



21

ANNUAL REPORT

22



## HOW TO USE THIS DOCUMENT

The humanitarian work of 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 2021–22 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 stories we share about our volunteers, staff, and the people we serve informative and inspiring.



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## ABOUT THIS REPORT

This report recognizes the impacts, achievements, and remarkable resilience and strength of our humanitarian efforts which occurred between April 1, 2021 and March 31, 2022, 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.



# 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

**‘Fulfilling’ is the word I would use to describe my time volunteering. Other than being a very well-organized and professionally-built organization with lots of resources not only for employees but also for volunteers, I would recommend the Red Cross for its great teams and atmosphere.**

*Cindy Chiu*  
Canadian Red Cross Volunteer, Calgary, AB



**READ MORE ABOUT CINDY'S  
EXPERIENCE AS A VOLUNTEER**



## MESSAGE FROM THE CHAIR OF THE BOARD

AMIT MEHRA

When I set about writing this message at the end of February, I reflected on the people we served, the challenges taken in stride by extraordinary volunteers, staff and delegates, and the rapid programmatic growth experienced by the Canadian Red Cross over the previous year. After operating within another year described as, “unlike no other,” it is understandable if it was not without challenges. Yet, due to the exceptional people committed to the humanitarian work of the Red Cross through volunteerism, employment, donations or partnerships, I believe we realized another pivotal milestone in the organization’s operational history; stronger, more capable and more visionary in outlook than ever before.

The Canadian Red Cross is continuously evolving as an organization, brought about by both internal and external forces. Motivated by rapid changes in our climate, human-caused crises, our commitment to reconciliation with Indigenous Peoples, an aging population, and the agile surge capacity developed

to meet daunting pandemic challenges, the Red Cross has formed an integrated organizational lens through which we deliver our humanitarian action and reflect on the role we play within Canada and around the world. Applying our Areas of Expertise, as defined in Vision 2025, we have been moving away from seeing ourselves as simply delivering programs. Rather, we have become inventive in our approach to integrative, innovative, and customized service delivery in order to address emerging needs. As a result, we are attracting wide-ranging endorsements, grounded upon elevated trust, from new donors, partnerships, and governments at every level; Indigenous, federal, provincial, territorial and municipal.

For the second year, the Board met virtually with our first reinstated in-person meeting held in March 2022. This virtual environment did not slow our progress nor dampen our resolve regarding our commitments to accountability, transparency, efficiency, continuous improvement and excellence in governance.

I am proud of the Board’s dedication to the governance of the Canadian Red Cross. The Board has kept its focus on advancing Vision 2025 and strategies beyond; supporting engagement and dialogue with partners within Canada and continuously with our colleagues in the International Red Cross and



Red Crescent Movement; and, ensuring oversight of enterprise risks, growth and innovation, the quality of our services, and the development and well being of our people. Working closely with the president and CEO and management team, the Board is focused on the development and implementation of strategies to achieve our commitments to environmental, social and governance issues including, but not limited to, diversity, equity, inclusion and belonging, while seeking to minimize our environmental footprint.

It is a privilege to Chair this exceptional group of individuals dedicated to the governance of the Canadian Red Cross. Having volunteered for the Red Cross myself for 20 years, it is no surprise to me that we continue to attract and engage this calibre of highly dedicated, professional, talented and mission driven individuals who take on their governance role with the commitment and significance it deserves.

The services we provide to Canadians and people in need around the world is only possible through the dedication and passion of our volunteers, staff, and international delegates. It is through their efforts to deliver impactful results to those in need, that we benefit from the support of donors, partners, and governments.

**Having volunteered for the Red Cross myself for 20 years, it is no surprise to me that we continue to attract and engage this calibre of highly dedicated, professional, talented and mission-driven individuals who take on their governance role with the commitment and significance it deserves.**

I am humbled and inspired by your contributions.

A handwritten signature in black ink that reads "Amit Mehra". The signature is fluid and cursive, written on a white background.

Amit Mehra  
Chair, Board of Directors

## MESSAGE FROM THE PRESIDENT & CEO

CONRAD SAUVÉ



**T**his past year, the impacts we have felt and delivered have been almost equal in measure. We have endured the ongoing impact of the pandemic, witnessed the evolving impacts of the climate crisis, stood in solidarity as unmarked graves were identified at former Indigenous residential schools, and witnessed the devastating impacts of armed conflict.

Yet, at the Canadian Red Cross, we have also felt hope, developed resilience and gained confidence and strength through the impacts we have made. We have seen the impact of compassion as donations surpassed historic records, and we experienced the impact of Red Cross volunteers, staff, and partners across the globe as they continued to deliver services and support to people and communities during unbelievably difficult times.

We continue to work to help those in the most vulnerable situations. Humanity, our guiding principle, has been at the forefront of all our efforts. And, we have continued to live our principles in the most challenging contexts of conflict, including impartiality: providing humanitarian assistance without discrimination as to nationality, race, religious beliefs, class or political opinion.

This report recognizes these impacts, highlights these achievements, and shares the remarkable resilience and strength of our humanitarian efforts that occurred between April 1, 2021 and March 31, 2022, in Canada and around the world.

### THE LARGEST OPERATIONS IN OUR HISTORY

#### In Canada

This past year, the Canadian Red Cross was called upon by the Government of Canada, provinces, territories, and Indigenous communities to provide support at historic levels from coast to coast to coast, notably within long-term care homes, and in remote communities. Our recruitment efforts drew record numbers of new Red Cross volunteers and staff as we continue to build capacity within our teams so we can meet the growing needs of communities and respond to ever-increasing calls for our support.

**Humanity, our guiding principle, has been at the forefront of all our efforts. And, we have continued to live our principles in the most challenging contexts of conflict, including impartiality: providing humanitarian assistance without discrimination as to nationality, race, religious beliefs, class or political opinion.**

Red Cross teams responded when communities in British Columbia were devastated by wildfires and then flooding, and our teams were also there to assist when people were evacuated in Manitoba and Ontario due to wildfires. We have more than 14,000 Red Cross volunteers who are ready to provide support during a time when people need it the most. Climate change was evident with these disasters, and within the Red Cross, we continue to prioritize climate action, with the establishment of a working group and baseline research to minimize our own environmental footprint in the work that we do.

As COVID 19 vaccinations were approved in Canada, our hope surged, and so did our support. The Red Cross supported 342,500 COVID 19 tests at approximately 150 sites

across the country, and administered more than 121,000 vaccines, becoming the single largest COVID engagement across Canada.

We expanded our Friendly Calls program and Psychological First Aid programming in response to the psychological impacts of COVID 19 as isolation and loneliness took hold with the pandemic stretching into a second year. Our Health Equipment Loan Program (HELP) provided incredible service this year with more than 275,000 medical supports loaned to those in need. New training to address the opioid crisis in Canada was also developed and incorporated into Red Cross First Aid as Canadians became more vulnerable, reaching unprecedented mortality rates.

For more than a century, the Canadian Red Cross has evolved its programming to meet emerging humanitarian needs and that evolution continues for us with the announcement of the transition out of our swim and lifeguard programming. After 76 years of proudly providing these skills to more than 40 million Canadians, the Canadian Red Cross is focusing attention on the surging humanitarian demands in other areas — such as disaster and pandemic response, opioid harm reduction and caregiving for seniors, as well as the expansion of our partnerships with First Nations communities and governments, through the Red Cross Indigenous Peoples Framework.

### Around the World

Internationally, our efforts are enhanced by collaborative partnerships with other national Red Cross and Red Crescent societies. This past year, the Canadian Red Cross had a significant role in 40 long term programs in 21 countries. These programs help to strengthen and build capacity for local teams in their response to humanitarian needs by providing supplies for direct aid, personnel with expertise, and additional resources.

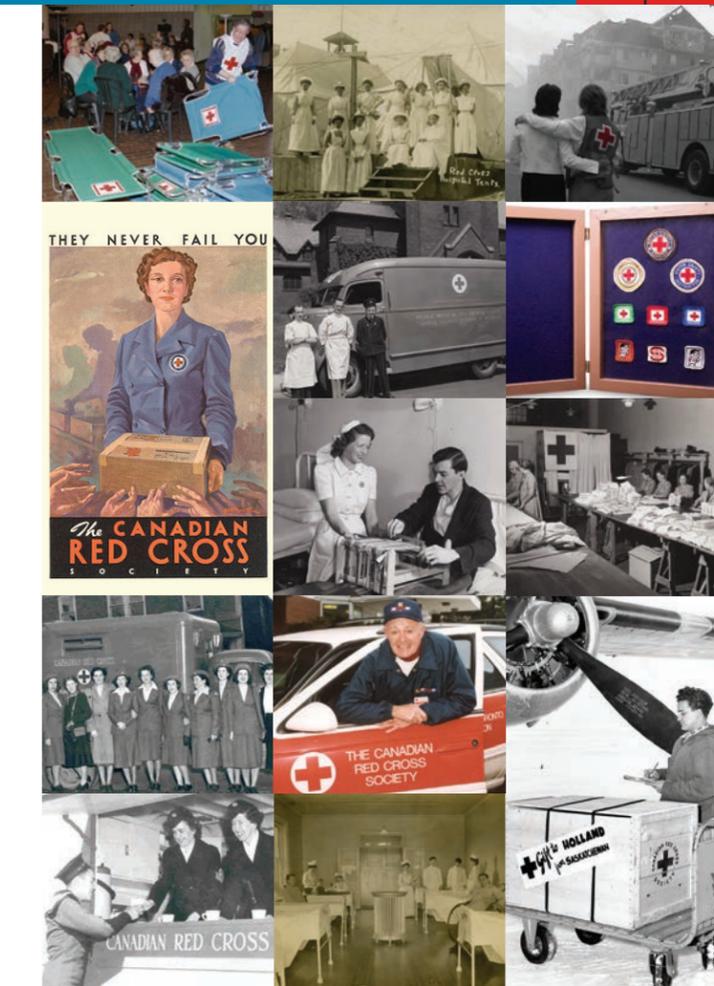
Our fiscal year came to an end shortly after the armed conflict in Ukraine began. The Red Cross was already on the ground in Ukraine, and quickly mobilized to help people by providing medical supplies, food, water, clothing, shelter, hygiene items, heating fuel, psychosocial support, and other urgent items to help those in need. We thank Canadians and the Government of Canada for supporting this vital work. We have sent funds, supplies, and humanitarian aid workers from Canada to help the people in Ukraine and surrounding countries who have been impacted by this devastating conflict.



WATCH 'IN THE FIELD WITH CONRAD: HOW RED CROSS PROVIDES LIFE-SAVING AID IN UKRAINE'



### READ HOW 2021 MARKED 125 YEARS OF RED CROSS IN CANADA



### A TIME OF TRANSFORMATION

#### Within Our Organization

The employee and volunteer workforce of Canadian Red Cross continues to embody the highest levels of professionalism and compassion. We have faced constant change, yet the organization has welcomed new expertise to the team through proactive and successful recruitment efforts and developed those who have continued to dedicate their best to our organization and mandate.

For our employees, we have invested in supports for wellbeing across the organization and have increased our focus on employee communications to ensure employees receive critical updates and see the stories of their contributions and successes. Internally, we know that the world is changing rapidly, and we are committed to our digital transformation and helping our teams to work seamlessly, wherever they are needed.

The Red Cross couldn't do what we do without the continued dedication of our staff and volunteers, and the unmatched generosity of our donors and partners. In a year of tremendous uncertainty, more people than ever before donated funding, time and passion to ensure that when a call was made, we could answer it.

Conrad Sauvé  
President & CEO

## MESSAGE FROM THE CHIEF OPERATING OFFICER

LARRY MILLS



### A HISTORICAL YEAR

**T**he Canadian Red Cross has experienced the busiest year in its history, both in terms of people assisted and in terms of the total volume of operations and programming. The trust of Canadians was evident as we recruited more than 5,000 new members to our teams, strengthened partnerships and experienced record donor support through more than \$300 million in individual and corporate donations. This remarkable year exceeded previous financial and operational highs from our responses to the Asian Tsunami and Earthquake (2004), Haitian earthquake (2010), and Alberta wildfires (2016).

Our domestic operations surged in 2021–22 with ongoing support to COVID-19 responses across Canada, alongside disaster responses to fires and floods in B.C., as well as wildfires and mass evacuations in Manitoba and Ontario. We also operated a Help Desk for Indigenous leadership, where remote communities can access Red Cross support and services that are available in six Indigenous languages.

Internationally, we supported global COVID 19 response efforts and humanitarian relief in Afghanistan, Ukraine, South Sudan, and Syria, with the fiscal year ending as the crisis in Ukraine took hold, activating our support to the Red Cross Movement's humanitarian response.

### OUR PEOPLE

The delivery of our services in communities and our support to people impacted by crises across Canada and abroad is made possible through the dedication of our volunteers, staff, and international delegates.

This year represents the second consecutive year of continuous response to the COVID 19 pandemic. As the rising frequency of climate driven events and disasters has continued unabated, our teams have demonstrated tremendous commitment and resilience in their humanitarian service. This year we deployed more than 7,350 dedicated personnel to events across Canada.

The collaboration between our local teams delivering Red Cross programs and those providing support services and specialized expertise for our operations is critical to ensuring people helped by the Red Cross receive the highest quality of support, when and where they need it.

We continued to demonstrate our agility and interoperability as we were able to mobilize personnel to support COVID 19 operations in quickly evolving environments that shifted between isolation sites, epidemic prevention and control in institutional settings, and surge support to emergent public health measures. This year has again demonstrated the collective capacity of the Canadian Red Cross as the whole Society was fully engaged; from fundraising teams, emergency response staff and volunteers, community program experts, recovery personnel, and a wide array of support services all combined to support immediate and longer term needs in Canada and around the world.

**The trust of Canadians was evident as we recruited more than 5,000 new members to our teams, strengthened partnerships and experienced record donor support through more than \$300 million in individual and corporate donations.**

### PROGRESSING OUR VISION 2025

As you read through this annual report, you will see many examples how Canadian Red Cross is progressing towards Vision 2025.

Our focus is on two fields of work (emergencies and health), four key priorities (readiness, response and recovery; preparedness and risk reduction; advancing reconciliation; and, digital transformation), and eight areas of expertise (direct assistance, training and education, volunteerism, philanthropy, capacity strengthening, influencing humanitarian action, research in action, and granting).

These areas are the foundation that we continue to build upon to help people and communities in need and support them in strengthening their resilience.

The Canadian Red Cross is truly living our vision and remaining agile to support humanitarian needs as they arise. We thank you for your interest and being a part of our journey.

Larry Mills  
Chief Operating Officer  
Chief Financial Officer

**EMERGENCY MANAGEMENT**

**EMERGENCY MANAGEMENT  
IN CANADA:  
PREPARING, RESPONDING & REBUILDING**

The Canadian Red Cross works collaboratively with all levels of government and community leadership to help people affected by emergencies and disasters. This past year, we have supported response efforts for over 100 large scale disasters or emergencies in Canada, including the fires and floods in B.C. We have also supported testing, isolation, vaccination, and long term care to help mitigate the impacts of COVID 19.

**This past year, the Canadian Red Cross has had more concurrent domestic operations for Emergency Management than ever before, managing multiple events at varying scales.**

With a network of trained volunteers across the country, the Canadian Red Cross responds on average every three hours to a disaster, wherever and whenever they occur.



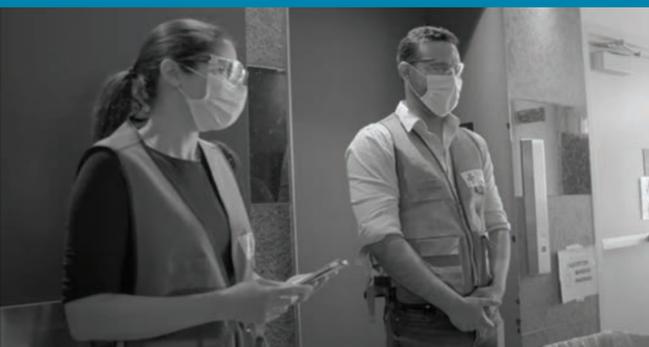
**CONTINUED SUPPORT  
IN LONG-TERM CARE**

Canadian Red Cross continued supporting residents and workers in long-term care homes during the third and fourth wave of the pandemic. At the request of and in partnership with several provincial governments, the Canadian Red Cross was mobilized to provide much-needed assistance in the form of surge personnel, training, and public health guidance.

Site managers and teams of emergency support workers were deployed to work alongside existing staff to help meet the needs of long-term care residents and provide comfort and care services, including assistance with basic daily living activities. This support was provided to long-term care homes in Saskatchewan, Manitoba, Ontario, Quebec, and New Brunswick over the past year.



**WATCH PSYCHIATRIST, WILSON  
RESTREPO, LEND A HELPING HAND IN  
QUEBEC'S LONG-TERM CARE**



**It was kind of bittersweet to see Red Cross come and help our people...and help with funds for us to kind of help us get back on our feet. I'm really appreciative of that.**

*Vivian*  
Bridge River Indian Band



**READ MORE ABOUT VIVIAN'S  
EXPERIENCE BEING FORCED  
TO EVACUATE FROM HER HOME  
BECAUSE OF THE B.C. WILDFIRES**

On average every

**3 HOURS**

Canadian Red Cross responded to a personal disaster and assisted 126 individuals daily

**\$26.6M+**

of mass cash assistance provided across 10 responses to over 13,750 households

**100+**

large-scale emergency responses in Canada

### LEVERAGING GLOBAL FRONT-LINE EPIDEMIC EXPERIENCE

With years of experience on the frontlines of disease outbreaks around the world, the Canadian Red Cross was called upon to leverage our expertise in epidemic prevention and control throughout the pandemic. Our epidemic prevention and control teams continued to be mobilized across the country this year to support various sites, including long-term care homes, rehabilitation centres, correctional facilities, and Indigenous communities in an effort to prevent and manage outbreaks.

### HEALTH IN EMERGENCIES — VACCINATION CLINICS WITH EXPERTISE & CULTURAL CONNECTIONS

The Red Cross has been responding to emergencies caused by infectious diseases long before COVID-19. Since the outset of the pandemic, its Health in Emergencies team of doctors, nurses and other health experts have brought their experience in international health emergencies, including cholera and Ebola, to relief efforts at home. In addition, many personnel bring a wealth of first-hand experience from all corners of the globe.

5,500+

deployments of emergency-response workers for COVID-19 operations across the country, in support of provincial, territorial, and federal authorities

Canadian Red Cross teams have been supporting vaccination clinics and services in Indigenous and non-Indigenous communities across the country, working with provincial health ministries and alongside local public health units. Many people showing up at the clinics are assured to find a team that not only demonstrates expertise, but also reflects cultural awareness and fluency, including diverse teams and Indigenous representation reflecting the communities served. More than fifteen languages are spoken among the Red Cross's roster of public health personnel.

### LEVERAGING OUR EMERGENCY FIELD HOSPITAL & EMERGENCY EXPERTISE TO ASSIST PANDEMIC EFFORTS

Normally reserved for international missions, during the pandemic response the Canadian Red Cross sent equipment and personnel from its emergency field hospital to help bolster local health capacity in response to COVID-19 in Canada.

1,150+

households supported through case management and assistance



## In Ontario, by February 2022, Red Cross vaccinators provided over 60,000 doses of COVID-19 vaccine at mobile clinics across the province.

Shawna Novak  
Public Health Specialist



### READ ABOUT HOW SHAWNA AND HER TEAM GUIDED PEOPLE THROUGH THE JOURNEY OF GETTING VACCINATED



55+

engagements were responded to, including testing, isolation, vaccination, and long-term care home support



## EMERGENCY MANAGEMENT

# OUR WORK IN THE COMMUNITY

During the COVID 19 pandemic, through relationships with government agencies and widespread community partnerships, the Red Cross continues to adapt to emerging needs to assist the country's most vulnerable. Here's how the Canadian Red Cross is helping or has helped over the past year:

1. Vaccination support
2. Leveraging emergency hospital expertise and deploying health equipment
3. Friendly calls
4. Support in long term care homes
5. Working with Indigenous communities
6. Testing and Screening for COVID 19 Services to Canadians returning home from abroad
7. Supporting community organizations



## HELPING TO STOP THE SPREAD

A significant program over the past year was Stop the Spread and Stay Safe! — a partnership with Health Canada and provincial and territorial authorities, offering two programming streams to help keep charities and non-profits, their personnel, and the people they serve safe:

### 1. Stop the Spread and Stay Safe! at Work:

- Participants in Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario, Prince Edward Island, or Saskatchewan received free COVID-19 rapid antigen tests, masks and support to administer an on-site screening program for their personnel and the people they serve.

### 2. Stop the Spread and Stay Safe! at Home:

- Eligible non-profits and charities in any province or territory received free COVID-19 rapid antigen tests and masks to distribute to the people they serve for use at home to stay safe.

WATCH THE STOP THE SPREAD AND STAY SAFE! PROGRAM AT IMPACT HUB OTTAWA



We knew that if the Humane Society were to experience a COVID-19 outbreak among staff, it would be catastrophic for the animals in our care.

*Melaina Slater*  
Human Resources Senior Manager,  
Humane Society, Calgary, AB



READ HOW THE CALGARY HUMANE SOCIETY (CHS) APPLIED THE STOP THE SPREAD AND STAY SAFE! PROGRAM WITH THE CANADIAN RED CROSS



1,200+

organizations participated in Stop the Spread and Stay Safe! and received over 1 million rapid COVID-19 tests and 2 million masks

54,000+

contacts made with people for mental health and psychosocial support

\$65M

distributed to community organizations

**It was so heartbreaking. They've lost so much and I think that's when it really takes your breath away.**

*Deb Hollands-McKinnon*  
Red Cross Site Manager, Lytton, B.C.



**WATCH DEB TALK ABOUT THE RESILIENCE OF COMMUNITIES THAT HAVE BEEN EVACUATED DUE TO THE B.C. WILDFIRES**



## FIRES IN B.C.

With more than 1,600 fires burning nearly 8,700 square kilometres of land, the 2021 wildfire season in B.C. was the third worst on record in terms of area burned, forcing thousands of people to evacuate their homes throughout the province.

- One of the most notable and devastating wildfires in 2021 was the Lytton Creek wildfire, which devastated the village of Lytton after a record-breaking heat wave.
- Another fire that caused significant damage was the White Rock Lake fire, which burned 78 properties and displaced thousands of people in the Central Okanagan.

The Canadian Red Cross provided relief and recovery supports, which included the registration of 4,996 households, supporting through reception and resiliency centres, and distributing more than \$5.5 million in financial assistance to eligible households. Personalized recovery services for individuals and families continue to be provided to support those affected as they return home. These services include providing financial assistance to assist with housing repair and reconstruction, information to help them make decisions and inform their next steps, help with understanding insurance and community resources, and financial support for further interim housing, as needed, or to access mental health services.

## FLOODS AND EXTREME WEATHER IN B.C.: RELIEF & RECOVERY

In November 2021, heavy rain and extreme weather in B.C. caused flooding, landslides, and power outages, which led to the evacuation of over 17,000 people. Roads were washed away, severing parts of the Lower Mainland and the Interior from the rest of the province. Red Cross personnel registered 9,758 households, supported in reception and the provision of clean up kits and provided more than \$18.5 million in financial assistance for urgent needs. Similar to the recovery supports for people impacted by the wildfires in B.C., people from eligible households impacted by the 2021 floods and extreme weather event are also receiving personalized recovery supports from the Red Cross.



Additionally, the Red Cross is supporting people from eligible households who are unable to re-enter their homes with temporary accommodation while they find a longer-term interim housing solution. Recognizing the long journey to recovery, the Canadian Red Cross will continue to provide support for those impacted in the months and years ahead.



**WATCH AN EMERGENCY RESPONSE TEAM SUPPORT THE NICOMEN INDIAN BAND IMPACTED BY THE B.C. FLOODS**



**To watch the community come together...and all these different agencies...it's such an honour [to be a part of]. It takes all of us to get through this together.**

*Debbie Blumauer*  
Volunteer Site Supervisor, B.C. Floods Response

## EMERGENCY MANAGEMENT

OUR EMERGENCY  
RESPONSE  
WORKFORCE

To use the word 'mobilization' to describe the work the Red Cross has done to deploy and engage existing and new people responding to humanitarian needs feels like an understatement.

The Red Cross was able to draw upon past experience, innovation and expertise to bring together personnel from across the organization and partners with specialties in areas such as long term care, community health, training, recruitment, psychosocial support, health and safety, and epidemic prevention and control to assist with pandemic response efforts.



WATCH INTERNATIONAL MEDICAL  
GRADUATES SUPPORT THE RED CROSS  
VACCINATION CLINIC IN HALIFAX



Working with them has just  
been an absolute blessing and  
we're so lucky to have them.

*Stacie Yates*  
Public Health Lead, Atlantic Canada

## HIGHLIGHTS

- Providing support to vaccination efforts including in remote and rural locations and Indigenous communities
- Friendly Calls Program — Red Cross volunteers provided regular, friendly calls to visit with people across the country who were isolated due to the pandemic
- Supporting returning and isolating travellers across Canada and COVID-19 testing at border sites
- Extensive outreach provided to Indigenous, northern, and rural communities — on-site and virtual support provided across the country

HEALTH, SAFETY &  
WELLBEING OF OUR TEAMS

There was an expansive volume of projects, partnerships, and new programs for the Canadian Red Cross again this year.

This meant building capacity by mobilizing existing and recruiting new people, pivoting to new priorities, and continuously adjusting to meet evolving needs and the rapidly changing environment.

Given the volume of Red Cross operations and the varied contexts in which they were taking place, we made it a top priority to establish strong and consistent COVID-19 health and safety protocols, which adapted to the pandemic, in order to help protect our teams and the people we serve. Checking in with our people to help support them as they balanced their personal commitments along with their work for the Red Cross and the people we serve was top of mind for all leaders and supervisors throughout the organization.

One of the new avenues we pursued this year was the recruitment of international medical graduates from 12 countries, many of whom came from countries that have already experienced epidemics, so their works and insights have been invaluable in supporting Canadian Red Cross efforts in designing health and safety protocols in clinical and non-clinical settings. The graduates were compelled to give back to the Red Cross as many have seen the positive impact the Red Cross made in their own home countries. The opportunity to work within their specialization in Canada was a shared benefit.

We have asked a lot of our people during the pandemic, and we recognize not only the contributions of our team members, but also their families who supported them as they helped the growing number of people who needed assistance.

## EMERGENCY MANAGEMENT

## INTERNATIONAL OPERATIONS: EMERGENCIES &amp; DISASTERS WORLDWIDE

From conflict zones to communities affected by devastating disasters or health emergencies, the Canadian Red Cross partners with other international Red Cross and Red Crescent National Societies and responds to the needs of vulnerable communities around the world. We support emergency response, recovery and longer term development by providing specialized personnel and delegates, supplies, or financial assistance in cooperation with Red Cross partners. Thanks to the generous support of Canadian donors and with the financial support of the Government of Canada provided through Global Affairs Canada, we're able to assist millions of people globally every year.

The Canadian Red Cross is one of 192 National Societies that along with the International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC) make up the world's largest humanitarian network — also known as the International Red Cross and Red Crescent Movement.

Our partnerships are key to the extensive work of Canadian Red Cross overseas. We work alongside and support local Red Cross teams and other partners to deliver essential services. They already have the networks, relationships, and cultural contexts for their communities. This approach enables the Red Cross to extend local reach and expand impact to support humanitarian operations.

WATCH A CANADIAN RED CROSS HUMANITARIAN WORKER TALK ABOUT PROVIDING SUPPORT TO PEOPLE FLEEING UKRAINE

## NEEDS FOR UKRAINE

This fiscal year, the largest international emergency has been the conflict in Ukraine. "The massive movement of people leaving the country, fleeing for safety with nothing, is beyond what the world has seen in this region since the Second World War." (Kelsey Lemon, vice-president, international cooperation and programs.) To support, the Red Cross launched a global effort to help ensure those fleeing their homes have access to basic necessities and other humanitarian aid in Ukraine and surrounding countries.

The massive movement of people leaving the country, fleeing for safety with nothing, is beyond what the world has seen in this region since the Second World War.

*Kelsey Lemon*  
Vice President,  
International Cooperation and Programs

## VOLUNTEERS — KEY TO DELIVERING SUPPORT FOR OTHERS

In all of our international operations, it's the efforts of volunteers that are most inspiring. For example, in Ukraine, the Ukrainian Red Cross quickly mobilized over 10,000 volunteers, who risked their own lives and safety to support those fleeing conflict areas or choosing to stay. In Lebanon, Red Cross volunteers run the primary ambulance service in the country. After rigorous training, Emergency Management Services (EMS) volunteers commit to doing two, 12-hour shifts a week in addition to their own busy lives. The work is incredibly difficult, particularly during the current economic crisis, but they do it because they want to help.

The Red Cross's role is to support, train, knowledge-share and empower local teams to do more, so they can reach more people with quality services. The ideal goal is to work sustainably so the local community and volunteers will be left strengthened by the support.



## SUPPORT THROUGH COVID

Thanks to support from generous Canadians, we sent urgently needed oxygen concentrators to India. We have also been working closely with other Red Cross and Red Crescent Societies around the world who are on the frontlines of the COVID-19 response to provide additional medical supplies and technical assistance as part of our ongoing support in the region.

## BEHIND THE NUMBERS

- In Syria, Canadian Red Cross trained 33 health staff on PPE, infection disease prevention and control, and risk communication in association with the COVID testing facility supported by Canada. They, in turn, will share their newfound skills with others and expand reach and impact.
- In many countries — such as Haiti, Bangladesh, Central African Republic, South Sudan, Somaliland — we invested in the local capacity to respond to COVID within their local context, ensuring the knowledge and skills would remain and develop.

### READ HOW THE RED CROSS HELPED HAITI AFTER ANOTHER DEVASTATING EARTHQUAKE



## FUTURE THREATS FROM THE THREE 'C'S

Internationally, we are seeing the compounding threats from the three Cs: COVID, Climate Change, and Conflict. These three factors are aggravating the complex issues and already extreme humanitarian needs within the world's most vulnerable populations, and we can expect to see these needs continue to increase.

In South Sudan, a long-time partner affected by conflict for years, flooding caused by climate change is forcing the movement of people, creating conflict and increasing the spread of COVID. Around the world, many regions such as South America are facing the same: climate change moves people from their traditional way of life, displacing them, increasing vulnerability and humanitarian need.

Globally, COVID has stretched already weakened health systems, and climate change is getting worse. Internationally, funding is decreasing while needs are growing. The Ukraine conflict is stretching resources for other nations like Afghanistan, South Sudan, Yemen, and Syria, and impacting the global costs of food, fuel, and transport prices. The Red Cross will continue to focus on supporting resilience and climate change adaptation, strengthening local teams and mobilizing resources with our international partners.



**\$121M+**

in financial contributions to global Red Cross Red Crescent efforts

**19**

personnel deployed internationally to support COVID-19 operations

**700,000+**

Personal Protective Equipment kits distributed internationally, including kits to Zimbabwe, Mozambique, Namibia, Zambia, Uganda, Vietnam, Nepal, and Afghanistan

**78**

delegates deployed in 39 countries

**40**

long-term programs such as COVID-19 response, emergency response strengthening, resiliency building and education in 21 countries

**82**

countries assisted globally

## STRENGTHENING COMMUNITIES: COMMUNITY HEALTH

There are health touch points in everything that we do at the Canadian Red Cross, and that is the focus of Community Health and Wellness. Over the past few years, we have transitioned into services where we can add high value, especially to Canada's aging population, supporting opportunities for innovation within our programming for seniors. The Red Cross is a leader in supporting Canadians to remain living in their homes and communities safely and with dignity through innovative and compassionate community health services. Our services are focused on promoting wellness and social inclusion, and we strive to look holistically at the needs of our clients, their families and caregivers.

### HIGHLIGHTS

The **Health Equipment Loan Program (HELP)**, provides health equipment to individuals recovering from illness or injury, and empowers people to live with independence and dignity in their own homes. It is a volunteer-supported, community-based service made possible through the support of provincial governments, health authorities, equipment donations, donor contributions, and the efforts of thousands of volunteers and professional staff.

A **transportation service** is available in some communities for those who are unable to use public transportation or private means. Our service helps people stay connected in their community by providing affordable transportation to social gatherings, medical appointments, or shopping.

**Meals on Wheels** helps to support independence by delivering affordable, nutritious, and delicious meals to members of the community who are unable to prepare their own food.

When I share with the lady that I talk to, I can just be free to say what I want to say and how I feel. And that's what's very important about this program.

*Iva Geddes-McNabb*  
Red Cross Friendly Calls program participant,  
George Gordan, First Nation, SK

### FRIENDLY CALLS EXPAND THROUGHOUT CANADA

The isolation Canadians felt due to COVID-19 has been significant and detrimental to health and well-being, so the Red Cross Friendly Calls Program expanded across the country this year to help support more Canadians who were struggling with isolation and loneliness. The program pairs a trained Red Cross volunteer or staff member with an adult who is feeling isolated or lonely, who may have limited social and family connections, or who feels they could benefit from more social interaction. Red Cross volunteers call the people with whom they are paired for a social chat and also help provide connections to community resources and other referrals, including mental health services.

### HOSPITAL-TO-HOME TRANSITION PROGRAM

In select areas across Ontario, the Red Cross assists those 55+ in their transition from hospital to home and offers services such as transportation home, assistance with acquiring prescriptions, settling in at home, meals, housekeeping, and referrals to community support services. The program is critical in supporting people to get home safely and provides vital peace of mind to those supported as well as their families and caregivers.



WATCH RED CROSS FRIENDLY CALLS PROGRAM PARTICIPANT SHARE HER EXPERIENCE WITH THE PROGRAM

## HELP

(Health Equipment Loan Program)  
was deemed an essential service during the pandemic

## WATCH A RED CROSS VOLUNTEER HELP CANADIANS WHO DO NOT HAVE ACCESS TO FOOD DUE TO COVID-19



### ENSURING THOSE AT RISK CAN ACCESS THE FOOD THEY NEED

The risk to food security is more prevalent than ever before, exacerbated by the pandemic. In partnership with the City of Toronto, Red Cross began operating the Toronto Emergency Food Delivery Program, which operated until the Fall of 2021. Built upon the

well-established Mobile Food Bank, which provides food delivery to those unable to access a traditional food bank, the Red Cross rapidly scaled the program to meet the needs of hundreds of people unable to access food due to COVID-related isolation. The program delivered pre-assembled food baskets provided by the Daily Bread Food Bank to residents of Toronto who were unable to leave their homes and did not have alternative options for food access.

**The volunteers are dedicated to providing this service so people can get what they need. Even in difficult weather situations, like winter snowstorms, the team ensures that each delivery is made.**

*Jack Brown*  
Site Manager

### FUTURE INITIATIVES

As outlined in Vision 2025, Health is one of two fields of work for the Canadian Red Cross. The following are a couple of initiatives we started to work on this fiscal year that will help form our future work in this area:

#### 1. Community Connectors/Connections

- Various models of Community Connector programming are being piloted across multiple provinces. The program is delivered by trained volunteers and staff who work to reach those who are experiencing isolation and may be disconnected from social connections and vital community services. The foundation of the program is our effort to understand an individual's needs and what is important to their overall wellbeing. The Red Cross will connect people to services in their communities, such as art classes, physical activity, or better food security. The pilot projects are occurring in Ontario, New Brunswick and Quebec and the learnings will be leveraged to develop new programming as well as more holistic, needs-based approaches within core programming.

#### 2. Canadian Institute for Social Prescribing

- This is a new national network which will link people, evidence, and share practices that connect people to community-based supports and services that can help improve their health and wellbeing. Launched in March 2022, the Canadian Red Cross is the lead agency for this initiative, which is rooted in a collective impact approach and is currently in the design phase. Social Prescribing is a promising practice that is bringing community capacity and healthcare services closer together by directly addressing the social determinants of health, from loneliness and social isolation to racism and ageism to income and housing and much more. We will be leading this work collaboratively with Canadian and international partners over the next two years. [socialprescribing.ca](https://socialprescribing.ca)



# 121,000+

COVID-19 vaccines administered by Red Cross across the country, including over 14,750 vaccines in remote and Indigenous communities

# 900+

sites supported with Epidemic Prevention and Control (EPC) service including Long-Term Care, vaccination, testing, quarantine facilities and communities

# 250,000+

meals delivered to those unable to prepare their own food so they can live independently while maintaining a healthy diet

# 62,000+

transportation rides provided to those unable to use public transportation or private means

# 15,000+

people trained in Epidemic Prevention and Control (EPC) and Personal Protective Equipment (PPE)

# 275,000+

pieces of health equipment loaned (walkers, wheelchairs, crutches, etc.)

# 342,500+

COVID-19 tests supported by Red Cross personnel at approximately 150 sites across Canada

# 63,800+

friendly calls provided to people isolated

## HEALTH

# PREVENTION & SAFETY:

## EDUCATION, TRAINING & AWARENESS

Even with COVID 19 continuing to impact our work within Prevention and Safety, our teams remained focused on our service promise to keep Canadians safe with a preventative lens, resulting in innovative learning modalities and a re-calibration on what may be needed by Canadians.



## WATER SAFETY TRANSITIONS TO NEW DELIVERY

This year, after considered review and preparation, the Red Cross began to wind down our swimming and lifeguarding training in order to direct more attention to surging humanitarian demands in other areas. Red Cross is encouraging its water safety training partners to transition to the swim and lifeguarding programs of the Lifesaving Society Canada through the course of 2022. This move ensures that Canadians will be well-served by a respected organization with a shared value for reducing drownings and aquatic-related injuries. The exception will be in First Nations communities where Red Cross will continue the training as part of the Indigenous Peoples Framework. For the Canadian Red Cross, this ends an era that began in 1946. Since then, Red Cross has provided swim training and lifesaving skills to more than 40 million Canadians.

## PROCESS & TECHNOLOGY IMPROVEMENTS BENEFIT EVERYONE

This past year, the Canadian Red Cross identified efficiencies in adopting a new learning system with one portal for all parties to access: the public, training partners, and Red Cross personnel. This replaced at least four other redundant systems in use. A seamless, single sign-on at [myrc.redcross.ca](https://myrc.redcross.ca) provides access to the entire Red Cross training catalogue, and offers a better customer experience while searching for training, managing payments, and tracking individual record-keeping.



**We are enormously proud of what we have accomplished in providing water safety training and we are truly grateful to entire generations of staff and volunteers who dedicated themselves to creating a program of the highest standard.**

*Conrad Sauvé*  
President & CEO

# 700,000+

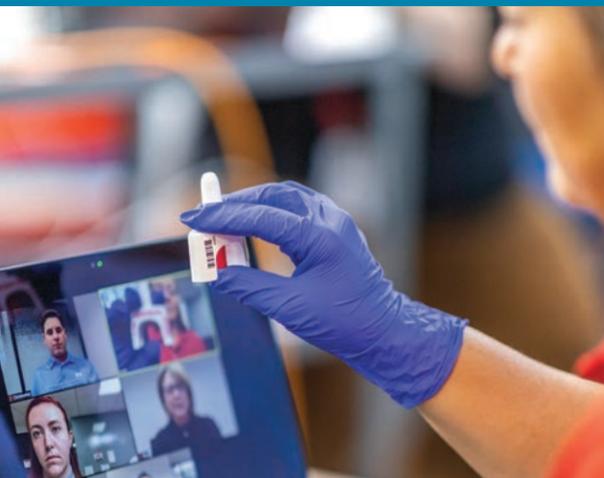
people trained in First Aid

# 400,000+

people participated in Swimming and Water Safety courses



WATCH HOW THE CANADIAN RED CROSS ADDED TRAINING TO IDENTIFY AND RESPOND TO OPIOID POISONING IN ALL ITS FIRST AID AND CARDIO-PULMONARY RESUSCITATION (CPR) PROGRAMS



## THE OPIOID CRISIS

The Canadian Red Cross has added training to identify and respond to opioid poisoning in all of its first aid and cardio-pulmonary resuscitation (CPR) programs across the country, with a focus on reaching underserved communities. The training is the first in a series funded by Health Canada's Substance Use and Addictions Program to help reduce opioid-related deaths, as rates across the country have soared. It involves understanding what opioids are, what it could look like if someone was experiencing a poisoning and learning how to intervene. Over 200,000 people have been trained this year.

## ENSURING TRUSTED THIRD-PARTY DELIVERY

This year, the Canadian Red Cross started its first Volunteer Quality-Control Council: a group of experienced pan-Canadian volunteers who scan, review and ensure that Red Cross training delivered by third parties is up to the standard a person should expect from the Red Cross.

## FIRST AID TRAINING CONSISTENTLY CONTINUED

Despite real challenges during the pandemic, the Canadian Red Cross worked hard to help ensure that there was little disruption in the first aid training we deliver through our third-party training partners and contractors. In fact, with increased access to technology, and the convenience of at-home training, the pandemic provided us the opportunity increase the amount of virtual training we deliver.

## CORPORATE TRAINING EXPANDS

The Canadian Red Cross also began using a proactive approach to expand our training, reaching more Canadians at work. This includes Psychological First Aid, a way to support those struggling through the pandemic or other aspects of life. There's also a real spike in interest in mass-training for corporations, with our quality training and trusted reputation ensuring a commitment from organizations to provide training to their personnel.



# FROM TODAY TO 2025: THE BIG PICTURE

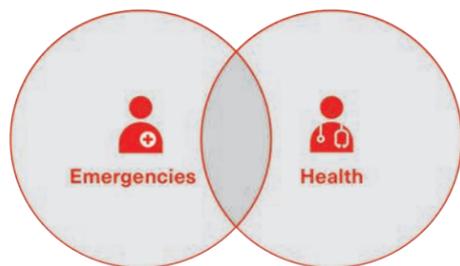
## OUR MISSION

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

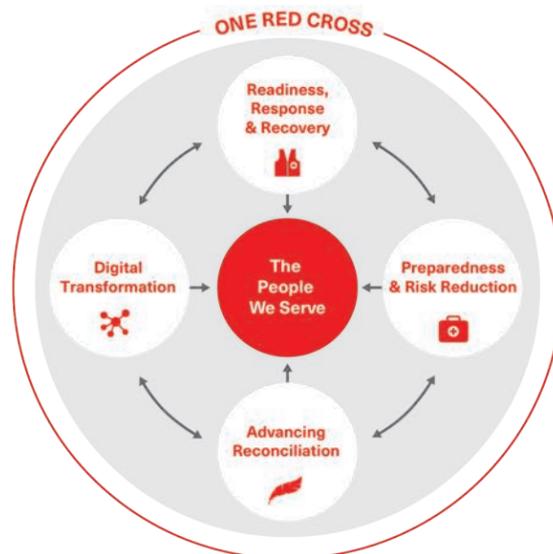
## OUR AREAS OF EXPERTISE

Direct assistance	Volunteerism	Capacity strengthening	Research in action
Training & education	Philanthropy	Influencing humanitarian action	Granting

## OUR FIELDS OF WORK



## OUR STRATEGIC PRIORITIES



## OUR COMMITMENTS



# DIGITAL TRANSFORMATION

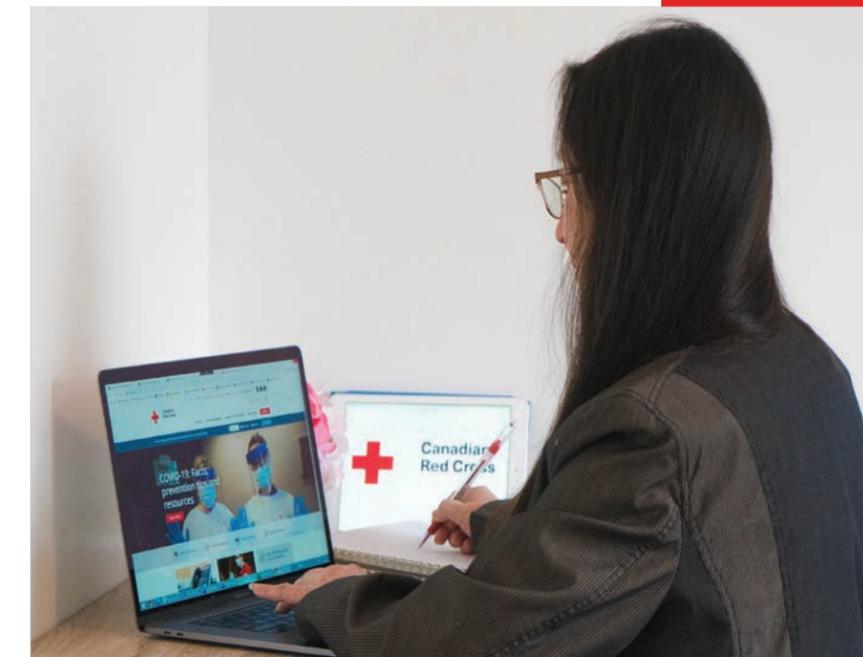
Over the last five years, the Canadian Red Cross has substantially increased financial investments in digital transformation. It is a critical part of strengthening our operations and impact in Canada and around the world. We've focused on major enterprise projects to increase the quality of our programming. This includes our Emergency Management Information System (EMIS), an online registration system that can also transfer financial assistance to those impacted by disruptive events, as well as our human resource management system, which effectively manages staff and volunteers who are deployed from coast-to-coast-to-coast to support Canadians affected by all-hazard risk events, such as COVID-19.

Our EMIS product (a proprietary asset) is supported by Canadian Red Cross Tech, an internal software development unit, to develop improved releases of the EMIS technology and sustain it long-term to meet our growing needs. And finally, as a knowledge-based organization, we are exploring ways to better share insights, expertise and lessons-learned, as this will deepen our data competences and enhance the ways we collect, manage, and transmit data.

These technological infrastructure investments have been funded, in part, by the organization's Time to Act Campaign and

the sale of its physical properties across Canada, as we began to decrease our carbon footprint and embrace a virtual and hybrid work environment. Looking forward, in March 2022, our Board of Directors approved investments in technology, facilities, and our continued specialization in Emergency Management and Health. More than \$46 million has been earmarked for our digital transformation over the coming three years.

Agility is in the DNA of the Canadian Red Cross. Throughout our history we have transformed ourselves to respond to new and emerging needs, and collective crises — most recently the global pandemic. Our forward-looking objective for digital transformation will be to ensure our systems, people, technology, and processes can sustain the demands of continuous innovation to continue to support Canadians.



# SUPPORT FOR INDIGENOUS COMMUNITIES



WATCH THE RED CROSS WORK WITH NUNAVIK COMMUNITIES TO PREVENT COVID-19 AND RAISE AWARENESS



Since the beginning of the pandemic, First Nations, Inuit and Métis communities have taken action to prevent and respond to outbreaks of COVID-19 in their communities. To help, the Canadian Red Cross provided outreach in Indigenous communities across provinces and territories, upon invitation.

This past year, the Canadian Red Cross has been engaged with more than 400 Indigenous communities across the country to support them in overcoming challenges.

500+

connections with Indigenous, First Nations leaders and communities for support

6

Indigenous languages used to provide services by the Help Desk

700

direct community-engagement consultations

8,500+

requests to the Indigenous Peoples Help Desk

14,000+

informational resources and tools shared

Having first responders on First Nations is a huge, huge bonus for us. They live on reserve and they can get there quickly to help while we wait for Emergency Management Services.

*Mike Wuttunee*  
Emergency Management Coordinator for Battlefords Agency Tribal Council (BATC), Saskatchewan



READ HOW A TRIBAL COUNCIL IN SASKATCHEWAN TRAINS LOCAL FIRST RESPONDERS

With funding from Indigenous Services Canada/ First Nations Inuit Health Branch, Red Cross has a virtual Help Desk For Indigenous leaders to access information and support for risk reduction within their communities for both COVID 19 as well as disaster events. In provinces and territories across Canada, supplies such as personal protective equipment, cots, blankets, hygiene kits and pillows, were also provided at the request of Indigenous communities.

20

COVID-related operations in collaboration with Indigenous communities

1,140

collaborations with Indigenous/First Nations Leaders and Communities for support

26

communities supported with evacuations from flood and fires across 3 provinces



WITH INDIGENOUS PEOPLES

# ENVIRONMENTAL INITIATIVES & CLIMATE ADAPTATION

The impacts of climate change are being felt with an increasing severity and frequency. Disruptive and all-hazard events: fires, floods, health emergencies, and heat waves, are at record highs throughout Canada and around the world. Within this escalating risk environment, there has been an increased reliance on the Canadian Red Cross to surge in support of public authorities, impacted individuals and communities. Last year alone, the Red Cross responded to seven medium- and large-scale fires and flooding events across Canada, including the devastating wildfires and floods in B.C.

As a response agency, we're simultaneously witnessing and addressing the dramatic effects of climate change. This has prompted the Red Cross to review and reduce our own environmental impact. We're supporting climate adaptation efforts which align to our Vision 2025 commitments and have signed on as a signatory of the global Climate Charter.

Some of our initiatives include expanding environmental sustainability considerations in our programming, reducing our carbon footprint through real estate divestments, reducing air travel, making energy efficiency upgrades, and shifting our fleet to electric vehicles.

Our Board of Directors has endorsed this work and we are actioning it internally through committees and changes to policies and practices. This will remain a priority for the Red Cross, and we will remain vigilant and increase these efforts through continued ongoing investments.



## STORY SPOTLIGHT: WILDFIRES

During the 2021 summer, more than 1,600 wildfires were recorded in British Columbia, burning over 868,000 hectares of land, and forcing thousands of people to evacuate their homes throughout the province.

The Canadian Red Cross sent close to 200 employees and volunteers from across the country to help support individuals, families and communities affected by the wildfires. Among them were 118 emergency response team (ERT) members whose daily responsibilities consists of meeting with people who have been evacuated, in reception and resiliency centres or directly in their communities and helping them complete their registration with the Red Cross.

It's a horrible thing to happen in life, so when [they] reach out and decide to share their story, to have somebody reach back with love, it means a lot. Being able to provide this support is just a beautiful thing to do.

*Cheryl Horgan*  
Red Cross Responder

READ ABOUT B.C. FIRE EXPERIENCES FROM RED CROSS RESPONDERS



## REFLECTION ON ORGANIZATIONAL RISKS & CHALLENGES

**A**s an emergency response organization, the Canadian Red Cross must have effective risk management practices while still operating with a higher appetite for risk. This means that often the imperative to support and act requires the organization to assume higher risk than others may be willing to tolerate. There is no better example of this than our COVID-19 response, where staff and volunteers deployed to sites such as long-term care homes with high infection rates to help provide comfort and care to people when health facilities were under strain.

This balancing of the humanitarian imperative to act and risk mitigation — in particular when it comes to our personnel — is guided by the organization's Risk Policy. Adopted in 2018, it is supported through our Enterprise Risk Management framework and robust incident management processes. Implementation is supported by our dedicated risk department, inclusive of deployable risk advisors, insurance specialists and occupational health and safety teams. Further, the corporate risk function monitors and supports the management of the organization's strategic risks through risk reports to the Executive, the Board of Directors, and respective committees on a quarterly basis.

Over this past year, the increased volume of emergency response needed due to COVID-19 and disruptive flood and fire events has been extraordinary, causing strain to our systems, processes, and personnel. This resulted in increased incidents and the potential for increased risks. Our existing risk management systems and new investments in risk management capacities have been critical to supporting our continued, effective practices while enabling the Red Cross to continue to respond and support affected Canadians.



# ORGANIZATIONAL GOVERNANCE & ACCOUNTABILITY



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

## CANADIAN RED CROSS SOCIETY BOARD OF DIRECTORS

### 2020–2023 Term

The 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.



**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. Bella Petawabano**  
*Director (resigned March 2022)*

**6. Brenda Eaton**  
*Director/Chair of the Human Resources Committee*

**7. Christine Hanson**  
*Director*

**8. Harvey Wyers**  
*Director*

**9. Joy Cramer**  
*Director*

**10. Larry McIntosh**  
*Director*

**11. Marco Gagnon**  
*Director*

**12. Richard Fadden**  
*Director*

**13. Rima Naim**  
*Director*

**14. Tami Kjerulf**  
*Director*

**15. Theresa Roessel**  
*Director*

**16. Virginia West**  
*Director/Chair of the Quality Committee*



## 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 meets at least four times annually and is supported

### Audit & Finance Committee

The Audit and Finance Committee is composed of volunteers and Board Directors with expertise in finance, accounting, auditing, investment, and risk management. This committee meets quarterly with management from the Society to review 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 Audit and Finance Committee which has further enhanced the corporate governance structure of the Red Cross.

### Quality Committee

The Quality Committee is composed of volunteers and Board Directors with diverse experience ranging from government leadership and health care to direct service delivery. The committee meets quarterly with management to fulfill its mandate to support 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.

### Governance Committee

The Governance Committee is composed of Board Directors with experience in governance and executive leadership and meets with management quarterly to support 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, direct service delivery and volunteer engagement, and 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, meets with management quarterly to provide 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 (& National Membership Committee sub-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.



# THE POWER OF YOUR PHILANTHROPY



**T**he call for humanitarian assistance at home and around the world has never been greater and the response has never been better! Red Cross donors have stood in solidarity with our mission, allowing us to respond as soon as a need emerges. From extreme climate-related disasters to conflicts and humanitarian crises, more than \$300 million in individual and corporate donations this past year have benefitted countless people in their time of need.

More than ever before, the Canadian Red Cross is challenged to be innovative and resourceful in our responses and our donors continue to enable us to provide the lifesaving aid the Red Cross is known for worldwide.



## PILOT PROGRAM TO PROTECT WOMEN & CHILDREN IN CONFLICT ZONES

With the generous support of The Slaight Family Foundation, the Canadian Red Cross is working with the International Committee of the Red Cross to pilot an innovative, life-saving program — The Advanced Partnership in Health — to reduce preventable deaths for women and children in conflict zones, beginning with South Sudan and the Central African Republic. Through a combination of basic health information, health supplies, and a trained team of community volunteers, we are successfully reducing illnesses and deaths from malaria, diarrhea, and malnutrition.



## LEADERSHIP PROGRAM SUPPORTS INDIGENOUS YOUTH IN B.C. & ALBERTA

The North Family Foundation and an anonymous donor are supporting the Indigenous Youth Leadership program in British Columbia and Alberta. Youth are the leaders of tomorrow, and many Indigenous youth face ongoing and historical challenges due to colonialism, climate change and COVID 19. The program will provide training and micro grants to support the next generation of Indigenous leaders.

## ANNUAL WALMART CANADA GIVING CAMPAIGN CELEBRATES 18<sup>TH</sup> YEAR

During the month of July, Walmart Canada invited their customers to donate to the Red Cross at the checkout in stores and on [Walmart.ca](https://www.walmart.ca). It was their most successful campaign to date, with Walmart matching \$820,000 in donations. Walmart Canada is the largest corporate partner of the Canadian Red Cross, and earlier in 2021 donated \$250,000 to support the expansion of the Red Cross Friendly Calls program into Alberta, Saskatchewan, and Manitoba.

# 831,671

donors and partners — including  
83,761 monthly supporters

# \$300M+

in donations through record donor support

# 2021-22 OPERATIONS & FINANCIAL OVERVIEW

Over the past year, we have continued to see waves of impact from COVID-19 that pushed our personnel and operational response capacity as Canadian Red Cross teams worked across the country to help meet emerging needs, as identified by health authorities. Along with the impacts of COVID-19, there continued to be a landscape of increasing disasters and emergencies.

In 2021, Canadians experienced unprecedented extreme weather in the form of devastating flooding, wildfires, heatwaves, and tornadoes. This past year, British Columbia was doubly impacted by disaster — destructive wildfires in the summer followed by overwhelming flooding a few months later.

Thanks to funding of our donors and the Government of Canada, the humanitarian workforce created 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. Internationally, we supported global COVID-19 response efforts and humanitarian relief in Afghanistan, Ukraine, South Sudan, and Syria.

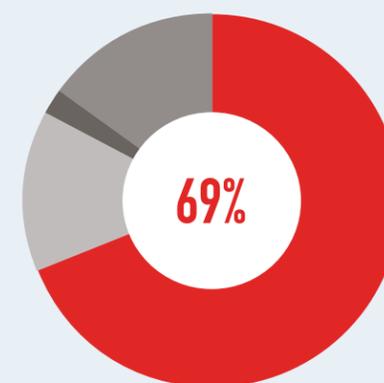
At a time when record-breaking disasters are now becoming the norm, we have seen an unprecedented volume of activities and revenue at the Canadian Red Cross over the last year, both in terms of COVID-19 response efforts as well as responses for disasters. The total revenues and other income of Canadian Red Cross were \$685.3 million (2021: \$558.1 million) of which our Health segment comprised \$103.1 million (2021: \$103.7 million). This made up 15% of our total revenues (2021: 19%). Emergency Management totaled \$470.9 million (2021: \$361.0 million) or 69% (2021: 65%), and unrestricted fundraising revenues represented about \$94.7 million (2021: \$79.5 million) or 14% (2021: 14%). This past fiscal year, government funding was the primary source of revenue for COVID-19 activities. However, the Canadian Red

Cross still depends on the fundraising efforts and generosity of Canadians for more than half of our readiness infrastructure funding. This revenue enables us to maintain a baseline capacity, so we can surge, as required [see Figure 1].

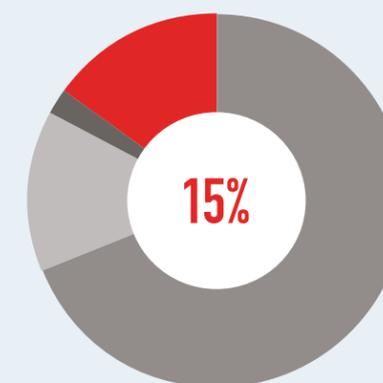
The Canadian Red Cross delivers services in two primary fields: Emergency Management and Health. Emergency Management comprises response, recovery and risk reduction, and resilience. Health comprises of community health and wellness, and health services in the context of international cooperation and programming. Fee-for-service contracts and donations (restricted and unrestricted) support these vital services.

FIGURE 1

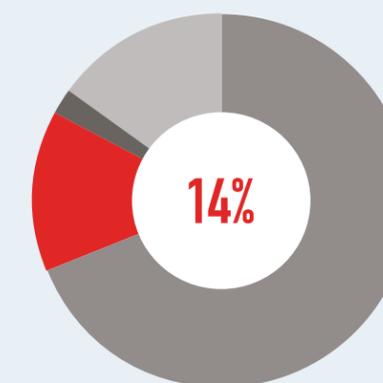
■ FY2022 \* Fiscal Year = FY (example: FY2022)



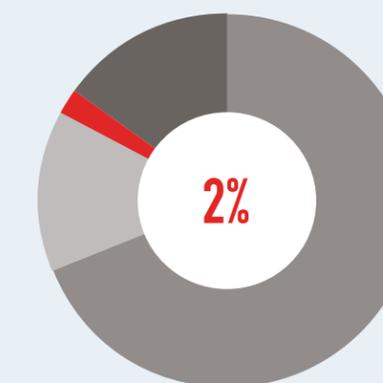
Emergency Management Revenue



Health Revenue



Fundraising Revenue



Other

## FINANCIAL PERFORMANCE

Fundraising unrestricted revenues which can be used to support the organization's development and growth increased by \$15.2 million, compared to the prior year, due to an increase in bequest revenues, as well as other fundraising efforts through house mail, major gifts, and corporate, in response to the fires and floods in B.C. and the Ukraine humanitarian crisis. Restricted program revenues increased by \$109.3 million due to COVID-19 programming, response to the B.C. fires and floods of 21/22, and the Ukraine humanitarian crisis.

### Operating Surplus & Other Income

The operating surplus before non-operating income was \$43.2 million (2021: \$13.7 million). The increase of \$29.5 million was due to a significant rise in COVID-19 and disaster responses for severe weather in western Canada in the summer and fall of 2021. As well, the Canadian Red Cross benefited from the Canada Emergency Wage Subsidy (CEWS) program, for which it was eligible due to a drop in its revenues at the onset of COVID-19, which ultimately contributed to the overall favorable results. These funds were critical for maintaining response capacities to meet the demands for services and provided funds needed to mitigate the cash flow deficiencies during the year as a result of the significant increase in the level of accounts receivable due from governments.

Investment income from our Legacy Fund and property sales, mostly over the past year, increased by \$2.6 million.

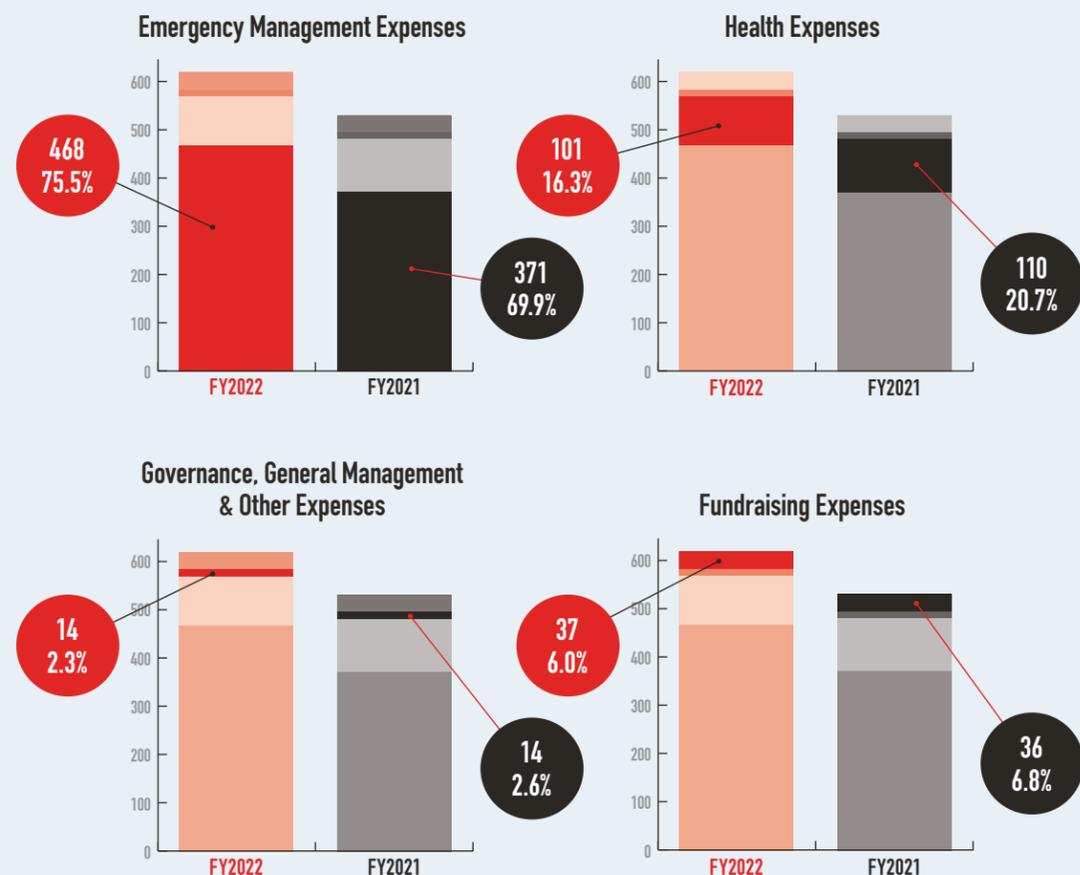
FIGURE 2

Total Expenses (Millions)

FY2022

FY2021

Total Program Expenses (Emergency Management + Health)	91%	(2021: 90%)
Total Fundraising Expenses	6%	(2021: 7%)
Governance, General Management & Other Expenses	3%	(2021: 3%)
<b>Total Expenses for the Year</b>	<b>\$620.2 million</b>	<b>(2021: \$530.9 million)</b>



The total surplus of program revenues over expenses was \$5.0 million. 2021 saw a deficiency of \$15.7 million so this increase represented \$20.7 million. We saw a net decrease in expenses because of increased recoveries from COVID-19 programming, disaster responses, and the CEWS program.

### Total Expenses

Total expenses increased from \$530.9 million in 2021 to \$620.2 million in 2022. The distribution of total expenses is reflected on page 54 [Figure 2]. Expenditure increases were in line with the increases in programming noted on page 53 [Figure 1]. Programming costs included Support Services, an integral part of our service delivery. The distribution of expenses among Health, Emergency Management and Fundraising remained consistent. We increased expenditure in Emergency Management, in relation to Health, owing to the higher number of significant responses.

In the year ending March 31, 2022, the Canadian Red Cross had a \$65.0 million surplus of revenues over expenses (2021: \$27.1 million).

The increase of \$37.9 million consisted of:

- \$43.2 million operating surplus, compared to \$13.7 million in 2021 or an increase of \$29.5 million.
- Net investment income from our Legacy Fund and property sales increase of \$2.6 million.
- Reversal of health care restructuring provision of \$5.8 million.

## PERFORMANCE BY FIELD OF WORK

### Emergency Management

Emergency Management had total revenues of \$470.9 million. Fiscal year 2022 revenues increased \$109.9 million from \$361.0 million in the previous year. This increase is attributable to the significant level of responses, generating cost recoveries. This includes continued recovery activities following the Alberta Fires in 2016, B.C. Wildfires in 2017 and 2018, and responses to B.C. Fires and Floods in 2021, in addition to responses and evacuations in Manitoba, Ontario and Saskatchewan following the wildfires, and supporting people impacted by Atlantic rainfall.



The Emergency Management programs consists of four areas:

### Readiness

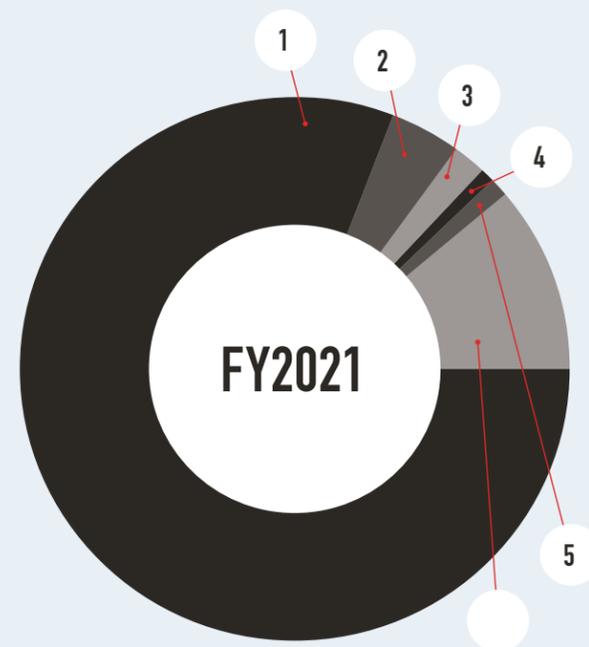
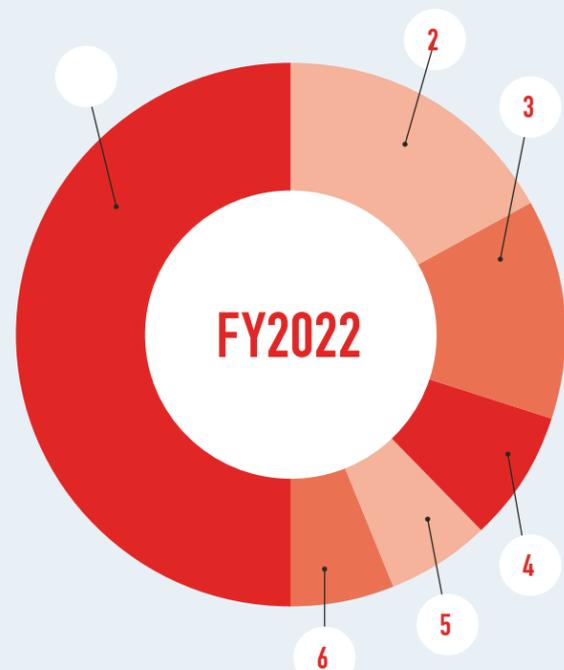
Public Safety Canada (PSC), with the support of other actors such as Health Canada, funded the Canadian Red Cross to develop and maintain a humanitarian workforce to respond to domestic emergencies. We leveraged this capacity to support COVID-19 response efforts, including vaccination programs and bolstering public health capacities, as well as responding to disaster events. Funding revenues for this workforce were \$42.5 million (2021: \$23.1 million). The most significant costs include workforce compensation, training, and travel.

*Over the past two years of the pandemic, we have responded to more than 32 federal requests for assistance, undertaken more than 127 local, provincial, and territorial engagements at the request of authorities, and partnered with Indigenous communities to assist through 52 initiatives related to COVID-19.*

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 \$3.1 million (2021: \$2.1 million). GAC funding covered 68% (2021: 66%) 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.

FIGURE 3

- 1. COVID-19 \$193.7 | 50%
- 2. Ukraine Humanitarian Crisis \$66.9 | 17%
- 3. Manitoba Wildfires & Floods \$47.7 | 13%
- 4. B.C. Floods 2021 \$31.6 | 8%
- 5. All Other Wildfires 2021 \$20.8 | 6%
- 6. Other \$24.1 | 6%



- 1. COVID-19 \$195.3 | 81%
- 2. Fort McMurray Floods 2020 \$10.9 | 4%
- 3. Manitoba Wildfires & Floods \$4.2 | 2%
- 4. Beirut Explosion \$2.2 | 1%
- 5. Hurricane Eta \$2.0 | 1%
- 6. Other \$27.4 | 11%

**Relief**

Relief response revenues within Emergency Management were \$384.8 million (2021: \$242.0 million). Of these revenues, \$191.1 million (2021: \$46.7 million) related to personal disaster assistance and externally funded all-hazard relief responses, while \$193.7 million (2021: \$195.3 million) related to COVID-19 relief responses. The effects of climate change emerged once again with major fires across the country and large-scale flooding in interior B.C. in late autumn. The Ukraine humanitarian crisis was a dominant fundraising appeal in the last two months of the year with relief funds being sent immediately due to the urgent needs.

Graphs on the left [Figure 3] highlight the most significant relief response revenues in millions.

**Recovery & Risk Reduction**

*Recovery*

Overall, revenues from the Recovery service lines were \$28.4 million (2021: \$82.8 million). The decrease this year can largely be attributed to the Employment and Social Development Canada (ESDC) granting program, ending in the 2022 fiscal year, as well as the responses to disaster events last fiscal being focused on relief first and only transitioning to early recovery recently, and COVID-19 operations not yet transitioning to recovery activities. Of these revenues, \$17.7 million (2021: \$23.6 million) related to

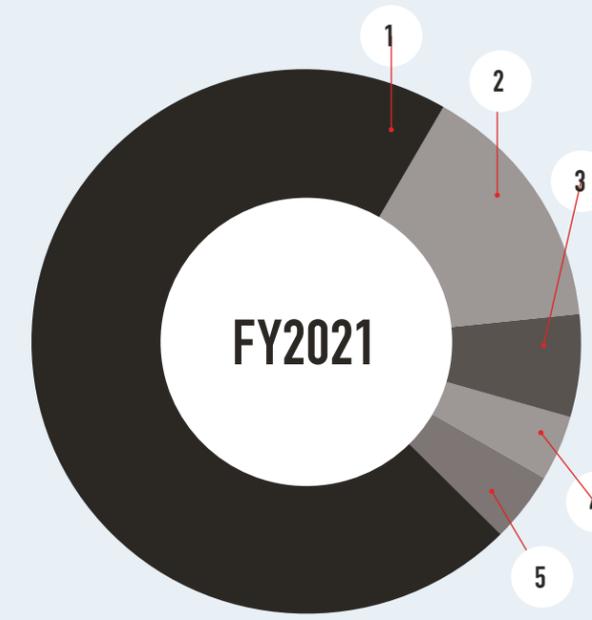
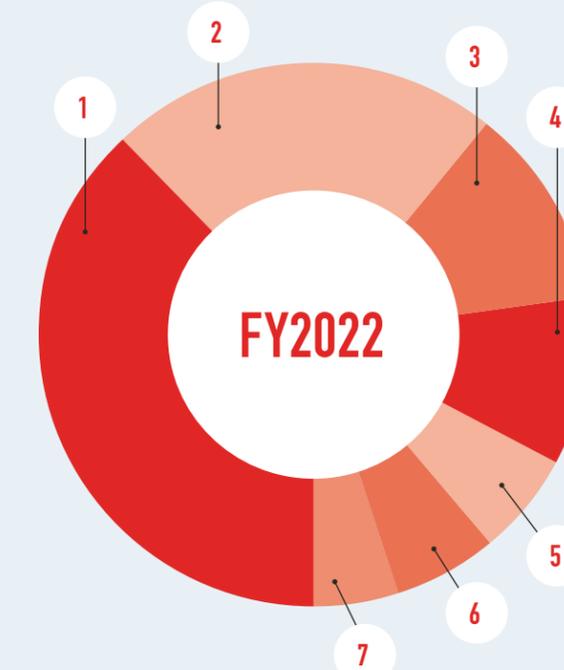
externally funded all-hazard recovery responses, while \$10.7 million (2021: \$59.2 million) related to COVID-19 recovery responses. The B.C. Fires and Floods 2021 level of spend is relatively low as the priority was immediate relief, with major recovery programs planned for the next two years. The 2016 Alberta Fires and 2017 B.C. Fires operations continue to manage capacity building grants with communities in the areas of safety, well-being, and risk reduction, with a focus on long-term impacts and resiliency.

Graphs to the right [Figure 4] highlight the recovery response revenues in millions.

*Risk Reduction*

Overall, the Prevention and Risk Reduction service line, mainly providing violence prevention and Indigenous programming, brought in revenues of \$6.0 million (2021: \$5.7 million). The increase in revenues was due to increased funding from Indigenous Services Canada for the Help Desk for Indigenous Leadership. With this funding, we have been able to work in partnerships with more than 416 Indigenous communities to provide virtual services in Epidemic Prevention and Control guidance and training, disaster preparedness, virtual site assessments following disaster events, and risk reduction.

- 1. COVID-19 \$10.7 | 38%
- 2. Alberta Fires 2016 \$6.6 | 23%
- 3. B.C. Fires 2017 \$3.4 | 12%
- 4. B.C. Floods 2021 \$3.0 | 10%
- 5. B.C. Fires 2021 \$1.8 | 6%
- 6. N.S. Stronger Together \$1.6 | 6%
- 7. Other \$1.3 | 5%



- 1. COVID-19 \$59.2 | 71%
- 2. Alberta Fires 2016 \$12.1 | 15%
- 3. B.C. Fires 2017 \$5.0 | 6%
- 4. N.S. Stronger Together \$3.5 | 4%
- 5. Other \$3.0 | 4%

### COVID-19 Services Revenues

Throughout the COVID-19 response, the Canadian Red Cross has adapted its services to the waves of impacts of COVID-19 to meet the needs of Canadians. In fiscal year 2022 we saw an increased demand for services for supporting isolation of those returning from abroad, testing for cross-border travelers, as well as vaccination services. We continued to provide support in outbreak settings and deploying personnel to stabilize public health capacities [see Figure 5].

*For fiscal year 2022, the Canadian Red Cross administered more than 121,000 vaccines across the country, made more than 63,800 friendly calls to isolated seniors, supported more than 15,000 people in isolation and quarantine at 34 sites, supported over 342,500 COVID tests at 150 sites, and supported more than 900 sites with epidemic prevention and control services.*

### Health

#### International Cooperation & Programs

International Cooperation and Programs (ICP) had revenues of \$22.9 million (2021: \$21.7 million), which represented global programming in Africa, Asia, the Americas, and the Middle East.

The Canadian Red Cross continued to support COVID-19 needs in India, Mali, China, Somaliland, 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>\$7.1 million</b> (2021: \$6.4 million)
Middle East & North Africa	<b>\$4.6 million</b> (2021: \$2.6 million)
Americas	<b>\$4.8 million</b> (2021: \$3.1 million)
Asia Pacific	<b>\$4.1 million</b> (2021: \$6.2 million)

The deficiency of revenues over expenses in fiscal year 2022 decreased by \$0.4 million from fiscal year 2021 due to the increases in overall programming year over year.

#### Prevention & Safety

Prevention and Safety programs had revenues of \$21.2 million (2021: \$26.7 million), which represent First Aid training sales of \$16.3 million (2021: \$12.1 million), Water Safety sales of \$2.8 million (2021: \$0.8 million) and government contracts relating to COVID-19 support and opioid-use-disorder prevention of \$2.1 million (2020: \$13.8 million). The increase in revenue for First Aid and Water Safety programs relates to the relaxing of COVID-19 restrictions, which allowed us to resume service delivery. Government contracts decreased due to the end of the personal protective equipment distribution and training

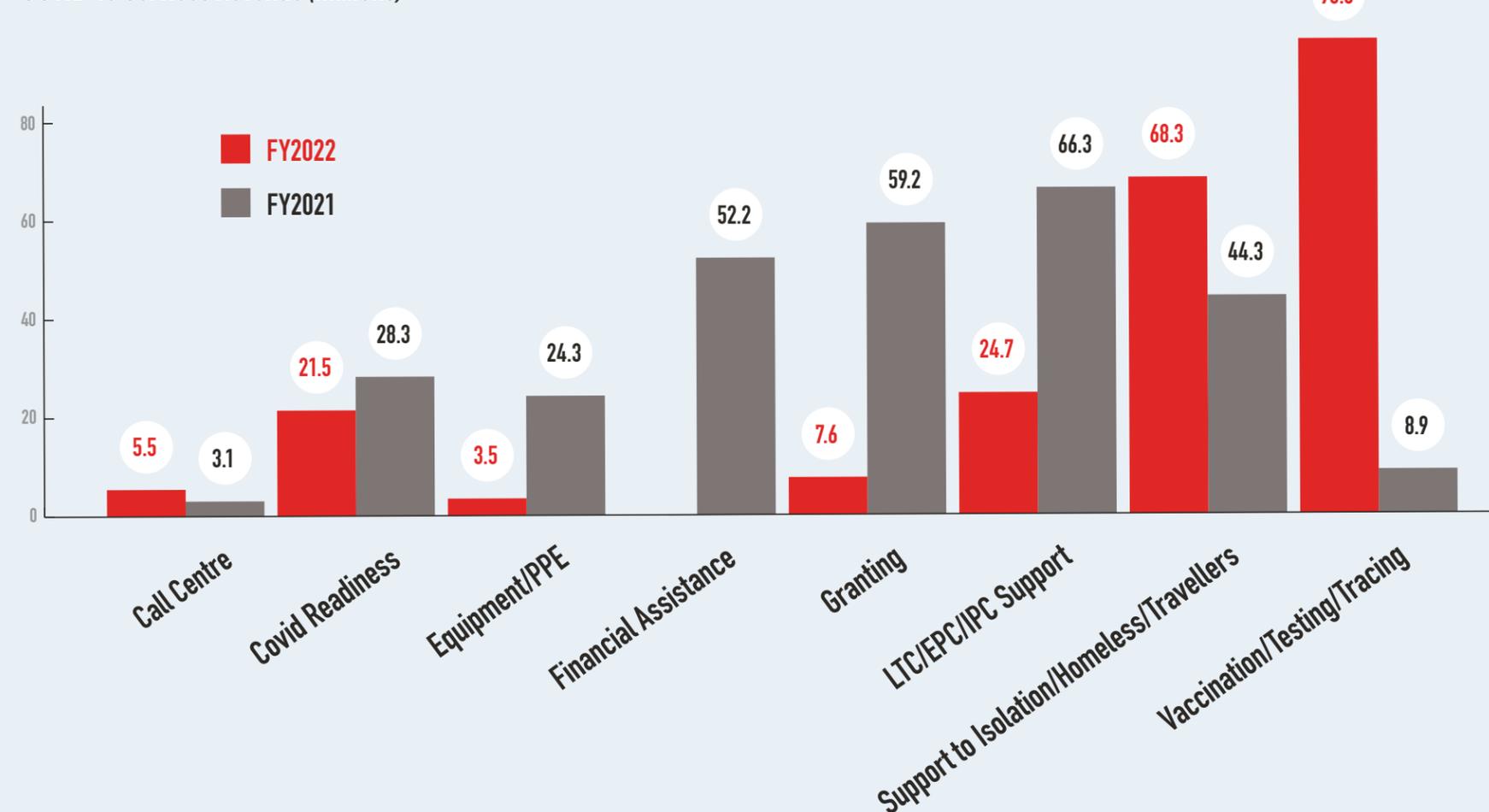
contract with ESDC, partially offset by new revenue from the opioid harm reduction project with Health Canada. Overall, there was a net increase from a deficit in fiscal year 2021 to surplus in fiscal year 2022 of \$2.4 million after COVID-19 restrictions eased, allowing more in-person training with increased capacity.

*The Canadian Red Cross delivered over 137,000 First Aid courses (2021: 97,000) and trained via its training partners over 700,000 (2021: 453,000) individuals across Canada. As well, 400,000 (2021: 109,000) children and youth participated in Water Safety courses.*

#### Community Health & Wellness

Community Health and Wellness programs, which mostly operate in the Atlantic region, Ontario, Alberta and British Columbia had revenues of \$59.0 million (2021: \$55.3 million). This came primarily from the health equipment loan program (HELP) at \$24.3 million (2021: \$21.8 million), transportation related to health at \$6.3 million (2021: \$5.3 million), meal deliveries at \$4.1 million (2021: \$4.9 million) and community initiatives at \$21.7 million (2021: \$13.5 million). Community initiatives included COVID-19 related programming for Quebec seniors, amounting to \$16.5 million. Home support services saw revenues decrease; in 2022, they totaled \$1.5 million, down from \$9.4 million in 2021. This can be attributed to the Canadian Red Cross's intentional exit from delivery of these services.

COVID-19 Services Revenue (Millions)



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

<b>HELP</b>	<b>275,030 pieces of equipment</b> (2021: 255,682 pieces)
	<b>161,535 clients served</b> (2021: 150,105 clients served)
<b>Friendly calls</b>	<b>63,881 calls</b> (2021: 52,052 calls)
<b>Meals</b>	<b>261,909 meals</b> (2021: 280,987 meals)
<b>Transportation</b>	<b>62,136 rides</b> (2021: 24,016 rides)

Health programs experienced a surplus of revenues over expenses of \$2.1 million in 2022 compared to a deficiency of \$2.4 million in 2021 because of additional services provided in response to COVID-19, increased revenue in Quebec community initiatives, and increased contract revenues in HELP in British Columbia and New Brunswick. The key metrics noted above demonstrate the powerful impact of the Community Health and COVID-19 programs on seniors in Canada.

#### Fundraising

Fundraising raised unrestricted (\$94.7 million noted previously) and restricted donations of \$213.5 million (2021: \$53.2 million). The overall increase is largely attributable to the Ukraine Humanitarian Crisis Appeal which raised \$111.2 million to year end, and B.C. Floods and Extreme Weather Appeal which raised \$75.6 million. In addition, unrestricted

donations increased due to raised awareness from the Ukraine, B.C. Floods and COVID-19 appeals — especially through online, house mail, major gifts, and corporate channels. There was also a \$10.6 million increase in bequest revenue from the prior year, which included a \$5.0 million contribution from one estate.

There were over 831,000 unique donors for the year, of which 328,000 were new donors, with 235,000 of those generated by appeals.

While the unrestricted cost of fundraising remained constant in 2022 compared to 2021, the total cost including the cost of restricted appeal donations increased from last year (2022: \$40.1 million; 2021: \$37.1 million). The significant increase in donations was mainly from the Ukrainian Humanitarian Crisis and B.C. Floods and Extreme Weather appeals which offset the modest increase in fundraising costs, resulting in a significant decrease in the fundraising ratio (2022: 13%; 2021: 27.9%). The five-year rolling average cost of fundraising ratio for the Canadian Red Cross is 25.7% (2021: 25.4%).

It is also important to note that the cost of fundraising for emergency appeals continues to be on average well below our policy limit of 5%. As of March 31, 2022, the cost of fundraising ratio for the Ukraine Humanitarian Crisis Appeal was 2%; B.C. Floods and Extreme Weather Appeal was 1.6%; and, B.C. Fires Appeal was 1.9%.

## OVERALL FINANCIAL POSITION

### Overview

As of March 31, 2022, the Canadian Red Cross was in a strong financial position with net assets of \$245.9 million (2021: \$180.8 million) which increased by \$65.1 million from last year, due to the excess of revenues over expenses. This surplus was due to emergency response work relating to COVID-19, disaster appeals, the reversal of the health restructuring accrual, and the gains on facility sales throughout the year.

Unrestricted cash or cash equivalents was in an overdraft position of \$11.0 million (2021: positive position of \$5.1 million). The decrease in cash was primarily to finance COVID-19 receivables from provincial and federal governments over the last two quarters. As the Canadian Red Cross acts in response to emergencies, it frequently commences services prior to receiving funding. The federal government's wage subsidy program enabled the Canadian Red Cross to provide ongoing services during this period.

Externally restricted cash or cash equivalents of \$218.8 million (2021: \$115.6 million) represent restricted donations from appeals during the year (or carried forward from prior years). The increase in externally restricted cash can be attributed primarily to the Ukraine Humanitarian Crisis appeal, which began at the end of February. As of March 31, 2022, it had raised \$141.2 million and \$63.1 million was spent.

### Capital Investment

The net increase in capital assets of \$3.2 million was mainly related to the increase in Assets under development (2022: \$15.1 million; 2021: \$8.4 million) and offset by decreases from the disposal of capital assets and amortization. The Canadian Red Cross continued its digital transformation with an investment in technology used to support its programs. The main investment was the Emergency Management Information System with a cumulative investment of \$9.5 million which was launched into production in early April 2022.

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 five properties for total proceeds of \$22.9 million. The proceeds were internally restricted to the Canadian Red Cross's Strategic Investment Reserve Fund (SIRF) to invest mainly in its technology investments.

### Reserves Strategy

The Canadian Red Cross maintains about \$35.0 million (2021: \$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's Legacy Fund. A portion of the investment income of this fund is internally restricted to support our operations. The March 2022 balance of this fund was \$74.6 million (2021: \$72.3 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 for uninsured risks following emergencies and other all-hazard risk events. Its balance had increased to \$5.4 million, as of March 31, 2022, because of interest earned.

The SIRF continued to finance technology projects. The cash flow deficiencies arising from long outstanding government receivables for COVID-19 programming forced management to use SIRF assets to mitigate increasing bank indebtedness. At year end only \$18.0 million of the total funds internally restricted of \$29.0 million were available.

### Audited Financial Statements & Other Financial Disclosures

**THE AUDITED FINANCIAL STATEMENTS OF THE CANADIAN RED CROSS AND AUDITED SPECIAL PURPOSE FINANCIAL STATEMENTS OF THE ALBERTA FIRES FUND 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.**



  
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