



Canadian
Construction
Association

Corporate Social Responsibility in the Canadian Construction Sector: **A Practical Guide to CSR**



Legal Disclaimer:

This Guide is a compilation of publicly available information. It is not intended to provide specific advice and should not be relied upon as such. This Guide is intended as an overview only. No action or decision should be taken without detailed independent research and professional advice concerning the specific subject matter of such action or decision. This Guide or any part of it may become obsolete at any time. It is the user's responsibility to verify any information contained in this Guide before relying on such information. CCA is not liable in any manner whatsoever for any loss or damage caused by or resulting from any inaccuracies, errors or omissions in the information contained in the Guide. This Guide does not constitute legal or other professional advice. For such advice, please consult a qualified professional.

Acknowledgement:

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Why read the Guide?

Every modern traveler follows a guide. This Guide will help answer “what you should know on your way to success on your CSR journey”. By reading this Guide you can:

- Learn about best practices in CSR in construction
- Find out how you can advance CSR at your company
- Create a CSR action plan
- Learn about the business benefits of CSR and return on investment
- Become informed of the latest trends driving CSR in the construction industry
- Be excited about the role you and your company can play as CSR champions

Who should read the Guide?

The Guide is designed to be read by the President, Senior Management, the CSR champion or anyone at all! There is something in this Guide for everyone, no matter your position in the business. One idea would be to create a staff group and go through the document as a team, comparing ideas, celebrating your existing practices, and identifying and championing future priorities.

How long will it take to read the Guide?

If you read the Guide from beginning to end, it will probably take you about 2 hours. However, we encourage you to treat the Guide as a Workbook. Each section, even the appendix, includes a set of questions for you to fill out and save. If you take some extra time to fill out the questions, when you are done you will end up with a CSR action plan you can implement right away! So, you might want to give it a bit more time, say 30 – 60 minutes per section. At the end of the process you will have a CSR approach, tailored to your unique business and community, which you can be proud of!

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Preface

What does Corporate Social Responsibility (CSR for short) mean for companies in Canada's construction industry? Why is it important for a company to consider CSR? How can CSR help your company achieve greater success? This practical Guide has been created to answer these important questions, and provide you with the tools and the framework you will need to manage CSR within your company's operation.

CSR includes voluntary initiatives or actions that a company chooses to undertake to improve its social and environmental performance in relation to stakeholders. It means going beyond the codes and standards that construction companies are required to adhere to by law. It has been called a company's triple bottom-line, or "people, planet, and profit". Research shows that companies do well by doing good and, over the long term, companies that have integrated CSR into their business perform better than those that have not.

This Guide illustrates how CSR in the Construction Industry can be practiced. It identifies how value can be created for stakeholders while also creating value for the firm in the form of brand recognition, employee retention, cost savings, enhanced risk management, among other benefits. This Guide will show you how CSR can be applied to companies of all sizes and specialties, no matter where they are located.

Introduction to the Corporate Social Responsibility Guide

Welcome to the Canadian Construction Association's Corporate Social Responsibility How-To Guide!

The CCA recognizes the importance of Corporate Social Responsibility (CSR), and encourages companies and individuals to voluntarily undertake initiatives that enable them to operate in an economically, socially and environmentally sustainable manner. In 2016 the association commissioned this Guide to help its 20,000 members across Canada understand the opportunities and benefits of CSR so the sector can play a stronger role to improve the social, economic and environmental health of Canadian communities.

CSR is not new to the construction industry. What is new is that we now have a guide to help member companies benchmark and improve their practices, creating stronger social, environmental and economic benefits for their firms, their employees and the communities in which we all live, work and play.

Purpose of the Guide

CSR is not a destination—it is a journey. You will find you are already pursuing many CSR initiatives. The opportunity of going through this Guide is to identify next steps for enhancing your CSR progress and build on your existing practices. We hope it can be a useful resource to you as you continue your CSR journey.

The purpose of the Guide is to adapt the CSR concept to the construction industry and provide guidance on how you can advance CSR for yourself and your company. It is designed to be a useful resource for companies of every size. Whether your company operates across Canada or locally, there is something in here for you!

Design of the Guide

This Guide was informed through consultation with industry stakeholders, including stakeholders representing the CCA, large and small construction owners, suppliers, buyers, investors and environmental organizations. It is based on a scan of other CSR guides and reports in the construction industry.

The Guide is designed as a fillable and savable workbook, so that you and your 'CSR team' can summarize your ideas as you read through the sections. Once finished, you will have the basis for enhancing your company's own CSR practices and getting started. You can check back regularly to monitor your progress, and annually to make new plans for the following year. You can also consider your CSR practices with each new project. You can incorporate your CSR priorities into a job start-up just as you would logistics and safety planning.

Let's get going! First, you'll read about a definition of CSR for the construction sector. Then, there will be a section on how to get started, followed by a checklist of best practices. You and your team can use the checklist as a self-assessment tool to find out where the company already has good practices and opportunities you can pursue. For those wishing a deeper dive, you can find sections in the appendix on the trends and drivers of CSR in the construction sector, the CSR business case, ten steps to building a formal CSR strategy, and additional resources.



Activity



Tip



Information



Example

Good luck on your CSR Journey!

1.0 What is Corporate Social Responsibility? What does CSR mean to a construction company?

Corporate social responsibility (CSR) is defined as your company's voluntary initiatives and actions to improve your social and environmental performance and relations with your stakeholders. It is voluntary because you can voluntarily choose which practices are most important to you to pursue, and because if it is mandatory (i.e. required by government regulation), it is not considered CSR.

Today, CSR has a broad scope: it includes how companies are run and managed, their ethics, culture and operations, their relationships with employees, customers, suppliers, construction and other businesses, communities, industry associations, and governments, along with their construction practices and projects.

CSR involves going above and beyond what is legally required to contribute positively to the environment, the workforce and communities. It includes both what the company can control and what it can influence, the latter by collaborating with partners on joint social or environmental initiatives. CSR oriented companies take accountability for their environmental and social impacts and are transparent

about these impacts and steps or measures to improve them.

CSR can be thought of as your company's triple bottom-line, or "people, planet and profits". It is about maintaining and even enhancing profitability while embedding social and environmental considerations in the business—and making CSR part of the company's culture.



TIP

As you think about CSR at your company, consider the relevance of this definition to you. Hold a meeting with some of your staff and ask them for their thoughts. Write up your company's definition of CSR and post it to your website and include it in your company profile document as a demonstration of your company's values.



WORKBOOK ACTIVITY

In the space below, answer these questions: What are my thoughts on this definition and how would I edit the definition above to reflect our company values and culture? What do we stand for as a company and how do we want to be known in the community and by clients? What CSR values should we embed across the company?



2.0 How to Get Started and Advance on CSR at my company?



No two companies are the same when it comes to CSR. Every company has a different starting point and different opportunities for pursuing CSR. It is also a fact that every company already has CSR practices in place, so no company ever starts from scratch on CSR.

This section will give you a few quick-start ideas to take things further, wherever you are. It focuses on the “how”. The following section provides a comprehensive list of possible industry CSR practices you can use to inform your next steps. In other words, the “what”.

Here are some ideas to take your CSR efforts to the next level.

1

Get a small staff group together to kick-off your CSR project. Make sure senior management is involved, engaged and active in the committee’s work. The CSR working group will provide employees with a forum, format and direct evidence that the company is committed to CSR, kind of like the Safety Committee.

2

Go through the CSR checklist as a team and see where you have good practices already. Write those up as a summary or case study and share it with your staff or post it to your website. Stories of CSR in action are very motivating to staff and help communicate your company values and positive impacts.

3

Look at the remaining ideas and agree on a few things you want to tackle next. What will get staff fired up and engaged? Are there low-hanging fruit? Quick wins? Creating early success will be energizing and help build buy-in and excitement in the company. Find one or two projects that everyone can work on together and champion.

4

Implement the CSR project as you would any other. Afterwards, write up your successes and share them internally and externally.

5

The CSR working group can meet regularly to keep everything on track, and identify future projects from the CSR Checklist or other ideas you have, to keep things going. For companies that want to formalize their CSR efforts into a business strategy, check out [Appendix C: How to Build a Detailed CSR Strategy](#).



TIP

The Federal Government has two generic CSR guides on its website, one for [small businesses](#) and another for [larger businesses](#). Please consult these guides if you would like further detailed advice on CSR programs and strategies.



Wondering what to focus on?

In 2015 a global consensus was reached on the world's priorities to create a sustainable future for society. All **193 member** countries of the United Nations—including Canada—unanimously adopted the [Sustainable Development Goals](#) and are expected to implement plans to pursue them. You can review these goals to identify CSR priorities for your business. Here is a [business guide to the Sustainable Development Goals](#).



TIP

Are you facing these barriers? Here are some strategies for you.

Not enough money

Begin with projects that have a good financial payback. For example, projects related to energy efficient lighting in the company office and site trailer or fuel-efficient vehicles will have a good payback since they will lower your energy bill. This can free up money and demonstrate the business case for doing more. Look for rebates and assistance to help you with your projects since many organizations and utilities have programs that can support you.

Not enough time

First, focus on your top priorities, don't try to do everything at once. Choose initiatives that are aligned with your business goals, have a big impact and possibly a payback and make those your priorities. Second, build a team of people who can support the work so you are not doing it all yourself. Third, integrate your priorities into what people are already doing. CSR is not a standalone project relegated to one person or group. Have your HR person include it in employee onboarding and training, while the person responsible for marketing can include it in your company's promotional materials.



TIP

The Appendix includes background information on [CSR Trends](#), the [CSR Business Case](#) information on how to create a [CSR Strategy](#), and more [Resources](#). Don't forget to check out these sections when you have the time. They might help you to deepen everyone's awareness of best practices in CSR and why they are important. They also include additional workbook exercises.



Canadian Construction Association members collaborate on visionary rebuilding project in Haiti



The [École Lakay Trade School Project](#) is rebuilding École Lakay, a Port-au-Prince, Haiti-based trade school damaged by the January 2010 earthquake. Undertaken by the Canadian Construction Association, together with its partners the British Columbia Construction Association, Builders without Borders and the Association de la construction du Québec, this project benefits the recovery in a substantial way as it creates opportunity for young Haitians to learn a trade; students receive a hot meal three times a day, can take a bath, have clean clothes supplied and a safe place to sleep. While the original school's capacity was only 80 students, the new school will span 2,100 m² and accommodate 200 students. Significantly, this school will train the tradespeople who will be there to rebuild in the aftermath of future earthquakes and storms. The skills the vulnerable students learn at the school will also lead directly to employment and sustainable income for their families. Going beyond a one-off donation, this industry collaboration is an investment in the future resiliency of the country and shows the power of collective action.

Over 60 Canadian construction companies and 48 individuals have donated money and material to the project. A total of \$1.3 million in cash, building materials, skilled labour and building project expertise has been contributed to help this community recover. The initiative is committed to two basic principles; it builds to Canadian building standards and makes every dollar collected work directly for the project. To find out more information check out this [link](#).



3.0 CSR Best Practice Checklist

This section introduces a list of best practices in CSR, including early, advanced and leadership practices—on a continuum of 1.0 to 2.0 to 3.0. They are based on a global scan of best practices in CSR construction and further informed through consultation with construction industry leaders and stakeholders.



TIP

Celebrate success with your employees if you hit one of your CSR goals or milestones.



You can use this checklist to determine where your company is today and where you would like to improve or expand your company's efforts. Not every one of these ideas will apply to your firm, so choose those that are relevant and important to you and your top stakeholders. These are a combination of basic practices—many of which you already have in place—and advanced practices for those who want to go further and differentiate their firm. Smaller businesses can focus on the early practices and get those right, while larger firms may want to address the advanced and leadership practice. It might take 1 – 2 years to put most of the early practices in place and 5 or more years to get to level 3.0. However, don't be put off by the timeframe. Take a look at practices in the 2nd and 3rd columns and see if you can start some of those right away. Smaller firms can often find it easier to pursue innovation because their systems and practices are not as cumbersome and leaders have personal relationships with their staff, suppliers and communities who are essential partners for getting ahead on CSR.

By going through this checklist, you can quickly find out how many best practices your company has already implemented. Congratulations to you and your team for the items you checked off. Review the remaining items and note that these represent areas of opportunity for your company. Remember that CSR is not a goal that you can check off a list and consider done. It is an ongoing process of continuous improvement to create a better business.



TIP

Keep track of your checklist results and, where permitted, use this in your next prequalification, RFP response, or bid submission as a demonstration of your company values and good management.



There are five different sections below. They each represent key CSR issues for the construction industry.

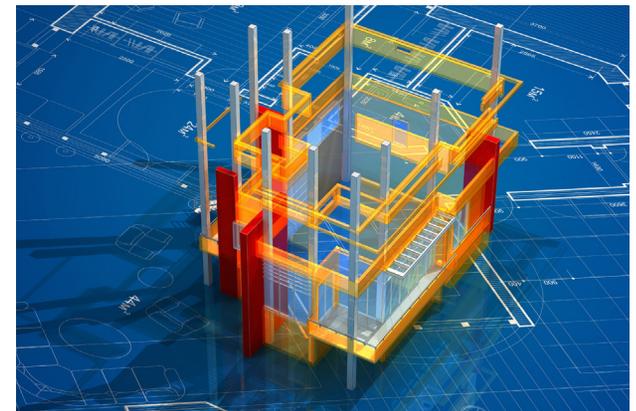
Five CSR Focus Areas:

- **Management**
- **Employees**
- **Communities**
- **Environment**
- **Marketplace**

Each section covers why it's important and shares examples of construction firms who are implementing some of the practices. The five sections list a set of actions at different levels from early to leading. As you go through the check list you may realize you have a mix of early and leading practices. The checklist is not intended to be addressed sequentially—but to help you see the range of options you can consider and pursue as you see fit.

You may wish to hold a discussion within your company to determine how you can implement some new actions. Talk to your clients and stakeholders about your CSR plans. Ask them what they feel is the most important actions to them. Not only will this help you prioritize where you start, simply raising the idea with them will spark more positive and helpful conversations. Take care not to treat this as a “check-the-box” exercise. To be authentic, CSR must be integral in the company's operations and culture.

While it will take time, your efforts now can make a difference in the future for your firm along with benefits for your employees, clients and the communities in which you operate.



TIP

You're a sole operator and wondering what you can do?

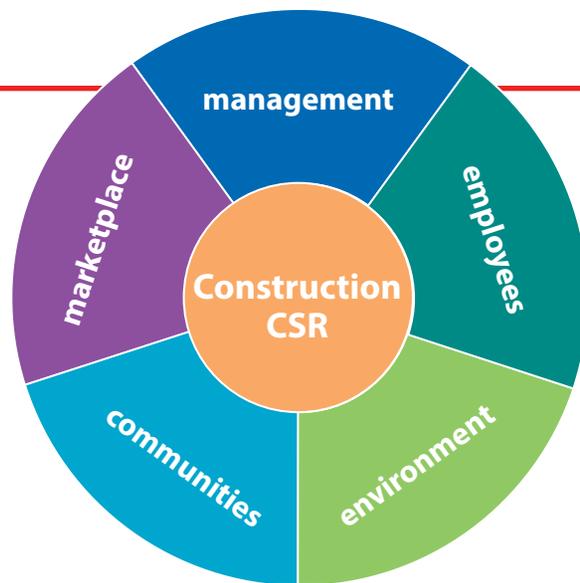
Even for a sole operator, there are many things you can do to start your CSR journey:

- Make and communicate a CSR commitment statement
- Volunteer in your community
- Make donations
- Mentor a young person
- Hire summer students or apprentices
- Buy green and local products
- Buy only as much as you need
- Share equipment with others rather than buy
- Recycle and compost
- No vehicle idling
- Reduce energy use
- Inform your suppliers that you value green solutions



WORKBOOK ACTIVITY

As you go through this checklist make a note of the ideas you could do tomorrow, next week, next month or next year. Consider asking your employees for their ideas and suggestions. Once you have your list, put them in your business plan or on your agenda to tackle over the coming year. Keep checking back to see how far you have come (and don't forget to celebrate your success!). Then identify a few more ideas to put into action—in a process of continuous improvement.



SNAPSHOTS

There are many examples of good CSR practices in the industry. The Checklist includes a few of these case studies to help demonstrate CSR in action. The case studies have been drawn from CCA members, which include:

- BelPacific Excavating & Shoring LP, BC ([Link](#))
- Chandos, Alberta and BC ([Link](#))
- Clark Builders, Alberta, Saskatchewan and the Northwest Territories ([Link](#))
- Graham Construction, Canada and United States ([Link](#))
- Houle Electric Limited, BC ([Link](#))
- Lindsay Construction, Atlantic Canada ([Link](#))
- Ocean Contractors, Nova Scotia ([Link](#))
- Scott Construction Group, Alberta and BC ([Link](#))



CSR Checklist

Focus Area: **MANAGEMENT**

WHAT this focus means and **WHY** it is important

The “Management” Focus area has to do with how the company manages and achieves its CSR commitments. It includes the structures and systems that ensure CSR permeates throughout your organization. It is essential that the company adopt and communicate its CSR commitment and set a strategic course for continued improvement in order to realize its CSR aspirations. Experience shows that these measures will create a strong foundation for your CSR efforts. This focus area outlines the basic, advanced and leadership practices for embedding CSR into the company’s management and operational systems.

“If it doesn’t start at the top it doesn’t permeate down.”

Industry representative



WHO is doing it?

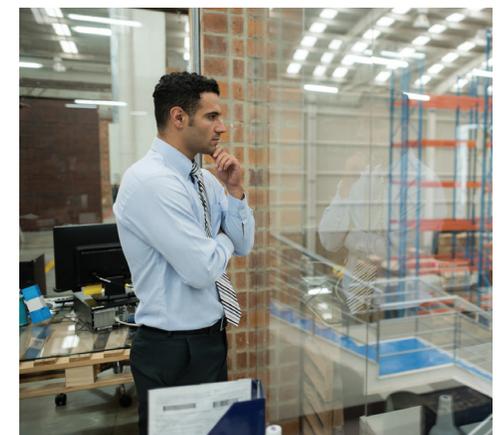
CSR Framework:

Scott Construction’s [vision, mission and values](#) are shared through its website and reflect its commitment to social and environmental responsibility. This includes committing to delivering sustainable projects, reducing its carbon footprint and giving back to the communities in which its’ employees live and work.

Continuous Improvement in CSR:

Chandos was founded in 1980 on the vision of being a ‘built to last’ sustainable enterprise, one that has a healthy relationship with the communities it serves. The company conducted an independent assessment of its CSR activities using the “B Corp” certification process to see how it could improve. It qualified for B Corp status in July 2016 and is now looking at ways to further embed its CSR commitments into supplier partnerships. The company is using the B Corp impact assessment to highlight the gaps in determining if it is achieving its social and environmental objectives. For example, to improve its diversity and enhance company decision-making,

Chandos has taken steps to add a qualified female member to its Board of Directors. (A “B Corporation” is a for-profit company certified by the non-profit B Lab to meet standards of social and environmental performance, accountability and transparency. There are over 1,600 certified B Corps around the world, and over 150 in Canada. More information at this [link.](#))



Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
MANAGEMENT: A socially responsible company embeds CSR in how it is run and managed including its ethics, culture and operations.			
CSR Framework and Strategy	<ul style="list-style-type: none"> <input type="checkbox"/> Our senior leaders demonstrate commitment to CSR <input type="checkbox"/> We have a CSR Policy or commitment statement on our website and visible to employees (e.g. lunch room or reception) <input type="checkbox"/> Our code of ethical business conduct is signed annually by employees; the policy enables employees to register grievances without fear of reprisal (resource) <input type="checkbox"/> We have an action plan to improve 2 – 3 CSR practices in the next 6 – 12 months <input type="checkbox"/> CSR and sustainable construction practices are a standard agenda item at our team meetings 	<ul style="list-style-type: none"> <input type="checkbox"/> CSR is in the company purpose, mission statement, vision and values <input type="checkbox"/> Owner or board provides oversight of our CSR performance and progress <input type="checkbox"/> We have a 2 – 3 year CSR strategy with goals, targets and metrics <input type="checkbox"/> We publish a report on our CSR impacts and achievements (resource) <input type="checkbox"/> All employees receive ethics training <input type="checkbox"/> Employee whistle-blowing policy is accessible and circulated to all employees and business partners <input type="checkbox"/> We have a CSR communication plan to communicate our CSR commitments, priorities and achievements to staff 	<ul style="list-style-type: none"> <input type="checkbox"/> The company has received a sustainability certification, e.g. B Corporation (resource) <input type="checkbox"/> We have a long-term (5+ years) CSR vision / aspiration for our company (resource) <input type="checkbox"/> CSR key performance indicators, targets and metrics are included in our corporate business strategy <input type="checkbox"/> CSR is included in enterprise risk management <input type="checkbox"/> Ethics committee monitors ethical practices <input type="checkbox"/> We track the financial benefits of our CSR initiatives <input type="checkbox"/> Our CSR report follows international guidelines and is independently verified by a third-party (resource)
CSR Implementation	<ul style="list-style-type: none"> <input type="checkbox"/> We post our CSR plans and achievements to our website <input type="checkbox"/> We regularly share information on our CSR initiatives with employees <input type="checkbox"/> One of our employees is designated our CSR or environmental champion <input type="checkbox"/> We encourage employees to submit CSR ideas and concerns <input type="checkbox"/> We participate in Earth Day or other local environmental or cause-related events 	<ul style="list-style-type: none"> <input type="checkbox"/> CSR objectives are included in employee and work team goals for the year <input type="checkbox"/> We have an employee “green team” or “community team” to empower and engage employees on environmental or community issues (resource) <input type="checkbox"/> We meet with our key stakeholders to hear about their CSR expectations and priorities and address them through our CSR plan and report back to them on our efforts <input type="checkbox"/> We consult stakeholders on construction projects 	<ul style="list-style-type: none"> <input type="checkbox"/> CSR is included in relevant job descriptions and employee performance incentives <input type="checkbox"/> We have a cross-functional team of employees and managers to champion CSR <input type="checkbox"/> We have an ongoing stakeholder engagement program and plan, identifying and addressing their CSR priorities <input type="checkbox"/> We consider CSR impacts of big decisions, including when joint venturing, partnering, merging or acquiring

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
MANAGEMENT: A socially responsible company embeds CSR in how it is run and managed including its ethics, culture and operations.			
 <p data-bbox="117 363 289 428">WORKBOOK ACTIVITY</p> <p data-bbox="92 449 321 514">My plans for next month or next year</p>			



CSR Checklist

Focus Area: **EMPLOYEES**

WHAT this focus means and **WHY** it is important

The “Employees” Focus area addresses your company’s commitment to a positive employment experience for the employees you recruit and retain. It involves going beyond basic legal obligations and includes the company’s social role to build a diverse, inclusive and healthy workforce in which all are respected and valued. There is a strong connection between the health and well being of people and their work environments. When people feel valued, respected and satisfied in their jobs and work in safe, healthy environments, they are more likely to be more productive and committed to their work. Everyone can benefit from a healthy and inclusive workplace. Employees are central to the company’s success in achieving its CSR ambitions, so engaging employees on CSR is a critical success factor. Equally having good CSR practices can be used as a recruitment tool, a way to attract the best candidates for a job.



WHO is doing it? **Employee Wellness and CSR Engagement:**

Chandos has an Employee Wellness Policy which the company formally adopted in 2015. The purpose of the program is to improve employee health and well-being, support the company’s culture, foster teamwork and enhance productivity. It includes fitness, nutrition, quiet spaces and other priorities. For example, office employees are offered large communal breakout areas and stand-up desks to both encourage movement and social interaction. To educate and engage is employees on CSR, it hosts an internal green education week each year and teaches green practices such as composting to interested employees.

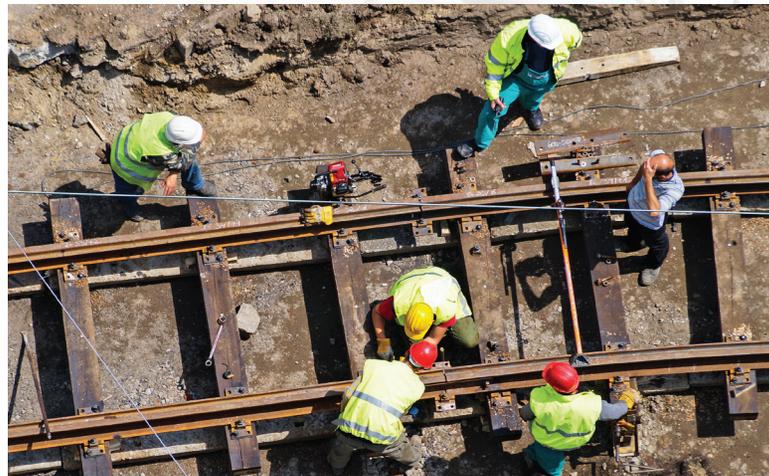
Employee Mental Health:

Scott Construction has a cross-functional team of managers and employees that participate on the company’s Mental Health Committee whose mandate is to create awareness and provide education and training to help remove the stigma surrounding mental health. Examples of 2016 initiatives include achieving company-wide Mental Health First Aid certification via a 12-hour course offered by [Mental Health First Aid Canada](#), and company-wide participation in the Not Myself Today campaign, a national initiative through Partners for Mental Health to provide a safe environment for staff to receive mental health support when needed. Scott Construction further supports the health and wellness of its employees by funding a number of health initiatives such as meditation training and participation in the annual Movember men’s health initiative, which is focused on reducing men’s cancer and mental health and suicide prevention.



Professional Development and Green Building Training:

Lindsay Construction partnered with Dalhousie University to create a customized education program that is offered at no cost to its salaried employees. Senior employees complete an Executive Certificate, while more junior employees can access specific courses, such as communication techniques and risk management. Subsequently, Dalhousie worked with the Construction Association of Nova Scotia to launch a Construction Leadership Program based on the foundation of Lindsay's original design. Lindsay also encourages and pays the costs for its staff to pursue any certification (such as LEED) that is relevant to the industry. Lindsay sees a return on investment in the form of high levels of employee innovation, productivity and retention. Clark Builders also covers the costs for LEED accreditation for any superintendents, coordinators or project managers that wish to pursue the designation. Scott Construction pays for employees to complete Passive House training and certification to ensure the company remains on the cutting edge of sustainable construction practices. Similarly, Clark Builders covers the costs for LEED accreditation for any superintendents, coordinators or project managers that wish to pursue the designation.



Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
EMPLOYEES: A socially responsible company invests in employee health, wellness and development, encourages participation and respect and fosters a diverse and inclusive culture.			
Employee Engagement and Well-being	<ul style="list-style-type: none"> <input type="checkbox"/> Leadership has an open-door policy and solicits employee feedback on issues <input type="checkbox"/> Company has a respectful workplace policy that employees read and sign annually <input type="checkbox"/> Flexible working arrangements are available informally <input type="checkbox"/> Company's health and safety program exceeds legislated requirements and fosters continuous improvement <input type="checkbox"/> We have an employee safety recognition program <input type="checkbox"/> Safety bonus incentives are offered <input type="checkbox"/> Employees are educated about how they can take green actions at work, at home and in the community <input type="checkbox"/> Annual career review and development discussion is held with employees <input type="checkbox"/> We provide on-the-job skills and knowledge training for employees <input type="checkbox"/> We offer lunch and learn sessions on green construction practices <input type="checkbox"/> CSR is included in new employee orientation and onboarding program 	<ul style="list-style-type: none"> <input type="checkbox"/> Company conducts annual job-satisfaction survey of all employees, quantifies and shares the results; action committee addresses feedback from the survey <input type="checkbox"/> Employees are trained on the company's respectful workplace policy <input type="checkbox"/> Company has a formal commitment to flexible working, including flexible hours, compressed workweeks or job sharing (resource) <input type="checkbox"/> Health and safety practices are ISO certified <input type="checkbox"/> All employees are offered First Aid training <input type="checkbox"/> Safety trends are tracked and training and new procedures are implemented accordingly <input type="checkbox"/> We have an employee assistance program offering confidential counselling for employees with personal problems that affect their work performance <input type="checkbox"/> Company offers healthy lifestyle programs and incentives focused on fitness, smoking cessation, disease management, stress, mental health, drug and alcohol, confidential counseling, etc. <input type="checkbox"/> We provide employee development opportunities to support their growth and future performance 	<ul style="list-style-type: none"> <input type="checkbox"/> Employee satisfaction survey includes questions on CSR such as the degree to which company actions are consistent with its CSR commitments <input type="checkbox"/> Company has a family-friendly and work-life balance policy, including practices such as shared paternity leave, time off for family emergency or illness, child or elder care initiatives or support (resource) <input type="checkbox"/> Company has a holistic wellness program, strategy and targets including physical, financial, emotional and social health to foster overall well-being of employees <input type="checkbox"/> Continuing professional and executive development is paid for by the company <input type="checkbox"/> Costs to become an accredited sustainable or green building professional (e.g. LEED) are paid by the company and / or employees receive a higher wage for green building designation <input type="checkbox"/> CSR is fully embedded throughout the employee experience (resource)

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
EMPLOYEES: A socially responsible company invests in employee health, wellness and development, encourages participation and respect and fosters a diverse and inclusive culture.			
		<input type="checkbox"/> We have an employee CSR recognition program / award <input type="checkbox"/> Employees are trained on CSR and how it applies to our business and their roles	
Diversity and Inclusion	<input type="checkbox"/> Company has a track record of hiring diverse employees, including women, minorities, Aboriginal people and people with disabilities	<input type="checkbox"/> Company has a diversity policy and strategy to increase employee diversity and foster an inclusive workplace; mentoring and employee resource groups are offered to support diverse employees (resource)	<input type="checkbox"/> Company offers training on unconscious bias and encourages employees to value diversity of thought and background <input type="checkbox"/> Company trains and hires people with significant employment barriers, e.g. ex-offenders, long-term unemployed, at-risk youth (resource)
 <p>WORKBOOK ACTIVITY</p> <p>My plans for next month or next year</p>			



CSR Checklist

Focus Area: **COMMUNITIES**

WHAT this focus means and **WHY** it is important



The “Communities” Focus area refers to the quality of your company’s relationship with the communities where it operates and its efforts and investments in strengthening those local communities, including Aboriginal communities. The local community may include neighbours, local interest groups, the wider community such as schools, businesses and others who may be affected by, or have an interest in, your project.

The Communities Focus includes your role in stimulating a local workforce by offering apprenticeships and work experience for young people, women and newcomers. It is also about improving the community impacts of your construction practice and ensuring community members see your company as a valuable community asset.

These efforts can reduce delays during permitting and construction, reduce the risks of local protests during site works, and provide greater acceptance of the completed project. By contributing, partnering, sourcing and hiring locally, the project and your company may be perceived more positively by the community. A common complaint of construction sites is that they can look messy—by keeping your site tidy you can improve not only your reputation, but the reputation of the industry, making you a valued business partner.

“We are already looking to our supply chain to provide economic opportunities to Aboriginal communities that we operate in and impact; partnering with Aboriginal business gives contractors an edge in our procurement.”

Private sector buyer



WHO is doing it?

Support for Women in Trades:

Graham Construction supports SAIT’s women in non-traditional Trade and Technology programs. The company volunteered to participate and has five mentors working with female mentees enrolled in a variety of construction programs. Graham Construction employees meet with their mentees throughout the year to provide advice and guidance on succeeding in the industry.

Apprenticeships:

Between 2015 – 2016 **Clark Builders** hired 17 apprentice carpenters and metal building system erectors to work on its projects. During that time, it also apprenticed 33 labourers. To further support apprenticeship in the province, Clark Builders has a representative on the Alberta Apprenticeship and Industry Training Board.

Aboriginal Economic Development:

Graham was contracted to build a portion of the South West Calgary ring road, the majority of which goes through the Tsuu T’ina Nation Indian Reserve. Graham worked with the First Nation’s Economic Development Group to set up the contractual, legal and insurance safeguards needed to allow band members to work as subcontractors on the project. This benefited all parties as it enabled the project to move forward quickly,



enhanced the capacity of local contractors and strengthened the relationship between the company and the community.

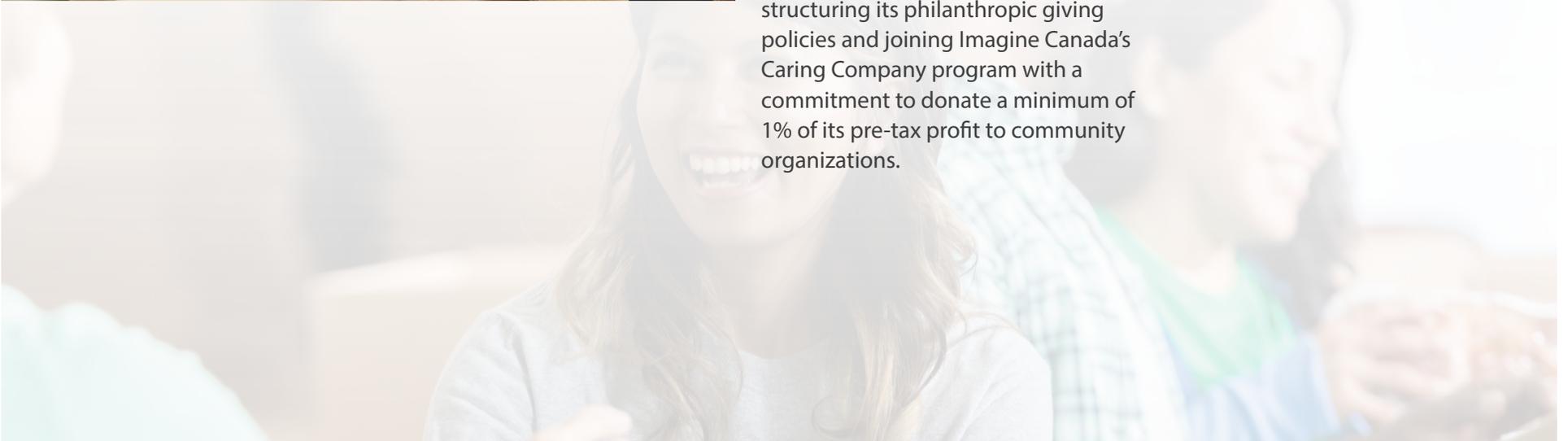


Strategic Community Projects and Employee Volunteering:

Lindsay Construction donates to local organizations (such as the YMCA and the IWK Health Center), participates on a variety of community and philanthropic boards and encourages employees to get involved in community initiatives. It also invests in projects aligned to its business—such as support for affordable housing. For example, Lindsay has partnered with Habitat for Humanity to build two new homes for deserving local community members. As the Title Home Sponsor, Lindsay Construction's employees, suppliers, subcontractors, partners, and business affiliates all contributed to the success of the project. The company is investigating ways to formalize its philanthropic activities, for example structuring its philanthropic giving policies and joining Imagine Canada's Caring Company program with a commitment to donate a minimum of 1% of its pre-tax profit to community organizations.

Engaging Business Partners in Community Initiatives:

Chandos partners with the United Way annually to help raise money for local community causes. In 2016 the CEO played a leadership role by co-chairing Edmonton's United Way campaign. During its annual United Way Kick-off Week, the company encourages employees from the site and office, along with clients, trades, architects, consultants and employee family members to support the fund-raising drive. By engaging families and its industry partners the company can have a bigger impact. In 2016 the company helped raise over \$218,000 for the United Way.





Employee Volunteering:

Scott Construction offers employees one paid day per year to volunteer on projects of their choosing. Each year the company holds a Volunteer Week where it selects a cause and encourages employees to contribute to initiatives over the week. In **2016** it partnered with the YWCA at three of their locations (Downtown Vancouver, Coquitlam and Surrey) and provided exterior upgrades including the building of community garden boxes, compost boxes and a variety of other projects. Twenty-six Scott employees participated in this cause and Scott donated all of the supplies and employee time.



Formal Donations Program:

Clark Builders established the Clark Builders Community Foundation in 2016 to focus its community donations program. Donation themes include youth education and wellness and addressing critical community needs. The company plans to donate a portion of its profits every year to the Foundation. In 2016 the Foundation donated over \$50,000 to non-profit organizations.

Local Hiring and Sourcing:

Chandos has a preference to hire from the local community and purchase from local suppliers, manufacturers and businesses, when possible, on its projects. This benefits the local economy in the communities where Chandos works. For example, more than 90% of Chandos' sub-trade list is comprised of local businesses, and project teams are encouraged to hire locally and use local materials and suppliers whenever possible.



Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
COMMUNITIES: A socially responsible company reduces its negative and enhances its positive impacts on the communities where it operates.			
Community Investments	<ul style="list-style-type: none"> <input type="checkbox"/> Every year we donate money and/or in-kind services, materials, equipment and labour to community groups <input type="checkbox"/> Our donations policy, including our grant focus areas, is posted on our website <input type="checkbox"/> We encourage our employees to volunteer in the community <input type="checkbox"/> We hold an annual day of community service or volunteer activity for employees <input type="checkbox"/> We have an employee community recognition program <input type="checkbox"/> We work with the local high school to offer work experience opportunities and promote construction careers <input type="checkbox"/> We support women-in-trades programs 	<ul style="list-style-type: none"> <input type="checkbox"/> We donate a minimum of 1% of our pre-tax profit to community organizations (as established by Imagine Canada resource) <input type="checkbox"/> Our donations are aligned with our employee priorities and skills <input type="checkbox"/> Our donations are aligned with our business competencies (e.g. disaster relief, urban renewal, community building projects, affordable housing) <input type="checkbox"/> We set an annual donations budget and have assigned accountability to a staff member to manage our granting <input type="checkbox"/> We have one or more ongoing community partnerships with local organizations where we contribute money, time, labor and materials on a community initiative <input type="checkbox"/> We have a flagship or signature initiative with a community group or network that we sponsor and fund <input type="checkbox"/> We have an employee volunteer program <input type="checkbox"/> We match our employee donations <input type="checkbox"/> We hire apprentices 	<ul style="list-style-type: none"> <input type="checkbox"/> We have a strategic community investment program, that leverages the core competencies of our business, with goals, targets, metrics and action plans <input type="checkbox"/> We give our employees paid time off to volunteer <input type="checkbox"/> We have a skills-based employee volunteer program <input type="checkbox"/> We encourage our suppliers and customers to support our causes and we match their donations <input type="checkbox"/> We are involved in one or more ongoing community multi-stakeholder collaborations to address a top social issue in our community (e.g. affordable housing) <input type="checkbox"/> We measure the community impacts of our community investments <input type="checkbox"/> We support local apprenticeship and workforce development programs in the construction industry for young people, women and newcomers

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
COMMUNITIES: A socially responsible company reduces its negative and enhances its positive impacts on the communities where it operates.			
Community Impacts	<ul style="list-style-type: none"> <input type="checkbox"/> We regularly clear litter and tidy our sites <input type="checkbox"/> We properly store or screen materials to maintain a visually tidier site <input type="checkbox"/> We have a mechanism for local interest groups or community members to communicate with the project and construction team <input type="checkbox"/> We seek to minimize the impact of deliveries, employee and subcontractor parking and work on public roads <input type="checkbox"/> We seek to minimize the impact of vibration, dust, and air, light and noise pollution from our projects <input type="checkbox"/> We have a written preference for hiring from the local community, creating local jobs and economic impact <input type="checkbox"/> We informally source from local businesses when we can 	<ul style="list-style-type: none"> <input type="checkbox"/> We have regular site inspections to ensure a tidy site and surrounding area <input type="checkbox"/> For each project a staff member is appointed to be responsible for community relations, including inquiries from interested parties <input type="checkbox"/> We have a mechanism to record and address community comments / complaints <input type="checkbox"/> Each site prepares and follows a community impact plan, including measures to minimize noise and vibrations, disruption from site traffic and parking, dust and odour emission and air and light pollution from construction zones and parking lots <input type="checkbox"/> We source from local social enterprises, which are non-profit businesses that hire people with employment barriers (resource) <input type="checkbox"/> We have a written preference and plans to source local products from local businesses and sub-contractors 	<ul style="list-style-type: none"> <input type="checkbox"/> We have conducted a study of local community impacts to identify the negative and positive community impacts of our business; we have an action plan, with goals and targets, to prevent or mitigate our negative impacts and to improve our positive impacts <input type="checkbox"/> We consult and engage community members before and during construction projects to identify and address their concerns and expectations <input type="checkbox"/> We have a community helpline or anonymous mechanism for community members to report grievances/concerns <input type="checkbox"/> We help build the capacity of local businesses, social enterprises and sub-contractors to become our suppliers <input type="checkbox"/> We seek to have a diverse supply base, and source from suppliers with diverse characteristics, e.g. women, minorities, young entrepreneurs, people with disabilities

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
<p>COMMUNITIES: A socially responsible company reduces its negative and enhances its positive impacts on the communities where it operates.</p>			
<p>Aboriginal Relations</p>	<ul style="list-style-type: none"> <input type="checkbox"/> We train and hire from the local First Nations, Métis or Inuit community or from the urban Aboriginal community near our operations <input type="checkbox"/> We have a policy that describes our commitment to building relationships with Indigenous people, businesses and communities, which we have communicated to staff, Indigenous communities, suppliers, partners and the public 	<ul style="list-style-type: none"> <input type="checkbox"/> We follow the best practices laid out in the CCA Indigenous Engagement Guide (resource) <input type="checkbox"/> Staff are trained on Indigenous history, culture, social and political structures and the duty to consult <input type="checkbox"/> We support the career development and advancement of our Aboriginal employees <input type="checkbox"/> We source from, and help build the capacity of, Aboriginal-owned businesses (resource) <input type="checkbox"/> We encourage our suppliers and subcontractors to hire and source from Aboriginal communities and businesses 	<ul style="list-style-type: none"> <input type="checkbox"/> All staff have undertaken cross-cultural awareness/sensitivity training <input type="checkbox"/> We have equitable representation of Aboriginal people in the workplace <input type="checkbox"/> We support Aboriginal economic development <input type="checkbox"/> We partner and joint venture with Aboriginal business <input type="checkbox"/> We have long term relationships and partnerships with local Aboriginal communities <input type="checkbox"/> We are a PAR-certified business (Progressive Aboriginal Relations certification program) (resource)
<div style="text-align: center;">  <p>WORKBOOK ACTIVITY</p> <p>My plans for next month or next year</p> </div>			



CSR Checklist

Focus Area: **ENVIRONMENT**

WHAT this focus means and **WHY** it is important

The “Environment” Focus area addresses the environmental footprint of your construction and administration practices. It covers energy and air emissions, waste, water, materials, biodiversity, toxins, green building and office impacts. This section does not include the green specifications or characteristics of the built product (which is included in the fifth focus area, “Marketplace”), but the nature of the construction and building process itself.

Significant cost-savings can result from your efforts to “go green”. By reducing your use of fuel, electricity and materials, and reducing your waste, you can benefit financially. Less waste can reduce your haulage and tipping fees, and you can create revenue from the sale of used equipment and materials. More efficient use of materials can reduce material costs. Keep track of your financial cost-savings and use some of these proceeds to fund other aspects of your CSR program.



WHO is doing it?

Reducing Fuel Use and Emissions:

Houle Electric Ltd services customers from seven locations in BC with a fleet of 100 service vehicles. Houle started using GPS technologies in its vehicles in 1999 after a customer approached the company about reducing its carbon footprint. GPS fleet management helps monitor fuel-wasting driving behaviors such as speeding, hard acceleration and excessive idling, so drivers can make the necessary adjustments to reduce fuel use and greenhouse gas emissions. It also improves routing,

resulting in reduced travel time and carbon emissions. Additional benefits include driver safety, lowered service response times and increased customer satisfaction.

Recycling Innovation:

Back in 2007, **Ocean Contractors** began testing ways to recycle used asphalt shingles in its hot mix asphalt. As these shingles were being disposed in landfills this provided an opportunity to demonstrate environmental leadership while reducing costs. Testing proved to be very positive and the company began introducing the

shingle material into most of its mix designs. Ocean was the first hot mix asphalt producer in Nova Scotia to use this shingle material in asphalt mix. In 2009 its pioneering work was awarded the ‘Mobius Environment Award’ for Innovation in Waste Reduction, a technique that has since been adopted by other contractors. Ocean is able to divert approximately 2,000 tonnes of materials from landfill each year. This generates an estimated \$150,000 in annual cost savings from reduced spending on raw (virgin) materials.

Environmental Management:

Lindsay Construction has always fostered a work culture that prioritizes quality, safety and the environment on its projects. It is currently registered as an Integrated ISO 9001:2008 and 18001:2007 Quality & Safety Management System company and is pursuing the ISO 14001 Environmental Management Systems standard. In addition, the Construction Safety Associations in Nova Scotia, New Brunswick, and Newfoundland all recognize Lindsay Construction as a COR Certified Safety Contractor. Lindsay has



Fuel savings realized by plumbing, gas and roofing contractors

Fuel savings of up to 19 percent were demonstrated by drivers after training – *plumbing and gas contractor*

Projected fuel savings are approximately \$100K from issuing foremen tablets to send in electronic work orders and submit job forms, reducing travel from job sites to head office – *roofing contractor*

[Source](#)

seen immediate benefits from certification, such as increased competitiveness on bids, improved performance and efficiency, enhanced internal reporting and employee pride and retention.

Green Administration Building:

Lindsay Construction built a new LEED Gold certified building to house its head office in Dartmouth, Nova Scotia. With this move the company anticipates decreasing its energy and operating costs by approximately 40% while delivering significant other benefits such as improving internal air quality and decreasing employee sick leave.



Reducing Waste and Greenhouse Gas Emissions:

BC-based **BelPacific Excavating & Shoring** partnered with Climate Smart (a carbon training and certification program) in 2016 to identify opportunities to reduce its energy use and greenhouse gas emissions. First it inventoried its greenhouse gas emissions through which it identified various options to reduce waste, paper, energy use and business travel—and its carbon footprint. Then it prioritized two initiatives:

- The company switched to an electronic paystub system, which has eliminated 1,200 paystubs per month and the associated costs with printing and hand-delivering them to sites across the Lower Mainland.
- It installed bins for sorting and separating recyclables in its yard, which has significantly reduced the amount of waste it disposes each month and the associated cost and greenhouse gas emissions. A key to success has been engaging and educating employees on the new system and the company's expectations.

Waste Management:

Chandos has a commitment to be sustainable as a whole company and not just on its LEED job sites. To that end, it has a company-wide waste management policy and a goal that all its sites maintain a diversion rate of at least 75%. Projects with restricted access to recycling facilities are expected to show best efforts. Its policy sets out procedures for hauler engagement and quarterly monitoring. If diversion rates are low, the project team is supported to find a solution to increase the rate. From 2011 – 2016 it diverted more than 16,000 tonnes of waste from landfill and by 2016 the company was diverting over 73% of its construction waste.



Highest Regulatory Standards Across the Board:

Clark Builders is committed to meeting or exceeding the highest regulatory requirements for each of its construction projects. For example, Clark's protocols are designed to meet the City of Edmonton's standard for erosion and sedimentation which is a superior standard in the industry. Clark aspires to this standard for all their projects across the province, and uses a variety of training tools to ensure compliance, such as "good versus bad" photo training sheets and a phone app inspection tool.



i Did you know?

Fuel in equipment and fleets is the biggest source of direct carbon emissions in the building construction sector, followed by waste

Fuel used in equipment and fleet vehicles is the largest greenhouse gas emission (GHG) source for the building construction sector, especially for heavy construction and specialty trade businesses, making up over 90 percent of their total footprint. For heavy construction, this fuel use is primarily in equipment, while for specialty trade contractors the largest fuel usage is in vehicles.

In building construction (defined in the source below as residential, commercial and industrial construction), fuel use makes up just over 50 percent of emissions, equivalent to the burning of nearly five barrels of oil per employee per year. In heavy construction, the typical per-employee emissions from fuel use are equivalent to filling and emptying a typical SUV fuel tank 150 times a year, or 51 barrels of oil. For specialty trade businesses, the fuel use is mostly for transportation, which is expected given the extensive travel to clients' locations. A specialty-trade firm of 50 employees can emit as much as 258 tonnes of carbon from transportation and equipment alone: equivalent to 600 barrels of oil. Specialty trades operate fleets and travel extensively between sites: more efficient vehicles may have significant cost and carbon benefits.

Waste is the second largest generator of carbon emissions in construction. Studies show that nearly three-quarters of construction waste ending up in a landfill could be diverted. For example, the waste a building-construction firm of 30 employees sends to landfill generates 38–140 tonnes of carbon.

Heating and electricity use from building construction offices and show homes makes up over 10 percent of total emissions; in the heavy construction and specialty trades this amounts to 3 percent and 2 percent respectively.

[Source](#)

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
<p>ENVIRONMENT: A socially responsible company seeks to reduce its negative environmental impacts and improve its positive environmental impacts from its construction practices and operations.</p>			
<p>Environmental Management</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Our company’s environmental policy is included in the employee manual <input type="checkbox"/> Our company is working on a list of environmental initiatives to reduce environmental impacts and save costs <input type="checkbox"/> A staff member has been designated responsible for coordinating the environmental aspects of projects <input type="checkbox"/> We have an employee environmental recognition program 	<ul style="list-style-type: none"> <input type="checkbox"/> We have an environmental management system in accordance with ISO 14001 <input type="checkbox"/> We have conducted an environmental audit of our operations and have a plan to reduce our top environmental impacts 	<ul style="list-style-type: none"> <input type="checkbox"/> Our environmental management system is third-party certified <input type="checkbox"/> Our company has adopted ambitious goals to improve the environmental impacts of its operations (e.g. carbon neutral, zero waste) <input type="checkbox"/> We have moved beyond compliance and zero impact goals to determine how our business can be a force for good by applying a circular economy, cradle to cradle and biomimicry lens to everything we do
<p>Energy and Air Emissions (Construction Practices)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> We have an anti-idling policy and train our drivers on fuel-efficient driving <input type="checkbox"/> We have a route optimization strategy and use GPS tracking units to monitor and identify opportunities to reduce driving and fuel use <input type="checkbox"/> We replace older vehicles with newer more efficient models, including electric where possible and have a regular vehicle maintenance program <input type="checkbox"/> We purchase biodiesel for diesel vehicles <input type="checkbox"/> We regularly maintain equipment, machinery and power tools to maximize fuel efficiency, minimize carbon emissions and prolong their life (e.g. Green Motor Initiative (GMI) Green Rewinds for motors) 	<ul style="list-style-type: none"> <input type="checkbox"/> We have conducted an energy assessment of our operations, and identified opportunities to reduce our energy use and greenhouse gas emissions and are implementing them (conduct yearly energy assessments or at an interval deemed appropriate) <input type="checkbox"/> We have set targets to reduce our energy use and greenhouse gas emissions <input type="checkbox"/> We offer employees and subcontractors coordinated travel to our site <input type="checkbox"/> We require our subcontractors to have energy and carbon efficient practices <input type="checkbox"/> We have a sustainable shipping and logistics policy and practices in which we consider proximity to construction sites, vehicle types and shipping emissions when buying materials 	<ul style="list-style-type: none"> <input type="checkbox"/> Our construction practices are certified carbon neutral <input type="checkbox"/> We understand and are addressing the impacts of climate change on our construction business

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
<p>ENVIRONMENT: A socially responsible company seeks to reduce its negative environmental impacts and improve its positive environmental impacts from its construction practices and operations.</p>			
	<ul style="list-style-type: none"> <input type="checkbox"/> We have switched to low-carbon fuels for equipment such as fork lifts and excavators <input type="checkbox"/> We promote public transit, carpooling, and alternatives to single occupancy car use for employees and subcontractors; we offer discounted transit passes to employees <input type="checkbox"/> We locate employees on projects closer to their place of residence when possible <input type="checkbox"/> We ask suppliers to deliver during off-peak hours if in urban area <input type="checkbox"/> We use low VOC materials and have a no-smoking policy to maintain indoor air quality 	<ul style="list-style-type: none"> <input type="checkbox"/> We use energy from renewable or low-carbon resources for our construction equipment, e.g. liquid propane heaters versus natural gas <input type="checkbox"/> We use only LED light sources 	
<p>Waste Management (Construction Practices)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> We have a waste management policy to practice the 3Rs: reduce, reuse, recycle, which is implemented on all projects <input type="checkbox"/> Site foremen and supervisors educate workers on proper disposal practices <input type="checkbox"/> Recycling bins on site divert wood, metal, plastics, drywall, cardboard, paper and other recyclables <input type="checkbox"/> Materials in good condition are donated to organizations such as Habitat for Humanity <input type="checkbox"/> We purchase only the amount of materials necessary to meet requirements (resource) 	<ul style="list-style-type: none"> <input type="checkbox"/> Each site prepares and follows a construction and demolition / deconstruction waste management plan <input type="checkbox"/> On an annual basis, our sites collectively exceed 50% diversion rate of construction waste from landfill <input type="checkbox"/> We track all our waste using an online waste tracking tool for monitoring, continuous improvement and reporting purposes <input type="checkbox"/> Our subcontractors follow waste diversion practices on site 	<ul style="list-style-type: none"> <input type="checkbox"/> We are a certified zero waste company <input type="checkbox"/> Each project site prepares and follows a materials management plan (in which “waste” is treated as a resource) <input type="checkbox"/> Our waste systems are closed-loop <input type="checkbox"/> We identify and promote markets for recycled waste and identify potential users of waste materials; we upcycle waste materials; we support material exchange platforms

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
<p>ENVIRONMENT: A socially responsible company seeks to reduce its negative environmental impacts and improve its positive environmental impacts from its construction practices and operations.</p>			
<p>Materials Management (Construction Practices)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> We reuse waste products on site whenever possible <input type="checkbox"/> We require suppliers to take back packaging, pallets and other waste and request all suppliers to minimize their packaging <input type="checkbox"/> We purchase refurbished equipment <input type="checkbox"/> We purchase materials with recycled content <input type="checkbox"/> We buy in bulk to reduce packaging <input type="checkbox"/> We purchase durable products and construction materials <input type="checkbox"/> We purchase materials with low or zero toxicity 	<ul style="list-style-type: none"> <input type="checkbox"/> We reuse, refurbish or salvage building materials from on or off site <input type="checkbox"/> We engage with our suppliers to increase renewable and recycled content, reusability, modularity and durability of their products <input type="checkbox"/> We buy salvaged materials <input type="checkbox"/> We rent, lease or share materials (e.g. formwork) and / or equipment we only use occasionally, rather than buy it 	<ul style="list-style-type: none"> <input type="checkbox"/> We use products and materials which have verified improved life-cycle impacts (e.g. products with Environmental or Health Product Declarations) <input type="checkbox"/> All construction materials are identified and inventoried for future secondary use <input type="checkbox"/> We select construction materials that demonstrate a lower carbon footprint <input type="checkbox"/> We lease materials and components and specify products as a service, e.g. sheet piles as a service in the steel industry (case study) when possible <input type="checkbox"/> The equipment we own but only use occasionally is rented out or shared with other companies (e.g. via “sharing economy” platforms)
<p>Water and Biodiversity (Construction Practices)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> We have a water quality and conservation plan <input type="checkbox"/> We take steps to reduce water use on sites <input type="checkbox"/> We avoid the practice of washing fleet and equipment where the runoff flows into the storm drain <input type="checkbox"/> Our staff follow procedures to reduce negative biodiversity impacts from construction activity 	<ul style="list-style-type: none"> <input type="checkbox"/> We measure, monitor and set reduction targets for water use and quality and publish our results <input type="checkbox"/> We apply the highest regulatory standards for water quality in Canada to all our sites 	<ul style="list-style-type: none"> <input type="checkbox"/> We are a certified water neutral company in which we have zero negative water impacts <input type="checkbox"/> We are a certified biodiversity neutral company in which we offset all the biodiversity impacts of our construction practices

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
<p>ENVIRONMENT: A socially responsible company seeks to reduce its negative environmental impacts and improve its positive environmental impacts from its construction practices and operations.</p>			
	<ul style="list-style-type: none"> <input type="checkbox"/> We pursue measures to protect the local ecology, landscape, wildlife, vegetation and watercourses 	<ul style="list-style-type: none"> <input type="checkbox"/> Each site prepares and follows a biodiversity action plan which demonstrates our approach to protecting, enhancing and restoring wildlife and biodiversity impacts of our projects 	
<p>Administrative Buildings and Operations</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Administration buildings are upgraded with energy efficient equipment, including lighting, occupancy sensors that turn off lighting during times of zero occupancy, HVAC systems, etc. <input type="checkbox"/> We have a staff policy that all equipment and lighting is turned off when not in use (e.g. computers, copiers, fax machines) and post signage to help staff remember <input type="checkbox"/> We use standby settings on electronics <input type="checkbox"/> We make use of natural lighting as much as possible <input type="checkbox"/> We use multi-function devices rather than separate printers, faxes and scanners <input type="checkbox"/> We purchase and install energy efficient office equipment as old ones expire (e.g. fridges, copiers) <input type="checkbox"/> We have programmable thermostats; heat and A/C are turned down on evenings and weekends 	<ul style="list-style-type: none"> <input type="checkbox"/> We operate out of green certified buildings (e.g. LEED) <input type="checkbox"/> Our administrative building is located near transit, has bike parking / lockers, showers and a change room <input type="checkbox"/> We source or generate renewable energy for our administrative buildings <input type="checkbox"/> We measure, monitor and set reduction targets for paper use <input type="checkbox"/> We have a solar hot water system <input type="checkbox"/> We have a high-efficiency boiler <input type="checkbox"/> We conduct yearly Plant (Building) Wide Audits to find new methods for energy reduction 	<ul style="list-style-type: none"> <input type="checkbox"/> Our administrative operations are carbon neutral and zero waste <input type="checkbox"/> We operate out of highest standard green buildings (e.g. LEED Platinum or Living Building, building designed for disassembly) <input type="checkbox"/> Our administrative operations are 100% renewable energy powered <input type="checkbox"/> We measure, monitor and set reduction targets for the energy use and carbon impacts of our value chain (up and downstream of our operations) <input type="checkbox"/> We are a paperless company <input type="checkbox"/> We are members of 1% for the Planet in which we donate a minimum of 1% of our annual sales to environmental organizations (resource)

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
<p>ENVIRONMENT: A socially responsible company seeks to reduce its negative environmental impacts and improve its positive environmental impacts from its construction practices and operations.</p>			
	<ul style="list-style-type: none"> <input type="checkbox"/> We maintain the building’s weather stripping, and have installed energy efficient windows <input type="checkbox"/> We reduce business travel through teleconferencing and videoconferencing <input type="checkbox"/> Our piping and water tanks are insulated <input type="checkbox"/> We have installed faucet aerators (sinks, shower heads, spray valves) and our water fixtures are low-flow <input type="checkbox"/> We have a high-efficiency hot water tank or tankless hot water <input type="checkbox"/> We discourage the purchase of single-use plastic water bottles <input type="checkbox"/> We have an office compost program <input type="checkbox"/> We set default printing to double-sided <input type="checkbox"/> We have signage to increase staff “paper awareness” <input type="checkbox"/> We limit the use of hand-outs during office meetings and re-use scrap paper <input type="checkbox"/> We purchase FSC-certified paper or at least 30% post-consumer recycled copier / printer paper and 100% post-consumer recycled paper products (e.g. paper towels, envelopes) <input type="checkbox"/> All our single use disposable dishware is eliminated 		

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
ENVIRONMENT: A socially responsible company seeks to reduce its negative environmental impacts and improve its positive environmental impacts from its construction practices and operations.			
	<input type="checkbox"/> We practice electronic (paperless) invoicing, payment and tendering <input type="checkbox"/> Foremen submit work orders and reports electronically		
Toxins and Spills	<input type="checkbox"/> We have a toxin and spill management plan	<input type="checkbox"/> We publish our toxin and spill management plan and results on our website	<input type="checkbox"/> We apply the highest regulatory standards for toxins and spills in Canada to all our sites
 <p>WORKBOOK ACTIVITY</p> <p>My plans for next month or next year</p>			



CSR Checklist

Focus Area: **MARKETPLACE**

WHAT this focus means and **WHY** it is important

The “Marketplace” Focus area is about your company’s role in providing sustainable products and services and catalyzing CSR and sustainability in your industry and throughout your supply chain. It identifies the ways in which your company can use its influence in the market to champion, reward and demonstrate sustainability innovation. If the purpose of CSR is to rise above regulations and requirements, this focus area shows how you can lead and support sustainability progress across your industry. This section identifies the practical roles you and your company can play to stimulate sustainable solutions in the construction sector.



WHO is doing it? **CSR Marketing:**

A number of construction firms feature CSR practices on their websites as a market differentiator. For example:

- **Chandos:** “We built the most northerly net zero commercial building in the world. We built the first LEED project in Alberta and have received prestigious awards for our leadership in recycling construction waste on all of our projects.” [\(Link\)](#)
- **Clark Builders:** “With our start in Canada’s pristine North, we appreciate the importance of practicing sustainable construction. Being “Green” is more than just scorecards and certifications, it’s about leading by example with the courage to do what’s right, not just for today, but for generations to come. With numerous sustainably constructed

projects in our repertoire, Clark is focused on advancing sustainable building practices with a team of fully dedicated professionals. Together, we are working to redefine construction and its impact on the planet.” [\(Link\)](#)

- **Graham Construction:** “Graham continues at the leading edge of environmental and sustainable construction practices. We are leaders in implementing LEED requirements, and initiatives from recycling and using renewable materials, to working to green building standards, to achieving energy efficiency and employing life-cycle costing that governs management of all our projects.” [\(Link\)](#)
- **Scott Construction:** “We believe we have a responsibility to the environment and our community.

We strive to make sure sustainability in projects does not cost more. Scott Construction’s approach to sustainability extends beyond the office to each site we manage, ensuring that environmental and social priorities are maintained alongside economic priorities.” [\(Link\)](#)

Proactive Efforts in Sustainable Construction:

Clark’s in-house expertise in Green Built practice allows its business development team to actively pursue sustainable building projects throughout Canada. Clark’s leadership team regularly speaks on the importance of sustainable buildings and cooperation in the building process at events, such as the national conference on Building Commissioning (BCxA) in St. Louis.





TIP

To wait or to lead?

Many construction firms want to do more in CSR, but struggle with the lack of client demand. This can become a chicken and egg situation in which clients don't ask for CSR and construction firms don't provide it, with the result that CSR does not fully progress in the industry. This Guide attempts to provide some answers to this conundrum. The practices in this section present some ideas for how your firm can be a catalyst in your industry, engaging and collaborating with clients, peers, business partners, subcontractors, vendors and others to advance the sector towards improved CSR. Check out the ideas in this section to see if you can find a way to break this log-jam in your marketplace! Your business, clients, and communities could be the better for it.

Process Innovation and Industry Engagement:

Chandos is experimenting with green building process innovations which create financial value and environmental benefits for itself and its clients—and sharing its successes with the industry so others can benefit. For example, it is using Building Information Modeling (BIM) technologies to enable designer and constructor project teams to collaborate on virtual models to test ideas, optimize building performance and coordinate work ahead of procurement and construction. This enables the team to experience fewer change orders and RFIs. The

company finds that BIM provides more accurate estimating, visual phasing and schedule analysis to reduce risk and allows for pre-fabrication, among other benefits. The company is also using and championing Integrated Project Delivery, a collaborative process where the general contractor, architect and owner—and possibly even trade partners and consultants—sign a single agreement to design and deliver a building. This approach turns individual participants into collaborative team members. The IPD approach ensures the whole project team shares responsibility for planning and execution, contractually aligning the team with a united

vision for the completed project. The company's first IPD project, Edmonton's Mosaic Centre (Alberta's first net-zero commercial building), which opened in 2015, was delivered 12 percent below market costs and 29 percent ahead of schedule compared to a companion project that did not follow IPD principles. Chandos' leadership team supported the creation of the [Integrated Project Delivery Alliance](#) (IPDA) which aims to educate and share best practices of IPD models with owners, builders and designers across Canada—helping to advance CSR and sustainability in the construction industry.

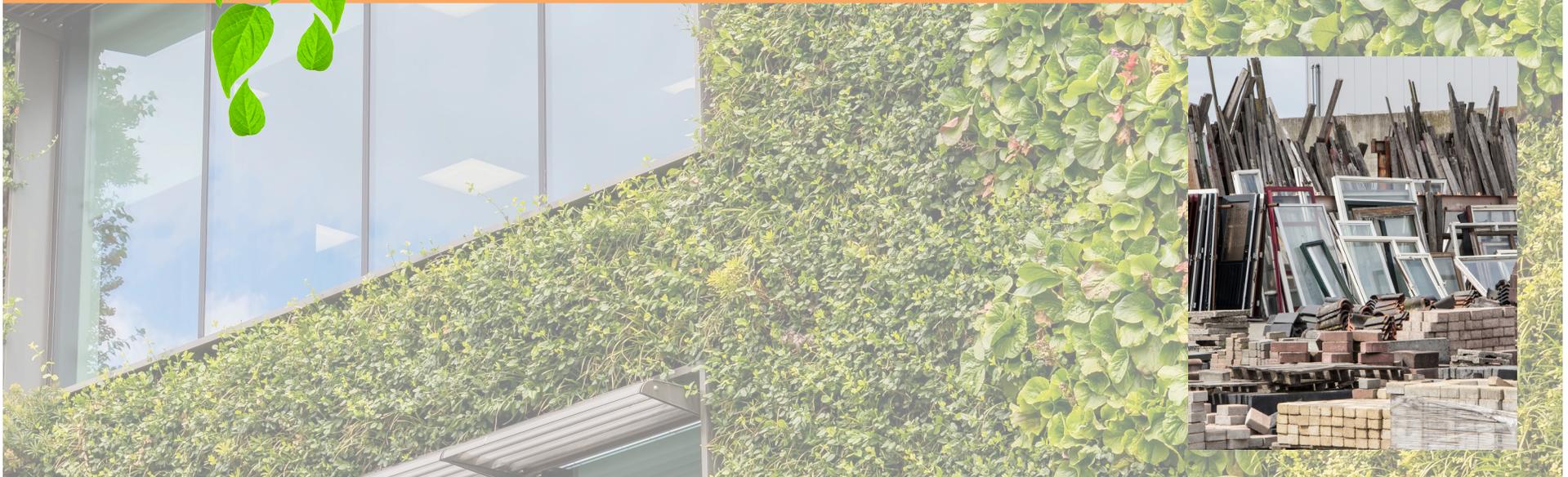




EllisDon launches industry collaboration to develop a pathway for low carbon buildings in Canada

In response to growing environmental awareness and increased political and societal support for the transition to a low carbon economy, EllisDon Corporation launched “The Carbon Impact Initiative” (CII) in June 2016 as the first market outreach program under the company’s new “Low Carbon Agenda”. The CII was developed to engage market leaders across the industry supply chain and to encourage collaboration on creating a sustainable buildings sector. According to the company, EllisDon realized it had to up its game if it was going to reach international climate change expectations. Global markets across Europe and Asia have committed to a new level of hyper-efficient buildings as the standard of excellence and carbon emissions are now a top priority for the United Nations and the World Bank. Although it is getting its start in Ontario, the CII is intended to be a national effort and discussions are underway with other provincial and municipal governments across the country. Consortium partners include the BASF, Cricket Energy, Cisco Systems, Cement Association of Canada, Avison Young, Enbridge Gas and WSP. Together with government representatives, the company is exploring carbon reduction strategies across all stages of project development, from design to operations. The company plans to track the “embodied” carbon within the supply chain and construction process to develop an effective low carbon accounting system. To start, the initiative has identified ten projects to prove the net zero energy business case, the first of which is underway: 90,000 sq. ft. Centre for Partnership and Innovation on Mohawk College’s Hamilton, Ontario campus.

[Source](#) and [Source](#)



Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
MARKETPLACE: A socially responsible company provides sustainable products and services and encourages its suppliers and industry to become sustainable.			
Client Engagement	<ul style="list-style-type: none"> <input type="checkbox"/> We include our CSR practices in our marketing materials, on our website and in our bids <input type="checkbox"/> We meet with past, current and prospective clients to share information about the opportunities and benefits of CSR and sustainability in construction 	<ul style="list-style-type: none"> <input type="checkbox"/> We proactively offer our clients CSR and sustainable options in our bids <input type="checkbox"/> CSR is included in our company brand; we have a CSR tagline or logo <input type="checkbox"/> Our website highlights our CSR commitment from the home page and includes a section dedicated to CSR <input type="checkbox"/> We have an external CSR communication strategy to encourage key clients and other stakeholders to understand and value our CSR commitments and achievements <input type="checkbox"/> We apply for, and win, CSR awards and include this information in our CSR profile and bid submissions 	<ul style="list-style-type: none"> <input type="checkbox"/> We understand our clients' CSR commitments and proactively help them achieve their CSR goals <input type="checkbox"/> We provide our clients information on our CSR metrics and achievements, so they can include them in their marketing and brand profile with their customers <input type="checkbox"/> We collaborate with clients on shared CSR initiatives to overcome common barriers and further CSR innovation
Sustainable Construction Projects	<ul style="list-style-type: none"> <input type="checkbox"/> We attend industry conferences, join industry networks and read publications to keep informed of CSR, social and environmental innovation and sustainability trends in construction <input type="checkbox"/> We seek out opportunities to bid and work on sustainable construction projects 	<ul style="list-style-type: none"> <input type="checkbox"/> Many of our projects have green, healthy, affordable or sustainable features we contributed to <input type="checkbox"/> We use our sites to pilot and prototype CSR and sustainable innovation in construction, in collaboration with customers and suppliers <input type="checkbox"/> Our CSR practices are profiled in industry case studies to encourage replication <input type="checkbox"/> We seek CSR and sustainability certifications, ratings and labeling programs for our construction practices <input type="checkbox"/> We support our staff to become experts in sustainable construction innovation 	<ul style="list-style-type: none"> <input type="checkbox"/> The majority of our projects have green, healthy, affordable or sustainable features we contributed to <input type="checkbox"/> We contribute to building projects that are involved in the circular economy, cradle to cradle, biomimicry or other holistic sustainable construction models <input type="checkbox"/> We promote and implement modular construction (where it enables repair and reuse), lifetime extension (enables different uses of the building through its lifetime), and design for dismantling

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
MARKETPLACE: A socially responsible company provides sustainable products and services and encourages its suppliers and industry to become sustainable.			
		<ul style="list-style-type: none"> <li data-bbox="905 253 1459 545"><input type="checkbox"/> Our building projects comply with CSA S478-95 (R2007) "Guideline on Durability in Buildings" which describes the service life requirements for buildings, where applicable. (There is a credit for building durability in LEED Canada, which sets out service life requirements for large structures) 	<ul style="list-style-type: none"> <li data-bbox="1482 253 1997 435"><input type="checkbox"/> We ask and determine how we can be positively beneficial (net positive) for society and the environment at each stage of the project: design, build, operations and end-of-use (resource) <li data-bbox="1482 451 1997 633"><input type="checkbox"/> We promote and engage in building process innovations such as virtual design and construction (e.g. Building Information Modelling (BIM), virtual and augmented reality, etc.) <li data-bbox="1482 649 1997 867"><input type="checkbox"/> We engage in innovate contractual relationships such as Integrated Project Delivery and / or multi-party agreements that promote collaboration which can foster sustainable design. <li data-bbox="1482 883 1997 1140"><input type="checkbox"/> We contribute to specifications, quality control processes, technical circulars and training programs that help the construction industry train professionals and site personnel on how to adopt more circular and low-carbon construction practices <li data-bbox="1482 1156 1997 1224"><input type="checkbox"/> We make sure all our buildings are electric vehicle ready <li data-bbox="1482 1240 1997 1344"><input type="checkbox"/> We provide our BIM data to the owner for facility management purposes (to minimize waste during operations)

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
MARKETPLACE: A socially responsible company provides sustainable products and services and encourages its suppliers and industry to become sustainable.			
Sustainable Supply Chain and Industry	<ul style="list-style-type: none"> <input type="checkbox"/> We pay our suppliers promptly <input type="checkbox"/> We have a formal mechanism for suppliers to provide feedback (e.g. supplier survey, email contact) <input type="checkbox"/> We have a written preference to source environmentally friendly products from environmentally and socially responsible suppliers who share our values <input type="checkbox"/> We host local events on CSR to increase local interest in the business community <input type="checkbox"/> We join and support local business environmental and CSR networks and initiatives, including those in the construction sector 	<ul style="list-style-type: none"> <input type="checkbox"/> We have a sustainable procurement policy that includes ethical, environmental and social responsibility and regularly screen / evaluate suppliers and products for these criteria <input type="checkbox"/> Our key suppliers are required to sign our Supplier Code of Conduct which stipulates they comply with international labour and human rights standards, and health, safety and environmental regulations <input type="checkbox"/> We host supplier sustainability summits and offer awards to encourage our suppliers to adopt CSR practices <input type="checkbox"/> We lead, join, champion and participate in CSR and sustainability initiatives in the construction industry to advance sustainability in the construction sector <input type="checkbox"/> We sign on to, and endorse, local, regional, provincial or national sustainability programs <input type="checkbox"/> We participate in lobbying efforts that seek government support for industry CSR / sustainability incentives 	<ul style="list-style-type: none"> <input type="checkbox"/> We have a sustainable procurement strategy, with goals, targets and plans to improve the sustainability of our supply chain <input type="checkbox"/> We collaborate with our key suppliers and subcontractors on measures to improve their CSR / sustainability performance and overcome barriers and challenges <input type="checkbox"/> Our company has a formal grievance mechanism to address complaints and resolve disputes along our supply chain <input type="checkbox"/> We collaborate with industry peers, governments and / or other stakeholders on projects and innovations that advance CSR / sustainability progress in the construction sector <input type="checkbox"/> We invest in research and development to move our business and the construction industry towards the ultimate goal of being cradle-to-cradle and zero carbon <input type="checkbox"/> We are thought leaders and public spokespersons on sustainable construction <input type="checkbox"/> We adopt public policy positions on sustainability topics and advocate for sustainable public policy to government

Focus Area	1.0 Early Practices	2.0 Advanced Practices	3.0 Leadership Practices
MARKETPLACE: A socially responsible company provides sustainable products and services and encourages its suppliers and industry to become sustainable.			
 <p data-bbox="102 386 279 456">WORKBOOK ACTIVITY</p> <p data-bbox="73 472 310 542">My plans for next month or next year</p>			

Appendix A: TRENDS

What trends are driving CSR in our industry and why should you care?

The construction sector has a proud tradition as one of humanity's oldest businesses—our work stands as testament to human progress and enhances our quality of life. Today, as society's needs evolve, it is going through a transition to further improve its social, economic and environmental impacts (see text box for a summary of the sector's most significant impacts).

A big driver of this shift in CSR is population growth and urbanization in Canada and elsewhere. This is driving demand for construction and infrastructure and, in the future, is expected to create pressure on strategic resources essential for the building process such as energy, raw materials and water, not to mention human resources, as one of Canada's largest workforces. Increasing demand for building materials can drive up costs and force businesses to innovate and look for alternatives. Construction—as a very visible activity—is under the spotlight locally, nationally and, in the age of social media, globally. Increasingly it will be pressured to align its impacts with society's expectations. As companies recruit “next generation” workers they will be evaluated by them in part based on their social performance. Anticipating and getting ahead of trends like these can create CSR opportunities for firms. Indeed, there are several “drivers” of CSR in our industry as described next.



i Construction Sector Impacts: Both Positive and Negative

The construction sector has important social, economic and environmental impacts. It is a significant contributor to Canadian communities by creating local jobs and supporting the local economy. It also responsible for a range of environmental impacts. Check out these stats to understand why the construction sector can become a leader on CSR issues.

- **Job creation and economic growth:** Construction is a major industry in Canada, employing over one million men and women, roughly 7 percent of Canada's workforce. Construction firms are significant contributors to the Canadian economy: 6% of Canada's annual GDP, over \$75 billion, is generated from construction. ([Statistics Canada](#))
- **Greenhouse gas emissions (GHGs):** The building sector is the single largest contributor to climate change, with the use phase of buildings responsible for 30 – 40 percent of total global GHGs. A United Nations Environment Program report on Greening the Building Supply Chain states: “It has been estimated that in use emissions account for over 80% of the total life cycle carbon emissions of buildings, with a further 15% of emissions embodied in materials and around 1% resulting from the construction process itself.” As more energy-efficient buildings are constructed these ratios will change and more focus will be on construction materials and the construction process. (Cited in [UNEP 2014](#), p. 16 and 25)
- **Energy use:** The manufacture of building materials consumes 10 percent of the global energy supply. ([UNEP 2014](#), p. 16)
- **Materials use:** The construction industry is the largest global consumer of resources and raw materials, with half of all resources used in the manufacturing of building products and components. (Cited in [UNEP 2014](#), p. 25)
- **Water use:** While buildings during use are responsible for over 10 percent of global water use, indirectly the production of building materials and construction account for a significant proportion of total water demand. (Cited in [UNEP 2014](#), p. 16)
- **Waste generation:** Building construction and demolition waste—including asphalt, concrete, gravel, bricks, ceramics, plumbing, insulation, wood, glass, metal and electrical fixtures—contributes about 40 percent of solid waste streams. Typically, about 10 – 15 percent, and up to 45 percent for some materials, of the total materials ordered for construction projects are either unused or end up as waste. (Cited in [UNEP 2014](#), p. 16 and [WRAP 2007](#), p. 9)

Below is a list of six top trends on the horizon which could be unfolding in your marketplace and driving CSR in construction and other sectors. They might not all be relevant, but as you go through this list, identify those which could be important to your company's success over the next few years. Any one of these trends, or a group of them, could become risks or opportunities for your business—pointing the way to future benefits if they can be addressed by your CSR improvements. Industry leaders and our stakeholders suggest these trends are worth paying attention to—and getting ahead of!

Six top trends driving CSR in the Construction Industry:

Here are six top trends driving CSR—and comments from industry stakeholders interviewed for this Guide. They may not all exist today, but as trends, they are expected to have an impact over the next 5 – 10 years. Firms can address them with a good CSR program.

1

CLIENT DEMAND:

There is a growing demand for greener and socially responsible projects on the part of customers, especially municipalities and other public sector organizations

- *This is how things are changing. Society will snap over and if you aren't on board clients won't bother calling you. One day soon CSR will be grounds for disqualification if you are not doing it (industry representative)*
- *As a buyer we have a belief that if companies do more in CSR, they are a well-managed company and can help us achieve our CSR goals such as safety, First Nations and greenhouse gas (GHG) management (private sector buyer)*

2

COMMUNITY AND PUBLIC EXPECTATIONS:

There are rising expectations of communities and the general public that business contribute community and social benefits. As construction is very visible to public these rising expectations are especially significant

- *CSR is an established business practice. More and more companies and industry sectors are adopting and improving their CSR practices creating expectations for the construction sector. CSR is becoming more of a reality (industry representative)*

3

CHANGING WORKFORCE:

Labour shortages and millennial employees will create pressure for improved CSR practices to attract, retain and engage employees

- *We find that there is a lot of desire for corporate responsibility especially among our millennial employees (industry representative)*
- *There is a trend to diversifying the workforce, to hiring women and immigrants (industry representative)*
- *There is a strong push to prepare for an aging workforce, creating the opportunity to hire apprenticeships (industry representative)*



WORKBOOK ACTIVITY

Review the list of potential trends below and on the next page and check those that are important to your company. Notice that they address the views of your different stakeholders: clients, communities, employees, regulators. Consider asking local representatives of these stakeholders what they think about CSR practices in the construction industry and whether it is important to them the industry improves its CSR practices. Ask them for one or two ideas about what your firm could do to improve and consider if you can implement their ideas.

4

GREEN BUILDING:

The market penetration of green buildings in Canada has been growing over the last decade and is expected to continue. New research that links office design to staff health, well-being and productivity is likely to drive interest in healthy buildings in future

- *There is a growing demand for green buildings in our portfolio, whether LEED or BOMA (private sector buyer)*
- *We have a high percentage of our buildings that are certified to some kind of standard; pension funds tend to look at those certifications and see benefits in terms of the quality of the tenants they can attract and operating costs over the long term; I see it growing as a trend (investor)*

5

CLIMATE CHANGE:

Climate change and the transition to a low carbon economy is likely to increase physical, regulatory and brand impacts.

- *There is a lot of embedded energy in materials used in construction; there will be a focus on how to minimize and reduce the carbon in the materials (industry representative)*
- *The federal government will be expecting more rigorous accounting of energy and emissions performance in the building sector; if the government building standards are not doing enough to address larger community issues, this could be a driver (investor)*
- *I can see certain practices becoming a tendering issue, e.g. a requirement to have the most energy efficient equipment (industry representative)*

6

LEGISLATION AND REGULATION:

Changes to building codes and bylaws over the next decade are expected to raise environmental and safety standards and improve the social and environmental impacts of construction

- *Government will likely be evaluating community benefits in future and imposing / regulating green standards on the industry (public sector buyer)*
- *As provincial governments update their climate action plans to address the federal government's climate commitments they will expect improved performance from the building sector; builders will need to start tracking, measuring and reporting to their customers who may face regulatory requirements—there will be a trickledown effect on the builder (private sector buyer)*



Did you know?

The City of Vancouver has a target that all buildings constructed from 2020 onward will be carbon neutral in operations and that the energy use and GHG emissions in existing buildings will be reduced by 20 percent over 2007 levels.

[Source](#)



WORKBOOK ACTIVITY

I have checked the trends from the above list that I think are relevant today or will become relevant to my business and the markets in which I operate over the next 4 – 5 years. These are the ideas I have about how they relate to CSR and why I might want to invest in CSR improvements over the next few years.

i Social Procurement becoming a new bid requirement

There is an emerging trend in procurement to require contractors to include social contributions—such as apprenticeships, youth jobs, First Nations economic development, or other community benefits—in their bids at no extra cost. This trend is expected to increase and could become a driver for CSR in our industry. [Here is CCA's position on social procurement.](#) The City of Toronto adopted a [Social Procurement Policy in 2016](#) indicating the City's interest in: 1) encouraging companies doing business with the City to work with diverse suppliers and suppliers who provide community benefits; and 2) to increase the number of employment, apprenticeship and training opportunities for those living in poverty, newcomers and youth.

While CSR and social procurement are on different tracks in that CSR is a voluntary company initiative and social procurement is a client obligation, companies with positive CSR practices should be well positioned to meet client needs in this area.

i Here is a List of the Top CSR Practices of Large Companies Disclosed in their CSR Report:

A 2016 US Conference Board study shows that companies in the S&P Global 1200 are reporting on these CSR practices in their CSR reports. This gives you an idea of the top CSR issues they are managing and addressing in their operations. (This lists the practices that were disclosed by over 50% of the sample.)

- Business ethics (86%)
- Equal opportunity (diversity) (83%)
- Health and safety (72%)
- Energy efficiency (72%)
- Anti-bribery ethics (71%)
- Emission-reduction (70%)
- Employee training (65%)
- Waste reduction (63%)
- Human rights (60%)
- Social and environmental supply chain management (57%)

[Source](#)



i **Integrated Project Delivery can achieve both CSR and business benefits—and is a promising innovation in the construction industry.**

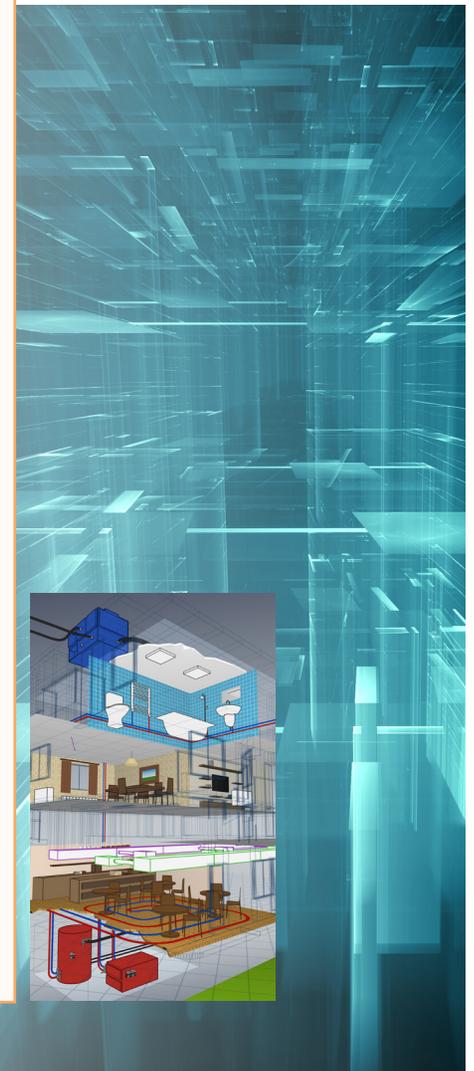
Integrated Project Delivery (IPD) is a project delivery approach that integrates people, systems, business structures and practices into a process that collaboratively harnesses the talents and insights of all participants to optimize the project results, increase value to the owner, reduce waste and maximize efficiency through all phases of design, fabrication and construction. Key features of IPD include:

- Early involvement of key participants;
- Shared risk and reward based on project outcome;
- Joint project control;
- Reduced liability exposure; and
- Jointly developed and validated targets.

IPD supports CSR by establishing a platform where success is measured in much broader metrics than just cost or schedule. On an IPD project, the team establishes a set of common values, goals, and objectives that are arrived at through a process that begins with every stakeholder answering the question “What is important to ME to consider this project a success?” The values guide the decisions and actions of the team, and almost always include things on team dynamics, user satisfaction, community satisfaction, collaboration, sustainability and performance, etc.—all central considerations in a robust CSR environment, and ultimately connected through to a fundamental respect for people.

IPD is complementary to other practices such as LEAN (see [LEAN Construction Institute](#)) and BIM (see [Institute for BIM in Canada](#)) in that IPD creates a platform for collaboration, and Lean and BIM provide the means. The value-added by the tools and processes of Lean and BIM are best realized in a collaborative, open, transparent environment. That’s exactly what IPD creates. (See also [“Motivation and Means: How and Why IPD and Lean Lead to Project Success”](#).)

IPD as a delivery model is still in very early adoption in Canada, with probably less than 20 IPD projects underway or completed across the country. Early reporting suggests that most if not all of these projects are performing on par with track records demonstrated through research as referenced above and elsewhere in the industry; that is to say, on or under budget, on or ahead of schedule, with owners expressing high satisfaction with overall value delivered. The Canadian Construction Association, through its involvement in the Canadian Construction Documents Committee (CCDC), the Lean Construction Institute of Canada (LCI-C), and the Institute for BIM in Canada (IBC) is a champion for building solid foundations for collective success around IPD, LEAN, BIM, and many other emergent tools and practices focused on betterment of the Canadian design and construction industry.



Appendix B: BUSINESS BENEFITS

How can my business benefit from CSR?

By now you might have some ideas about external forces that are driving CSR in the construction industry. These are expected to grow in future. But with so many day-to-day pressures it can be hard to think that far ahead. You might be asking, while these trends are important, what is the business case for starting to improve my company's CSR practices today? This section provides a summary of the benefits, which has been validated by industry leaders and representatives.

Note that some of these benefits are tangible and others are intangible, but altogether they are expected to position your company for success. Here is a good resource if you are interested in specific details on the "ROI" of CSR: [Resource](#).

Did you know?

CSR can help you reduce your labour costs and improve productivity

Labour shortages are a reality for the construction industry, and as the industry adopts new technologies to improve productivity and project quality, companies will have to increasingly compete with other industries for technically-savvy workers. According to research, the construction industry will need to find some 322,000 new workers by 2024 to replace those retiring and keep pace with rising demand in the sector. ([Source](#), page 5) So, whatever you can do to attract, retain and motivate employees can go straight to your bottom line. Here's how:

Generic research (not specific to the construction sector) finds that strong CSR performance increases the commitment and engagement of employees. This in turn enhances job performance, increases productivity, reduces turnover, lowers absenteeism, and even reduces the incidence of employee corruption.

The potential HR value which CSR can generate:

- Reduces employee turnover rate over time by 25 – 50 percent
- Reduces the annual employee quit rate by 3 – 3.5 percent

This can save replacement costs up to 90 – 200 percent of an employee's annual salary for each position that stays. By reducing turnover due to its CSR investments, a company can reduce replacement costs, including costs during the period the position is vacant, costs of hiring and onboarding, and lost time during formal and informal training periods.

- Improving CSR performance has the same effect on retention as an increase in annual salary of \$3,700 per year



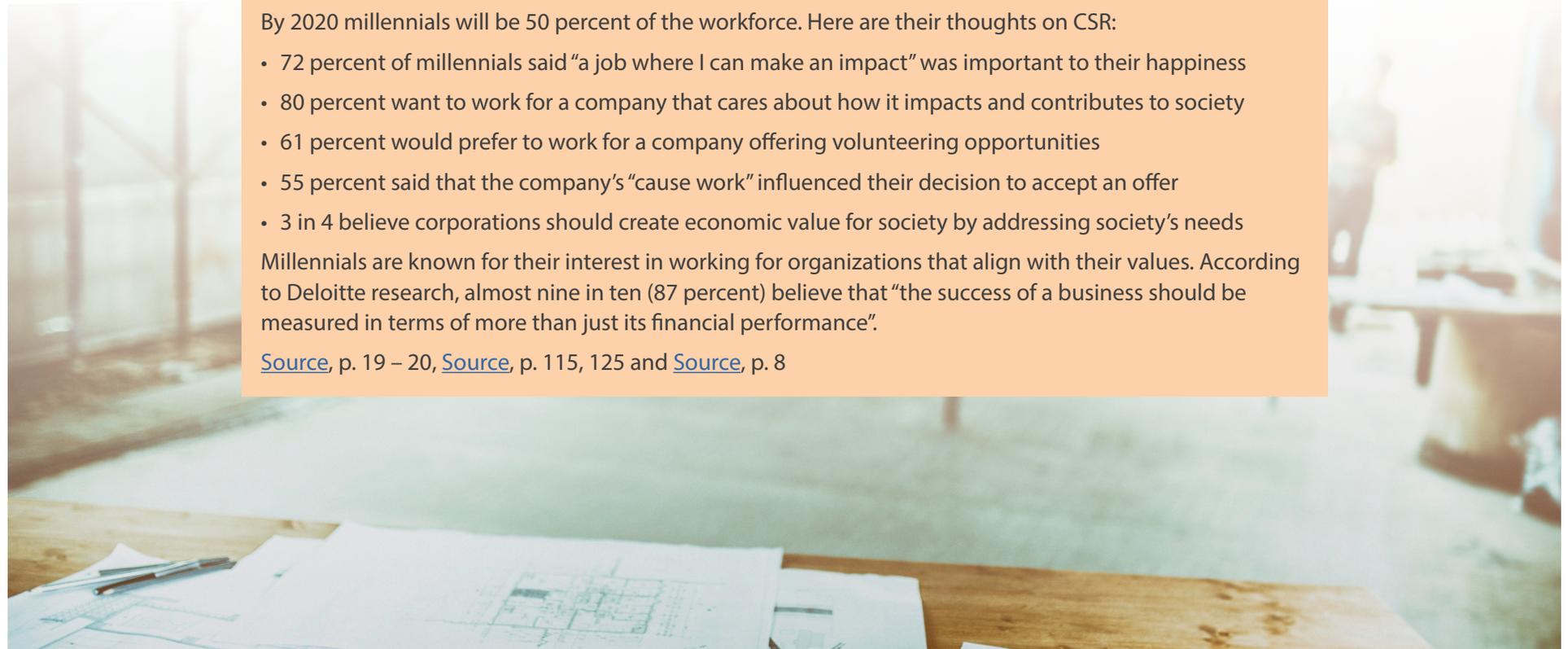
- Firms higher in CSR are perceived as more attractive employers than firms lower in CSR. Prospective applicants' job pursuit, probability to interview, and probability to accept a job offer are positively associated with a firm's CSR performance
- Firms with higher CSR increase employee engagement by 7.5 percent. One estimate shows that a company with six employees could see an increase of \$6,300 over 3 – 5 years, due to overall productivity increases from CSR
- 86 percent of workers believe it is important that their own employer is responsible to society and the environment, with over half (55 percent) feeling that it is "very important"
- 75 percent would recommend their company if they feel it is environmentally responsible vs. 43 percent if it is not
- 71 percent want to work for a company whose CEO is actively involved in corporate responsibility and / or environmental issues
- 53 percent of workers said that "a job where I can make an impact" was important to their happiness

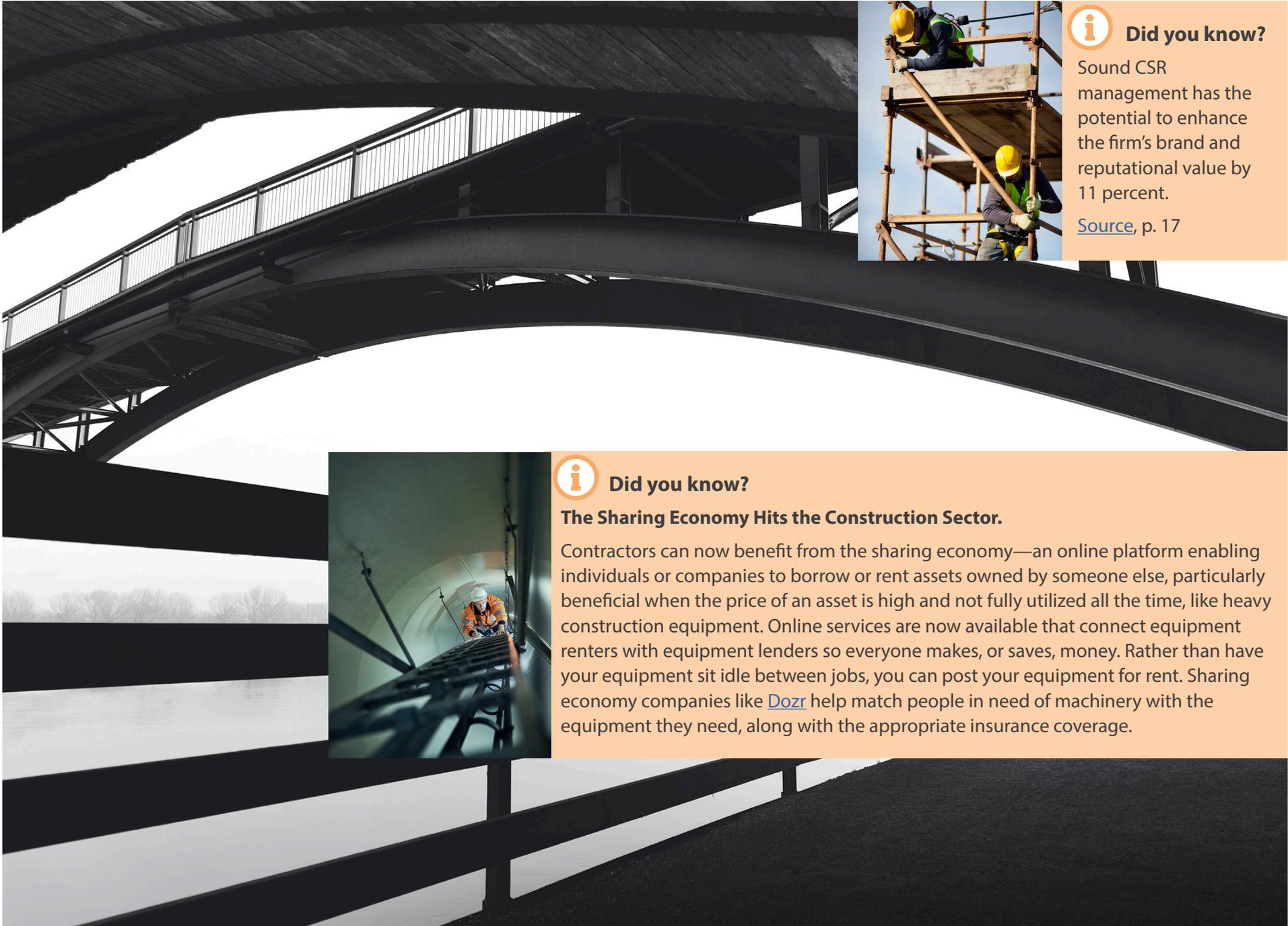
By 2020 millennials will be 50 percent of the workforce. Here are their thoughts on CSR:

- 72 percent of millennials said "a job where I can make an impact" was important to their happiness
- 80 percent want to work for a company that cares about how it impacts and contributes to society
- 61 percent would prefer to work for a company offering volunteering opportunities
- 55 percent said that the company's "cause work" influenced their decision to accept an offer
- 3 in 4 believe corporations should create economic value for society by addressing society's needs

Millennials are known for their interest in working for organizations that align with their values. According to Deloitte research, almost nine in ten (87 percent) believe that "the success of a business should be measured in terms of more than just its financial performance".

[Source](#), p. 19 – 20, [Source](#), p. 115, 125 and [Source](#), p. 8





i Did you know?

Sound CSR management has the potential to enhance the firm's brand and reputational value by 11 percent.

[Source](#), p. 17

i Did you know?

The Sharing Economy Hits the Construction Sector.

Contractors can now benefit from the sharing economy—an online platform enabling individuals or companies to borrow or rent assets owned by someone else, particularly beneficial when the price of an asset is high and not fully utilized all the time, like heavy construction equipment. Online services are now available that connect equipment renters with equipment lenders so everyone makes, or saves, money. Rather than have your equipment sit idle between jobs, you can post your equipment for rent. Sharing economy companies like [Dozr](#) help match people in need of machinery with the equipment they need, along with the appropriate insurance coverage.





WORKBOOK ACTIVITY

As you go through the following list of business benefits from CSR consider which are relevant to you in your marketplace. For many companies, doing CSR “because it’s the right thing to do” is a key motivator—often the only motivation. However, companies find that by pursuing CSR many business benefits are also realized. Share this list with your staff and ask them for their thoughts. If even a few of these are relevant, this could justify further advancing along the CSR path. However, don’t forget that many CSR investments are “free” and won’t need a business case justification.

Business Benefits from CSR

Industry stakeholders point to these business benefits from CSR, in no particular order.

Business Benefit	Workbook Activity: check off the ideas that resonate with your business and add your ideas to this list
CUSTOMERS: Win New Business	Can CSR help me win new business? <ul style="list-style-type: none"><input type="checkbox"/> Clients have several choices and CSR helps differentiate my company<input type="checkbox"/> CSR enhances our position in a pre-qualification process<input type="checkbox"/> I could be identified as a preferred contractor<input type="checkbox"/> CSR gives me another angle to my marketing

Business Benefit	Workbook Activity: check off the ideas that resonate with your business and add your ideas to this list
REPUTATION: Build and Maintain a Positive Image	<p><i>Can CSR help build my company's brand?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Reputation is key to being a preferred supplier to clients <input type="checkbox"/> CSR enhances my relationship marketing <input type="checkbox"/> Having a positive CSR brand builds customer, employee and supplier loyalty <input type="checkbox"/> Our CSR reputation increases our social license to operate in communities where we work
EMPLOYEES: Attract, Retain and Motivate Employees	<p><i>Can CSR help me attract, retain and motivate employees?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Having good CSR practices helps me attract new employees especially younger workers <input type="checkbox"/> My employees are enthusiastic about my company's community and green practices <input type="checkbox"/> We have lower turnover because of our strong CSR commitments

Business Benefit	Workbook Activity: check off the ideas that resonate with your business and add your ideas to this list
RISK: Improve Risk Management	<p><i>Can addressing CSR help me manage risks and get ahead of future trends?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> If I proactively manage risks up front it will pay off versus having to respond to a crisis <input type="checkbox"/> By reducing my company's environmental impacts today, I reduce the impacts of risks of higher costs of energy, water, materials and carbon in the future <input type="checkbox"/> Through CSR I can reduce the risk of higher absenteeism, turnover and lower productivity <input type="checkbox"/> By tackling CSR now, I can reduce the risk from higher client expectations for CSR in future
COMMUNITIES: Build Community Good Will	<p><i>Can CSR build good will for my firm in my community?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> When I contribute positively to the community through volunteerism and community projects I create good community relations <input type="checkbox"/> Clean sites and signage with contact information and no idling policy create good impressions <input type="checkbox"/> By minimizing the disturbance (dust, noise, traffic, etc.) caused to communities in which I work, I can reduce the number of complaints and the risk of delay

Business Benefit	Workbook Activity: check off the ideas that resonate with your business and add your ideas to this list
<p>COSTS: Reduce Operating Costs</p>	<p><i>Can CSR help me reduce my operating costs?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> By operating out of a green building we can save utility costs <input type="checkbox"/> By reducing our energy and fuel use we can save money <input type="checkbox"/> Sharing and renting products (e.g. formwork) and equipment can reduce expenses <input type="checkbox"/> By reducing paper and single use items we can cut costs <input type="checkbox"/> By monitoring inventory and only buying what we need we save money
<p>INNOVATION: Discover New Ways of Doing Business</p>	<p><i>Can CSR help me find new ways of doing business?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> By looking at things with a CSR lens, I can find new ways of doing business <input type="checkbox"/> CSR helps me keep current with trends and innovation in the sector

Business Benefit	Workbook Activity: check off the ideas that resonate with your business and add your ideas to this list
<p>REGULATORS: Reduce Regulatory Delays</p>	<p><i>Can CSR help me improve relations with regulators?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Regulators will expect that companies with CSR practices that exceed regulations will understand what regulations it must meet and this can speed up a project <input type="checkbox"/> If I have strong CSR, governments may want to partner with my company on CSR innovations
<p>SUCCESSION: Improve the Value of Your Company to Future Owners</p>	<p><i>Can CSR improve the value of my company to future owners?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> If I build CSR into my company, this will make us more attractive to a future owner or a general manager I might hire in the future <input type="checkbox"/> CSR adds to my company's goodwill, which makes the company more valuable to future investors

Business Benefit	Workbook Activity: check off the ideas that resonate with your business and add your ideas to this list
<p>CONTEXT: Improve Business Opportunities Due to Stronger Operating Context</p>	<p><i>Can CSR create a stronger community and generate more work?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> By pursuing CSR I can create a stronger business environment for my company. I strengthen my community and this can make it a healthier construction environment <input type="checkbox"/> A healthy community has more construction and CSR creates a virtuous circle in my community; if my company contributes to the well-being of my community, there will likely be more demand for construction
<p>CAPITAL: Increase Access to Financing</p>	<p><i>Can CSR help me access financing?</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Funders and investors are starting to look at a company's CSR commitments and performance before making investments <input type="checkbox"/> In future lenders may expect strong CSR performance as an indicator that the company is well-managed



WORKBOOK ACTIVITY

From the list above, record the top business benefits and how you can achieve them here. This summary can be used to help you prioritize CSR opportunities going forward. This will help you set priorities in the next section.

Appendix C: **CSR STRATEGY**

How to Build a CSR Strategy?

[Section 2](#) of the Guide provides a jump-start process for getting CSR underway at your company. Some businesses will want to go further, and develop a CSR strategy to drive progress in the company. Here are some ideas for developing a CSR strategy for your business.

10 steps to building a CSR strategy

These are the 10 basic steps to building a CSR work plan or strategy:

1. Define CSR for your company
2. Understand the CSR trends, risks and opportunities that are relevant to your company
3. Identify possible business benefits
4. Consult your local stakeholders on their expectations to inform your program
5. Identify best CSR practices and baseline (benchmark) your current practices against best CSR practices
6. Determine gaps and opportunities and set priorities
7. Set goals, targets and metrics
8. Assign accountability and implement
9. Measure, track and report
10. Continuous improvement (repeat)

Good news!

If you have filled out the workbook exercises up to this point, you have already addressed steps #1 – 4.

In the process of putting this Guide together, twenty stakeholders were conducted for their expectations on best practices in CSR for the construction sector, so this covers step #4.

You may want to pull your answers from the workbook exercises into one document to share with others—this can help you see your progress so far.

This then leaves steps #5 – 10 to go.

For step 5 you can consult [Section 3](#) in the Guide, which is a list of best CSR practices. If you check off your existing practices you will have a baseline of your current CSR approach. This will generate a list of gaps and opportunities (step 6) where the next task would be to set priorities. You might wish to set priorities based on 1) areas of biggest impact, 2) your company goals, 3) low hanging fruit and 4) opportunities for the biggest payback. Another alternative would be to ask your employees to vote on which topics are most important to them and start with those first.

As you know you can't manage what you don't measure, so it is necessary to set a goal or target for what will be achieved in the coming year—and then figure out the way you plan to measure success in that area, via metrics. This is step 7. Again, you can ask your employees for their input and ideas on how to measure success.

For each task, recruit someone to be responsible for implementing, and then help them to launch the task or project (step 8). Monitor your progress regularly, and after a year, go back and see the results. Report your success on your website, in the company newsletter, an email blast to employees or insert in the employee pay cheque (step 9).

Then, the cycle begins over again as a process of continuous improvement (step 10). You can save the results of the checklist to see how far you have come in a year.

Don't forget to celebrate your company's success! Party anyone? By celebrating your progress, you signal to your employees the importance of CSR and this is the top way to encourage your employees to continue their CSR contributions.



Appendix D: **RESOURCES**

Where can you go for more information?

Here are some further resources to help you on your CSR journey:

Toolkits

Generic Canadian Corporate Social Responsibility Guides

[An Implementation Guide for Canadian Business, Government of Canada](#)

[CSR Roadmap for Small Business, Government of Canada](#)

CSR Leadership Guide

[A Guide to the Qualities of a Transformational Company, Canadian Business for Social Responsibility](#)

Organizations

[Canadian Business for Social Responsibility](#)

[Conference Board of Canada Corporate Responsibility and Sustainability Institute](#)



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