

05 / 2023



# MONTHLY REPORT

Charity Insights Canada Project -  
Projet Canada Perspectives des Organismes de Bienfaisance  
[CICP-PCPOB]

#5 / 10

PROJECT YEAR 1



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## A WORD FROM OUR PRINCIPAL INVESTIGATOR

*In May, the CICP covered a range of interesting and relevant topics touching the sector. Surveyed charities expressed a number of noteworthy findings, including that allowing flexible working arrangements is currently the most common gender equity initiative being pursued by charitable organizations. It might be time to think about the comparative advantages (or disadvantages) that this has for organizations in the context of a highly competitive hiring market. Furthermore, while the pandemic has exacerbated the “burnout” crisis brewing in the sector, it seems to have increased many organizations’ focus on innovation and adaption in service delivery. When asked about leadership, panellists felt that perseverance under adverse conditions was a critical aptitude to have in the sector. Each week, we discover more about the sector and the key challenges being faced by its organizations.*

*This month, we sought feedback from our panellists about their involvement in our project. We were interested in understanding their primary motivations for participating and remaining engaged for the last 25 weeks and counting. Our findings revealed that most participants were eager to learn about the responses of others, stay updated on sector-related information, and for many, participation has become a weekly habit. We also inquired if panellists would consider extending their participation for an additional year. Interestingly, an approximate 62% of the responding panellists indicated that they are open to extending their involvement in the project for another year and about 26% indicated that they were undecided about their future involvement. We are committed to making our research as compelling and beneficial as possible for our panellists and for as many organizations small or large across the country as we can.*

*We greatly appreciate the curiosity and dedication exhibited by our year 1 panellists. In response to their interest and involvement, we are diligently working to refine our questions further, ensuring a diverse range of topics are covered. We are also striving to understand more about the types of questions that make surveys engaging for respondents.*

*In the near future, we plan to publish a paper that details our recruitment and engagement strategies. Please stay tuned for further updates as we continue to enhance our approach based on your invaluable feedback.*

*Lastly, we have officially launched the Community Education Centre’s first initiative around Data Literacy. Module 1, “Introduction to Data Literacy,” is now open and available on our website. Module 2 will be coming soon!*

*Please do not hesitate to share our reports with colleagues and across your networks.*



## **THE CHARITY INSIGHTS CANADA PROJECT – AN OVERVIEW**

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The Canadian charitable sector employs 10% of the country's full-time workforce and accounts for 8.3% of the country's GDP.[1] However, there is a lack of accurate and up-to-date information about the sector. This knowledge gap became more apparent during the COVID pandemic when quick policy decisions were needed. The CICP-PCPOB aims to support ongoing data efforts across the country, amplify the voices of practitioners, and serve as a valuable resource for researchers, educators, nonprofit advocates, policymakers, and other stakeholders. Through a range of tools, including short weekly surveys, reports, an online data literacy hub, and a yearly data summit (November 9th, 2023), we aim to provide a comprehensive overview of the trends, challenges, and opportunities currently facing the sector.

### ***The CICP-PCPOB has three fundamental goals:***

- To **inform** sector stakeholders and researchers by regularly surveying a representative sample of registered charities - collecting longitudinal data on critical aspects of the charitable sector;
- To **build** a lasting and flexible infrastructure to promote access to and understanding of the data collected about the sector;
- To **strengthen** relationships between the sector and policymakers in designing evidence-based policies on issues impacting the charitable sector.

We are committed to a systems-oriented and purposeful approach to closing the information gap about registered charities in Canada. We seek to amplify voices from the sector, particularly those from underserved communities throughout the country. We aim to listen, learn, and improve data practices, including our own, while acknowledging our biases and limitations.

Each week, we send a ~3-minute survey to a panel of more than a thousand registered charities nationwide. Panel participants were randomly selected from the CRA registry and recruited via phone, email, and mail. Panellists from organizations differing in size and scope, sectors of activity, and geographic locations have

1 CanadaHelps. (2022). The Giving Report 2022: Giving at a Crossroads.



graciously agreed to remain, anonymously, on the panel for a year. Survey results are published 48 hours after their initial distribution. We publish weekly reports on our website (<https://carleton.ca/cicp-pcpob>) and send a weekly newsletter with the latest survey report. We delve more deeply into our findings when preparing our monthly and annual reports. In addition, we are developing a data literacy course which we hope to launch later this year.

A transformational investment by the Alberta-based Muttart Foundation, the Lawson Foundation and Metcalf Foundation in Ontario, the Vancouver Foundation in British Columbia, an anonymous donor, and Carleton University has made the CICP-PCPOB possible.

## **PROJECT MEMBERS**

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**Paloma Raggo**  
Principal Investigator

**Thi Kim Quy Nguyen**  
Postdoctoral Fellow

**Uzma Gilani**  
Research Assistant

**Susan D. Phillips**  
Policy Lead

**Jonathan Leblanc**  
Research Fellow

**Clara Graham**  
Research Assistant

**Nathan Grasse**  
Data Lead

**Sai Gouthami Priyanka  
Raparathi**  
Data & Computing Science  
Researcher

**Nicholas Smit-Keding**  
Research Assistant

**Callie Mathieson**  
Chief Project Officer

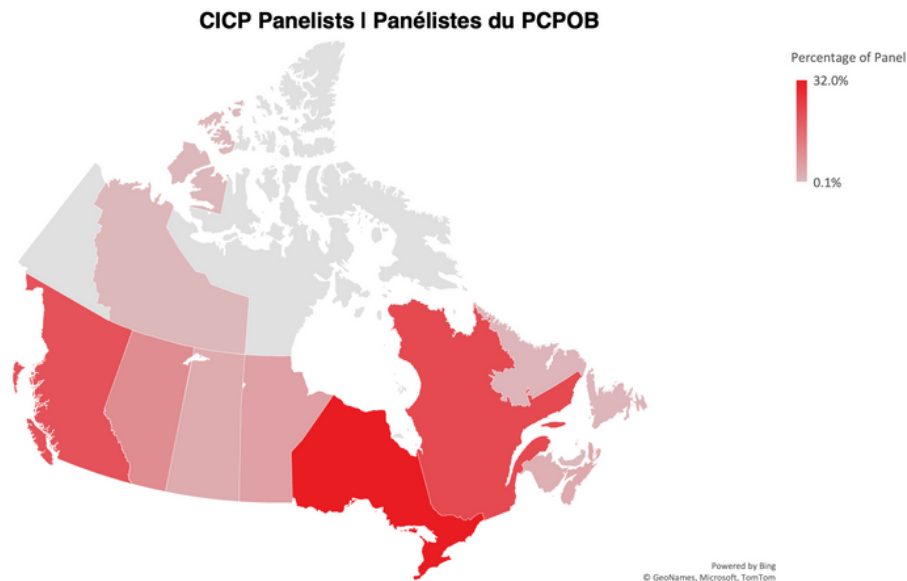
**Carter Tongs**  
Research Assistant



## THEMES THIS MONTH

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Weekly themes in May included the COVID-19 pandemic, Financial Health, Gender in the Sector, Leadership Requirements, and Climate Change.



## HIGHLIGHTS THIS MONTH

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**50%**

of respondents indicate that the pandemic has increased their organization's focus on innovation and adaptation in service delivery.

**61%**

of respondents report that their financial condition is likely to remain 'about the same' in the coming months.

**53%**

of respondents report having "flexible work policies" as part of their organization's initiatives to promote gender equity.

**56%**

of respondents find 'perseverance under adverse conditions' to be a critical competency/aptitude for a CEO or Executive Director.

**78%**

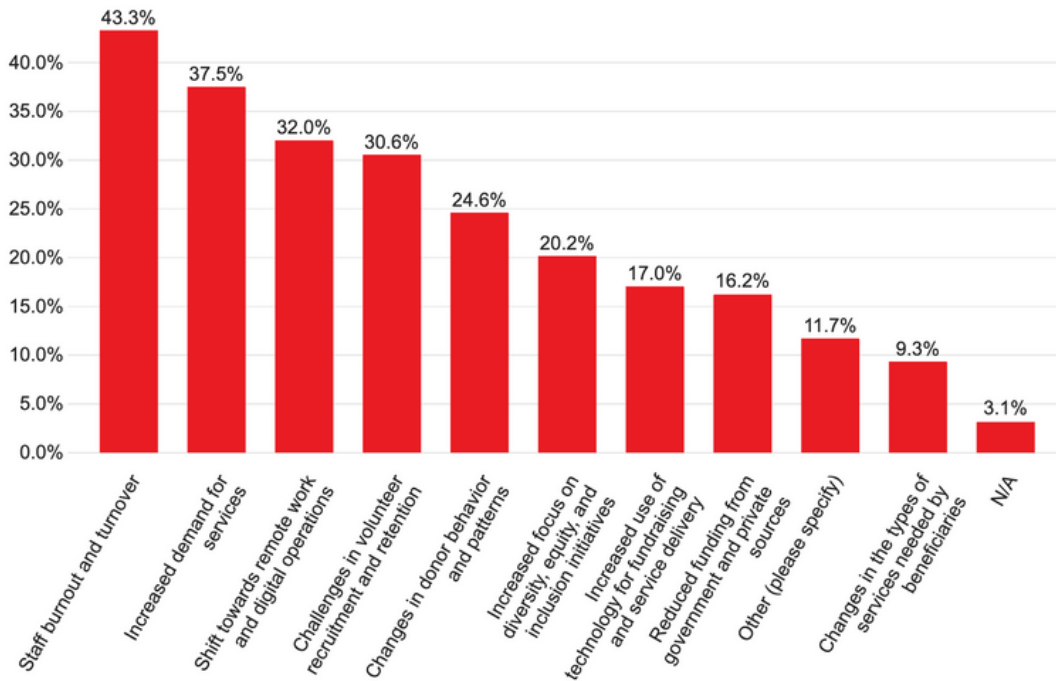
of respondents report that their organizations do not have climate change strategies or policies in place.



## COVID-19 PANDEMIC

Week 20 of the CICP surveyed the enduring impacts of the COVID-19 pandemic on the charitable sector (Question 1), how organizations have and are adapting (Question 2), potential future influences of the pandemic on the sector (Question 3), and organizational prospects following the pandemic (Question 4).

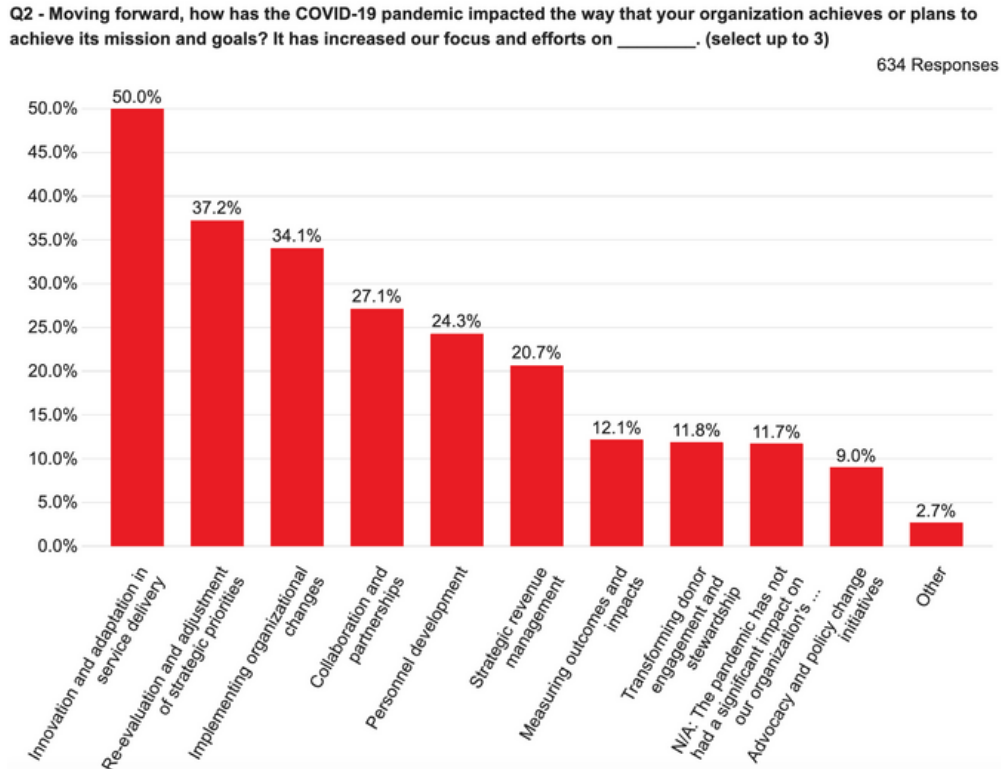
**Q1 - What have you found to be the greatest lasting effects of the COVID-19 pandemic on your organization to date?**  
635 Responses



This week's first question asked panellists what they have found to be the most significant lasting effects of the COVID-19 pandemic on their organization. Of the 635 responding panellists, 43.3% indicate staff burnout and turnover as the most considerable lasting impact of the pandemic on their organization. Other notable impacts include increased demand for services (37.5%), the shift towards remote work and digital operations (32%), and challenges in volunteer recruitment and retention (30.6%). Lesser selected options highlight concerns over changes in donor behaviour and patterns, diversity initiatives, fundraising technology, and reduced funding. Written responses in the 'Other' category provide additional insights into -



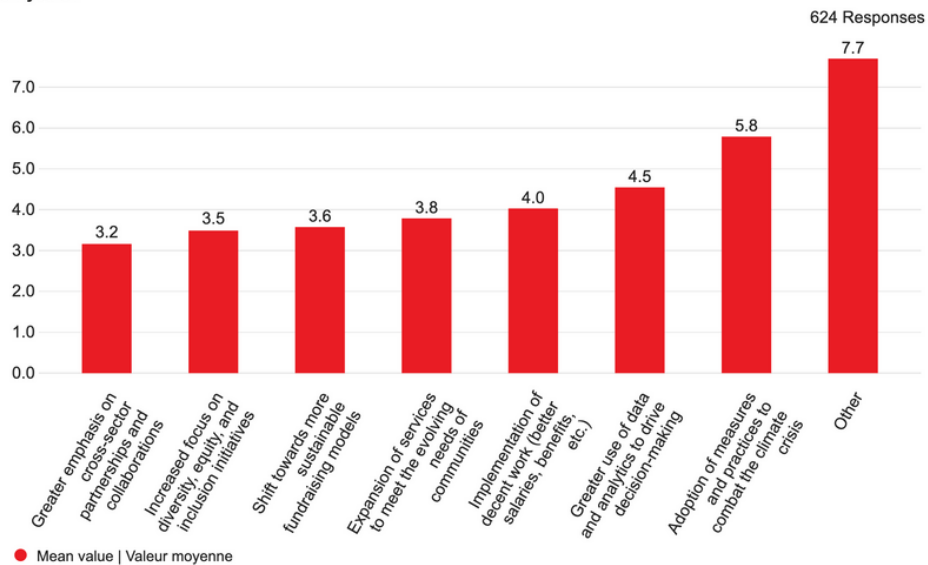
these impacts, emphasizing workforce challenges such as recruitment difficulties, low work morale, decreases in funding sources, and fluctuations in service demands and delivery methods.



When asked how the COVID-19 pandemic has impacted how organizations achieve or plan to achieve their goals, 50% of respondents indicate that the pandemic has increased their organization’s focus on innovation and adaptation in service delivery. 37.2% and 34.1% respectively, note re-evaluation and adjustment of strategic priorities and implementing organizational changes as being areas of increased focus or efforts. Strategic revenue management (20.7%), measuring outcomes and impacts (12.1%), transforming donor engagement and stewardship (11.8%), and advocacy and policy change initiatives (9%) are less of a current concern. Only a small proportion of respondents (11.7%) report that the pandemic has not affected their organization’s strategic direction. Written responses to this question primarily highlight mitigating staff turnover and burnout as their focus moving forward.



Q3 - Which of the following do you think could have the biggest impact on the charitable sector in Canada in the next few years?



Question 3 explored potential lasting influences of the pandemic on the charitable sector over the next few years. The findings suggest that the most substantial impact expected comes from greater cross-sector partnerships, collaborations, and increased diversity, equity, and inclusion initiatives – with average scores of 3.2 and 3.5 on a scale of 1 (greatest impact) to 8 (least impact), respectively. The move towards more sustainable fundraising models and service expansion for evolving community needs are also seen as influential. Findings also elucidate a middle-tier ranking for ‘Implementation of decent work,’ followed closely by the option of ‘Greater use of data and analytics to drive decision-making.’ With the highest mean score of 5.8, climate crisis measures are perceived as the least immediate concerns. Written responses under the ‘Other’ category (51 in total) highlight various impacts, including staff aging out, increased use of artificial intelligence, and rising costs.

*“La pandémie nous a ralentis. Nous sommes encore à rattraper les retards dans nos planifications. Ensuite, notre organisme a connu plusieurs démissions dont les raisons évoquées demeurent vagues (malheureux au travail, fatigue, stress, conflits de personnalité)”*



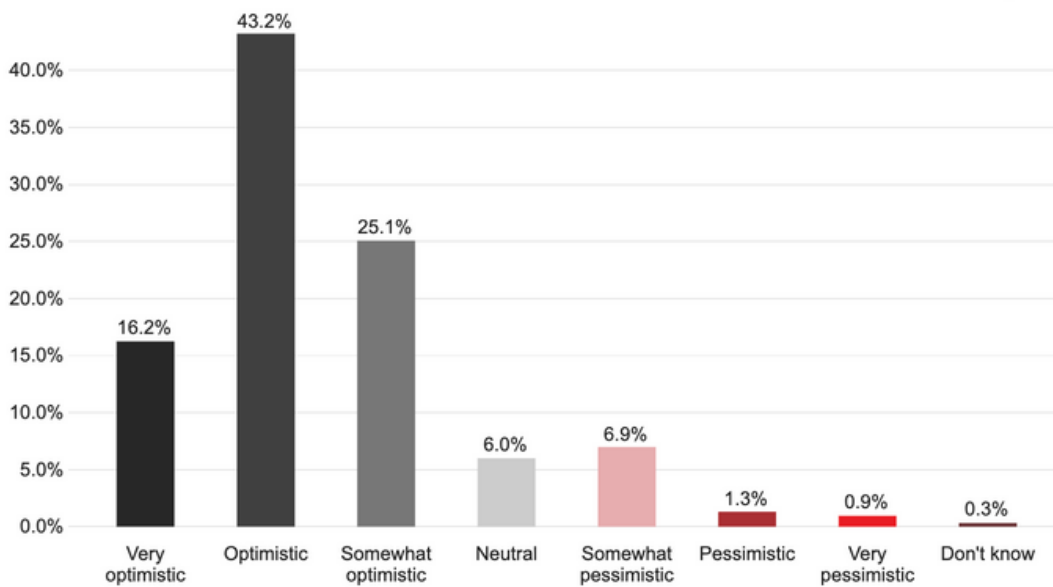


*"Services have been scaled back and we are rebuilding but will not bring back everything. It has forced us to streamline our operations."*

*"Clients, staff, and volunteers are grateful we have survived COVID. Our atmosphere is positive."*

**Q4 - When you think about the next 12 months, how do you feel about your organization's prospects?) |**  
*Lorsque vous pensez aux 12 prochains mois, que pensez-vous des perspectives de votre organisation ?*

634 Responses



The survey's final question asked for panellists' opinions on their organization's prospects over the next 12 months, receiving a total of 630 responses. A significant majority (84.4% of panellists) express varying levels of optimism about their organization's prospects for the coming year. Meanwhile, a small percentage (6%) of respondents indicate neutrality towards their organization's future trajectory. Conversely, 9.3% indicate some degree of pessimism about their organization's future, with a minor 1% describing their outlook as 'very pessimistic' about their organization's prospects for the coming year.

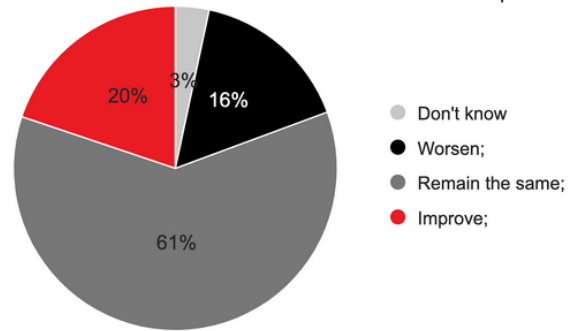


## FINANCIAL HEALTH

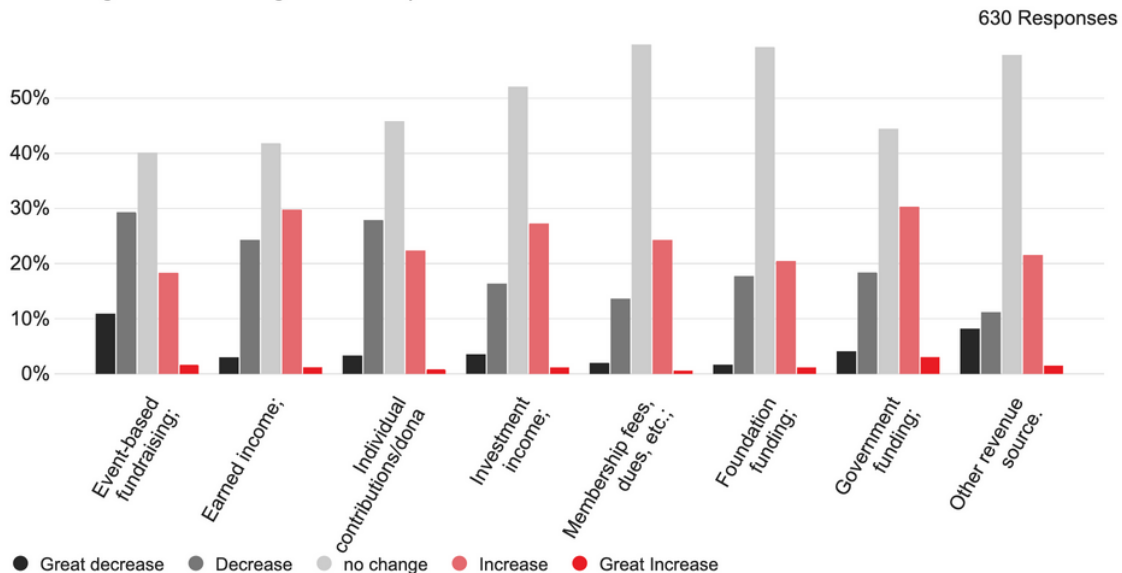
Week 21 of the CICP surveyed respondents on the topic of financial health, specifically exploring whether organizations are expecting the status of their financial condition to change over the next 3 to 6 months (Question 1), and whether organizations have seen an increase or decrease in their revenue streams in the past 6 months (Question 2).

The first question in this week’s survey asked how panellists expect their organization’s financial health to change over the next 3-6 months. The majority (61%) of respondents anticipate their financial condition to remain stable. One in five respondents are optimistic about improving their financial health; conversely, 16% predict a downturn in their financial outlook. Only 3% are uncertain about their forthcoming financial status.

Can you select how you expect your organization's financial condition/health to change over the next 3 to 6 months?  
625 Responses



Tell us whether you have seen an increase or a decrease in each of the following revenue areas in the last 6 months (scale from great decrease to great increase)





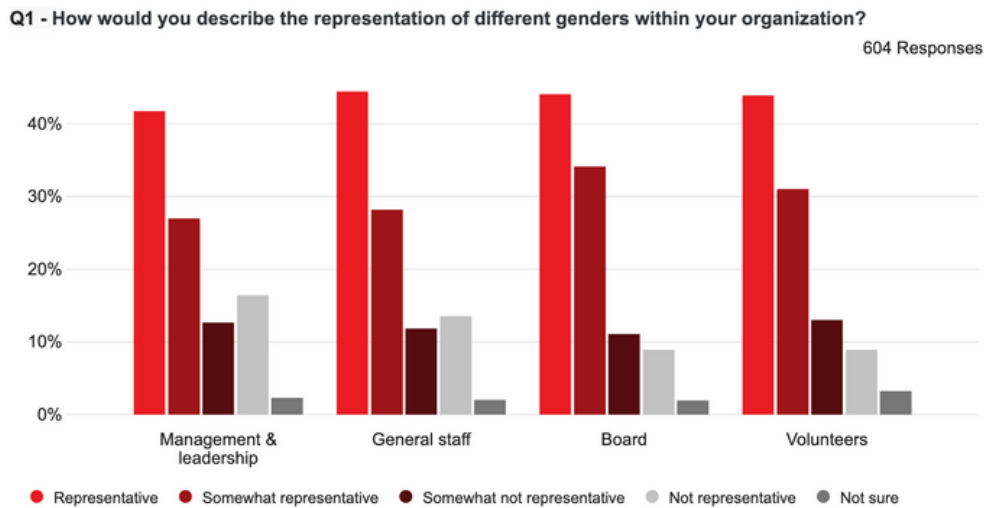
Insights from Question 2 highlight key trends in revenue changes across various areas, each with unique response rates (for example, event-based fundraising has 464 responses, while individual contributions/donations have 574).

Despite such a variance however, most respondents report stability across all revenue areas, with membership fees witnessing the highest level of consistency, as 60% of respondents indicate no change. This is followed closely by 'foundation funding' (59%), 'other revenue sources' (58%), and 'investment income' (52%). However, event-based fundraising has seen a substantial decline, with a combined 40% of respondents reporting a decrease. Less dramatic declines are also noted in individual contributions/donations and earned income, with a combined 31% and 27% reporting a decrease, respectively. Notably, while stability is a dominant trend, there is an upturn in government funding, with 33% of respondents reporting increases. The 'other' category responses reveal additional revenue streams, such as municipal funding, self-generated income, rent, and corporate donations, among others.



## GENDER IN THE SECTOR

Week 22 of the CICP surveyed the representation of gender across the charitable sector, requesting detailed descriptions and information on gender equity initiatives implemented within organizations.



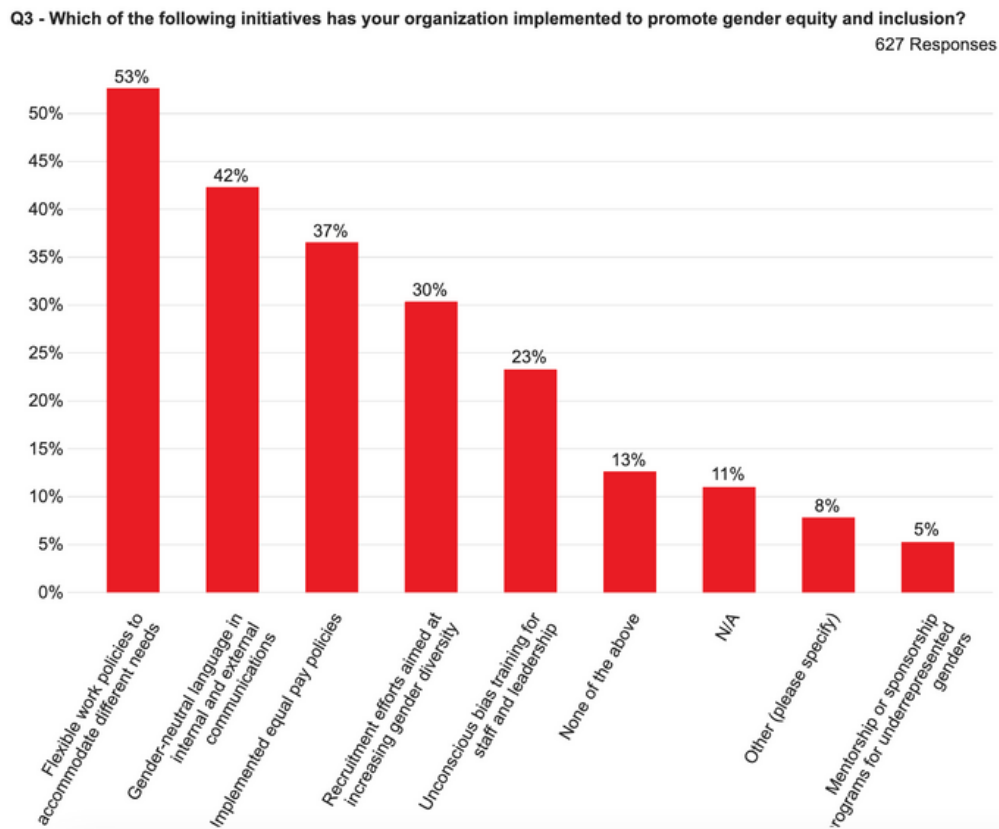
Question 1 aimed to gauge levels of gender representation across various roles within organizations. Most respondents indicate representative gender distribution in management and leadership (42%), general staff (45%), board members (44%), and volunteers (43%). However, a sizable portion of respondents deem their organization as only being ‘somewhat representative’ or ‘not representative,’ with figures ranging from 31% for volunteers to 38% for general staff. Only a small fraction of responses express uncertainty. The results reflect an acute awareness of gender representation within these organizations.

*“Obtaining male identifying volunteers has historically always been a challenge. The sector also is naturally under-represented by male identifying individuals”*

*“La diversité de genre n'est pas un critère d'exclusion dans notre organisme. Nous avons des membres, des employés, des administrateurs qui s'identifient à différents genres et nous faisons preuve d'ouverture.”*



Further elaborations from respondents in Question 2 shed light on a female-dominated sector, particularly in areas like senior services, youth, and women-centric fields (e.g., women’s emergency shelters). Despite inclusivity efforts, difficulties persist in engaging diverse genders in certain roles, with gender non-conforming and trans individuals noticeably being underrepresented. Organizational work nature and size are noted as factors affecting gender balance.



Question 3 aimed to identify charities’ strategies to promote gender equity and inclusion. The findings reveal that most organizations emphasize flexible work policies (53%) and gender-neutral language (42%) as primary initiatives for fostering gender diversity. Measures like equal pay policies (37%) and recruitment for gender diversity (30%) are also evident but less commonly adopted. Fewer still are unconscious bias training for staff and leadership (23%) and mentorship programs for underrepresented genders (5%). Notably, a combined 24% of respondents indicate either N/A or having implemented no such initiatives.



## LEADERSHIP REQUIREMENTS

Week 23 of the CICP focused on leadership requirements. The survey asked panellists to rate a list of skills and experiences in-relation to their relevance to the role of an Executive Director in their organization (Question 1), as well as a list of desired competencies for individuals in that position (Question 2). Both questions asked panellists to rate these options on a scale from “not necessary” to “critical.”

**Q1 - Please assess each of the following skills or experiences for their relevance to the role of an Executive Director/CEO in a charitable organization.**

Field	Not necessary	Desirable	Important	Critical	Not applicable	Uncertain
Understanding and alignment with organizational mission	1%	5%	24%	69%	1%	0%
Subject area/sector knowledge	1%	13%	36%	50%	0%	0%
Financial management/budgeting	1%	9%	40%	49%	1%	0%
Experience working with boards	1%	17%	42%	38%	0%	1%
Other (please specify):	11%	3%	22%	33%	20%	11%
Nonprofit management experience	2%	17%	48%	32%	0%	0%
General senior management experience	3%	27%	41%	28%	1%	1%
Human resources experience	3%	20%	51%	24%	1%	1%
Public relations experience	2%	26%	48%	22%	1%	0%
Grant writing experience	6%	29%	41%	22%	1%	0%
Fundraising experience	5%	31%	43%	19%	1%	1%
General nonprofit experience	4%	33%	48%	13%	1%	0%
Field/On site experience	7%	35%	41%	13%	2%	2%
Program evaluation	4%	31%	50%	12%	1%	2%
Educational qualifications	9%	39%	42%	10%	1%	0%
Bilingualism (Eng/Fr)	42%	37%	7%	5%	5%	4%
Data analysis experience	18%	48%	26%	4%	3%	1%
Research Skills	24%	44%	22%	4%	3%	2%
Private sector/business experience	33%	41%	19%	3%	2%	2%

Of the skills listed, most respondents indicate “Understanding and alignment with organizational mission” (69%), “Sector Knowledge” (50%) and “Financial Management” (50%) as the most critical skills desired in leadership roles. Responding panellists indicate “Human Resources” (51%), “Program Evaluation” (50%), “General Nonprofit Experience” (48%), and “Nonprofit management experien-



-ce" (48%) as 'Important'. Unlike the other categories, however, most respondents generally identify "Bilingualism" (42%) as unnecessary for leadership. Other important skills provided by respondents in the 'other' written space include anti-racism competency, leadership experience, and diplomatic skills.

**Q2 - Please assess each of the following competencies/aptitudes for their relevance to the role of an Executive Director/CEO in a charitable organization.**

Field	Not necessary	Desirable	Important	Critical	Not applicable	Uncertain
Working effectively with board and staff	0%	3%	21%	75%	1%	0%
Persevering under adverse conditions	1%	6%	36%	56%	0%	0%
Managing/Leading change	0%	6%	37%	56%	1%	0%
Inspiring commitment from staff and others	0%	6%	42%	51%	1%	0%
Developing relationships/ Networking	0%	7%	43%	49%	1%	0%
Strategic planning	1%	8%	43%	47%	1%	0%
Creating a diverse and inclusive work environment	2%	12%	43%	41%	1%	0%
Balancing personal life and work	2%	15%	47%	33%	1%	0%
Fostering participative management	1%	16%	51%	29%	1%	1%
Other (please specify):	12%	0%	22%	25%	27%	15%

Responding panellists to Question 2 overwhelmingly find "Working effectively with board and staff" as the most critical competency for leadership (76%). "Strategic Planning," "Creating a diverse and inclusive work environment," and "Developing Relationships" are evenly identified as 'Important' (43%). Written responses further indicate communication, empathy, compassion, and management skills as desirable leadership competencies.

Other | Autre

64 Responses

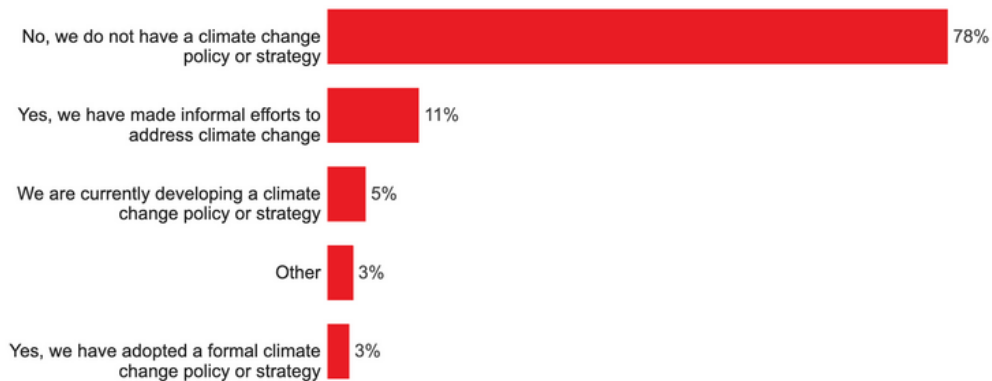




## CLIMATE CHANGE

Week 24 examined climate change policies in the sector, probing whether organizations employ such policies, their reasons for implementing them or not, and the specific actions associated with any policies taken by organizations so far.

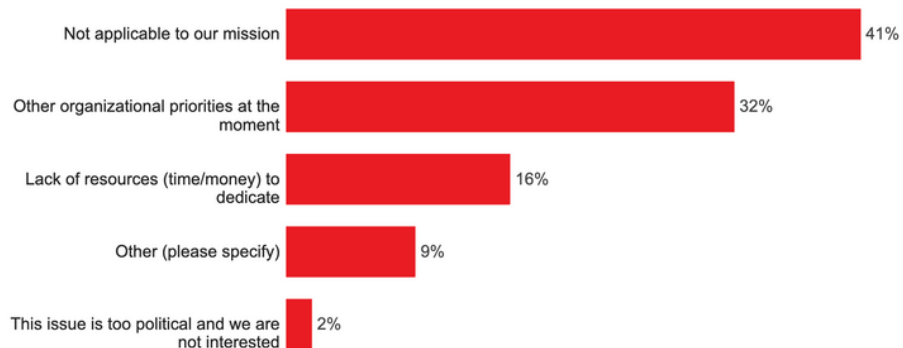
Q1 - In relation to climate change, does your organization have an internal policy or strategy in place?  
629 Responses



Question 1 inquired specifically about the presence of climate change policies within charitable organizations. It reveals that a significant 78% lack such strategies. Only a minority (3%) of organizations report having officially adopted climate change policies, with an additional 11% making informal efforts. Some respondents under the 'Other' category (20 in total) highlight the political sensitivities surrounding climate change as a reason for their non-engagement.

Q1.1. If you answered no, can you tell us more about why your organization has not adopted such a policy or strategy?

488 Responses

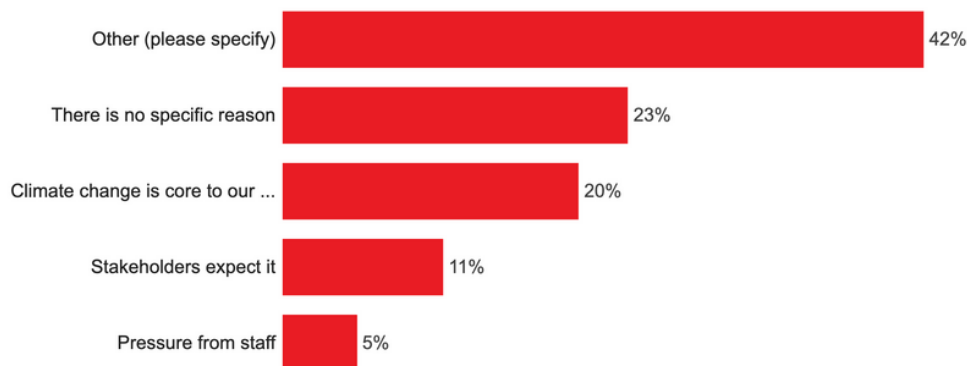






When asked about their reasons for not having climate change policies, respondents cite irrelevance to their mission (41%), current priority of other issues (32%), and limited resources (16%). A small proportion (2%) view climate change as a highly political issue.

Q1.3. If you answered yes, can you tell us more about why your organization adopted such a policy or strategy?



Organizations with climate change policies, as explored in a subsequent part of Question 1, provide varied reasons for adopting such policies or strategies. The majority (43%) indicate 'Other', expressing motivations spanning from social responsibility and ethical commitments, direct impact of climate change on their operations, alignment with mission and values, funding and financial reasons, pressures from staff and volunteers, and adhering to legal and operational standards. A further 22% offer no specific rationale.

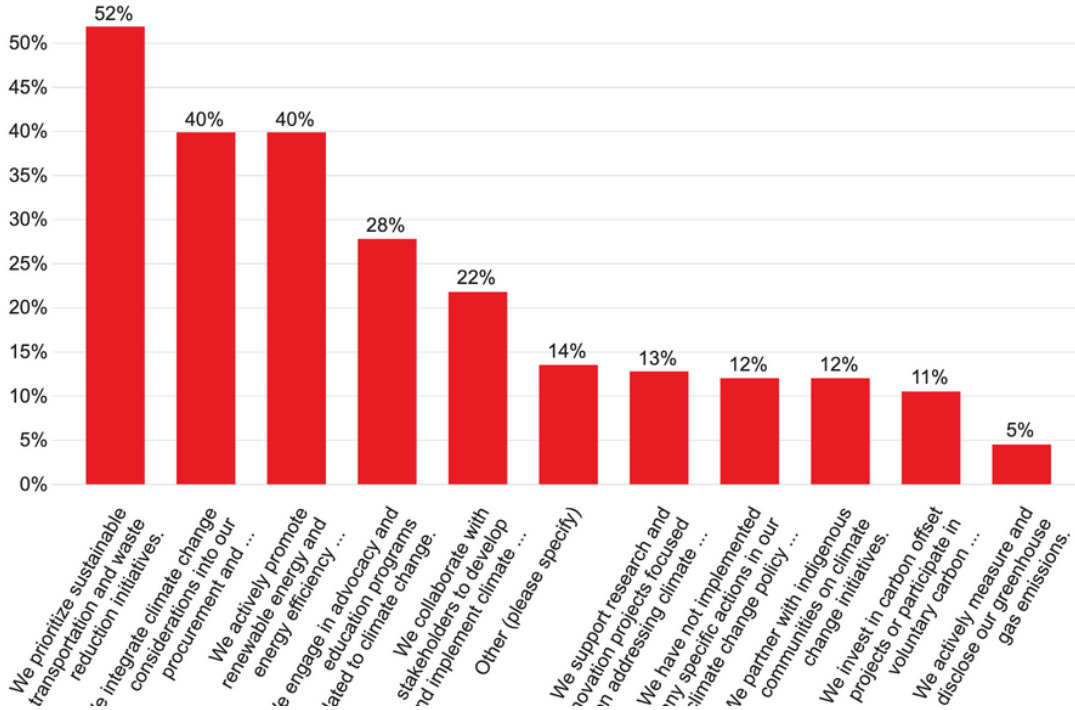
*“Nous considérons qu’il s’agit d’un enjeu important sur lesquels toutes les organisations doivent se pencher pour identifier ce qu’elles peuvent faire individuellement pour contribuer au développement durable”*

*“Climate change effects every organization and should be taken seriously”*



**Q2 - What specific actions has your organization taken as part of its climate change policy or strategy?**

133 Responses



Question 2, which was displayed to those panellists who indicated that their organization has adopted a climate change policy (133 responses), delves into the actions incorporated in charities' climate strategies. Over half (52%) emphasize that their organization has prioritized sustainable transportation and waste reduction initiatives, while 40% have integrated climate change considerations into their procurement and supply processes. Interestingly, 12% of panellists report partnering with indigenous communities on climate change initiatives.



## LOOKING AHEAD

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In the coming months, we will be exploring the following themes/topics:

- ***Communications and Marketing***
  - ***Donor Behavior and Preferences***
  - ***Volunteer Engagement***
  - ***Re-visiting New Year's Resolutions***
- 

As the project continues to grow, we will be updating our website frequently to include more detailed analyses of the data we collect, finalize the white papers related to the study's methodology, and upload working drafts of research papers our team is working on as well as the study's data. If there are questions you would like us to ask, please email them to us at [cicp.pcpob@carleton.ca](mailto:cicp.pcpob@carleton.ca). We cannot guarantee their inclusion, but they will be given our full attention.

**Mark your calendars** – the CICP-PCPOB annual data summit will take place on November 9th, 2023. This event will be an opportunity for sector stakeholders to come together to review the year's results, consider the state of the sector and review the role(s) of the project for the year(s) to come.

**Email:** [cicp.pcpob@carleton.ca](mailto:cicp.pcpob@carleton.ca)

**Website:** <https://carleton.ca/cicp-pcpob/>

**Newsletter sign up:** <https://confirmsubscription.com/h/t/3D0A2E268835E2F4>

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## IN PARTNERSHIP WITH

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## APPENDIX - METHODOLOGY

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The participants in this study were recruited using randomized lists created with publicly available T3010 data (2019), administered by the Canada Revenue Agency (CRA) <https://www.canada.ca/en/revenue-agency.html>. T3010 data was downloaded and sorted into sample lists. No data was altered from its original state. Our lists were produced as copies of an official work published by the Government of Canada and were not endorsed by, or produced in affiliation with, the Government of Canada.

This year, we partnered with the Canadian Hub for Applied and Social Research (CHASR) at the University of Saskatchewan to create our initial sample lists. As a team, we felt it was good practice to have a third party draw our randomized samples. From the initial population of 83,991 Canadian registered charities in 2019, we decided to exclude some organizations from the study in the first year. As we continue to study the whole population of registered charities, we hope that subsequent years will include more organizations.

The principal exclusions we discussed as a team from the T3010 dataset included: religious organizations associated with a specific denomination or place of worship (with some exceptions), hospitals, and schools. While the entire panel includes 1003 registered charities across the country, we also were mindful of creating seven subsamples to help us study specific groups with our final population of organizations. We opted for this strategy after our pilot study in June and July 2022 revealed the important challenges in recruiting some strata of the population of registered charities after our initial exclusions. The methodological details will be discussed in the white paper for this study (currently in preparation). In addition to excluding religious organizations, hospitals, and schools, we decided to constitute our panel as follows:

The final sampling frame for this year's study included the whole population of registered charities that –

- a.** Were designated as charities (type C in the T3010 form, thus excluding public and private foundations (type A and B).
- b.** Had at least 1 full time employee (FTE) based on their T3010 form data.
- c.** Had expenditures greater than \$1 on their 2019 T3010 to make sure we focus on active charities.



Based on these criteria, the sampling frame was 32,384. We drew a randomized list of all the organizations left and recruited a total of 1074 participants. We refer to that first sample as the “main sample.” However, given our interest in specific subgroups of Canadian registered charities and in consultation with the sampling experts at CHASR, we created a series of sub-samples that would allow us to study some groups that proved problematic to recruit in our pilot phase.

The following sub-sample categories were created to include some of these hard-to-reach populations. In future years of the project, we will investigate further some of these subgroups and develop strategies to improve our recruitment efforts. These subsamples (SS) are as follows:

- **General Sample (GS):** Includes only designated charities type C in the T3010 form that had at least 1 full time employee (FTE) and expenditures greater than \$1 on their 2019 T3010 to make sure we focus on active charities.
- **Subsample 1 (SS1):** Includes only charities with designation A and B (public and private foundations) that had expenditures of at least \$1 in 2019.
- **Subsample 2 (SS2):** Includes only charities with the designation C (charities) that have no full-time employee (FTE) or that left the field blank and that had expenditures of at least \$1 in 2019. Those are what we think of as volunteer run organizations.
- **Subsample 3 (SS3):** Includes all charities designated as C (charities) with at least one full time employee in the province of British Columbia and that had expenditures of at least \$1 in 2019.
- **Subsample 4 (SS4):** Includes designation C charities with at least 1 FTE, \$1 in expenditures in 2019 ensuring representation from all geographical regions of the country.
- **Subsample 5 (SS5):** Includes designation C charities with at least 1 FTE, \$1 in expenditures in 2019 ensuring representation from the province of Québec.
- **Subsample 6 (SS6):** Includes designation C charities with at least 1 FTE, \$1 in expenditures in 2019 that have spent at least \$1 internationally (information found in Schedule 4).

*Table 1 presents an overview of our study samples.*



List	Population N (32,384)	Number of participants recruited
Main Sample	14,267	704
SS1 (Foundations)	936	65
SS2 (Volunteer-run charities)	16,575	124
SS3 (Charities in BC)	1,926	157
SS4 (Geographic regions)	14,266	732
SS5 (Charities in QC)	4,992	189
SS6 (International charities)	606	70

*Table 1*

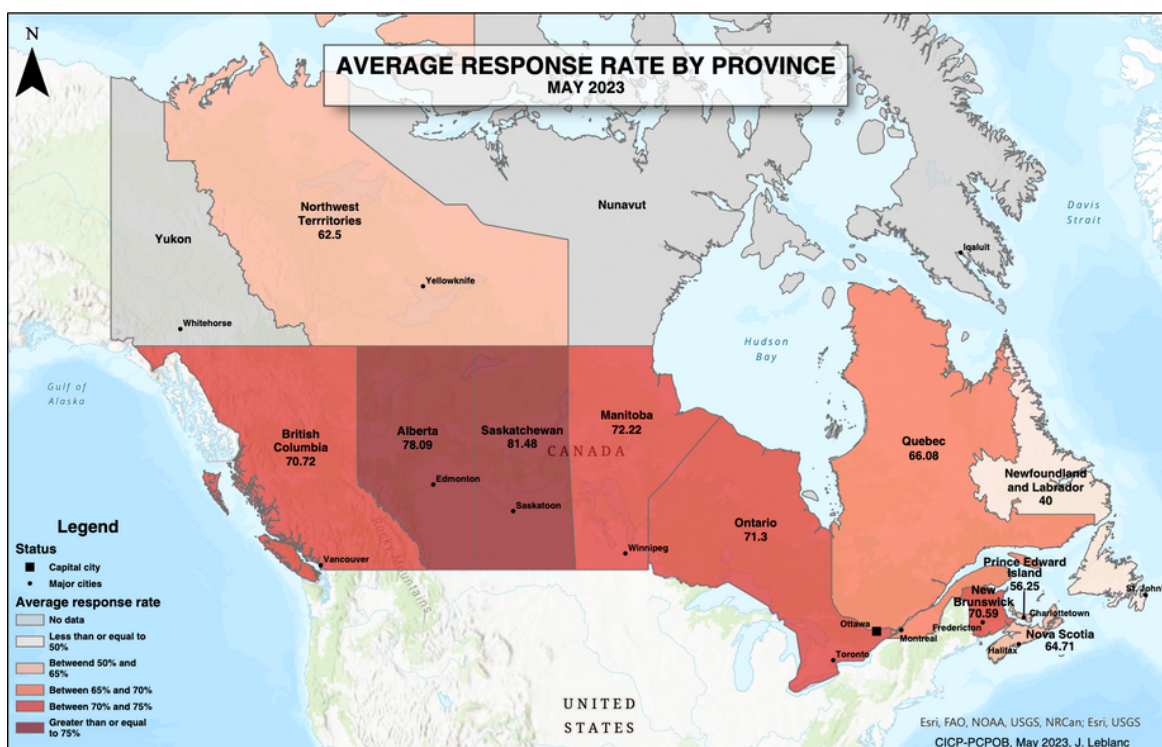
As of June 23, we had a panel of 889 subscribed panelists, with new panelists recruited weekly. Participant recruitment has been conducted via mail, e-mail, and phone calling. All new panelists have filled in a panelist information form. The data collected through these forms is then collated with existing CRA T3010 data to provide a more robust overall picture of panelist/organizational information. In addition to confirming their contact information, we ask them to give us greater details on their organization's human resources.

Questions are currently being developed by the CICP-PCPOB core team (Raggio, Phillips, Grasse, and Mathieson). We are in the process of establishing an advisory board to help us respond to the needs of the communities and make sure the project captures emerging trends. Advisory board members will be recruited from various organizations representing the charitable sector in Canada.



Project surveys are distributed weekly on Wednesday mornings (7am Eastern Time). Panelists are given a response period of 24 hours. Reminder emails are sent 24 hours after the initial survey has been distributed (Thursday morning), providing panelists with an additional 24 hours to respond. Weekly reports are published on the CICP-PCPOB website every Friday morning, providing initial graphs and descriptive findings for the week’s questions. The monthly reports, quarterly reports and research papers will provide more details on the trends observed and deeper analyses of the data collected.

We have an excellent weekly response rate of between 63 and 72%, although we find this varies across geographic regions.



More technical information will soon be available on our website. We will share programing codes used to create our samples, analyses (when available), and research papers as we continue to develop the project. We are committed to collaborative, transparent, and accessible research. We welcome researchers interested in collaborating with our team.

ANNEX | ANNEXE :  
**Subsample Breakouts by Week**  
**Découpage des sous-échantillons par semaine**

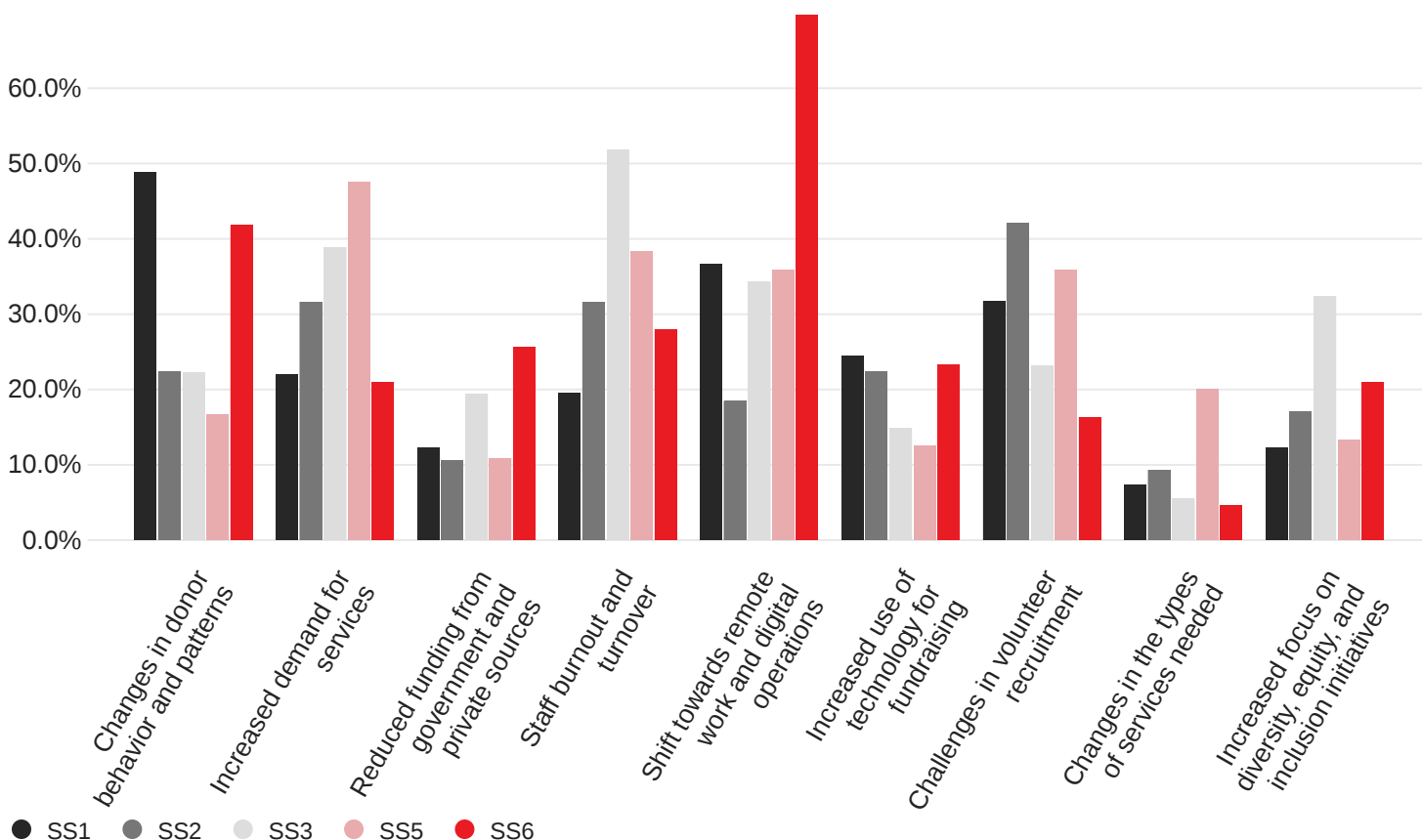
- SS1/SE1: Foundations (private and public) | Fondations (privées et publiques)
- SS2/SE2: Volunteer-run charities | Organisations caritatives gérées par des bénévoles
- SS3/SE3: Charities in BC | Organismes de bienfaisance de la C.-B
- SS5/SE5: Charities in QC | Organismes de bienfaisance du Québec
- SS6/SE6: International charities | Organisations caritatives internationales

**Week 20: COVID-19 Pandemic | Semaine 20 : Pandémie COVID-19**

**Q1 - What have you found to be the greatest lasting effects of the COVID-19 pandemic on your organization to date? (please select up to 3) | Quels sont les effets les plus durables de la pandémie de COVID-19 sur votre organisation à ce jour (veuillez en sélectionner jusqu'à 3) ?**

English

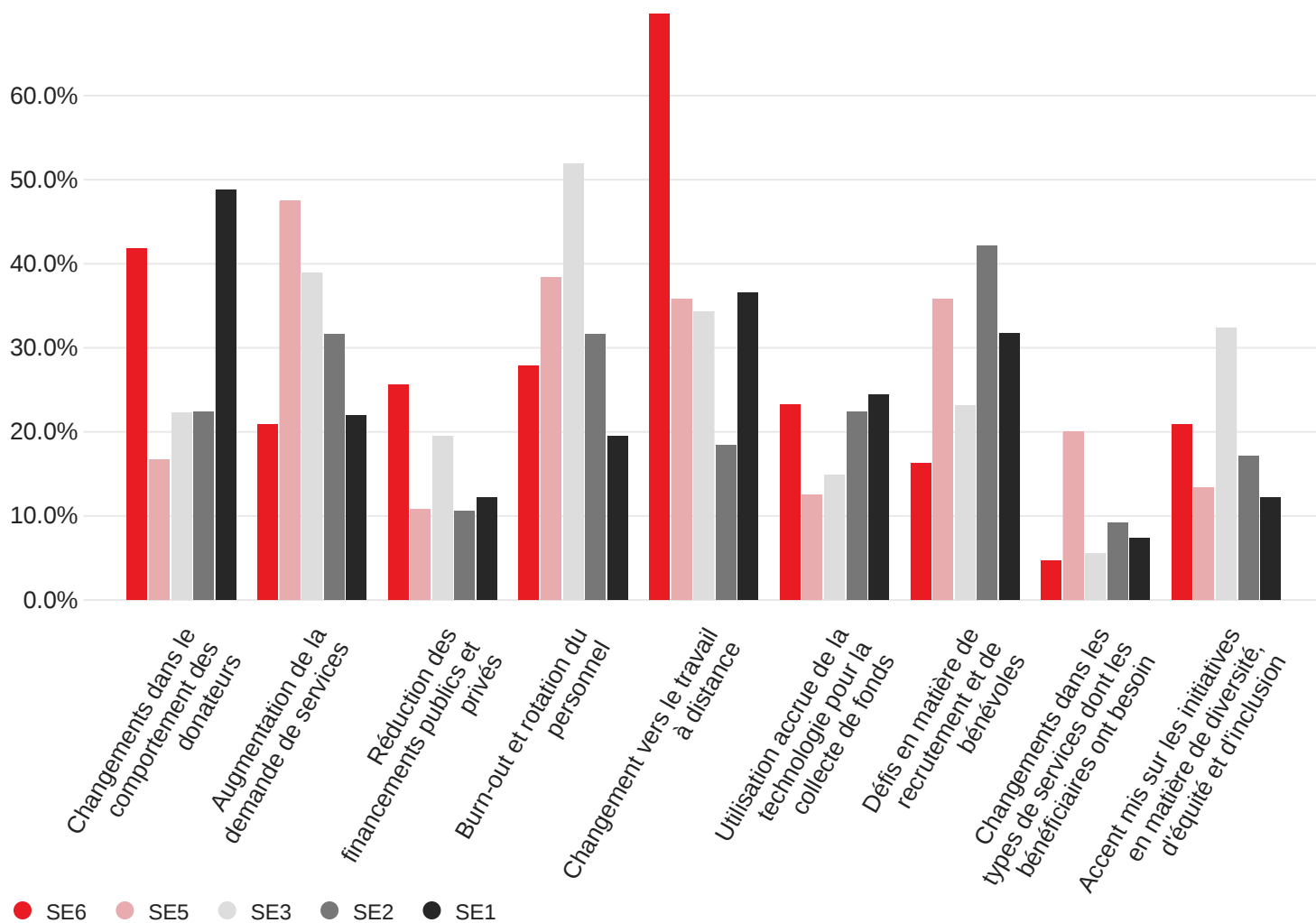
635 Responses





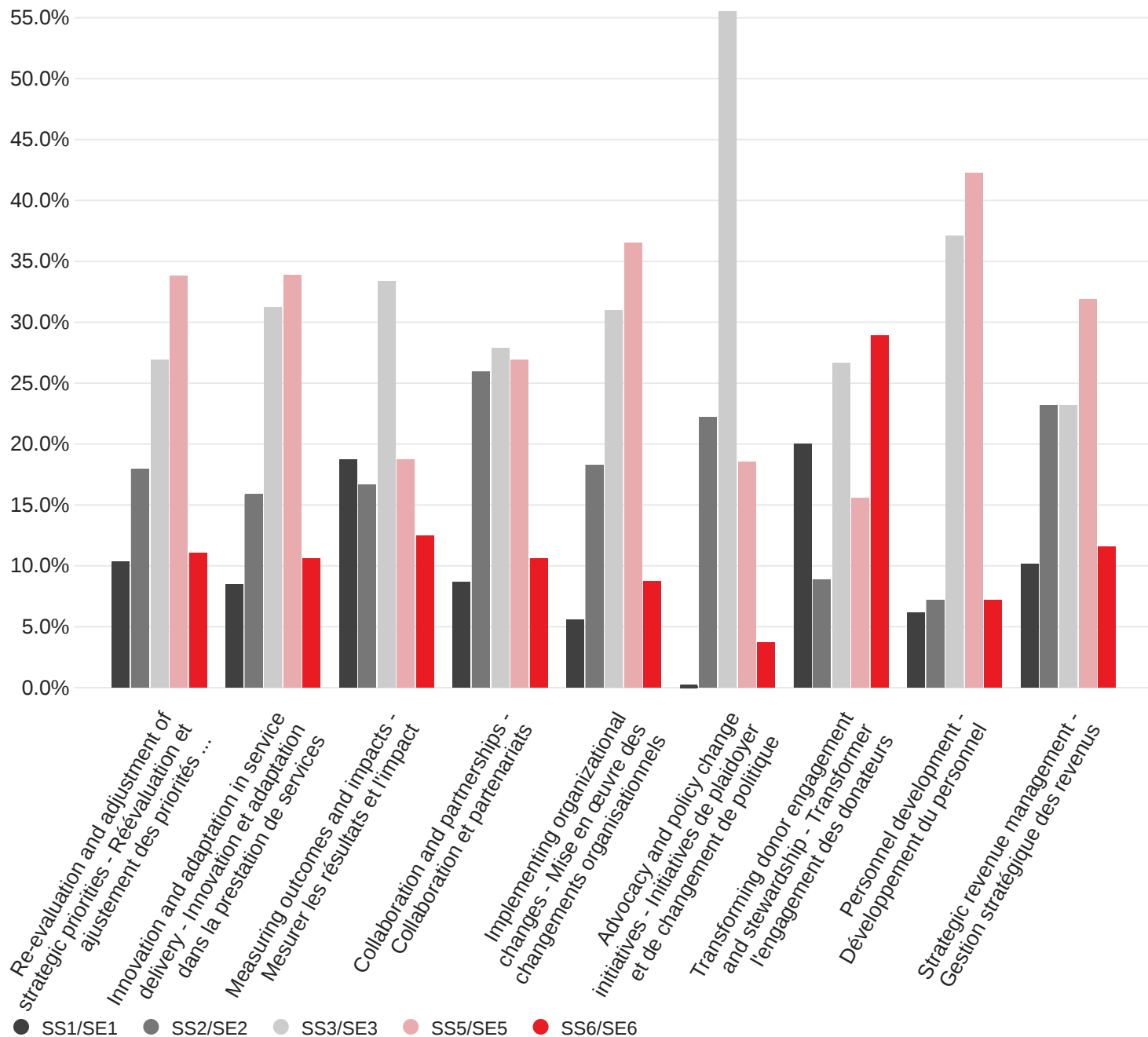
## Français

635 Responses



**Q2 - Moving forward, how has the COVID-19 pandemic impacted the way that your organization achieves or plans to achieve its mission and goals? It has increased our focus and efforts on \_\_\_\_\_.** (please select up to 3) | *Pour l'avenir, comment la pandémie de COVID-19 a-t-elle influencé la manière dont votre organisation réalise ou prévoit de réaliser sa mission et ses objectifs ? Elle a accru notre attention et nos efforts sur \_\_\_\_\_.* (veuillez en sélectionner jusqu'à 3)

634 Responses

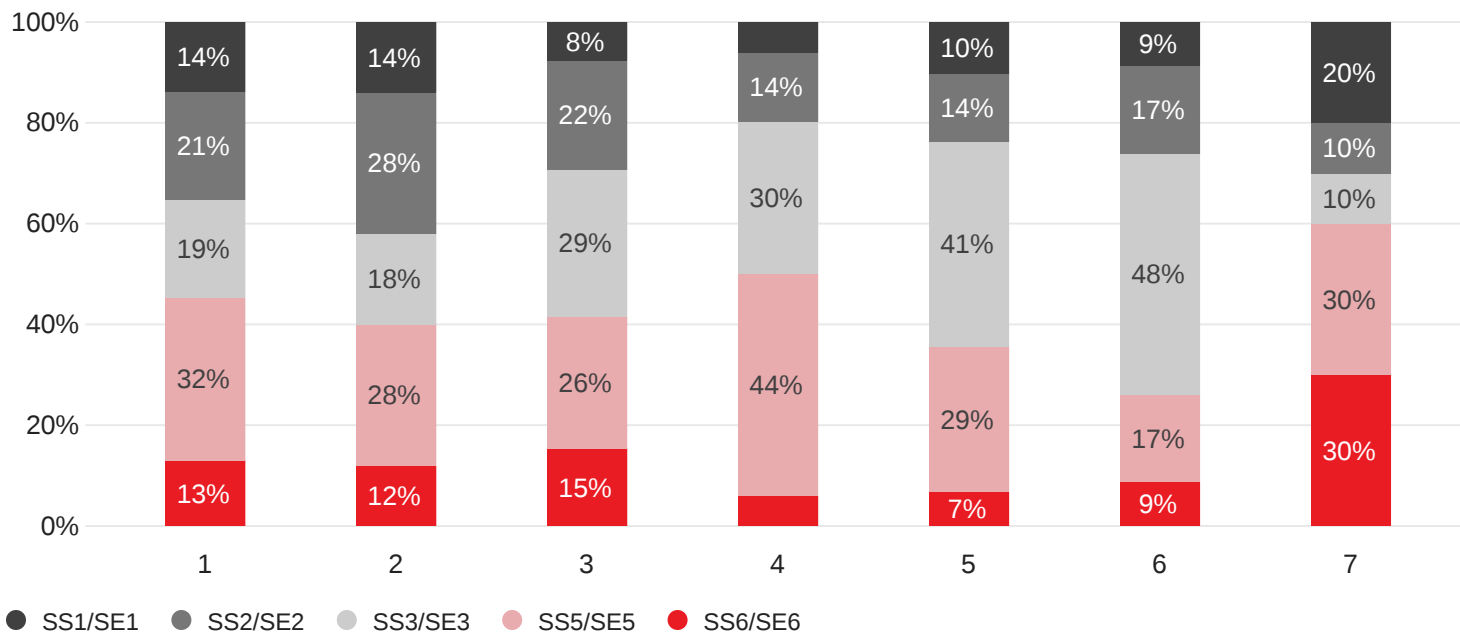


**Q3 - Which of the following do you think could have the biggest impact on the charitable sector in Canada in the next few years? (please rank the below from greatest impact (1) to least impact (7)) |**

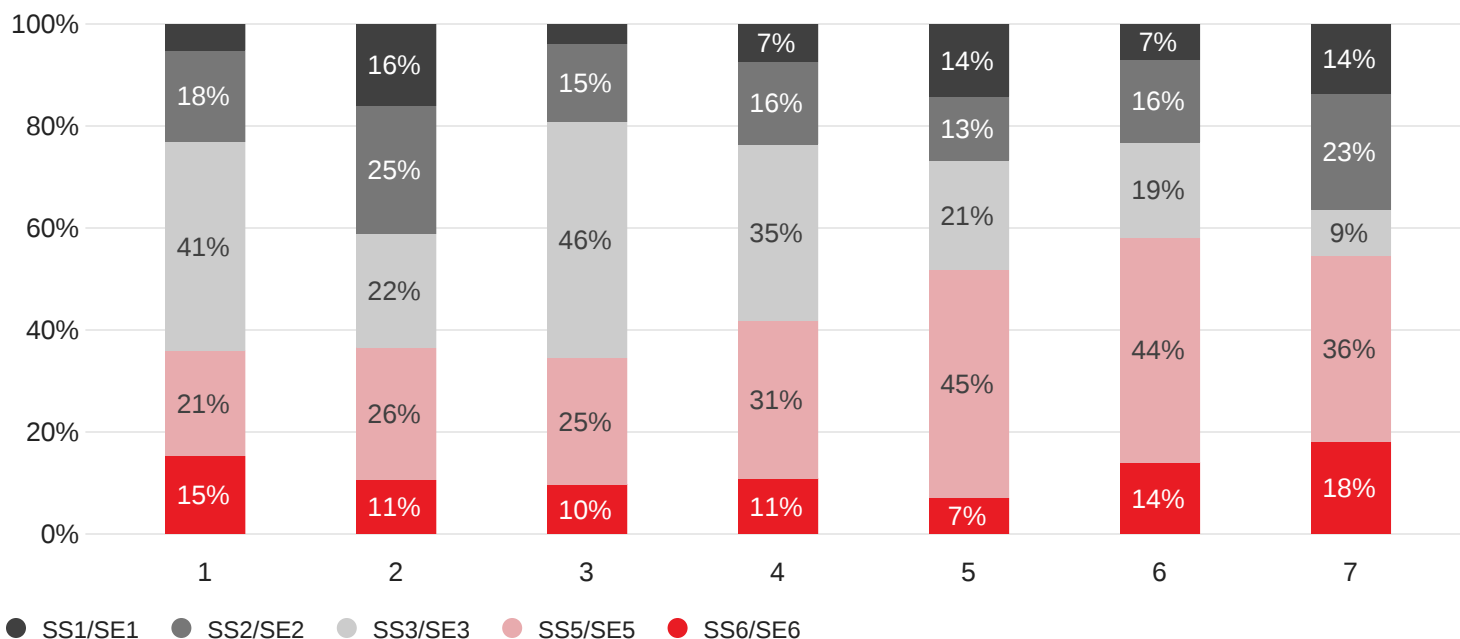
*Selon vous, lequel des éléments suivants pourrait avoir le plus grand impact sur le secteur caritatif au Canada au cours des prochaines années ? (veuillez classer les éléments ci-dessous de l'impact le plus important (1) à l'impact le moins important (7))*

**Greater emphasis on cross-sector partnerships and collaborations | Une plus grande importance accordée aux partenariats et collaborations intersectoriels**

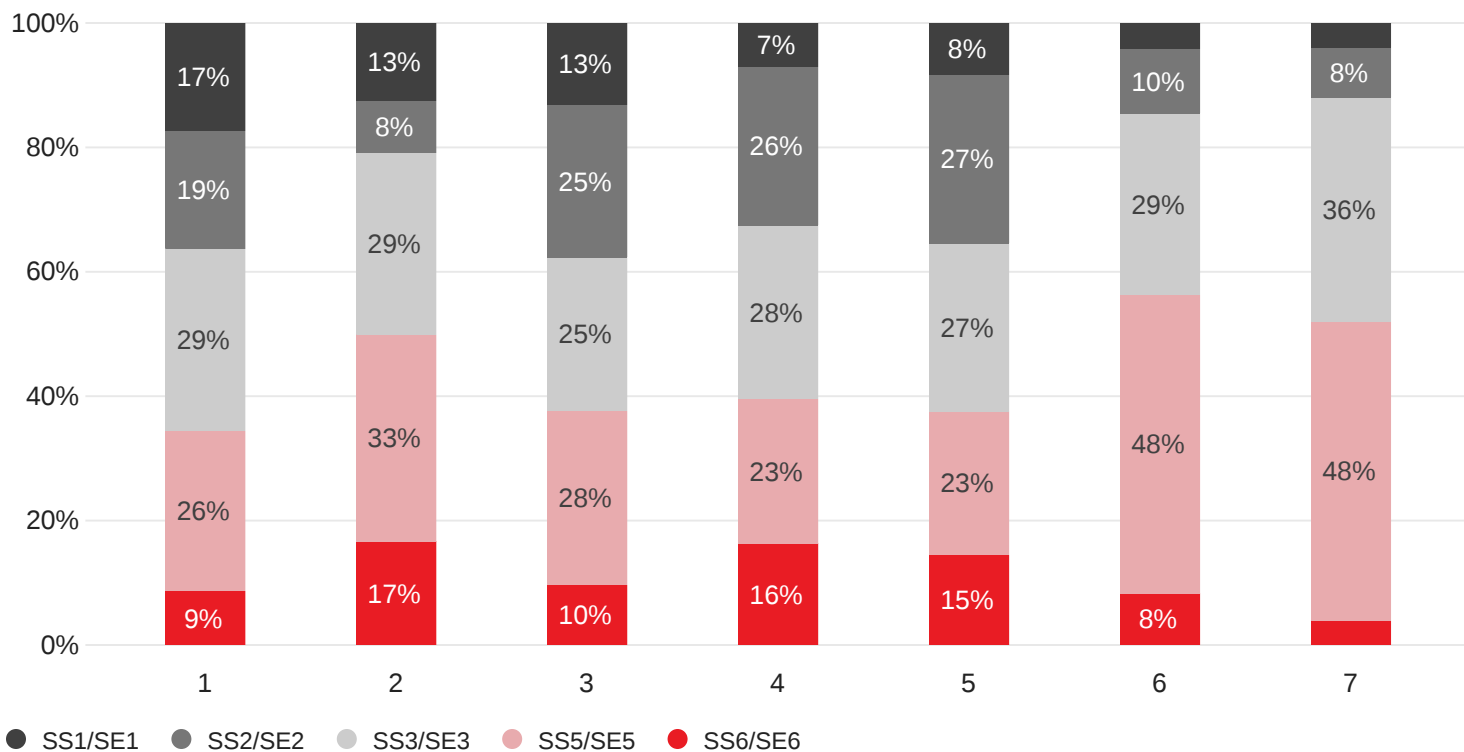
624 Responses



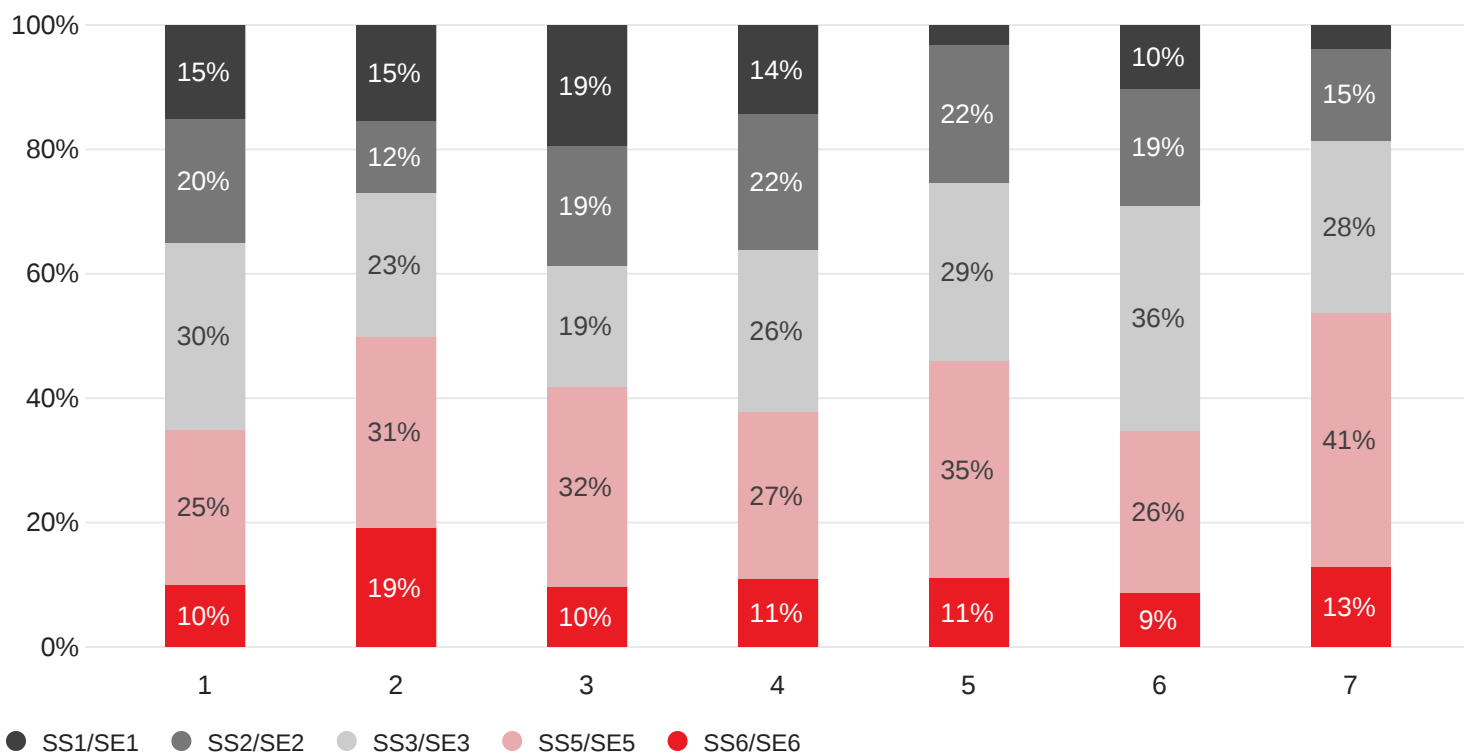
**Increased focus on diversity, equity, and inclusion initiatives | L'accent est davantage mis sur les initiatives en matière de diversité, d'équité et d'inclusion.**



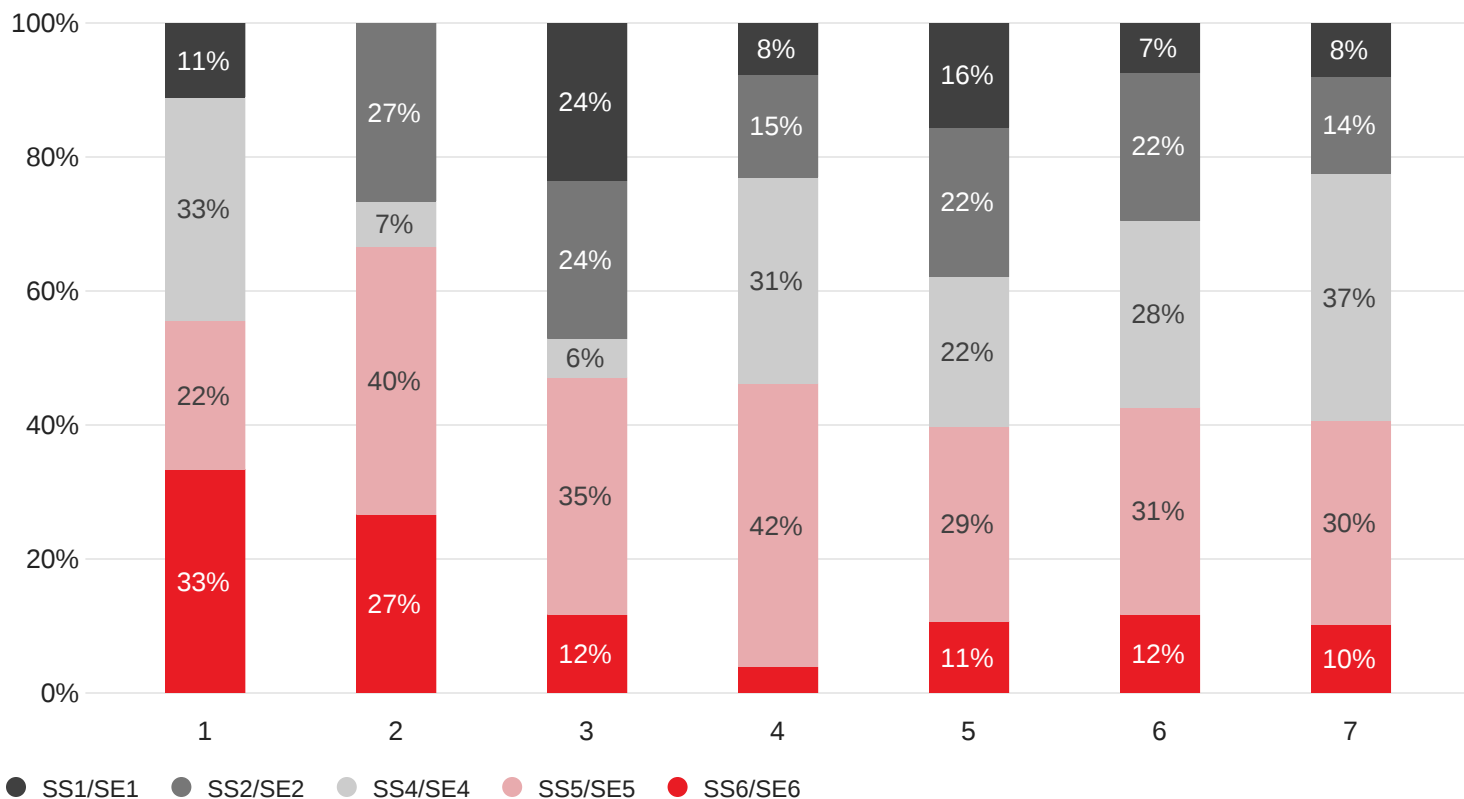
## Shift towards more sustainable fundraising models | *Passage à des modèles de collecte de fonds plus durables*



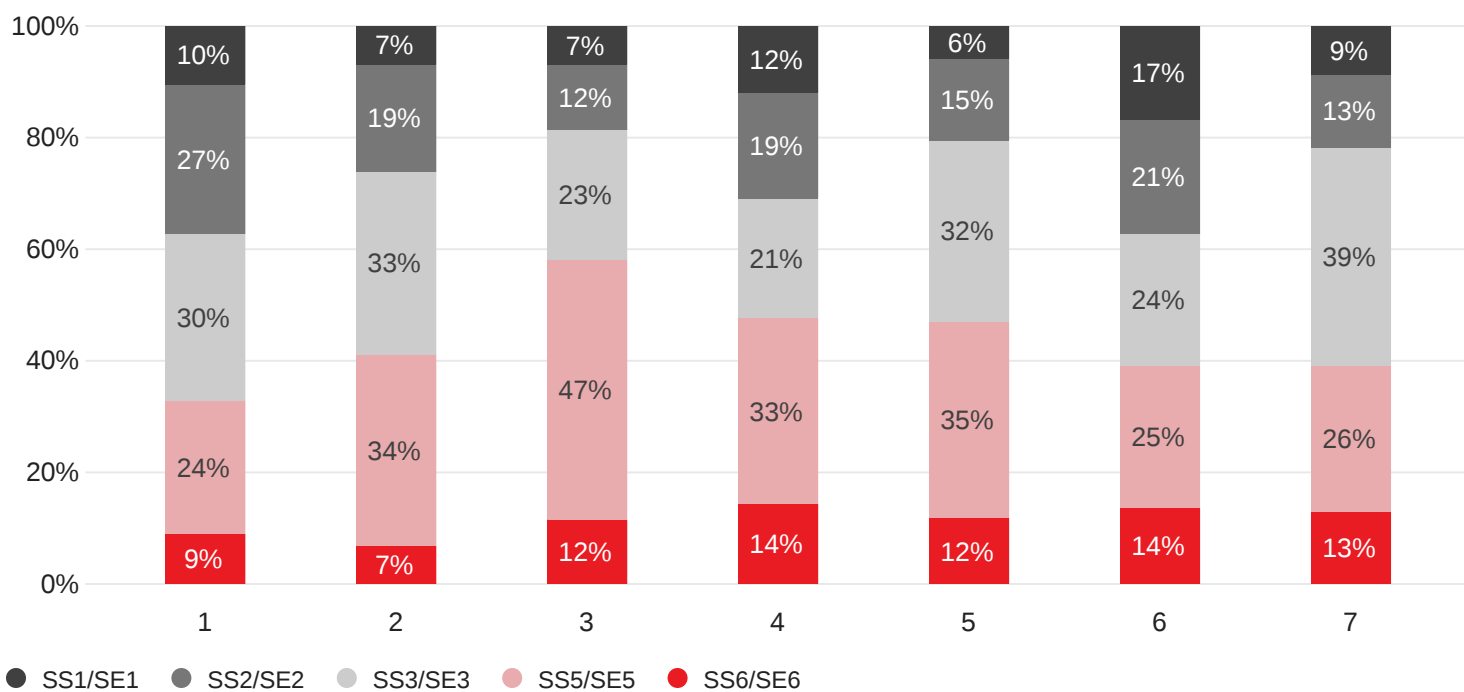
## Greater use of data and analytics to drive decision-making | *Utilisation accrue des données et de l'analyse pour la prise de décision*



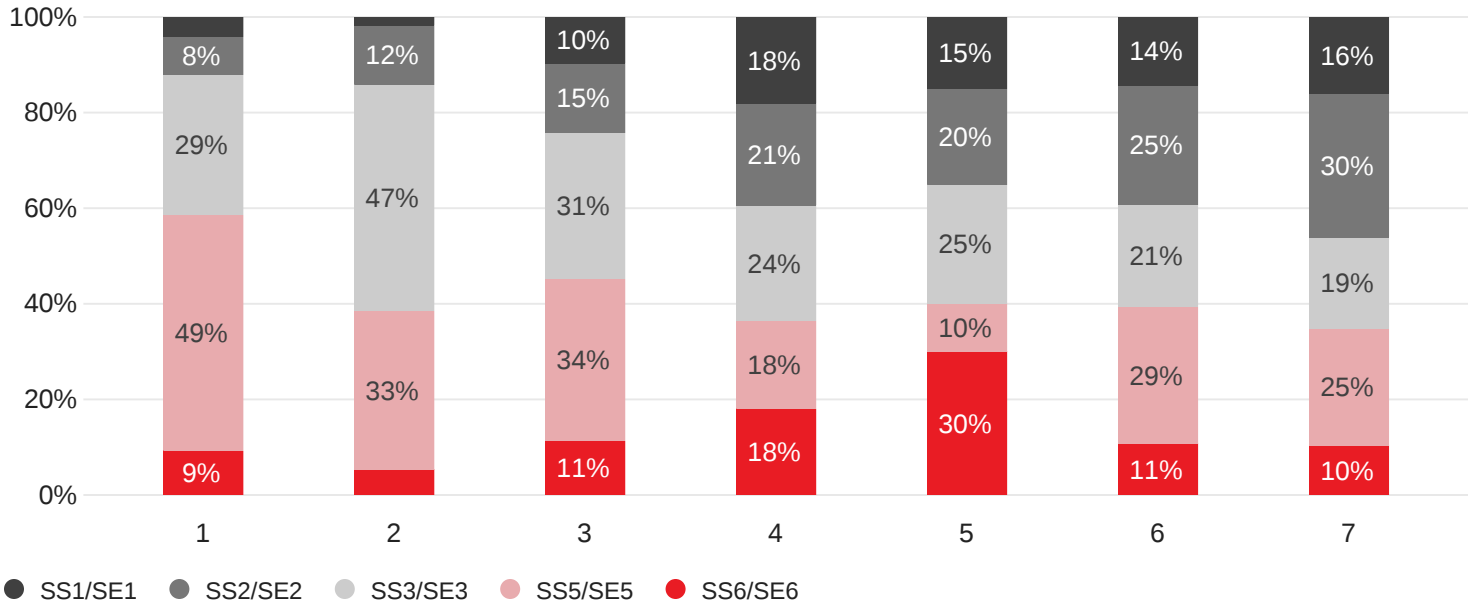
## Adoption of measures and practices to combat the climate crisis | *Adoption de mesures et de pratiques pour lutter contre la crise climatique*



## Expansion of services to meet the evolving needs of communities | *Expansion des services pour répondre aux besoins évolutifs des communautés*

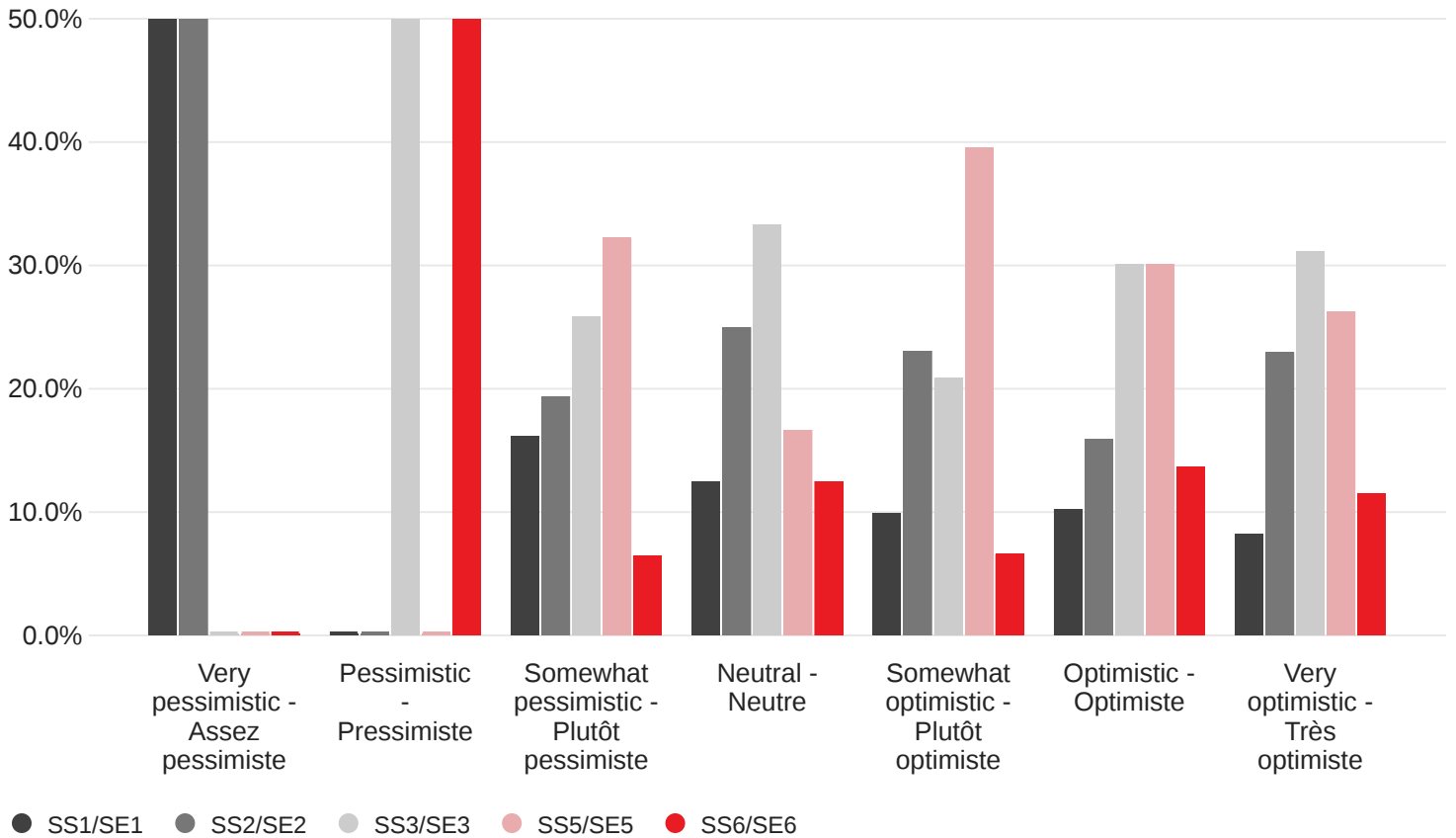


**Implementation of decent work (better salaries, benefits, etc.) | Mise en œuvre du travail décent (meilleurs salaires, avantages, etc.)**



**Q4 - When you think about the next 12 months, how do you feel about your organization's prospects? | Lorsque vous pensez aux 12 prochains mois, que pensez-vous des perspectives de votre organisation ?**

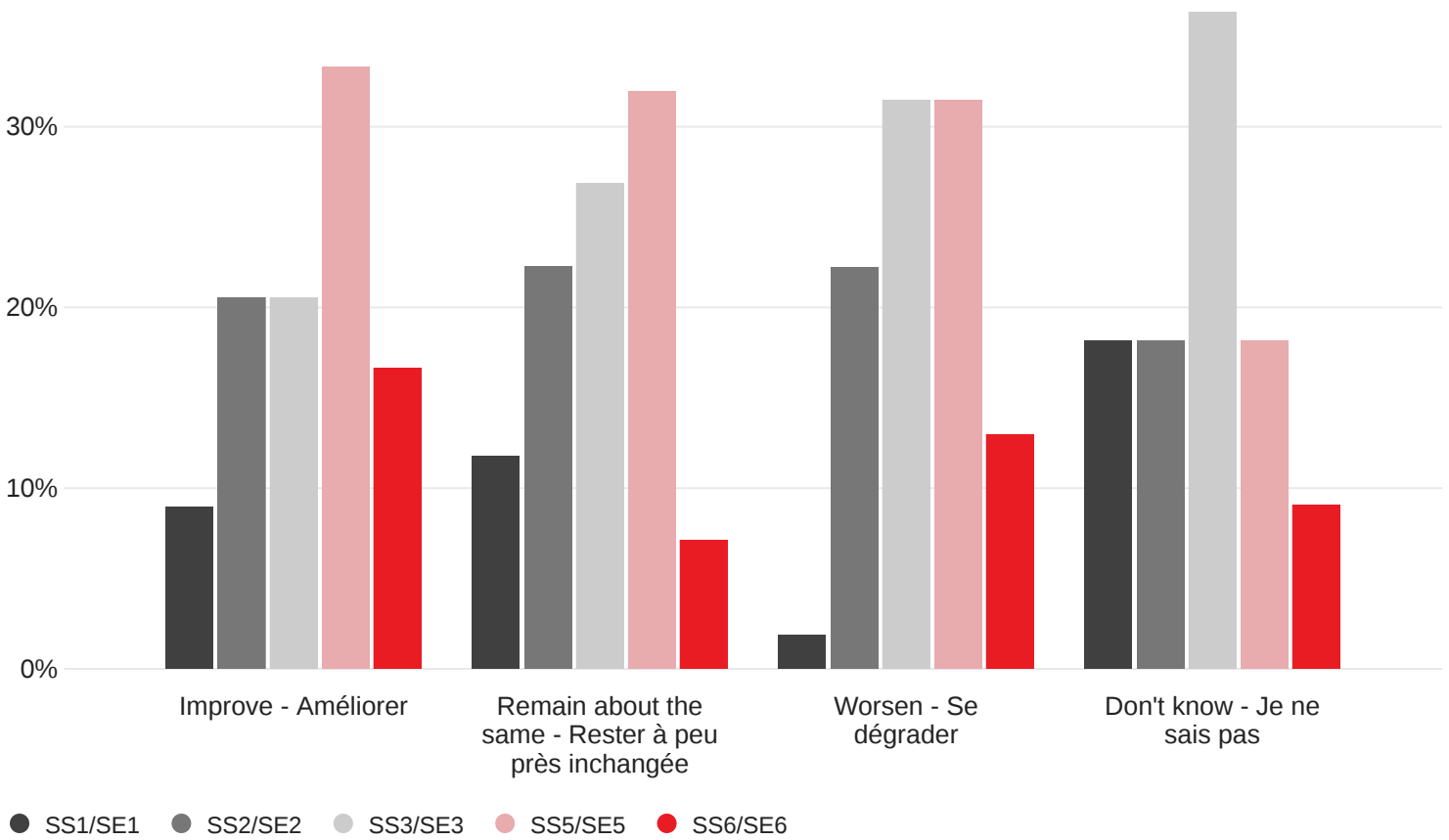
634 Responses



**Week 21: Financial Health | Semaine 21 : Santé financière**

**Q1 - Can you select how you expect your organization's financial condition/health to change over the next 3 to 6 months? | Pouvez-vous indiquer comment vous vous attendez à ce que la situation financière/santé de votre organisation évolue au cours des 3 à 6 prochains mois ?**

625 Responses

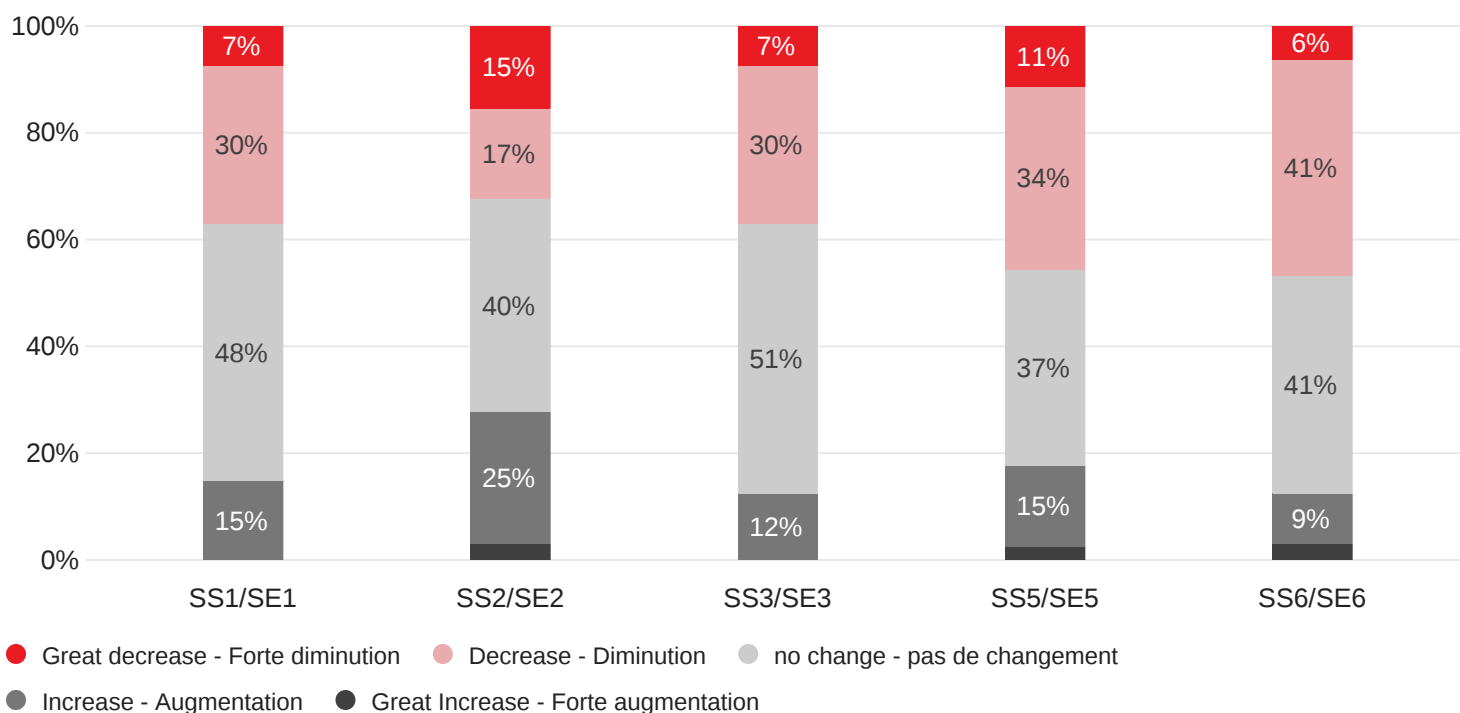


## Q2 - Tell us whether you have seen an increase or a decrease in each of the following revenue areas in the last 6 months (scale from great decrease to great increase) |

*Dites-nous si vous avez constaté une augmentation ou une diminution dans chacun des domaines de revenus suivants au cours des six derniers mois (sur une échelle allant d'une forte diminution à une forte augmentation)*

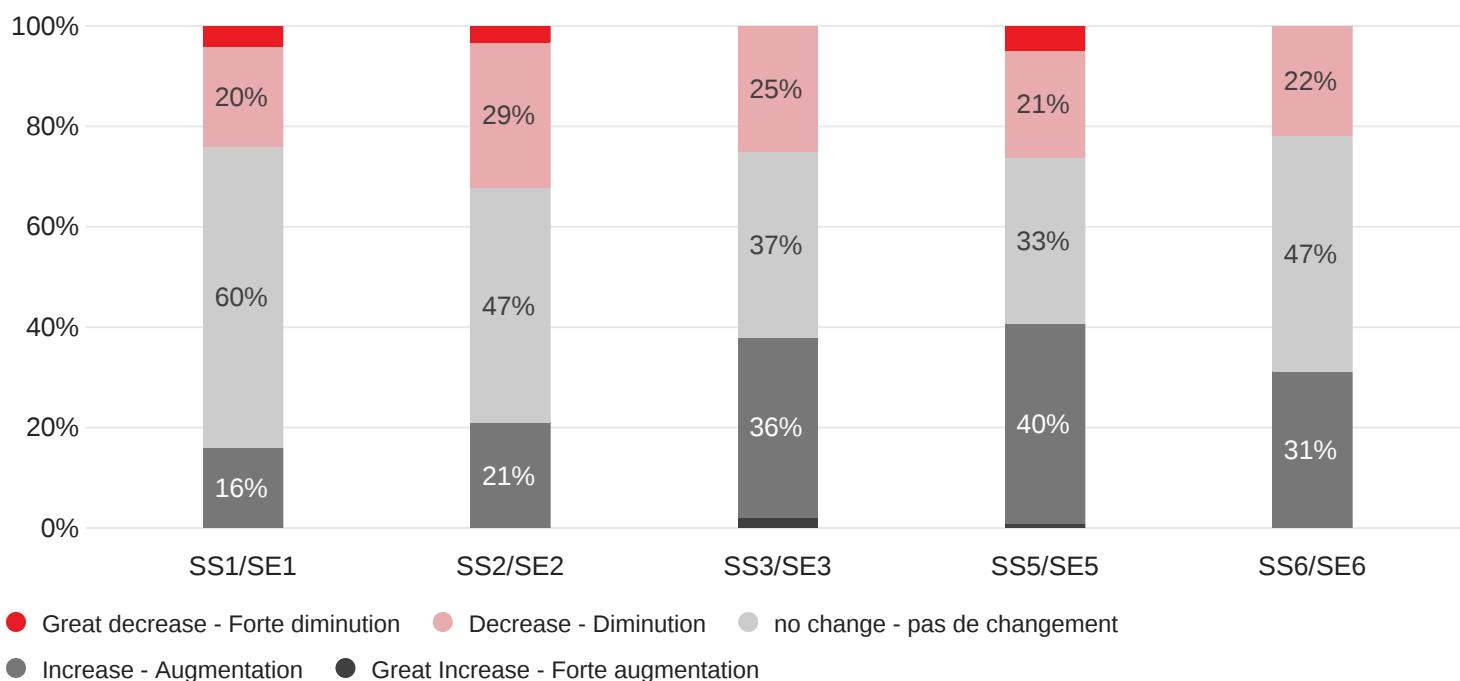
### Event-based fundraising | Collecte de fonds basée sur des événements

464 Responses



### Earned income | Revenu gagné

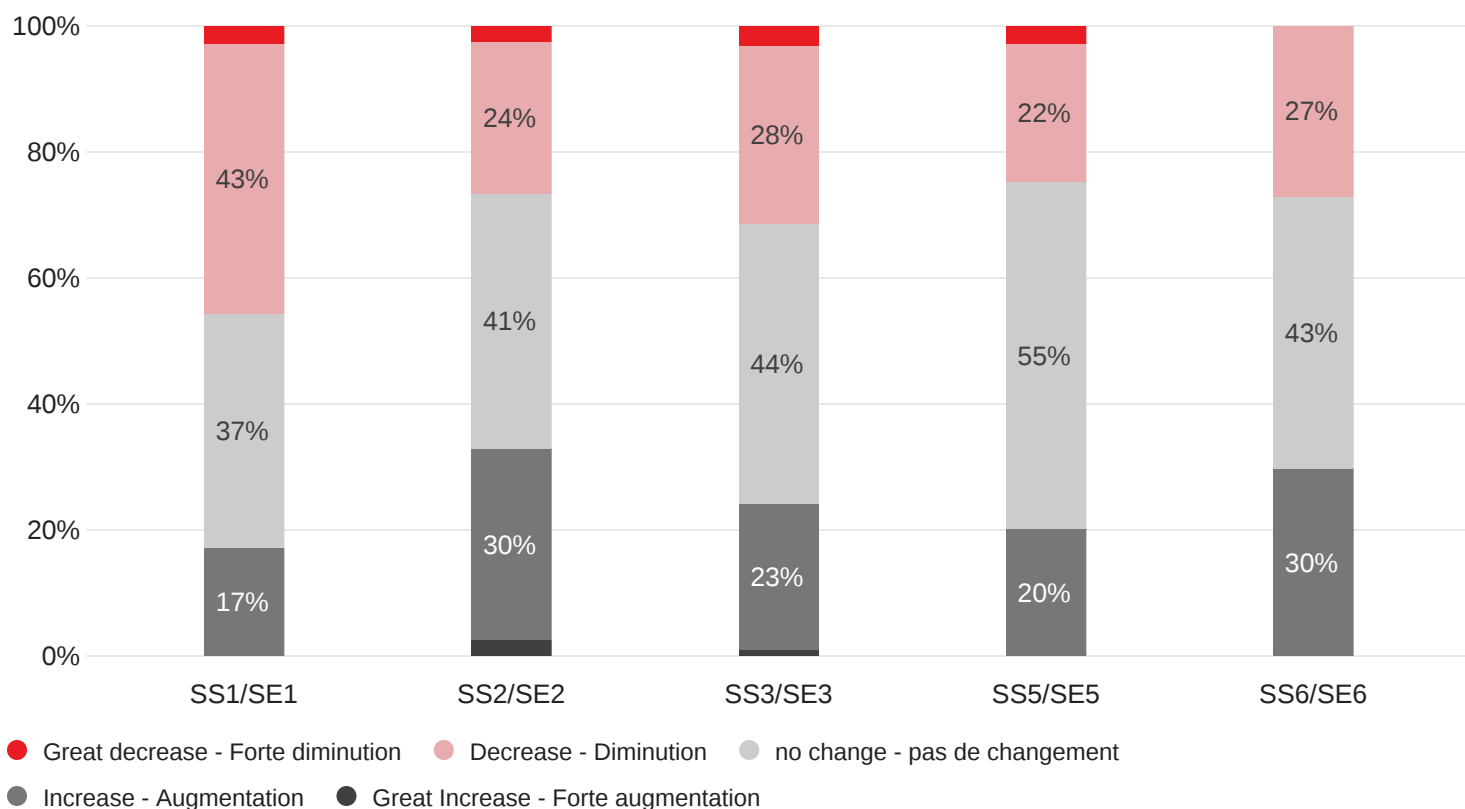
507 Responses





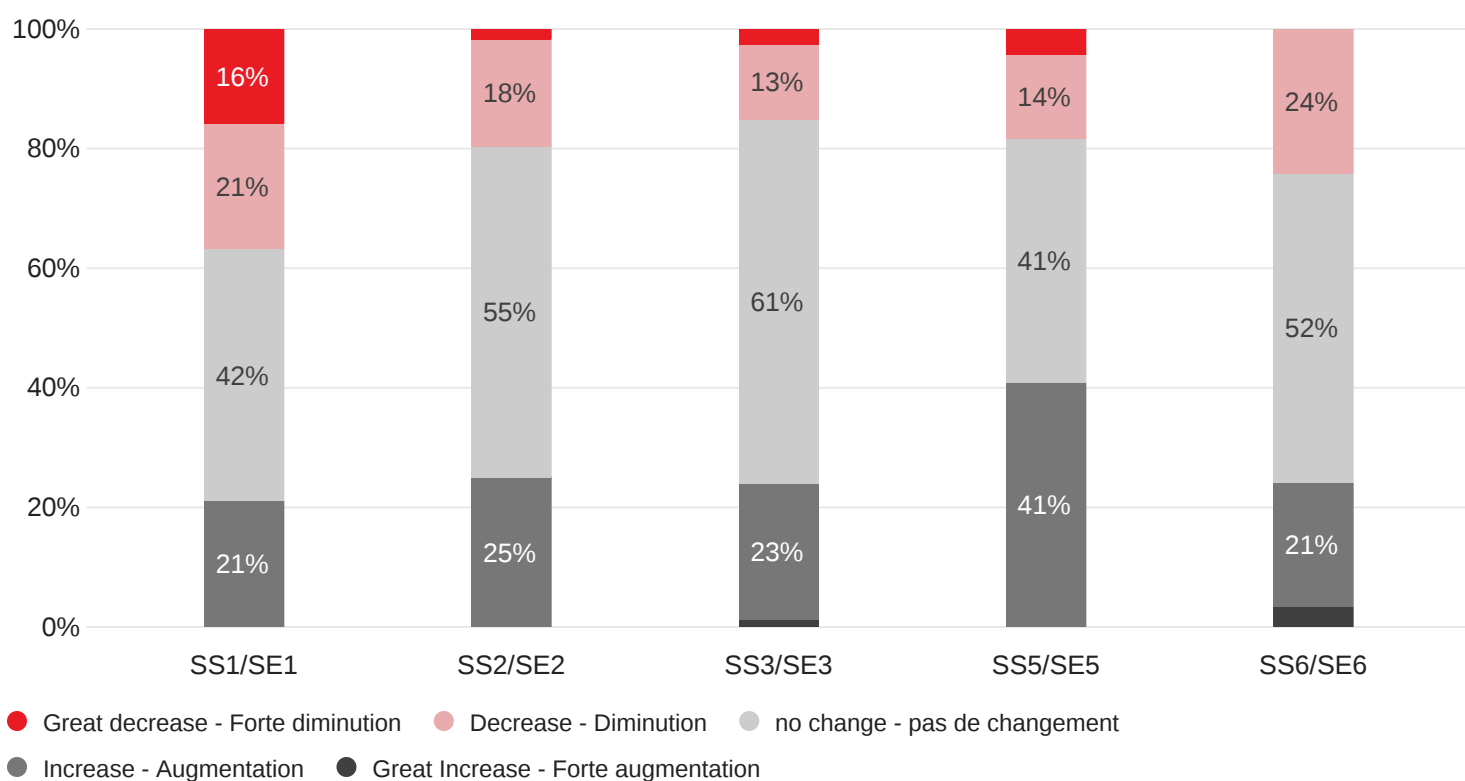
## Individual contributions/donations | Contributions/dons individuels

574 Responses



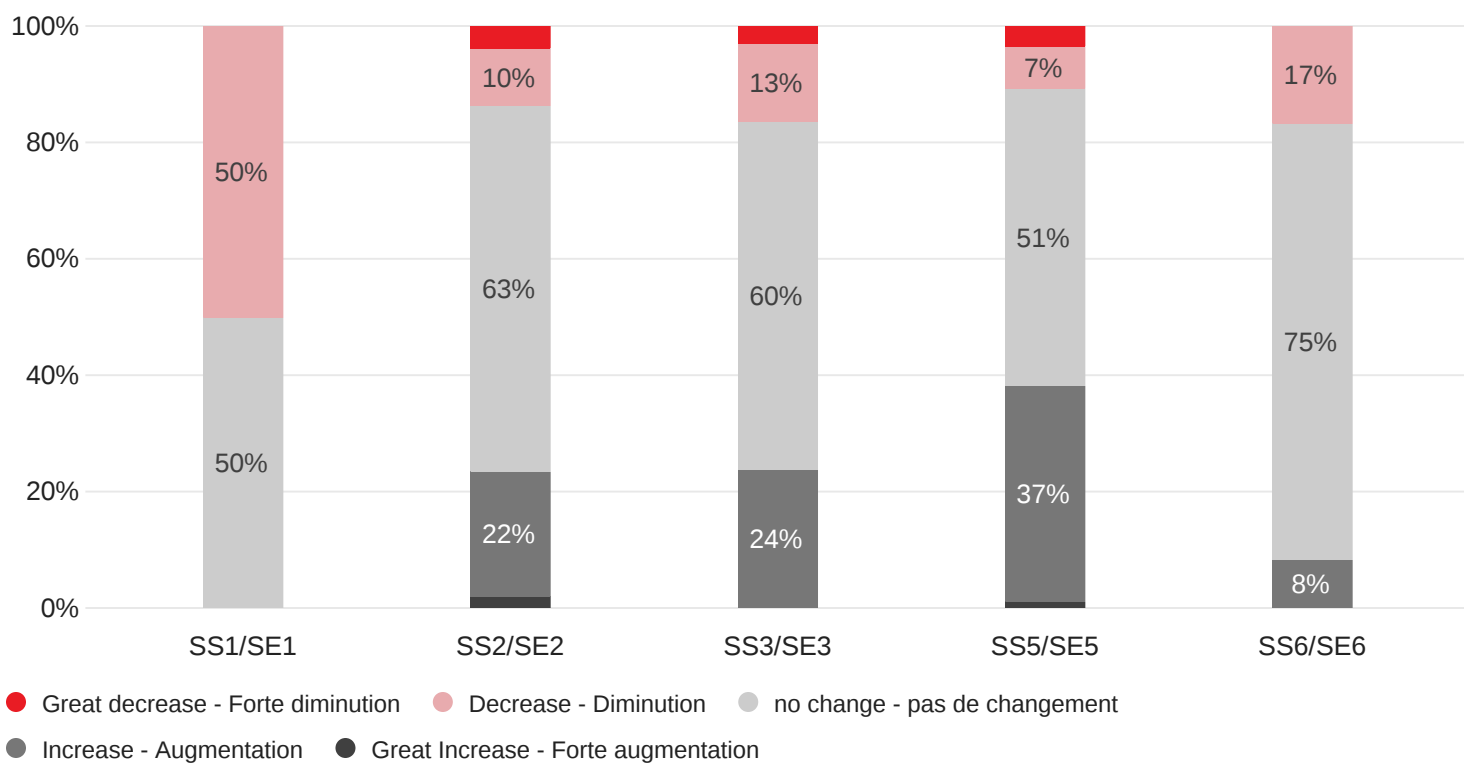
## Investment income | Revenus des investissements

431 Responses



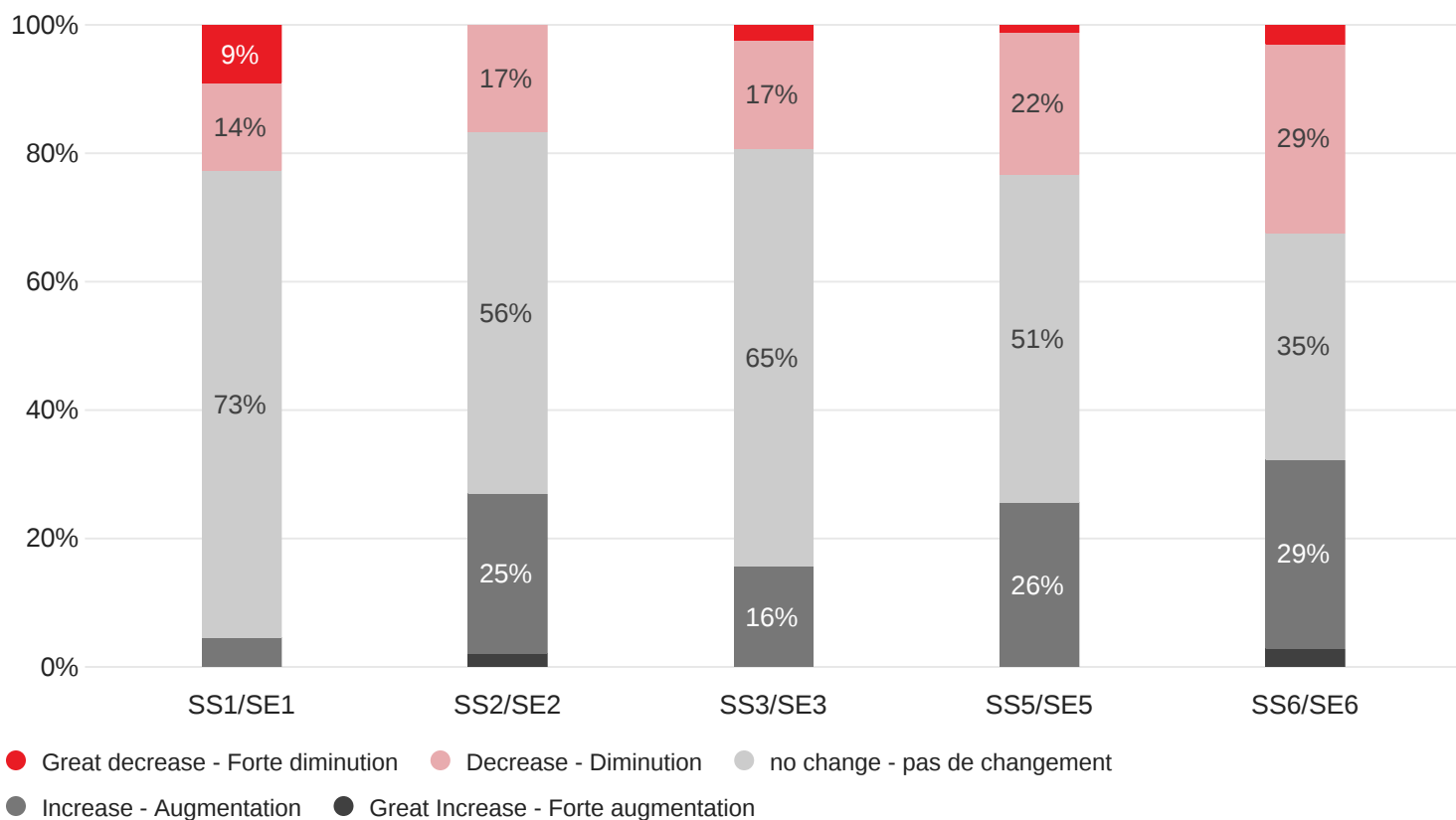
## Membership fees, dues, etc. | *Droits d'adhésion, cotisations, etc.*

355 Responses



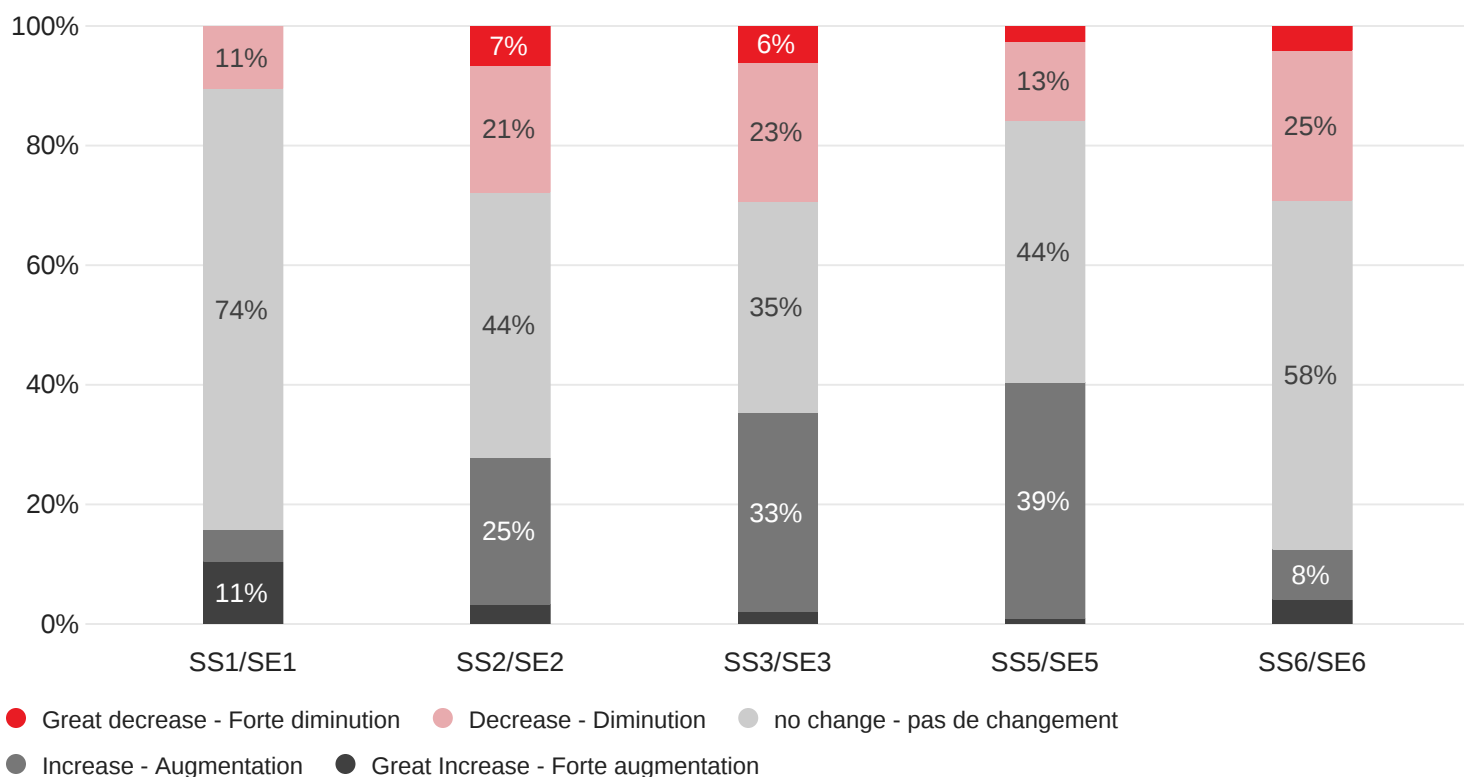
## Foundation funding | *Financement de la fondation*

432 Responses



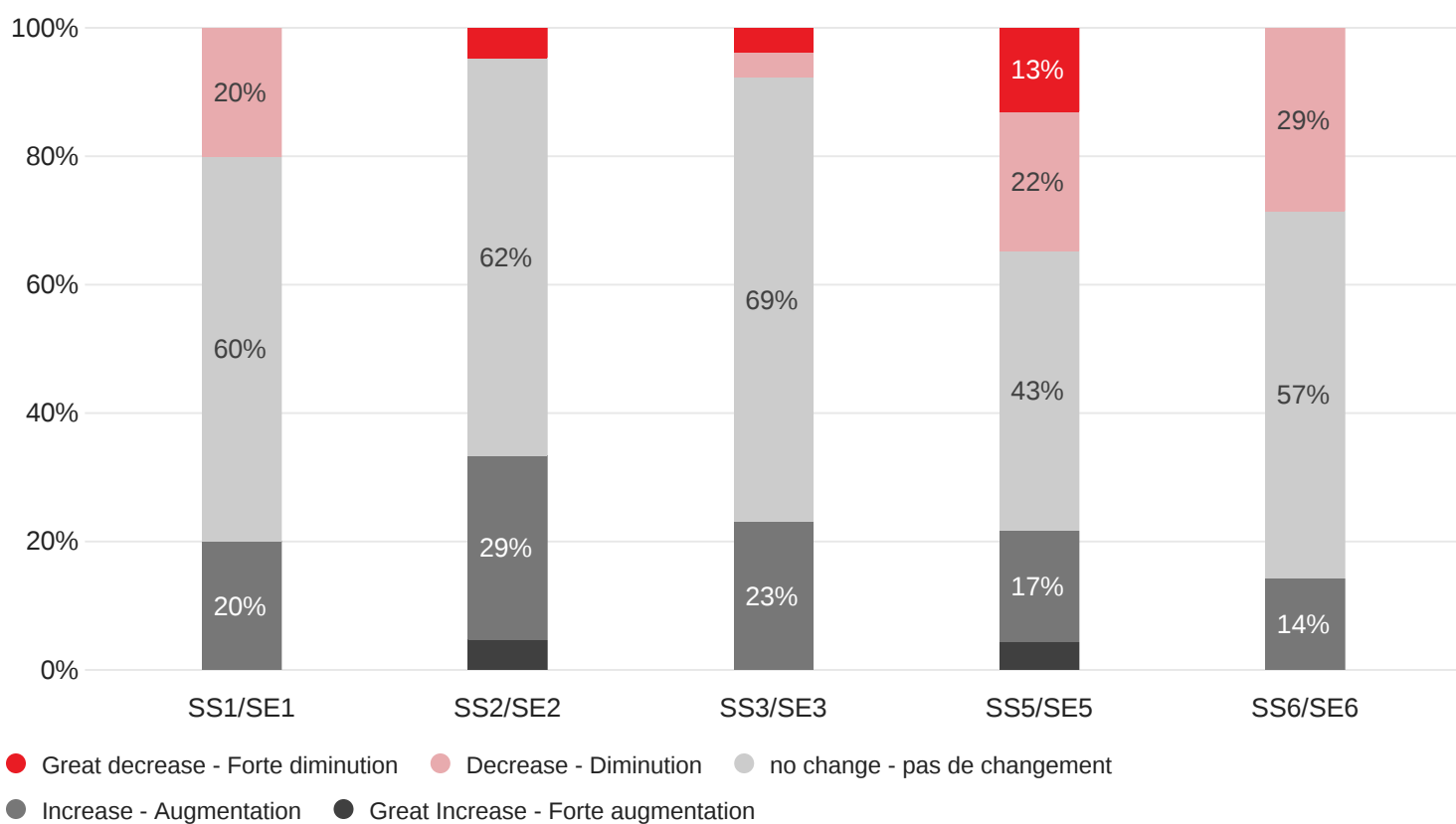
## Government funding | *Financement public*

528 Responses



## Other revenue source | *Autre source de revenus*

135 Responses



**Week 22: Gender in the sector | Semaine 22 : Le genre dans le secteur**

**Q1 - How would you describe the representation of different genders within your organization? | Comment décririez-vous la représentation des différents sexes au sein de votre organisation ?**

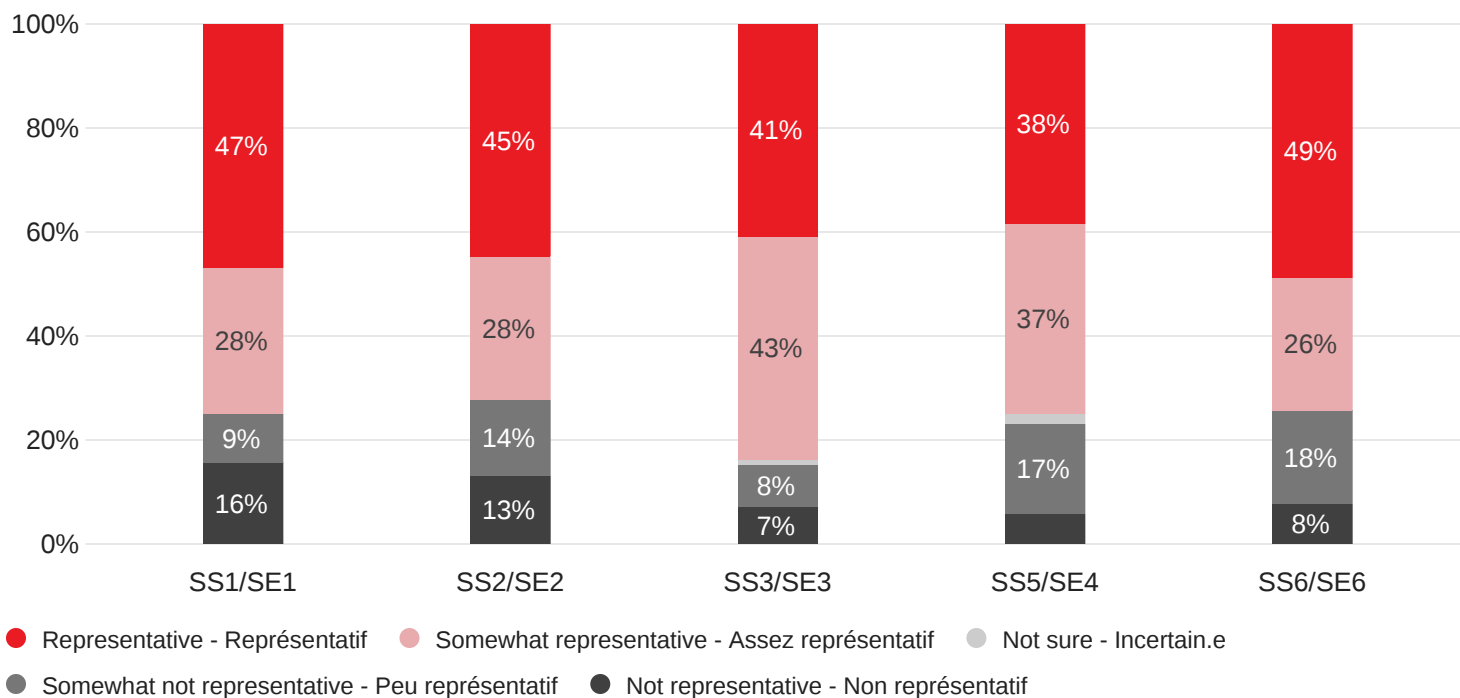
**Management & Leadership - Gestion et leadership**



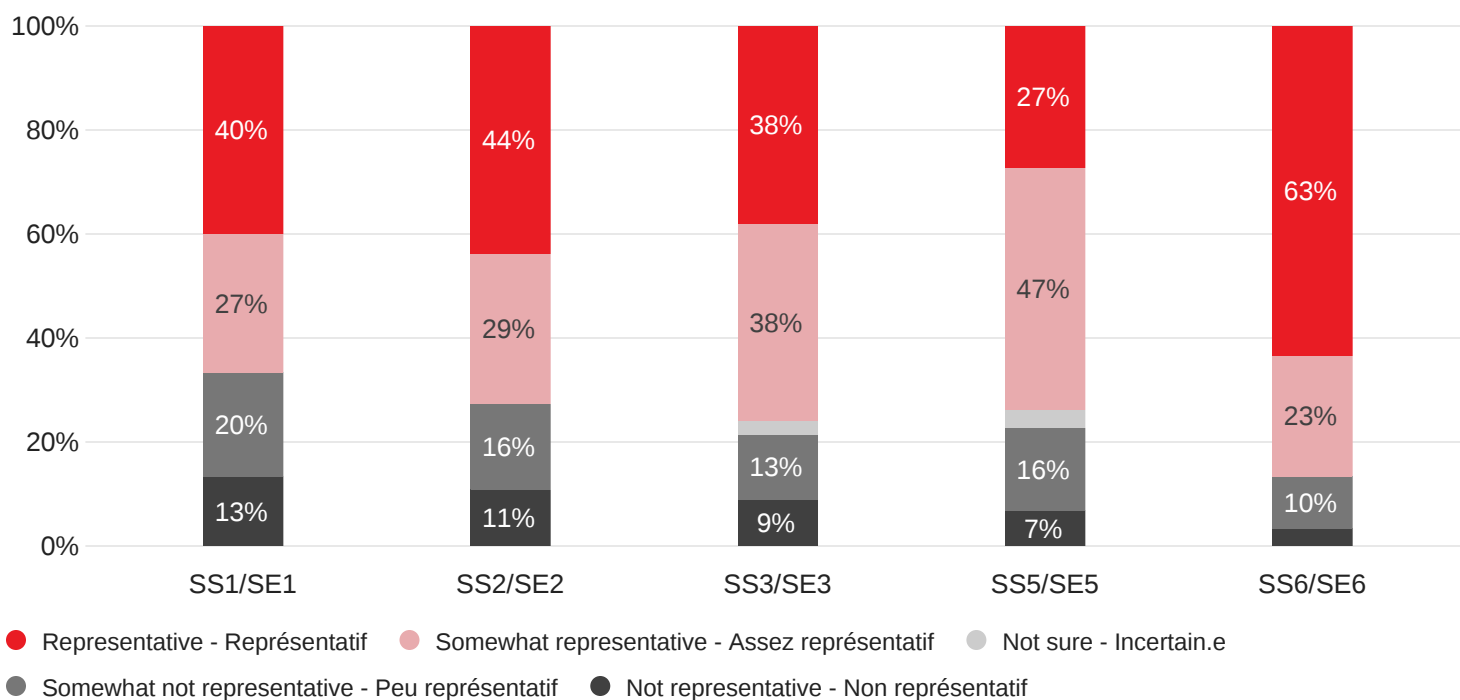
**General staff - Personnel général**



## Board - Conseil d'administration



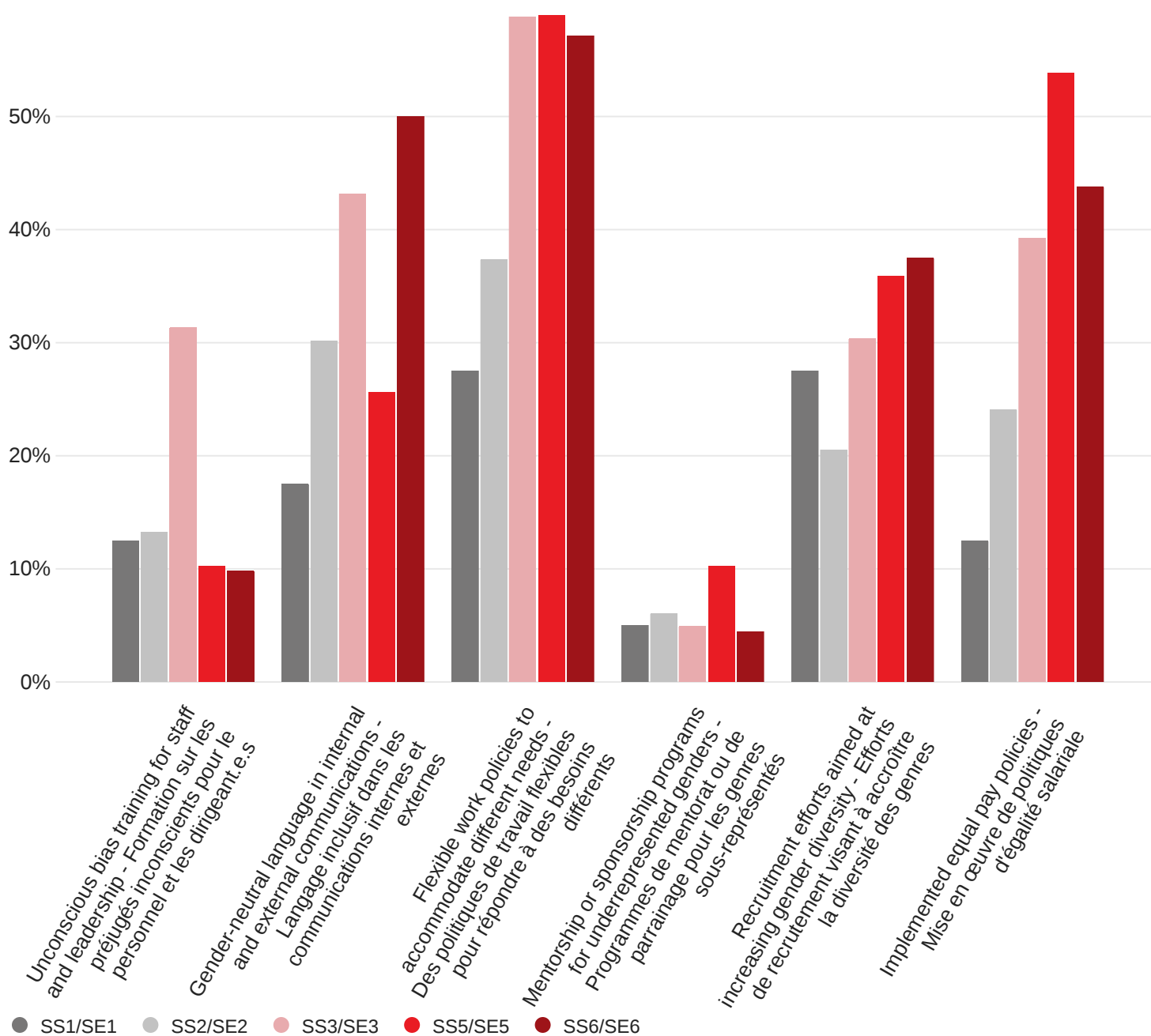
## Volunteers - Bénévoles



**Q3 - Which of the following initiatives has your organization implemented to promote gender equity and inclusion? (Please select all that apply) |**

*Parmi les initiatives suivantes, lesquelles votre organisation a-t-elle mises en œuvre pour promouvoir l'équité et l'intégration des femmes et des hommes ? (Veuillez sélectionner toutes les réponses qui s'appliquent)*

627 Responses



## Week 23: Leadership Requirements | Semaine 23 : Exigences en matière de leadership

**Q1 - Please assess each of the following skills or experiences for their relevance to the role of an Executive Director/CEO in a charitable organization. Please classify each as:**

- 'Not necessary': This skill is not crucial for the role.
- 'Desirable': This skill would be beneficial but is not essential.
- 'Important': This skill is significant and should ideally be present.
- 'Critical': This skill is essential for the role.
- 'Not applicable': This skill doesn't apply to the role.
- 'Uncertain': Not sure about the importance of this skill

***Veillez évaluer chacune des compétences ou expériences suivantes en fonction de leur pertinence pour le rôle d'un directeur exécutif/directeur général d'une organisation caritative. Veillez les classer comme suit***

- "Pas nécessaire" : Cette compétence n'est pas cruciale pour le poste.
- "Souhaitable" : Cette compétence serait bénéfique mais n'est pas essentielle.
- "Important" : Cette compétence est importante et devrait idéalement être présente.
- "Critique" : Cette compétence est essentielle pour le poste.
- "Non applicable" : Cette compétence ne s'applique pas à la fonction.
- "Incertain" : Pas sûr de l'importance de cette compétence

**SS1/SE1: Foundations (private and public) | Foundations (privées et publiques)**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Bilingualism (Eng/Fr) - Bilinguisme (ang/fr)	36%	39%	17%	3%
Research Skills - Compétences en recherche	28%	42%	28%	3%
Private sector/business experience - Expérience dans le secteur privé/entreprise	28%	42%	25%	0%
Data analysis experience - Expérience en analyse de données	19%	47%	31%	3%
Human resources experience - Expérience en ressources humaines	11%	22%	44%	19%
Educational qualifications - Diplômes et qualifications	9%	33%	52%	6%
Field/On site experience - Expérience sur le terrain/sur le site	9%	49%	34%	6%
Program evaluation - Évaluation de programme	8%	19%	50%	19%
Experience working with boards - Expérience de travail avec des conseils d'administration	6%	11%	46%	34%
General senior management experience - Expérience en tant que directeur/rice général.e	6%	33%	42%	17%
Grant writing experience - Expérience dans la rédaction de demandes de subvention	3%	37%	43%	17%
Financial management/budgeting - Gestion financière/budgétisation	3%	11%	49%	37%
Nonprofit management experience - Expérience en gestion d'organisations à but non lucratif	3%	11%	47%	39%
Subject area/sector knowledge - Connaissance du domaine/secteur	3%	17%	44%	33%
General nonprofit experience - Expérience générale du secteur non lucratif	0%	37%	54%	9%
Understanding and alignment with organizational mission - Compréhension et alignement sur la mission de l'organisation	0%	12%	38%	50%
Public relations experience - Expérience en relations publiques	0%	29%	47%	24%
Fundraising experience - Expérience en matière de collecte de fonds	0%	23%	51%	26%



**SS2/SE2: Volunteer-run charities | Organisations caritatives gérées par des bénévoles**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Understanding and alignment with organizational mission - Compréhension et alignement sur la mission de l'organisation	3%	5%	25%	65%
Subject area/sector knowledge - Connaissance du domaine/secteur	1%	13%	38%	47%
Financial management/budgeting - Gestion financière/budgétisation	0%	19%	36%	43%
Grant writing experience - Expérience dans la rédaction de demandes de subvention	6%	19%	38%	32%
Experience working with boards - Expérience de travail avec des conseils d'administration	1%	20%	46%	32%
Public relations experience - Expérience en relations publiques	5%	16%	47%	28%
General senior management experience - Expérience en tant que directeur/riche général.e	1%	30%	37%	27%
Human resources experience - Expérience en ressources humaines	5%	25%	39%	24%
Nonprofit management experience - Expérience en gestion d'organisations à but non lucratif	1%	15%	60%	23%
Field/On site experience - Expérience sur le terrain/sur le site	9%	21%	44%	19%
General nonprofit experience - Expérience générale du secteur non lucratif	3%	26%	51%	18%
Fundraising experience - Expérience en matière de collecte de fonds	3%	28%	51%	16%
Program evaluation - Évaluation de programme	1%	28%	54%	11%
Educational qualifications - Diplômes et qualifications	12%	45%	32%	10%
Data analysis experience - Expérience en analyse de données	22%	34%	33%	6%
Private sector/business experience - Expérience dans le secteur privé/entreprise	23%	34%	29%	5%
Bilingualism (Eng/Fr) - Bilinguisme (ang/fr)	35%	40%	5%	4%
Research Skills - Compétences en recherche	18%	35%	33%	3%

**SS3/SE3: Charities in BC | Organismes de bienfaisance de la C.-B.**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Understanding and alignment with organizational mission - Compréhension et alignement sur la mission de l'organisation	2%	1%	23%	74%
Financial management/budgeting - Gestion financière/budgétisation	0%	6%	38%	56%
Subject area/sector knowledge - Connaissance du domaine/secteur	0%	17%	33%	49%
Experience working with boards - Expérience de travail avec des conseils d'administration	0%	12%	43%	44%
Nonprofit management experience - Expérience en gestion d'organisations à but non lucratif	1%	15%	43%	40%
General senior management experience - Expérience en tant que directeur/rice général.e	0%	18%	48%	34%
Human resources experience - Expérience en ressources humaines	2%	14%	53%	31%
Public relations experience - Expérience en relations publiques	1%	19%	54%	26%
Grant writing experience - Expérience dans la rédaction de demandes de subvention	7%	31%	39%	23%
General nonprofit experience - Expérience générale du secteur non lucratif	3%	38%	39%	20%
Fundraising experience - Expérience en matière de collecte de fonds	4%	33%	45%	17%
Field/On site experience - Expérience sur le terrain/sur le site	9%	42%	34%	12%
Program evaluation - Évaluation de programme	2%	34%	51%	12%
Educational qualifications - Diplômes et qualifications	4%	41%	42%	11%
Data analysis experience - Expérience en analyse de données	21%	52%	19%	6%
Private sector/business experience - Expérience dans le secteur privé/entreprise	37%	43%	13%	6%
Research Skills - Compétences en recherche	23%	51%	21%	5%
Bilingualism (Eng/Fr) - Bilinguisme (ang/fr)	58%	28%	4%	2%

**SS5/SE5: Charities in QC | Organismes de bienfaisances du Québec**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Understanding and alignment with organizational mission - Compréhension et alignement sur la mission de l'organisation	0%	8%	30%	62%
Financial management/budgeting - Gestion financière/budgétisation	0%	8%	50%	42%
Subject area/sector knowledge - Connaissance du domaine/secteur	0%	17%	42%	41%
Human resources experience - Expérience en ressources humaines	0%	17%	57%	25%
Experience working with boards - Expérience de travail avec des conseils d'administration	1%	25%	49%	25%
Nonprofit management experience - Expérience en gestion d'organisations à but non lucratif	0%	23%	52%	25%
Grant writing experience - Expérience dans la rédaction de demandes de subvention	2%	20%	56%	22%
Bilingualism (Eng/Fr) - Bilinguisme (ang/fr)	27%	44%	11%	14%
Field/On site experience - Expérience sur le terrain/sur le site	5%	39%	43%	12%
General senior management experience - Expérience en tant que directeur/rice général.e	5%	49%	34%	10%
Public relations experience - Expérience en relations publiques	3%	39%	46%	10%
Fundraising experience - Expérience en matière de collecte de fonds	6%	41%	43%	8%
Educational qualifications - Diplômes et qualifications	9%	38%	45%	8%
Program evaluation - Évaluation de programme	6%	38%	45%	6%
General nonprofit experience - Expérience générale du secteur non lucratif	9%	35%	50%	4%
Research Skills - Compétences en recherche	34%	44%	9%	1%
Data analysis experience - Expérience en analyse de données	20%	45%	25%	1%
Private sector/business experience - Expérience dans le secteur privé/entreprise	44%	34%	15%	1%

**SS6/SE6: International charities | Organisations caritatives internationales**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Understanding and alignment with organizational mission - Compréhension et alignement sur la mission de l'organisation	0%	5%	15%	80%
Subject area/sector knowledge - Connaissance du domaine/secteur	0%	15%	22%	63%
Experience working with boards - Expérience de travail avec des conseils d'administration	0%	29%	27%	44%
Financial management/budgeting - Gestion financière/budgétisation	0%	13%	48%	40%
Fundraising experience - Expérience en matière de collecte de fonds	3%	23%	35%	40%
Nonprofit management experience - Expérience en gestion d'organisations à but non lucratif	2%	20%	41%	37%
General senior management experience - Expérience en tant que directeur/riche général.e	0%	35%	33%	33%
Grant writing experience - Expérience dans la rédaction de demandes de subvention	5%	58%	18%	20%
Public relations experience - Expérience en relations publiques	3%	38%	40%	20%
Field/On site experience - Expérience sur le terrain/sur le site	8%	41%	33%	18%
Human resources experience - Expérience en ressources humaines	10%	45%	28%	18%
General nonprofit experience - Expérience générale du secteur non lucratif	0%	54%	29%	17%
Bilingualism (Eng/Fr) - Bilinguisme (ang/fr)	37%	39%	7%	12%
Program evaluation - Évaluation de programme	2%	37%	46%	12%
Educational qualifications - Diplômes et qualifications	8%	53%	30%	10%
Data analysis experience - Expérience en analyse de données	15%	58%	15%	5%
Private sector/business experience - Expérience dans le secteur privé/entreprise	15%	50%	20%	3%
Research Skills - Compétences en recherche	24%	59%	10%	2%

**Q2 - Please assess each of the following competencies/aptitudes for their relevance to the role of an Executive Director/CEO in a charitable organization. Please classify each as:**

- 'Not necessary': This competency/aptitude is not crucial for the role.
- 'Desirable': This competency/aptitude would be beneficial but is not essential.
- 'Important': This competency/aptitude is significant and should ideally be present.
- 'Critical': This competency/aptitude is essential for the role.
- 'Not applicable': This competency/aptitude doesn't apply to the role.
- 'Uncertain': Not sure about the importance of this skill. |

***Veillez évaluer chacune des compétences/aptitudes suivantes en fonction de leur pertinence pour le rôle d'un directeur exécutif/directeur général d'une organisation caritative. Veillez classer chaque compétence/aptitude comme suit***

- "Pas nécessaire" : Cette compétence/aptitude n'est pas cruciale pour le poste.
- "Souhaitable" : Cette compétence/aptitude serait bénéfique mais n'est pas essentielle.
- "Important" : Cette compétence/aptitude est importante et devrait idéalement être présente.
- "Critique" : Cette compétence/aptitude est essentielle : Cette compétence/aptitude est essentielle pour le poste.
- "Non applicable" : Cette compétence/aptitude ne s'applique pas à la fonction.
- "Incertain" : Pas sûr de l'importance de cette compétence.

**SS1/SE1: Foundations (private and public) | Foundations (privées et publiques)**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Working effectively with board and staff - Travailler efficacement avec le conseil d'administration et le personnel	0%	6%	31%	63%
Strategic planning - Planification stratégique	0%	9%	40%	51%
Developing relationships/ Networking - Développer des relations/réseau	0%	6%	56%	39%
Inspiring commitment from staff and others - Inciter le personnel et d'autres personnes à s'engager	3%	6%	58%	33%
Fostering participative management - Favoriser la gestion participative	3%	15%	50%	29%
Managing/Leading change - Gestion du changement	3%	8%	61%	28%
Balancing personal life and work - Concilier vie personnelle et travail	6%	20%	49%	26%
Persevering under adverse conditions - Persévérer en dépit de conditions défavorables	6%	6%	61%	25%
Creating a diverse and inclusive work environment - Créer un environnement de travail diversifié et inclusif	6%	22%	47%	22%

**SS2/SE2: Volunteer-run charities | Organisations caritatives gérées par des bénévoles**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Working effectively with board and staff - Travailler efficacement avec le conseil d'administration et le personnel	0%	5%	18%	76%
Persevering under adverse conditions - Persévérer en dépit de conditions défavorables	0%	10%	24%	65%
Inspiring commitment from staff and others - Inciter le personnel et d'autres personnes à s'engager	0%	8%	37%	54%
Strategic planning - Planification stratégique	0%	10%	34%	53%
Managing/Leading change - Gestion du changement	0%	8%	41%	51%
Developing relationships/ Networking - Développer des relations/réseau	0%	10%	41%	48%
Balancing personal life and work - Concilier vie personnelle et travail	3%	15%	43%	39%
Creating a diverse and inclusive work environment - Créer un environnement de travail diversifié et inclusif	5%	15%	43%	34%
Fostering participative management - Favoriser la gestion participative	1%	14%	53%	27%

**SS3/SE3: Charities in BC | Organismes de bienfaisance de la C.-B.**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Working effectively with board and staff - Travailler efficacement avec le conseil d'administration et le personnel	0%	0%	18%	82%
Managing/Leading change - Gestion du changement	0%	1%	30%	69%
Persevering under adverse conditions - Persévérer en dépit de conditions défavorables	0%	4%	34%	61%
Developing relationships/ Networking - Développer des relations/réseau	0%	3%	37%	60%
Strategic planning - Planification stratégique	0%	2%	44%	54%
Inspiring commitment from staff and others - Inciter le personnel et d'autres personnes à s'engager	0%	1%	47%	52%
Creating a diverse and inclusive work environment - Créer un environnement de travail diversifié et inclusif	1%	8%	41%	50%
Balancing personal life and work - Concilier vie personnelle et travail	1%	15%	46%	37%
Fostering participative management - Favoriser la gestion participative	1%	16%	45%	35%

**SS5/SE5: Charities in QC | Organismes de bienfaisances du Québec**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Working effectively with board and staff - Travailler efficacement avec le conseil d'administration et le personnel	0%	4%	35%	61%
Persevering under adverse conditions - Persévérer en dépit de conditions défavorables	1%	6%	47%	47%
Inspiring commitment from staff and others - Inciter le personnel et d'autres personnes à s'engager	1%	10%	53%	34%
Developing relationships/ Networking - Développer des relations/réseau	0%	17%	52%	31%
Balancing personal life and work - Concilier vie personnelle et travail	2%	18%	50%	30%
Managing/Leading change - Gestion du changement	1%	9%	60%	29%
Creating a diverse and inclusive work environment - Créer un environnement de travail diversifié et inclusif	1%	8%	62%	28%
Strategic planning - Planification stratégique	3%	15%	57%	24%
Fostering participative management - Favoriser la gestion participative	1%	14%	64%	20%

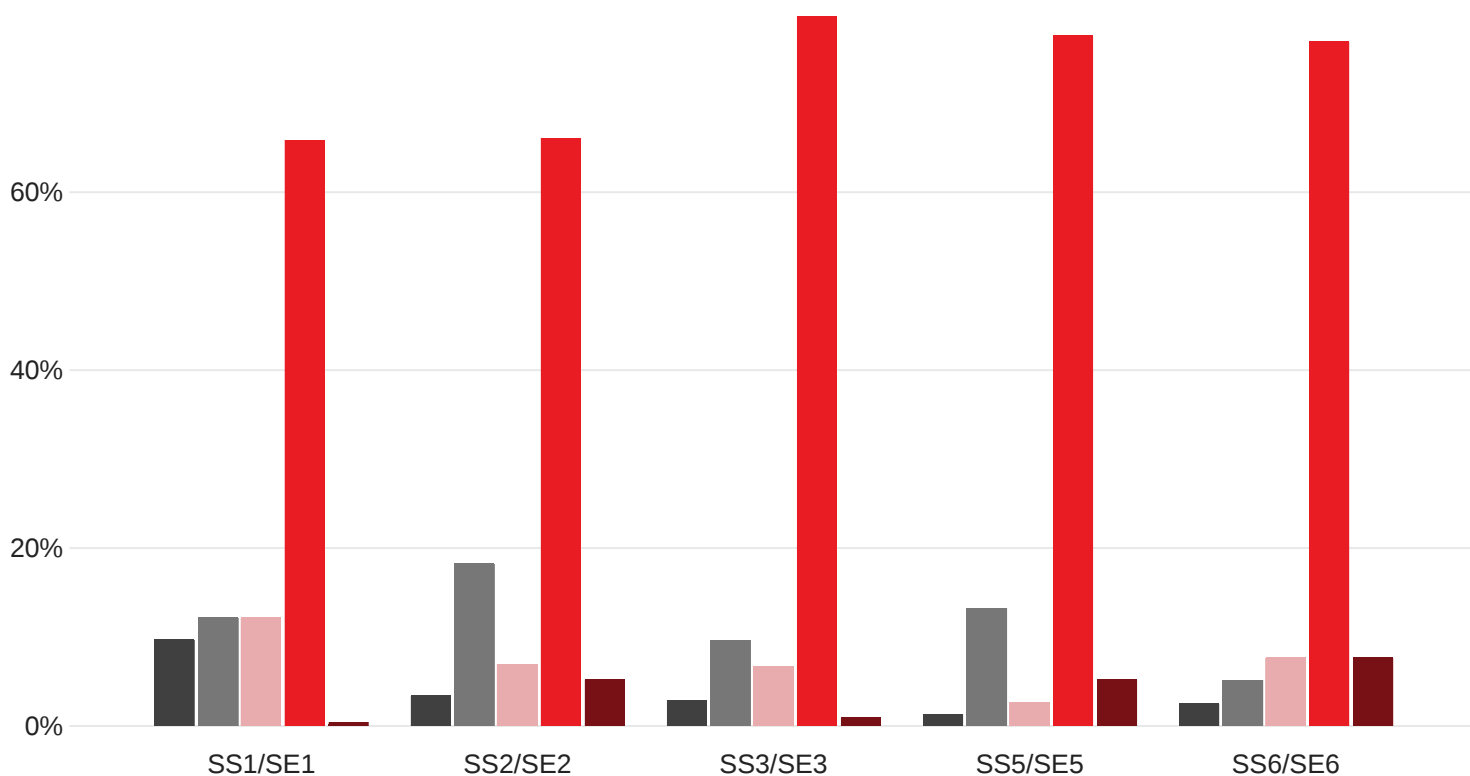
**SS6/SE6: International charities | Organisations caritatives internationales**

Responses - Réponses	Not necessary - Pas nécessaire	Desirable - Souhaitable	Important	Critical - Critique
Working effectively with board and staff - Travailler efficacement avec le conseil d'administration et le personnel	0%	5%	20%	76%
Persevering under adverse conditions - Persévérer en dépit de conditions défavorables	0%	5%	35%	60%
Strategic planning - Planification stratégique	0%	10%	30%	60%
Developing relationships/ Networking - Développer des relations/réseau	0%	10%	34%	56%
Managing/Leading change - Gestion du changement	2%	7%	34%	56%
Inspiring commitment from staff and others - Inciter le personnel et d'autres personnes à s'engager	0%	8%	40%	53%
Creating a diverse and inclusive work environment - Créer un environnement de travail diversifié et inclusif	0%	22%	37%	41%
Fostering participative management - Favoriser la gestion participative	2%	24%	46%	27%
Balancing personal life and work - Concilier vie personnelle et travail	0%	18%	58%	23%

**Week 24: Climate Change | Semaine 24 : Changement climatique**

**Q1 - In relation to climate change, does your organization have an internal policy or strategy in place? | En ce qui concerne le changement climatique, votre organisation a-t-elle mis en place une politique ou une stratégie interne ?**

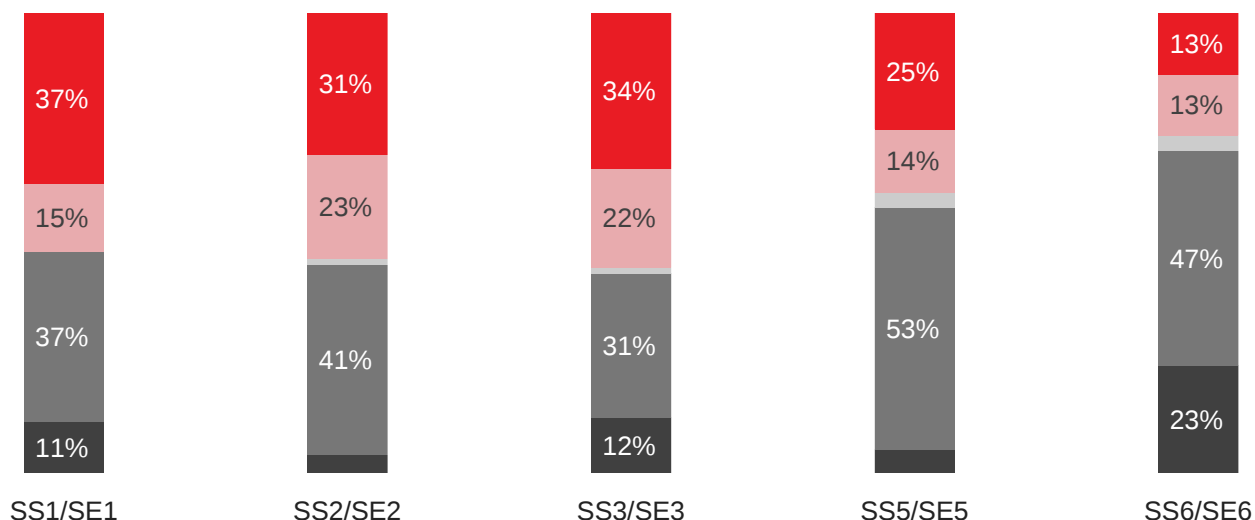
629 Responses



- Yes, we have adopted a formal climate change policy or strategy
- Yes, we have made informal efforts to address climate change
- We are currently developing a climate change policy or strategy
- No, we do not have a climate change policy or strategy
- Other

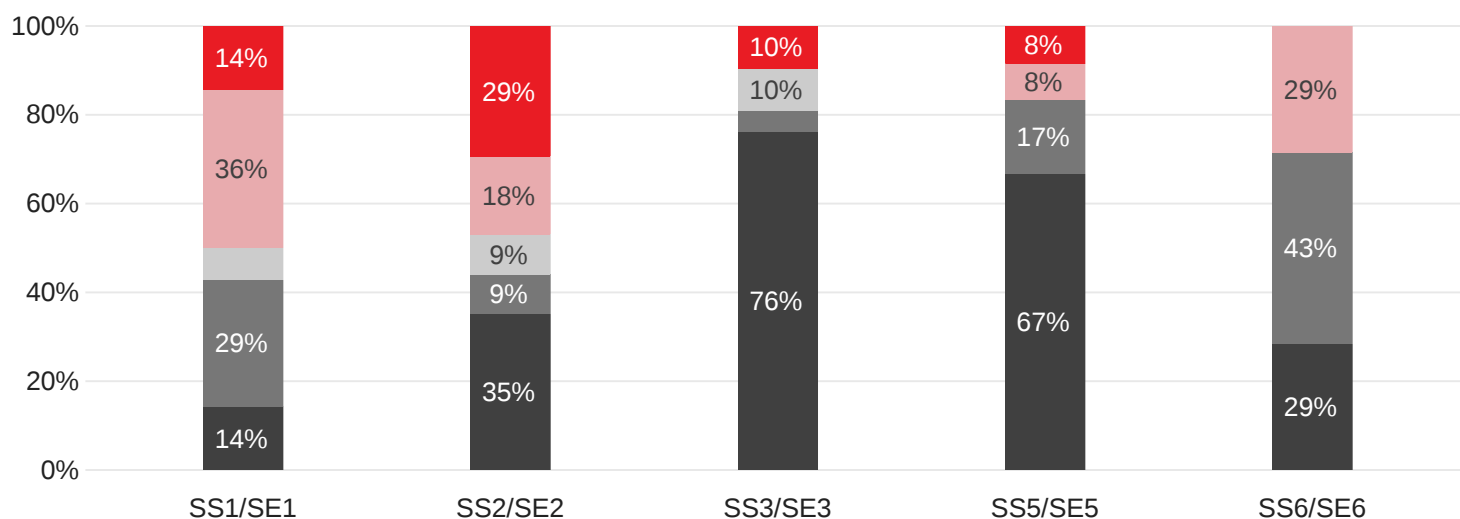


**Q1.1. If you answered no, can you tell us more about why your organization has not adopted such a policy or strategy? | Si vous avez répondu non, pouvez-vous nous en dire plus sur les raisons pour lesquelles votre organisation n'a pas adopté une telle politique ou stratégie ?**



- Other organizational priorities - Autres priorités organisationnelles.
- Lack of resources (time/money) - Manque de ressources (temps/argent).
- This issue is too political - Cette question est trop politique.
- Not applicable to our mission - Non applicable à notre mission.
- Other (please specify) - Autre (veuillez préciser)

**Q1.3. If you answered yes, can you tell us more about why your organization adopted such a policy or strategy? | Si vous avez répondu oui, pouvez-vous nous en dire plus sur les raisons pour lesquelles votre organisation a adopté une telle politique ou stratégie ?**



- There is no specific reason - Il n'y a pas de raison spécifique
- Stakeholders expect it - Les parties prenantes l'attendent
- Pressure from staff - Pression du personnel
- Climate change is core to our mission - Le changement climatique est au cœur de notre mis...
- Other (please specify) - Autre (veuillez préciser)

**Q2 - What specific actions has your organization taken as part of its climate change policy or strategy? |**  
*Quelles actions spécifiques votre organisation a-t-elle entreprises dans le cadre de sa politique ou de sa stratégie en matière de changement climatique ?*

Responses - Réponses	SS1/SE1	SS2/SE2	SS3/SE3	SS5/SE5	SS6/SE6
We prioritize sustainable transportation and waste reduction initiatives - Nous donnons la priorité aux initiatives en matière de transport durable et de réduction des déchets	69%	61%	57%	53%	71%
We integrate climate change considerations into our procurement and supply chain practices - Nous intégrons les considérations relatives au changement climatique dans nos pratiques d'achat et de chaîne d'approvisionnement	54%	50%	38%	47%	57%
We engage in advocacy and education programs related to climate change - Nous nous engageons dans des programmes de sensibilisation et d'éducation liés au changement climatique.	38%	21%	24%	33%	57%
We partner with indigenous communities on climate change initiatives - Nous travaillons en partenariat avec les communautés autochtones sur des initiatives de lutte contre le changement climatique.	38%	3%	10%	13%	29%
We actively promote renewable energy and energy efficiency practices - Nous encourageons activement les énergies renouvelables et les pratiques d'efficacité énergétique.	23%	34%	29%	47%	57%
We actively measure and disclose our greenhouse gas emissions - Nous mesurons et publions activement nos émissions de gaz à effet de serre	23%	0%	10%	0%	0%
We support research and innovation projects focused on addressing climate change - Nous soutenons des projets de recherche et d'innovation axés sur la lutte contre le changement climatique.	23%	11%	14%	13%	14%
We collaborate with stakeholders to develop and implement climate change solutions - Nous collaborons avec les parties prenantes pour élaborer et mettre en œuvre des solutions en matière de changement climatique	23%	26%	14%	33%	29%
We invest in carbon offset projects or participate in voluntary carbon reduction programs - Nous investissons dans des projets de compensation carbone ou participons à des programmes volontaires de réduction des émissions de carbone	15%	11%	5%	0%	0%
We have not implemented any specific actions in our climate change policy or strategy - Nous n'avons pas mis en œuvre d'actions spécifiques dans le cadre de notre politique ou de notre stratégie en matière de changement climatique	0%	11%	14%	0%	0%
Other (please specify)	0%	13%	10%	20%	14%