



# 22/23 ANNUAL REPORT





# HOW TO USE THIS DOCUMENT

The humanitarian work of the Canadian Red Cross has had a significant impact on individuals and families, as well as communities in Canada and around the world. This annual report for 2022–23 is interactive, and it includes embedded video stories and images throughout the publication. We thank you for your interest in the work of Canadian Red Cross and we hope you will find the following information we share inspiring.

# CONTENTS

- About This Report ..... 4
- Indigenous Acknowledgement ..... 5
- Mission, Vision, Values & Fundamental Principles ..... 6
- Message from the Chair of the Board ..... 8
- Message from the CEO ..... 10
- Message from the Chief Operating Officer ..... 14
- Looking Back on a Difficult Year ..... 18
- Supporting Canadians from Coast to Coast ..... 19
- Your Generosity has Made a Difference, from the Atlantic to the Pacific ..... 20
- Your Generosity at Work: Hurricane Fiona ..... 22
- Ukraine Humanitarian Support in Canada ..... 23
- Supporting Your Community ..... 24
- Indigenous Programming ..... 26
- Supporting People Around the World ..... 27
- Your Support Around the World ..... 28
- Earthquakes in Türkiye and Syria ..... 30
- Ukraine Crisis and Pakistan Floods ..... 31
- The Power of Your Philanthropy ..... 32
- Tiffany Circle: A Year of Celebrations for Women Philanthropists ..... 35
- Digital Transformation ..... 36
- Environmental Performance ..... 37
- Reflections on Risk Management ..... 38
- Organizational Governance and Structure ..... 40
- 2022–23 Financial and Operational Review ..... 44



## ABOUT THIS REPORT

This report recognizes the impacts, achievements, and remarkable resilience and strength of our humanitarian efforts which occurred between April 1, 2022 and March 31, 2023, in Canada and around the world. The Canadian Red Cross Society, incorporated under the Canadian Red Cross Society Act, 1909, is a nationally registered charity.

# INDIGENOUS ACKNOWLEDGEMENT

The Canadian Red Cross acknowledges the Indigenous Peoples, the traditional stewards of Northern Turtle Island, the land now known as Canada. The Indigenous Peoples, including First Nations, Métis, and Inuit Peoples have been caretakers of this land since time immemorial. As an organization committed to reconciliation, we give thanks for the deep learnings and understanding this relationship entails. We endeavour to be guided by this learning as we walk alongside Indigenous Peoples and communities.



**OVERVIEW**

**MISSION, VISION,  
VALUES &  
FUNDAMENTAL  
PRINCIPLES**

**Our Mission**

We help people and communities in Canada and around the world in times of need and support them in strengthening their resilience.

**Our Vision**

The Canadian Red Cross is the leading humanitarian organization through which people voluntarily demonstrate their caring for others in need.



**Our Humanitarian Values**

- Respect, dignity and inclusiveness.
- Integrity, accountability, effectiveness, transparency, and adaptability.
- Quality and safety.

**Our Fundamental Principles**

- HUMANITY**
- IMPARTIALITY**
- NEUTRALITY**
- INDEPENDENCE**
- VOLUNTARY SERVICE**
- UNITY**
- UNIVERSALITY**

# MESSAGE FROM THE CHAIR OF THE BOARD

## AMIT MEHRA

It has been 138 years since Dr. George Sterling Ryerson sewed two strips of red fabric onto a piece of white cotton, then draped it over horse-drawn wagons that transported men injured during the North-West Resistance in present-day Saskatchewan.

It was a bold act that aligned with a concept born in Europe, where the emblem had been used to declare the neutrality of humanitarian work conducted by battlefield medics. Little did he know his work would also set the foundation for what would later become the Canadian Red Cross.

I am confident Dr. Ryerson would be pleased and proud that his humanitarian ideals continue to shine today at the Canadian Red Cross – and perhaps never more brightly than during the COVID-19 pandemic.

The pandemic was a humanitarian imperative to which the Canadian Red Cross sent more than 4,000 skilled, compassionate volunteers and staff to front lines across the country.

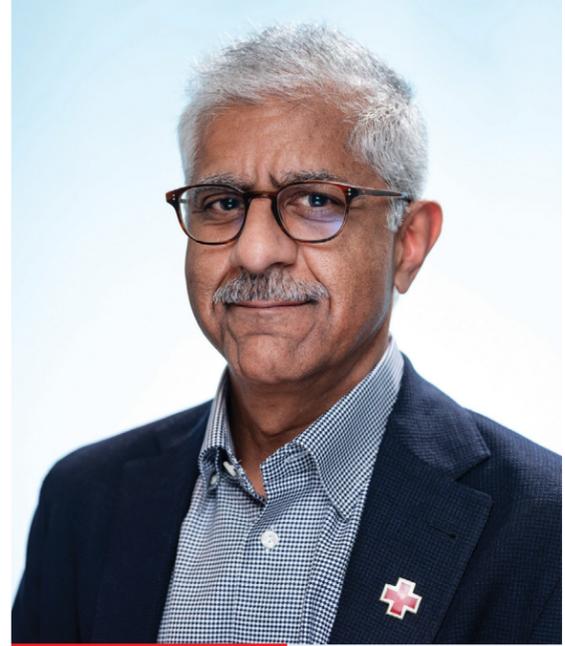
Together, they helped long-term care and retirement homes to run safely; operated

field hospitals, supported vaccination sites, conducted testing and tracing, boosted hospital intensive care unit operations, disseminated personal protective equipment, and reached out to thousands struggling with isolation and other mental health challenges.

As 2022 ended, they had successfully tackled 160 federal, provincial and Indigenous community requests for Red Cross assistance. They also demonstrated the power of an important organizational shift outlined in our Vision 2025.

Today's Red Cross no longer defines itself solely through a collection of set programs. Rather, we are leveraging our vast experience in emergency management, and community health and wellness to offer services that capitalize on our expansive 'areas of expertise.'

It is a subtle, but transformative change in positioning that has caught the attention of all levels of government and others seeking innovative, agile, expert help in direct assistance, training and education, voluntarism, capacity strengthening, research, influencing human action, and granting.



AMIT MEHRA

The result is that Canadian Red Cross has been taking on a larger role than ever in helping Canadians and others around the world to strengthen their resilience before, during and after disruptive events.

In this report, you will read of other Canadian Red Cross successes in 2022, including our vital work with Red Cross Movement partners to help those impacted by the conflict in Ukraine, the devastating earthquake impacting Türkiye and Syria, and the fury of Hurricane Fiona here at home.

Of course, nothing we do would be possible without the compassion and commitment of our volunteers, donors, partners and employees who work tirelessly to bring comfort and relief to millions during their moments of greatest need. We and the recipients are truly grateful for your support.

As I complete my term as Board Chair, I would like to thank Canadian Red Cross leadership, whose excellence – at all levels – has allowed the Board to focus greater attention on opportunities to help the organization evolve. Those activities have included development of a new governance

framework and policies, investigations into the changing nature of voluntarism and employee well-being, and ensuring active Indigenous engagement in pursuit of reconciliation. The Board is also moving forward with an environmental, social and governance plan that will make Red Cross an ESG leader among non-profit organizations.

In closing, I would also like to extend gratitude to my accomplished and thoughtful Board colleagues for their wisdom, insights and fellowship. We collectively stand on the shoulders of others who contributed before us. That is how progress is achieved and how, as Dr. Ryerson demonstrated, we make a meaningful impact in people's lives.

**Amit Mehra**  
Chair, Board of Directors

**“Of course, nothing we do would be possible without the compassion and commitment of our volunteers, donors, partners and employees who work tirelessly to bring comfort and relief to millions during their moments of greatest need. We and the recipients are truly grateful for your support.”**

**AMIT MEHRA**  
CHAIR, BOARD OF DIRECTORS



CONRAD SAUVÉ

## MESSAGE FROM THE PRESIDENT & CEO CONRAD SAUVÉ

As I reflect on the past year, I'm struck by how much has changed outside and within the Canadian Red Cross. The pandemic has largely subsided and our ways of working and living have forever been altered, in many ways shaped through a stronger sense of what we most value in our lives. Despite this, humanitarian needs are sadly not diminishing. The drivers of those needs are complex, interrelated, and global. The number of displaced people continues to grow as the destabilizing impacts of protracted conflict, food insecurity, and the climate crisis converge and conflate needs around the world.

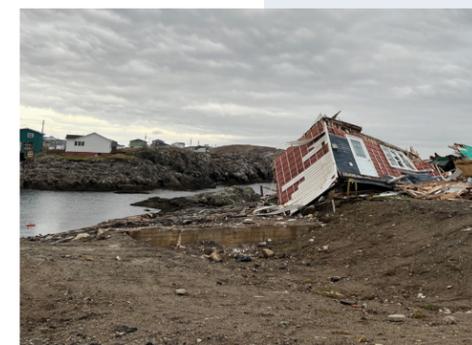
Climate driven disasters have been a reality for many years. As scientific studies increasingly close the causal gap between climate change and disasters, the world is squarely in a new reality. No longer are large-scale wildfires and floods the exception. We don't have the luxuries

of predictable seasons, weather patterns or even time in between disruptive events. We now live in a world, and in a country, that is in a perpetual state of emergency.

Hurricane Fiona made landfall in Atlantic Canada last September, leaving a path of destruction across the four maritime provinces and into Quebec. It would become the costliest hurricane in Canadian History and ranks in the top 10 costliest disasters of all time in this country – eight of which have occurred in the last 10 years. The Canadian Red Cross response to Fiona saw us register more impacted people than ever before, surpassing even the wildfires that impacted Fort McMurray, Alberta. Our teams also responded in British Columbia, Saskatchewan, Manitoba, Ontario, and Quebec as floods and fires forced Canadians from their homes.

I often speak about the need for Canada to foster a stronger culture of preparedness. This message is typically met with nodding agreement as there are few who attempt to argue the merits of being unprepared. And yet we are. Collectively, we continue to react and rally our efforts in the moment as we face disruptive events and emergencies. This must change if we are to protect those most vulnerable in our society.

The pandemic that dominated recent years was predicted – SARS and Ebola gave us ample warning that outbreaks are possible and increasing in likelihood. And while the risk was noted at many levels, the planning and practice did not follow. We rallied and responded to COVID-19 with incredible resolve. As the disease spread like wildfire, humanity responded in ways big and small. This marked the busiest period in



“Hurricane Fiona made landfall in Atlantic Canada last September, leaving a path of destruction across the four maritime provinces and into Quebec. It would become the costliest hurricane in Canadian History and ranks in the top 10 costliest disasters of all time in this country – eight of which have occurred in the last 10 years.”

CONRAD SAUVÉ  
PRESIDENT & CEO

history of the Canadian Red Cross, but this past year coming out of the worst of things is arguably more significant.

As we transitioned into a post-COVID reality this past year, the process of realignment has been one of iteration as we must not lose the knowledge we have gained, the experience we have earned, nor the expertise we have honed. We must maintain a core capacity that is agile, can be sustained, and even grow to meet ongoing humanitarian needs in society and be ready for the next major events.

Internationally, the entire past year saw the Canadian Red Cross mobilize tremendous support to the humanitarian response in Ukraine as the conflict raged on. Many of the impacts of armed conflict can be understood in the dramatic images that flash around the world and into our homes, depicting bombed buildings and civilians fleeing to safety. It isn't hard to see the needs that must be met from shelter and safety, to food and healthcare. Canadian Red Cross winterization projects helped those impacted guard against the elements. Increasingly, we are also focused on supporting what can often be less visible as conflict inflicts devastating

trauma to people's mental health and wellbeing. Canadian Red Cross efforts in Ukraine this year have spanned running mobile health clinics that increase access to the basics of care, to psychosocial programs in institutions – much needed care and compassion as the conflict continues with no end in sight.

The earthquake in Türkiye and Syria may not have received as much attention as Ukraine, but the needs have been tremendous and our teams have been actively responding including mobilizing our field hospital resources. The situation in the Horn of Africa represents one of the gravest protracted humanitarian crises in the world as years of violent conflict and drought have resulted in food insecurity for millions of people and needs that we continue to seek resources for to address within the Red Cross Movement.

In Canada, we are equally focused on understanding and responding to the health needs of those most vulnerable in our communities. Our Friendly Calls program was created during COVID-19 as a means of reaching out to isolated Canadians, many of them older or with health considerations that increased

their isolation. The program was incredibly well received, and this past year we were able to expand on that success with additional funding from the Government of Canada. This program joins other efforts in community health aimed at reducing vulnerabilities and increasing connections between various levels of support and empowerment.

We were also very excited to launch the Canadian Institute for Social Prescribing (CISP) this past year which is a new national hub to link people and share practices that connect people to community-based supports and services that can help improve their health and wellbeing. Social prescribing, along with programs like Friendly Calls, join our long-standing work in health equipment loans and injury prevention as the Canadian Red Cross continues our commitment to the health and wellbeing of our communities. Our capacity running granting programs for community organizations also continued to grow in the past year with the implementation of the Community Services Recovery Fund.

The Canadian Red Cross remains one of the most trusted organizations in the country. This

trust is earned by delivering on our humanitarian mission with a duty of care carried out with integrity and humility. Supporters continue to find allegiance with our Fundamental Principles and communities continue to turn to us for support.

Everything we do, and our ability to do it, is made possible by the power of humanity as demonstrated through our people. The Red Cross Movement was created through this spirit of humanity, sustained by it for more than 150 years, and lives on because of it today. While we may live in a world of change, I am thankful that the power of humanity remains a constant.

**Conrad Sauvé**  
President & CEO



Thais Martin Navas / Canadian Red Cross



Turkish Red Crescent



Pakistan Red Crescent Society

**Listen to Conrad Sauvé** as he saw first-hand the role that the Mexican Red Cross played in supporting migrants who left difficult situations in South America, Central America and the Caribbean.

# MESSAGE FROM THE CHIEF OPERATING OFFICER

## LARRY MILLS

Major disasters and emergencies have a cycle, marked by a rapid scaling up of resources to mobilize aid to meet urgent needs, followed by a scaling down as the peak of the response passes. COVID-19, as an emergency, was unique in its impacts, duration, and scale. The thousands of personnel required in operations in virtually every province and territory was unprecedented.

This past year saw the organization on the other side of that cycle of rapid scale up as we demobilized our teams at dozens of sites across the country. Another critical element is that COVID-19 required specialized health capacities and the ability to deliver services that are distinct from all-hazard disaster events. This scale down and realignment of expertise is a natural dynamic for an organization responding to humanitarian emergencies and was a hallmark of the past year.

### COVID-19 Demobilization and Recovery

A number of COVID-19 specific mandates supported by the Canadian Red Cross ended

this year resulting in the demobilization of operations across the country. Isolation sites, vaccination clinics, and COVID-19 testing sites were closed, and the number of active personnel in our responses reduced significantly. The goal this past year was to work towards a sustainable baseline capacity that is structured to best meet the needs of the day, while being prepared for the disruptive events that we must anticipate.

However, as we supported continued COVID-19 recovery efforts, the Canadian Red Cross managed a \$10 million granting program for the Public Health Agency of Canada to assist with mental health impacts as a result of the pandemic, with a focus on those most vulnerable. We also began work on a \$160 million program in support of local community organizations recovering from COVID-19 impacts and increasing their resilience for future events, with that program extending into the next fiscal year. Related to this, organizationally we continue to review lessons learned from the pandemic and reassess critical health capacities for future health emergencies.



LARRY MILLS

### Alignment to All Hazards – Fires, Floods, Wind Events, and other Disasters

As we closed down COVID-19 operations, and with continued volume of all-hazard risk events with projected increasing severity and frequency, there was a need to realign structures and resources to be best suited to an all-hazards environment. Certain capacities that were imperative during a pandemic, such as extensive expertise in infection prevention and control, needed to be better balanced with the capacity required during a wide range of disruptive events.

To support our service evolution and efficacy of service delivery, Emergency Response teams were combined with our Recovery and Risk Reduction team to ensure a holistic approach to supporting individuals and communities throughout the entire continuum of emergencies – from mitigation, to response, to recovery and resilience.

### Emergency Response Operations

2022-23 was an active year responding to emergencies. The Canadian Red Cross response to the destruction from Hurricane Fiona was the largest operation in the past year with registration volumes exceeding those evacuated from the fires that impacted Fort McMurray in 2016. The Red Cross activated teams across Atlantic Canada, with more than 1,000 staff and volunteers working to support impacted communities, including at more than 30 sites across four provinces. More than 96,000 households received assistance through the Canadian Red Cross as we distributed more than \$57 million worth of aid.

Our teams also responded to emergencies in other areas of the country, with notable responses in Peguis First Nation and Mathias Columb Cree Nation communities in Manitoba, as well as assisting Ukrainian refugees across Canada.



BC Ministry of Transportation and Infrastructure

As with COVID-19, we continue to see disproportionate impacts on equity deserving populations and Indigenous communities. As such, part of our alignment efforts are around ensuring reach to those most impacted, and a stronger representative workforce including investing in our newly formed Office of Indigenous Relations and deployable Indigenous Specialists.

**Workforce**

The success of the Canadian Red Cross, as we carry out our humanitarian mission to help people and communities in Canada and around the world in times of need and support them in strengthening their resilience, is wholly dependent on our staff and volunteers. The more than 4,100 staff and 14,900 volunteers across the country have devoted their time, talents, and compassion in service of others this past year.

Efforts to foster a work environment that is welcoming, inclusive, and engaging remained a focus of the leadership team. The ongoing shift towards hybrid and remote work environments continued through 2022-23 and additional policies and practices were implemented to maximize a post-COVID workforce, including the Right to Disconnect, to provide better work life balance.

The Digital Transformation, which has been ongoing for a number of years, received increased focus and investment in the past year to ensure personnel have the technology and systems required. Key to this is the investment in our Emergency Management Information System software, which supports our emergency response operations. Benchmarks in development for the experience of the people we serve will allow continuous improvement from responses like Hurricane Fiona. Conversely, the building requirements of the organization to support personnel continued to follow the trend towards a reduced footprint. Additional reductions came in the form of the sale of the Canadian Red Cross building in Mississauga, as well as the move to reduced leases in other locations.

**Environmental Commitments**

Climate change is resulting in devastating impacts on people around the world, driving disasters, food insecurity and the loss of biodiversity in Canada and globally. The Canadian Red Cross has a responsibility to not only respond to the needs arising from climate change, but also to ensure our own environmental impacts are understood, monitored, and reduced. The Environmental Policy was launched in 2022-23, following an extensive analysis of

the organization's operations and related environmental impacts. The policy sets out our commitment to respond to climate change, reduce our environmental footprint, and increase environmental sustainability. As we look forward, the Canadian Red Cross is seeking to invest a portion of each major response in risk reduction and resilience activity, with a focus on those most impacted, including Indigenous populations.

**Larry Mills**  
Chief Operating Officer  
Chief Financial Officer



# LOOKING BACK ON A DIFFICULT YEAR



HURRICANE FIONA



UKRAINE ARRIVALS IN CANADA



EARTHQUAKE IN TÜRKIYE AND SYRIA



UKRAINE HUMANITARIAN CRISIS



PAKISTAN FLOODS

Syrian Arab Red Crescent

IFRC

Pakistan Red Crescent

# SUPPORTING CANADIANS FROM COAST TO COAST

## DISASTER RESPONSE IN CANADA

Your support helped families get through some of the most difficult times in their lives.



**260,000+** in Canada supported by the Red Cross after disasters, including wildfires, floods and severe storms.



**291** Indigenous communities and organizations supported by our Indigenous Help Desk.



**260** small businesses received recovery assistance.



**54,000** friendly calls provided to people.



**82** community organizations supported following or in preparedness for disruptive events.



**\$49.8M+** in mass financial assistance distributed to over 96,000 households impacted by Hurricane Fiona.



# YOUR GENEROSITY HAS MADE A DIFFERENCE, FROM THE ATLANTIC TO THE PACIFIC



## SUPPORT FOR PEOPLE FROM UKRAINE IN CANADA

The conflict in Ukraine has forced millions of people to flee the country, and thousands have chosen Canada as their new home. Thanks to your compassion, the Canadian Red Cross was able to provide support and assistance to these newcomers. Between the spring of 2022 and February 2023, more than 1,500 people received support tailored to their needs, ranging from lodging assistance, to restoring family links, to psychosocial support. **For more details, see our [latest update](#).**

Joseph Leger



## BRITISH COLUMBIA

People in British Columbia impacted by the 2021 wildfires and, a few months later, by major flooding, had a long and challenging road to travel to get their lives back on track. Whether living in a densely populated region like Abbotsford or an isolated area like Nicomen, these individuals and families could count on you as you provided them with financial and emotional support.

Smith & Co. Photography



## ALBERTA AND SASKATCHEWAN

Indigenous communities in Canada face a range of unique challenges, with many living in underserved areas. Drowning is one of these risks. Thanks to your support, our Indigenous Injury Prevention Program provided swimming lessons to 58 individuals in Alberta and to 96 in Saskatchewan. Since 2013, this program has trained more than 5,000 children in 91 communities and is entirely dependent on generous funding from our donors.



## NUNAVIK

Already present in this northern region of Quebec during the pandemic, the Canadian Red Cross maintained its support in 2022 by increasing the capacity of medical personnel for the Nunavik Regional Board of Health and Social Services. Depending on availability, between one and nine clinical and non-clinical Red Cross personnel are on the ground to provide services in communities without medical coverage.



## ONTARIO

Our mobile food bank is an essential service for many people in the Greater Toronto Area who, because of a temporary or permanent disability, cannot access regular food banks. In addition to providing baskets of healthy and nutritious foods, this service is also a way to combat the feeling of loneliness of many people we serve and ensure that they are doing fine.



## EASTERN QUEBEC AND ATLANTIC PROVINCES

On September 23 and 24, 2022, the post-tropical storm caused by Hurricane Fiona swept through eastern Quebec and the Atlantic provinces, resulting in a record number of requests for assistance from our organization. You heard those calls for help and, thanks to you, more than 96,000 eligible households benefited from your support. **Read more about how your generosity has made a difference and [listen](#) to a heartfelt message of gratitude.**



## MANITOBA

In July, out-of-control forest fires in the northern part of the province forced the Mathias Colomb Cree Nation to leave the area. The Canadian Red Cross coordinated the air evacuation of roughly 2,177 people.

# YOUR GENEROSITY AT WORK: HURRICANE FIONA

On September 23 and 24, 2022, a hurricane hit land in Atlantic Canada and eastern Quebec. This will be forever etched into the minds of people as winds picked up to nearly 140km/hr and torrential rain poured, knocking down power lines and trees in its wake. Thousands of residents were forced to hope for the best until Hurricane Fiona passed.

This storm was one of the strongest to ever make landfall in Canada and it left a trail of massive destruction and lengthy power outages. More than 1,200 people needed emergency shelter as it was unsafe to return to their homes.

A couple who endured the storm was Doug and his wife from Pictou County, Nova Scotia. Having

had prepared as much as they could prior to the storm, once their front door was ripped off the hinges, the severity of the storm became clear. As Doug says, "It was very scary. Pieces of roof were flying by and you're going, 'Is that my roof or the neighbour's roof?'"

Doug retold this harrowing story at one of the 33 Canadian Red Cross reception centres that were set up across the region. The Canadian Red Cross mobilized more than 520 personnel to support the response and provided assistance to more than 96,000 eligible households who were unable to meet their basic needs after the hurricane.



## YOUR IMPACT

 Provided in-person assistance to more than **42,000 people**.

 Conducted more than **6,900 conversations** for psychosocial or well-being support.

 Received more than **100,000 phone calls** through the call centre.



# UKRAINE HUMANITARIAN SUPPORT IN CANADA

On February 24, 2022, headlines shocked the world of armed conflict in Ukraine. Countless people had to make the harrowing decision to leave the life they knew behind to find safety. With thanks to our donors, Canada became a safe haven for many.

At airports across Canada, Red Cross personnel welcomed over 1,500 Ukrainian arrivals who were fleeing the conflict. Many of the those who arrived were in vulnerable situations and required additional support, including the elderly, people living with disabilities, or parents with children.

The Canadian Red Cross, in partnership with the Government of Canada, provincial governments and community organizations worked together to help ease the transition. From accommodation, food, transportation and basic needs such as referral services, psychosocial support, and connecting people with their loved ones back home – the support of our donors made it possible to extend a lifeline when it was most needed.

One of those people who was welcomed by Canadian Red Cross personnel were Ivanna and her daughter Anichka. As Ivanna says, "Although emotionally it is really difficult for us now because we are constantly worried about our relatives who stayed at home... meeting such wonderful people, like you, is like an ointment that helps heal wounds. Thank you for your patience and kindness."

In a written letter addressed to the Canadian Red Cross, Ivanna explained the emotional difficulty of leaving her husband and relatives and the positive impact of being supported by the Canadian Red Cross. The compassion and generosity of Canadians has helped so many people like Ivanna and Anichka to reach safety and receive the support they needed.

## YOUR IMPACT\*

 **1,577 individuals** received emergency financial assistance for unmet, urgent needs.

 Support was provided across **seven provinces**.

 **\$923,000** was raised through the Ukraine Humanitarian Support in Canada Appeal. *This appeal is now closed.*

\*as of February 13, 2023



People arriving from Ukraine were welcomed by Canadian Red Cross personnel.

# SUPPORTING YOUR COMMUNITY

## Community Health and Wellness

Every year, the Canadian Red Cross delivers a wide range of community support services throughout Canada to adults, vulnerable people, and their caregivers. We support people as they strive to maintain their quality of life and independence, increase their social interaction and their health and wellbeing.

### Health Equipment Loan Program Empowering Canadians

The Health Equipment Loan Program (HELP) continues to improve the lives of countless people in Canada by providing essential health equipment like walkers, wheelchairs and other mobility aids, or raised toilet seats, bath stools and other bathing aids. In total, 289,000 pieces of health equipment were loaned. This program eases some of the stress of recovery and empowers people to live with independence and dignity, while in the company of family, friends and pets in familiar surroundings.

Focal Point Studios



### Friendly Calls Program Continues to Connect

The Friendly Calls Program, designed to help people feel more connected continues to expand and benefit countless Canadians. This year, 54,000 calls were made to connect isolated adults across the country. Beginning in May 2021, the program has provided two million minutes of phone support that's benefitted people on both sides of the phone. Jason, an occupational therapist and a Canadian Red Cross volunteer says, "It was exactly what I was looking for: having a consistent person to

talk with once a week." Jason speaks weekly with Adrian about a variety of topics from keeping pet fish, singing, and history. According to the results from a survey conducted in Atlantic Canada and Ontario in June 2021, 74% of people who participated in the Friendly Calls program reported an improvement in their ability to cope with stress, and 83% noted an increase in their feelings of safety.



### Meals on Wheels Delivering More than Meals

With the rising cost of food across the country, Meals on Wheels continues to be a lifesaving program for so many. Knowing that proper nutrition is the cornerstone of good health, this year the program delivered 258,000 meals to people unable to prepare their own food so that they can live independently. The program not only provides access to nutritious meals, but in some cases also provides a safety check, health status monitoring and social interaction.

### First Aid

Over 850,000 Canadians were trained in Canadian Red Cross First Aid programs in 2022-23, a 21% increase over last year. The planned implementation of a new Learning Management System and release of a revised First Aid Program took significant leaps forward, and now allow for flexible, customized training options for our diverse audiences, with emphasis on enhancing accessibility and inclusion. Volunteers continue to enhance our work, alongside our team who, together, conducted 21 first aid course audits as part of our workplace training.

Johan Hallberg-Campbell



### Opioid Harm Reduction

With funding from Health Canada's Substance Use and Addictions Program, we released our First Aid for Opioid Poisoning Emergencies Course. The training was developed with the Canadian Red Cross Opioid Harm Reduction Advisory Council, a diverse team of subject matter experts, including individuals with lived substance use experiences and their families, friends, peers, advocates, and community members. The Opioid Harm Reduction initiative has been supported and widely shared through our network of partners and volunteers. Over 457,000 individuals were trained on opioid poisoning emergencies and 10,233 naloxone kits were distributed across Canada (except Quebec).

# INDIGENOUS PROGRAMMING

## Help Desk for Indigenous Leadership

This predominantly Indigenous team offers support for Indigenous communities, territories and nations, responding to their identified needs and building on community strengths and resources. The Help Desk co-collaborates with Indigenous leadership in four key areas: Health Promotion, Disaster Risk Management, Community Wellness and Protection and Injury Prevention. The team worked alongside 291 Indigenous communities and organizations through the past fiscal year and developed or adapted 209 resources.



## Indigenous Injury Prevention Safety Program

This team delivered programming in British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec and Nunavut using in-person, virtual, and online methods, as well as working with communities on self-directed options. Course offerings include First Aid programs including Babysitting and drowning prevention (i.e., swimming lessons). By the end of the fiscal year, programming was delivered to 1,206 participants in 37 Indigenous communities/organizations. The program reached 23 new communities and two new provinces/territories.

## Northern Programming

Nipivut, an annual youth conference co-hosted by the Canadian Red Cross and the Government of Nunavut, offered virtual workshops on a variety of topics related to Inuit Qaujimajatuqangit (Inuit way of knowing and being). The conference was attended by 328 youth from across seven communities. We also worked with the community to empower youth at 17 schools, delivering training and education sessions.

Our teams responded to 12 social emergencies in Nunavut. In Quebec, we also provided a three-day on-site workshop with James Bay Cree Nation to build their capacity to respond to social emergencies.



# SUPPORTING PEOPLE AROUND THE WORLD

From Ukraine to Pakistan, Turkiye and Syria, the Canadian Red Cross is helping save lives and delivering urgent aid to people facing some of the most difficult times in their lives.

## YOUR GLOBAL IMPACT

**93** delegates deployed to **29** countries.

**29** long-term programs delivered in **21** countries.

**\$127+ MILLION** in financial contributions to global Red Cross Red Crescent efforts

Thank you to our donors!



# YOUR SUPPORT AROUND THE WORLD

With your support, the Canadian Red Cross is providing critical life-saving aid to people impacted by emergencies, and ensuring that those most vulnerable can continue to access healthcare and urgent humanitarian aid.

Finland Red Cross



## HAITI

Following a devastating earthquake in 2021, we worked with local Red Cross partners to provide long-term recovery support, including access to healthcare and financial support to help families and communities rebuild their lives.

IFRC



## SOMALIA

Your support is bringing urgent emergency relief and healthcare assistance to families and communities in Somalia and other countries in Africa facing multiple humanitarian crises, including droughts, floods and food insecurity.

Pakistan Red Crescent



## PAKISTAN

With severe monsoon rains causing flooding that impacted 33 million people, your generosity has provided shelter, food and mobile health units for those impacted by a heart-breaking disaster.



Marko Kocic/IFRC

## UKRAINE

Your support is helping us bring urgent humanitarian aid to people impacted by ongoing conflict, including mobile health units, humanitarian experts, and other essential supplies.



Turkish Red Crescent

## TÜRKIYE AND SYRIA

The Red Cross is working to deliver urgent aid to communities hit hard by a tragic earthquake in February 2023. In Syria, where more than 90% of the population was already living in poverty, your support means access to food, shelter, medical supplies, and psychosocial support.



Ibrahim Malla / IFRC

## OCCUPIED PALESTINIAN TERRITORIES

As the long-standing humanitarian crisis continues, we are working to provide emergency medical services, relief supplies, and capacity-building for some of the most vulnerable families and communities.



IFRC

## SRI LANKA

As millions are facing food shortages and urgent humanitarian needs due to an economic crisis and the impacts of COVID-19, your support has brought relief items, shelter, healthcare and livelihoods assistance to help people rebuild their lives.

# EARTHQUAKES IN TÜRKIYE AND SYRIA

Your compassion provided relief to those affected.

In February 2023, Türkiye and Syria were struck by two of the most violent earthquakes in the last 100 years. Countless lives were lost, and many public infrastructures, homes and roads collapsed, leaving millions without shelter, services, and livelihoods. More than 22,000 relief items were sent from Canada. In addition, the Canadian Red Cross deployed humanitarian experts on-site to support their Turkish and Syrian counterparts, and also financially supported many Red Cross Movement relief operations.



Turkish Red Crescent

“I cannot describe the feeling we had when we rescued a pregnant woman and her child from under the rubble.

I never imagined I would feel so joyous and thankful amid such devastation. Everyone who witnessed this moment erupted in celebration. We celebrated hope. The power of humanity is what gave us hope and kept us going non-stop; it kept us going in sub-freezing temperatures, and it kept us full despite barely eating anything for four days straight.”

**ABDALLAH ZGHEIB**  
LEBANESE RED CROSS SEARCH AND RESCUE TEAM

# RESILIENCE: UKRAINE CRISIS AND PAKISTAN FLOODS

## Ukraine

Following the escalation of violence in February 2022, the Red Cross has embarked on a massive operation to provide humanitarian aid to those impacted by the ongoing conflict in Ukraine and its neighbouring countries. In addition to support for food, shelter and emergency supplies, the Canadian Red Cross has deployed dozens humanitarian experts, funded psychotherapists in Lviv, and deployed mobile health units to remote areas of the Cherkasy and Poltava regions. As humanitarian needs continue to grow, the Red Cross movement has also embarked on its largest emergency cash assistance program to date, with over \$288 million distributed for basic needs, health and shelter support.

## Pakistan

Last year, monsoon rainfall was almost three times higher than the country's 30-year average, shocking the world as flooding and landslides swept away entire homes, bridges, roads, and livestock and claimed the lives of many. Dangers of disease and health risks also lurked in the affected areas. The Canadian Red Cross partnered with the Norwegian Red Cross and the Pakistan Red Crescent to fund the Mobile Health Units that provided these much-needed, free of charge, health services for people like Jamila, a pregnant mother of four.

“The floods have destroyed our houses and our belongings. People in red vests came here earlier and provided us with relief items. We also received cooked food for us and our children.”

**JAMILA**  
A PREGNANT MOTHER OF FOUR



Tamara Viktor



Pakistan Red Crescent Society

# THE POWER OF YOUR PHILANTHROPY

## Strengthening Resilience for Older Adults

With the generous support of the J. Armand Bombardier Foundation, we are helping older adults live healthy, independent lives at home by strengthening their connections to local community services. Support for the Aging with Care project is part of the foundation's incredible 30-year commitment to the Canadian Red Cross, providing urgent aid during some of the most difficult emergencies in Canada and around the world, including Hurricane Fiona, the Ukraine humanitarian crisis, and the COVID-19 response in Canada.

## Creating Safer Environments for Indigenous Communities

Thanks to the Tree of Life Foundation, we are working with Indigenous communities in Saskatchewan to build capacity for emergency management and preparedness through trainings and other activities. We hosted our first in-person training in several years with key community representatives earlier this year. This is part of broader efforts to collaborate with Indigenous communities across Canada to strengthen their resilience.

## Help & Inspire Future Generations

In a world in which isolation, tensions and disaster are increasingly prevalent, you can help to ensure a future in which human beings work together with respect for one another and a willingness to find solutions to community problems.

We cannot end wars or stop crises, famines or natural disasters, but for as long as there are people like you who are prepared to help, our humanitarian spirit can endure.



Sylvia H., member of Red Cross Legacy Circle, with Alen Okanovic, Red Cross team member.

Sylvia shares why she has included a gift in her Will:

**“I support Canadian Red Cross because I believe that money goes directly to what it is meant for, whether you donate to a specific disaster appeal or in general wherever is most needed. Moreover, Red Cross is a volunteer based organization and that helps bring down its administration cost. Philanthropy runs in our family, and I want to help the Red Cross humanitarian mission now and well into the future after I am gone.”**

**SYLVIA H**

## RBC

In an inspiring demonstration of dedication and compassion, RBC and the RBC Foundation have helped the Canadian Red Cross to strengthen our emergency response services. As Canada's largest bank, RBC has proven its commitment by investing \$3 million over three years in emergency preparedness.

Mark Beckles, Vice-President of Social Impact & Innovation at RBC, highlighted the impact of this partnership, stating: “When a natural disaster strikes, Canadians often wonder, ‘How can I help?’” The partnership between RBC and the Canadian Red Cross sets a remarkable example of collaboration between the private sector and non-profit organizations. By combining their resources, expertise, and unwavering dedication, RBC and the Canadian Red Cross pave the way for a more resilient future. Together, we are creating a ripple effect of positive change that will resonate throughout communities across Canada.

As we extend our heartfelt gratitude to RBC and the RBC Foundation, we are reminded of the incredible difference that can be made when organizations and communities come together. RBC's investment in the Canadian Red Cross strengthens emergency response services and empowers Canadians to be part of the solution. Together, we can build a more resilient nation where compassion and support thrive in the face of adversity.

## Peace By Chocolate

For so many of us, chocolate stands as one of the ultimate comfort foods. For popular Nova Scotia-based confectioners Peace by Chocolate, however, chocolate is much more than just a sweet treat. In 2020, Peace by Chocolate founder Tareq Hadhad – a Syrian refugee who, along with his chocolatier family, fled the humanitarian crisis in Damascus in 2012 and relocated to Atlantic Canada where he resumed his craft – began making regular mail-in donations to Canadian Red Cross appeals.

When the Ukrainian crisis began unfolding in 2021, Hadhad reached out with an idea: what if Peace by Chocolate created a unique candy bar packaged in a custom wrapper – adorned with the word мир, which means ‘peace’ in Ukrainian – with all profits going to the Canadian Red Cross? It has now raised \$70,000.

Further support included utilizing our donation portals for appeals related to Hurricane Fiona, the Pakistan Floods, and the Türkiye and Syria Earthquakes.

“Our community supports the Red Cross,” says Tareq, “because in places all around the world where peace is lost, the Canadian Red Cross is always there offering moments of peace. With their selfless dedication, they become beacons of hope to those in need.”

## Walmart

Walmart Canada has been supporting the Canadian Red Cross since 2003, and have raised over \$64 million to date. They have been an exemplary example in raising funds to help ensure the safety and recovery of our communities in the face of disaster. The 2022 in-store campaign and corporate contribution raised an outstanding \$4.27 million to support vital community preparedness and emergency relief and recovery programming across Canada.

On average, Walmart Canada's annual support equates to funding assistance for one in four Canadians helped by the Canadian Red Cross' Emergency Management program. Over the years, Walmart continues to support communities like those impacted by Hurricane Fiona in Atlantic Canada and eastern Quebec, with purchasing and logistic support for pre-positioning emergency relief items destined for vulnerable communities. Walmart Canada and their associates remain leaders in answering the call for help. In addition to the annual campaign and corporate contribution, over \$10 million has been raised for specific Canadian Red Cross emergency appeals across Canada since 2003.



### United Way Greater Toronto

We want to extend our heartfelt appreciation to United Way Greater Toronto for their invaluable partnership over the last 50 years. Their unwavering commitment to supporting our local communities has impacted countless people.

Over the past year, 7,833 individuals were helped in the Greater Toronto Area through local Mobile Food Bank, Meals on Wheels, Transportation, Personal Disaster Assistance and First Contact programs. Together, United Way Greater Toronto and the Canadian Red Cross have exemplified the power of collaboration and compassion, working tirelessly to address pressing social challenges and provide vital assistance in times of crisis. We thank United Way Greater Toronto for their remarkable dedication to building a stronger, more inclusive Greater Toronto Area.

### 18th Annual Fundraising Event in Montréal

In September, the Canadian Red Cross held its 18th fundraising event under the theme Empowering our Communities. This annual activity in Quebec – a major fundraising event for Canadian Red Cross – has raised a total of \$1,015,400. Funds collected were attributed to the needs of the communities in Canada and also on an international scale.

“We are very proud to gather hundreds of people who all trust and support the most humanitarian organization in the world,” said both honorary

co-chairs of the event, Mrs. H  l  ne V. Gagnon and Mr. Paul C. Genest.

### 26th Exp  rience gastronomique in Qu  bec city

In November, more than 360 guests had the pleasure to attend the 26th edition of the *Exp  rience gastronomique*, and taste an exquisite dinner prepared by 10 renowned chefs. The fundraising event occurred at Fairmont Le Ch  teau Frontenac in Qu  bec City and raised \$375,000. These funds have been allocated to help individuals and families impacted by personal disasters.

Year after year, this outstanding dinner is a joyful and generous get-together where all guests share their support for the humanitarian mission of the Red Cross.



Both honorary co-chairs, **H  l  ne V. Gagnon**, Chief Sustainability Officer and Senior Vice-president, Stakeholder Engagement at CAE, and **Paul C. Genest**, Senior Vice-President at *Power Corporation of Canada* are surrounded by Conrad Sauv   (on the right), Canadian Red Cross President and CEO and by Pascal Mathieu (on the left), Vice-President, Canadian Red Cross, Qu  bec.



Honorary co-chairs, **Val  rie Lavoie**, President and Chief Operating Officer at *Desjardins General Insurance Group*, and **Genevi  ve Fortier**, Chief Executive Officer at *Promutuel Insurance* with Pascal Mathieu, Vice-President, Canadian Red Cross, Qu  bec, and   ve-Marie Lortie, master of ceremonies.

# TIFFANY CIRCLE: A YEAR OF CELEBRATIONS FOR WOMEN PHILANTHROPISTS

The Tiffany Circle (TC) is a society of women leaders and philanthropists who support the Canadian Red Cross. By investing a minimum of \$10,000 annually, Tiffany Circle Members follow in the footsteps of a long line of women leaders who have helped the Red Cross serve the most vulnerable people during times of disaster and conflict, and support healthy and safe communities, locally and worldwide.

### Total Numbers

**72** members of the Tiffany Circle, with **5** new members joining in the last year.



From left to right: Tiffany Circle Member and Vice Chair of the Canadian Red Cross Board, Miranda Hubbs, and TC members Jocelyn Souliere, and event hosts Dorothy Mills, Tara Henderson, Anna Hunt-Binkley, and Shaida Langley

### Noteworthy Events

#### Tiffany Circle in Action:

In September 2022, the Tiffany Circle members experienced an up-close look at how our state-of-the-art equipment is ready to deploy on short notice to respond and save lives. This was accompanied alongside a National Steering Committee meeting and dinner with a delegate, Lynn Henderson. Lynn has been a registered nurse for 25 years and a Canadian Red Cross international delegate for 10 years. She spoke about her deployment in Nepal during the 2015 earthquake and her recent deployment throughout Canada during the COVID-19 pandemic.

#### Red Cross in Action:

In June 2022, TC members in Kelowna lead by Anna Hunt-Binkley raised over \$2M to support our domestic emergency responses units including an adapted field hospital. In September 2022, the Tiffany Circle members experienced an up-close look at how our state-of-the-art equipment is ready to deploy on short notice to respond and save lives.

### Fundraising Highlights

#### Tiffany Circle Campaign:

The 2022 Tiffany Circle Match program ran a direct mail and digital campaign from June 27 to August 6. Tiffany Circle members contributed an impressive **\$210,000 to the matching fund**, which helped the Canadian Red Cross to reach more than **43,000 donors and raise over \$3.4 million** to support the delivery of critical, mission-driven activities and ensure we can answer calls for help.



# DIGITAL TRANSFORMATION

As we transition from Vision 2025 and start to build and validate our Vision 2030 priorities and commitments, we are focused on the successes we have shared, and lessons learned from the recent major events and COVID responses. They have reshaped new services, needs, and further highlighted the importance of continuing to invest in our digital competency and digitization efforts to provide superior service to the people we serve.

We have continued to invest in our foundational pillars to enhance effectiveness and efficiency, modernize core systems and support digital transformation. This includes the growth of our Emergency Management Information System, as well as advancing our data strategy, governance, and knowledge management functions.

With the Canadian Red Cross scale of operations expected to be maintained at high levels, mainly with natural hazard responses and a growing granting service line, it is imperative to continue to support growth in the digital landscape. More than \$40 million has been earmarked for our digital transformation over the next three years. Continued investments are planned in direct support of digitalization within our emergency management and health services, and volunteer engagement. A major focus will be placed

on the consolidation and standardization of technology solutions, including cloud-hosted enterprise applications. This will lead to reduced development and maintenance costs in addition to improved data quality and availability.

Forward-looking objectives for digital transformation will be to prioritize and adapt our vision, framework, governance structure, and roadmap to current realities and look for opportunities to leverage data and technology to better support our overall digital strategy. This transformation will continue in areas that contribute to our national operations and service lines, which will enable us to deliver on our core areas of work – responding to humanitarian crises in Canada and abroad.



# ENVIRONMENTAL PERFORMANCE

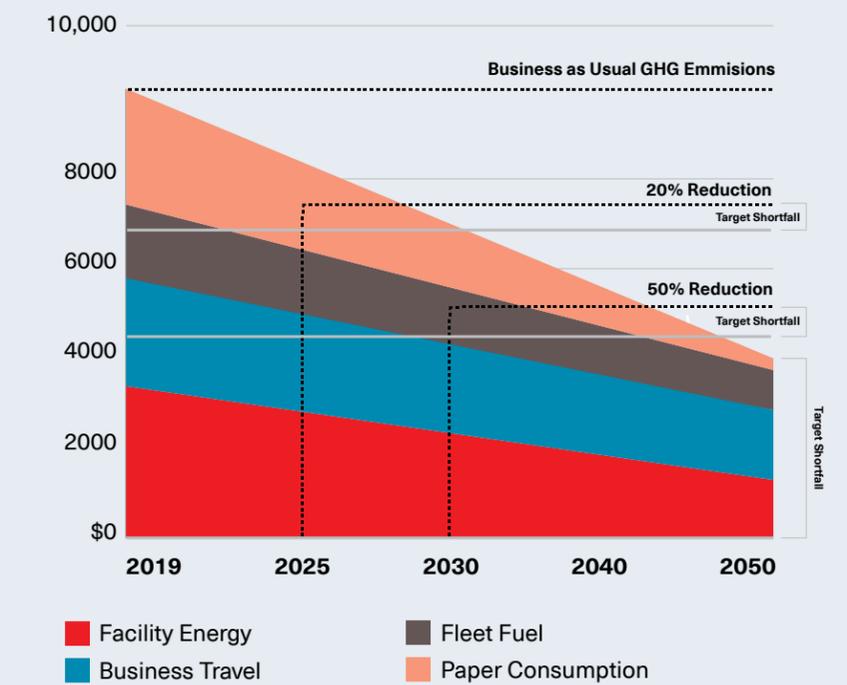
This past year, Canadian Red Cross completed an internal assessment of our operational greenhouse gas (GHG) emissions and environmental impacts. Plans were developed for reducing our operational GHG emissions and an environmental policy has been put in place.

The policy sets out the guiding principles to environmentally-tune our operations, establishes target reductions, assigns accountabilities for managing and monitoring progress, and includes guidance and direction on specific operational measures.

Significant internal assessment work has been completed to ensure that the direction, measures, and targets contained within the policy are realistic and achievable. Implementation will require estimated capital investments of \$4.2 million (primarily buildings and fleet) and annual operating cost investments of \$1.7 million up until FY2030.

These investments will accrue benefits over this same period and beyond through continued real estate divestments, increased energy efficiencies of our remaining buildings, fuel and maintenance efficiencies in our vehicle fleet, and reductions in non-essential business travel.

### Planned Targets:



These targets are focused on high-impact operational areas – buildings, vehicle fleet, and business travel. We are also taking steps to reduce our internal use of paper through greater use of enterprise digital tools and only procuring recycled paper.

# REFLECTIONS ON RISK MANAGEMENT

As a humanitarian organization, the Canadian Red Cross takes a proactive approach to risk management which enables the organization to take considered risk decisions while still operating within acceptable risk levels.

Given the nature of delivering services in emergencies, this can often require leaning into higher-risk environments. The Canadian Red Cross is able to do this through close

monitoring of its overall risk profile, which takes into account key risks, effectiveness of mitigation measures, major incidents that have occurred, major changes in operational objectives or priorities, and monitoring of external risk factors. As part of this monitoring, quarterly risk reports and an annual enterprise risk management report are provided to Canadian Red Cross executive members, as well as the Board of Directors and its respective committees for review.

Over this past year, the transition from COVID-19 programming together with an increased volume of emergency responses has resulted in increased incidents and the potential for increased risks. Our international responses in Ukraine and Türkiye, domestically in fires and floods, as well as Hurricane Fiona in Atlantic Canada, have further tested our capacity. Evolving risk management systems and new investments in risk management capacities have been critical to supporting our effective practices while enabling the Canadian Red Cross to continue to respond and support people in need of assistance in Canada and around the world.



# ORGANIZATIONAL GOVERNANCE & ACCOUNTABILITY

## CANADIAN RED CROSS SOCIETY BOARD OF DIRECTORS

The Governance of Canadian Red Cross is composed of 32 Members divided in two components that ensures a broad range of perspectives:

**16** Directors of the Board being Members by virtue of being on the Board; and, **16** National Members.

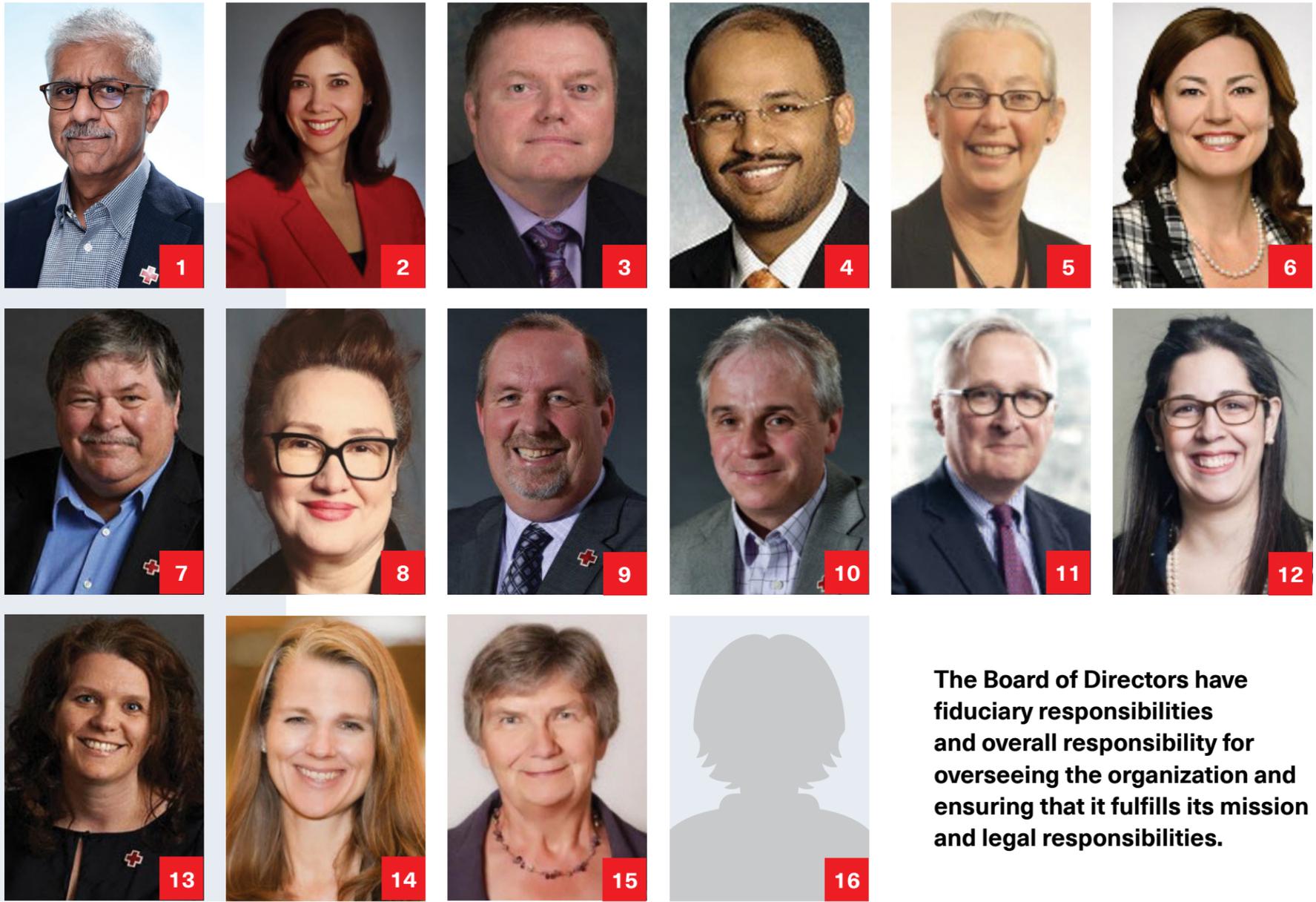
The governance structure is designed to have a broad representation reflective of the diversity of Canada, this includes:

- Geographically Pan-Canadian;
- Representative of the Official Languages of Canada;
- Inclusive of Indigenous Peoples in Canada; and,
- Reflective of gender equality and social inclusion, and the economic, cultural and demographic diversity of Canada.

### 2020 - 2023 TERM

- 1. Amit Mehra**  
*Chair*
- 2. Miranda Hubbs**  
*Vice-Chair & Chair of the Governance Committee*
- 3. Gavin Giles**  
*Past-Chair & Chair of the Nominations Committee*
- 4. Aun Ali Khokhawala** *Director/Chair of the Audit & Finance Committee*
- 5. Brenda Eaton**  
*Director/Chair of the Human Resources Committee*
- 6. Christine Hanson**  
*Director*
- 7. Harvey Wyers**  
*Director*
- 8. Joy Cramer**  
*Director*

- 9. Larry McIntosh**  
*Director*
- 10. Marco Gagnon**  
*Director*
- 11. Richard Fadden**  
*Director*
- 12. Rima Naim**  
*Director*
- 13. Tami Kjerulf**  
*Director*
- 14. Theresa Roessel**  
*Director*
- 15. Virginia West**  
*Director/Chair of the Quality Committee*
- 16. Vacant**



The Board of Directors have fiduciary responsibilities and overall responsibility for overseeing the organization and ensuring that it fulfills its mission and legal responsibilities.



## NATIONAL MEMBERS

### 2021-2024 Term

1. Omar Ali Alomar
2. Melanie Chartier
3. Denis Cormier
4. Denis Desilets
5. Roma Dubczak
6. Michelle Landsiedel
7. Matey Mandza
8. Joy Martin
9. Victoria Mitchell
10. Geoff Moon
11. Scott Osmachenko
12. Ross David Pratt
13. Rita Saliba
14. Manjit Singh
15. John Webb
16. Caberry Yu

## HONORARY GOVERNORS

Honorary Governors include past Board Chairs and leadership who continue to be passionate supporters and provide support, advice and counsel.

1. Robert L. Barnes
2. Janet Davidson
3. Armand de Mestral
4. Alan Dean
5. Mario Dionne
6. Eugene (Gene) Durnin
7. Huguette Labelle
8. Jane McGowan
9. Edward (Ted) Tanaka
10. Jon Turpin
11. Myrle Vokey
12. George Weber
13. Kate Wood
14. Sara John Fowler

### Board Committees

The Board is supported by advisory committees that work in depth with management on files relating to their areas of expertise, and make recommendations to the Board. Generally, the following Board Committees meet four times per year:

- Audit & Finance Committee
- Quality Committee
- Governance Committee
- Human Resource Committee
- Nomination Committee (and National Membership Committee sub-committee)

### Audit and Finance Committee (AFC)

The AFC is composed of Board Directors and volunteer financial experts with expertise in finance, accounting, auditing, investment, and risk management. The AFC assists the Board in the oversight of the Society's finances, in accordance with applicable arrangements and policies. This committee quarterly reviews the risks, opportunities, and financial performance of the organization. This includes receiving reports from the external auditors, reviewing financial performance and monitoring the internal control environment of the organization. Further, the Society has an independent, internal audit function that reports into the AFC which has further enhanced the corporate governance structure of the Red Cross.

### Quality Committee

The Quality Committee is composed Board Directors and volunteer quality experts with diverse experience ranging from government leadership and health care to direct service delivery. The Committee supports the organization to deliver quality services consistent with its strategic priorities and operational plan, in furtherance of its humanitarian mission. A key component of this is the Quality Management Framework and Service Catalogue, and the Quality Committee receiving the assessment and quality reports to support continuous service delivery, with a view to supporting a culture of commitment to quality and continuous quality improvement throughout the organization.

### Governance Committee

The Governance Committee is composed of Board Directors with experience in governance and executive leadership. The Committee supports the effectiveness of the Board and assesses and provides recommendations to continuously improve the governance of the Society. The Committee also provides guidance to the Board on matters related to effectiveness, development, and renewal as a governing body. It ensures that on-going engagement and communication with all Members is maintained. The Committee also carries out an annual Board assessment and plans Board retreats.

### Human Resources Committee

The Human Resources Committee is composed of Board Directors with experience in executive leadership and volunteer engagement. The

Committee reviews, monitors and recommends to the Board of Directors the performance evaluation and compensation for the President and CEO, monitors CEO and executive succession plans, provides guidance on matters related to Volunteer and Staff experience and engagement, and monitors strategic risks and opportunities related to personnel which includes but is not limited to capacity, health and safety, diversity and inclusion, integrity and complaints, policies, and compliance with legislation.

### Nomination Committee

The Nomination Committee is composed of the Board's Officers as well as the Past Past Chair, all with deep experience in the Society's Governance. The Nomination Committee meets quarterly with management to coordinate the recruitment of Directors and is responsible for proposing to the Membership the slate for election. The National Membership Committee is a sub-committee of the Nomination Committee and coordinates the recruitment and election process for National Members.



# 2022-23 FINANCIAL AND OPERATIONAL REVIEW

Over the past year, the transition of the COVID-19 pandemic to an endemic phase resulted in many pandemic-related responses coming to an end for the Canadian Red Cross. However, there continued to be a landscape of increasing disasters and emergencies that required teams from Canadian Red Cross to respond.

On the domestic side, Hurricane Fiona severely impacted the Atlantic provinces and Quebec, while major fires and floods devastated Indigenous communities in Manitoba. The recovery efforts related to the destructive 2021 wildfires and floods in British Columbia continued, and the Canadian Red Cross also supported the mass arrivals of Ukrainians seeking refuge in Canada. Internationally, we continued to support humanitarian relief efforts related to the Ukraine crisis, and also raised appeal funds in connection with the earthquakes that occurred in Syria and Türkiye.

The Canadian Red Cross delivers services in two primary fields: Emergency Management and Health. Emergency Management comprises three units: Response, Recovery, and Risk Reduction and Resilience. Health is composed of Community Health and Wellness, Prevention and Safety, and health services related to International Programming. Fee-for-service contracts and donations (restricted and unrestricted) support these vital services.

**Thanks to funding from our donors and government partners, including significant investments from the Government of Canada, the humanitarian workforce maintained by the Canadian Red Cross was drawn upon by community leadership, provinces, territories, and federal authorities to provide health, as well as response and recovery services in support of affected populations domestically and internationally.**

## Financial Performance:

### Operating Deficit and Other Income

The FY23 operating deficit before non-operating income was \$18.0 million (2022: surplus of \$43.2 million), a decrease of \$61.2 million. While our revenues stayed at similar levels, the nature of our responses and funding contracts in FY23 differed significantly from those of the previous year and allowed for a lower net contribution compared to the COVID-19 contracts that dominated FY22. In addition, in the prior year the Canada Emergency Wage Subsidy (CEWS) program contributed significantly to the overall favorable results by covering a portion of its workforce costs, which provided stability and ensured that the organization could maintain capacity to respond. The CEWS was discontinued by the government in October 2021.

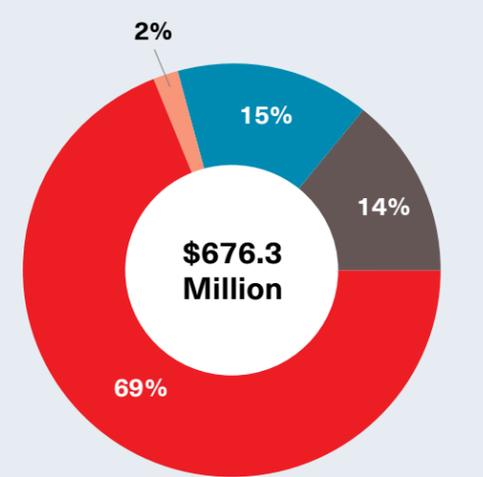
Over the past three years, the Canadian Red Cross invested in an infrastructure to deliver a wide range of COVID-19 programming, while also continuing to respond to natural hazard events. As we transition into a post-pandemic environment, the organization has planned and started to implement a reduction of its infrastructure given the change in the scale and nature of its programming.

Non-operating income earned from Investment income from our Legacy Fund and property sales totalled \$11.1 million, a decrease of \$10.7 million compared to FY22, primarily a result of a decrease of property disposals during the year.

## Revenues

Despite many COVID-19 responses ending, we have continued to see a similar volume of activities and revenues at the Canadian Red Cross over the last year, due mainly to large natural disasters and the ongoing Ukraine crisis. Our total revenues and other income were \$676.3 million [figure 1] (2022: \$685.3 million) of which Emergency Management made up \$470.0 million (2022: \$470.9 million) or 69% (2022: 69%), and our Health segment made up \$91.6 million (2022: \$103.1 million) or 14% (2022: 15%). Unrestricted fundraising revenues represented about \$102.5 million (2022: \$94.7 million) or 15% (2022: 14%), and other revenue, mainly made up of investment income and gains on sales of properties, made up \$12.1 million (2022: \$16.6 million) or 2% (2022: 2%).

FIGURE 1



■ Emergency Management
 ■ Health Revenue
 ■ Fundraising Revenue
 ■ Other Revenue

This past fiscal year, approximately half of our funding came from government sources and one quarter came from donations restricted to specific projects or events. However, the Canadian Red Cross still depends on unrestricted donations earned through annual fundraising campaign efforts for a significant portion of its infrastructure costs. Such unrestricted funds are used to support the organization's development and growth and to maintain a baseline capacity so we can surge as required.

**Operating Expenses**

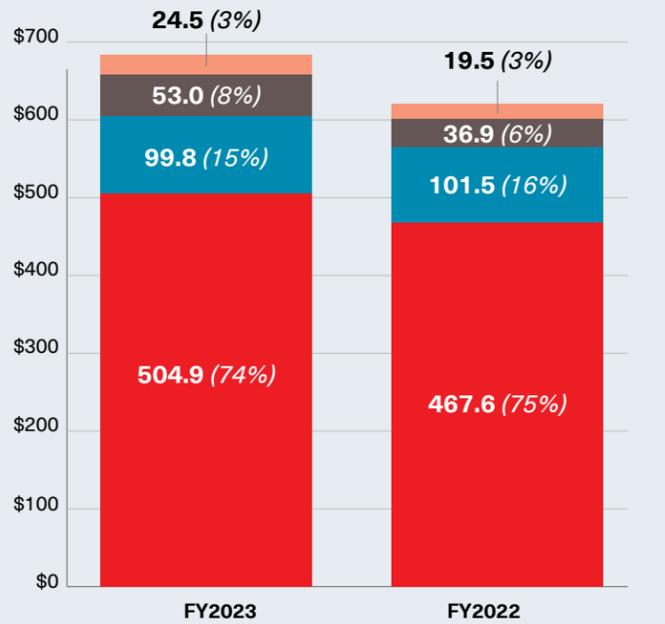
Total operating expenses increased from \$625.5 million in 2022 to \$682.2 million in 2023 [figure 2]. The COVID-19 pandemic was a transformative period for the Canadian Red Cross, requiring us to rapidly expand and adapt our services and increase investments in resources and technology. During FY23, as many of our COVID-19 funded responses came to an end, this additional capacity remained in place and the organization also faced inflationary pressure. Approximately half of the increase in total expenses is because last year's figures included CEWS subsidies, which did not recur in FY23.

The distribution of operating expenses is reflected in the chart below (support services costs, an integral part of our service delivery, are included as part of the programming costs).

**FIGURE 2**

**Total Operating Expenses (\$ Millions):**

	FY 2023	FY 2022
Total Program Expenses (Emergency Management and Health)	89%	91%
Total Fundraising Expenses	8%	6%
Governance and General Management Expenses	3%	3%
<b>Total Operating Expenses for the Year (Millions)</b>	<b>\$682.2 M</b>	<b>\$625.5 M</b>



■ Emergency Management    ■ Fundraising  
■ Health    ■ Governance & General Management

**Performance by Field of Work:**

**Emergency Management**

Emergency Management had total revenues of \$470.0 million (FY22: \$470.9 million). The revenues stayed close to the previous year, with a minor decrease of \$0.9 million.

The Emergency Management programs consists of four areas, each described in more detail:



**Readiness**

Public Safety Canada (PSC) funded the Canadian Red Cross to develop and maintain a humanitarian workforce to respond to domestic emergencies. We leveraged this capacity to support COVID-19 response efforts, including vaccination programs and bolstering public health capacities, as well as responding to disaster events. Funding revenues for this workforce were \$29.6 million (2022: \$42.5 million). The most significant costs include workforce compensation, training, and travel.

Internationally, the Canadian Red Cross and Global Affairs Canada (GAC) have a strategic partnership that supports our readiness to respond to international emergencies. Funding revenues for this partnership totaled \$4.3 million (2022: \$3.1 million). GAC funding covered 76% (2022: 68%) of costs, with the Canadian Red Cross covering the balance primarily through fundraising revenues. The most significant costs included staff compensation, training, travel, and emergency response unit inventory maintenance and storage.

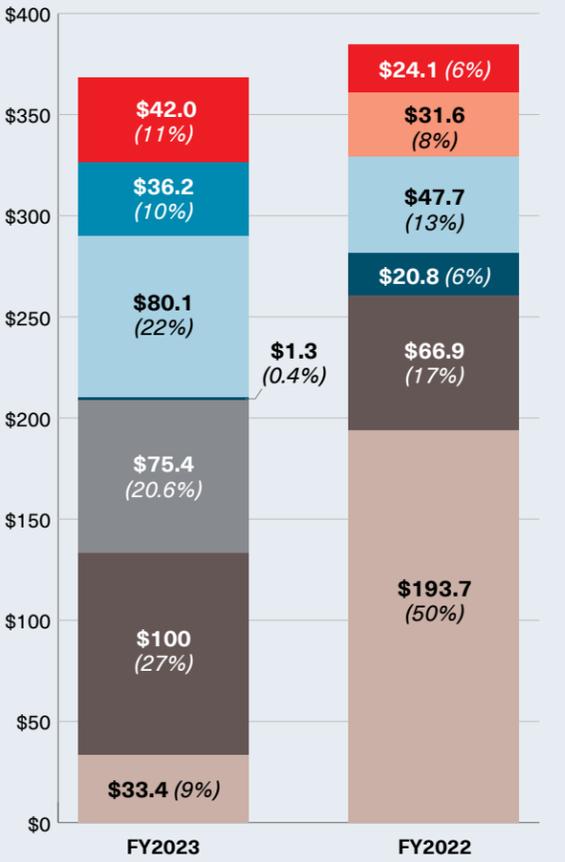
**Relief**

Relief response revenues within Emergency Management were \$368.4 million (2022: \$384.8 million). Of these revenues, \$335.0 million (2022: \$191.1 million) related to personal disaster assistance and externally funded all-hazard relief responses, while \$33.4 million (2022: \$193.7 million) related to COVID-19 relief responses. The effects of climate change continue to be seen with major floods and fires, primarily in Manitoba, and a post-tropical storm caused by Hurricane Fiona hitting the Atlantic region. The Ukraine humanitarian crisis which began late in the prior fiscal year continued to see response activities within Canada via the Ukrainian arrivals program, and internationally in Ukraine and surrounding countries. The Türkiye and Syria earthquakes have raised significant funds in the last two months of FY23; however, the majority of assistance will go out in FY24.

The graphs to the right highlight the most significant relief response revenues in millions [figure 3].

**FIGURE 3**

**Relief Revenues (in \$ Millions):**



■ Other  
■ BC Floods 2021  
■ Ukrainian Arrivals  
■ MB Wildfires, Floods, Other Responses  
■ All Other Wildfires and Floods  
■ Hurricane Fiona  
■ Ukraine Humanitarian Crisis  
■ COVID-19

**Recovery**

Revenues to support long-term recovery from various responses were \$48.7 million (2022: \$28.4 million). The increase is primarily attributable to the spending on B.C. Fires and Floods 2021 as the priority shifted from immediate relief to recovery programs funded mostly by Emergency Management and Climate Readiness (EMCR).

All-hazard recovery programming accounted for \$38.4 million (FY22: \$17.7 million) of our revenues, including the B.C. Fires and Floods 2021 recovery operations, Hurricane Fiona, and the 2016 Alberta Fires and 2017 B.C. Fires operations which continued to manage capacity building grants with communities in the areas of safety and well-being, and risk reduction, with a focus on long-term impacts and resiliency. In addition, \$10.3 million (FY22: \$10.7 million) of our revenues related to COVID-19 recovery responses, primarily on Employment and Social Development Canada (ESDC) and Public Health Agency of Canada (PHAC) funded projects.

The graphs to the right highlights the recovery response revenues in millions [figure 4].

**FIGURE 4**



**Prevention and Risk Reduction**

The Prevention and Risk Reduction service line, which mainly provides risk reduction programming in Indigenous communities, brought in revenues of \$5.9 million (2022: \$6.0 million). We continued to work with Indigenous Services Canada for our Help Desk for Indigenous Leadership program through which we partnered with more than 620 Indigenous communities, a 33% increase compared to last year, to provide virtual and in-person services in disaster preparedness, community wellness and protection, health promotion and injury prevention. The Indigenous Swim program, funded by government grants and private donors, has reached more than 970 participants in 37 indigenous communities and across five provinces and one territory.

**COVID-19 Services Revenues:**

Throughout the COVID-19 pandemic, the Canadian Red Cross has adapted its services to meet the needs of Canadians, as identified by the Health Authorities. During the past fiscal year, revenues related to COVID-19 services decreased in comparison to FY22, with many of our responses coming to an end as the pandemic transitioned to an endemic stage. COVID-19 revenues decreased from \$227.4 million in FY22 to \$41.1 million in FY23 for all emergency management and health service lines. [figure 5].

For fiscal year 2023, the Canadian Red Cross administered more than 27,000 vaccines across Ontario, supported more than 350 people in isolation and quarantine at 11 sites, and supported more than 450 sites with epidemic prevention and control services.

**Health**

**International Cooperation and Programs**

International Cooperation and Programs (ICP) had revenues of \$22.0 million (2022: \$22.9 million), which represented global programming in Africa, Asia, the Americas, and the Middle East.

The Canadian Red Cross continued to support major projects in India, Central African Republic, Syria, Haiti, and other countries. As well, we delivered programming with continued focus on delivery of health and recovery services in areas of the Bahamas, South Sudan, Syria, and Lebanon.

Overall, our programming spend was in the following geographic segments:

Africa	<b>\$8.0 million</b> (2022: \$7.1 million)
Middle East and North Africa	<b>\$6.1 million</b> (2022: \$4.6 million)
Americas	<b>\$3.6 million</b> (2022: \$4.8 million)
Asia Pacific	<b>\$2.8 million</b> (2022: \$4.1 million)

**Prevention and Safety**

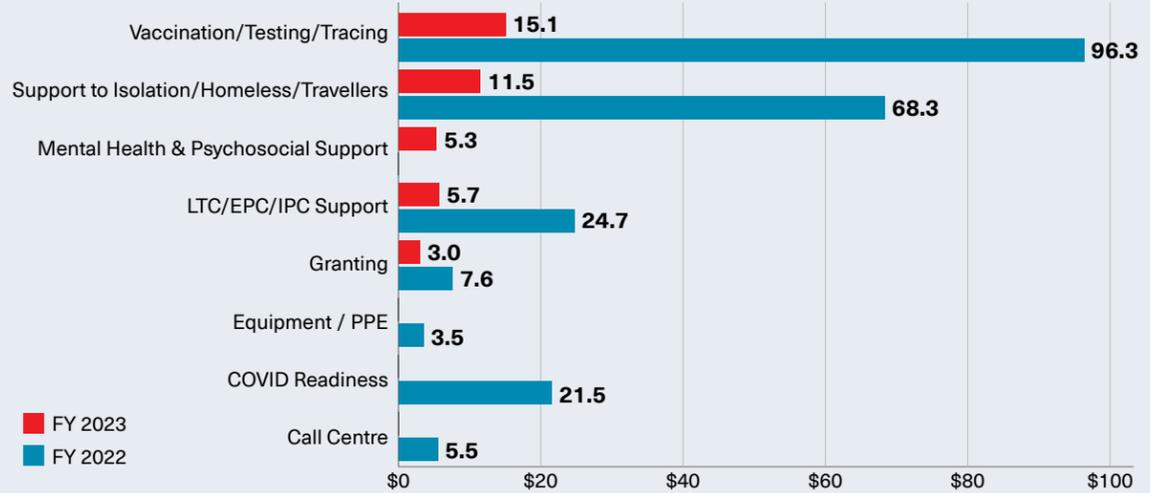
Prevention and Safety programs had revenues of \$20.5 million (2022: \$21.2 million), which comprises First Aid training sales of \$18.4 million (2022: \$16.3 million), government contracts relating to COVID-19 support and opioid prevention of \$1.7 million (2022: \$2.1 million), and Water Safety sales of \$0.4 million (2022: \$2.8 million).

First Aid revenue increased due to the end of COVID restrictions, which allowed us to resume our regular service delivery, as well as increased funding from corporate customers. COVID-19 related government contracts decreased due to the end of the personal protective equipment distribution and training contract with ESDC, but this decrease was offset by an increase in funding from Health Canada for the opioid harm reduction project. Finally, Water Safety sales decreased significantly further to the sale of the program to the Royal Life Saving Society.

The Canadian Red Cross delivered over 152,000 First Aid courses (2022: 137,000) and trained via its training partners over 850,000 (2022: 700,000) individuals across Canada.

**FIGURE 5**

**COVID-19 Revenues (Emergency Management & Health Combined) (in \$ Millions):**



Community Health and Wellness

Community Health and Wellness programs, which mostly operate in the Atlantic region, Ontario, Alberta and British Columbia had revenues of \$48.8 million (2022: \$59.0 million). This came primarily from the health equipment loan program (HELP) at \$26.5 million (2022: \$24.3 million), transportation related to health at \$5.6 million (2022: \$6.3 million), meal deliveries at \$6.3 million (2022: \$4.1 million), and community initiatives at \$8.9 million (2022: \$21.7 million). Community initiatives included COVID-19 related programming for Quebec seniors, amounting to \$5.1 million (2022: \$16.5 million). The decrease compared to the previous year primarily relates to many of our COVID-19 programs ending.

Our community health programs provided support primarily to seniors through the following services:

<b>HELP</b>	<b>289,053 pieces of equipment</b> (2022: 275,030 pieces) <b>156,180 clients served</b> (2022: 161,535 clients served)
<b>Friendly Calls</b>	<b>53,704 calls</b> (2022: 63,881 calls)
<b>Meals</b>	<b>257,364 meals</b> (2022: 261,909 meals)
<b>Transportation</b>	<b>81,746 rides</b> (2022: 62,136 rides)

The key metrics noted above demonstrate the powerful impact of the Community Health services supporting isolated seniors in Canada.

Fundraising

Fundraising raised unrestricted donations of \$102.5 million (2022: \$94.7 million) and restricted donations of \$153.0 million (2022: \$213.5 million). The increase in unrestricted donations is primarily related to a strong performance from our house mail campaigns, increased solicitation through our face-to-face fundraising following the end of COVID restrictions, as well as an increase in revenue for our foundations and grants and major gifts channels. These increases were partially offset by a reduction in bequests, as a large estate was received in the prior year. Restricted donations were lower than the prior year primarily due to the Ukraine appeal, for which \$65.5 million was received in FY23 (compared to \$111.2 million received in FY22). Other large appeals in FY23 included Hurricane Fiona, which raised \$32.9 million, and Earthquake in Türkiye and Syria which raised \$30.7 million.

**There were over 637,000 unique donors for the year, of which 161,000 were new donors, with 90,000 of those generated by appeals.**

Fundraising costs were higher than the prior year. Specifically, the costs associated with our house mail channel increased due to a larger number of campaigns which increased the mail volume, combined with increases in the costs of supplies due to inflation. In addition, investment for face-to-face fundraising increased over the prior year, returning closer to pre-COVID levels. The last two years, during which COVID restrictions were making face-to-face fundraising more difficult, resulted in lower investments in this channel.

The cost of fundraising ratio increased to 21.3% (2022: 13.6%). The increase is mainly related to the fact that last year’s donations were particularly high due to the Ukraine crisis, which lowered the FY22 ratio compared to previous years. The five-year rolling average cost of fundraising ratio for the Canadian Red cross is 25.3% (2022: 25.7%)

Overall Financial Position:

Overview

As of March 31, 2023, the Canadian Red Cross had net assets of \$238.9 million (2022: \$245.9 million), a decrease of \$7.0 million from last year, due to the current year’s excess of expenses over revenues.

Unrestricted cash or cash equivalents was in an overdraft position of \$1.6 million (2022: \$11.0 million). While our cash position improved compared to the previous year, the Canadian Red Cross’ working capital continues to include significant balances of accounts receivable and inventory which are required in order to respond in a timely fashion prior to receiving provincial and federal funding.

Externally restricted cash or cash equivalents of \$376.5 million (2022: \$218.8 million) represent restricted donations related to appeals as well as restricted grants and bequests. The increase in externally restricted cash can be attributed primarily to funds received in FY23 with respect to the Community Services Recovery Fund, a program funded by the Government of Canada and partly managed by the Canadian Red Cross to support charities and non-profits as they focus on how to adapt their organizations for pandemic recovery, for which much of the spending will happen in FY24.

Capital Investment

The net increase in capital assets of \$10.2 million (FY22: \$3.2 million) related to additional technology investments as well as leasehold improvements, offset by decreases from the

disposal of capital assets and amortization. The Canadian Red Cross is continuing its digital transformation, with our main technology investments relating to our internally developed Emergency Management Information System, which successfully launched a new release during the year, as well as the ongoing development of our Volunteer Resource Management system and the transition of our enterprise resource management system to a new platform.

The Canadian Red Cross continued to reduce its facilities footprint as part of its transition to a hybrid office model, and also in alignment with its environmental sustainability objectives. During the year, the Canadian Red Cross sold two properties (FY22: five) for total proceeds of \$12.2 million (FY22: \$22.9 million). The proceeds were internally restricted to the Canadian Red Cross’ Strategic Investment Reserve Fund (SIRF) to invest mainly in its technology investments.

Reserves Strategy

The Canadian Red Cross maintains about \$35.0 million (2022: \$35.0 million) as contingency funds to ensure the continuity of our operations, should a disruptive event impact fundraising or program revenues. These funds form part of and are invested with the Canadian Red Cross’ Legacy Fund. A portion of the investment income of this fund is internally restricted to support our operations. The March 2023 balance of this fund was \$73.9 million (2022: \$74.6 million).

The Canadian Red Cross set up a self-insurance fund of \$5.3 million to offset changes in insurance coverage related to the COVID-19 pandemic during 2021. No claims were made against this fund during the year. Our intent is to retain this fund and adapt it to self-insure certain risks. Its balance had increased to \$5.5 million, as of March 31, 2023, because of interest earned.

The SIRF continued to finance primarily technology projects, with net assets of \$27.2 million (FY22: \$29.0 million). As a result of the tight working capital conditions noted above, about \$6.5 million of the SIRF was available at year-end as the Canadian Red Cross deployed the excess cash of the SIRF to mitigate the use of the overdraft facility.

Audited Financial Statements and Other Financial Disclosures

The audited financial statements of the Canadian Red Cross and the Ukraine Humanitarian Crisis Appeal Fund, in addition to the Canada Revenue Agency annual T3010 filings, are available on the Canadian Red Cross website at [redcross.ca](http://redcross.ca).





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