



Friends,

If you've been reading my newsletters for a while you'll know I've been sharing pictures of my immediate and extended family over the past few years. In this newsletter I am sharing a photo of *my social change family* taken at the University of Victoria at an event hosted by the Victoria Forum, where I asked for a show of hands (with phones) from those who believed in purpose. And then I asked them to use those phones to sign the [Call to Purpose](#), which I hope you do too!

2025 tested all of us in different ways, but it also showed the power of purpose-led action and the strength of collaboration. While the year brought challenges across communities, organizations and sectors, I've seen that leading with purpose builds resilience and inspires meaning when times are tough. And when we do this work together, as the collective social change family, we are allies in creating a better world. The impact is amplified and the journey feels less daunting.

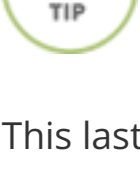
Here is what I've been up to with my impact family in 2025 and where you can find me hanging out this year:

- Educating corporate boards and governance professionals on sustainability, purpose and stakeholder governance
- Guiding industry and professional associations to support their members in managing ESG risks and driving positive impact
- Coaching companies to define and operationalize their social purpose
- Creating an environment where purpose-led business can thrive in Canada and beyond

Together, I believe we can find hope in our shared purpose and, even in these shorter, darker days of the year, see a brighter future ahead.

Advancing Social Purpose in Canadian Business

For over a decade I have been collaborating with my change-maker family to create the enabling environment for social purpose business to start, transition, thrive and grow. These days much of that energy is going to the Canadian Purpose Economy Project (CPEP), which I invite you to check out, and [sign up for its newsletter](#). It is building the conditions for social purpose in business to become mainstream. A bit of a daunting challenge, I know, but we have identified eleven levers of change we need to pull to make this a reality, and we're doing it!



This last year through my role as Chair of CPEP I have connected with about 2,000 people across Canada to speak to them about the potential of social purpose business to build a sustainable future. Nearly 50 percent of the world's countries are now accessing CPEP's website. And the Call to Purpose I was telling you about has over 400 signatories to date. Here are a few social purpose milestones of the past year.



Social Purpose of Leading Canadian Companies

My social change family and I at the Canadian Purpose Economy Project evaluated some of Canada's largest companies to identify how they view their reason for existence—whether they believed they existed to serve themselves, their customers, or society in a broader way. What we found surprised us, and you'll have to check out this report to see for yourself. Read more here: [TSX60 Social Purpose Report Card](#).

OK, I won't do that to you. Here's what we found: 40 per cent of the TSX 60 have a social purpose to create a better world, but of those twenty-four companies, only four of them have boards who are governing them, so they are at risk of not implementing that purpose. In other words, at risk of purpose-washing.

A notable recognition of our work came from Ed Waitzer, a leading corporate governance legal expert, who wrote the foreword to our companion report, [The State of Purpose Governance Among the TSX 60](#).

"The findings of the report are grounds for optimism. It identifies a significant number of leading Canadian corporations that have been proactive in addressing the tensions inherent in shareholder primacy and acknowledging (as did the Supreme Court) the futility of doing so. Their relatively nascent focus on "purpose" is likely to prove a constructive pathway to a more nuanced and effective vision of corporate governance.

This is important work. The Canadian Purpose Economy Project should be applauded for encouraging and documenting it."

Social Purpose in Canada Status Report

Check out this report, the fourth annual [Social Purpose in Canada Status Report](#), issued by the Canadian Purpose Economy Project. It summarizes what I and my collaborators have been up to via CPEP, including the initiatives, engagements and resources published in 2025, and provides an overview of the current state of social purpose in Canada.

Social Purpose Standards

I provided advice to B Corp on its standard updates. Last spring, B Lab released the most significant update to its standards in eighteen years, now requiring companies to have a public purpose statement, adopted by the board, with annual progress reporting. Four tools I co-developed for CPEP were adopted by B Corp as references. This is significant recognition of the importance of our work and resources and is scaling our ideas globally. Read more [here](#).

Social Purpose Tools and Resources

- [Social Purpose Decision Lens Tool](#)
- [A Guide to Executive Social Purpose Roles](#)
- [A Guide to Social Purpose Job Descriptions](#)
- [Social Purpose Performance Management Guide](#)

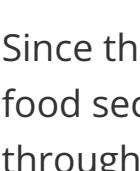


Driving ESG Impact Across Canadian Associations

I have been working with my social change collaborators at the Canadian Standards Association (CSA) for several years to accelerate ESG uptake across associations (both professional and industry), based on [CSA SPE 116](#), a framework I co-authored with them that provides eighty practices an association can self-assess against to find out if it is at bronze, silver, gold or platinum. This benchmark helps associations support members in becoming sustainability competent and future-fit.



Last April I collaborated with the Canadian Standards Association to bring together fourteen Canadian association leaders to explore how associations are advancing ESG practices. I had the privilege of facilitating the session, guiding discussions on how the framework provides structure, supports self-assessment, surfaces blind spots, and translates ESG aspirations into concrete, measurable actions. Associations at different stages of ESG maturity found the session valuable for validating initiatives and charting next steps toward accountability and impact. Read the [What We Heard](#) report [here](#).



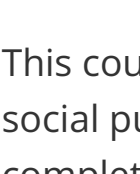
Since then, I have been supporting two industry supply chains—the chemical and the food sectors, involving twelve associations in total. These groups have been working through CSA SPE 116, learning from each other and identifying ways to strengthen their member ESG practices. Both supply chains are particularly interested in how standards can help their members communicate ESG performance more effectively to the broader marketplace, fostering transparency, accountability, and helping buyers assess ESG performance reliably.

If you have association contacts, please [share this tool](#) with them. I would be pleased to brief them on how to make the most of the benchmark.



Social Purpose Associations

One of the practices set out in the CSA tool is for associations to educate their members about social purpose. In 2024-2025 I had the pleasure of collaborating with my social change colleagues at the BC Chamber of Commerce and with [Mary Ellen Schaafsma](#), in developing the BC Chamber's free five-part [Building Your Social Purpose Business](#) course.



This course guides companies through the steps of implementing and embedding social purpose and awards a Social Purpose Business Training Certificate upon completion. So, with five hours, you too can become informed about social purpose and assist your organization or others to become purpose-led, helping to put society on a more sustainable path. Happy to help you brainstorm how to engage associations or businesses in your social change community around social purpose, and explore how, together, we can change the world!



Recordings

If you'd like to learn more by listening and watching, I recommend these three recordings capturing conversations from sessions in which I've been involved:

Purpose Reporting

Hear about emerging global practices along with practical tools and approaches to communicating and disclosing purpose. In collaboration with [Works Design](#).

[Listen Online](#)

Purpose Governance

Discover lessons from Canada's top companies and governance leaders on how boards can provide oversight of corporate purpose. In collaboration with [Governance Professionals of Canada](#).

[Listen Online](#)

Purpose Investment

Explore how applying a purpose lens can transform investment practices in Canada. In collaboration with [Impact United Academy](#).

[Listen Online](#)

Upcoming Webinar

Purpose at Risk: Managing Organizational Purpose for Resilience and Performance

Coro will be speaking on how risk changes in a social purpose company. Hosted by Virtual Risk Community.

[More Info](#)

**Tuesday,
January 20th
11am EST**



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