

2019 LOCAL LEADERS LIST

RECOGNIZING EXCELLENCE
IN GTA WORKPLACE GIVING

MCCARTHY TÉTRAULT

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BMO FINANCIAL GROUP**

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MAKING LOCAL ISSUES #UNIGNORABLE

Poet and author Kahlil Gibran wrote, "Progress lies not in enhancing what is, but in advancing toward what will be." *What is*, right now, is a region of great abundance and prosperity. But at the same time, the GTA is also the poverty capital of Canada, with more people and families living in poverty here than anywhere else in the country.

In these pages, as United Way, an organization founded on the principle that we all must work together to make meaningful change, we are recognizing and celebrating organizations who have joined us in the fight against local poverty. These are the Local Leaders who are bringing their significant organizational heft, tremendous passion and big brains to the table, working with us to advance our community to *what will be*. A place where everyone can thrive and build a good life for themselves and their families.

Read their stories. Hear their passion for our community. And get inspired by the commitment and grit they bring to taking on the #UNIGNORABLE issues that hold our region back from being the best it can be for everyone who lives here.



A handwritten signature in black ink that reads "Daniele Zanotti".

Daniele Zanotti
President & CEO
United Way Greater Toronto



A handwritten signature in black ink that reads "Beth Wilson".

Beth Wilson
Canada CEO, Dentons
2019 United Way Greater
Toronto Campaign Chair

P.S. The organizations featured here are Platinum members of the 2019 Local Leaders List. Check out the full list on our website at unitedwaygt.org/localleaderslist.

LIST

2019 LOCAL LEADERS LIST

ACCES Employment
Aird & Berlis LLP
Bank of America Merrill Lynch Canada
Blakes
BMO Financial Group
Borden Ladner Gervais LLP
Brookfield
Canada Pension Plan
Investment Board
Canada Revenue Agency -
Ontario Regional Office
Canso Investment Counsel Ltd.
Chemtrade Logistics Inc.
CIBC
City of Toronto and CUPE Local 79,
416, 4948, TPFPA Local 3888, and
COTAPSA
Deloitte
Desjardins
Enbridge Gas Inc.
Express Scripts Canada
EY

Franklin Templeton Investments
General Mills Canada Corporation
Healthcare of Ontario
Pension Plan (HOOPP)
Intact Financial Corporation
KPMG LLP
LCBO
Magna International Inc.
Manulife
Marsh & McLennan Companies
McCarthy Tétrault LLP
Ontario Teachers' Pension
Plan Board
Ontario Public Service
Osler, Hoskin & Harcourt LLP
PwC
RBC
Reliance Comfort Limited
Partnership
RioCan REIT
Scotiabank
Sinai Health System
Sun Life
Suncor Energy Inc.
TD Bank Group
The Cadillac Fairview
Corporation Ltd.
The Regional Municipality of York
and York Regional Police
University of Toronto

HOW TO BUILD A BRAND THAT CARES

McCarthy Tétrault CEO and Partner Dave Leonard shares what Inclusion Now means to the firm

What is Inclusion Now and how did McCarthy Tétrault come together as a firm to commit to community in this innovative way?

Inclusion Now is a program we launched to advance our diversity and inclusion goals within the firm, as well as in the community. We kicked the program off last year with a \$5-million gift to United Way Centraide. This cross-country commitment is designed to help remove barriers for groups who are often left behind in our society. This includes women, members of the LGBTQ2S community, Indigenous peoples, newcomers and those with disabilities. As a firm, we're committed to leading the way when it comes to helping members of the community access the resources they need to succeed and thrive in Canada.

Why is inclusion so important to your firm?

At McCarthy Tétrault, we pride ourselves on taking leadership on diversity. We were one of the first law firms to hire a woman in the 1920s and to invite women into the partnership. Will we ever get to a place where our firm mirrors the true diversity of Canadian society? I'm not sure. But I do know that it needs to look a lot less like me.

What are some of the other ways that McCarthy Tétrault embraces inclusion within the firm?

Gender equality has long been a priority for us. Several years ago, we did a review of our parental leave policies to make sure they weren't creating unintentional barriers for women wanting to advance into the partnership. More recently, we've been focusing on other forms of diversity, such as LGBTQ2S inclusion. We've participated in Pride Day activities across the country for years. In 2014, and then again this summer, we

hosted what we called our "Big Gay Party" and invited all of our Bay Street clients to join us. I think it resonates with people when they see the CEO wearing a hot pink boa around his neck. They sort of stand back and say, "Well, he looks like the straightest white dude I've ever seen, and if he's saying that being an ally to LGBTQ2S people is important..."

We also need to do more to participate in Indigenous reconciliation and meet our obligations as articulated by the Truth and Reconciliation Commission. We're working on initiatives aimed at recruiting Indigenous law students and staff, as well as creating a culturally safe environment for Indigenous lawyers and employees at our firm.

What advice do you have for other companies looking to choose a cause to invest in?

Think about who you are as an organization and the social issues that will resonate with your people. Then make a commitment to a charity you're confident can make it happen. We couldn't have launched Inclusion Now with any organization other than United Way. It has a wide enough footprint in communities across the country to have the kind of impact we wanted to see.



DAVE LEONARD
CEO and Partner
McCarthy Tétrault

5 REASONS KPMG STEPS UP FOR COMMUNITY

1

EMPLOYEES LOVE A (TALL) CHALLENGE

KPMG is proud to be a sponsor of UP 2019, the CN Tower Climb for United Way. For this professional services company, stepping up to tackle local poverty (and all 1,776 steps of Toronto's tallest landmark) is one challenge the entire firm can get behind.



2

REAL IMPACT AT HOME

What's the best way to understand the life-changing impact of their support in the community? Rolling up their sleeves and volunteering at United Way agencies. "Employees see how much need there is in neighbourhoods close to home," explains Regional Managing Partner, GTA, Sebastian Distefano. "It's an eye-opening perspective on the difference they're making."

3

TOMORROW'S LEADERS NEED SUPPORT TODAY

Young people are the future. But they also need the support of their community. By mentoring local youth from United Way agencies, KPMG gets to help shape the next generation of GTA changemakers and local leaders (and maybe even accountants?).

4

A STRONG COMMUNITY IS GOOD FOR BUSINESS

For KPMG, a community is like an ecosystem: every part needs to work together for the whole to thrive. That's why they're so dedicated to strengthening the places their employees live and work. Because a vibrant community is good for people—and the bottom line.

5

LOCAL LOVE IS A FIXED ASSET

KPMG steps up for community because it's the right thing to do. "We're blessed in what we do and where we do it," says Distefano. "That's why KPMG pays it forward by supporting United Way—and why I think we always will."



WHY LOCAL MATTERS



● **BMO FINANCIAL GROUP IS PARTNERING WITH UNITED WAY GREATER TORONTO** to invigorate inclusive local economic opportunities in the Golden Mile and surrounding areas.



Darryl White
CEO
BMO Financial Group

The Greater Toronto Area is Canada’s largest economic region and continues to grow steadily. But not everyone benefits from this prosperity. Over many years, we’ve all benefited greatly from United Way’s research and experience, as well as their insights into how postal code, as much as skill set, predicts whether you enjoy the benefits of living in the GTA or live in relative poverty.

The truth is, the opportunity to pursue a good job located near where you live—and all of the advantages that come with it—are not shared equally across the GTA.

The GTA has become a sea of islands segregated by income. The prospect of new development in a community brings with it the real fear of displacement for residents. At minimum, they feel psychologically displaced because the stores and services that welcomed them in the past are replaced with different, and typically more expensive, stores and services.

BMO has pledged \$10 million to United Way over five years, which will support the development of inclusive economic growth opportunities, because we believe that local matters. Working with United Way and a group of civic-minded private and public sector leaders, who bring with them unique skills and resources, we’re focused on ensuring that, as revitalization projects get underway, residents of local neighbourhoods share in the generation of new economic opportunities.

The redevelopment of the Golden Mile and surrounding areas in Scarborough presents conditions that serve as an ideal opportunity

“Together, we can create a virtuous cycle of public and private investment that sustains and grows neighbourhoods.”

to create new economic opportunities for current and future residents. This is a community at a crossroads, with 38 per cent of residents under the age of 17 living in poverty. And, at 9.5 per cent, the local unemployment rate is higher than the Toronto average.

Yet this neighbourhood is on the cusp of extraordinary opportunity—42 per cent of residents are of working age and 23 per cent have achieved a college degree, which is a higher academic performance than the average of Toronto neighbourhoods. It’s also on the cusp of generational transformation with the large-scale construction of the Eglinton Crosstown (LRT).

We’re working with United Way, dedicated corporate leaders from across sectors, senior officials from the City of Toronto and Golden Mile-area community organizations to facilitate a series of public-private initiatives that will serve as pilot projects, invigorating inclusive local economic opportunities.

At each step along the way, we will evaluate how our approach can be adapted, replicated and scaled to different neighbourhoods in need across our region, and beyond. We are convinced that, together, we can create a virtuous cycle of public and private investment that sustains and grows stronger neighbourhoods.

The benefits of new economic opportunities can be shared across all communities. It’s up to all of us to show that we can find local solutions that bridge the gap.

WHAT DOES IT MEAN TO BE A LOCAL LEADER?

WE ASKED FIVE ENBRIDGE EMPLOYEES TO TELL US WHY LEADING WHERE THEY LIVE MATTERS TO THEM



ADAM CLOW, Senior Analyst,
New Business

"Working for a company that gives back to the community, and encourages its employees to do the same, is incredibly important to me. When I was growing up, my family made use of some of the resources of the charitable organizations that Enbridge and United Way support. So, even if they don't realize it, everyone knows someone who has needed these community services."



CANDACE ZSARGO, Business Analyst,
Technical and Information Services

"To me, being a Local Leader means tending to community in much the same way you'd care for a tree. By watering it regularly, you encourage the roots to grow and spread, creating a stronger system and encouraging new trees to grow. Whether employees give time or money as part of Enbridge's campaign, they are building a network of giving that reaches far beyond our individual company. It's a network from which we all benefit."



CHRIS YOUNG, Team Lead,
Administration and Support

"As a very young person, I learned that it was more important to give than to receive. As I've grown older, that saying has taken on an even stronger meaning. This is the spirit that Local Leaders bring to our campaign—prioritizing giving back and the pride and self-worth it generates in our communities. When I volunteer, it's nice to receive the smiles and thank you's from my neighbours."



MARY LYNN LISTER SANTAVY, Analyst,
Community Investment

"None of us live in isolation, and when our community thrives, we as individuals and as organizations thrive as well. We all need to support and be active members of our community. We need to encourage our employees to work for the causes that are important to them."



MARK MACDONALD, Supervisor,
Business Systems, Customer Care

"It means getting out into the community and working with agencies to see first-hand how the dollars from our campaign are helping people. It is an amazing, eye-opening and humbling experience. When we meet the people who benefit from United Way-supported agencies, we better understand the importance of leading the way in giving back here at home."

A RECIPE FOR LOCAL CHANGE

Most weekday mornings, Dale Storey goes to the gym at 5 a.m., has a protein shake afterwards and enjoys a bowl of cereal when he arrives at his desk. It's a breakfast routine that's become ingrained for the President and Managing Director of General Mills Canada Corporation.

“BEING A FORCE FOR GOOD HAS BEEN IN THE DNA OF THIS COMPANY FOR 150 YEARS.”

But as a leader of one of the world's largest food companies, Storey also knows that far too many kids—and their families—don't always get to look forward to a nourishing breakfast. In fact, hunger is an #UNIGNORABLE issue around the world—and closer to home in Mississauga, where the company is headquartered.

In Peel Region, there are more than 60,000 households that experience food insecurity. In seven years alone, the average price of food for a family of four has skyrocketed, jumping by more than 25 per cent. “I was astounded when I heard that nearly a million kids go to school without breakfast every day across Canada,” says Storey.

Food, he adds, is about so much more than feeding hunger. Without it, kids can't concentrate in school and adults are forced to make difficult choices—like choosing between buying groceries and paying the rent. Hunger is also much less visible in Peel. “Poverty manifests itself differently here. You might see a family of four at the grocery store and they're buying groceries, but when they get back to their apartment, they can't take their winter jackets off because they needed to make a trade off between heat and food,” says Storey.

That's why General Mills is investing \$1 million to increase access to nutritious, culturally appropriate and affordable food in Peel, supporting a number of local programs and initiatives. “We wanted something that was going to be more holistic, thoughtfully developed and could have a sustainable impact. United Way has the breadth and the depth in the community to really know where the best places are to invest,” says Storey. And the best part? General Mills employees are proud to be part of cooking up change in the places they live, work and raise their families. “Being a force for good has been in the DNA of this company for 150 years. If there's one value that hasn't changed, it's doing the right thing—all the time,” says Storey.

DALE STOREY
President and
Managing Director
General Mills Canada
Corporation





CANSO INVESTMENT COUNSEL LTD.

"Canso's campaign participation rate is 100% every year because our culture is founded on being kind, giving and tolerant. That culture comes from the top. Our president frequently reminds us how fortunate we are to have secure employment in a great environment—and that it's our duty to make these kinds of opportunities available to others. We do this by supporting the work of United Way agencies in our community. Canso is proud to match every donation dollar-for-dollar."

- **Heather Mason-Wood**
Chief Strategy and Operating Officer



EXPRESS SCRIPTS CANADA

Recognized as one of the most innovative companies in the world, Express Scripts believes in improving the health of our communities. The company's employees demonstrate their commitment to improving the lives of everyone in the GTA through their growing employee giving campaign, which benefits United Way-funded agencies. A proud United Way supporter for many years, Express Scripts has seen first-hand the difference their support makes.



DELOITTE

Deloitte employees don't just shout their local love from the rafters—they sing it! These long-time supporters show their commitment to community by volunteering with, and fundraising for, United Way programs that break down barriers to education, employment and inclusion for people in Peel, Toronto and York Region. Employees even sang and danced their love for community at the company's 2018 "Deloitte's Got Talent" event.



BORDEN LADNER GERVAIS LLP

"At BLG, we deliver legal solutions to clients across Canada. We believe in equity and fairness—it motivates us in our professional lives and when it comes to giving back. We're proud to invest in local communities across Greater Toronto to help give everyone the opportunity they need to succeed, whether it's providing mental health resources, supporting accessibility or making a difference for local people who face poverty."

- **Xue Yan**, Partner



MARSH & MCLENNAN COMPANIES

As a global professional services firm, Marsh & McLennan has a worldwide footprint. But it's also deeply invested in making a difference in the local communities where its employees live, work and raise their families. One example? Volunteering at United Way agencies as part of their "Good Day" community event.



LCBO

"We're proud to keep the spirit of community flowing strong through our partnership with United Way and its local agencies here in Toronto and across the province. This year, LCBO employees stepped up in record numbers, encouraging each other and our customers to give local as part of one of our most successful campaigns ever."

- **Andrea Botsinis**, Manager Central
Chief Strategy and Operating Officer

INVESTING IN FUTURE LEADERS

Scotiabank's culture of giving dates back 187 years. "Giving back to the communities in which we live and work is in our DNA," says Elizabeth Gandolfi, Vice President of Insurance Canada and the bank's United Way campaign co-chair. The bank is demonstrating its commitment to local communities across Canada through its first-ever national Scotiabank Employee Giving Campaign, helping individuals and families reach their full potential.

The chance to make a positive difference in the lives of so many is what drives Scotiabank to support United Way—including right here at home in the GTA.

In fact, Scotiabank's recent \$15-million gift—the largest corporate commitment in United Way Greater Toronto's history—will help fund crucial supports for young people, ranging from breakfast programs and recreation clubs, to mental health counselling and leadership development, all the way from early years until adulthood.

The need to support the next generation has never been greater. The GTA is the child poverty capital of Canada, with more than one in four children in Toronto living in a low-income household. "Your life circumstances and postal code play a big role in determining your future opportunities," says John Gallagher, Scarborough District Vice President and co-chair of the

United Way campaign. "Scotiabank knows that how we support young people today can prepare them for tomorrow. We are confident that through our gift to United Way and their network of agencies, young people will gain those lifelong skills and values that help them grow into healthy, contributing adults."

"The stress and challenges that this generation is dealing with are far greater than for other generations," says Gandolfi. "Our duty is to support young people on the pathway to prosperity." With a focus and commitment to building for every future, Scotiabank's investment in the long-term vitality of communities across Canada is something to truly be proud of.



JOHN GALLAGHER

District Vice President,
Scarborough
Scotiabank

ELIZABETH GANDOLFI

Vice President,
Insurance Canada
Scotiabank

A HISTORY OF HELPING

While Manulife has been helping its customers for more than 130 years, it also has a long history of supporting the communities it serves around the world.

In fact, the leading international insurance and asset management firm has been a strong supporter of United Way's work in the community since 1947, when the Canadian-headquartered company ran its first-ever employee giving campaign.

"We are on a mission to make decisions easier and lives better," says Roy Gori, Manulife's President and CEO. "We all want to be part of a community where no one is left behind. It's essential that we all continue to work together so five, 10, 20 years from now, the communities where we live and work, including the GTA, are places where hopes, dreams and aspirations can be fostered and ultimately achieved—and where everyone has a fair chance to reach their potential."

"That includes investing in programs that motivate and empower people to make informed choices that help them live longer, healthier and more financially secure lives," adds Gori.

Giving back, as it's always been, is deeply personal for Manulife employees, who seek out charitable causes that are close to their hearts. Whether it's making a donation, volunteering at a local food bank or mentoring a young person to help them land their dream job, Manulife's 34,000 employees embrace opportunities to get involved in a way that's meaningful to them.

Manulife's Values, which serve as guideposts that help the company achieve its mission, inspire employees to build strong communities both at, and outside of, work. Values like, "Share Your Humanity," which is aimed at building a supportive, diverse and thriving workplace, and "Do the Right Thing," which encourages employees to act with integrity and do what they say.

"I think it's incredibly powerful for our employees to know that their efforts, their engagement, is really staying within their local community and aligns so closely to our Values," says Gori.

Another thing Manulife employees know for sure? Investing in solutions to urgent, #UNIGNORABLE issues today will help pay dividends for communities tomorrow.

ROY GORI
President and CEO
Manulife

1947



Manulife's generous history with United Way begins with the launch of their first Community Chest campaign at their Toronto headquarters.

1956



Community Chest is renamed United Appeal, and Manulife continues to support the community.

1987



Employees take to the streets and shout their local love as part of their campaign walkathon.

2019



The giving spirit is still going strong as the team packs vital kits for those in need in the community.



THE
#UNIGNORABLE
TOWER

SEE A PART OF THE
SKYLINE YOU DIDN'T
KNOW WAS THERE.

This augmented reality
experience was created to
draw attention to one of
the biggest problems in
the GTA – poverty.

This tower represents
the 116,000+ GTA individuals
and families struggling to
put a roof over their heads.

Download the app today for
an eye-opening look at this
#UNIGNORABLE issue.



United Way



EXPERIENCE IT FOR YOURSELF

