

2019 SDG Survey

A national survey on how the Canadian private sector is prioritizing, perceiving, and working towards achieving the UN's 17 Sustainable Development Goals (SDGs).



ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

The Global Compact Network Canada (GCNC) is pleased to release the results of its 4th annual SDG Survey to better understand the perspectives of Canadians and Canadian organizations with respect to the UN Sustainable Development Goals (SDGs), alternatively known as the Global Goals.

Since the inception of the <u>2030 Agenda for Sustainable Development</u> in 2015, the GCNC has been spearheading the SDGs and mobilizing the Canadian private sector to embrace sustainable business practices and align corporate sustainable development strategies with the SDGs. We hope that this survey report will help inform businesses and government to better understand how the Canadian private sector is looking at the Global Goals, and help to stimulate and accelerate the process of change towards sustainable development in our society.

An ongoing increase in the number of responses to the survey each year indicates that there is a growing awareness and interest in the SDGs at the organizational level and increased engagement in committing to the Global Goals. This year we received a total of 505 responses, compared to 426 responses in 2018, 134 responses in 2017, and 50 responses in 2016, when the first survey was launched. The highest percentage of respondents (46%) come from the SME sector, which is the backbone of the Canadian economy, while large companies of 500+ employees represent 38% of the responses.

The survey primary looked for SDGs priorities around four categories:

- Top 5 SDGs that constitute as important issues for Canada
- Top 5 SDGs that constitute as important issues for the world
- Top 5 SDGs that are the current focus of Canadian organizations
- Top 5 SDGs that Canadian organizations should prioritize

Climate Action (SDG 13) has once again been identified as one of the top five priorities in all four sections of the survey. It shows that Canadians firmly believe that climate change represents the biggest challenge and the biggest opportunity for making significant progress toward a sustainable world. Climate change impacts many of the other SDGs and is viewed with increasing urgency by organizations of all sectors.

New additions to the priority list this year include Affordable and Clean Energy (SDG 7) and No Poverty (SDG 1) for Canada, and Clean Water and Sanitation (SDG 6) for the world. On issues organizations are currently focusing on, Good Health and Well-Being (SDG 3) made it to the Top 5 this year. And, on issues for future focus for organizations, Industry, Innovation and Infrastructure (SDG 9) made its way to the Top 5 this year.

Consistently in all four sections, the two SDGs that receive the lowest votes are Life on Land (SDG 15) and Life Below Water (SDG 14).

Results continue to show increased interest in establishing cross-sectoral collaborations and partnerships to achieve the Goals and wanting Canada to show leadership in innovation, business and investment to advance the SDGs. Respondents also clearly expressed their positive interest to see that the private sector will further align their business strategies with the SDGs, integrating sustainability and corporate social responsibility into the core of how companies operate, creating greater value for stakeholders.

ABOUT THE SDGS AND THE GLOBAL COMPACT NETWORK CANADA

On September 25th 2015, the UN General Assembly adopted the resolution (A/Res/70/) – Transforming our world: the 2030 Agenda for Sustainable Development. All 193 Member States of the United Nations adopted a plan for achieving a better future for all - laying out a path until 2030 to end extreme poverty, fight inequality and injustice, and protect our planet.

At the heart of the "Agenda 2030" are the 17 Sustainable Development Goals (SDGs) that address the most important economic, social, environmental and governance challenges of our time and opportunities to create sustainable societies that ensure and promote a good quality of life for all.

The Global Compact Network Canada (GCNC) is the Canadian chapter of the United Nations Global Compact, the world's largest voluntary corporate responsibility initiative. The GCNC supports Canadian signatories (both Canadian firms and subsidiaries of global signatories) in the implementation of the UN Global Compact's Ten Principles as well as the SDGs, while facilitating and creating opportunities for multi-sectoral and multi-stakeholder collaboration.

The GCNC offers the Canadian business and non-business sectors a unique opportunity to learn and exchange best practices in corporate sustainability, within the network and among global peers. In doing so, it builds the capacity of the Canadian corporate sector, empowering companies to embrace the UN Global Compact's Ten Principles and the SDGs within their national and global operations.

ABOUT THE UNITED NATIONS GLOBAL COMPACT

The United Nations Global Compact (UN Global Compact) is a voluntary corporate strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. The Global Compact Network Canada (GCNC) is the Canadian local network of the UN Global Compact.

It is the largest corporate citizenship and sustainability initiative in the world, offering a unique strategic platform for participants to advance their commitments to corporate citizenship and sustainability.

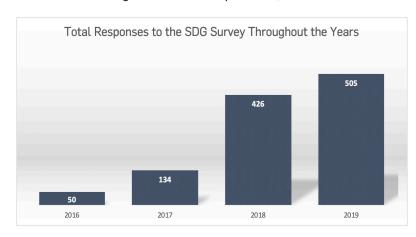
ABOUT THE SDG SURVEY

For the last four years, the GCNC has conducted a survey to understand how Canadian stakeholders – from the private sector, civil society, and others – perceive the SDG sand how we could inspire increased levels of participation to achieve the Goals. The survey is targeted towards Canadian businesses and organizations, asking them to rank their SDG priorities in four key categories and the support they would like to see from the GCNC. The survey has generated many insightful responses over the years, which have helped to paint a picture of the aaction requirements involving a whole-of-society approach to achieve the implementation of the SDGs.

ABOUT SDG SURVEY 2019 RESPONDENTS

The 2019 survey was launched March 25 and closed on April 22, 2019.

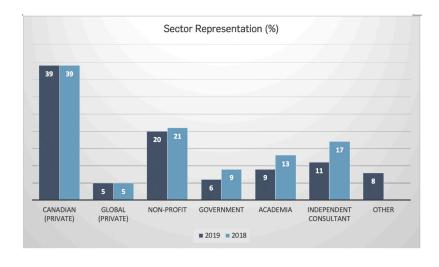
The number of respondents has increased each year that we have conducted the survey, with this year's number reaching 505, compared to 426 responses in 2018, 134 responses in 2017, and 50 responses in 2016, the first year the survey was conducted. This signals interest and the growing awareness of the SDGs and recognition of their importance, as well as increased engagement. More than half of the



respondents (58%) expressed wanting to join the Canadian network e-mailing list and be updated on Canadian corporate sustainability news and updates.

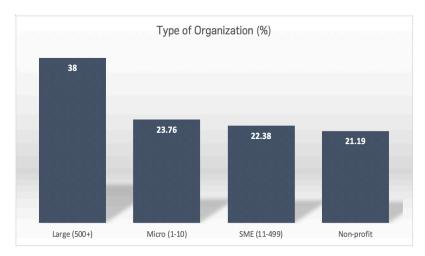
Private sector companies, either Canadian (39%) or global firms (5% are subsidiaries), represent the biggest portion of respondents, similarly to last year. The non-profit and government sectors make up 20% and 6% of respondents, respectively, compared to 21%

and 9% last year. There is also a slight decrease in this year's responses from academia (9% in 2019 vs 13% in 2018) and from independent consultants (11% in 2019 vs 17% in 2018). Those who responded "Other" (8%) demonstrate a confusion identifying with the categories available, many specifying belonging to a charity (non-profit), school (academia) or a crown corporation (government). Therefore, overall this indicates that this year's survey responses incorporate similar perspectives present in last year's survey results.



The composition of companies is once again skewed toward larger organizations, reflecting the more prevalent resources they have available to address sustainability issues, with 38% being large companies of 500+ employees. But interestingly this year, the remainder of the composition of companies is almost equal with 23.76% of respondents are from micro organizations of 1-10 employees, another 22.38% of respondents are from small and medium enterprises of 11-499employees and 21.19% of respondents are from non-profits.

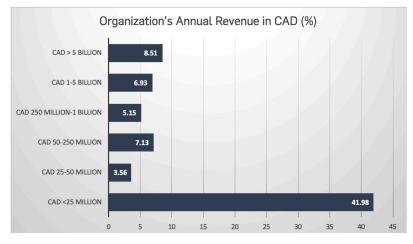
Growth responses from micro organizations, small and medium enterprises (totalling 46% of this year's responses compared to 29% last year) is also encouraging since SMEs represent the vast majority of Canadian companies. According to the most recent statistics from the Government of Canada¹, as of December 2017, there were 1.18 million employer businesses in Canada; of these, 1.15 million (97.9 percent) were small businesses, 21,926 (1.9 percent) were medium-sized businesses and 2,939 (0.2 percent) were large businesses.



The survey continues to reach a variety of different industries and responses were received from at least 18 different identified industries, including academia, education, financial services, natural resources, on-profits, and government.

Again this year, the largest percentage of respondents (24%) selected the choice "other" for their industry selection. We found from their written responses that this category includes everything

from general consultants to sports and recreation, food and beverages, climate action, renewable energy and sustainability services. It seems that more respondents are coming from non-traditional emerging industries, which also provides an interesting new perspective to the results. The second majority of respondents identified as non-profit (18%) followed by education (11%) and natural resources (9%).



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perspective to the results. The second majority of respondents identified as non-profit (18%) followed by education (11%) and natural resources (9%).

In this year's survey, we also asked the business/organization's annual revenue in Canadian dollars in the last fiscal year. Although a big portion (27%) responded not knowing, close to half of respondents (42%) indicated less than \$25 million, while 9% answered more than \$5 billion.

¹ https://www.ic.gc.ca/eic/site/061.nsf/eng/h_03090.html

SDG SURVEY RESULTS

SDG SURVEY 2019 RESULTS SUMMARY

This year's survey participants were asked to rank the top 5 SDGs for each of the following questions:

- Which in your opinion constitute important issues for Canada?
- · Which in your opinion constitute important issues for the World?
- What is the current focus of your business/organization?
- Which in your opinion should businesses prioritize?

The following table illustrates the SDGs that have been identified as priorities for each of the above questions:



PRIORITIES FOR CANADA



Climate action (SDG 13) was clearly identified as the top priority by Canadian businesses. This result is not surprising as there was a lot of discussion and awareness towards climate change in 2018, and this year, particularly around the topic of carbon pricing. There was also increased weather-related events in Canada such as flooding in Ontario and Eastern Canada, wildfires in BC and severe windstorms in Ontario. The recent release of a new climate report on April 1, 2019², may have also been influential given that it revealed that Canada is warming" twice as far as the rest of the world and the warming is "effectively irreversible".



The recent climate report was shocking to see Canada warming up twice as fast. This puts urgency to climate action. I don't think Canadians' actions match their awareness.



Sustainable Cities and Communities (SDG 11) was also ranked in second place last year, thus remaining an important priority for Canadian businesses as Canada is a very urbanized nation. Respondents recognize the link between tackling climate change for sustainable cities and communities. With urbanization continuing to grow, Canadian sustainable cities and communities will end up addressing many of the other SDGs such as hunger, clean

water and sanitation, affordable and clean energy and responsible consumption and production.



Sustainable Cities and Communities are crucial to overall achievement of the SDGs. Large urban centres will lead the way in the future and they must act looking 20 years ahead.

Survey Respondent



Responsible Consumption and Production (SDG 12) remained in third place in the priorities identified by Canadian businesses. There has been an increased awareness in citizens' conscious when it comes to consuming products, and the popularity of initiatives such as the "zero waste" movement are proof of that. Increased media visibility, such as documentaries on responsible vs fast fashion, also influence people's perspective and interest for SDG 12. For years, Canada was known as a nation consuming far more than what is sustainable for the planet. According to WWF's 2014 Living Planet Report "if everybody in the world lived like

Canadians, we would require 3.7 planets to meet our needs".3 Lately, Canadians embracing better consumption practices, with a focus on quality over quantity, is putting pressure on organizations to increase their sustainable initiatives, as seen with recent examples from the food industry adopting waste reduction and/or circular economy initiatives. There is a definite link between this SDG and climate action, reflecting the greater awareness and interest for our environmental impact.It is worth noting that consumption is not just about consumers, as B2B and B2C are both significant components. From a business perspective, SDG 12 is a critical goal as it relates to both supply and demand sides of the equation (i.e. production and consumption). Responsible Consumption and Production relates to advancing sustainability across the entire

value chain, including direct operations and end-of-life, but also extending to suppliers and primary production of raw materials and inputs, which often account for the majority of impacts and emissions.



G 12 is very important because companies need to be held directly accountable for what they sume and how their production impacts the environment.

Survey Respondent



A newcomer to the Top 5 rankings for SDG priorities in Canada is **Affordable and Clean Energy** (SDG 7). A global target for this SDG is to ensure universal access to affordable, reliable and modern energy services by 2030. Canada is considered a global leader in the renewable energy sector as most of the country's energy comes from renewable sources, with 59% from hydroelectric dams, making it the second largest producer of hydroelectricity in the world. Wind is the second most important renewable energy source in Canada as it accounts for 3.5 per cent of electricity generation in Canada. Wind and solar photovoltaic energy are the fastest growing

² https://changingclimate.ca/CCCR2019/

 $^{^{3}\} http://www.wwf.ca/newsroom/reports/living_planet_report_2014.cfm$

sources of electricity in Canada.⁴ Increased awareness of the human health and environmental benefits of phasing out coal-fired plants, cost-savings from energy efficiency, cost-competitiveness of increasing renewable energy production and ongoing debates about pipelines and carbon pricing may have prompted survey respondents to pay increased attention to this goal. From a business perspective, company's energy use and mix is often a major source of greenhouse gas emissions and thus leaders are taking steps to green operations and fleets.



Cities consume the most resources and energy. By focusing on the way we use resources can help resolve the sources of compounding issues.

Survey Respondent



Concluding the Top 5 priorities for Canada this year is a newcomer – **No Poverty** (SDG 1). Respondents demonstrated increased awareness of poverty issues in Canada, whether referring to the problem of homelessness and/or the increasing number of Canadians relying on food banks to survive. These two interlinked social situations have been highly addressed in the media increasing its visibility among the Canadian population. In the State of Homelessness in Canada 2016 report, it was estimated that at least 235,000 Canadians experience homelessness in a given year. The actual number is potentially much higher, given that many people who are

unhoused live with friends or relatives, and do not come into contact with emergency shelters.5

Between January 1 and March 31, 2018, Toronto Public Health reported on average 1.8 deaths per week among people experiencing homelessness. In February 2019, Food Banks Canada released its "National Hunger Count 2018" report which provides a clear view of who is most affected and where across the country. Hunger Count 2018 emphasizes that food bank use across Canada remains high with 1.1 million visits to food banks in March 2018 alone.

The survey results demonstrate a clear top three priorities for Canadian businesses: Climate Action, Sustainable Cities and Communities, and Responsible Consumption and Production. These were also the top three priorities identified in last year's survey, showing consistency in the results throughout the years.

Gender Equality (SDG 5) did not make it to Top 5 priorities for Canada this year, though it was in the 2018 survey results. The Canadian government has put a lot of effort in making progress towards gender equality as it was made the central theme for Canada's 2018 G7 Presidency and one of the predominant themes of Canada's 2018 Federal Budget. Moreover, Canada made significant progress in the World Economic Forum's annual gender gap ranking, as the country has landed the 16th spot in 2018 compared to 30thspot in 2015. Such progress and initiatives might be giving Canadians a false impression that we have done enough and might be resulting in moving away from prioritizing Gender Equality (SDG 5) as a top priority for the nation. The 2030 Agenda for Sustainable Development cannot be achieved without full and equal rights for half of the world's population, in law and in practice. As a nation, Canada must keep making progress towards gender equality and must keep highlighting the gaps backed by statistics for people to re-instate their focus on this goal.

There seems to be a link between responses on what is important for Canadian businesses and the level of awareness and visibility some of the SDGs received. Some SDGs received a very low interest for Canadian businesses – the three that ranked the lowest are Life on Land (SDG 15), Life Below Water (SDG 14) and Peace, Justice and Strong Institutions (SDG 16).

⁴ https://www.nrcan.gc.ca/energy/renewable-electricity/7295

 $^{^{5}\} https://www.homelesshub.ca/about-homelessness/homelessness-101/how-many-people-are-homeless-canada$

⁶ https://www.toronto.ca/community-people/health-wellness-care/health-inspections-monitoring/monitoring-deaths-of-homeless-people/

⁷ https://hungercount.foodbankscanada.ca/wp-content/uploads/2019/02/HungerCount2018_p.pdf

PRIORITIES FOR THE WORLD



Climate Action (SDG 13) moved up to the #1 ranked priority for the world while it was #3 last year. Survey respondents continue to identify climate action as a top international priority, just as it is for Canada. Survey respondents are also able to distinguish this issue as one affecting most of the other SDGs and global collaboration is essential to address this goal. Many survey respondents feel we are at a critical point of irreparable damage to the environment and the world must come together to fight climate change. Ultimately, all efforts to advance in any other areas of the SDGs are dependent on an environment that sustains life on earth.



No Poverty (SDG 1) dropped from the #1 ranked priority for the world last year to #2 this year, but survey respondents kept showing understanding on how working towards this goal will help achieve other SDGs. Survey respondents believe tackling poverty can make a positive lasting impact on all societies and help mitigate the effects of discrimination and inequalities, reduce hunger and enhance health and well-being.



Zero Hunger (SDG 2) moved down to #3 this year (it was #2 last year). Survey respondents recognize no hunger is a basic human need essential in order to achieve the other SDGs. Food security is also significantly affected by climate change, thus it is no surprise that Canadians consider SDG 2 and SDG 13 to be top priorities that should guide international development efforts. According to a UN report in 2018,global hunger continues to rise and 821 million people are hungry worldwide,or one in every nine people.8



Extreme hunger and malnutrition remains a barrier to sustainable development and creates a trap from which people cannot easily escape. Hunger and malnutrition mean less productive individuals, who are more prone to disease and thus often unable to earn more and improve their livelihoods. We should ensure that everyone everywhere has enough good-quality food to lead a healthy life.

Survey Respondent



Clean Water and Sanitation (SDG 6) is a newcomer in the Top 5 rankings for SDG priorities for the world. Survey respondents are linking Clean Water and Sanitation (SDG 6) to Climate Action (SDG 13) believing it would contribute to less pollution of lakes and rivers in impoverished communities across Canada as not all Canadians enjoy clean water. Clean Water and Sanitation would lead to healthier environments, helping the achievement of other SDGs. According to UNICEF, 700 million people still lack safe drinking water, and more than one-third of the entire world population, about 2.5 billion people, lack adequate sanitation.⁹ For the children living in these

conditions, poverty, and disease is rampant. Clean Water and Sanitation is a basic human need, and it's absolutely critical to sustainable development globally. In Canada, Clean Water and Sanitation problems have received visibility because at any given time there are more than 100 drinking water advisories in First Nations across Canada. For example as of January, 2018, the federal government was reporting that 91 First Nations were under long term drinking water advisories. The lack of clean, safe drinking water in First Nations is one of the greatest violations of the UN-recognized human rights to water and sanitation. The federal government committed to ending these water advisories by 2021.

⁸ https://www.who.int/news-room/detail/11-09-2018-global-hunger-continues-to-rise---new-un-report-says

⁹ https://www.unicef.ca/en/unicef-canada-clean-water-and-sanitation

¹⁰ http://www.aadnc-aandc.gc.ca/eng/1516741379405/1516741409130



Quality Education (SDG 4) remained in #5 this year and is seen as a foundation for human development by survey respondents. Media awareness reminds us that primary education is key to early childhood development and continues to remain an issue in many developing countries. Increasing girls' and women's access to education is a critical enabler of sustainable development over the next decade and support women's empowerment through greater labour market participation. Higher education is also seen as the key to innovation and the changing economic realities around the world. As mentioned by a survey respondent, if people are educated in a

proper way with high-quality education then they can use the knowledge to have a better life and contribute to economic development. Thus another SDG related to all the other SDGs.

The Top 5 rankings for SDG priorities for the world are a clear indication of broader social global issues identified by Canadian businesses.



Global challenges require unity. We need to develop better ways of working together, complementing our strengths and come together to overcome these global issues. We need to look at food wastes, agriculture, and the impact it is having on people and the planet.

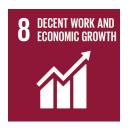
Survey Respondent

CURRENT BUSINESS/ORGANIZATIONAL FOCUS



Industry, Innovation and Infrastructure (SDG 9) moved to first place in this year's survey while it was second last year. It is not a surprise to find SDG 9 in this section because Canada is a highly industrialized country. Canadian organizations understand innovation is critical to our economic growth and success, and that infrastructure investments play a supportive role. Announced in the 2017 federal budget, the "Innovation and Skills Plan" is an ambitious effort to make Canada a world-leading centre for innovation, to create well-paying jobs and to help strengthen and grow the middle class. ¹¹ This plan supports Canadians and the entire

innovation continuum and aims to establish Canada as one of the most innovative countries in the world and foster a culture of innovation from coast to coast to coast. There are many examples of innovation hubs and incubators in communities across Canada and the private sector is playing an important role. For example, the IBM Innovation Space in Toronto, which supports start-ups that require advanced infrastructure and technological support in order to get a proof of concept off the ground. It was launched together with the Ontario Centres of Excellence (OCE), and the Ontario Government, a model for cross-sectoral collaboration in entrepreneurial incubation.



Decent Work and Economic Growth (SDG 8) ranked top as a priority focus for organizations last year and moved to second position this year. Investing in people, communities and the economy creates growth and progress toward economic prosperity and employment security. Organizations also recognize that decent work has additional positive effects in other parts of community well-being. Expressed by survey respondents, as the central engines for wealth creation and distribution, companies are a major vector through which income inequality can be either increased or reduced. It is incumbent upon business to pay a living wage across their

supply chains, and to support government policies that facilitate income redistribution to protect the most vulnerable. The last year has also seen significant attention on the issues surrounding artificial intelligence (AI) and other disruptive technological developments, including concerns of job displacement and the need for worker re-training amidst increased automation.



This year we find **Climate Action** (SDG 13) in third place, moving up two spots from last year's results. Climate Action is clearly not only a concern for Canada and the world, but a priority within Canadian organizations as well. Many survey respondents described environmental actions their organizations have taken, whether reducing waste in the workplace to working on solutions to reduce waste, time and harmful chemicals in their operations. It demonstrates survey respondents understand any action towards the environment can lead to positive outcomes in fighting climate change.



Remaining in fourth place this year is **Gender Equality** (SDG 5). It is encouraging to see that Canadian organizations acknowledge that working towards gender equality is not only the right thing to do but also the smart thing to do. SDG 5 aims to ensure an end to the discrimination of women and girls everywhere. The goal's nine targets refer to a range of challenges, such as discrimination of women, violence against women, reproductive health, ownership rights, and to enhance the use of enabling technology to promote the empowerment of women. However, the challenge is not only to ensure equal rights, but also to ensure active participation of women in

discussions on sustainable development. GCNC will continue its support to improve business practices in Canada, to provide a framework for businesses at the national level, and work collectively to raise the bar for gender equality.



Our company enables women and visible minorities to rise in leadership. We help them to shift their perspective so that they can find within themselves creative solutions to whatever challenge presents itself. This means growth for these individuals but also long-term it means more humane organizations. It means tapping into the potential of women leaders.

Survey Respondent



The fifth in this Top 5 ranking is **Good Health And Well-Being** (SDG 3), which was fourth last year. Many respondents believe most of the other SDGs cannot be achieved without a healthy population and expressed more focus is needed on acknowledgment, treatment and prevention on non-communicable diseases. There are increased discussions recognizing and addressing mental health as an issue that impacts every workplace and an increasing number of businesses have implemented mental health awareness campaign and/or programs for their employees. Overall, ensuring healthy lives and promoting well-being for all at all

ages is important to building prosperous. Health is a driver, indicator and outcome of sustainable development. Thus, the achievement of SDG 3 is strongly linked to other areas related to sustainable development.

Interesting to note the three SDGs that ranked the lowest as SDGs organizations are focusing on are once again Life Below Water (SDG 14) and Life on Land (SDG 15). In third place is Zero Hunger (SDG 2).

Finally, Climate Action (SDG 13) and Sustainable Cities and Communities (SDG 11) were also identified priorities for Canadian organizations, which can be seen as a sign of alignment between what survey respondent deem important for the nation and what organizations are embracing as important as well.

¹¹ https://www.ic.gc.ca/eic/site/062.nsf/eng/home

FUTURE BUSINESS PRIORITIES



Climate Action (SDG 13) ends up this year as the top SDG businesses should prioritize, although it is already a focus for many organizations as indicated in the previous section. From the overall results of this year's results, it is clear organizations are conscious that climate action is a significant and complex issue that will demand sustained focus from all levels of society in order to meet the challenge. Organizations need to focus more on climate change because a large portion of global emissions remain within the control private sector, therefore companies should prioritize reducing emissions.

A report from Chartered Professional Accountants (CPA) Canada in 2016¹² lists some of the near-term challenges climate change represents for Canadian businesses: disrupted construction; unavailable resources or raw materials; unpredictable energy costs due to unpredictable weather; and the possibility of absent employees and customers due to frequent and powerful storms.

There are two ways to respond to climate change. The first is mitigating it—slowing down our greenhouse gas emissions, for example. But the other way is adaptation. Both can be addressed by the private sector in decreasing the risks they face from climate change.



Climate-related risks pose the greatest threat to businesses out of all sustainability challenges. They need to take action to address current and mitigate further climate risk. Businesses need to change how they operate and what products and services they produce to ensure neither are posing additional threat to the planet and people living on it.

Survey Respondent



Responsible Consumption and Production (SDG 12) was once again identified as a SDG businesses should prioritize last year and this year, going from #4 last year to #2 this year. In last year's results, respondents expressed that more should be done to meet this goal. Companies are becoming more aware of the risk mitigation opportunities, reputational benefits and competitive advantages of increased supply chain transparency and responsible production; moreover, leaders create shared value for business and society by advancing sustainability across value chains. High visibility of Canada's overconsumption could be what triggered this change. For

years there's been media coverage indicating Canada leads the developed world in per capita production of garbage. At the end of 2018, Canadian environment ministers announced they aim to cut garbage output by half by 2040, as well as a Canada-wide zero-plastic-waste strategy.¹³



Organizations already focus on **Decent Work and Economic Growth** (SDG 8) and respondents maintain it as a future priority for businesses. Focusing on this SDG leads to financial growth and stability of organizations, which provide continued employment opportunities. Labour remains one of the largest expenses for companies in most industries, especially when turnover is high or workers are disengaged. Attracting and retaining top talent and motivating all employees (especially Millennials and Gen Z) is a business imperative today and tomorrow, given human capital investments are critical to drive growth and innovation. In

March 2019, the federal government announced Canada was partner in the ambitious global Mission Innovation (MI) initiative. MI includes 23 countries and the European Commission working to accelerate global clean energy innovation. MI's Innovation Challenges (ICs) are global calls to action aimed at accelerating RD&D in technology areas that could provide significant benefits in reducing greenhouse gas emissions, increasing energy security and creating new opportunities for clean economic growth.¹⁴

¹² https://www.cpacanada.ca/en/news/world/2018-12-07-climate-change-and-business

 $^{^{13}}$ https://www.canada.ca/en/environment-climate-change/news/2018/11/federal-government-provinces-and-territories-push-forward-on-a-canada-wide-zero-plastic-waste-strategy.html



Businesses need to improve their innovation by being more responsible towards their people and communities, while allowing economic growth to be an operational motivation (SDG 8) and being more responsible towards the environment.

Survey Respondent



It is encouraging to see that respondents want to continue seeing greater efforts towards achieving **Gender Equality** (SDG 5) by their organizations. This SDG had ranked first in this section in last year's results and ranked fourth this year. With all the visibility discussions on gender equality has gained in recent years, survey respondents believe the corporate sector has the potential to be a major driver of social change. Having women represented equally in all decision-making positions will ensure corporate actions are reflective of the whole community. And according to the McKinsey Global Institute, women's equality in the workplace could add as

much as US\$28 trillion to global annual gross domestic product by 2025. ¹⁵ Greater representation by women across organizations and in decision-making positions supports better, longer-term decision-making and enhanced value creation strategies that benefit all stakeholders, including shareholders.



A newcomer to the Top 5 ranking of SDGs businesses should prioritize is **Industry, Innovation and Infrastructure** (SDG 9). The increased discussions on the future of work, the rise of the "gig economy" and the emergence of artificial intelligence (AI), leading to more precarious employment conditions with the changing notions of a traditional workplace explains this particular SDG's relevance to be in this section. Innovation can enhance the growth and competitiveness of organizations and maximize economic benefits. Respondents want to see Canadian organizations not only keeping up with societal changes, but also leading globally in line with our values.

Once again, the two SDGs that ranked the lowest as SDGs businesses should prioritize are Life on Land (SDG 15) and Life Below Water (SDG 14). In third place is Zero Hunger (SDG 2).



Business should give highest priority to green innovation that addresses the impacts of climate change so that it can help spur further development of decent work and economic growth and the creation of sustainable cities and communities.

Survey Respondent

PREVIOUS YEARS' RESULTS

2018 SDG SURVEY RESULTS SUMMARY

In the 2018 survey, Climate Action (SDG 13) was identified as a top issue for both Canada and the world. SDGs such as Sustainable Cities and Communities (SDG 11) and Responsible Consumption and Production (SDG 12) were also important for Canada. Worldwide, there was a focus on foundational human needs, such as No Poverty (SDG 1), Zero Hunger (SDG 2), Health and Well-Being (SDG 3), and Quality Education (SDG 4).

¹⁴ https://www.nrcan.gc.ca/energy/resources/mission-innovation/18612

 $^{^{15} \} https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth$

TOP 1 TOP 2 **TOP 3 TOP 4** TOP 5 8 DECENT WORK AND ECONOMIC GROWTH **PRIORITIES FOR** CANADA 13 CLIMATE ACTION 4 QUALITY EDUCATION NO POVERTY **PRIORITIES FOR** THE WORLD

The following table illustrates the SDGs that were identified as priorities in the 2018 survey:

ISSUES YOU WOULD LIKE YOUR COMPANY TO FOCUS ON

ISSUES YOUR COMPANY IS CURRENTLY **FOCUSING ON**































At an organizational level, respondents focused on issues that deeply affected their workforce (Gender Equality (SDG 5); Decent Work and Economic Growth (SDG 8); Industry, Innovation and Infrastructure (SDG 9); and Quality Education (SDG 4)) and the long-term sustainability and success of the company (Gender Equality (SDG 5); Good Health and Well-Being (SDG 3), Climate Action (SDG 13); Responsible Consumption and Production (SDG 12); and Decent Work and Economic Growth (SDG 8)).

2017 SDG SURVEY RESULTS SUMMARY

The 2017 survey identified these priorities:



In the 2017 survey, Climate Action (SDG 13) and No Poverty (SDG 1) were identified as the top issues for both Canada and the world. SDGs such as Decent Work and Economic Growth (SDG 8) and Responsible Consumption and Production (SDG 12) were also important for Canada. Worldwide, there was once again a focus on foundational human needs, such as Zero Hunger (SDG 2), Health and Well-Being (SDG 3), and Quality Education (SDG 4).

At an organizational level, respondents also focused on issues that deeply affected their workforce (Gender Equality (SDG 5); Decent Work and Economic Growth (SDG 8); Well-Being (SDG 3); and Quality Education (SDG 4)) and the long-term sustainability and success of the company (Climate Action (SDG 13); Responsible Consumption and Production (SDG 12); and Industry, Innovation and Infrastructure (SDG 9)).

Climate Action (SDG 13) is the Global Goal that has constantly showed up as a priority throughout the years in all sections of the survey.

FROM AWARENESS TO IMPLEMENTATION

Although there is much awareness generated around all of the SDGs, the prioritized ones in particular continues to grow. There is still a significant gap in implementation and accountability but will have to be a priority among challenges in order for Canada to legitimize its roll as a leader in sustainability.

ACTIONS AND INITIATIVES

The survey asked respondents about the actions their organization/company has taken on the SDGs. There were various levels of action available to companies when considering the SDGs. The most highly engaged company is one that has mapped, aligned, and embedded its corporate strategies with the SDGs and publicly reports on the impact of those SDG strategies. Of all respondents, 20.59% indicate they are at this level of engagement, exhibiting significant implementation and accountability. This is a significant increase from last year's result (13%).



Another 21.39% of organizations say they identify and embed the SDGs into corporate strategies, but do not yet do an impact assessment or engage in reporting, which represents a slight increase from last year (19.6%).

The largest percentage of respondents, 25.94% indicate that while they consider the SDGs, they do not yet formally align them with business strategies, goals, and objectives - an interesting decrease from last year's results (33.7%).

Another 11% have not taken any actions to contribute toward the SDGs (same as last year), and 9% do not know what their organizations have done, if anything (12.7% last year).

The data above shows progress; however, we need to mobilize the private sector to go further and faster. The data shows that many businesses are interested but stalled by challenges which include those that will be highlighted later in this report. The most significant of these challenges is that companies are unsure of how to align the SDGs with their respective long-term business agendas.

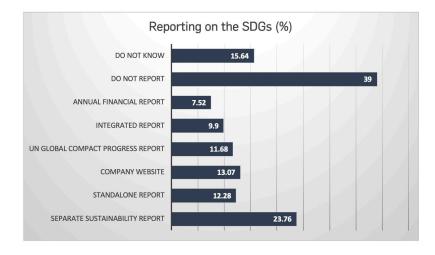
To assist with these difficulties, the GCNC has partnered with the Global Affairs Canada to collect and publish emerging practices across the Canadian private sector in a guide titled – "The SDGs Emerging Practice Guide". In combination with the GCNC's annual SDG Leadership Awards and educational programs, these initiatives foster the sharing of good practices on how Canadian companies are prioritizing, embedding and reporting on the 17 SDGs.

This data also suggests that there is much room for improvement when it comes to implementation and actions in meeting the SDGs. Nonetheless, this year's results are also promising as they indicate an increase in participation from organizations/businesses taking action towards the SDGs.

We can call the above progress, however, even amongst leaders there are major gaps, including not utilizing an impact assessment framework, setting long-term ambitious goals and reporting publicly on progress. We need to mobilize the private sector and all sectors towards going further faster. Getting more companies engaged and embedding sustainability into all decision-making processes, goal setting plans and sustainability reporting is absolutely critical; corporate engagement in SDG agenda must extend beyond the currently small number of leading organizations and incremental approaches. Forward-thinking leaders and their fast followers appreciate that the SDGs are in fact an exponential agenda for innovation, and a purchase order for the future. We need to move towards all company executives and board members understanding how the SDGs represent opportunities for enhanced value creation that will drive business growth, brand innovation and scaled impact. And as policy makers devise pro sustainable development policies, incentives—and potentially new regulation— it will be the leaders who benefit as new market open up, while laggards are left behind.

REPORTING

When asked how their organizations currently report on the SDGs, 39% of respondents stated they do not report at all (similar to last year), while 15.64% do not know if or how they report. It is promising to see, though, that 23.76% do discuss the SDGs in a separate sustainability report (same result last year), 12.28% create a standalone report for showing contribution towards the SDGs (increase from last year), and another13.07% mention them on their company website (slight decrease from last year). Additionally, 11.68% of respondents participate with the UN Global Compact's Communication on Progress Report. It is also interesting to note that 9.90% include the SDGs information as part of an integrated report while 7.52% as part of their Annual Financial Report. The inclusion of the SDGs information in organizations' reports is seen as a positive sign of awareness and support from senior management.



Although this year's results show more organizations reporting on the SDGs in one way or another, there could be many reasons for the discrepancy or lack of reporting. Companies/ organizations may not be taking actions on the SDGs that warrant reporting, as is evidenced by many of the survey responses.

Organizations also may have difficulty understanding how to measure the impact of their actions on the SDGs, as best practices for corporate reporting on the SDGs are yet to be established.

There are efforts to develop such standards, though. For example, the UN Global Compact has been working with the Global Reporting Initiative (GRI) to establish a structured approach to reporting by defining targets for each goal, and specific disclosures for each target. The UN Global Compact released the <u>Business Reporting on the SDGs</u>: An Analysis of the <u>Goals and Targets</u>, which aims to provide businesses with a uniformed mechanism to report on their contributions to and impact on the SDGs in an effective and comparable way. They have also provided suggested actions for each target that organizations could take to progress further toward the goals. In addition, the World Benchmarking Alliance (WBA) is an initiative to establish transparent and comparable rankings of companies' efforts in achieving the SDGs.

As more organizations implement plans and actions to meet the SDGs, reporting frameworks will become more standardized, and investors (and possibly regulators) will begin to demand such information from companies, the rate of reporting will continue to increase. As measurement increases, actions will increase. The saying goes that "what gets measured, gets managed;" company leaders would be wise to take a proactive approach in increasing engagement with their stakeholders, including employees, suppliers, customers, and investors. As recognized leaders, such as Paul Polman (former CEO of Unilever), did during his tenure, there is a significant benefit in making the case to investors for long-term value creation and investing. More leaders can and should speak to investors—and all stakeholders—about how their company's growth and impact goals contribute to the SDGs – and support business leadership, leading to enhanced value creation and future success.

PARTNERSHIPS

The survey also explores how partnerships and collaborations contribute to organizations' engagement with the SDGs. Specifically, we asked about the extent to which organizations collaborate with the Government of Canada, provincial governments, non-profits and NGOs, industry associations, as well as the GCNC.

While there is some collaboration with the government sector (both federal and provincial), the majority of respondents seem to been engaged at some level with non-profits (65% this year vs 60% last year) and industry associations (55% this year vs 50% last year). Engagement seems to be lower with both the federal (40% this year vs 35% last year) and provincial (39% this year vs 28% last year) levels of government, with slightly more engagement with the Federal government, although there was a notable increase of engagement with provincial governments. For both levels of governments, 20% of respondents indicated wanting to be engaged in partnerships.

In addition, 28% of respondents were either somewhat or actively engaged with the Global Compact Network Canada, while 22% expressed wanting to become engaged with the GCNC.

What has remained relatively consistent is the desire of respondents to engage in partnerships with government, non-profits, industry associations and GCNC. This indicates an opportunity for more cross-sectoral collaboration to further the SDGs and an opportunity for GCNC to reach out to more stakeholders. The experience of purpose-driven businesses suggests that integrating social, environmental and governance issues into business decision-making has numerous benefits; simply put it creates greater value for companies, their stakeholders and shareholders. Purpose-driven businesses therefore also represent an opportunity to engage in partnerships and share best practices, as evidenced by the recently announced collaboration by B Lab and UN Global Compact to develop a new SDG platform. ¹⁶ It is encouraging to see that there is openness and an appetite for more of these kind of multi-stakeholder partnerships among survey respondents. Leaders from both larger/global companies and small/mid-size enterprises are also increasingly recognizing the benefits and opportunities in engaging with fellow leaders from government and civil society. Most organizations are struggling to scale partnerships; however, they are absolutely essential if we are going to accelerate progress on the SDGs. What is clear is the need to increase the level of ambition that leaders and their organizations have in the coming year.

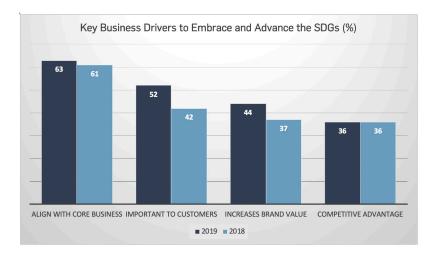
 $^{^{16}\} https://bcorporation.net/news/b-lab-partners-united-nations-global-compact-develop-online-platform-sdg-focused-impact}$

This will require new mindsets and approaches towards multi-stakeholder partnerships. It necessitates that company leaders re-think competition and prioritize greater collaboration, within and across industries. It involves working more closely with industry associations to raise the bar instead of lobbying for lower standards. It means companies should engage their suppliers as partners and competitors as allies to address challenges that cannot be overcome individually.

The Global Compact Network Canada aims to support Canadian businesses to establish collaborative partnerships which leverage the strengths of non-profits, local groups and the government to collaboratively tackle the most pressing issues of our time. The Gender Equality Leadership in the Canadian Private Sector project is a great example of such collaboration between the private sector, non-profits, industry partners and the government of Canada. The project is supported by the Ministry of Status of Women and facilitated by the GCNC to engage corporate partners to develop, test, and implement a set of tools leading to a blueprint for gender equality in the private sector, and a certification methodology.

The GCNC actively engages with several federal and provincial Ministries at the Government of Canada with the aim of facilitating dialogue between the Government and the Canadian private sector and establishing partnerships for greater impact. It hosts many consultations throughout the year, with the most recent one on the First National SDG Strategy Roundtable Discussion, and takes representatives from its network of responsible businesses to Ottawa to meet with select Ministries. It is therefore reassuring for GCNC to see engagement from respondents increase year after year, and level of interest for those wanting to engage remain high.

DRIVERS AND CHALLENGES

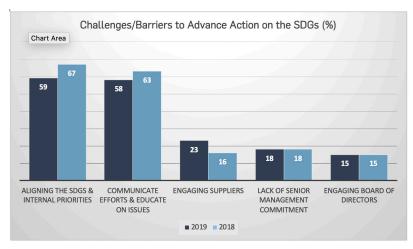


In order to fulfill the SDGs, it is important to understand the key drivers that will encourage organizations to act. Most of the survey respondents (63% this year vs 61% last year) indicated that the SDGs are important to their organization because they align with their core business values. It also appears that other motivating factors to engage with the SDGs primarily come from outside the organization itself and are driven by market forces. It is interesting to notice the 10% increase from last year to 52% of respondents that

feel that sustainability is an issue that is important to their customers. There was also a notable increase of respondents believing it increases their brand value (44% this year vs 37% last year) while seeing it as a competitive advantage remained the same at approximately 36%.

Thus, increasing broader public awareness of sustainability and the SDGs with solid business cases and best practices in the marketplace will help drive change within organizations. For example, only 22% respondents answered sustainability actions are valued by their suppliers, a decent 8% increase from last year, but also showing a worthy opportunity to educate suppliers on sustainability actions.

However, there remain many challenges within organizations that serve as barriers to advancing action on the SDGs. The most significant of these is aligning the SDGs with the long-term strategies and internal priorities of the organization, with 59% of respondents identifying with these two challenges, compared to 67% last year. It also appears to be a challenge for 58% of respondents to communicate existing efforts and educate customers on sustainability issues, compared to 63% last year.



Directors (15%) remained similar to last year's results.

It is also worth noting that there was an increase of respondents indicating engaging suppliers to also identify and work towards relevant SDGs as a barrier, 23% this year compared to 16% last year. This does not necessarily mean suppliers are more resistant or uninterested in the SDGs; it could mean organizations are more consciously aware of involving their suppliers in their SDGs journey.

Finally, regarding challenges, lack of senior management commitment (18%) and engaging Board of

The survey also asked respondents about the best way to address challenges and help them enhance their impact and make greater strides toward the SDGs. The most common responses were government policy supporting innovation and SDG promotion (65%), best practices sharing (58%), partnership opportunities (57%), training, tools and resources on the SDGs (52%).

These results are very similar to last year's and indicate once again that there is a significant role for the GCNC to play in increasing awareness and implementation of the SDGs. GCNC must continue to create a collaborative environment among private sector organizations and expand its reach to non-profits and government. Similarly, GCNC must to continue to drive awareness on its initiatives among the public and the broader marketplace, as well as further training and outreach, which would be beneficial to GCNC and to the SDG effort.

CONCLUSIONS

2018 has been an interesting year around the world, and one that has impacted numerous SDGs in various ways. For example, weather-related and natural disasters continued to occur with great forces, having severe impacts not only in Canada but around the world as well. It explains why Climate Action (SDG 13) remains so highly present, once again a top priority in this year's results.

We can also say that Canadians are more aware than ever of the importance of sustainable development and are working to identify where their organizations and we as a country can make a difference. A sign of this is how highly ranked Responsible Consumption and Production (SDG 12) is in this year's results.

While many SDGs remained top priorities in this year's survey results, two continue, both in Canada and the world, to yield very low interest: Life Below Water (SDG 14) and Life on Land (SDG 15).

While we have outlined the identified SDG priorities for 2019 in this report, we have also developed a view of what has been done and what needs to be done next to move the SDGs forward: responses from the private sector clearly indicate the request for sharing best practices, increasing awareness, reporting guidelines, and accountability. Finally, we also have a preliminary idea of the key drivers that motivate organizations to embrace the SDGs, and the challenges to overcome to progress toward 2030. This includes more awareness-building in the marketplace to help organizations use and align SDGs in their decision-making processes.

We must increase the number of senior leaders, notably executives and board of directors, from hundreds of thousands of Canadian companies who believe that:

 SDGs are important to their organization and align with their core business values and value creation strategies;

- Sustainability issues, including making positive contributions to the SDGs, are important to key stakeholders, including customers, consumers, employees, investors, business partners, NGOs and governments;
- SDG-aligned strategies increase brand value and will support greater competitive advantage.

Leaders must work to overcome challenges within organizations that serve as barriers to advancing action on the SDGs, notably, the integration of the SDGs into long-term strategies and the top organizational priorities, which results in greater communication and stakeholder engagement on sustainability issues, including employees, suppliers, investors, business partners, NGOs and governments.

Government policy supporting innovation and SDG promotion, best practices sharing, partnership opportunities, training, tools and resources will certainly all support greater engagement and progress on the SDGs by private sector leaders. What is needed is further collaborative work to raise the level of leaders' ambitions on this agenda and deepen leaders' understanding of the significant market opportunities it offers in Canada and globally, as well as the risks if we don't act immediately.

As an example of available help, GCNC has published the SDGs Emerging Practice Guide in partnership with Global Affairs Canada. The SDGs Emerging Practice Guide has examples for each of the 17 SDGs from Canadian businesses across all sectors. In partnership with Global Affairs Canada, the SDGs Emerging Practice Guide aims to include good practice examples for each of the 17 SDGs from Canadian businesses across all sectors. The initiative will be combined with the SDG Leadership Awards 2019. The top peer-reviewed entries for each of the 17 SDGs will be eligible to receive the annual 2019 SDG Leadership Award.

Results continue to show increased interest in establishing cross-sectoral collaborations and partnerships to achieve the goals and wanting Canada to show leadership in innovation, business and investment to advance the SDGs. Respondents also clearly expressed wanting the private sector to further align their sustainability and corporate social responsibility strategies with the SDGs. There are initiatives taking place with the UN Global Compact and private sector organizations to develop improved measurements and reporting standards, which will help more organizations to better manage to the SDGs.

The best way to engage the private sector and senior leaders is to use the business opportunity lens: discuss how the SDGs address innovation and market development, demonstrate how adopting the SDGs creates efficiency and cost savings, and explain it can be a strategic reputation management and risk reduction tool.

Having mapped the high-level linkages of sectors and SDGs, we can look closer at the way in which the targets contained within the SDGs provide opportunities and risks for business. We have identified a dual set of motivations for business when considering engagement with the SDGs: those that positively drive growth, by providing opportunities for innovation, market development, cost saving, efficiency and brand building. Another set of motivations are what might be called potential growth 'limiters', where the SDGs outline risks to be managed and negative impacts to be reduced, mitigated or eliminated. If not managed properly, these might negatively impact growth.

The GCNC is privileged to be a part of this collaborative effort, helping to connect parties across all sectors, sharing best practices, providing training, and assisting all Canadian organizations to lead the charge in achieving the SDGs over the next decade. To accelerate progress will require greater leadership—and courage—from us all. Sustainable development is the opportunity of a lifetime; together we can grow better business for a better world.

APPENDIX

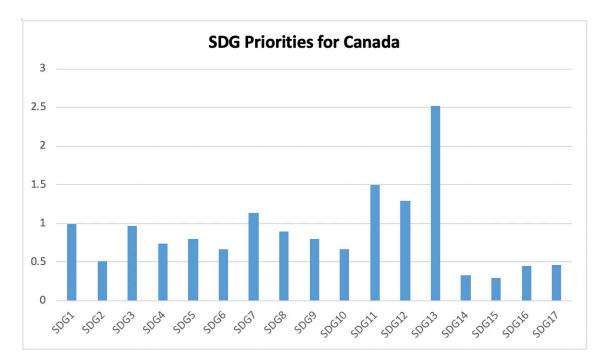
SDG RANKING METHODOGY

Each participant in the 2019 SDG survey indicated their top 5 SDGs, ranking them from 1 (being the most important) to 5 (being the 5th most important). The ranking process was limited to five choices per category. Each rank was assigned a score multiplier to depict preferences more accurately. The multipliers were discrete and uniformly distributed with rank 1 receiving the highest score multiplier, rank 2 receiving the next highest score multiplier and so on. As a result, more importance was attributed to rank 1 votes, than rank 2 votes, than rank 3 votes, than rank 4 votes, than rank 5 votes. For example, 5 rank 1 votes are greater than 5 rank 2 votes. SDGs were ranked on aggregate, not based on the number of total votes received, but as a function of the importance Canadians give to each. The score was then divided by a common denominator to produce an index score. The graphs below are reflective of this ranking methodology.

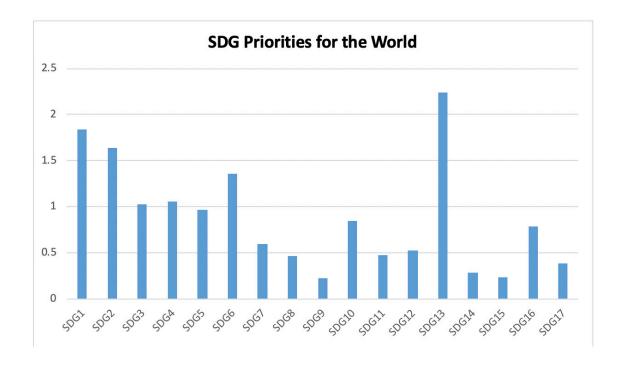
SURVEY DATA

APPENDIX – SURVEY DATA

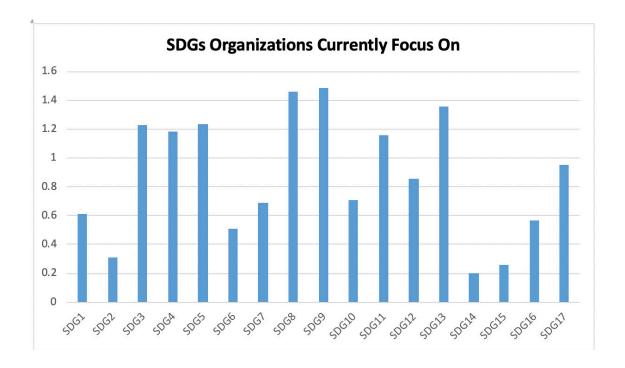
Please rank the Top 5 SDGs, which in your opinion are priorities for Canada.



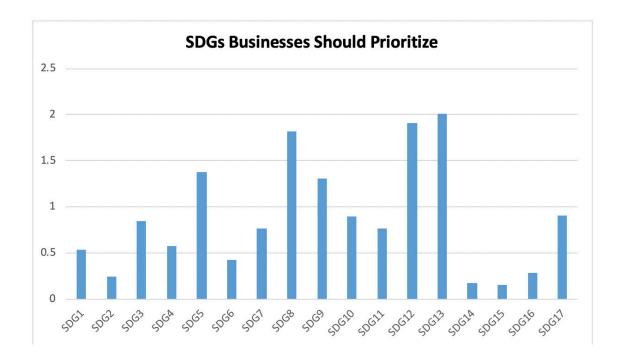
Please rank the Top 5 SDGs, which in your opinion are priorities for the World.



Please rank the Top 5 SDGs, which are the current focus of your business/organization.



Please rank the Top 5 SDGs, which, in your opinion, businesses should prioritize.



Which one of the following statements best describes the actions on the SDGs for the company you work for?

ANSWER CHOICES	RESPONSES
My company has mapped, aligned, and embedded corporate strategies with the SDGs and publicly reports on the impact.	20.59%
My company has identified and embedded the SDGs into corporate <u>strategies</u> , <u>but</u> has yet to do an impact assessment and report on the SDGs.	21.39%
My company prioritizes the <u>SDGs, but</u> has yet to map and align these with business strategies, goals, and objectives.	25.94%
My company has not taken any actions to contribute towards the SDGs.	11.09%
I do not know	9.11%
Not applicable	11.88%

How is the business/organization you work for currently reporting on the SDGs? Please select all that apply.

ANSWER CHOICES	RESPONSES
As part of UN Global Compact's Communication on Progress Report (COP).	11.68%
As part of our Sustainability Report.	23.76%
As part of an Integrated Report.	9.90%
As part of our Annual Financial Report.	7.52%
Report on company website.	13.07%
A standalone report for showing contribution towards the SDGs.	12.28%
Does not report.	39.01%
I do not know.	15.64%

To what extent does your business/organization collaborate on partnerships to address the SDGs with the following organizations?

Organization Type	Not at all	Would like to	To some degree	Actively engaged	I do not know
Canadian federal government	20.84%	19.84%	21.04%	19.24%	19.04%
Canadian provincial government	21.41%	20.20%	22.02%	16.77%	19.60%
Not-for-profit and/or non- government organizations	11.16%	9.16%	30.28%	35.26%	14.14%
Industry associations	13.83%	13.43%	29.46%	25.25%	18.04%
The UN Global Compact/Global Compact Network Canada	25.55%	21.73%	16.70%	11.27%	24.75%

Please identify the key business drivers for your business/organization to embrace and advance the SDGs. Please select all that are relevant to your business/organization.

ANSWER CHOICES	RESPONSES
Sustainability actions are valued by our customers.	51.88%
Sustainability actions are valued by our suppliers.	21.98%
The SDGs are important to my business/organization and align with its core business principles and values.	63.37%
The SDGs represent a competitive advantage for my business/organization.	35.64%
Implementing the SDGs increases the brand value for my business/organization.	43.76%
We use the SDGs strategically to identify risks and opportunities.	30.30%
Other	13.47%

What are some of the key challenges/barriers your business/organization faces internally to advance action on the SDGs? Please select all that are relevant to your business/organization.

ANSWER CHOICES	RESPONSES
Sustainability actions are valued by our customers.	51.88%
Sustainability actions are valued by our suppliers.	21.98%
The SDGs are important to my business/organization and align with its core business principles and values.	63.37%
The SDGs represent a competitive advantage for my business/organization.	35.64%
Implementing the SDGs increases the brand value for my business/organization.	43.76%
We use the SDGs strategically to identify risks and opportunities.	30.30%
Other	13.47%

What kind of support would enhance the impact on the SDGs? Please select all that apply to your business/organization.

ANSWER CHOICES	RESPONSES
Mapping of SDGs with our internal priorities.	24.95%
Using the SDGs to identify risks and opportunities.	23.56%
Engaging suppliers to also identify and work towards relevant SDGs.	22.97%
Educating customers on sustainability and the SDGs.	34.85%
Creating a long-term strategy and goals aligned to the SDGs.	33.86%
Communicating our efforts.	23.17%
Lacking senior management commitment.	18.42%
Engaging Board of Directors.	15.45%
I do not know.	13.07%
Other	16.24%