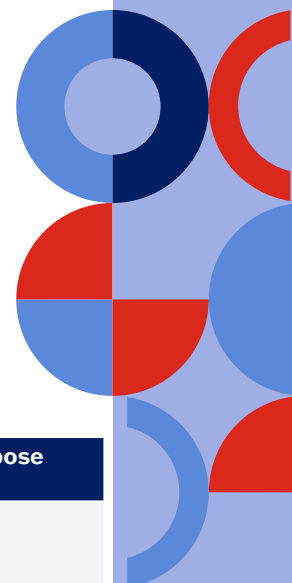


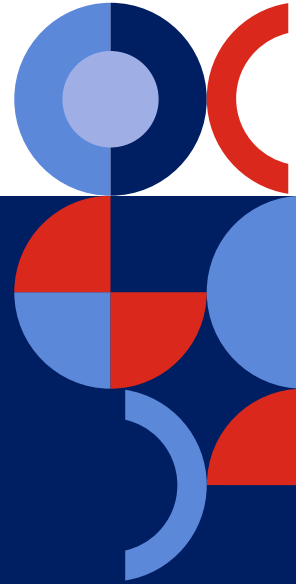
FOUR TYPES OF PURPOSE: A DIAGNOSTIC TOOL

Introduction

This diagnostic tool is designed to explain the four different types of purpose that companies adopt. Note that a purpose is “why the company exists”. This is different from what the company does (its mission) and where the company is headed (its vision). It is also different from ESG, as ESG is not why the company exists. Purpose statements of social purpose companies should include reference to how the company profitably creates benefit for society (either or both people and planet). Typically purpose statements that don’t include a verb are not purpose statements but taglines. The statement should answer the question “we exist to (verb)”. A company can only have one purpose as the reason it exists.



| Social Purpose | Customer / Product Purpose | Social Purpose as Brand | Shareholder Purpose |
|--|--|---|--|
| <p>MAPLE LEAF FOODS: Raise the Good in Food</p> <p>Maple Leaf Foods is a forward-thinking, values-based carbon neutral company with a purpose to “Raise the Good in Food.”</p> <p>“Raise” is an aspirational statement. It means to move forward and constantly improve. “The Good in Food” represents everything that is good about our business from what our food can deliver to society to what’s in the food and what that means to the people that consume it. Our purpose is why we exist as an organization.</p> <p>Included in their Integrated Report. Explicitly referred to as their purpose. Speaks to the definition of their purpose as moving forward, improving, delivering value to society.</p> <p>Maple Leaf Foods – Integrated Report 2022 p. 18</p> | <p>DOLLARAMA</p> <p>Our purpose is “to provide Canadians from all walks of life with the best quality and value, as well as proximity and convenient access to affordable, everyday items”.</p> <p>Found on their sustainability page under the heading “Serving Canadians with purpose”. Speaks to being guided by their purpose. The beneficiaries of the purpose are explicitly customers, there is no reference to benefit broader society.</p> <p>Dollarama – Sustainability</p> | <p>FIRST SERVICE “Our Social Purpose”</p> <p>Caring for our internal teams, those within the communities where we live, work and play, and our environment, has always been a part of the collective DNA throughout our family of companies. In 2018 we gave it a name — Social Purpose — and launched the #FirstServeOthers hashtag as a way to share our stories and inspire others to engage in Social Purpose activities.</p> <p>Found on the navigation bar of the company’s website. Refers to social purpose explicitly. However, the description and history of the term is a brand for their social and environmental activities (“we gave it a name”).</p> <p>First Service – Our Social Purpose</p> | <p>TOURMALINE</p> <p>Tourmaline is an investment grade Canadian senior crude oil and natural gas exploration and production company focused on providing strong and predictable long-term growth and a steady return to shareholders [...].</p> <p>Tourmaline’s long-term business strategy is to increase shareholder value by providing both strong and predictable long-term growth and a steady return to shareholders through an aggressive exploration, development, production and acquisition program in the WCSB [...]</p> <p>No explicit use of the term purpose. Speaks to their focus on shareholder value and a business strategy to increase shareholder value. Shareholder purpose is implied.</p> <p>Tourmaline – Annual Information Form</p> |



About the Canadian Purpose Economy Project

The Canadian Purpose Economy Project exists to accelerate the transition to the purpose economy. It engages national ecosystem actors to create an enabling environment for social purpose businesses to start, transition, thrive and grow. It convenes, connects, curates, and collaborates to drive the social purpose business movement in Canada toward an economy where social purpose business is the norm, attracting capital, talent, and partners. In this economy businesses unlock all their assets, influence, reach and scale in collaboration with others to help Canada address its societal challenges and realize a flourishing future. Register for updates here www.purposeeconomy.ca