Prepared for

Chartered Professionals in Human Resources Canada



**Prepared by**

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| Two people working  **Environmental, Social and Governance PlanNing** |  |

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# Environmental, Social, and Governance Policy

**A hand holding a globe with icons around it

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**Introduction**

At the Chartered Professionals in Human Resources of Canada (CPHR Canada), we are committed to integrating Environmental, Social, and Governance (ESG) principles into our operations and strategic priorities. As a not-for-profit organization representing HR professionals across Canada, we recognize our unique position to influence positive change in the workplace and society at large. This ESG policy reflects our dedication to promoting environmental sustainability, diversity, equity, inclusion, and ethical governance in our own practices while inspiring the HR profession to uphold these values.

**Scope and Purpose**

This ESG policy outlines our approach to environmental stewardship, social responsibility, and governance excellence. It applies to all employees, and volunteers, and will be communicated to members, and stakeholders engaged with CPHR Canada. The policy serves as a guide for decision-making and action, ensuring that we remain accountable to our commitments and contribute meaningfully to a more sustainable and equitable future.

**E Environmental Responsibility**

CPHR Canada acknowledges the importance of protecting the environment and minimizing our ecological footprint. As a not-for-profit organization, we commit to reducing our environmental impact through sustainable practices and promoting environmental awareness within the HR community.

**Our Commitments**

1. Energy and Resource Efficiency:

Minimize energy use and reduce greenhouse gas emissions by adopting energy-efficient practices in our office operations.

Implement waste reduction strategies, including reducing paper workflows and increasing digital communication.

2. Sustainable Procurement:

Prioritize environmentally responsible suppliers and partners who share our commitment to sustainability.

Promote the use of recycled and environmentally friendly materials in our operations.

3. Green Events and Conferences:

Organize eco-friendly events by reducing single-use plastics, offering virtual attendance options, and sourcing sustainable catering.

Partner with venues that meet environmental standards.

4. Education and Advocacy:

Raise awareness of environmental issues within the HR profession.

**A close-up of a plant

AI-generated content may be incorrect.**Provide tools, resources, and training to help HR professionals incorporate environmental sustainability into workplace policies and practices.

**S**

**Social Responsibility**

Our commitment to social responsibility is rooted in our core values of equity, inclusion, and well-being. We strive to foster a positive impact on the communities we serve, support human rights, plus promote and maintain an inclusive culture that respects and values diversity.

**Our Commitments**

1. Diversity, Equity, and Inclusion (DEI):

Maintain an inclusive environment where individuals from diverse backgrounds feel valued and respected.

Develop initiatives that address systemic barriers to equity in the workplace and promote fair representation in leadership roles.

Regularly review our policies and practices to ensure they align with DEI principles.

In our commitment to reconciliation, we strive to ensure equitable access and opportunities for Indigenous Peoples.

2. Workplace Health and Well-being:

Prioritize the mental, physical, and emotional well-being of our employees and members.

Support a healthy work-life balance and offer resources for mental health support.

Ensure psychological safety and an open, respectful workplace culture.

3. Community Engagement and Volunteerism:

Support local communities through volunteer initiatives and partnerships with community organizations.

A group of people putting their hands together

AI-generated content may be incorrect.Encourage our members to participate in volunteer activities that promote social good.

4. Education and Professional Development:

Provide ongoing learning opportunities to help HR professionals enhance their understanding of ESG principles.

Develop resources and tools that empower HR professionals to implement socially responsible practices in their organizations.

**G**

**Governance Excellence**

Strong governance practices are essential to maintaining transparency, accountability, and ethical decision-making within our organization. CPHR Canada is committed to upholding the highest standards of governance to ensure the trust of our members, stakeholders, and the broader community.

**Our Commitments**

1. Board Leadership and Oversight:

Ensure that our Board of Directors reflects diverse perspectives and possesses the skills needed to provide effective governance.

Regularly review and update governance policies to reflect best practices and regulatory requirements.

2. Transparency and Accountability:

Maintain transparent financial reporting and effective risk management processes.

Communicate openly with members and stakeholders about our ESG initiatives and progress.

3. Ethical Practices and Compliance:

Adhere to all applicable laws, regulations, and ethical standards in our operations.

Foster a culture of integrity and ethical behavior at all levels of the organization.

4. Stakeholder Engagement:

Regularly engage with members, employees, and external stakeholders to understand their perspectives and integrate their feedback into our strategies.

**A hand touching a button

AI-generated content may be incorrect.**Foster collaboration with like-minded organizations to amplify the impact of our ESG initiatives.

**Implementation and Monitoring**

To ensure the successful implementation of our ESG policy, CPHR Canada will:

* Develop specific action plans and measurable objectives for ESG commitments.
* Designate roles and responsibilities within our organization to oversee ESG initiatives, where applicable.
* Monitor and report on our ESG performance through regular assessments and transparent reporting to our Board of Directors.
* Continuously improve our practices by incorporating feedback and staying informed of evolving ESG trends and best practices.

**Reporting and Accountability**

We are committed to maintaining accountability and transparency in our ESG efforts. We will provide updates on our progress through reports to key stakeholders, highlighting our achievements, challenges, and areas for improvement.

**Performance Metrics**

We will track key performance indicators (KPIs) related to environmental sustainability, social responsibility, and governance to measure our progress and drive continuous improvement. The KPIs are included below under ESG Policy Performance Measurement and Monitoring. These KPIs may be updated or additional KPIs may be added from time-to-time.

**Conclusion**

CPHR Canada’s ESG policy is an integral part of our mission to promote responsible, ethical, and inclusive practices within the HR profession and beyond. By embedding ESG principles into our operations and encouraging our members to do the same, we aim to make a meaningful contribution to a more sustainable, equitable, and prosperous society.

We believe that together, we can create a future where workplaces are not only productive and innovative but also environmentally sustainable, socially responsible, and governed with the highest standards of integrity.

# ESG Policy Performance Measurement and Monitoring

# Key Performance Indicators

## Introduction

The relevance and importance of environmental, social and governance policies and plans has never been more pronounced. With our national reach to 31,000 HR professionals, we are positioned to be a leader in advocating and promoting ESG principles. Included below are KPIs for CPHR Canada’s ESG Policy, as well as guidance for collecting baseline data, ongoing data collection, and reporting on performance.

In developing the KPIs, consideration was given to balancing performance measurement rigor with associated administrative burden and data collection requirements. This balance aims to ensure that the proposed ESG policy and associated KPIs are both effective and manageable.

The KPIs can also be phased in over time and may not all be implemented at once. Additionally, adjustments may be necessary initially or as time progresses to balance the administrative burden with practical implementation, such as revising timing and frequency to suit operational specifics (e.g. annual reviews could be shifted to every three years).

Once the KPIs have been implemented, we may consider additional new performance indicators in the spirit of continuous improvement. Annex A includes several additional KPIs for future consideration.

## Environmental Responsibility

### Energy and Resource Efficiency:

Policy Statements:

* Minimize energy use and reduce greenhouse gas emissions by adopting energy-efficient practices in our office operations.
* Implement waste reduction strategies, including reducing paper workflows and increasing digital communication.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Energy Conservation and Waste Reduction Initiatives**: Implement energy conservation initiatives focused on developing a culture that embraces reduction of energy usage and/or waste reduction initiatives focused on developing a culture that embraces reducing, recycling and re-using. | * **Annual number of energy conservation initiatives (list of sample initiatives included in Annex B) and/or waste reduction initiatives (list of sample initiatives included in Annex C) implemented.** |

### Sustainable Procurement:

Policy Statements:

* Prioritize environmentally responsible suppliers and partners who share our commitment to sustainability.
* Promote the use of recycled and environmentally friendly materials in our operations.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Environmentally Responsible Suppliers**: Use suppliers that meet environmental sustainability criteria or that possess sustainability certifications. | * Annual percentage (%) change in the number of environmentally responsible suppliers that meet sustainability criteria, use recycled/ sustainable/ environmentally friendly materials or that possess sustainability certifications. * Annual percentage (%) change in the value of contracts awarded to environmentally responsible suppliers that meet sustainability criteria, use recycled/ sustainable/ environmentally friendly materials or that possess sustainability certifications. |

### Green Events and Conferences:

Policy Statements:

* Organize eco-friendly events by reducing single-use plastics, offering virtual attendance options, and sourcing sustainable catering.
* Partner with venues that meet environmental standards.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Virtual Attendance**: Increase the number of attendees opting for virtual participation. | * Annual number of virtual attendees of conferences and events is above established annual target[[1]](#footnote-1) |
| **Sustainable Suppliers**: Increase the number of suppliers that meet sustainability standards. | * Annual percentage (%) change in the number of environmentally responsible venues used that meet sustainability criteria, have programs to reduce single use plastics or offer sustainable catering options. * Annual percentage (%) change in the value of contracts with environmentally responsible venues that meet sustainability criteria, have programs to reduce single use plastics or offer sustainable catering options. |

### Education and Advocacy:

Policy Statements:

* Raise awareness of environmental issues within the HR profession.
* Provide tools, resources, and training to help HR professionals incorporate environmental sustainability into workplace policies and practices.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Training Sessions**: Provide environmental awareness training sessions to professionals on environmental sustainability. | * Annual number of environmental awareness and training programs or initiatives provided. |
| **Development of Resources and Tools:** Provide tools and resources for HR professionals to assist with incorporating environmental sustainability into workplace policies and practices. | * Annual number of tools and resources developed and made available to HR professionals. |

## Social Responsibility

### Diversity, Equity, and Inclusion (DEI):

Policy Statements:

* Maintain an inclusive environment where individuals from diverse backgrounds feel valued and respected.
* Develop initiatives that address systemic barriers to equity in the workplace and promote fair representation in leadership roles.
* Regularly review our policies and practices to ensure they align with DEI principles.
* In our commitment to reconciliation, we strive to ensure equitable access and opportunities for Indigenous Peoples.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Reconciliation with Indigenous Peoples**: Development and implementation of initiatives directed at individuals with Indigenous heritage that promote reconciliation with Indigenous Peoples. | * Annual number of initiatives promoting reconciliation with Indigenous Peoples. |
| **Equity Initiatives**: Address systemic barriers and their impacts. | * Annual number of new initiatives or programs implemented to reduce or eliminate systemic barriers and the historic impacts of those barriers. |
| **Policy Reviews**: Review policies to ensure alignment with DEI principles and best practices. | * Annual review of policies conducted (yes/no) to ensure alignment with DEI principles and best practices. |

### Workplace Health and Well-being:

Policy Statements:

* Prioritize the mental, physical, and emotional well-being of our employees and members.
* Support a healthy work-life balance and offer resources for mental health support.
* Ensure psychological safety and an open, respectful workplace culture.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Employee and Member Well-being**: Develop initiatives and provide resources that promote healthy work-life balance and physical, emotional and psychological well-being among employees and members. | * Annual number of initiatives conducted and/or resources provided to promote healthy work-life balance and physical, emotional and psychological well-being among employees and members. |

### Community Engagement and Volunteerism:

Policy Statements:

* Support local communities through volunteer initiatives and partnerships with community organizations.
* Encourage our members to participate in volunteer activities that promote social good.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Community and Charity Initiatives**: Support local community development initiatives through employee/member participation and financial and in-kind donations. | * Annual number of community development initiatives supported through donations, employee/member participation, volunteering, or other forms of support. |

### Education and Professional Development:

Policy Statements:

* Provide ongoing learning opportunities to help HR professionals enhance their understanding of ESG principles.
* Develop resources and tools that empower HR professionals to implement socially responsible practices in their organizations.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Learning Opportunities**: Provide relevant ESG learning opportunities, tools, resources and materials to HR Professionals to assist with incorporating socially responsible practices into their policies and workplaces. | * Annual number of ESG learning opportunities, tools, resources and/or materials developed and disseminated. |

## Governance Excellence

### Board Leadership and Oversight:

Policy Statements:

* Ensure that our Board of Directors reflects diverse perspectives and possesses the skills needed to provide effective governance.
* Regularly review and update governance policies to reflect best practices and regulatory requirements.

Proposed KPIs:

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| --- | --- |
| **KPI Description** | **KPI** |
| **Board Diversity of Perspective**: Ensure the BoD reflects the diverse perspectives of CPHR Canada’s membership. | * Annual review conducted (yes/no) of BoD diversity. * Actions initiated (yes/no) to address gaps in BoD diversity targets. |
| **Skills for Effective Governance:**  Ensure the Board of Directors have needed skills for effective governance. | * Annual review conducted (yes/no) of BoD required competencies. * Actions initiated (yes/no) to address gaps in BoD competencies. |
| **Governance Policy Reviews**: Review and update policies to ensure alignment with sound governance principles. | * Annual review conducted (yes/no) of all governance policies to ensure alignment with sound governance principles and best practices. |

### Transparency and Accountability:

Policy Statements:

* Maintain transparent financial reporting and effective risk management processes.
* Communicate openly with members and stakeholders about our ESG initiatives and progress.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Financial Reporting**: Ensure timely and accurate financial reporting to stakeholders. | * Financial reports issued on time (yes/no) to stakeholders. |
| **Risk Management**: Ensure risk management processes are aligned with best practices and remain relevant to CPHR Canada operations. | * Annual review conducted (yes/no) of risk management processes to ensure relevance to CPHR Canada and alignment with best practices. |
| **ESG Communication**: Effectively communicate ESG initiatives and progress through appropriate channels and using means that are aligned with communication best practices. | * ESG initiatives and progress have been regularly communicated (yes/no) to members and other stakeholders. * Annual review conducted (yes/no) of communication frequency and effectiveness of communication channels. |

### Ethical Practices and Compliance:

Policy Statements:

* Adhere to all applicable laws, regulations, and ethical standards in our operations.
* Foster a culture of integrity and ethical behavior at all levels of the organization.

Proposed KPIs:

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Compliance Review or Audit**: Ensure adherence to laws, regulations, and ethical standards. | * Annual compliance review or audit conducted (yes/no) |
| **Ethical Culture**: Consider employee and member perceptions of the organization's ethics and integrity. | * Active and passive methods for soliciting feedback (e.g. surveys, anonymous complaint/suggestion submission methods) on the perceived ethics and integrity of the organization is implemented and effectiveness is reviewed annually (yes/no). |

### Stakeholder Engagement:

Policy Statements:

* Regularly engage with members, employees, and external stakeholders to understand their perspectives and integrate their feedback into our strategies.
* Foster collaboration with like-minded organizations to amplify the impact of our ESG initiatives.

Proposed KPIs:

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| **KPI Description** | **KPI** |
| **Engagement Activities**: Conduct engagement activities with members, employees and external stakeholders. | * Annual number of engagement activities (e.g. surveys, conferences, etc.) conducted. * Annual review conducted (yes/no) of Stakeholder Engagement Strategy (including social media strategy). |
| **Feedback Integration**: Take active steps to integrate stakeholder feedback into strategic decisions, policies and the development of ESG initiatives. | * Annual number of strategic and operational changes that are the direct result of stakeholder feedback. |
| **Collaborations**: Foster collaboration or collaborate directly with like-minded organization. | * Annual number of formal collaborations that occurred with like-minded organizations. |

# Implementation Considerations

## Continuous Improvement and Relevance of KPIs

As operations evolve and needs and capacities change, it is important to review the KPIs associated with the ESG policy on a regular basis (e.g. annually). The review will ensure that the policy and KPIs remain pertinent to CPHR Canada’s operations and foster continuous improvement by identifying KPIs with potential to enhance ESG performance or eliminate KPIs that have become irrelevant.

## Collecting Baseline Data

Baseline data is the initial set of measurements used to establish a starting point for measuring and tracking performance. It represents the current state of a KPI before any interventions or changes are implemented. This data provides a reference point against which future performance can be compared to assess the impact of improvements or changes. Baseline data is used to:

* Identify areas for improvement.
* Set realistic goals.
* Track progress towards those goals.
* Make data-driven decisions about resource allocation and strategic planning.

**Best practices for creating baseline data** include ensuring data accuracy and consistency. This involves using reliable data sources and standardized methods for data collection. Collaborating with stakeholders in the process of collecting baseline data will help ensure the data collected is comprehensive and relevant. Additionally, documenting the methodology used for data collection and analysis helps maintain transparency and allows for replication in future assessments, which also helps maintain data integrity and consistency.

Effort is required initially to determine available data and information sources that can be used to measure KPIs that are relevant to the organization. There may be instances where a KPI is relevant, but reliable data does not exist and vice-versa. It is also possible that data exists to measure a KPI relevant to the organization, but the administrative burden to collect and manage the data is too great. These factors need to be considered initially, which can be somewhat burdensome for an organization, but once KPIs are set, data sources are identified, and processes are in place to track, collect and manage the data, the level of effort decreases significantly.

## Ongoing Data Collection

Ongoing data collection for KPIs is crucial for maintaining the accuracy and relevance of performance tracking. To ensure the data remains reliable and comprehensive, CPHR Canada should establish regular and systematic data collection processes. This involves setting specific intervals for data collection, whether it's daily, weekly, monthly, or quarterly, depending on the nature of the KPIs. Regular reviews of the data collection methods can help identify and rectify any inconsistencies or errors promptly. Leveraging technology such as automated data collection tools, where possible, can significantly reduce the administrative burden and enhance the efficiency and accuracy of the data gathering process.

Moreover, fostering a culture of collaboration and communication within the organization is essential for effective data collection. Engaging stakeholders from various organizational divisions can help ensure that the data collected is holistic and reflects the diverse aspects of ESG performance. Training and educating employees and stakeholders about the importance of accurate data collection can also lead to more conscientious collection and management, while establishing clear protocols and guidelines for data collection helps maintain consistency and transparency. Additionally, documenting the processes and methodologies used for collecting and analyzing data facilitates replication and continuous improvement, ensuring the KPI data remains a reliable foundation for informed decision-making and strategic planning.

## Reporting

Reporting on KPIs is vital for CPHR Canada as it provides a clear picture of our progress towards strategic goals and objectives. Effective reporting helps to identify trends, measure performance, and pinpoint areas requiring improvement. By regularly reporting on KPIs, we can ensure transparency and accountability, which builds trust with stakeholders, including employees and members. It also facilitates informed decision-making, allowing leaders to adjust strategies and allocate resources efficiently. Additionally, consistent reporting enables CPHR Canada to benchmark our performance against industry standards and best practices, thus driving continuous improvement and innovation.

Establishing a standardized reporting format and schedule helps maintain consistency and allows for easy comparison over time. Utilizing visual aids such as charts and graphs can make the data more accessible and understandable for all stakeholders. Engaging stakeholders in the reporting process, from data collection to analysis, ensures that the reports are holistic and reflect diverse perspectives. Regularly reviewing and updating the KPIs and reporting methods based on feedback and changing organizational needs will ensure that the reporting remains relevant and valuable.

KPI reporting is largely based on data points and values. These figures, however, do not always tell the full story and descriptions associated with the data is necessary to highlight the full success, or contextualize negative KPI results (from a data perspective). For example, CPHR Canada may implement three energy conservation initiatives one year and only one the following year, but the impact of the one initiative could be equivalent to the combined impact of the three. This context should be included and highlighted in any reporting produced and circulated to stakeholders.

# Concluding Remarks

The meticulous collection and reporting of KPI data are indispensable for the strategic planning and resource allocation of CPHR Canada in its advancement of ESG goals. Establishing effective and efficient data collection methods and fostering a culture of collaboration ensure that the data remains accurate, comprehensive, and relevant. The effort invested in the initial stages to identify data sources and set up processes will pay off as the administrative burden diminishes over time, allowing for more streamlined data collection and management. Regular reviews and updates to the methodologies and protocols used will further enhance the integrity of the data, making it a reliable foundation for informed decision-making.

Furthermore, consistent reporting on KPIs is vital for maintaining transparency and accountability, building trust with stakeholders, and facilitating continuous improvement. Engaging stakeholders in the reporting process ensures that diverse perspectives are included, resulting in holistic and insightful reports. As the organization evolves, regularly updating KPIs and reporting methods will ensure that they remain relevant and valuable. Ultimately, a commitment to thorough data collection and reporting will drive the organization's success in achieving its ESG strategic goals and objectives, fostering a culture of excellence.

# Annex A – Potential Additional Key Performance Indicators

**Environmental Responsibility**

Energy and Resource Efficiency

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| **KPI Description** | **KPI** |
| **Energy Use Reduction**: Reduction in electricity consumption from office operations annually.[[2]](#footnote-2) | * Annual percentage (%) change in consumption of electricity. |
| **Greenhouse Gas Emissions**: Reduction in GHG emission from office operations annually.[[3]](#footnote-3) | * Annual percentage (%) change in consumption of natural gas. |
| **Paper Usage**: Reduction in paper usage annually. | * Annual percentage (%) change in reams of paper used. |
| **Landfill Waste Diversion: Reduction in the amount of waste from office operations sent to landfill annually.** | * **Annual percentage (%) change in the total number of bags of waste sent to landfill.** |
| **Plastic Neutrality**: Reduce the plastic footprint through internal initiatives and offsetting the use of plastic through the support of initiatives that remove plastic waste from the environment. | * Annual percentage (%) change in reduction of plastic waste through environmental initiatives. |
| **Environmental Responsibility Policies: Implement, effectively enforce and review policies specifically related to energy conservation, environmental protection and waste reduction.** | * **Annual review and update of existing policy(ies) completed (yes/no).**[[4]](#footnote-4) * **Number of new initiatives that are the direct result of policy(ies).** |
| **Plastic Neutrality**: Reduce the plastic footprint through internal initiatives and offsetting the use of plastic through the support of initiatives that remove plastic waste from the environment. | * **Number of new initiatives implemented or supported by CPHR Canada (e.g. supporting environmental not-for-profits/charities) annually to reduce the amount of plastic used for business operations and/or remove plastic waste from the environment.** |

Sustainable Procurement:

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| **KPI Description** | **KPI** |
| **Plastic Neutrality**: Reduce the plastic footprint through procurement policies that favour suppliers that reduce the use of plastic in their materials, packaging and services offered. | * Annual value of contracts awarded to suppliers that have plastic reduction strategies. |

Education and Advocacy

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| **KPI Description** | **KPI** |
| **Employee Environmental Impact**: Employee volunteering for environmental causes and participation in community initiatives. | * **Annual number of hours volunteered by employees (or HR professionals surveyed) that benefit environmental causes.** |
| **Use and Effectiveness of Resources and Tools**: Degree of use and effectiveness of tools and resources for incorporating sustainability into operations. | Based on objective survey responses from attendees of training programs or users of tools and resources:   * annual percentage (%) change in usage rates of tools and resources; * number of new programs implemented by HR professionals surveyed that used tools and resources; and * average effectiveness rating of tools and resources. |

**Social Responsibility**

Diversity, Equity, and Inclusion

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| **KPI Description** | **KPI** |
| **Reconciliation with Indigenous Peoples**: Development and implementation of initiatives directed at individuals with Indigenous heritage that:   * Promote reconciliation with Indigenous Peoples; * Encourage careers in the field of HR; * Reduce barriers to entry into the field of HR; and * Enhance the likelihood for equal opportunity in the field of HR. | * Annual number of initiatives encouraging careers in HR for Indigenous Peoples. * Annual number of initiatives reducing barriers to entry into the field of HR for Indigenous Peoples. * Annual number of initiatives enhancing equal opportunity in HR for Indigenous Peoples. * Annual percentage (%) change in CPHR Canada membership self-identifying as Indigenous. |
| **Inclusive Environment**: Promote initiatives and workplace culture that foster employee satisfaction. | * Annual percentage (%) change in employee satisfaction scores. |
| **Equity Initiatives**: Address systemic barriers and their impacts. | * Annual number of initiatives implemented to address systemic barriers. * Annual assessment conducted (yes/no) of effectiveness of initiatives. * Incorporation of findings (yes/no) from prior year assessment of effectiveness into current year initiatives. |
| **Promote Best Practices:** Promote the development and use of HR policies among HR professionals that follow best practices rather than statutory minimum requirements or outdated industry practices. | * Annual number of initiatives conducted to promote HR best practices among CPHR Canada members. |

Workplace Health and Well-being

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| **KPI Description** | **KPI** |
| **Employee and Member Well-being**: Develop initiatives and provide resources that promote physical, emotional and psychological well-being among employees and members and assess the effectiveness of the initiatives on a regular basis. | * Annual overall effectiveness score of initiatives and/or resources, as determined by objective survey responses from employees and members. |
| **Work-Life Balance**: Provide resources and implement initiatives that promote healthy work-life balance and assess the effectiveness of resources and initiatives on a regular basis. | * Annual overall effectiveness score of resources and initiatives, as determined by objective survey responses from employees. |
| **Safe and Healthy Workplaces**: Ensure a healthy workplace, and a respectful workplace culture. | * Annual healthy workplace and culture score, as determined by objective survey responses from employees. |

Community Engagement and Volunteerism

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| **KPI Description** | **KPI** |
| **Community Engagement**: Continually engage with local and global communities to support the mission and values of CPHR Canada. | * Annual review of Community Engagement Plan conducted (yes/no). * Annual assessment conducted (yes/no) on the company's involvement in and support for local and global communities. * Incorporation of findings (yes/no) from prior year assessment into the current year Community Engagement Plan. |
| **Community Partnerships**: Develop partnerships with local communities and community organizations that promote and enable healthy communities and the well-being of community members. | * Annual number of new partnerships and/or initiatives driven by partnerships to promote and enable healthy communities. |

Education and Professional Development

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| **KPI Description** | **KPI** |
| **Learning Opportunities**: Provide relevant ESG learning opportunities for HR Professionals. | * Annual number of ESG training session attendees. * Annual effectiveness score of training sessions or materials, as determined by objective survey responses from attendees/users. |
| **Use and Effectiveness of Resources and Tools**: Degree of use and effectiveness of tools and resources for incorporating social responsibility into operations. | Based on objective survey responses from users of tools and resources:   * annual usage rates of ESG and Social Responsibility tools and resources; * annual number of new programs implemented by HR professionals surveyed that used tools and resources; and * annual average effectiveness rating of tools and resources. |

**Governance and Excellence**

Board Leadership and Oversight

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| **KPI Description** | **KPI** |
| **Diversity of Executive Team**: Ensure the Executive Team reflects the diverse perspectives of CPHR Canada’s membership. | * Annual audit conducted (yes/no) of Executive Team. * Actions initiated (yes/no) to address gaps in Executive Team diversity targets. |
| **Skills for Effective Governance:**  Ensure the Board of Directors and Executive Team have needed skills for effective governance. | * Annual review conducted (yes/no) of Executive Team required competencies. * Annual performance reviews conducted (yes/no) for Executive Team. * Annual performance development plans developed (yes/no) for Executive Team, based on annual performance reviews. |
| **Governance Policy Reviews**: Review policies to ensure alignment with sound governance principles. | * Annual review of BoD and Executive Team appointment/hiring policies conducted and needed changes made (yes/no) to ensure alignment with sound governance principles, and best practices, particularly for equity, diversity and inclusion. |
| **Alignment with and Promotion of Best Practices:** Strive for excellence through the promotion and implementation of best practices. | * Annual assessment conducted (yes/no) of organizational policies that align with best practices and/or exceed minimum statutory requirements and determination of areas where improvements/changes can be made. * Annual plan developed (yes/no) to address areas of improvement identified through annual assessment of policies. * Number of areas of improvement successfully addressed from prior year annual plan to address areas of improvement. |

Transparency and Accountability

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| **KPI Description** | **KPI** |
| **Risk Management**: Ensure risk management processes are aligned with best practices, remain relevant to CPHR Canada operations and are effective, as confirmed through audits and assessments. | * Annual Risk Management Audit conducted (yes/no) * Percentage (%) change in Risk Management effectiveness score compared to previous year, as determined by a Risk Management Audit. |
| **ESG Communication**: Effectively communicate ESG initiatives and progress through appropriate channels and using means that are aligned with communication best practices. | * Annual Stakeholder Communication Assessment and Review conducted (yes/no) to track and assess the frequency and reach of communications about ESG initiatives to members and stakeholders, ensure relevance of communications means and methods and to ensure alignment of communications means and methods with best practices. * Annual communication effectiveness score, as determined by objective survey responses from recipients. * Number of improvements made to communications approach and methods, based on results of prior year surveys and Annual Stakeholder Communication Assessment and Review. |

Ethical Practices and Compliance

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Ethical Culture**: Consider employee and member perceptions of the organization's ethics and integrity. | * Whistleblower policy and enforcement mechanisms implemented, and effectiveness reviewed annually (yes/no). |
| **Incident Reporting**: Monitor the number and effective resolution of ethics or integrity incidents. | * Annual number of incidents, suggestions or complaints received by members and employees. * Annual number of incidents identified. * Annual number of identified incidents that were resolved. |
| **Ethics and Anti-Corruption Policy**: Ensure an effective Ethics and Anti-corruption Policy is in place through regular policy reviews to ensure alignment with best practices and compliance with regulations and laws. | * **Annual review of Ethics and Anti-Corruption Policy conducted (yes/no).** |

Stakeholder Engagement

|  |  |
| --- | --- |
| **KPI Description** | **KPI** |
| **Engagement Activities**: Conduct engagement activities with members, employees and external stakeholders. | * Annual amount of positive/ neutral/ negative feedback received through passive channels (e.g. emails to general inbox, social media) * Annual change in social media metrics (e.g. # of followers, re-tweets, liked posts, # of views) |
| **Collaborations**: Foster collaboration or collaborate directly with like-minded organization. | * Annual direct impacts of collaborative efforts with like-minded organizations. |

# Annex B – Sample Energy Conservation Initiatives

**Educational Programs**

1. **Training Sessions**: Conduct regular training sessions to educate employees about the importance of energy conservation and practical ways to reduce energy usage.
2. **Energy Awareness Campaigns**: Launch campaigns to raise awareness about energy-saving practices, such as turning off lights and equipment when not in use.

**Technology and Innovation**

1. **Energy-Efficient Lighting**: Replace traditional lighting with energy-efficient LED bulbs, which consume less power and have a longer lifespan.
2. **Smart Thermostats**: Install smart thermostats to optimize heating and cooling systems, reducing energy consumption.

**Incentives and Rewards**

1. **Recognition Programs**: Implement programs to recognize and reward employees who consistently practice energy-saving behaviors.
2. **Energy-Saving Competitions**: Organize competitions to encourage teams to come up with innovative ways to reduce energy usage.

**Policy and Regulation**

1. **Energy Conservation Policies**: Develop and enforce policies that promote energy-saving practices, such as setting guidelines for optimal thermostat settings and equipment usage.
2. **Sustainable Procurement**: Prioritize purchasing energy-efficient office equipment and supplies.

**Behavioral Changes**

1. **Mindful Consumption**: Encourage employees to adopt habits like using natural light, unplugging devices when not in use, and reducing paper usage.
2. **Remote Work Options**: Offer remote work options to reduce energy consumption in office spaces.

**Community Engagement**

1. **Green Teams**: Form green teams within the workplace to lead energy conservation initiatives and promote sustainable practices.
2. **Energy Audits**: Conduct regular energy audits to identify areas for improvement and track progress.

# Annex C – Sample Waste Reduction Initiatives

**Landfill Waste Reduction Initiatives**

1. **Community Partnerships**: Collaborate with local recycling centers and composting facilities to ensure proper disposal and recycling of waste.
2. **Donation Programs**: Set up donation drives for items that can be reused, such as office furniture, electronics, and supplies.
3. **Waste Audits**: Conduct regular waste audits to identify the types and amounts of waste generated and develop strategies to reduce them.
4. **Employee Training**: Educate staff on waste reduction practices, including proper recycling and composting techniques.

**Efficient Use of Office Materials**

1. **Digital Transformation**: Encourage the use of digital documents and cloud storage to minimize paper usage.
2. **Print Management**: Implement print management software to monitor and reduce unnecessary printing.
3. **Reusable Supplies**: Promote the use of reusable office supplies, such as refillable pens and reusable coffee cups.
4. **Eco-Friendly Purchasing**: Source office supplies made from recycled materials and choose suppliers with sustainable practices.
5. **Office Supply Exchange**: Create an internal exchange program where employees can swap or share office supplies.

**Additional Initiatives**

1. **Green Events**: Host eco-friendly events with minimal waste, using reusable or compostable materials.
2. **Sustainable Catering**: Partner with caterers who use locally sourced, organic ingredients and provide compostable packaging.
3. **Energy Efficiency**: Upgrade to energy-efficient lighting and appliances to reduce overall waste and energy consumption.
4. **Promote the Use of Water Bottles**: Eliminate single use cups or plastic water bottles and encourage staff to use re-usable water bottles – provide staff with high quality, branded re-usable water bottles to use in the office.

1. Understanding not all events can or should be attended virtually, CPHR Canada could establish a target each year for virtual attendance based on the number and type of planned events. [↑](#footnote-ref-1)
2. Assumes consumption can be tracked (i.e., billed directly to CPHR Canada and not landlord, for example). Consumption should be based on quantity of electricity used, rather than cost ($) to avoid misrepresentation of usage due to electricity cost fluctuations. [↑](#footnote-ref-2)
3. Assumes usage of natural gas for office operations, and that consumption can be tracked (i.e., billed directly to CPHR Canada and not to landlord, for example). Consumption should be based on quantity of natural gas used, rather than cost ($) to avoid misrepresentation of usage due to natural gas cost fluctuations. [↑](#footnote-ref-3)
4. The review of policies should address emerging needs and promote continuous improvement through the challenge of existing behaviours and operational practices. [↑](#footnote-ref-4)