creek Hydroelectric Project**

There are incredible resources up in Toba Valley. From a water perspective it’s a great geographical location for run-of-the river hydroelectric projects. Unlike traditional hydroelectric projects, which flood large areas of land, run-of-river projects use an innovative design to divert a portion of the flow from the river into a pipe called a penstock. The penstock carries the water downhill to a generating station. Gravity produces the energy required to spin the turbines, then the turbines produce electricity. When the water leaves the generating station, it is returned to the river it was diverted from.

**Hexicon floating wind project**

The entire concept for the design is innovative. Hexicon has designed several turning solutions as well as specific mooring solutions and aims to constantly expand its IP-portfolio. In 2014 Hexicon was awarded a grant for further R&D projects by the Sweden’s innovation agency, VINNOVA.

**Were any partnerships leveraged or created?**

**Jimmie Creek Hydroelectric Project**

SNC-Lavalin worked with a number of partners to finalize the Jimmie Creek Project. The financial partner that Alterra own and operate the project with is called Axium Infrastructure, a Montreal based portfolio management company that are the partners on Alterra’s two other hydroelectric plants. Alterra Power Corp also partnered with Klahoose First Nation. The Jimmie Creek project lies within the traditional territory of Klahoose First Nation.

**Hexicon floating wind project**

SNC-Lavalin established a partnership to support Hexicon in maximising energy yield. Experience in innovative, transformational work both in the renewables and oil and gas sectors had enabled the project team to go one step further in making the exciting concept a reality. To successfully execute the Project, Dounreay has appointed several well-respected parties within the renewables industry, such as Atkins, RES Offshore, ABS and Hexicon.

The project team worked closely with the Klahoose during the construction, they performed to a number of significant contracts for the construction of the project and a significant amount of the workforce were Klahoose members.
What communications strategy did you employ to share the initiative with your stakeholders?

**Jimmie Creek Hydroelectric Project**

A detailed communications strategy and stakeholder engagement plan was developed with the project partners and the Klahoose First Nation, a dedicated website was set up with the Klahoose. Details of the project are outlined on the SNC-Lavalin website.

[https://www.klahoose.org/](https://www.klahoose.org/)


**Hexicon floating wind project**

All communications are managed via the main Hexicon website and the Dounreay Tri, a number of short films and animations are included on the main websites.

[https://www.hexicon.eu/](https://www.hexicon.eu/)

[https://www.hexicon.eu/dounreay-tri/](https://www.hexicon.eu/dounreay-tri/)

How were KPIs and the levels of success outlined and defined?

**Jimmie Creek Hydroelectric Project**

In 2016, SNC-Lavalin was honoured with the Project Excellence award at the Generate 2016 conference by Clean Energy BC. Clean Energy BC’s mission is to promote and support the growth of British Columbia’s clean energy industry, building strong relationships with government, First Nations and environmental organizations to improve the sector’s social license. Every year, the Project Excellence distinction is presented to an operating company for outstanding teamwork, project development and execution. Nominations are based on the quality of the accomplishment as well as the company’s ability to meet safety, budget, schedule, and performance criteria.

This project also boasts 748,316 person-hours worked without a lost time injury. Since construction began, the project has provided local communities and First Nations with apprenticeships, employment and significant contracting opportunities.

**Hexicon floating wind project**

This project is a demonstration project to demonstrate the technical viability of an innovative technology.

The Dounreay Tri project is a commercial demonstration project, to be installed off the North coast of Scotland within a site approximately 9 km off Dounreay, Caithness. Hexicon has developed a semi-submersible foundation for offshore wind power that is designed to be turbine agnostic, which means it can support any commercial turbine. The Dounreay design hosts two 5 MW wind turbine generators.

The platform turns into free wind around the third column of the triangular platform using a turret bearing and an electrical swivel. The turret is a solution being widely used in the oil and gas industry, where it has been proven for decades on e.g. FPSOs (Floating Production Storage and Offloading) vessels.

A single dynamic export cable brings the power ashore. Subject to a Connection Offer from Scottish and Southern Energy Power Distribution, the associated onshore electrical infrastructure to connect the newly constructed substation at, or near, the existing Dounreay 33 kV substation. The substation will include switchgear, protection, and some local control.

The project has been successful from a technical perspective and Hexicon are planning deployment in Asia specifically in Korea following testing in Scotland.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Jimmie Creek Hydroelectric Project

The project was very successful, commercially, technically, environmental and also has very positive feedback from the Klahoose First Nation.

“Klahoose First Nation is pleased with the award for the Jimmie Creek project. To be a part of such a remarkable and successful project and to receive this accolade is rewarding. Our partnership with Alterra Power, Axium and SNC-Lavalin is exceptional and the enriching experience has forged a cohesive bond through this project,” said Chief James Delorme, Klahoose First Nation.

Hexicon floating wind project

The construction started in March 2017. The project is currently on hold, but there is strong commitment of the project’s key suppliers to re-start the project and commissioning is planned latest Q1 2020.

The offshore wind technology is technical viable and is currently being developed in locations across Asia.

What were the key impacts and results?

Jimmie Creek Hydroelectric Project

The key impacts and results are outlined in the Alterna Power Corporation Jimmie Creek brochure:

All reporting and monitoring are conceptualized and undertaken via the main Hexicon website and the Dounreay Tri., a number of short films and animations are included on the main websites.

Hexicon floating wind project

All key impacts and results are outlined via the main Hexicon website and the Dounreay Tri., a number of short films and animations are included on the main websites.

https://www.hexicon.eu/
https://www.hexicon.eu/dounreay-tri/
https://www.klahoose.org/
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https://www.hexicon.eu/dounreay-tri/
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https://www.bing.com/videos/
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E. T. Jackson and Associates Ltd.

Through our research, evaluation and advisory services in the emerging field of impact investing and innovative finance, we generated widely disseminated knowledge products on how the private, public and non-profit sectors can mobilize and deploy increased blended capital to achieve the SDGs. Our focus, therefore, was on expanding our consulting practice in this area to contribute evidence, models, tools and other guidance for the formation of creative new partnerships in financing to implement SDG 8 for inclusive, sustainable economic development, small growth, and decent work, particularly in Africa and Asia, and especially for women and youth. In so doing, our knowledge products (reports, briefs, presentations) also informed the actions of development agencies, foundations and non-profits to advance the implementation of other SDGs, including no poverty, no hunger, quality education, gender equality, innovation, reduced inequalities, and new partnerships in the regions where the majority of the world’s poor live. In advancing SDG 8, our main contributions have been to promote the achievement of targets 8.3, 8.5 and 8.6.

How was your primary SDG focus identified and prioritized in the company’s value chain?

We are a small consulting firm with a long history of providing professional implementation and evaluation services to the Canadian aid program, particularly in local governance, local development, gender equality, education and other basic needs. Our first assignment in the impact investing space was to evaluate the global Impact Investing initiative of the Rockefeller Foundation in 2011-2013. This assessment enabled us to interview 100 industry leaders in 11 countries and to participate actively in industry conferences and networks. At the same time, we built up our own network of consultants in Africa and Asia specializing in development finance and social impact assessment. The Rockefeller Foundation then asked us to work with Ghanaian and South African partner institutions to develop a 24-module executive course on evaluating impact investing in Africa, released in 2016. In turn, these projects led to additional research, monitoring and evaluation assignments in a cluster of issues, including impact investment and innovative finance, small business, innovation and entrepreneurship and gender lens investing, with the Danish Ministry of Foreign Affairs (2015-2016), the World Bank (2016-2017), World University Service of Canada (2016-2018), Digital Opportunity Trust (2016-2017), Humanity United (an arm of the Omidyar Network, 2017), the CDC (the UK’s development finance institution, via Itad) (2017-2018), the Mastercard Foundation (2018) and the Investing in Women Initiative of the Australian Department of Foreign Affairs and Trade (2018). In Canada, we also advised the Canadian Council for International Co-operation (2018), the University of Winnipeg Community Renewal Corporation (2017-2018), and the McConnell Foundation (2017-2018). Most of these assignments resulted in knowledge products for the public domain as well as capacity building workshops and other learning activities for the boards, executive team and staff of these client organizations.

How was your primary SDG integrated and anchored throughout your business?

We chose to build out the impact investment dimension of our consulting practice in Africa and Asia through a proactive involvement in industry conferences, especially the annual Social Capital Markets conference in San Francisco, and to diversity our client base. All of our clients in this effort are fully committed to excellence and innovation in achieving SDG 8 on inclusive and sustainable economic growth, SME growth and decent work.

Did you employ any innovative approaches in your efforts to implement the goal?

We would point to three innovations in our work presented here:

Innovation 1: Understanding and assessing the stakeholder network in impact investing: Early on in this effort, our identification, with Rockefeller Foundation colleagues, of the key stakeholders in the impact investing ecosystem was innovative in its own right, and has been an asset of the 2012 landscape study. We extended that to incorporating a stakeholder network approach in analyzing the results of impact investments at the level of communities and households that lie at the “end-point” of the network, particularly with reference to households in West Africa. The aim of this approach was to optimize the business and job benefits for local stakeholders.

Innovation 2: Theory of change analysis: Our work on theory of change (TOC) in impact investing, which also grew directly out of the Rockefeller Foundation study, was published in a peer-reviewed article in the Journal of Finance and Investment, which has been viewed 13,000 times, has sparked further analysis and adaptation of TOC in the field by scholars, practitioners and policymakers in Canada, the Institute of Development Studies, the American Evaluation Association, the African Evaluation Association, the OECD as well as in major funds, such as the Green Climate Fund.

Innovation 3: Assessing models for incentivizing gender lens investing: Although its influence is only now spreading, our review of the impact investment component of the Investing in Women Initiative in Southeast Asia, funded by Australia’s DFAT, identified and systematized the grant-based model used by the component to incentivize impact funds to increase investment in women-owned SMEs in that region. We have encouraged a number of agencies and funds to examine and possibly adapt this model, including Global Affairs Canada, the Mastercard Foundation, the development NGO WUSC, and others.
Were any partnerships leveraged or created?
From 2013 to 2016, in our Rockefeller-supported project to design and pilot a course on evaluating impact investing in Africa, our company animated a series of partnerships in Ghana and South Africa. In Ghana, the main partners were the Venture Capital Trust Fund, a public-private fund, the Business School of the Ghana Institute of Management and Public Administration, and the Institute for Policy Alternatives. In South Africa, the partnership around the course involved the CLEAR Centre for Evaluation in Anglophone Africa in the School of Governance at Witwatersrand University and Greater Capital, an advisory group.

Since then, we have formed creative and promising partnerships to carry out research, monitoring and evaluation of impact investment funds and programs and business development and acceleration initiatives with a range of like-minded consulting firms, including: Evalysis (Canada), Itad (UK), Jane Reisman and Associates (US), Deloitte (Canada, US), Social Impact Markets (Germany), Creative Evaluation (UK, NZ), and PCV Insight (US). These partnerships have bolstered the skill sets of our combined teams and opened the door to engaging with new clients, notably Danida, DFID/CDC, the World Bank, Humanity United, and, currently in the proposal stage, the MacArthur Foundation and the Caribbean Development Bank.

What communications strategy did you employ to share the initiative with your stakeholders?
In several of the assignments referred to here, we worked closely with the client to prepare, design and disseminate our reports and briefs, including:

- For the Rockefeller Foundation, an evaluation report, an industry landscape study, a series of learning briefs and a peer-reviewed article.
- For the Rockefeller Foundation, the posting for public use of 24 modules of our executive course on evaluating impact investing in Africa.
- For Danida, our report on strategies for donors and DFIs to engage in impact investing and innovative finance, including profiles of 21 leading funds, vehicles and other mechanisms.
- For the McConnell Foundation in Canada, a detailed case study report on the real-estate and social-enterprise strategies of the University of Winnipeg Community Renewal Corporation.
- For Australia’s DFAT, our external review report on the impact investment component of the Investing in Women initiative in Southeast Asia.
- Academic articles derived from consulting assignments on household impacts in West Africa and the social impact of venture investments in Ghana.

How did your company measure impact and how would you describe success?
Our major KPIs were:

Knowledge Dissemination
For the major reports, we tracked numbers of downloads and reposting by key sites in impact investing, development finance, evaluation and philanthropy in Africa, Asia, Europe and North America. Our 2012 landscape study, Accelerating Impact, has been downloaded most often among our major outputs.

For the journal articles, we tracked numbers of views. Again, our JSFI article on TOC recorded nearly 13,000 views.

For both categories of knowledge products, we also tracked Google-Scholar citations and Google links.

Diversification of Clients
From one major client in the impact investing space in 2013 (Rockefeller), we grew our portfolio to ten diverse client organizations through 2018 (Danida, Digital Opportunity Trust, DFAT, DFID/CDC, Humanity United, Mastercard, McConnell, World Bank, WUSC), with good prospects of adding more clients in this space in the years ahead.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

**Lessons**

1. Our professional track record and practices in development consulting, honed over 25 years with CIDA/GAC, proved transferrable and adaptable to the emerging industry of impact investing.
2. We continued to learn about the culture and structure of the industry, including as participants at its meetings and in its networks, to refine our practices and tools for theory of change analysis, stakeholder analysis and gender-equality analysis in the contexts of impact investing and gender lens investing.

**Setbacks**

We also lost our share of bids for other contracts. For a small firm, these can be sometimes costly in terms of person-hours, but it is part of the normal process of consulting. You win some, and you lose some.

What were the key impacts and results?

Here are links to our main knowledge products in the public domain, in reverse chronological order:

- **Private Capital for Sustainable Development (Danida, 2016)** [https://www.google.com/search?q=private+capital+for+sustainable+development+danida&rlz=1C1AVNC__enCA583CA587&oq=private+capital+for+sustainable+development+danida&aqs=chrome..69i57.10429j0j6&sourceid=chrome&ie=UTF-8](https://www.google.com/search?q=private+capital+for+sustainable+development+danida&rlz=1C1AVNC__enCA583CA587&oq=private+capital+for+sustainable+development+danida&aqs=chrome..69i57.10429j0j6&sourceid=chrome&ie=UTF-8)
Golden Star Resources Limited

Golden Star remains committed to enhancing and retaining the value of its presence for our host communities. The global mining industry is a significant actor in the developing world, and as such the onus for leadership rests on companies such as ours to disprove the theory of the ‘resource curse’.

In the context of high and rising unemployment, high expectation of mining industry jobs, and significant pressure to reduce cost of operations, Golden Star adopted a strategic CR approach not only aligned with the SDGs but focused on the key themes of: mining synergies, interdependence, land access and multiple and sequential land use.

Within the company these themes were derived out of an internal process that used the Mapping Mining and the SDGs as a tool to synchronise our efforts in support of the SDGs, with the opportunities presented by our business.

By enhancing not only local content, but value retention for our host communities, we leverage the synergies that our operations present, to build host community capacity and capability for decent work and economic growth.

In a landmark project in the last three years, Golden Star designed and undertook specific programs to aid host communities to become partners with our operations for greater interdependence. The key objectives being:

- Host community companies positioned to win mining company contracts without loss of quality or modification of standards;
- Value from our operations retained by host communities and not ‘leaked’ to large Accra or internationally based firms;
- Mainstreaming of former illegal miners, into the formal sector – thus promoting decent work for hundreds of people;
- Establishing host communities companies capable of attracting future contracts;
- Reducing company operating costs, through the realizing of mining synergies;
- Implementation of program elements for long-term sustainability;
- Evolution of the model for greater impact;
- ‘localisation’ of supply and services, the company would benefit from shorter transport distances, lower supplier overheads and administrative costs, for lower operating costs.

The projects that were adopted by the company under SGD 8 evolved from a series of champion driven workshops. Management, superintendents and members of HSEC teams worked in unison to explore ideas, identify program components, assess risks, and ultimately define implementation actions and accountabilities within the business.

It was determined that the primary opportunities for enhanced host community participation would be found through targeted programs on local content (direct employment for members of the host community) and local mine supply and services (flow on employment benefits).

These two integrated aspects would provide the greatest leverage in developing the foundations for decent work and economic growth for our directly impacted communities.

These programs were completed in conjunction with our work on the Golden Star Oil Palm Plantation, described in a case study submission on SDG 1.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Golden Star, as a signatory to the UNGC since 2005, has consistently applied the principles, MDGs, and now SDGs to drive our corporate responsibility agenda. The focus has been further identified and prioritised in our value chain through alignment with the following key business objectives:

- Achievement of mine plan and budget;
- Market credibility;
- Diversification of operational and political risk;
- Our values;
- Social licence to operate;
- Strong HS&E practices.

There remains a strong connection between the success of our host communities and our business success – within Golden Star, we refer to this as interdependence. For the company, we have long understood our need for host community support. Through programs such as the one described herein, it was our aim to enhance host community ‘ownership’ of our operations, enabling us to prosper together. A parallel objective, was that through the

How was your primary SDG integrated and anchored throughout your business?

Golden Star recognizes that vibrant regional communities rely on diversified economies. Our business success is interdependent with the success of our host communities.

Our objectives under SDG 8 have been integrated and anchored through our business in the following ways:

- Aside from KPIs based on operating cost, specific objectives and KPIs have been set for executive and line managers for achievement of local content targets, local employment targets as well as for the implementation of specific actions under this program;
- Identification in the company’s Enterprise Risk Management processes, evaluations and action plans including allocation of accountabilities to executive;
- Through the negotiation of community Corporate Social Responsibility Agreements which have been lodged with the High Court of Ghana to ensure integrity and maintenance over time;
- Development of project implementation plans, risk assessments and budget allocation to support the various program elements;
- Contracts with locally domiciled companies within our directly impacted host communities;
- Through supply chain evaluation, economic development needs assessments and exploration of potential synergies;
- Undertaking to identify and leverage partnerships for enhanced sustainability and outcomes;
- Through statutory reporting to the Minerals Commission in the form of annual CSR Reports;
- In the form of reporting via the company’s Communication on Progress to the UN Global Compact;
- Through voluntary reporting under initiatives such as the Engineers Without Borders (Canada) programs on Mining Shared Value and local procurement reporting.
Did you employ any innovative approaches in your efforts to implement the goal?

The ‘traditional’ mining company approach is to call for expressions of interest, and when local community cannot meet requisite criteria, it is used as a justification to seek interest elsewhere. Golden Star rejected this paradigm.

From a pilot expression of interest issued to directly impacted communities, 18 companies responded. Whilst none were of a sufficient scale, sophistication, capability or capacity to win a mining company contract Golden Star chose to deviate from the mainstream.

Golden Star undertook an extensive process to upskill these companies to a mainstream level, support their registration, establishment of business systems, and assist them to obtain required regulatory permits to work in the mining industry. Through this program of partnership a new company, LOCOMS Company was born, involving all 18 SMEs under the umbrella corporation.

In a parallel initiative to enhance and retain value, Golden Star in partnership with the local government authority undertook needs assessments to determine barriers to economic growth within existing local industry trades. The study identified that access to key business related modern machinery and equipment would help increase productivity and improve incomes. Golden Star facilitated the formation of industry associations and through these groups donated over 400 items of equipment that were able to assist 432 SMEs from more than 16 Associations.

In another innovation, trainees were provided the opportunity to learn and earn, in a structured, supervised real workplace environment. 25 trainees in three trades, built a secondary story school classroom block in a few months under the pilot program.

Were any partnerships leveraged or created?

A number of sustained partnerships were created or leveraged for the benefit of those involved:

The formation of LOCOMs provided not only a business partner, but a vocal and influential advocate for Golden Star’s operations. LOCOMs benefitted through company contracts, which over the last three years resulted in US$27M being retained by these host community companies. Revenues that previously would have been spent with large capital city or international companies. LOCOMs employs 250 former illegal miners, providing employment and decent work for these people. The company additionally hired 89 items of equipment to Golden Star, were supported to access capital for fleet, and provided both catering and cleaning services.

Individual LOCOMs companies have subsequently leveraged their positions to expand within the industry and outside. One company has expanded into waste management and now provide waste services in the local community. The main LOCOMs business has been invited to bid on a contracts in neighbouring countries.

As the businesses in the position to influence former illegal mining groups, LOCOMs became a major advocate for Golden Star’s operations, and undertook to intervene and promote relocation of illegal mining groups away from our planned mining areas.

Through partnership, the local government authority and Golden Star established relationships with hundreds of SMEs through their newly formed Associations.

Youth engaged in the learning and earning pilot have been partnered with trade SMEs, and associations. Golden Star is presently developing the group along the ‘LOCOMs’ model to meet a community demand for building construction.

Pre-dating the implementation of these actions, a further innovation was employed to harness local workforce knowledge and to promote cross-company support for the initiatives. Facilitated workshops were held with leadership and HSEC experts to identify and evaluate potential actions in support of SGD 8, which were then validated through parallel evaluation workshops with host community leadership.

What communications strategy did you employ to share the initiative with your stakeholders?

For each element of the enhancing and retaining value initiatives, a strategy paper, communications and action plan were documented. Such protocols are undertaken as routine part of our business to ensure risks are fully explored and evaluated.

In addition to the programs of formal consultation, numerous informal consultation and engagements occurred to understand both internal and external needs as related to the program.

Specific communications structures were established to support LOCOMs, the SMEs and their Associations, as well as the trainees, and are complemented by Golden Star’s formal three-tiered engagement system, and IFC PS 8 grievance mechanisms.

Golden Star continues to discuss initiatives with our host community through formal as well as non-formal structures. Social media is very popular in Ghana, particularly with youth. The company CSR Blog has had over 20,000 views since its inception in late 2016 – with our article on the SMEs program having the single greatest number of views of all our blogs. Over 10,000 people have followed the company on LinkedIn. Our Facebook posts typically get as many as 10,000 views.

Radio talk-back is also very popular in rural Ghana. Golden Star routinely obtains spots during peak talk back periods to discuss our programs. Most SMEs are women, and in Ghana as it is the woman’s responsibility to fund the children’s education, they have limited opportunity to participate in ‘standard’ formal consultations. Radio talk-back provides an opportunity for access to such information, in a manner that is culturally appropriate and accessible.
How were KPIs and the levels of success outlined and defined?

KPIs and success were documented as being measured as follows:
• Establishment of local community companies able to win mining contracts without loss of quality or efficiency.
• Successful certification of the local companies under relevant Regulations as mining supply and services providers.
• Mainstreaming of illegal miners into decent work.
• Adherence to legal requirements and Golden Star adopted standards by local companies, including OHS, environmental, labour relations and human rights. As per the requirements of company contracts.
• Positioning of local companies to be able to win future contracts, both with Golden Star and elsewhere.
• Establishment of local trade businesses associations, to act as the focal point for interaction between the company and the hundreds of SMEs in our host communities.
• Facilitate the formation of associations to promote opportunities to leverage coordination, attract Government support, and attract partner and NGO aid.
• Enhance capacity, opportunity and growth potential for local SMEs to promote economic diversity for a vibrant economy.
• Develop a long-term model that will utilise the SME associations as the hub for future programs to leverage various mining synergies and evolve to the establishment of service centres (see Project Concept Enhancing and Retaining the Value).
• Seek to strengthen non-mining industry SMEs within the host communities, to build robust, vibrant and sustainable communities that are not wholly reliant on the mining industry for ‘survival’.
• Establish a functional model to upskill trainee youth, whilst providing income during capacity development.
• Attract private: public partnership arrangements to further these initiatives for greater impact.

How were reporting and monitoring conceptualized and undertaken?

As key initiatives for community benefit and social licence monitoring and reporting mechanisms were established to guide our work in enhancing local content, procurement and value retention/ enhancement. Data collection, monitoring and evaluation occurred within Golden Star, LOCOMS, SMEs, and with support of local government and NGOs including World University Services of Canada partnership, West African Governance in the Extractives Sector (WAGES).

Through its contracts with LOCOMS companies, and Agreements with SME associations, Golden star maintains instruments to ensure adherence to company standards and codes, and processes for equitable management.

Golden Star itself collects data on employment, procurement participation and value to distinguish between benefits to directly impacted host communities (local), the nation more broadly (Ghanaian) and elsewhere (international).

With the establishment of LOCOMS Company as a Ghanaian registered entity it is governed by the laws of Ghana and must comply and report according to all relevant company law, including Board reporting, financial reporting and similar. LOCOMS Company members meet weekly, and with the support of Golden Star have developed structures for governance and reporting that align with Golden Star’s requirements, including LOCOMS adherence to policies for local employment, local expenditure and contributions (1% of revenue) to a specific host community development fund promoted by Golden Star.

Golden Star reports on such data in its statutory reporting to the Government of Ghana, in our Communication on Progress to the UNGC (annual CR Reports) and through voluntary initiatives such as the Engineers Without Borders Canada programs on Mining Shared Value and similar.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Key lessons learned can be broken down into parts relating to the initiatives under this program:

• Local mining supply and services capacity is not always inherent in mining host communities, but can be developed with time, effort and a willingness to collaborate.
• Significant time and effort may be required to mainstream former illegal mining groups as the systems and structures to ensure conformance with relevant national and international standards need to be developed in an inclusive and holistic way that recognised local culture and sensitivities.
• Source of bridging finance is needed for local enterprise commercial growth and development.
• With the right approach and commitment, local companies can be supported to provide useful business solutions in the value chain activities of large scale mining companies, particularly in developing countries.
• Enhanced participation of local companies (those domiciled in host mining communities) in the mining supply chain holds the key to improving company: community relations through genuine interdependence.
• Documentation of modalities including codes of conduct were vital to bringing about collaboration between the SMEs joined under the umbrella company.
• Programs to strengthen the resilience of SMEs through formation of associations result in numerous benefits, including: leverage, buying power, access to constrained local or national program support, act as a focal point for NGO/CSO outreach and enhance opportunities for greater social and financial inclusion.
• Documentation of joint utilization agreements for donated SME equipment were necessary to ensure fair and equitable utilization, and structures for sharing of enhanced business machinery.

What were the key impacts and results? Feel free to include links to external reports or sources in your answer.

Skills and employability training for over 600 youth in the last 3 years alone, including real workplace on the job instruction, provision of trade tools and funding to enable participation.

In 2018, 98% of our employees (including corporate) are Ghanaian and 51% hail from our directly impacted host communities. 74% of our contractors are from host communities.

Establishment of LOCOMS, the enhanced social and financial inclusion that has resulted, and their recognition in the 2018 GMIA under the category of Mining Supply and Services.

Mainstreaming of 250 former illegal miners into decent work.

Local procurement participation – in 2017 alone, 86% of company goods and service expenditure was provided by Ghanaian companies, 27% of goods and service expenditure was with local companies (total retained value of $39.9).

Establishment of over 18 SME Associations allowing for enhanced income generation, leverage and organization to access other development opportunities.

SME support to 432 micro and small business operators, from > 18 Associations through the donation of over 400 items of enhanced business machinery and equipment for their industries, including:

• 44 agricultural producers: processing machinery, dough mills, and driers.
• 75 dress makers/tailors: knitting, overlocking and embroidery machines.
• 67 hairdressers: driers, sinks, sterilisers and other machinery.
• 155 food suppliers: appliances, tricycles, fur removing gas guns, and cold storage equipment.
• 60 garages, wood/metal/aluminum works: electronic diagnostic equipment, presses, spraying guns and sanding machinery.
• Association of Persons With Disability (31 people): equipment to hire out.
• Small business capacity building and networking support for 60 participants.

Links
• 2018 PDAC Environmental and Social Responsibility Awards winner video
• Golden Star Resources decent work fact sheets
• Local procurement participation
• Small and micro entrepreneurs programs
• Youth skills training
• Employment and jobs creation
• Youth vocational training
Supporting vibrant communities requires developing mutual trust, and collaborative and proactive relationships. Suncor has a long history of working with Aboriginal communities and suppliers, particularly in the Wood Buffalo region of Alberta, and in the Fall of 2017 announced the completion of the acquisition by Fort McKay First Nation (FMFN) and Mikisew Cree First Nation (MCFN) of a 49 percent partnership interest in Suncor’s East Tank Farm Development (ETFD). ETFD is a key Suncor asset consisting of bitumen storage, blending and cooling facilities that are primarily dedicated to supporting the Fort Hills oil sands mining project (in which Suncor has a 54 percent ownership interest). Enabling inclusive, sustainable economic growth of Aboriginal communities in Northern Alberta, the Thebacha partnership between Suncor, FMFN and MCFN represents one of the largest business investments to date by a First Nation entity in Canada (approximately $500 million). It is considered one model for how First Nations can achieve greater self-determination through financial independence working with local industry, fostering economic growth and development and a renewed approach to Reconciliation for a vibrant and inclusive Canada.

**How was your primary SDG focus identified and prioritized in the company’s value chain?**

Inclusive, sustainable economic growth of Aboriginal communities is a key focus area of Suncor’s social goal and helps to contribute to economic reconciliation with Aboriginal Canadians. FMFN and MCFN announced an investment of 49 percent interest in Suncor’s ETF Development representing an important, historic new way for business and First Nations to work together as partners. The investment provides a steady stream of revenue to both FMFN and MCFN for at least 25 years, helping to build capacity within each Nation’s businesses, develop infrastructure in the community, fund social and economic programs, create jobs and provide the means to help pay for education and training for Aboriginal youth.

**How was your primary SDG integrated and anchored throughout your business?**

“It was through this journey of us starting to understand what’s the challenge they have and how we can jointly put together a business opportunity that could transform the future of the people of Fort McKay and Mikisew Cree First Nation” - Mark Little, President and Chief Operating Officer, Suncor

Working with, learning from, and respecting Aboriginal Peoples is a priority for us and a part of a company-wide goal to guide us over the next decade and beyond. Suncor’s social goal is a declaration of our intent to do things differently with a focus on the following four areas: (i) strengthening relationships among Aboriginal Peoples and all Canadians through awareness, understanding and behaviour change; (ii) partnering with Aboriginal youth; (iii) partnering with Aboriginal businesses; and (iv) improving Aboriginal workforce development. Each area is instrumental in progressing SDG 8 in Canada. The path is about working together and creating more opportunities for greater involvement in the energy sector, enabling social and economic benefits from Canada’s resources to be shared more broadly.

**Did you employ any innovative approaches in your efforts to implement the goal?**

This unique partnership has been part of a journey that demonstrates how innovative thinking and collaborative spirit can result in a mutually-beneficial opportunity and has changed the way Suncor views opportunities for Aboriginal communities to participate in energy development. Rather than seeing benefits tied to businesses, with revenues that fluctuate significantly with the oil price and other economic factors, both communities were looking for long-term revenue for their communities, so they could develop sustainable plans for providing services to their members. Viewing FMFN and MCFN’s goals through this lens, and working together to help us identify a path forward that would facilitate stable cash flows to the communities for the next 25 years and beyond, led Suncor and FMFN and MCFN to a new way of thinking – this wouldn’t be a typical mutual benefits agreement, but an economic investment. The investment by FMFN and MCFN in one of Suncor’s strategic oil sands assets will deliver stable income for their communities for the next several decades.
Were any partnerships leveraged or created?

Suncor’s existing relationship with the MCFN and FMFN communities allowed for the creation of a new entity, Thebacha Limited Partnership. Thebacha means “river” in Dene. Suncor was able to leverage existing relationships with financial institutions and institutional investors to engage with the First Nations and explore financing and investment opportunities together.

In addition to the creation of a new partnership, the two First Nations sparked a new relationship with RBC Capital Markets to foster financing conversations for ongoing business development opportunities. The communities were also the recipients of a donation from the RBC Foundation to support community needs, such as the Fort Chipewyan Historical Society and the Fort McKay Northern Lights Regional Health Foundation.

What communications strategy did you employ to share the initiative with your stakeholders?

Working closely with both MCFN and FMFN, a multi-phased communication approach was implemented, initially focusing on raising awareness of the partnership and communicating with investors to raise capital. It was important to showcase the First Nations’ leadership, the communities’ aspirations and their future stake in the success of the partnership. Working with the First Nations’ partners, communications were also used to connect with the communities affected to further build an understanding of the opportunity and gain support.

The second phase of communications occurred once the investment was funded and the transaction closed. Telling the story internally and externally was critical to raise awareness among leaders, employees and industry peers that Suncor had established a new way of doing business with Aboriginal Peoples and to motivate others to follow this new model.

How were KPIs and the levels of success outlined and defined?

The economic benefits generated will be felt in the First Nations’ communities for generations to come. Given the ownership structure of the arrangement, MCFN and FMFN are able to use the revenues received to direct dollars to address the unique needs of their communities, create greater opportunities for job creation and local sourcing of goods and services, and further build community capacity. This commercial arrangement is also being viewed as a model for others to create sustainable prosperity for their communities. At Suncor, this is one example of how we’re progressing our social goal by creating new opportunities and building on relationships.

How were reporting and monitoring conceptualized and undertaken?

The reporting and monitoring is done collectively and collaboratively with the First Nations through the Thebacha Limited Partnership. This ensures there is transparency and trust and we keep building on our relationship with the communities.
What were the key impacts and results?

Working with Aboriginal businesses and communities is good business for Suncor, and it is one thing Suncor can do to contribute to economic reconciliation with Aboriginal Peoples in Canada. This is aligned to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission’s Call to Action for corporate Canada.

The Thebacha partnership sets a precedent for future investment opportunities between industry and First Nations supported by financial institutions, showcasing the ability of Canada’s First Nations to step onto the business stage in a national context. This precedent opens the door to other opportunities First Nations can explore to foster economic growth and development for their own communities across Canada.

A commitment is required from all parties in the negotiations to work through complex agreements. Many of the qualities that led to a successful deal will also continue to make this agreement successful including: (i) mutual respect; (ii) the ability to listen and learn from each other and have healthy debates; (iii) full commitment and vision for the future; and (iv) a desire to continuously improve and be innovative. Having long term relationships based on trust and understanding, strong leadership, and a committed and consistent team throughout the process are also key success factors.

Video links:
https://vimeo.com/280932677/16199ce1f4
https://www.youtube.com/watch?v=MuYDPoaYzl
Teck Resources

Teck’s operations create important and lasting benefits for individuals through competitive compensation, training, career development and, by extension, financial security for the families of our employees. Community investment is also a key commitment to our communities, where we aim to generate mutual benefits through supporting local development priorities.

Reaching agreements with Indigenous Peoples near our operations also creates a framework for greater cooperation. Agreements typically address consultation, environmental stewardship, employment, and business opportunities through the full range of our activities, from exploration through to closure.

Please specify the impact of your organization’s actions on the SDGs that you have selected.

We contribute to the wealth and prosperity of the countries, regions and communities where we operate. In 2017, Teck distributed $10.3 billion in economic value, $7 billion in payments to suppliers, $1.5 billion paid to employees in wages and benefits, $1.6 billion in taxes and other payments to governments and $13.2 million in community investments. Through our relationships with Indigenous Peoples in areas near our operations, we have 54 active agreements in place, including 23 new agreements signed in 2017.

Does your organization engage in any partnerships to advance the SDGs?

As a member company of the International Council on Mining and Metals, Teck implements their 10 Principles for Sustainable Development, which includes the integration of sustainable development in corporate strategy and decision-making processes.

Teck also partners with the World Economic Forum (WEF), an international institution committed to improving the state of the world through public-private cooperation. WEF engages political, business, academic and other leaders of society in collaborative efforts to shape global, regional and industry agendas. In addition to ICMM and WEF, we partner with a number of international organizations to further community development around the world, including UNICEF, UN Women, Nutrition International, the Government of Canada, WE, and many others.

Additional Info

SDGs

Teck’s Sustainability Strategy

Memberships and Partnerships webpage

SDG3

Métis Nation of Alberta, Region One, Five Métis Locals and Teck Sign Frontier Project Agreements

SDG 8 Spotlight: Tracking the Implementation of Agreements at Highland Valley Copper Operations

Safer Sanitation: the Kivalina Biochar Reactor

Sustainability Every Day – Our Relationships with Indigenous Peoples

Economic Contributions
SNC-Lavalin Group Inc

The Samuel De Champlain Bridge Corridor Project in Montréal, Québec, represents a critical and iconic addition to the local infrastructure and is a major regional transportation system with a significant throughway supporting an annual traffic of 50 million commuters, as well as over $20 billion in international trade. The corridor, which is owned by the Government of Canada, is being built through a public-private partnership between Infrastructure Canada and Signature on the St. Lawrence. Signature on the Saint-Lawrence (SSL) is comprised of SNC-Lavalin, Dragados, Flatiron and EBC. The project agreement includes the design, construction, finance, operation, maintenance and rehabilitation over a 30 year period.

This important infrastructure project received in 2018 the Envision® Platinum award for sustainable infrastructure. Numerous sustainability initiatives for mobility, quality of life enhancement, sustainable growth, natural world protection, climate change adaptation, risk and resilience, active stakeholder engagement and innovations put in place by the Government of Canada and SSL contributed to earning the highest Envision award and the first Envision award in Québec. The project includes a 3.4 km bridge to replace the existing Champlain Bridge, a dedicated corridor to accommodate public transit, a multi-use path connecting to local bicycle networks, the replacement of the existing Île-des-Soeurs Bridge, and highway redevelopment work on both shores. The project offers improvements over the current corridor for the natural environment through mitigation, restoration and compensation measures. The bridges’ foundations are designed to achieve a life span of 125 years and this outstanding durability will ensure that those in surrounding communities who rely on these bridges will be able to do so for generations to come.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Montreal’s Champlain Bridge is one of North America’s busiest spans, with 50 million vehicles crossing it each year. Increased traffic combined with the damage caused by road salt and other factors have contributed to the structure’s considerable wear and tear. The project aims at improving security, access and fluidity of traffic on the approaches and for communities bordering the project site, while considering community plans and needs regarding urban integration, enhanced public space and landscaping. In addition, the project incorporates architectural quality and features that will enhance cityscape and contribute to the corridor’s status as the main gateway to the city. It also includes a new corridor reserved for public transit and a safe, accessible multi-use path for pedestrians and cyclists. The project is a major improvement to mobility, security and alternate transportation.

How was your primary SDG integrated and anchored throughout your business?

SDG 9: Industry, Innovation and Infrastructure SDG 12: embedded in the project brief and have been delivered across numerous aspects of the project.

The project was seized as an opportunity to improve the sustainability in terms of mobility, accessibility, health and safety, environmental protection, visual aspects, and urban integration, among several other elements. Conceived in keeping with sustainable development practices, the project will lead the way in modern engineering and urban integration.

The project uses recycled materials by reusing materials generated by demolition activities and by buying products and materials with the greatest possible recycled content. Together, these initiatives reduce the demand for new materials and the associated carbon emissions and environmental degradation caused by their extraction and processing.

The project has also seized the opportunity to reuse a significant volume of materials generated by demolition activities on-site. A Waste Reduction Management Plan was developed in order to minimize landfill elimination and consequently optimize options through the 3Rs – Reduction, Reuse, and Recycling.

Commensurate with the size and extent of the project, significant emphasis and effort has been placed on communication and exchange with surrounding communities and stakeholders and equal amount of effort has been dedicated to the environmental protection and monitoring. An expanded Environmental and Quality Management System that also addresses sustainable development issues was implemented to monitor those various aspects.

This exceptional project performance has been recognized within the Envision sustainability evaluation system, earning bonus points for exceeding the highest levels of achievement.
Did you employ any innovative approaches in your efforts to implement the goal?

The project is truly establishing a trailblazing standard that will be an example of building viable, flexible and long-lasting public infrastructure. The project responds to performance improvement by using new materials, methodologies or technologies for which risks are systematically assessed and mitigated. Hence, the following SSL technologies are eligible for Scientific Research & Experimental Development program.

- To ensure 125 year durability and to protect the integrity of the bridge, an innovative design and protection procedure allowing a permanent security was developed;

- The extended design life of 125 years has necessitated development of new knowledge with regards to concrete mixtures to increase the durability of concrete structures exposed to chemically-aggressive environments;

- A new method was developed to mitigate the risk of ice accumulation on the bridge cable-stay system from falling to the bridge below, which present high security risk and issues related to de-icing procedures. The modified cable sheathing is designed to prevent ice from shedding in large quantities (developed with DSI, the project’s cable-stay system supplier);

- An innovative design was requested to allow the assembly of the main span tower without disrupting the traffic on the Seaway and avoiding risk of instabilities during the cable connection stage. The technique increases the ability for connecting bridge segments of up to 750 t while the technique recognized by the industry is applicable for up to 150 t.

In addition, initiatives also include Health, Safety and Environmental practices above the industry standards, such as specific safety procedures and best environmental practices.

Were any partnerships leveraged or created?

The project represents one of North America’s biggest worksites and is being delivered through a Public-Private Partnership (PPP) between the Government of Canada and SSL. Both parties have signed the Project Agreement (PA) which lays out the sustainability commitments that have to be respected and implemented by the project team to address the economic, environmental, and social aspects of the project at all stages. The PA reflects higher level commitments made by both parties with regards to sustainable development.

The SSL consortium is composed of four companies: SNC-Lavalin, Dragados Canada Inc., Flatiron Construction Canada Limited, and EBC with strong commitments towards corporate responsibility, quality, environment, and health & safety.

Project planning also considered the potential impacts on the nearby communities, on stakeholders, and on adjacent projects (Turcot Interchange Project, and the eventual LRT). Stakeholders contacted included utility suppliers (electricity, natural gas, phone, transportation, cable distributors, etc.) as well as municipalities (mainly City of Montreal and City of Brossard), other relevant organizations (AMT, Via Rail, etc.) and adjacent construction projects. The involvement of stakeholders provided an opportunity to obtain their feedback and to ensure the proper coordination of construction works.
What communications strategy did you employ to share the initiative with your stakeholders?

A detailed communications strategy has been developed jointly by the Government of Canada and SSL to ensure ongoing and timely communications during the construction and operation phases of the project. Active stakeholder engagement and continued dialogue have been among the core principles of the project since its inception. Initial consultations were led by the Government of Canada, and subsequently maintained by SSL. This allowed for effective collaboration to optimize the design of the project while fulfilling community needs and goals; an outstanding achievement in terms of public engagement.

A wide variety of stakeholders were solicited for input throughout project planning and delivery, including residents from the City of Montreal and Longueuil, members of Mohawk Council of Kahnawake, the Port of Montreal, the association of intermunicipal transit councils, and the interregional committee for freight transport. Several concerns raised by stakeholders were addressed, including:

- technical constraints regarding construction over the St. Lawrence Seaway
- visual and architectural quality of the project
- integrating multi-use paths in the project area
- managing traffic flows during and post-construction,
- reducing noise and vibration for residents, and
- providing accessibility to public transit and provisions for the future LRT

Through the implementation of a thorough Communication Plan, the Government of Canada and SSL have developed positive relations with stakeholders and the public. Work progress and information on the environmental and communities impacts are also available on SSL’s website, and the affected stakeholders and communities can find timely information on construction works that may affect traffic flow or noise, among many other elements.

https://www.newchamplain.ca/news/?sector=brossard

How were KPIs and the levels of success outlined and defined?

As the owner of the project, the Government of Canada laid a strong foundation for sustainability. The Federal Sustainable Development Act (FSDA) publicly articulates the government’s commitments to improving the sustainable performance of Canadian initiatives, projects, and developments. The project aligns with the FSDA commitments to ensuring continued safety and service, promoting economic growth and providing value for Canadians, and fostering sustainable development and urban integration.

Specific to this project and in keeping with each member’s long-standing commitments to sustainability, SSL developed its own policies and tools to ensure the priorities and commitments made by the Government of Canada were translated into concrete actions and outcomes over the life of the project. Hence, the project team implemented an extended environmental quality management system (EQMS) to include social aspects in order to improve the project’s sustainable performance across a broad range of social, environmental, economic, and quality indicators. The EQMS was developed in accordance with the International Standard Organization’s 14001 and 9001 standards for environmental and quality management respectively.

SSL went beyond the contractual requirements and commitment and the beneficial effects on the environment have been multiple. http://www.newchamplain.ca/worksite/environment/

The project exceeded the requirement to obtain the bronze Envision award and obtained the platinum award, thanks to multiple initiatives and innovations initiated by the project’s teams https://sustainableinfrastructure.org/project-awards/new-champlain-bridge-corridor/

SSL received awards for sustainability and for the largest number of women holding a certificate of competence in the construction industry from Quebec Road Builders and heavy Construction Association https://www.newchamplain.ca/2019/01/signature-on-the-st-lawrence-wins-two-awards-at-the-75th-qrbhca-convention/

How were reporting and monitoring conceptualized and undertaken?

The project is achieved through a PPP agreement that includes mitigation measures, monitoring, follow-up programs and maintenance under SSL’s responsibility. Inspection, monitoring, follow-up programs and maintenance strongly contribute to enhancing the durability of the project. An operational and maintenance Strategic Plan describes the work to be carried out with respect to infrastructure, the site and the surrounding areas in accordance with SSL’s obligations. Complementary monitoring and maintenance plans will also be prepared for specific components of the project. Such plans will provide details on inspection, maintenance, and rehabilitation programs applicable to highway components as well as to major bridges, above and below water. All plans have to be adjusted following any unpredictable situations that may arise in the future.

Commitment in achieving improvements in sustainable performance is cascaded into SSL’s Environmental and Sustainable Development Policy, objectives, targets, strategies and programs are further defined in the Environmental Management Plan and in the Communication Plan. The various environmental monitoring and follow-up programs are implemented during the construction and will also be maintained in the operation and maintenance phase.

The Environmental and Quality Management System (EQMS) ensures compliance with the project design and with overall commitments, and particularly with regards to sustainability commitments. Project objectives, targets and programs are reviewed on an annual basis during the Management Review Meeting based on lessons learned, identified aspects, level of achievement of objectives, best practices and reviews of incidents.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

The project had multiple site constraints that the team exhibited ingenuity throughout the entire construction process to overcome. A range of action plans have been put in place to ensure that infrastructure vulnerabilities and risks are dealt with properly including the Durability Plan, the Risk Management Plan, the Health and Safety Plan and the Environmental Management System.

Given the expected useful life of 125 years of the bridges, the design had to be flexible, adaptable and had to take into account potential changes that could occur during this time period. Effects of climatic change and of future projects that may affect the design parameters have been considered for the required useful life of the infrastructure. Vulnerabilities of the structure in relation to extreme weather, water levels variations, winter suitability and to ice abrasion were duly analyzed to ensure resilience and duration over time. These parameters were consequently included into the design from the outset. Through the risk management approach, design criteria relating to vulnerabilities are taken into account and implemented while respecting the project cost and schedule.

Moreover, capacity of the road network was assessed and coordination with two other major projects to ensure the capacity of the road network to receive the future bridge traffic as well as a certain level of fluidity. SSL is relying on substantial coordination and cooperation between the teams handling these major projects to minimize their impact on the community.

What were the key impacts and results?

As one of the busiest crossings in Canada, the economic contribution of the project to the provincial and national economy cannot be overstated. Economic, social, and environmental considerations were integrated from the very start of the project development by The Government of Canada. Improvements to mobility compared to the existing Champlain Bridge will have a direct positive impact on the economy by reducing travel time and providing reliable public transit options as well. The central corridor is reserved for public transportation and will be integrated into the Réseau Express Métropolitain, an LRT system currently being built across the region. With its impressive scope broadly visible along the Saint Lawrence River, the project will change the urban look of Montreal and become a new symbol for the metropolis. The new bridge has a useful lifespan of 125 years that comes with a maintenance plan and multiple resilience criterion including climatic change conditions.

To reach Envision Platinum award, a project must demonstrate that it delivers a range of environmental, social, and economic benefits to the host and affected communities. The Envision system examines the impact of sustainable infrastructure projects as a whole, through five distinct categories: Quality of Life, Leadership, Resource Allocation, Natural World, and Climate, Risk and Resilience. These key areas contribute to the positive social, economic, and environmental impacts on a community.

This is the first ENVISION® project evaluated in Quebec and the first large-scale bridge in Canada to receive the award, which recognizes all the efforts made to observe the highest standards in terms of environmental performance and sustainable development.
Matrix360

Matrix360 is a workplace and talent management advisory firm focused on delivering actionable and achievable tools for business leaders to elevate equity & inclusion in corporate Canada’s private sector, specializing in the commercial real estate and development (CRED) industry. Our mission in business is guided by a people-centric approach: to build the future of the workplace where diversity is embraced, inclusion is the framework and equity & belonging are the results.

Our focus on SDG #10 and SDG #5 are built holistically into our processes, where greater inclusion is approached from multiple angles and through numerous strategic partnerships.

As Advisors to the private sector, specializing in the CRED industry, our platform continues to build and elevate diversity, equity, inclusion & belonging (DEIB) in this sector through our service offerings:

- **Workplace Strategy & Design:**
  - Provides best practice solutions around policy and workplace success within the business framework
- **Search & Talent Management:**
  - The Matrix Platinum Advantage: A strategic talent management system to locate, recruit, retain and advance diverse talent in the private sector
- **Learning & Development:**
  - Elevate Mentorship Initiative: a tailored and action-oriented group of programs designed to elevate underrepresented and underserved professionals
  - Talent Connectivity Program: Internships for emerging leaders and newcomers focused on knowledge and skill advancement for the future of work
  - Gender Equity Leadership Programs: formalized, robust leadership training geared to creating more gender balanced leadership teams in the private sector through training for underrepresented gender groups
- **Diversity, Equity, Inclusion & Belonging:**
  - CRED Advisory Council to create a DEIB playbook on best practices for workplace strategy and the framework of business
  - Advisory partner to the GCNC Gender Equality Leadership in the Canadian Private Sector Project
  - Workshops, Seminars and Community Initiatives
    - i.e. RealLeaders Series, Leading for Excellence Series & CRED Industry Panels, Business Community Involvement: CAUFP, ULI Toronto, Company of Women, Informa Canada

We measure our impact through ongoing measurements of client surveys, placement ratios, formalized monthly and annual feedback reporting, and conference/workshop attendance.

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How was your primary SDG focus identified and prioritized in the company’s value chain?

As trusted advisors and experts for talent management and workplace strategy, Matrix360 has systematically created formalized processes and solutions that increase the understood value of, representation of and advancement of professionals comprised of diverse identities and intersections in the private sector; specifically in the CRED industry. This includes a key focus on the advancement of women in leadership.

Our mission remains solid: to elevate a new tone for business, with a global and inclusive mindset for the future of the workplace. We believe accelerated growth is achieved through an intentional focus on diversity, equity, inclusion and belonging amongst a competent workforce. We partner with business leaders to align human performance with positive organizational results, offering achievable and effective tools and strategies.

In this way, our work has embedded values that work towards SDG #10 Reduced Inequalities and SDG #5 Gender Equality, and our work supports the creation of more inclusive workplaces in Corporate Canada and the CRED industry.
How was your primary SDG integrated and anchored throughout your business?

Our team members of Advisors, Connectors, and Educators act as a bridge for the private sector through our community and business impact. Our tenure has allowed us to design, build and advance programs and services that connect the importance of equity and belonging to the primary threads of business.

Furthermore, we are focused on business sustainability through the application and alignment of the SDG principles embedded in our business framework. Our business solutions through our Search & Talent Management platform have resulted in:

- Over 80% of placements recruited for leadership positions in the CRED Industry were Women
- Over 45% of placements recruited in the CRED Industry were Emerging Leaders (under 35)
- Over 32% of placements recruited in the CRED Industry were People of Colour

Some of the results above were accomplished through the following initiatives:

- Created and delivered DIEB and workplace strategy seminars and workshops for the CRED industry across Canada
- Active Participant and Advisory Council members for: GCNC, hEr VOLUTION, CAUFP, ULI Toronto, Company of Women, City of Toronto’s Anti-Black Racism Partnership & Accountability Circle
- Designed, created and managed Canada’s first CRED Advisory Council to address the importance of DEIB in the industry through workplace strategy
- Designed, created and implemented professional development programs and initiatives to advance DEIB leadership in the private sector

Did you employ any innovative approaches in your efforts to implement the goal?

Yes, Matrix360 is deliberate and intentional with every action we administer to educate, implement and achieve our SDG goals. Our creative formula to connect and build fruitful relationships with business leaders in the CRED industry has solidified Matrix360 as trusted advisors. We are consistent with the methods we utilize to deliver our programs through:

- Workshops, conferences, video and podcast series, where emphasis is placed on the human connection and discussing solutions around the inequalities that we are trying to overcome, many of which are not traditionally explored in the industry
- Through our social media platforms, we are able to directly connect with over 10,000+ followers from the CRED industry across Canada, which also includes advocacy for SDG-related issues

- Direct one on one connections with Business Leaders in the CRED industry
- Designing, leading and participating in expert panel conversations across Canada for the CRED industry
- Partnerships with community and professional associations through the creation of programs and initiatives that highlight and advance DEIB in the Canadian private sector
- A focus on making Diversity, Equity, Inclusion & Belonging conversations accessible to more industry professionals where no one is left out: ensuring more robust representation is achieved through both intentionally inclusive panels and audiences, and creating an atmosphere where DEIB conversations are more open and welcoming to all.

Were any partnerships leveraged or created?

Matrix360 has built numerous strategic partnerships that focus on direct engagement with the community and co-leading the creation of initiatives to advance gender equality and reduce inequalities in the workplace:

- Founded the first Canadian Advisory Council for the CRED Industry in Canada whose mission is to address DEIB workplace strategies. The purpose of the council is to create a step by step playbook to provide practical tools and solutions for C-Suite leaders to include DEIB practices in their ongoing business strategies
- Advisory partner in the GCNC Gender Equality Leadership in the Canadian Private Sector project
- In 2015 Matrix co-developed and co-founded the #SheWithHe initiative for the CRED industry through the WLI (Women Leadership Initiative) Toronto. The initiative focused on the importance of men and women working together in partnership for gender parity
- The Evolution of Real Estate Series for Informa Canada in 2015; Focused on showcasing the state of the workplace for the CRED industry, creating awareness and understanding among industry leaders on importance of diversity & inclusion
- RealLeaders Spotlight Video Series with Informa Canada in 2018; To showcase the importance of diverse leadership in the CRED industry
- Advocate and supporter for The Company of Women 2014 to present; The focus is to elevate the importance of women owned and led businesses in Canada. Co-developers and sponsor of The Donna Messer Award.
- Educational Partner for the Canadian Association of Urban Financial Professionals (CAUFP); Our leadership team are Advisory Council Partners to the board
- Collaboration with CAUFP to deliver STAR Leadership Mentorship Program and Leading For Excellence Series, to spotlight and showcase diverse Canadian Leadership
- Educational partnership with Toronto Real Estate Leaders (TREL)
- Matrix360 leadership team contributes time and strategy to multiple organizations; CNU, hEr VOLUTION, ULI Toronto, NAIOP Toronto, Informa Canada
How were reporting and monitoring conceptualized and undertaken?

Reporting and progress monitoring are built into our processes throughout our implementation. We firmly believe that measurement is a critical component of driving true action for Diversity, Equity, Inclusion and Belonging in the workplace.

Each pillar of our platform has a systematic process designed to deliver actionable and achievable solutions for our clients and partners, largely supported by targets and measurement. At the needs assessment stage we identify additional measures that specific implementations of our service will work towards for additional layers of customization.

In addition, in recognizing a shortage of information specific to the CRED industry in Canada on people dynamics in the workplace, we sought to bridge this gap by conducting external research and creating reports that shed light on the state of the industry and the communities that contribute to it: Roundtables Research Report, Canadian Real Estate and Workplace Diversity Survey 2016, and State of the Industry reports.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Throughout our work, we have recognized a number of key lessons and needs:

- We have identified a heightened need for financing and incentivizing initiatives around diversity, equity, inclusion and belonging in the private sector, as many collaborative initiatives to increase diversity are underfunded.
- Awareness and education around the importance of diversity, equity, inclusion & belonging is key, especially for leadership pipelines, and moreover on how actions can be undertaken to create impact.
  - More intel for how to work together needed to be disseminated across private sector.
  - Policy and overt practices are needed to encourage private sector to invest in equity and inclusiveness.
- There exists limited accountability for inclusion because of lack of demographic data of the workplace and people dynamics specifically in the CRED industry.
  - This needs additional attention and resources.

What were the key impacts and results?

Matrix360 is passionate about our responsibility as Equity Leaders and Partners in the workplace. We are deliberate and intentional with our commitment to expand the boundaries of inclusion and belonging in the Canadian private sector and CRED Industry.

We accomplish this through our talent management services, professional development programs, our workplace strategies for businesses, and our business community involvement through seminars, keynote presentations and conferences. Our impact reaches a broad audience of professionals across Canada. Throughout our tenure, Matrix360 has solidified our presence as knowledge experts in Diversity, Equity, Inclusion & Belonging for the Canadian private sector and CRED Industry.

A Few Highlights & Recognitions:
- Conference Chair for Human Resources Development Magazine Diversity & Inclusion Conference in March 2018
- Finalist for Canadian HR Awards 2017 Award for Excellence in Diversity and Inclusion
- Sponsorship Award from REIC Toronto Chapter in 2016
- Corporate Citizen of the Year Award from REIC Toronto Chapter in 2015
- Our Principal, Chandran Fernando, was a recipient of the 2016 RBC Top 25 Canadian Immigrant Award
- Our senior leadership team’s Delofante Atkins was selected as advisory council member for the City of Toronto’s Anti-Black Racism Partnership & Accountability Circle to represent the interests of black people working in Canada.

In addition, there has been a heightened need for the “how to” component of Diversity, Equity, Inclusion & Belonging among our community, supporting the effectiveness of our education initiatives.

Our team continues to be an Advocate and Partner for gender equity and parity and are invited to speak on panels across Canada.
Vancity is a values-based financial co-operative serving the needs of its more than 534,000 member-owners and their communities in the Coast Salish and Kwakwaka’wakw territories, with 59 branches in Metro Vancouver, the Fraser Valley, Victoria, Squamish and Alert Bay. With $27.4 billion in assets plus assets under administration, Vancity is Canada’s largest community credit union.

Vancity uses its assets to help improve the financial well-being of its members while at the same time helping to develop healthy communities that are socially, economically and environmentally sustainable. Much of what Vancity’s strategy focuses on addresses several of the SDGs and their targets.

- **Living wage:** Remaining a Living Wage Employer and advocating for other employers in our service area to join us in the Living Wage for Families Campaign and the international Living Wage movement (SDG targets 1.2, 8.5)

- **Access:** Increasing the number of people assisted with products and services designed to provide access to basic financial services, affordable housing, credit and credit repair to 35,000 members per year by 2030 (1.4, 8.10, 11.1)

- **Diversity:** Building a diverse workforce and leadership with equal pay for work of equal value, and increasingly reflecting composition of the communities in which we work (5.5, 8.5)

- **Financial literacy:** Continuing to promote financial literacy to improve the knowledge, skills and confidence of members (8.10)

- **Business:** Supporting the establishment and growth of micro, small- and medium-sized enterprises through access to financial services and training (8.3)

- **Housing:** Helping solve housing challenges to increase the number of affordable units available in our service area (11.1)

- **Triple bottom line assets:** Increasing the percentage of members’ assets invested in impact to 50% of our total assets and assets under administration (11.1, 13.3)

- **Transparency:** Continuing to disclose our significant economic, social and environmental impacts, including progress on SDG pledges made in the International Co-operative Alliance Co-ops for 2030 campaign, in our annual reporting (12.6, 17.19)

- **Lighter living:** Supporting “lighter living” initiatives that foster more sustainable communities by encouraging us all to consume less, waste less, live more and share more. (12.6)

- **Climate:** Reducing our average staff carbon footprint by 25% by 2030 (from 2016’s average of 2 tonnes CO2 equivalent per FTE per year of GHG) to 1.5 tonnes and using our own experience to teach our communities what can be done to have a greater impact on reducing footprints and adapting to climate change (13.3)

- **Measurement:** Working with partners from the Global Alliance for Banking on Values to develop new metrics to measure well-being (17.9)
How was your primary SDG integrated and anchored throughout your business?

Living wage: In 2017, Vancity recertified as a Living Wage Employer. This means we continue to make living wage adjustments in what we pay our own employees as well as working closely with key suppliers to have their employees providing direct services to Vancity paid a living wage. In 2017, we continued our work to bring other employers into the Living Wage for Families Campaign – we were pleased when the City of Vancouver became a Living Wage Employer in mid-2017.

Access: Vancity assisted 22,695 people with products and services designed to provide access to basic financial services, affordable housing, credit and credit repair in 2017.

Diversity: In the fall of 2017, we introduced a program of Unconscious Bias training for all employees and 93 per cent completed it. Eight out of nine Vancity board members and 51% of senior management are female. Ten per cent of our employees self-identify as having a disability. We have set a target to increase the percentage of employees who self-identify as Indigenous.

Financial literacy: In 2017, Vancity and our community partners delivered 6,995 free financial literacy workshops. We also shared our financial literacy workshop model with 85 credit unions across Canada.

Business: We helped 626 people with skills building workshops for new businesses and provided 48 new microloans in 2017.

Housing: In 2017, we funded an additional 2,907 units of affordable housing. We collaborate with others to support affordable housing: e.g. to provide low-cost and patient pre-development loans to not-for-profit organizations to support the development of affordable rental housing projects.

Triple bottom line assets: This is a composite measure of the percentage of on- and off-balance sheet assets invested in impact. In 2017, 23.7% of Vancity’s capital was specifically allocated towards building healthy communities. Examples include investments in a not-for-profit owned affordable housing project, a female-owned daycare and an Indigenous-owned green power company.

Transparency: We disclose our significant economic, social and environmental impacts, including progress on SDG pledges made in the International Co-operative Alliance Co-ops for 2030 campaign, in our annual reports. We also support credible reporting as members of the GRI GOLD community and the International Integrated Reporting Council’s Integrated Reporting Business Network.

Lighter living: Five per cent of Vancity enviro™ Visa card profits go to the Vancity enviroFund™ program. Investments we make in 2018-2022 will support local businesses, organizations and non-profits that are helping our communities find the innovative solutions we need to consume less, and live happier and well-balanced lives.

Climate: We reduced GHG emissions to 2.0 tonnes of CO2e per full-time equivalent employee in 2017 from 2.3 in 2007. Vancity has been noted as a leader for our proactive approach to the provision of electric vehicle charging and we are exploring partnerships with municipalities to further expand our impact. In 2017, we added climate risk to our risk oversight.

Measurement: Our partners from the Global Alliance for Banking on Values continue to work with us to develop new metrics, including a values-based banking scorecard.

Were any partnerships leveraged or created?

Yes. In 2016, Vancity joined the International Co-operative Alliance’s Co-ops for 2030 campaign.

We work with many other credit unions and community and corporate partners. We engage with all levels of government and we use our convening power to further the development of healthy communities. Here are a few our many partnerships from 2017 not already mentioned above: B.C. Rental Housing Coalition, Federal Advisory Committee on Poverty, Registered Disability Savings Plan (RDSP) Action Group, Council for Clean Capitalism, Pembina partnership for a low carbon economy, Federal Co-creation Steering Committee on Social Innovation and Social Finance, Reconciliation Canada.

What communications strategy did you employ to share the initiative with your stakeholders?

Vancity’s integrated annual reports include a table and SDG logos throughout the text to show specific examples of how Vancity’s work locally is helping to achieve the global goals.
In this Section:

- General Motors of Canada | Page 96
- HP Canada Co. | Page 100
General Motors of Canada

GM has prioritized waste reduction in our Environmental Policy and Corporate Sustainability Strategy – aligning with the SDG Goal 12 of Sustainable Production and Consumption. Diverting waste from landfill has been an impactful waste reduction strategy that General Motors has strived to implement at facilities worldwide. GM made a commitment to achieve 150 landfill-free sites and decrease total waste intensity by 40% (kg/vehicle) worldwide by 2020. As of 2018, we have reached 96% of this goal by receiving landfill-free status at 142 of our facilities around the world – more than any other automaker globally. In Canada, all GM manufacturing sites are now landfill-free, diverting close to 2 million Kgs from landfills in 2018!

Our approach to minimizing waste is to treat all waste materials as resources. We strive to manage our waste by applying the circular economy model to ensure that we are primarily reducing our resource-intensity, reusing materials wherever possible, and recycling leftovers or converting it to energy. A collaborative approach with our stakeholders, suppliers, Resource Management companies and their partners is critical to developing and maintaining a strong reliant network and system of waste diversion.

The objectives for the landfill-free project is to reduce waste and landfill material reducing methane and greenhouse gas emissions supporting GM’s Zero Emissions goal. The waste intensity reduction and landfill free goals are part of the GM 2020 manufacturing commitments as we strive to do our part in climate action and encourage global sustainable manufacturing.

How was your primary SDG focus identified and prioritized in the company’s value chain?

The focus on ‘Responsible Consumption and Production’ is entrenched in the GM 2020 commitments. These commitments were developed to support sustainable manufacturing operations, strong environmental performance, and community empowerment. The 9 commitments were chosen as they were GM’s most significant environmental aspects and covered water, air, land, and community. The emphasis on waste reduction has been pivotal in developing more efficient operations and resource usage, lowering the company’s material footprint and increasing recycling capture rates.

The concept of reducing waste is not unfamiliar with our Canadian workers, as municipalities and schools echo the same message, there has been a strong employee interest in waste reduction in the workplace. This interest coupled with the corporate commitments created a unique approach that leveraged both a ‘Top-Down’ and a ‘Bottom-Up’ management of waste. The success of these commitments is driven by the collaboration of various internal departments and functions. While the goal is housed and owned by the Environmental ‘Sustainable Workplaces’ group, vast of the implementation is done at the plant level by the Manufacturing, Facilities, and Production groups. Each of the involved groups developed goals at the start of each year for the last few years that defined their contribution, each of these goals were tracked and eventually led to GM Canada Manufacturing being Landfill-Free.

How was your primary SDG integrated and anchored throughout your business?

As Sustainability is at the core of our business, we integrated the 2020 commitments into ‘how we do our business’. In the manufacturing arm of GM, each manager from our Executive VP to the Production team on the assembly line have a set of goals and monthly milestones. These ‘Business Plan Deployment’ (BPD) targets cover Safety, People, Quality, Responsiveness, and Environment. Integrating the Environmental targets into BPD metrics weaves environmental performance into the day to day operations of all our team members as well as sets incorporates the 2020 commitments to the appropriate executive managers. This highlights the importance of the environmental targets and commitment to waste reduction and leverages GM’s leading lean manufacturing processes to do so.

Waste reduction, diversion, and Landfill-free principles were also written into contracts with our Resource Management companies. This clearly stated the corporate vision along with the local site’s needs and specific challenges. Our success is driven by our Resource Management companies and their web of recyclers who are able to pivot with GM and support as new materials enter the site.
**Did you employ any innovative approaches in your efforts to implement the goal?**

To best understand the scope of the waste and where to concentrate our efforts, a 'By-Products Inventory Spreadsheet' (BPIS) was developed prior to a site going landfill-free. The BPIS enabled us to identify the types of by-products and the amount, how the materials were managed, how the materials will be managed upon landfill-free implementation and identify the by-product suppliers (management company) for each stream. The BPIS is continuously updated and shows all operational waste processes using alternative management methods to validate landfill-free status.

Another novel approach was setting up a corporate structure examining waste as a resource. Our Waste Managers went through a name change to Resource Managers, which created an immediate change in perception and attitude, evident in meetings and teams' willingness to take the time and truly rethink of the byproducts their processes and work created. GM reinvigorated the Do Your Part program (DYP), upcycling plastic water bottles to GM car parts such as engine covers, and insulation. It is the framework of how we can connect our waste receivers and our suppliers to create this new ecosystem for recycled plastics. DYP showcases that circular economy principles can be applied to a large manufacturing setting to drive business results and employee engagement. The DYP program has acted as a trial and model for the currently available state-of-the-art technology capable of upcycling PET plastics waste into functional GM car parts that meet internal stringent quality and safety requirements.

**Were any partnerships leveraged or created?**

The landfill-free mission was made possible through the partnerships and dedicated of our partners with ourhe Resource Management companies at our sites in Canada: Veolia, MPS, and Terrapure. Their ecosystem of second and third tier companies that work relentlessly to find homes for all our byproducts is a key pillar to maintaining landfill-free status. The Do Your Part program is also supported by a number of crucial partners. The CAMI assembly plant’s PET plastic bottles and other plastic plugs and straps which are shipped to the Lavergne Group Inc. in Montreal as part of the Do Your Part (DYP) Program. The bottles are washed, flaked, melted and extruded into plastic strands. The plastic strands are pelletized and sent to GM suppliers. At Windsor Mold and Lear Corp., the plastic is processed into car parts used for General Motors trucks and SUVs. DYP also brought the community into the program, linking Detroit’s Empowerment Plan, a non-profit focused on elevating families from the generational cycle of homelessness through employment of manufacturing jackets used in city shelters and emergency evacuation centers. GM and Lavergne also partnered with the Ontario Parasport Games and injected their plastic bottle waste into the DYP program.

**What communications strategy did you employ to share the initiative with your stakeholders?**

We want to ensure that our commitment to sustainable development is embedded in all our practices and is strongly and accurately expressed to the community. Our methods for external communication for sustainability purposes include our public website, sustainability reports, information booths, event presentations, social media, and media interviews. Our 2020 Commitments, along with our waste reduction and landfill-free efforts, are key in updating our investors and customers on our sustainability progress.

Internally, monthly communications were sent to the production teams to support them set SMART goals and metrics. Status updates were communicated to plant management at dedicated monthly Environmental meetings, and during the plant’s monthly business plan status reporting. As milestones were achieved, such as a facility obtaining Landfill-Free or awards received, social media posts and press releases were shared to let our customers and investors aware of these accomplishments.

GM Canada leveraged the program to encourage employees to live healthier and more eco-conscious lifestyles. A litter-less lunch campaign was launched along with providing the employees with free reusable lunch containers filled with healthy family recipes. The program brought the employees into the conversation and acted as a catalyst for community action as we heard feedback that kids loved the containers and were excited to try out the different recipes that were inspired by locally sourced produce.

**How were KPIs and the levels of success outlined and defined?**

Internally, GM Canada sets objectives and measures progress utilizing full staff involvement with environmental business goals engrained in business plan deployment (bpd). Environmental objectives are set, and progress is measured and tracked utilizing 14001 certified Environmental Management Systems at all manufacturing locations.

Firstly, GM Canada defined success of the zero-waste program as, “all waste from day-to-day operations managed by any method except landfill”. Corporate support was provided to the plant and each site leveraged its bpd to outline KPIs as appropriate to each site and then internally within each department. The Environmental group at the plant supported the various departments in meeting their outlined goals, all of which supported the top goal of the site obtaining landfill-free status. The Byproducts Inventory Spreadsheet provided the teams with areas to focus on and specific items to reduce or eliminate all together. KPIs were tracked and reported to at a weekly level to the department leads and at a daily basis to the product teams. Weekly and monthly milestones were established, as appropriate for each department and group, supporting the plants obtaining landfill-free status by end of the year or maintaining their landfill-free program.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

The momentum to achieve landfill-free status at all our Canadian facilities accelerated when GM Canada received its first landfill-free status at the GM St. Catharines facility in 2008.

The volatility of the waste industry, with changing international regulations impacting local practices was a source of uncertainty and backlog to some of our materials. However, it also demonstrated the apparent need for a circular economy, where our byproducts had a customer: us. The ever-changing commodity prices of cardboard, paper, and other recyclables created challenges in predicting revenue generation which was crucial, as it partly subsidizes the Landfill-Free program. The local sites used conservative revenue estimates to manage fluctuating market trends.

We tried replicating one site’s successful methodology at another but found that was not always feasible due to the site’s differences in location, format and volume of the byproduct generated. For example, CAMI’s successful compost program was due to its proximity to a large number of farms in search of high-quality organic compost; those farming needs did not exist near some of GM Canada’s other locations.

The program’s success was carried out by the production team members throughout the various production facilities. Each team produced different byproducts in different quantities and formats, thus significant resources were needed to provide education and support to each team to meet their goals. This reality created the need for continuous communication, facilitating engagement and resulting in empowered teams developing and implementing solutions themselves.

How were reporting and monitoring conceptualized and undertaken?

Globally, GM communicates its sustainability impact publicly through an annual Sustainability Report. This report has been prepared in accordance with the “core” guidelines of Global Reporting Initiative (GRI) Standards.

General Motors started working with the Carbon Disclosure Project (CDP) in 2010, when tracking carbon emissions and reduction activities began through the CDP Climate Change Program. In 2013, we expanded our reporting to include all 15 categories of Scope 3 emissions, achieving our goal a year ahead of our original plan. GM has received perfect climate disclosure scores in the U.S. for the last three years (2016, 2015, 2014) and in 2016 was named CDP’s Climate A-List – a spot held by just 9 percent of the thousands of companies participating in CDP’s climate change program.

GM also participates in the CDP Supply Chain program, engaging our supply chain for the past four years in actions to reduce their emissions, mitigate their effects on climate change and strengthen their overall businesses. We asked about 200 of our suppliers to disclose their energy use and carbon emission data to CDP and offered resources to help. The 70 percent of invited companies that responded, reduced carbon emissions in total by 90 metric tons, saving a cumulative $23 billion of which 8 million metric tons and $1.2 billion was attributed to their business with GM.
What were the key impacts and results?

In the manufacturing facilities, some innovative concepts emerged when the production teams really started to rethink their ‘waste’. Chemical consumption was lowered by optimizing ratios of vehicles and purge cleaning operations that also provided more consistent higher-grade quality. Teams were energized, and discussions lead to plastic noodles that protected the hood of the vehicles to being reused within the plant rather than discarded at the end of the assembly line. The employee engagement and the direct connection to a corporate vision redshifted the cultural dynamic which rippled through the entire company. Overall, GM Canada manufacturing diverted 2 million Kgs of waste from landfills in 2018! GM demonstrates how a supply chain can become a supply web, where business opportunities stem from an original project, furthering the mission and driving more social and economic impact. The Do Your Part program transformed our partnership with our suppliers. “From closed-loop recycling to helping launch material reuse networks, GM is thinking differently and getting other companies to join in.” said Andrew Mangan, executive director of the U.S. Business Council for Sustainable Development. It is through the commitment to sustainability demonstrated by our Executive Management and the dedication of all the GM employees and teams that GM Canada’s manufacturing operations have been able to obtain Landfill-Free. The partnerships and support obtained from our supply chain partners and community organizations allowed the program to overcome any obstacle and become a reality!
HP Canada

HP has developed a Canadian-formulated, closed loop, plastic recycling system that takes used HP products, adds post-consumer recycled plastics and manufactures new HP products. In an engineering breakthrough, HP products made from this closed-loop recycled plastic resins still meet HP’s high-performance standards. It took years of research, development and a team of dedicated engineers, chemists and partners to perfect this complex scientific process. The result is a much smaller environmental footprint while maintaining high standards for quality.

To date, HP has used more than 4 billion recycled plastic bottles, 86 million plastic hangers and 218 million pounds of recycled cartridge plastic to manufacture 3.6 billion new Original HP ink and toner cartridges.

How was your primary SDG focus identified and prioritized in the company’s value chain?

HP drives SDG 12: Responsible Production and Consumption, by reinventing the way its products are designed, manufactured, used and recovered as it shifts its business model and operations towards a materials and energy efficient circular economy. HP’s overall long-term and enduring ambition is to take responsibility for its products throughout the entire lifecycle—to understand and own the impacts of our products along the value chain. HP also sees a business opportunity in designing products and services that meet and enable circular economy applications for its customers. We are committed to stimulating the development of recovered materials markets by using recycled content in new HP products. HP's vision is to keep its products and materials in circulation for as long as possible, at their highest form of value, driving progress towards the circular economy.

How was your primary SDG integrated and anchored throughout your business?

HP has been a sustainability leader for decades, continually developing sustainable production and consumption innovations that enable the company to reduce its products’ environmental impact (close to 50% of the company's total footprint) and meet customer demands to reduce waste. One of those innovations is its closed-loop recycling program. Here is how the SDG has been even further integrated throughout HP's business:

• HP’s Planet Partners return and recycling program was launched in 1987.
• In 1992, HP launched a formal Design for Environment program to ensure that energy efficiency, design for recyclability and materials innovation were factored in at the product design stage.
• In 1994, HP shipped its first multi-function printer which represented a 30 percent reduction in materials used due to the consolidation of three products into one.
• HP started closing the recycling loop by 2000, creating HP toner cartridges with plastic recycled from this program.
• Further advancements in closed loop plastics recycling continued in 2005 when HP used recovered polyethylene terephthalate (PET) from its ink cartridges as a material source for new ink cartridges.
• HP expanded the closed-loop recycling process from cartridges to hardware in 2017, creating the world’s first in-class printers made from recycled printers and other electronics—more than 10% by weight.* In 2018 this increased to over 30% by weight with the launch of the HP Tango printer.

* Compared to of majority in-class color desktop inkjet all-in-ones <$199 USD. HP internal research survey of printer manufacturers published specifications, sustainability reports and press releases as of 8/1/2017 and Buyers Laboratory Inc. 2017 study commissioned by HP; keypointintelligence.com/products/samples/hp-envy/. Market share as reported by IDC CYQ1 2017 Hardcopy Peripherals Tracker. The HP ENVY 6200, 7100 and 7800 all-in-one printers contain more than 10% closed loop plastic from recycled printers and other electronics plastic by weight of the plastic.

Did you employ any innovative approaches in your efforts to implement the goal?

HP’s initiative to use recovered PET, a technical grade plastic, from ink cartridges as a source of materials for its new ink cartridges took seven years to fully implement. Even after overcoming the chemistry and supply management challenges, the non-technical elements of changing supply chain traditions of using virgin materials were complex and unanticipated.

Using the HP Planet Partners reuse and recycling program as a collection source, HP created a sorting and separation process. Leveraging HP’s lifecycle analysis expertise to identify how HP cold further reduce impact, part of this process was automated to lower costs, increase material recovery and develop pure material streams as inputs into new cartridges. It took time and determination to qualify the material, ensure it didn’t negatively affect the customer experience and roll it out across seven different production sites in a wide geography.

There was a significant experimentation period. Growth, combined with the fact that not all of its cartridges are returned for recycling, meant that HP had to source material from other sources. Working with a Canadian plastics recycling company, The Lavergne Group, HP developed a process to upcycle PET bottles and polypropylene-based clothing hangers into new cartridges, creating a fully closed loop product. Original HP cartridges are returned, separated, reformulated and re-pelletized then put directly back into the company’s manufacturing process.
Were any partnerships leveraged or created?

HP and The Lavergne Group, based in Montreal, formed a strategic business partnership, driving the development of a process to upcycle PET bottles and polypropylene-based clothing hangers into new HP cartridges, creating a fully closed loop product. While HP has leveraged The Lavergne Group’s technical expertise, the partnership has enabled The Lavergne Group to increase their volume, expand their operations, and ultimately grow their Canadian business. The resulting transformational partnership is deep-rooted and unique, and fostered the creation of an entire printing system backed by sustainable design.

What communications strategy did you employ to share the initiative with your stakeholders?

HP has ongoing communication and promotion of its closed-loop recycling progress and achievements. For example, HP’s annual Sustainable Impact Report highlights the company’s continual progress on ramping up closed-loop plastics in HP products. Various articles and blogs have been written about the initiatives and closed-loop plastics recycling is often a topic of discussion on HP’s social media accounts and sustainability websites.

How were KPIs and the levels of success outlined and defined?

Success for HP has been the reducing the environmental footprint of HP’s products, as well as continually increasing the recycled content in HP products at equivalent cost to virgin materials.

A 2018 lifecycle assessment showed that using recycled PET plastic in Original HP ink cartridges, rather than virgin plastic, reduced carbon footprint by 42%, water use by 38%, and energy use by 63%.* This is even when accounting for the environmental impact associated with collecting, transporting, and processing used cartridges and plastic bottles or hangers. In addition, the use of 1 million used drinking bottles a day helps prevent plastic from entering oceans and our environment.

Today, more than 80 percent of the company’s ink cartridges contain recycled content, and 100% of HP toner cartridges contain recycled content.* One of HP and The Lavergne Group’s greatest joint success has been expanding the closed-loop recycling process from HP cartridges to HP hardware.

*For rPET and recycled polypropylene cartridges produced in 2017 and beyond. Based on a 2018 life cycle assessment (LCA) performed by Four Elements Consulting and commissioned by HP. The study compared the environmental impact of using polyethylene terephthalate (PET) plastic with the environmental impact of using recycled PET and the impact of using polypropylene and recycled polypropylene to manufacture new Original ink cartridges. For details see [www.hp.com/recycledplasticsLCA](http://www.hp.com/recycledplasticsLCA).

*80% of Original HP ink cartridges contain between 45-70% recycled content. 100% of Original HP toner cartridges contain between 5-38% post-consumer or post-industrial recycled content. Does not include toner bottles. See [www.hp.com/go/recycledcontent](http://www.hp.com/go/recycledcontent) for list.

How were reporting and monitoring conceptualized and undertaken?

HP is an engineering company, therefore metrics to drive performance are used throughout our processes. It is the way we do business. In addition, we have a strong commitment to transparency. This is made evident by our repeated firsts in the industry for disclosure. For example, HP is the only technology company to disclose our full carbon footprint, including scope 3, for over four years.

HP publishes an annual Sustainable Impact report that conforms with the Global Reporting Initiative (GRI) and is independently verified. HP leverages extensive LCA data and methodology to drive continuous improvements.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

There was a significant experimentation period. It was essential to ensure the technical performance of the recycled material to maintain quality and customer confidence. Controlling reverse logistic routes and developing pure material streams were important pre-conditions. Most cartridges within HP’s inkjet portfolio are composed primarily of glass-filled polyethylene terephthalate (PET), a highly engineered formulation specifically tested for HP’s inkjet cartridge performance and manufacturing. Achieving the same reliability with recycled PET (RPET) as with virgin plastics was a critical hurdle. A team of dedicated engineers, chemists and partners made sure all recycled materials performed on par with virgin materials to meet HP’s high-performance standards. This is a significant accomplishment because the recycling process diminishes critical material properties. Along the way we learned about reverse logistics on a global scale, the need to control product streams and how to capture the most value from the material. We learned as we went, becoming more efficient at reverse logistics and developing pure material streams with each innovation.

What were the key impacts and results?

Since 2000, more than 199 million pounds of recycled plastic have been used in manufacturing new Original HP ink and toner cartridges, diverting almost 5,000 tractor-trailer loads of plastic from reaching oceans or landfills. HP uses one million water bottles a day in its closed-loop recycling process!

HP is now purchasing recycled plastic made with raw materials from water bottles collected in Haiti through our partnership with the First Mile Coalition, for use in our closed loop ink cartridge recycling program. By opening a new market opportunity, generating a steady revenue stream, and partnering to improve conditions for local workers, we are helping to create a more circular and inclusive economy, with sustainable jobs, opportunity and dignity for communities.

Most importantly, this is all possible thanks to Canadian know-how!

Additional Resources

HP video: “Rosette’s story” highlights how the recycling program is helping improve the lives of Haitians https://www.youtube.com/watch?v=ibSkbHetqY


HP Video: HP’s closed-loop cartridge recycling process https://www.youtube.com/watch?v=Sm_96E88kQE&t=45s

HP Canada’s Sustainable Impact website hp.ca/sustainableimpact
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Compugen Finance Inc.

Compugen Finance Inc. is focused on SDG #13, Climate Action through our in-house, award winning, technology asset disposition programs called Green4Good™ and CarbonBank™.

Green4Good™ is a program that assists organizations to dispose of their End-of-First-Life™ technology equipment and to address the problem of e-waste. Realizing that we needed to quantify the amount of CO2e deferred through the Green4Good™ program, we created a groundbreaking program called CarbonBank™, which generates verified carbon credits through the trade-in and ultimate resale of End-of-First-Life™ technology. The carbon credits correspond to the reduction of 1 tonne of CO2e emissions slated to be released into the atmosphere by promoting re-use thus eliminating the production of new IT products. Our carbon credits are all verified through, and registered with the Canadian Standards Association (CSA).

To date, we have deferred 32,380 tonnes of CO2e from being released into the atmosphere and have converted those reductions into carbon credits. To put this into quantifiable terms, that is the equivalent of 3,877 homes' energy use for one full year!

How was your primary SDG focus identified and prioritized in the company’s value chain?

With the onset of the digital revolution and increased virtualization across all business functions, the world saw the largest amount of e-waste go to landfill last year.

Totaling 44.7 million metric tonnes, the weight was equal to nine pyramids of Giza or 4,500 Eiffel Towers! The sole objective of our Green4Good™ program is to promote reuse over recycling/landfill alternatives. So far we have captured and diverted over 1,600,000 technology assets through the Green4Good™ program, and through this initiative, we have raised over $3,200,000 for 166 charities around the world.

We always knew that we were tackling both the problem of eWaste as well as CO2 emissions related to the manufacturing of new devices, but we hadn’t been tracking the amount of CO2 emissions our program was deferring until we partnered with 4 Environmental firms to develop the protocol to track the emissions avoidance. We then had the protocol behind out CarbonBank™ program verified by a 3rd party Environmental firm, and finally, the carbon credits were registered with the Canadian Standards Association.

How was your primary SDG focus integrated and anchored throughout your business?

Extending the life of used technology assets, and reducing CO2 emissions have always been the top priorities of the Green4Good™ and CarbonBank™ programs. We believe that Climate Change is the greatest threat to human health throughout history, so we needed to step up and develop these programs to not only do our part, but to encourage our peers in the IT industry to follow suit. The development of the web site www.green4good.ca and the “How it Works” video help us communicate this offering to prospective companies. In addition, we have partnered with industry leaders such as Intel, Microsoft, HP, and Tech Data who are helping to spread the word and promote our program. We attend many industry conferences where we are asked to be moderators or key speakers.
Did you employ any innovative approaches in your efforts to implement the goal?

Our CarbonBank™ program is the world's first and only protocol to generate certified carbon credits through the refurbishment and resale of used IT assets. For our efforts, we placed 1st overall at the Town of Richmond Hill Creativity Connected Awards for the Best Creative Innovation category, and were recognized by Microsoft as a Mindset of the Year award.

Were any partnerships leveraged or created?

In order to be able to scale the CarbonBank™ program, we have partnered with Original Equipment Manufacturers HP, Microsoft, and Intel to help promote our carbon credits to their enterprise customers, not only as consumers of the offsets, but also to encourage these customers to trade in their own assets to help continue to grow our inventory of carbon credits.

We recently have partnered with Apple to be able to offer our carbon credits to their customers in addition to cash back in exchange for their End-of-First-Life™ technology assets, to help promote the fundamental message of reuse over recycling or landfill when it comes to aging assets.

What communications strategy did you employ to share the initiative with your stakeholders?

One of the most impactful ways we were able to tell our success story of the Green4Good™ and CarbonBank™ programs was through case studies with two of our largest customers: Bank of Montreal and Co-Operators Insurance.

The case studies outline how we were able to take their aging technology assets and convert these into cash back that can be used to support a charity of their choice, in addition to carbon credits to assist them in their efforts to reduce their own carbon footprints. These case studies continue to serve as a powerful example of what we are able to accomplish in our ongoing efforts to combat Climate Change, and the financial and ethical benefits realized by companies who choose to partner with us.

We also hold regular touchpoint meetings with our partners to review the recent success stories and recognition for the programs some of which include: HP Sustainability Partner of the Year, Microsoft Eco Preservation Award, Microsoft Mindset of the Year Award, Clean 50 – 2019 Top Project. We were also tapped to present our CarbonBank™ at the recent G7 Summit in 2018, and to present the same program to the Canadian Federal Minister of Finance, Bill Morneau, who was very enthusiastic to hear about our efforts to combat climate change.

How were KPIs and the levels of success outlined and defined?

By registering the carbon credits with the CSA, we are able to track the amount of CO2e reductions being claimed by each company participating in the program. As our success is directly tied to the number of Carbon Credits being generated through the program, and ultimately retired, the CSA registry is a great way to track our progress.
How were reporting and monitoring conceptualized and undertaken?

Inherent in the program is the registration of the carbon credits with the Canadian Standards Association. We have a dedicated resource who not only tracks the number of carbon credits being generated through our programs, but also sends bi-weekly reports which track the carbon credits being retired on the CSA site, which helps us determine which enterprise customers are fully engaged in the end to end process. In addition, we perform quarterly business updates with our customers such as the Bank of Montreal that provides the metrics on the re-use that we have performed on their behalf as well as the charities that have benefited and the carbon credits that were created.

What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

It takes a considerable amount of patience and attention to detail when working with so many partners. The data collection, meetings, presentation, global travel, and marketing efforts were considerably greater than initially realized.

We have had a few partners balk at the amount of effort required to capture and develop the carbon credits and as a result choose to be non-responsive.

Trying to motivate our OEM partners such as Intel and Microsoft to keep promoting the program required constant attention and focus.

When we encountered a potential issue of “double counting”, a situation where carbon credits could potentially be counted twice, we had to retrench and create the highest level of due diligence to satisfy the rigid criteria of the auditors and registration body.

What were the key impacts and results?

As mentioned earlier in this submission, we have been recognized for our efforts on fighting Climate Change through several awards:

- HP Sustainability Partner of the Year
- Microsoft Eco Preservation
- Microsoft “Mindset of the Year”
- Town of Richmond Hill, Creativity Connected Award
- Toronto Board of Trade, Top 3 Finalist
- 2019 Clean 50, Top Project

We have also been recognized through case studies:

Bank of Montreal

Co-Operators Insurance
McGill’s Sustainability Strategy (Vision 2020) includes one vision, 5 categories, and broad goals (approved in 2014). The 2017-2020 period sees particular focus on SDG 13 (Climate Action) by the Climate and Sustainability Action Plan (CSAP), where McGill has two long term targets:

- Achieving carbon neutrality by 2040, with an intermediate target of reducing our greenhouse gas (GHG) emissions by 58% by 2025 compared to 1990 levels and recurring 3-year target review cycles.
- Attaining a Platinum sustainability rating using the Sustainability Tracking, Rating and Assessment System (STARS - which is mapped to the SDGs) by 2030.

The plan highlights specific deliverables to achieve impact, and the initiative is coordinated by the McGill Office of Sustainability (MOOS). Key performance indicators (KPIs) strategically aligned with the content of the current Action Plan are reported to the Board of Governors to give an indication of the progress towards our objectives, including:

- McGill’s Sustainability Rating (STARS points) (triennial reporting).
- McGill’s GHG emissions (tonnes of CO2E) (annual reporting).
- Progress report on each of the 22 priority actions, along with the degree of completion of the 45 deliverables. A mid-term progress report was already published in February 2019 and the next progress report is anticipated at the end of the implementation period in 2020.

The multistakeholder Advisory Council on Sustainability (composed of members of the executive team as well as student and community leaders) also plays a major role in the monitoring of Vision 2020 progress, assessing progress and giving strategic guidance when necessary.

### How was your primary SDG focus identified and prioritized in the company’s value chain?

McGill’s Sustainability Strategy, Vision 2020, was the product of a deeply collaborative community engagement process initiated by McGill’s Office of Sustainability (MOOS) in February 2012. Between 2012 and 2014, over 1,500 people, representing a broad, diverse cross-section of the McGill community, were engaged in the creation of the Strategy at over 35 events, including world-café style discussions, flash consultations, and working groups with key members of the community. The aim was to foster relationships among McGill’s students, staff, and faculty and, in doing so, build momentum toward a sustainable future.

Following consultations, targeted action-planning, and endorsement from all three of the University’s student societies, Vision 2020 was formally adopted by the McGill administration in March 2014. MOOS and 26 partner groups/units across campus implemented 14 priority actions from 2014 to 2016, ranging from developing a sustainable labs program to creating green building standards.

Building on this experience for the second iteration (2017-2020), MOOS led a consultation process from September 2016 to May 2017 that engaged over 500 McGill community members at over 20 events. These consultations reflected on past achievements and lessons learned, evaluated our most pressing challenges, and laid out the most effective means to create change. This process shaped the content of the Climate & Sustainability Action Plan (CSAP), including the 22 short-term actions aligned with the two long-term targets (carbon neutrality and Platinum sustainability rating). With buy-in from internal partners and Senate/Board of Governors’ approval, the Plan is truly a product for and from the McGill community.

### How was your primary SDG integrated and anchored throughout your business?

The implementation of the CSAP relies on a few key elements: community engagement, effective communication, unit-level action plans, and the Sustainability Projects Fund. McGill has everything it needs — the brainpower, a motivated community, and a will to innovate — to successfully achieve the actions and targets outlined in the Action Plan.

**Engagement.** Students, faculty, and staff at McGill helped draft this plan and their contributions do not end there. Members of the McGill community can get involved with particular actions by volunteering with a specific project team or building a similar initiative in their own unit or department.

Information about each category and each priority action is available on McGill’s Sustainability website. Project leaders are strongly encouraged to involve students throughout the implementation process.

**Unit-Level Climate & Sustainability Action Plans.** The MOOS team works with administrative units, academic departments, and student groups to embed sustainability actions throughout the university, supporting faculties and units in creation of their own respective sustainability plans according to their own needs and challenges.

**Sustainability Projects Fund (SPF).** The seed-funding and support provided by the SPF allows members of the McGill community to contribute to building a culture of sustainability on McGill campuses through the development of interdisciplinary projects. Members of the community submit project applications to a multistakeholder Governing Council (students, staff and faculty), which assesses the potential for the project to contribute to McGill’s sustainability objectives to inform whether to approve project funding.
Did you employ any innovative approaches in your efforts to implement the goal?

The Vision 2020 engagement process has set the standard for community engagement at McGill and beyond. It focuses on bringing students, staff, and faculty with different perspectives to the table to discuss pressing sustainability questions together.

Adaptive Management and Distributed Leadership. The Vision 2020 model utilizes an adaptive management approach that allows the University to respond to changing priorities over time in two implementation phases. The Strategy consists of a long-term vision and goals across five categories (Research, Education, Connectivity, Operations, and Governance & Administration) outlining in broad terms what we aspire to achieve by 2020. Within each category, specific priority actions were identified for each implementation phase according to the University's changing values. The Strategy by contributing to the implementation and evolution of McGill’s Sustainability Strategy, and related plans, policies, and performance indicators. This group combines a deep understanding of McGill’s core activities with new and original perspectives, to create a rich and generative process. The main achievements and activities of the Council are reported to the Principal at least once a year.

Taskforce of Academic Experts on Carbon Neutrality. In order to inform the details of McGill’s carbon neutrality goal, a panel of academic experts (Taskforce of Academic Experts on Carbon Neutrality), consisting of six McGill professors from the Departments of Natural Resource Sciences, Biology, Economics, Geography, Biology, and the Faculty of Management. The group discussed the scientific and ethical case for carbon neutrality, as well as different scenarios under which McGill could transition to net zero emissions.

Were any partnerships leveraged or created?

In addition to significant expansion in the numbers of staff and students participating in sustainability programmes (including workplace/event certification and a Staff Sustainability Network) offered by MOOS (incidentally, deliverables under the Climate and Sustainability Action Plan, CSAP), eight departments have embarked upon development of their respective sustainability action plans thanks implementation of the CSAP.

Advisory Council on Sustainability (ACS). The multistakeholder ACS was one of the deliverables under the 2014-16 iteration of Vision2020. The Council brings together members of McGill’s executive team, academic and student leadership, in addition to community leaders from government, corporate and nonprofit sectors. The mandate of the Advisory Council is to position McGill as a leading institution in North America on sustainability by contributing to the implementation and evolution of McGill’s Sustainability Strategy, and related plans, policies, and performance indicators. This group combines a deep understanding of McGill’s core activities with new and original perspectives, to create a rich and generative process. The main achievements and activities of the Council are reported to the Principal at least once a year.

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What communications strategy did you employ to share the initiative with your stakeholders?

A key component of the implementation includes regularly publicizing Vision 2020 news and progress updates. Progress is communicated through the Office of Sustainability website, newsletter, blogs, and social media accounts, as well as through broader McGill platforms, such as the McGill Reporter and Alumni Magazine. The actions and deliverables articulated in the Plan are also integrated into messaging through the Office of Sustainability website, newsletter, blogs, and social media accounts, as well as through broader McGill platforms, such as the McGill Reporter and Alumni Magazine. The actions and deliverables articulated in the Plan are also integrated into messaging through the Office of Sustainability website, newsletter, blogs, and social media accounts, as well as through broader McGill platforms.

How were KPIs and the levels of success outlined and defined?

The McGill Office of Sustainability worked with institutional analysis professionals to propose various options for key performance indicators (KPIs) that would be reported to the Board of Governors to give an indication of the progress towards our objectives. The three KPIs selected by the members of the McGill executive team are strategically aligned with the content of the current Action Plan.

1. Sustainability Rating. Performance based on the Association for the Advancement of Sustainability in Higher Education (AASHE)’s Sustainability Tracking, Assessment and Rating System would be reported to the Board every three years. McGill achieved a Silver rating in 2012, Gold in 2016, and we aim to achieve a Platinum rating by 2030 based on the increasing degree of difficulty through the various iterations of the STARS reporting framework.

2. Greenhouse gas (GHG) emissions (tonnes of CO2e). McGill’s GHG emissions would be reported to the Board annually. The target of 2040 for carbon neutrality was informed by the Taskforce of Academic Experts on Carbon Neutrality which discussed the scientific and ethical case for carbon neutrality, as well as different scenarios under which McGill could transition to net zero emissions. The 2040 scenario was selected by the Advisory Council on Sustainability.

3. Progress on priority actions in sustainability strategy. The progress report on Vision 2020 priority actions would be reported to the Board (see previous section) at the mid-way point and at completion in 2020. Success would be defined by the degree of completion of the deliverables identified in the plan.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Consideration of project timelines when establishing milestones. The Vision2020 sustainability strategy was conceived to define the overarching Vision and Goals for the University until 2020. While the process began in 2012, these Vision and Goals and the first 2-year Priority Action Plan were only approved in Spring 2014. As the first Priority Action Plan 2014-16 drew to a close, work had to begin on planning the consultation process for the 2017-2020 edition. The latter was only approved in December 2017, giving a smaller window for actual implementation before the planning would need to begin for the next iteration of the strategy. More time should have been allocated when establishing timelines and key milestones, the priority actions to be defined for a longer time period to allow sufficient time for development, implementation, and reporting. This is especially relevant to decarbonization of our energy systems: time for implementation of a large-scale energy efficiency/conversion project is more consistent with a 5-10 year time frame.

Community Engagement and Failure Report: While the engagement process for Vision2020 was a success documented in a Community Engagement report, a Failure Report was also completed to highlight some of the challenges and missteps experienced in 2013: a reminder that failures must be embraced rather than covered up if we want to build stronger and more innovative higher learning institutions. The lessons learned from the Failure Report were considered in development of the consultation process towards the development of the 2017-2020 edition of the Climate and Sustainability Action Plan.

What were the key impacts and results?

The key impacts and results of the Vision2020 planning process are many. Please visit www.mcgill.ca/sustainability for more information, including a link to our most recent progress report.

How were reporting and monitoring conceptualized and undertaken?

STARS: The STARS framework was developed by AASHE in collaboration with the campus sustainability community. Criteria in the international STARS rating system is being linked to the SDGs and covers a broad range of topics (research; education; operations; planning, administration, engagement; and innovation). STARS provides openness and transparency in reporting, in addition to learning and benchmarking with peer institutions. Reporting and monitoring is coordinated by MOOS, which collects preliminary information required, validates the data with stakeholder units, and obtains an attestation from a member of the senior executive team to the quality of the data of the report as part of submission requirements. AASHE staff perform a review of random credits in the submission, and once the submission is approved, the University achieves a rating for the report (Bronze, Silver, Gold, Platinum).

GHG inventory: GHG emissions reporting was originally based on regulatory reporting requirements. However, much work has been done to improve rigour and expand our scope beyond compliance, including use of localized emission factors, improving the quality of the inputs used for calculations, and collaborating with faculty and staff to develop methodologies to further quantify emissions wherever feasible (ex. embedded emissions in institutional cellphones).

Progress report on priority actions: Various units committed to each deliverable were consulted to estimate a percentage of completion. These were combined to calculate the average completion for each priority action. Deliverables categorized as "ongoing" were not assigned a percentage, and therefore not taken into account when averaging the degree of completion for an action.
Our long-term plan to reduce our energy consumption and greenhouse gas (GHG) emissions is articulated through our Climate Action Strategy. This strategy outlines our current and potential future role in the global fight against climate change and how our industry faces both risks and opportunities in these efforts. The strategy is built around four pillars:

1. Positioning Teck for the low-carbon economy with our diversified mix of products
2. Reducing our carbon footprint
3. Advocating for climate action, including broad-based, effective carbon pricing.
4. Adapting to the physical impacts of climate change and increasing the resilience of our operations.

Please specify the impact of your organization’s actions on the SDGs that you have selected.

As of the end of 2017, we reduced our GHG emissions by 281 kilotonnes and our energy consumption by 2,132 terajoules since our 2011 baseline. As part of our 2030 renewable energy goal, we have implemented 30.7 MW of alternative energy generation, which has included a wind facility in Alberta, solar facility in B.C. and implementation of solar power as a primary energy source for our Quebrada Blanca Operations in northern Chile. In B.C., where seven of our operations are located, approximately 92% of grid electricity is clean and renewable energy, and is almost entirely generated from hydro.

Teck also advocates for broad-based carbon pricing, and currently, all of our steelmaking coal operations are covered by carbon pricing, as is half of our copper business and all of our metals refining business.

Does your organization engage in any partnerships to advance the SDGs?

In 2016, we were proud to be the first Canadian natural resource company to join the World Bank’s Carbon Pricing Leadership Coalition (CPLC). We are also a part of The Council for Clean Capitalism – a group of forward-thinking companies working together to ensure sufficient financing and transparency to smooth our transition to a low-carbon economy. See our memberships and partnerships webpage for a complete list of initiatives.

Additional Info

- SDGs
- Teck’s Sustainability Strategy
- Memberships and Partnerships webpage
- SDG3
- Climate Action Strategy
- SDG 13 Spotlight: Rethinking Energy and Emission Reductions at Highland Valley Copper Operations
- Smart Shovel
- Machine Learning for Maintenance
- Supporting SDG 13: Harnessing Solar Power at Quebrada Blanca Operations
Université Laval

Université Laval’s engagement toward sustainable development began in 2007, prior to the adoption of the sustainable development goals of the United Nations. Climate action was and still is a major issue to be addressed. Université Laval used its campus as a living lab for measurement, evaluation, reduction and compensation of greenhouse gases emissions (GHG). Different programs were developed to involve our institution’s community in that regard, in a voluntary approach (to strengthen the empowerment and self-responsibility of individuals): self-service bikes, voluntary GHG compensation for travels and commuting linked to plantations in the teaching and research Montmorency forest, electric circuit stations (8). All these initiatives culminated in 2015 when Université Laval achieved carbon neutrality, first in Canada to do so in the absence of any legal imperative.

Université Laval’s sustainability efforts earned a gold rating as part of the international STARS (Sustainability Tracking, Assessment & Rating System™) program administered by the Association for the Advancement of Sustainability in Higher Education (AASHE). In 2016, Université Laval scored the top rating among Canadian universities and is ranked 2nd among 800 universities worldwide registered for STARS, with a score of 92.53 out of 100, and is now aiming a platinum rating for its next candidacy in Fall 2019.

In the last three years, UL maintained its carbon neutrality and developed new partnerships with Chateau Frontenac (2016, tree planting for their clients GHG compensations) and with Energir (2018, renewable natural gas). Lastly, in parallel of Quebec city’s structuring transport transport, after a referendum, students decided to embark in a “LPU” (for “laisser-passer universel “universal transport pass”). Université Laval strongly support their initiative and will invest time and resources to offer this service to all its students in Fall 2019.

By becoming a carbon-neutral campus, Université Laval inspired other organizations and communities to follow in its footsteps. As Gandhi said, “You must be the change you wish to see in the world.”

### How was your primary SDG focus identified and prioritized in the company’s value chain?

Carbon neutrality at Université Laval has become a defining attribute, a statement that embodies the whole approach toward sustainability. It is being articulated in its business process: in operations by energy efficiency, carbon compensation programs and integration of carbon sequestration in planning, in research by dedicated funding and by developing partnerships, in education by measure and evaluation of sustainability within the courses and programs...

The commitment toward sustainability has strong roots in Université Laval. The campus’ community, students and employees, strongly agreed, engaged and supported the strategic orientations defined in 2007 by president Denis Brière’s administration. Although sustainability was addressed before 2007 by individuals, it was then being articulated with a vision. Strategic orientations were redefined by president Sophie d’Amours’ administration with a participative approach. In 2018, after these necessary reflections and dialogues, “sustainable development”, as reflected in the different round tables and committees, was inscribed in Université Laval’s mission as part of its culture.

Université Laval is actually updating its sustainability policy and is working on its next sustainability action plan: SDGs will be addressed in various forms, consultations are under way.


Driven by a deep-seated culture of sustainable development, Université Laval educates engaged and creative students, model citizens, scientists, and business leaders who have an important impact on the direction that society takes. As a leading French-language institution with a strong international focus, Université Laval strives for excellence in education and research. It seeks to be both a reference and a source of inspiration for its partners by mustering the forces of change in the heart of Québec City’s vibrant university community.

### How was your primary SDG integrated and anchored throughout your business?

UL’s sustainability strategic orientation is supported by policies and plans of actions. Climate action was one of the 10 strategic axis of the three previous Sustainable development action plans (2009-12, 2012-15, 2015-18), alongside education, sustainable transportation, research and creation, governance... The actual concertation table in sustainable development is working on its next action plan that will encompass sustainable development goals.

In the last action plan, UL’s different units (faculties, departments, services...) had to link their business case with sustainability, and climate actions were often addressed by contextual actions. Direction of finance adopted regulation around responsible purchasing and are working on a divestment project along with students unions (fossil fuels disinvestment); “campus event office” manage a eco-responsible event label; study direction developed tools for mapping sustainability within formation; prevention and security service provides community with alternatives for the auto solo...

In short, the institution shows the target (climate actions), puts into place some key accomplishments (as carbon neutrality), and asks its services to act accordingly and contextually.
Did you employ any innovative approaches in your efforts to implement the goal?

The main innovation resides within the whole-institution approach. Such an integrated approach is rarely the case, especially in higher education institutions, whereas the collegiality and “silo” approaches make this integrated-approach difficult at the least.

Certain particular innovations were implemented to support the sustainability engagement of our institution such as the voluntary offset program for GHG compensations or the unique methodology for mapping sustainability in the curriculums (courses and programs) as described in « Implementing Sustainability in the Classroom at Université Laval » (Richard, Forget et Gonzalez, 2017).

Were any partnerships leveraged or created?

Different partnerships had to be created for our climate action objectives.

National Écocredit and Ecotierra were necessary partners to reach carboneutrality by buying carbon credits and their business purposes were linked to research as well.

Forêt d’Arden is a NGO partner that works on educational carbon credits.

Séminaire de Québec, for a fixed five-year period, the Séminaire has offered the university carbon credits generated by the additional amount of carbon stored and retained in the forest biomass due to the reduction of its annual forest harvest on a portion of the Seigneurie de Beaupré.

As mentioned earlier, partnerships emerged with Chateau Frontenac (2016, tree planting for their clients GHG compensations) and with Energir (2018, renewable natural gas).

Forêt Montmorency is not to be forgotten, as it represents our major carbon sink, playing a key role in the university’s GHG reduction strategy. This forest is the largest teaching and research forest in the world, totalling 412 km². Since 1964, Université Laval students have had the opportunity to learn about good practices in forestry, forest management, forest protection, and logging, while researchers have been able to conduct studies in this open sky laboratory.

Students unions are strong partners that represent the student community. The referendum in fall 2018 for a public transport universal free pass contributes strongly to the institution desires around climate call for action.

What communications strategy did you employ to share the initiative with your stakeholders?

Stakeholders were part of the sustainability and climate action engagement from its beginning. Students, employees and stakeholders have been consulted and are involved in the process, and all partnerships and projects around “climate action” are communicated accordingly to their contexts. Students-based projects, as the “LPU”, were communicated and managed by student unions ; partnerships with private sector are negotiated and then communicated by press conference and articles ; local initiatives are communicated locally...

For carbon neutrality and its maintenance, GHG assessments of scope 1 and scope 2 GHG emissions are achieved on an annual basis and a complete assessment of all emissions every three years.

As for the general approach and how the university managed to share its vision with its stakeholders, it was about reputation and leadership. Université Laval is proud to represent a living laboratory for sustainability and climate action initiatives. It does so in order to assess nowadays society challenges, and also to maintain a sustainability leadership in higher education, whereas reputation is the key to recruitment. The fact that new partnerships are emerging, for SDG13 climate action for example, is a demonstration of Université Laval’s community outreach and positive influence.
How were KPIs and the levels of success outlined and defined?

Different work groups under concertation tables and committees established contextual key performance indicators when needed. For example, to establish the list of courses in sustainability at UL, a mandated workgroup defined criteria and methodology for this kind of assessment, according to the context of teaching and learning in a higher education institution.

In the last action plan (2015-18), units and services, supported by the sustainability coordination team, defined their actions toward sustainability by proposing different actions linked to targets and objectives. Different levels of success could then be outlined and defined: at the end of each year, the local respondent in sustainability is asked, for all the actions that were identified, what was the progression rate. For making this accountability easier, level of success was to be chosen between 0, 25, 50, 75 and 100%.

Sustainable reports, highlights, indicators and results are posted on a website and are shared to the community by newsletters.

How were reporting and monitoring conceptualized and undertaken?

Units and services identified a “sustainable development action plan responsible” that is contacted by the sustainability coordination team annually to report of the progresses in any of the action planned toward sustainability and climate action.

Along with action plans, key performance indicators are produced this way each and every year. They are summed up in annual reports and highlights brochure (2017-2018 highlights are in translation). Data collected is vulgarized through short resume that are communicated to the community for a better appropriation of the information by the sustainability newsletters.

Targets for each action planned are defined by the unit or service. For the last action plan (2015-18), 293 different actions were proposed by units and services and the overall progression rate was of 72% at the end of 2017-18.

For carbon neutrality and its maintenance, as mentioned earlier, assessments of scope 1 and scope 2 GHG emissions are achieved on an annual basis and a complete assessment of all emissions every three years.

What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

One of the main key lessons learned is that you can’t implement an interdisciplinary, integrated approach by making an action plan with 10 different axis “in silos”. The workgroup that is writing the next action plan and updating the sustainable development policy is trying to assess this paradigm through an innovative approach. This approach in on the worktable for now.

Another important lesson is to try to make sustainability and climate action a part of the core business of every units and service by supporting them, but also by recognition of any efforts already made already in that regard. Dialogue is the key. In an institution regrouping around 50 thousands souls, it’s impossible to be aware of all initiatives.

Mobilization of the community and of the partnerships is also an issue. Inspiration comes from example and coherence, and Université Laval, by its top management’s sustainability engagement, is developing its potential to represent its own living laboratory for tackling sustainability in a campus integrated approach, which is inspiring for the community within and outside of the campus.

At last, even if it was important to make sure that key performance indicators were well measured and evaluated, processes were simplified to avoid that sustainability and climate action accountability would become an overload for employees.

What were the key impacts and results?

A major impact is the annual carbon neutrality of the campus, obtained in 2015 and maintained ever since.

Université Laval’s influence made some key partnerships to emerge (Chateau Frontenac, Energir) and engage in the pursuit of their own carbon neutrality.

Sustainability and climate action are certainly more than a trend, and Université Laval’s commitment toward these objectives can be seen in various forms:

- Supporting LPU
- Creation of INQ
- Proposing alternative for carpooling, public and active transport,
- Promoting healthy lifestyles
- Offering various programs of formation around sustainability and climate action
- Mapping sustainability education in its programs
- Represent a living lab for sustainability and climate action initiatives
- Formal integration of SDGs in upcoming sustainability action plan

But more important, Université Laval managed to find a way of implementing sustainability and climate action within its own core business by establishing a dialogue with its stakeholders.
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Cermaq Canada

Cermaq was the first company to join the UN Global Compact Action Platform for Sustainable Ocean Business and while we support all of the SDGs, we feel we can help influence: SDG 2 – No Hunger; SDG 8 Good Jobs and Economic Growth; SDG 12 - Responsible Consumption; SDG 13 – Climate Action; and in particular, SDG 14 – Life Under Water.

As an aquaculture company, Cermaq Canada depends on the health of the ocean for our business. Therefore, Cermaq is dedicated to investing in innovative technology and research to ensure that our operations have a minimal effect on the marine environment. In addition, Cermaq partners with First Nations and community groups to rehabilitate, enhance and protect ocean health, coastal shorelines and salmon spawning habitat. We have been working with local First Nations on the development of a salmon enhancement hatchery, that will provide cultural significance and education within the community. We also work with non-profit agencies to remove marine debris, cleanup our coastlines and reduce plastic pollution.


Cermaq press release – joining the UN Global Compact Action Platform for Sustainable Ocean Business

How was your primary SDG focus identified and prioritized in the company’s value chain?

A healthy ocean is critical for our business. One of our company values is long-term vision. We rely on healthy, thriving oceans and an abundant marine ecosystem to produce our healthy salmon. If the oceans suffer, our business, the people we provide food for and the livelihood of our employees will suffer. Ecosystem integrity and access to marine resources are necessary for us to grow our salmon and provide the world with healthy, fresh and nutritious salmon.

We are committed to sustainability throughout our value chain, from egg to plate, as seen in Cermaq’s Sustainability Report. We achieve this through reduced energy consumption; carbon footprint; fresh water use; pesticides and alternative animal husbandry practices. Cermaq’s dedication to reducing our environmental impact is demonstrated through a number of initiatives, from implementing new egg-take strategies that will result in a reduction in energy consumption and time spent in the ocean to researching technologies like the iFarm, a cutting edge technology that will improve the overall health and welfare of both farmed and wild salmon.

In addition to increasing the sustainability of our operations, we also support shoreline cleanups, salmon habitat and spawning ground enhancement projects and salmon restoration initiatives.

How was your primary SDG integrated and anchored throughout your business?

SDG14 is integrated in all areas of the business including our support for wild salmon habitat restoration and population enhancement through partnerships with Indigenous hatcheries and fisheries. We pursue new sustainable technologies and initiatives to reduce ocean plastics, and are committed to the UN Sustainable Ocean Business platform.

All levels of employees are dedicated to the sustainability of our work, from executives researching and collaborating on new technologies to our site staff who perform quarterly beach clean ups. Upper management is also working with site staff on initiatives to reduce our waste and plastics use at the sites. It is important to us as a company that all levels of employees are involved in these initiatives and have input on what we can do better.

We also invest in new technologies that will reduce interactions between our farmed salmon and other marine wildlife. These technologies will also reduce our use of antibiotics, reduce the risk of disease and sea lice transmission between wild and farmed salmon and will also reduce the overall ecological impact that salmon farms may have.
Did you employ any innovative approaches in your efforts to implement the goal?
Cermaq has begun to implement a number of innovative approaches to reduce our impact on the marine environment. Cermaq has invested in a $12 million Hydrolicer. This custom-built barge will be able to treat an entire farm for sea lice in a matter of days using no medications or pesticides. The barge uses gently pressurized freshwater to wash the fish removing the sea lice. The sea lice are then captured during the treatment and properly disposed of on land.

Cermaq is also testing a new semi-enclosed containment farm pens. This system has two walls, one traditional predator net and a polymer wall which provides a solid barrier between the outside environment and the fish farm. This provides benefits for farmed and wild salmon by limiting interactions and stopping the transmission of disease and parasites.

What communications strategy did you employ to share the initiative with your stakeholders?
We have an overarching communications strategy aimed at sharing our vision for sustainable salmon farming that adds value to the community and wild salmon populations using public engagement opportunities, traditional and social media, community-based sponsorship, participation in information sessions, community outreach and youth education programs.

Cermaq has worked with the Coastal Restoration Society on information sessions to educate local communities on ocean plastic and marine debris. We have also partnered with them on an initiative to get all Canadian salmon farming companies involved in marine debris cleanup and awareness. It is Cermaq’s goal to make the salmon farming industry a leader among marine industries in raising awareness on ocean plastics and removing marine debris.

Were any partnerships leveraged or created?
We are building positive partnerships with local Indigenous communities as a way of improving local fisheries, providing partnership opportunities, creating mutual value within our communities. Cermaq provides socio-economic benefits to these communities and provide many locals with jobs. Cermaq works with the Ahousaht First Nation on marine debris and ocean plastic reduction and habitat restoration projects along the west coast of Vancouver Island. This partnership worked together to remove 800,000 pounds of debris located in traditional territory and employed 40 First Nation technicians. This partnership also aims to educate local communities on the risk of ocean plastics and how we can help mitigate these risks. Examples of our restoration and reconciliation work can be found on our website.

Cermaq works with the Coastal Restoration Society (a non-profit organization) and the Ahousaht First Nation on marine debris and ocean plastic reduction and habitat restoration projects along the west coast of Vancouver Island. This partnership worked together to remove 800,000 pounds of debris located in traditional territory and employed 40 First Nation technicians. This partnership also aims to educate local communities on the risk of ocean plastics and how we can help mitigate these risks. Examples of our restoration and reconciliation work can be found on our website.

https://www.campbellrivermirror.com/community/peoples-choice-award-given-out-at-campbell-river-museums-festival-of-trees/?fbclid=IwAR3iUkv2VTSAqZ74JRcaAbzZ2dOoU-0dWS7A3WFLi07crH6NabDMsmxFSYo
Story by Campbell River Mirror – Cermaq’s win as Peoples Choice with our “Cermaq for the Wild” tree at the Festival of Trees WUSC, and others.

The iFarm, which is still in development is another new technology Cermaq is applying for permissions and licenses to test. The iFarm is based on photo recognition of each individual fish, allowing staff to monitor the health, growth and parasites of each fish. This system will also be completely enclosed from the outside environment.

https://www.campbellrivermirror.com/community/peoples-choice-award-given-out-at-campbell-river-museums-festival-of-trees/?fbclid=IwAR3iUkv2VTSAqZ74JRcaAbzZ2dOoU-0dWS7A3WFLi07crH6NabDMsmxFSYo
Story by Campbell River Mirror – Cermaq’s win as Peoples Choice with our “Cermaq for the Wild” tree at the Festival of Trees WUSC, and others.
How did your company measure impact and how would you describe success?

Through our ISO-certified management system we have developed environmental, quality, food safety and OHS KPIs. Cermaq subscribes to external certifications such as ASC, where compliance is demonstrated through regular monitoring, measuring and reporting. Requirements are defined through the ISO-certified Management System.

Cermaq also measures energy consumption, carbon emissions, sea lice count, wildlife interactions and escapes. Because of this, when new technologies and/or strategies are implemented we are able to measure their impact on reducing the ecological impacts listed above.

Success of salmon habitat restoration and enhancement is measured through eelgrass bed monitoring as well as monitoring the salmon returns. All marine debris removed from the ocean is counted, weighed and classified based on type. The first coastal restoration project that Cermaq supported removed debris along 30km of coastline, totaling 150,000 pounds of debris removed.

How were reporting and monitoring conceptualized and undertaken?

Reporting and monitoring is undertaken in compliance with ISO-certified management systems. We are members of the UN Action Platform on Sustainable Ocean Business and have been named the most transparent seafood company in 2017. We are committed maintaining this designation through timely and open reporting to regulators and the public.

As per our ASC certification or government regulations, we must monitor our greenhouse gas emissions, sea lice count, wildlife interactions and mortalities, our antibiotic and pesticide use and any fish escapes. When we implement new technologies such as the semi-enclosed containment system or the hydrolicer we will continue to monitor the impacts previously mentioned. We are then able compare and measure the impact these technologies have on reducing our ecological impact and protecting marine species.

For our marine debris and habitat restoration projects, all marine debris removed is classified, weighed and counted. The amount of eelgrass in the habitat is then counted. Eelgrass beds are then monitored over a few years as a measure of habitat restoration. monitoring is also recorded, per project, in the database.

To make this process for seamless and transparent, ALUS Canada is developing a cloud-based dashboard that will allow New AcreTM investors to interact with our national database, see where their investments are having an impact and how that relates with the bigger picture. The longer-term vision is that this dashboard would be linked to the IMWEBS model, so that the value of ecosystem services gained would also be visible to users.

What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

The salmon farming industry, as it is practiced today, is a leader in sustainability and low carbon impacts. Cermaq is using the latest technology and research to keep looking for better ways to provide healthy, sustainable protein for generations to come while supporting ocean health, clean shorelines and communities.

Although Cermaq is committed to the environment and the sustainable development of the industry, we have faced setbacks like the closure of farm sites in the Broughton archipelago. This has taught us to continue forming relationships with the local communities where we farm, has pushed us to implement new strategies like the semi-enclosed containment system to reduce interactions between farmed salmon and the marine environment and to continue our work to support wild salmon populations.

https://www.facebook.com/cermaqcanada/videos/610650769370922/  
Broughton farm site shutdown announcement

Setbacks

We also lost our share of bids for other contracts. For a small firm, these can be sometimes costly in terms of person-hours, but it is part of the normal process of consulting. You win some, and you lose some.

What were the key impacts and results?

Here are links to our main knowledge products in the public domain, iDeveloping partnerships and using new technologies are key to operating in a sustainable manner. Our three strategic priorities are ocean debris cleanup, wild salmon enhancement and a kelp farming pilot project. To achieve these, we are building local partnerships, including First Nations, and using the latest technology and innovation.

At Cermaq we want to leave the environment and wild salmon off better than if we were not here. Key impacts related to the new technologies will be to limit transmission of disease and parasites, limit wild-life interactions and mortality and reduce the impact on the benthic environment. We aim to enhance wild salmon populations by restoring their environments and removing the debris polluting the marine environment.

https://www.facebook.com/cermaqcanada/  
https://www.cermaq.com/wps/
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New Acre™ Project, by ALUS Canada

ALUS Canada – A Weston Family Initiative is a national, registered charity that invests in farmers and ranchers to produce ecosystem services. The ALUS (Alternative Land Use Services) program supports a community-based, farmer-delivered, third party verified approach to conservation and environmental restoration projects.

ALUS’ innovative approach is changing the dynamic between private landowners and conservation by supporting farmers and ranchers to restore and enhance areas on their land. Projects are targeted to deliver cleaner air, cleaner water, habitat and climate mitigation and resilience, thereby supporting SDG 15.

To scale up these efforts, ALUS Canada recently launched the New Acre™ Project – a mechanism that harnesses the knowledge, energy and skills of farmers and ranchers and connects them with corporations that have an interest in SDG15 and ecosystem services production.

Through New Acre™ Project, corporations with sustainability objectives related to SDG 15, or more specific related to cleaner air, cleaner water, enhanced biodiversity, enhanced pollination, climate mitigation or climate resilience can invest in the production, enhancement, and ongoing management of natural capital.

New Acre™ Project offers a simple and transparent return on investment and annual reporting on the SDG 15 metrics that matter most to the investor. The program also supports employee engagement to expand the culture of care throughout the marketplace.

How was your primary SDG focus identified and prioritized in the company’s value chain?

ALUS Canada evolved out of what was originally called the “Farmers Conservation Plan,” designed and delivered by farmers through farm organizations and institutions who had an interest in improving the environmental benefits of working landscapes. Since its inception, conservation and restoration of terrestrial ecosystems has been central to the mission. It has evolved from a grassroots idea with a few dozen pilot projects to a national program that is active in six provinces and 25 communities, with over 140 funding partners from a variety of sources, at both national and community levels, and over $6.5 million invested in New Acre production.

In 2018, “reduction of lost natural habitats and biodiversity” have been achieved through the production or enhancement of over 22,096 acres of land, including:

- 8,749 acres of wetland ecosystems,
- 16,613 acres of pollinator habitat,
- 4,106 acres reforested with native trees and shrubs.

Under ALUS, producers contribute the use of a portion of their land, labour, equipment, fuel, and sometimes funding to produce environmental benefits, while encouraging investments from the rest of society. All projects are produced, monitored and managed by farmers and ranchers who have a vested interest in the ecosystem services that they support. Decisions about new projects are made at the community level, fostering a culture of care in the global mission. Growth has occurred organically on a voluntary basis.

New Acre™ Project is the next generation of conservation because it engages the single largest landowner group—farmer and ranchers—a market leaders and solution providers.

How was your primary SDG integrated and anchored throughout your business?

The ALUS program and its delivery of New Acre™ Project is guided by eight principles: 1) farmer-driven, 2) community-based, 3) integrated, 4) targeted, 5) accountable, 6) science-based, 7) voluntary, 8) market-driven.

ALUS is implemented at the local level by Partnership Advisory Committees (PACs) made up of local farmers, municipal leaders, and key stakeholders. While ALUS administers funding and program guidance, project decisions are governed by communities through the PACs. By supporting local governance, ALUS is able to ensure that New Acre™ growth and expansion is based on local priorities of communities and while also addressing provincial, regional and federal objectives (e.g., watershed management objectives, Species at Risk, etc.). Although decisions are framed using local language, the program provides measured progress towards many of the SDG targets such as 15.1, 15.2, 15.3, 15.5, 15.8, or 15.9. In many cases, ALUS PAC members become vital advocates of the program and civic leaders within their respective communities.

At the farm-level, participants learn the value of conserving and restoring terrestrial ecosystems through experiential and peer-to-peer learning. Knowledge is not transferred in a top-down fashion, rather through iterative learning, participation in scientific studies, and community-based interactions.

At the corporate level, employee engagement is offered via farm tours, local events, or by imbedding research, finance, technology and management experts within ALUS working groups to improve our approach to valuating and quantifying ecosystem.

By promoting the sustainable use of terrestrial systems to a wider community, ALUS is breaking down barriers between rural and urban communities.
Did you employ any innovative approaches in your efforts to implement the goal?

ALUS engages communities, offers opportunities to target specific local environmental concerns and builds a sense of local ownership over conservation and restoration of terrestrial ecosystems. Through this innovative, community-based payment-for-ecosystem services model, the program achieves measurable, verified outcomes including cleaner water, cleaner air, flood and drought mitigation, and biodiverse habitats for pollinators and wildlife. In the realm of conservation and restoration, we believe that this model is innovative.

Projects are also fertile laboratories for primary scientific research, to ensure that our approaches are informed by the latest knowledge. ALUS has partnered with a large number of academic institutions to advance knowledge of such things as ecosystem services, economics of pollinator health, climate change adaptation, etc.

To demonstrate the financial benefits of projects, ALUS has partnered with Dr. Wanhong Yang, University of Guelph, to develop a cell-based, fully distributed hydrologic model, named IMWEBs (Integrated Modelling for Watershed Evaluation of BMPs) to conduct site-specific assessment. The IMWEBs is complementary to semi-distributed model such as Soil and Water Assessment Tool (SWAT), developed by the U.S. government, and has the capacity to assess water quantity and quality effects of agricultural BMPs at site, field, farm, and watershed scales. ALUS is using the tool to run cost-benefit analysis of ALUS projects and demonstrate the economic value of the ecosystem services generated.

ALUS always uses research to optimize the efficiency and effectiveness of program activities, and recognizes the importance of the social, economic and environmental sciences in guiding our implementation of the program.

Were any partnerships leveraged or created?

In 2018, there were 35 national partnerships and over 200 community-level partnerships involved in the program delivery.

Key features of the ALUS model are community development, engagement and integration. With this as the backbone, the work of New Acre Project is grounded through engaging and collaborating closely with many stakeholders. Partners exist at local, provincial, and national scales and are crucial to the way the program is operated. Partnerships range from farmers and ranchers, provincial and municipal staff, researchers, educator and representatives of other key groups.

Partnerships are leveraged for program delivery, community outreach and education, citizen science, policy initiatives, research, funding and capacity multipliers. Farmers and ranchers are encouraged to become "demonstration projects", allowing others to view their projects, which further fosters the ‘culture of care’ with the broader community. An example of this culture: many farmers post ALUS road signs on their mailboxes and some communities with post ALUS road signs directly beside their “welcome to our community” signs.

In ALUS policy advocacy work, partnerships are created proactively and by invitation at local, provincial, national, and international levels. ALUS has been invited to participate formally in many on-going policy discussions related to green infrastructure, green infrastructure finance, payment for ecosystem services, Species at Risk, conservation, biodiversity banking, Great Lakes water quality, agricultural best management practices, food security, and Canada’s contributions to the SDGs. Increasingly, the connections between these areas and the SDGs are made clear in ALUS Canada’s contributions to these discussions.

What communications strategy did you employ to share the initiative with your stakeholders?

The ALUS Canada national communications strategy has three general goals:

- **Goal 1**: Grow brand awareness for ALUS Canada, a Weston Family Initiative, through media coverage, advertising, e-newsletters and social media;
- **Goal 2**: Support our corporate sponsorship program by managing a digital (web/social) marketing/advertising campaign for the NAP’s target market;
- **Goal 3**: Steward our brand effectively to ensure that our image and messaging are clearly and consistently represented across Canada.

Each local PAC facilitates their own local-level communications through regular meetings, events, and many have adopted social media channels.

In 2019, New Acre™ communications and engagement will highlight the connection with the SDGs:

- Social media campaign,"SDGs from the field", and photo series (showing local ALUS partners standing and projects, holding SDG signs) to educate and expand interest in the solution;
- Highlighting SDG 15 at community events (bringing this language into presentations);
- Communicating about the SDGs through ALUS newsletters to community partners and corporate partners.

For New Acre corporate investors that have made SDGs/SDG15 commitments or wish to, we structure our reporting on the SDG as part of the terms of their contract. This will allow us to use the SDG lens for reporting on the ROI of sponsorship back to the sponsor (thus facilitating their own SDG reporting) and in for external communications.
How were reporting and monitoring conceptualized and undertaken?

ALUS Canada maintains a proprietary database where details on each community, farmer, and project are captured. We use the data to report back to various funders and to demonstrate outcomes to communities and partners.

After each New Acre™ Project is established, ALUS Program staff, or designated technicians conduct annual project site visits to verify that the project is intact and being managed for increased ecosystem services. Each project is ground-truthed and project acreage is measured (using GPS). ALUS Canada also manages an annual third-party verification process on a randomized selection of New Acre project sites. This information is recorded in ALUS Canada’s proprietary database and mapped using GIS software.

Each local ALUS community reports these acres, along with other project information to ALUS Canada twice each year. GIS maps and information stored in the database is also used to monitor and verify project maintenance at an annual site visit. Data collected during monitoring is also recorded, per project, in the database.

To make this process for seamless and transparent, ALUS Canada is developing a cloud-based dashboard that will allow New Acre™ investors to interact with our national database, see where their investments are having an impact and how that relates with the bigger picture. The longer-term vision is that this dashboard would be linked to the IMWEBS model, so that the value of ecosystem services gained would also be visible to users.

How did your company measure impact and how would you describe success?

ALUS Canada’s outcomes are largely focused on growing the number of farmers and ranchers participating and the number of New Acres produced. We have national targets established for the organization for 2018-2021:

Increase the number of managed acres from 18,518 to 32,418
• Add 13,900 new acres across the country

Increase the number of communities with an ALUS program from 21 to 33
• Add 12 communities across the country

Success in 2018:
• We have added 4 new participating communities
• We have added 213 new participant farmers/ranchers
• We have added 5,390 acres of projects
• We have developed a market to produce natural infrastructure through municipalities
• We have become bilingual.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

ALUS Canada remains focused on increasing our capacity to measure and evaluate ecosystem services though the development of the Integrated Modelling for Watershed Evaluation (IMWEBs) tool so that New Acre™ projects can be compared using cost-benefit evaluation to grey infrastructure, using simulations. This tool will help to overcome the challenge of communicating the value of green infrastructure/natural capital investments to municipalities and governments that are not accustomed to considering green options in their capital planning.

Lessons learned regarding what New Acre™ offers with respect to SDG15 (and the other SDGs) is on-going. Our national team are still learning how we can support corporations in their reporting against the Goals, and how our reporting, tools, database, and eventual cloud-based dashboard will improve the communication and understanding of those connections. Joining Global Compact Network Canada and participating in webinars and events are steps we are taking to improve our approach.

What were the key impacts and results?

Increased the number of managed acres of ecosystem services from 18,518 to 32,418 in 2018
- Added 13,900 new acres across the country

Increase the number of communities with an ALUS program from 21 to 33 in 2018
- Added 12 communities across the country

Outreach efforts and our response to requests indicate that there are dozens of additional communities that wish to begin producing acres, should our fundraising/corporate partnership efforts allow for it.

On February 5, 2019, ALUS Canada attended the first annual partner meeting for the Modeste Natural Infrastructure Project, an important Alberta-based initiative we announced in May of 2018. The Modeste Natural Infrastructure Project will evaluate the financial benefits of conserving and enhancing natural infrastructure on agricultural lands in the Modeste Creek watershed, upstream of Edmonton, in Alberta. This is a major step in the evolution of ALUS being able to demonstrate the financial benefits associated with projects.

The Post (e-newsletter), November 2018: Looking Back on a Season of Growth: https://mailchi.mp/alus/the-post-alus-canada-enewsletter-1510449

Keith and Tracy Johnson pictured with their children beside a wetland enhancement on their property in Red Deer County, Alberta. Through ALUS, the Johnsons manage enhanced wetlands, groves of native poplar, and they built livestock control to protect ecologically sensitive areas in their pastures.
Sherritt International

Sherritt is one of the world’s largest producers of nickel from lateritic sources with operations in Canada, Cuba and Madagascar. We are also the largest independent energy producer in Cuba, with extensive oil and power operations across the island. The company is committed to providing a safe and rewarding workplace, operating ethically, demonstrating environmental responsibility, engaging stakeholders and benefiting communities. We will meet or exceed the standards where we operate and strive to continuously improve performance.

We uphold our commitment to sustainability through our Sustainability Framework, which provides a focused and practical approach to prioritize issues, and manage and measure sustainability performance.

Sherritt is committed to making progress against six five-year sustainability goals, developed to drive our sustainability strategy, focus divisional efforts, and deliver tangible results to improve sustainability performance. These goals, launched in 2018, are foundational to our divisional level planning, given the unique circumstances where we operate and allows our sites to set targets that are meaningful locally.

Goal 1: Achieve “Level A” requirements in Towards Sustainable Mining Protocols across all operations

Goal 2: Strengthen safety culture, behaviour and performance

Goal 3: Improve water, energy and emissions management across operations

Goal 4: Create community benefit footprints that support local priorities and the Sustainable Development Goals

Goal 5: Improve diversity at all levels throughout the company

Goal 6: Be recognized as a ‘preferred supplier’ for responsibly produced, high-quality products

Sherritt’s Sustainability Goals were developed in consultation with our divisions and senior management, pulling from our updated business materiality assessment, and the company’s overall strategic priorities, in which sustainability is keenly embedded. Once the goals were established, we benchmarked the company’s targets against all 17 SDGs. It is our belief that as a private enterprise, our efforts are best focused on a handful of strategic SDGs where we can make the biggest impact. From this process, seven priority SDGs emerged in alignment with our plan. They are: 3: Good Health and Well-being; 5: Gender Equality; 6: Clean Water and Sanitation; 7: Affordable and Clean Energy; 8: Decent Work and Economic Growth; 15: Life on Land; and 17: Partnerships for the Goals.

For example, our commitment to SDG 3 directly correlates to Sherritt’s Goal 2, and in particular, our support of UNICEF’s Road safety program for children in Cuba is a measurable contribution to SDG target 3.6: reduce road injuries and death.

Below, we have provided additional clarity around our commitment to SDG 15, Life on Land:
**Please describe the actions/objectives towards achieving the SDGs that you have selected**

Sherritt’s approach to environmental management is to avoid impacts wherever we reasonably can, and to minimize, manage and remediate those that occur. Our award-winning approach to biodiversity management at Ambatovy, and our focus on sustainable mining and refining at all operations positions Sherritt as a leader in this area.

We believe that Life on Land is not only about conservation, but also about working together with communities to mitigate impacts and support sustainable community benefit footprints. That’s why SDG 15 is embedded in not just one of Sherritt’s sustainability goals.

**Please specify the impact of your organization’s actions on the SDGs that you have selected**

The foundation of Ambatovy’s biodiversity work was designed by the Business and Biodiversity Offsets Programme (BBOP), a multi-stakeholder initiative that seeks to develop best practice in biodiversity protection for large greenfield projects. Ambatovy’s approach to conservation also conforms to International Finance Corporation (IFC) Performance Standards on Environmental and Social Sustainability. Ambatovy’s performance has been the recipient of awards, including the Nedbank Capital Sustainable Business Award.

Other examples of Sherritt’s commitment to biodiversity and land management include:

- Ambatovy established a Scientific Consultative Committee on biodiversity as part of its commitment to transparency and to apply international conservation expertise to its biodiversity management activities. The Committee includes 14 national and international independent scientists renowned for their expertise in biodiversity, conservation, and environmental management.

- Our open pit nickel mine near Moa, Cuba, is located approximately 15 km north of Alejandro de Humboldt National Park, a UNESCO World Heritage site particularly known for its extensive suite of endemic species of flora. Moa Joint Venture has long partnered with the Cuban authorities for the restoration and protection of these lands.

- Ambatovy has a reintroduction program for the Golden Mantella (Mantella Aurantiaca), an endemic and endangered frog species, in the breeding ponds located in the conservation areas surrounding the mine site.

**Does your organization engage in any partnerships to advance the SDGs?**

Sherritt is committed to being the ‘Partner of Choice’ in our business dealings and with civil society. We take a multi-stakeholder approach to business and sustainable development. Due to Sherritt’s size, we have to rely on joint ventures and project financing from a range of lending institutions to conduct business. What we offer is a long history of technological and operational knowledge and a commitment to sustainable development that has been demonstrated over 90 years in business.

Over the years, Sherritt has been fortunate enough to secure partnerships with a range of international NGOs — including WWF, Conservation International, BirdLife, UNICEF, UNDP, Search for Common Ground, among many others — on environmental and social development initiatives. We leverage their expertise and experience to develop solutions and manage our risks and impacts in ways that benefit a range of stakeholders, not just our company. That is why SDG 17 is a key strategic goal for us.

**How are you communicating and measuring your impact towards the SDGs?**

Sherritt aims to be as transparent as possible, including reporting on and updating stakeholders regarding our challenges. We believe that this approach has allowed us to build sustainable relationships with leading civil society organizations. We report on the SDGs and our own sustainability goals in our public sustainability report, which can be found at sustainability.sheritt.com.
Good governance is a cornerstone of good business. We are committed to promoting transparency, ethical behaviour, and accountability both within our offices, and externally through our influence and counsel. We consider the rule of law to be fundamental, that business can play a vital role in advancing peaceful, inclusive societies and effective and accountable institutions at all levels. Our commitment to the rule of law includes our pro bono efforts and partnerships, such as our patronage of the United Nations Global Compact’s new Action Platform on Peace, Justice and Strong Institutions.

How was your primary SDG focus identified and prioritized in the company’s value chain?

In 2018, as part of our global Firm strategy, we developed and adopted an expanded CSR approach that is aligned with the UN Sustainable Development Goals (SDGs) and focused on the environmental, economic, social and governance (ESG) areas where we can have the greatest impact.

To develop our expanded CSR framework, we undertook a materiality assessment to identify and prioritize our most significant ESG issues. Approximately 1,400 external and internal stakeholders from around the world took part in the assessment, giving us insight into what matters most to our people, our clients and our wider community.

We then mapped our highest prioritized ESG issues against the UN SDGs and their 169 corresponding targets in order to identify which global goals the Firm is best positioned to support going forward. These are:

- Goal 5: Achieve gender equality and empower all women and girls.
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 10: Reduce inequality within and among countries.
- Goal 12: Ensure sustainable consumption and production patterns.
- Goal 13: Take urgent action to combat climate change and its impacts.
- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

We believe that this more strategic approach will enable us to align sustainable practices across our business, more effectively focus and prioritize our efforts, and meet the expectations of our stakeholders, while creating shared value for our people, our business and society.
How was your primary SDG focus identified and prioritized in the company’s value chain?

With respect to our engagement on SDG 16 in particular, in 2016 I led a team in conjunction with the UNGC to write the “Business for the Rule of Law Framework” which was part of the UN’s desire to highlight the Rule of Law as a key pillar to implementing all of the SDG’s. This Framework was launched at the UN in June of 2016. I also participated on the UNGC Advisory Committee on Supply Chain Management which at its core focused on issues of Rule of Law which is embodied in SDG 16.

Since then we became proud patrons of the new United Nations Global Compact Action Platform for Peace, Justice and Strong Institutions. The Action Platform is a two-year program focused on SDG 16 that brings together business, governments, civil society and UN agencies to combine efforts towards achieving a peaceful and inclusive society for sustainable development, the provision of justice for all, strengthening the Rule of Law and effective and accountable institutions at all levels.

How were KPIs and the levels of success outlined and defined?

Over the coming year, we will evaluate the management practices related to our highest prioritized ESG topics to identify gaps and areas for improvement. We anticipate that this will include setting targets and KPIs, where appropriate, with respect to our support of and engagement with the SDGs.

More detail about our strategy and how we are supporting the 10 Principles and the SDGs can be found in Baker McKenzie’s 2019 Communication on Progress available here: https://www.bakermckenzie.com/-/media/files/about-us/un_cop_19.pdf?la=en
17 PARTNERSHIPS FOR THE GOALS

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Through science and innovation-driven thinking, BASF enables customers from every industry to meet the current and future needs of society. We take pride in successfully combining economic success with environmental protection strategies and social responsibility.

Through our partnerships in Canada we contribute to a world that provides a viable future with an enhanced quality of life for everyone.

As a member of the Chemical Industry Association of Canada (CIAC), we are committed to our communities through Responsible Care, a voluntary worldwide-initiative launched in 1985 by the CIAC. Through this initiative, the company participates in a third party re-verification that assesses operations, product stewardship and environmental, health and safety performance from a sustainability perspective.

In 2018 BASF and Bullfrog Power, Canada’s leading renewable energy provider, formed an environmental partnership by which BASF has chosen to use renewable electricity for its Canadian corporate headquarters, and production facilities. The renewable energy commitment will reduce BASF’s CO2 emissions footprint by approximately 1,520 tonnes annually—an amount of carbon dioxide equivalent to taking nearly 325 cars off the road for a year.

BASF is also a member of Together for Sustainability (TfS), a joint initiative of chemical companies for sustainable supply chains that implements global programs to asses, audit, and improve sustainability practices within supply chains.

As a member of the Canadian Aboriginal and Minority Supplier Council BASF engages in business relationships that drive growth of Canadian supply chains through the inclusion of aboriginal and minority suppliers.

How was your primary SDG integrated and anchored throughout your business?

BASF wants to contribute to a world that provides a viable future with an enhanced quality of life for everyone. Through the partnership with Bullfrog Power, BASF is reducing its environmental impact, supporting innovative approaches to growing Canada’s renewable energy industry, and is taking a proactive approach to addressing climate change—by committing to renewable electricity at its Canadian sites and also helping to support community renewable energy projects across Canada, including a collaborative initiative with the Hiawatha First Nations.

In October 2018, the Hiawatha First Nation celebrated the launch of a new solar installation. The installation was made possible through support from BASF and Bullfrog Power and will generate enough carbon-free energy to meet approximately 14% of the building’s overall electricity requirements annually. In addition to providing environmental benefits, the solar project is expected to save the Hiawatha community approximately $154,000 in energy costs over the next 25 years.

BASF is optimistic about the future, recognizing that today’s students will be the innovators and leaders of tomorrow. Together with Earth Rangers, BASF Kids’ Lab program has reached over 5,500 students in schools and Indigenous communities across Canada. The program reinforces the company’s commitment to STEM education and enables youth to experience the wonders of chemistry through safe and engaging experiments.

Engaging with the communities where we live and work is a high priority for BASF; and the company’s commitment is underscored through a variety of initiatives including open houses, quarterly community outreach reporting and check-ins with sites across Canada.

Did you employ any innovative approaches in your efforts to implement the goal?

BASF actively engages in innovative partnerships at a regional and global level.

**AEPW:** In 2019, BASF co-founded the Alliance to End Plastic Waste (AEPW), a global alliance of nearly 30 companies to advance solutions that reduce and eliminate plastic waste in the environment, especially in the ocean. AEPW has committed over $1.0 billion with the goal of investing $1.5 billion over the next five years to help end plastic waste in the environment. New solutions will be developed and brought to scale that will minimize and manage plastic waste—including the promotion of solutions for used plastics to enable a circular economy.

**Starting Ventures:** Through the Starting Ventures Program, BASF provides funding to partner with customers and non-profit organizations to develop innovative solutions that empower people to achieve a better quality of life. The unique program demonstrates how BASF contributes to the UN SDGs and is centered around the following focus areas: social impact, innovative business models, and business potential.

**MaRS:** As a corporate partner with MaRS Discovery District, one of the world’s largest urban innovation hubs, BASF has tailored access to review start-ups that could bring market solutions to BASF and customers, and exclusive access to networking events, and opportunities to gain insights from industry leaders.

**INDSPIRE:** In partnership with INDSPIRE, an Indigenous-led registered charity that invests in the education of indigenous youth, BASF contributes to the talent pool through the establishment of student awards that help youth build better futures.
Were any partnerships leveraged or created?

BASF works in collaboration with universities and government to promote Canadian research and innovation opportunities at the following institutions:

- Western University
- The University of Toronto
- The University of Guelph
- The University of Saskatchewan
- The University of Alberta
- UBC
- McMaster
- The University of Ottawa

Through our partnership and membership in a variety of organizations, we strive to be a leader of corporate sustainability in Canada:

- Bullfrog Power
- Excel Partnership

What communications strategy did you employ to share the initiative with your stakeholders?

BASF has pro-actively established itself as a thought leader through engagement in a variety of sustainability forums including: Sustainable Brands, GLOBE, the SDG Business Forum, UNGC Leader Summit, Greener Horizons, G7, and Environment, Energy, and Oceans Ministerial meetings.

By establishing a dialogue and engaging in transparent conversations about global challenges, BASF is engaged with the Ministry of Innovation, and continues to leverage all opportunities to champion the SDGs and engage with diverse audiences across Canada.

At GLOBE Forum 2018, BASF lead conversations on topics ranging from digitalization to ESG; engaging with 2,000+ global sustainability, government and business leaders. BASF Canada leveraged its commitment to STEM education and its 5-year partnership with Earth Rangers through an interactive chemistry session with youth from the Greater Vancouver area.

As the Lead sponsor of the Canadian SDG Business Forum, BASF took an active role in voicing its commitment to the SDGs. Leaders from across the country engaged in multi-stakeholder dialogues, catalyzed new partnerships, and explored solutions to accelerate the SDGs. Marcelo Lu, President of BASF Canada, shared BASF’s “With optimism into the future” video during his opening remarks—underscoring the company’s forward-thinking approach to addressing global challenges.

At the Atlantic Summit on Infrastructure and Transportation (Washington, DC), BASF highlighted its commitment to innovation, through live-streamed discussions on the future of e-mobility, as well as advanced battery research for electro-mobility, recycling of lithium battery components and innovation opportunities related to the high demand from automotive OEMs and battery OEM’s for new technologies.

How were KPIs and the levels of success outlined and defined?

BASF’s business activities positively impact society and the environment, focusing on four areas selected to further drive and communicate this: Climate Protection, Sustainable Product Portfolio, Responsible Procurement and Engaged Employees.

- We want to protect the climate. We aim to grow CO2-neutrally until 2030. We want to steer our portfolio towards sustainable solutions to help our customers differentiate in the markets.
- We aim for €22 billion in Accelerator sales by 2025. We will deeply integrate Sustainable Solution Steering into the R&D pipeline, in business strategies as well as in merger and acquisition projects.
- We source responsibly. In Procurement, we will cover 90% of our relevant spend with our sustainability evaluations, and 80% of our suppliers will improve their sustainability performance upon reevaluation by 2025. For implementation, we will enhance our evaluation processes and the interaction with our partners in the next years.

BASF brings together diverse teams drawing on a variety of strengths to support business growth. Since 2015, BASF has set itself global goals for increasing the percentage of women in leadership positions. In 2017 the global proportion of female leaders with disciplinary responsibility was 20.5%. We aim to increase this ratio to 22–24% worldwide by 2021.

Safety for people and the environment as well as water management is a top priority for our operations and business conduct. Through our Sustainable Solution Steering Methodology, we are able to look at the entire value chain to assess the overall environmental, societal, and economic contributions of BASF products.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Some of the key lessons learned for BASF include incorporating sustainability targets into business targets, which is reflected in the new corporate strategy that was recently announced.

- Link to Press Release

As sustainability becomes more top of mind with our stakeholders, we have set ourselves new targets so that our customers, investors, employees and other stakeholders can monitor our progress.

BASF recognizes a need for more ambitious sustainability and environmental goals. Our drivers are reflected in financial and non-financial targets. We have selected key areas in which we will make substantial progress and leverage our positive impact:

- C02 neutral growth until 2030 – To achieve this, BASF will improve the management, efficiency and integration of its plants and, wherever possible, will purchase a greater share of electricity from renewable energy sources.
- Increasing accelerator product sales to 22 billion euros by 2025
- Chemical Recycling of Plastic Waste (ChemCycling): Plastic waste will be transformed into a raw material using thermochemical processes. The raw material can be fed into the Verbund to create new chemical products with excellent product performance based on recycled plastic waste.
- Low-emission mobility – Light weighting solutions contribute to lower emissions for BASF’s automotive clients. The company continues to address challenges in this sector by exploring how to leverage the understanding of customer needs to achieve their sustainability targets but also to create a demand for products.

What were the key impacts and results?

As a result of the new environmental partnership with Bullfrog Power, BASF is reducing its environmental impact and supporting an innovative approach to growing Canada’s renewable energy industry. BASF has committed to using renewable electricity for its Canadian corporate headquarters, and production facilities and wants to contribute to a world that provides a viable future with enhanced quality of life for everyone. The renewable energy commitment will reduce BASF’s CO2 emissions footprint by approximately 1,520 tonnes annually— an amount of carbon dioxide equivalent to taking nearly 325 cars off the road for a year.

Through collaboration with Bullfrog Power, BASF was able to integrate renewable energy into the landscape of the Hiawatha First Nations by supporting the 22-kilowatt (kW) installation and working collaboratively with the community; helping them craft their own vision for environmental sustainability. The project is expected to generate significant savings of approximately $154,000 in energy costs over the next 25 years.

Media outreach efforts for this initiative generated 2,913,800+ impressions, caught the attention Minister Navdeep Bains, who wrote a congratulatory letter to BASF, Bullfrog, and the Hiawatha Community for the success of the solar panel launch.

- Link to Hiawatha/BASF news release

Additional notable accomplishments:

- BASF Canada Opinion Piece on SDGs
- BASF is most sustainable innovation partner for BMW
- BASF wins 3M Canada’s “Service Quality Supplier” award for reducing costs and carbon footprint
- BASF co-founds global Alliance to End Plastic Waste
- BASF named a General Motors Supplier of the Year for 13th time
Export Development Canada (EDC) 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.

EDC’s partnership with CARE Canada - Beyond Exports – has two components: an advisor secondment program and an enterprise development grant that provides funding for economic development opportunities. The partnership is an example of the positive impact that can be achieved when government and civil society work together to advance the global agenda. By mobilizing our resources, EDC has been able to contribute to CARE’s important mission to save lives, defeat poverty and achieve social justice.

How was your primary SDG integrated and anchored throughout your business?

For EDC, business isn’t just about the numbers; it is about doing the right things for the right reasons. Our commitment to corporate sustainability and responsibility is focused on ensuring our operations protect the environment and people, conducting our business with the highest level of integrity, building a supportive and inclusive workplace, and contributing to the communities where we live and work. Our entire organization is focused on these four priority areas with clear measures to track our progress.

The partnership between EDC and CARE falls under the Community Investment priority area of our CSR strategy. Since its inception, it has become an integral part of EDC’s employee value proposition. Its popularity and success can be attributed to the fact that the partnership is championed by EDC’s Executive Team, it is supported by leadership and driven by employees who step up every year to give their time, skills and experience in support of CARE’s mandate as a humanitarian organization.
Did you employ any innovative approaches in your efforts to implement the goal?

The truly unique and innovative aspect of our partnership with CARE is the employee secondment program. 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.

To date, 38 EDC advisors have taken on assignments in nine countries around the world, supporting projects and program development, providing strategic and operational advice, and conducting skills-sharing activities and capacity building to further strengthen the mission of CARE around the world. Types of placements have focused on:

- Microfinance, Value Chain and Climate Change
- Management, Systems and Strategy Development
- Support Services (HR, Finance, Knowledge Management)
- Small Enterprise and Business Development
- Marketing and Communications
- Private Sector Engagement

Sending EDC’s top talent for up to four months gives employees the ability to gain new perspectives and to leverage their experience to make a difference in the countries where EDC and its customers do business. The work of the employees, alongside their focus on capacity building and skills transferring, allows these short-term placements to have sustainable results with the projects and partners that CARE works with around the world.

Were any partnerships leveraged or created?

A critical part of the Beyond Exports partnership between EDC and CARE Canada is the Enterprise Development Grant, which has allowed CARE to better engage with private sector actors and government to multiply impact in the NGO sector. The Devonshire Initiative (DI) is one such example. Thanks to the investment, CARE has been able to deepen its engagement with the DI, a forum between Canadian mining companies and international NGOs, where a collaborative, solutions-based environment has been created to build the frameworks and tools needed to assist mining companies to work more inclusively in the communities they operate in. The forum has been successful since its inception and now includes non-mining and non-NGO partners like EDC, with other actors such as the Government of Canada attending, all of who see the value of this collaborative space between private, civil society and public sectors being created.

“Partnership is critical to achieving the Sustainable Development Goals. We cannot end poverty alone. It’s vital we – governments, NGOs, businesses – come together if we want to make a real difference. For more than a decade, CARE Canada’s Beyond Exports partnership with EDC has been a strong example of how we can harness skills and knowledge to expand our global impact. EDC advisors have provided CARE with a unique external perspective, while CARE has been able to demonstrate the importance of gender equality as a vital link to help communities thrive. Inevitably, this mutually beneficial relationship will enhance our shared ability to respond to the global challenges we face.” - Gillian Barth, President and CEO, CARE Canada

What communications strategy did you employ to share the initiative with your stakeholders?

EDC’s primary stakeholders in this partnership are employees. We leverage the experiences of advisors who have participated in the Beyond Exports program to communicate the value and impact of this partnership internally and externally. We do this through intranet articles, blogs, videos and presentations to ensure we engage our employees to contribute to CARE’s mission to alleviate poverty and achieve social justice.

One example is a video that was created to promote the partnership: https://www.youtube.com/watch?v=3oqLYLALk-k

Externally, both EDC and CARE continuously look for opportunities to promote the partnership as an example of a meaningful and effective collaboration between government and civil society. This year, following the renewal of our partnership for another five years, we will be actively promoting our work and impact through various forums and events.

How were KPIs and the levels of success outlined and defined?

EDC and CARE define KPIs together, recognizing our different perspectives. For example, for EDC it is important that our employees gain new skills, fresh perspectives, a deeper understanding of cultures in developing countries and an expanded notion of what community means. For CARE, it is important to use the funds and expertise to support programs, engage in new business development and to further develop cross-sector partnerships.

Some examples of KPIs include:

- Enhanced economic opportunities for micro, small and medium enterprises, particularly those that are operated by, or that are improving the lives of women and girls.
- CARE’s country offices, regional units, and headquarters have increased skills and capacity.
- New programs and business models created that integrate gender and social inclusion considerations.
- Cross-sector partnerships, networks and alliances that support micro, small and medium enterprises working in women’s empowerment.
- EDC advisors gaining cross-cultural personal and professional skills during their secondment to CARE.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

The success of the EDC – CARE partnership is due to the continuous improvement mindset adopted by the relationship managers, who work together to implement lessons learned from prior years. This has ensured that both the advisor secondment program and the enterprise development grant are used strategically to reach broader goals and to maximize impact.

While the program has not experienced any major setbacks, there have been key lessons learned over the years. For instance, we have worked to improve the program to ensure employees are given assignments that challenge them to develop their skillsets, or themselves, in different ways. Given that the four-month secondment period is relatively short, we have devoted more resources to pre-departure training and preparation to ensure that advisors are well prepared to make the most of their time in their support for CARE.

With the enterprise development grant, CARE has learned how to leverage small investments to reach broader goals and has realized that there is a need to design a stronger monitoring and evaluation framework and knowledge management function to highlight all the areas of impact. Over the years, both organizations have realized the potential of this partnership to affect change and are continuing to leverage the relationship to open doors to new opportunities.

How were reporting and monitoring conceptualized and undertaken?

EDC and CARE monitor the direct and indirect impact of our partnership through an evaluation framework that measures outcome and output indicators with the support of a knowledge management team.

Additionally, for the employee secondment program, final evaluations and debriefs are conducted annually to measure the impact of the advisors’ work contribution and experience over the four-month secondment period.

Regular planning sessions and partnership progress reports are also part of the reporting and monitoring undertaken as part of this partnership. These include a narrative and financial report that provides details on the employee secondment program, associated costs and measurable and estimated impact.

What were the key impacts and results?

While the CARE and EDC partnership was formed 10 years ago, and well in advance of the SDGs, the partnership between CARE as a civil society actor and the quasi public/private sector role that EDC plays, combined with CARE’s presence in the Global South, has resulted in this partnership achieving many of the desired goals of SDG 17. The EDC advisors have transferred skills and built the capacity of CARE and its partners in multiple thematic areas, bridging the gap between North and South, and in some assignments, facilitating the information exchange from South to South partners. Many of the strategies, frameworks and policies developed, as well as the new business development opportunities supported, have allowed CARE to better engage with private sector actors and multiply impact in the NGO sector.

It is estimated that over the last 10 years the EDC-CARE partnership has contributed to reaching more than 500,000 people in the areas of financial inclusion, microfinance, small enterprise development and women’s economic empowerment.

To view our impact from an employee perspective, please watch this video: https://www.youtube.com/watch?v=3oqLYLALk-k
Manulife Asset Management & John Hancock Digital Advice

Manulife Asset Management (subsidiary of Manulife Financial Corporation) has developed a Sustainable Development Goals Assessment Methodology (SDG Assessment Methodology) that provides a transparent and scalable process for assessing companies’ commitments and contributions towards achieving the SDGs, comparing a broad universe of companies against one another, and identifying corporate leaders in a given universe based on the relative strength of their commitments and contributions. This enables investors to align with and contribute to achievement of the SDGs through their company selection/portfolio construction. The Methodology uses key performance indicators to measure and quantify the degree of SDG alignment of a company by focusing on that company’s goals, business revenues, and corporate conduct.

Our group affiliate company, John Hancock Digital Advice, is helping people make their investment decisions in a way that expresses their values and supports the SDGs through the Conscious Investing platform (‘COIN’). We apply the SDG Assessment Methodology to define investment recommendations that are offered to COIN customers. Through investing in these recommendations, COIN investors can signal their preference that companies measure and report on the social and environmental impact of their products and services, and explicitly state their intention to contribute to a sustainable development agenda. COIN enables a level of customization that allows investors to focus on chosen SDG-related themes.

Employee engagement and awareness of COIN is a long-term strategy for Manulife and COIN. Our launch week featured company-wide e-mails across North America to over 6000 employees with about an 80% e-mail open rate. Our internal home page featured an introduction to COIN across our offices in North America, Asia, and Europe.

Further, COIN is measuring the impact achieved through its SDG-aligned investor offering by the level of interest generated, expressed through the number of account openings and the amount of funds invested. For more information, please visit: https://www.investwithcoin.com/how-it-works.

How was your primary SDG focus identified and prioritized in the company’s value chain?

Manulife Asset Management is committed to responsible investment, and as part of this we have noted with interest that the SDGs are emerging as a preferred framework for sustainable investment seeking to contribute to positive development outcomes. The SDGs provide a viable roadmap to sustainable development that promotes an active role for the private sector. Importantly, the SDGs have the potential to extend the concept and practice of ‘impact investing’ to public markets, which to date has remained mostly elusive for investors seeking to generate positive environmental and social impact by deploying capital in this area of the global investable markets.

Our primary SDG focus (Partnership for the Goals) manifests in our role to empower our clients to allocate capital to sustainable development in high quality, transparent investment products/solutions. Providing these solutions aligns with our belief that, over the long-term, large public companies can pursue the commercial opportunities defined by the SDGs to support their growth.

COIN, our John Hancock digital advisor platform, identified that there was a gap in the retail investment market, specifically online- and robo-advisors, for solutions that empower investors to make a difference with their money. The COIN offering is targeting “conscious investors”, even those with no investment experience or knowledge, to empower the individual to take control of their money and the impact it can make. The COIN platform facilitates entry into wealth management for individuals with small amounts of capital to invest, aligning their capital with SDG thematic areas of their choice.

How was your primary SDG integrated and anchored throughout your business?

Our primary SDG, Partnership for the Goals, is integrated and anchored in the collaboration between Manulife Asset Management and John Hancock Digital Advice to launch the digital advisor platform COIN (‘Conscious Investing’). The COIN website educates customers on the SDGs as part of its education mission. COIN assists investors to choose their preferred SDG themes, or impact areas, to invest in curated, personalized lists of companies that help align their investments with their values. COIN aims to empower even those with no investment experience or knowledge.

COIN’s strategy of direct-to-consumer wealth management for new investors is a key pillar of John Hancock’s Digital Advice product offering. The joint effort between Manulife Asset Management and John Hancock Digital Advice have helped raise awareness for the SDGs across Manulife, including at the senior management level. COIN’s product offering, and Manulife Asset Management’s SDG Assessment Methodology enjoy broad organizational support and awareness.

See: https://www.investwithcoin.com/how-it-works.
Did you employ any innovative approaches in your efforts to implement the goal?

The offering of SDG-aligned thematic investments was an exercise in innovation. Firstly, Manulife Asset Management developed a thorough, sophisticated methodology to assess companies’ SDG-alignment, leveraging numerous data sources and proprietary research, the SDG Assessment Methodology. Secondly, the COIN investing platform enables conscious investors to enter the capital markets even with small amounts of capital, which in aggregate signals public support for the SDGs.

Regarding the SDG Assessment Methodology: we found that the ability to measure and quantify impact varies significantly across companies and SDG theme. However, despite the early stage of corporate reporting on the SDGs, it remains possible to identify proxy key performance indicators (KPIs) that address many of the sub-goals of the SDGs. Our efforts are focused on defining the KPIs that support measurement and reporting of impact. These KPIs are often industry-specific and address a selected number of the SDGs relevant to that industry or the sustainable business theme. Building out a KPI-driven assessment model is, to our understanding, unique among investment managers to date.

The COIN platform asks customers to identify their values and builds a model portfolio for each investor based on their unique preferences. Investors can achieve alignment of their portfolios and values in a way typically not offered to individual investors. To do this, COIN developed a new technology infrastructure that allows highly customized portfolios to be available to the mass market. This involves fractional share trading, automatic rebalancing, and a unique capability for creating custom models, all at mass scale.

The COIN platform is the first internal start-up that was able to launch a direct-to-consumer offering through John Hancock Digital Advice. This demonstrates a strong level of support from Manulife, as well the progress is reported directly to the executive team at John Hancock and the Sustainability Executive Committee at Manulife.

Were any partnerships leveraged or created?

By conducting a deep dive into the Sustainable Development Goals for the creation of a meaningful SDG Assessment Methodology, we reached out to many partners working towards various aspects of the SDGs. For example, the World Benchmarking Alliance, in which Manulife Asset Management is participating, has set out to develop benchmarks to compare company performance on the SDGs, which will further empower investors to allocate capital toward the SDGs. The benchmarks will be free to use and will be based on input from a multi-stakeholder dialogue.

Based on our ground-breaking work to map the SDGs to listed company performance to inform potential investment strategies, we were invited to submit a chapter for an upcoming publication on the SDGs about our methodology and findings. The book, Harnessing Business to Achieve the Sustainable Development Goals through Technology, Innovation and Financing, will be published by Wiley for commercial distribution in 2019.

In addition, COIN developed several new partnerships that have helped create the platform which empowers individual investors to align their personal investments with the SDGs. One example is COIN’s partnership with Trizic, Inc. to develop the capability to create custom model portfolios utilizing fractional shares and automatic portfolio rebalancing.

We project increased effort and coordination among financial market participants to measure and incentivize corporate behavior that promotes a sustainable future. For example, other initiatives related to SDG impact measurement have emerged as resources for investors to use, including the Sustainable Development Goals Investment Initiative (SDGI) and the PRI SDG Advisory Committee.

What communications strategy did you employ to share the initiative with your stakeholders?

Our SDG-aligned investing solution, COIN, directly markets to individual consumers, educating people that they can make both smart investment decisions and invest in a way that supports the SDGs. As COIN launches nationally across the US, it will hold a series of live events and communications to notify stakeholders of the newly launched impact investing platform. The first event will take place on International Women’s Day in San Francisco and will draw attention to SDG 5, gender equality, and the importance of women and gender equality in business.

In addition to the communications strategy employed by the COIN team, Manulife Asset Management is actively communicating with stakeholders on SDG-aligned investing for public markets. For example, the forthcoming publication, Harnessing Business to Achieve the Sustainable Development Goals through Technology, Innovation and Financing, to be published by Wiley for commercial distribution in 2019.

Further, Manulife Asset Management participates in working groups related to the SDGs and impact investing and is often invited to consult on the SDGs from an investor perspective. For example, in further pursuit of ongoing improvements to the SDG Assessment Methodology, Manulife Asset Management has become a member of the World Benchmarking Alliance (WBA), which is seeking to build out benchmarks to measure and effectively report on corporate progress towards the SDGs over the next 5 years. Manulife Asset Management has already joined two WBA working groups focused on climate change and gender, providing an investor perspective on company alignment to these themes.
How were KPIs and the levels of success outlined and defined

The core of Manulife Asset Management's SDG Assessment Methodology is an evaluation of company performance against three weighted pillars which, when combined, generate an SDG Alignment Assessment for each Investment Theme. To develop the SDG Assessment Methodology, we leveraged such tools as the SDG Matrix and the SDG Compass, in addition to other sources.

The pillars are described as follows:

1. Goals, Targets and Progress: This pillar assesses a company's level of commitment to the SDGs through the public communication of goals/targets and progress achieved. Our aim with this pillar is to capture the company's commitment to generate future positive impact, and to hold them accountable to their ambitions through measurement of progress achieved.

2. Business Opportunity: This pillar assesses companies' current capture of SDG-related business opportunities through identifying revenues derived from products and services contributing to absolute positive environmental or social impacts. Products and services that detract from the SDGs are counter-balanced against the positive impact.

3. Corporate Conduct: This pillar captures the degree to which a company’s operations and corporate conduct are consistent with the SDGs overall, with a strong emphasis on operational alignment with the SDGs relevant to a given Investment Theme. This pillar recognizes that beyond capturing absolute positive impact through products and services, companies' operations and supply chains also have a key role to play in achieving the SDGs, and that for some Investment Themes the main SDG-relevant impacts originate from corporate conduct (for example gender diversity and safe work).

How were reporting and monitoring conceptualized and undertaken?

Our analysis and research found that the ability to measure and quantify impact varies significantly across companies and Investment Theme. Despite the early stage of corporate reporting on the SDGs, it remains possible to identify proxy key performance indicators (KPIs) that address many of the sub-goals of the SDGs.

Our evaluation of a comprehensive set of potential KPIs identified the most significant and relevant ones for certain sustainable investment themes, which were also industry-specific where necessary. For example, assessment of business opportunity capture for our ‘Modern Cities’ Investment Theme included green building revenues for real estate companies (addressing the green, low carbon infrastructure opportunity) to privacy and data security revenues for technology and information security companies (addressing the opportunity to ensure that connected, smart cities also remain safe). Further, assessment of corporate conduct for the ‘Reduce, Reuse, Recycle’ Investment Theme encompassed a wide range of indicators, from sustainable forestry certifications for raw material use (relevant to paper products and household products companies) to use of eco-design principles in product design (relevant to semiconductors, technology hardware, textiles, consumer durables, homebuilders, etc.). Our efforts also focused on defining the KPIs that support measurement and reporting of impact.

Our research supported the value of an industry-relative approach to the SDGs, and that seeking to assess companies on SDG alignment ‘overall’ or across all 17 of the SDGs has dangers of over-simplifying real-world complexity and reducing the SDGs to a set of compliance-oriented reporting objectives rather than a strategic business planning framework.

What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

We analyzed the application of the SDG Assessment Methodology to a highly-liquid, large-cap universe of around 500 US-listed stocks. We sought to understand what kinds of SDG alignment can be achieved through investing in this asset class. We concluded that the current nascent state of corporate SDG practice and disclosure means no single analytical pillar (goals, business opportunity, or corporate conduct) is sufficient to construct concentrated and thematic SDG-aligned portfolios. More than one lens of analysis is necessary to identify SDG-aligned companies from a country-based universe of large-cap companies. We noted that not only does company data availability and quality still need improvement, there are instances where the SDG goals are not easily translated into metrics achievable by companies.

Through COIN's market-based research, we learned that the language of the SDGs needed to be adapted for a retail audience new to investing and the SDGs. Using personal investment decisions as a method for contributing to global change is a new concept. COIN continues to explore ways to facilitate and motivate investor action towards the SDGs. The COIN team performed broad market research to identify SDG themes in demand. To solve for COIN's target consumer needs, we created eight investable Impact Areas that align to the SDGs.

The scope of the SDGs is large and connecting an individual investor's personal concept of values to the SDGs will require continued iteration on both COIN's value assessment and advice model, as well as our SDG Assessment Methodology.
What were the key impacts and results?

Our work helped us form new partnerships with stakeholders at all levels, which will enable us to continually improve the quality of our SDG Assessment Methodology and solutions, and therefore our overall impact. While COIN, our SDG-aligned investing solution for individuals, is still in its early roll-out phase, our market surveys indicate significant interest from individual investors.

By introducing a new way for individual investors to take personal action towards advancing the Sustainable Development Goals, we seek to motivate action and support the Goals. We would advocate that our unique combination of both methodology innovation and technology innovation is critical for advancing action at a meaningful scale. COIN provides a level of customization that allows investors to focus on chosen SDG-related themes and signal their preference that companies measure and report on the social and environmental impact of their products and services, and explicitly state their intention to contribute to a sustainable development agenda.

Our partnership with COIN provides a unique opportunity to gain retail market research insights on the appeal of the SDGs. This market research will inform our teams on additional projects such as expanding our investable universe, adjusting Impact Area alignments, or developing customer Impact reporting.

COIN is measuring the impact achieved through its SDG-aligned investor offering by the level of interest generated, expressed through the number of account openings and the amount of funds invested. For more information, please visit: https://www.investwithcoin.com/how-it-works.

In order to further advance the SDGs through COIN, several metrics are tracked such as customer interest in the various Impact Areas, average account size and number of accounts. COIN has experienced an initial average account size 3 times as large as expected with our launch population. Due to it being early in the launch, we expect the average initial AUM to decrease as more customers come on board. We have seen customers invest in all our Impact Areas and select 53 of the 56 portfolio combinations we offer already.

Over time, we aim to democratize the investment process and use our tracked metrics to better understand our customer base and continue education on impact investing and the SDGs.
R&G Strategic Communications

R&G Strategic is a professional brand, marketing and communications agency that partners exclusively with sustainable businesses moving towards circular economy business models. They give their clients the sustainable marketing expertise needed to reach their business goals as they develop innovative ways to manage resources, and act on climate change realities.

R&G is a small but expert consultancy team with a background in startup culture, and a strong marketing and branding portfolio in clean technology, renewables, applied innovation and social responsibility. Their work is creatively driven, but uncommonly built on a strong strategic foundation of market research and effective positioning. They are female-founded and led; critical thinkers, efficient creators, and business people who bring multi-award-winning branding expertise and design to bear on their clients’ growth strategies.

R&G measures their impact on ensuring sustainable consumption and production patterns through the success of their partners. Evidence of this success is building the brand for Efficiency Canada to be the national voice for an energy efficient economy. It’s working with Clean Foundation to develop SolarAssist—a web application to help Nova Scotians discover their home’s solar potential. It’s helping Australia’s Galaxy Lithium integrate sustainability and corporate social responsibility into their reporting cycle. When R&G’s clients win, the whole world wins.

How was your primary SDG focus identified and prioritized in the company’s value chain?

By virtue of definition, sustainable businesses often excel at inbound logistics. But the innovation within one part of the value chain does not necessarily translate to another. When a business finds a new way to produce a product that benefits the environment, they still need to market that product to current and potential customers.

R&G Strategic helps bridge the marketing gap to help these businesses build strong brands that outcompete their unsustainable counterparts. Helping cleantech companies scale quickly through polished, strategic marketing, branding and communications initiatives is necessary. They’re often competing with entrenched companies or economic/cultural behaviours that make it difficult for them to increase adoption for their innovation - but these companies often have innovations that can make a real difference, maybe even with the ability to completely disrupt the fossil fuel economy’s status quo. For David to take on Goliath, they need our help. We see it as a moral obligation - when we can help these businesses gain traction, everyone benefits from their transformative role in a greener, more sustainable world.

How was your primary SDG integrated and anchored throughout your business?

R&G’s core values are driven by the triple bottom line framework of people, planet and profit. We understand that the total cost of doing business needs to incorporate environmental impact, social responsibility and economic value. Sustainability is the qualifier we use to determine which clients we partner with, whether they be cleantech innovators, NPOs, Governments, or organizations seeking to track, measure and report social initiatives. Their efforts can be tracked in market share, reported effects on reducing overall emissions, reaching climate goals, mitigating climate change risk, reducing waste, driving the circular economy and creating social value that extends beyond their bottom line. How well we enable and empower our clients to make their own impact is how we gauge our partnership performance.

Did you employ any innovative approaches in your efforts to implement the goal?

Applied innovation is a staple of the cleantech businesses we partner with. In pursuit of this goal internally, the R&G leadership team established Circularity Forum—a thriving community of sustainable business leaders and entrepreneurs. As part of this effort, we hosted several events over the last year and were also able to offer affordable co-working space for startups, entrepreneurs, creatives and professionals with sustainable businesses.
Were any partnerships leveraged or created?
As noted before, partnering with sustainable businesses and helping them succeed in the marketplace is our core purpose. Over the past year, we partnered with Efficiency Canada to develop a brand that highlights both their national and global leadership. The results build on their momentum as they drive economic growth, stable jobs, healthier homes and lead the fight against global climate change.

Working closely with the Nova Scotia Department of Energy and Mines and Clean Foundation, we created a comprehensive brand experience for SolarAssist, developing the platform and a user experience designed to help Nova Scotians discover their home’s solar potential.

Together with Concordia University, R&G branded the campaign and designed the UX/UI for a personal emissions responsive web calculator. This campaign focused on delivering insights and resources to encourage students to make emissions-reducing adjustments to their lifestyles.

What communications strategy did you employ to share the initiative with your stakeholders?
We are a close-knit team who were brought in because of their passion for sustainable businesses. For internal stakeholders, we’ve conducted several development workshops to build our eco-centric culture and define clear objectives for sustainable growth. Apart from our standard messaging to external stakeholders regarding our work and our clients, our leadership team have been active voices in the cleantech and environmental sustainability space. These types of speaking engagements include featured remarks during the G7 Oceans Partnership Summit in Halifax and moderating a panel for a collection of purpose-led Atlantic Canadian businesses.

How were KPIs and the levels of success outlined and defined?
Our KPIs and levels of success were outlined and defined through several collaborative internal strategy sessions with our team. Since R&G exclusively helps sustainable businesses crush their unsustainable competition, we need to build an unbeatable reputation synonymous with sustainability. We succeed when our clients succeed and we measure our clients’ satisfaction through third-party review to determine their well-informed impact of our work.

How were reporting and monitoring conceptualized and undertaken?
We used Clutch for our external client reviews. Clutch is a platform offering unbiased and in-depth client reviews—arming businesses with the insights and analysis they need to tackle their challenges. We don’t pick and choose which of our clients we get feedback from. Receiving authentic client reviews is integrated into every project, so we can accurately learn and find room for improvement. All of our other KPIs are monitored and reviewed with the team on a weekly basis to keep our goals top-of-mind and to reinforce their importance.
What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Our external reviews and internal observations have clearly demonstrated the importance of clear communication and purpose alignment. Being attentive and responsive to the specific needs of our clients has been invaluable to our collective success. Also, our specific expertise and knowledge in relation to their responsible consumption and production, and how that relates to their core purpose can’t be understated.

Finding an agency completely dedicated to sustainability is rare. So it is our responsibility to make sure other sustainable businesses know what we can offer and how we can help them reach new heights. We are young and growing, so maintaining that intimate collaboration will be paramount for success.

What were the key impacts and results?

We are proud of our team to have earned recognition as one of the top B2B Service Providers and Advertising & Marketing Agencies in Canada. Clutch also awarded us the #6 spot for Top Graphic Designers in a field of over 600 competitors, #13 in the Top Naming Companies, and #4 amongst the Top Packaging Designers in Canada.

We’ve been able to build a team that knows how to solve just about any advertising or marketing challenge our clients bring to the table. Whether it’s web and UI/UX design to digital strategy and market research, our clients know we can deliver. It’s the combination of our results-driven execution and positive client feedback that contributed to Clutch recognizing us for these awards.

With Love Darling

With Love Darling is the first jewellery company to have interpreted the Global Goals by way of a dedicated collection.

We set out to create a collection of jewellery that connects to the core of the United Nations Sustainable Development Goals. With each charm representing a specific Global Goal, we’re given the chance to become part of a larger movement and engage with what we believe in, while also representing a personal narrative.

The Global Goals pieces are sustainably produced at workshops in developing countries, creating income and opportunity for those most vulnerable and help the Sustainable Development Goals become a reality. We hope our Global Goals Collection inspires change within people, and help contribute towards the movement for a better future.

We are measuring the impact in terms of sales and engagement with organizations and influential individuals. At the World Economic Forum, The Global Goals Collection was sold at Davos House, and worn by celebrities such as will.i.am, Bono, Robin Wright, Matt Damon, Naomi Campbell – just to name a few.

We are in conversation with UNDP to sell in their online shop, as well as being part of WFO’s merchandise. We are also in talks with a – yet unnamed – worldwide company, regarding a very impactful collaboration.

How was your primary SDG focus identified and prioritized in the company’s value chain?

In our production of the pieces, we’ve partnered with workshops in disadvantaged areas to produce our products, and strive to implement many of the Global Goals every day.

Goals we’ve especially focused on include 1, 2, 4, 5, 6, 8, 9, 10, 11, 12, 13 & 17.

How was your primary SDG integrated and anchored throughout your business?

With a focus on Partnerships, we are only truly successful if we partner with key players from around the world who can help spread awareness for the goals. Currently, we are partnering with Project Everyone, (RED), UNDP, SAP, The Female Quotient, and WFO. The list continues to grow and we have hopes of making even more connections in the coming year.

Did you employ any innovative approaches in your efforts to implement the goal?

Being the first jewelry company to have made a collection surrounding The Global Goals project, we believe that our innovation comes from creating a way for individuals to promote which goals they believe in through fashion and presentation.
Were any partnerships leveraged or created?

So far, other organizations we've partnered with include:

- Project Everyone
- (RED)
- UNDP
- SAP
- The Female Quotient
- WFO

Being a newer company, we still have a long way to go before seeing more concrete changes being made, but we believe forging as many partnerships we can is a strong start. We're continuing to participate in events and reaching out to as many other organizations as possible to continue to forge new relationships.

What communications strategy did you employ to share the initiative with your stakeholders?

With Love Darling is very involved with social media, where we are constantly promoting the goals on our website or Instagram. Our website has an entire section dedicated to The Global Goals project where visitors can learn more about the movement, and find podcasts, articles and more relating to it. We also have a weekly updated blog that shares posts about what the goals mean, and how the reader can help make changes.

How were KPIs and the levels of success outlined and defined?

Several of our new partnerships and collaborations have been a fantastic indicator of our success with The Global Goals collection. Looking at our viewership and sales of the Global Goals charms have shown us that an audience is interested in what we have to offer. Currently, we have projected sales of 20,000 pieces by the end of 2019.

How were reporting and monitoring conceptualized and undertaken?

Looking back on sales, which charms connected with which consumers, while also attending events hosted by Project Everyone and other events were important to keep updated with the Global Goals movement, and continue to implement sustainable strategies into our business.

What were some key lessons learned? Please also elaborate on any setbacks you may have encountered.

Getting our foot in the door can sometimes prove difficult, and getting people to hear what we have to say about the SDGs movement as well as the charms takes effort and patience. We've also learned to never underestimate the power of word-of-mouth, and by sharing the pieces and the messages they convey gets audiences talking.

What were the key impacts and results?

It's worth noting that we are still a very young start-up company, so our goals and results still have plenty of space to grow. By the beginning of 2019, we've noticed several impacts and results that our Global Goals collection have accomplished. We've successfully worked with workshops that hire refugees in Afghanistan, and fair trade companies in India.

Currently, we are up for a CAFA nomination, which honours Canadian fashion companies that strive to make sustainable impacts on the fashion industry.

We recently attended the World Economic Forum in Davos, Switzerland, where we showcased our Global Goals collection to world leaders and CEOs from around the world, while also talking at The Female Quotient panel about female-run businesses. Soon, With Love Darling products, including the Global Goals collection will be available to buy at the United Nations Development Program online shop.

We currently have several collaboration for 2019 in the works, including Who and further projects with (RED). As mentioned before, projected sales in 2019 will be around 20,000 pieces sold.