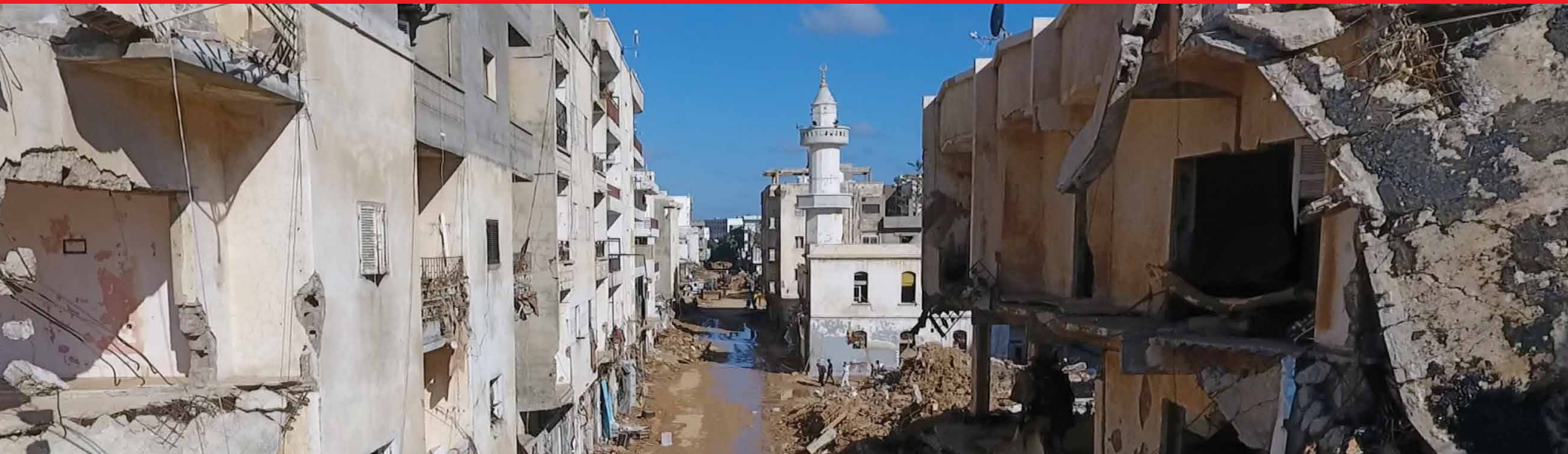




2023/2024

# ANNUAL REPORT



# HOW TO USE THIS DOCUMENT

Explore the impactful humanitarian efforts of the Canadian Red Cross in our 2023–24 annual report. Packed with stories and images, it sheds light on our work, both locally and globally.

**We appreciate your interest and hope you find the content inspiring.**

*Image credit on cover:*

*Top: Provided by the Government of Northwest Territories*

*Bottom: Turkish Red Crescent*

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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, 2023, and March 31, 2024, in Canada and around the world. The Canadian Red Cross Society, incorporated under the Canadian Red Cross Society Act, 1909, is a nationally registered charity.



## INDIGENOUS ACKNOWLEDGEMENT

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



# OVERVIEW OF THE CANADIAN RED CROSS

## 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 Commitments

- Engaging our people
- Collaborating with others
- Maintaining trust
- Fostering excellence in governance

## Our Fields of Work

- Emergencies
- Health



## Our Strategic Priorities: One Red Cross



## Our Fundamental Principles

- ✓ Humanity
- ✓ Impartiality
- ✓ Neutrality
- ✓ Independence
- ✓ Voluntary Service
- ✓ Unity
- ✓ Universality

# MESSAGE FROM THE CHAIR OF THE BOARD

## MIRANDA HUBBS

Ask anyone who has joined the Canadian Red Cross why we made that choice, and you will hear a common answer. We joined because the values of the Red Cross resonate with our own. We joined because we believe that providing aid to one another is at the core of our humanity.

Our Fundamental Principles of Humanity, Neutrality, Impartiality, Independence, Voluntary Service, Unity, and Universality further join us in solidarity with millions of others in 191 countries where the Red Cross Red Crescent Movement strengthens communities, alleviates suffering, and saves lives each day.

It is incredibly powerful to be part of something so universal and larger than yourself, while at the same time so immediate and accessible.

The world is complex, but our approach is in many ways quite simple. Our principles allow us to provide help immediately to whoever needs it, wherever they are, whatever their race, political beliefs, religion, social status, or culture.

The work of the Red Cross, providing neutral and impartial humanitarian assistance, has never been more important in a world that is increasingly strained by the impacts of climate driven events, health emergencies, conflict, and forced migration.

While crises continue to rise, we are seeing a growing trend of increased polarization that challenges our institutions. When social and political discourse pressures everyone to choose a side, the most vulnerable in our society are too often the ones most adversely affected.

In Canada, we have risen to the challenge of supporting our communities through health programs, injury prevention training, and emergency responses. Our teams have carried out this work with great skill and compassion.

This past year, the Canadian Red Cross has also continued to play a significant role in complex global situations involving conflict and violence that have amplified the need to maintain our neutrality and extend our impartial supports.



MIRANDA HUBBS

The conflict in Ukraine entered its third year and our programs in community health and wellbeing continue to reach people impacted by the physical and psychological effects of the fighting that sees no end.

The conflict in the Middle East accelerated quickly and the humanitarian suffering and loss of life has reached levels not seen in recent times. With a longstanding commitment in the region, Canadian Red Cross support was immediately mobilized and will continue into the year ahead.

Both international events are emblematic of the complex environments in which we operate. Meeting the humanitarian needs on the ground is extremely challenging, but so too is navigating the discourse that polarizes Canadians, impacts diaspora communities, and pressures our civil society institutions.

The governance of our organization – one that is mobilized by humanity, grounded in neutrality, and defined through impartiality – requires that we maintain our direction and not waver.

The trust of Canadians in the Red Cross is exceptionally high. It is earned and sustained through our ability to deliver on our promise to help others, the duty of care demonstrated by our people, and the integrity shown in maintaining our values.

As we reflect on the work of the Canadian Red Cross over the past year, highlighted in this report, we must also cast our view on the road ahead.

The answer to how we will meet the challenges of the future can be found in our past. It is the affirmation of the most core of our principles that will continue to provide our foundation and serve as a call, and answer, for all to join our work in service to humanity.

**Miranda Hubbs**  
Chair, Board of Directors



It is incredibly powerful to be part of something so universal and larger than yourself, while at the same time so immediate and accessible.”

**MIRANDA HUBBS**  
CHAIR, BOARD OF DIRECTORS

# MESSAGE FROM THE PRESIDENT & CEO

## CONRAD SAUVÉ

As I reviewed the work and impact of the Canadian Red Cross over the past 12 months, I was once again amazed by the collective impact our teams have with people we support across the country and internationally.

It is important for us, as humanitarians, to find the time to collect our work together and take measure of what has driven the needs in our communities and understand the holistic impacts and value we have brought through these efforts. It is in the space between action and reflection that learning takes shape.

As you read more about the work of the Canadian Red Cross over the past year, you are reading about the work of thousands of staff and volunteers. **This work is made possible by the support of Canadians who donate in support of each other, companies who give back to their communities, and partnerships forged with organizations, governments and communities** working towards the common goal of supporting people in their times of need.

It will come as a surprise for many people to learn that our largest operation over the past year was not a climate driven disaster. While much of our

attention is rightfully on the rising frequency of severe weather events, they did not prompt our busiest engagement.

Ukrainians fleeing the conflict in their country, seeking refuge in Canada, resulted in our largest collective response of the year. The support provided to Ukrainians by our teams at key arrival sites in Canada was a steady drumbeat as plane after plane brought thousands of people in search of safety and security for their families.

The provision of shelter, food, clothing, and personal supports are longstanding Red Cross services for those fleeing conflict or unrest. In many ways, this operation has been a reinforcement of a role that we have played since our inception as a humanitarian organization.

The support to Ukrainian arrivals is just the most recent and most salient example of a much larger global trend that has been playing out for many years. More people are on the move around the world than at any other time since the Second World War.

Conflict and violence, natural disasters, political instability, economic hardship, droughts, and



CONRAD SAUVÉ

food insecurity – there are many drivers that push people from their homes. This past year has marked a turning point for Canada as migration is no longer a challenge faced primarily in other parts of the world.

The red cross emblem continues to be a symbol of comfort and hope for millions of people seeking refuge, including those arriving in Canada. We must build upon our work and strengthen our systems and supports to meet this growing need.

The past year, Canada experienced a large number of disasters, with western Canada experiencing one of the most devastating years ever, measured by the vast area of forests that burned. On the other side of the country, Quebec and Nova Scotia saw unusually high levels of fires, with evacuations forcing thousands to flee.

We were fortunate that the impact to homes and livelihoods was not as severe as it may have been for many. But good fortune is not a strategy, and the climate crisis remains as pressing as ever.

As climate driven events are escalating, the need to adapt and protect our communities and

homes to all hazards, notably those of floods and wildfires, remains an immediate concern. Households are increasingly strained in these efforts by difficult economic times and limited options for guidance and resources.

For those in our communities that already experience challenges in their health, mobility, and access to essential services, the impacts of emergencies are often the most disproportionately devastating.

Over the past year, a growing area of programming and support from the Canadian Red Cross has been in mitigation and preparedness activities to help households address these gaps.

Our teams have carried out resilience and disaster preparedness and mitigation efforts in communities at high risk of being impacted, delivering grants and educational resources. There has been a great deal of innovation and partnership in building and delivering these initiatives.

**True resilience must be built from within. It is not something that can be gifted, but rather**

**we can support and nurture it together.** Crises are on the rise, this is true. But so too is the desire of people to play a part and make a difference in the face of these challenges.

There are actions we can all take, in our personal lives, our work, and most importantly in our communities – however they are defined. Thank you for your part in making a difference.

**Conrad Sauvé**  
President & CEO

# MESSAGE FROM THE CHIEF OPERATING OFFICER

## LARRY MILLS

Operationally, as the country and the rest of the world adapted to post-COVID realities, so did the Canadian Red Cross. We balanced our operations to maintain the necessary surge capacity for unexpected events, while continuing with day-to-day operations in our two primary areas of focus: Emergencies and Health.

Our volunteers and staff had a significant year responding to help people affected by events all over the world, as the impacts of climate change and international crises continued.

Domestically, our teams were there to assist people evacuated during the destructive wildfire season that encompassed the largest collective area ever recorded in Canada.

**More than 81,000 people received support from the Red Cross after an emergency.** Our teams were there to provide comfort and care, which may have included cots, blankets, teddy bears, hygiene kits, and other essential items. Important information to help people navigate their next steps following an unexpected event was also provided, and some people received financial assistance depending on their

circumstance. **In total, more than \$44 million was distributed by our teams to people affected by a disaster in Canada last year.**

The comfort and care provided by our teams also extended through our health programming. More than 59,800 Friendly Calls were made with people who may have benefitted from increased access to regular emotional support, social interaction, enhanced coping skills, and community connections. We have heard from many participants that they deeply value the weekly calls received, and they thoroughly enjoy the heartfelt conversations with our team members.

Another domestic Red Cross program that has a significant impact is the Health Equipment Loan Program. This program operates mainly in British Columbia, Alberta, and Atlantic Canada. Collectively, we distributed more than 303,900 pieces of health equipment such as walkers, wheelchairs, crutches, and other mobility aids to help people remain in their homes as they recover from an injury or are nearing end of life. The program provides a vital support to help many people maintain their dignity and independence.



LARRY MILLS

Lifesaving skills are important to have and, together with our training partners, more than 869,000 people were trained in First Aid and CPR through Canadian Red Cross. Our first aid trainings included a module on how to respond if a person is affected by opioid poisoning, and how to properly use a naloxone kit. By including this training directly in our courses, we hope to raise awareness of the opioid crisis and hopefully save lives.

Some of our domestic support included helping people as they arrived in Canada from other countries. Canadian Red Cross teams were on-hand to provide assistance and guidance to refugees, migrants, asylum seekers, and those arriving from areas of conflict, such as Ukraine. Red Cross support also included health specialists to help new arrivals to Canada connect with local health resources.

The Canadian Red Cross Help Desk supported 326 Indigenous communities and organizations in response to identified needs while building on community strengths and resources in the areas of health promotion, disaster risk management, community wellness and promotion, and injury prevention. More than 2,000 participants across

52 communities nationwide, many of which were in rural and remote locations, received Canadian Red Cross Indigenous Swimming and Water Safety training.

**Internationally, the Canadian Red Cross provided \$52 million in financial contributions to global Red Cross Red Crescent efforts,** including to help support people impacted by the crisis in Sudan, earthquakes in Türkiye and Syria, and Hurricane Otis in Mexico, in addition to our health programming in Nepal.

We deployed 79 humanitarian experts to assist in 27 countries, including Sudan, Morocco, Haiti, Syria, and Pakistan. Our teams also operated 39 programs supporting local Red Cross and Red Crescent National Societies to implement preparedness, resilience, and recovery activities.

Blankets, hygiene kits and kitchen sets were also sent internationally by our teams to help support the immediate needs of people impacted by the Libya floods and by the ongoing humanitarian crisis in the Middle East.

The items I have just listed only provide a brief glimpse into the overall operations of Canadian

Red Cross. I encourage you to read through this annual report for more details.

Thank you for your interest and support of our humanitarian mission.

**Larry Mills**  
Chief Operating Officer

# YOUR SUPPORT FROM COAST TO COAST



## NORTHWEST TERRITORIES

**The historic 2023 wildfire season** displaced more than two-thirds of the population of the Northwest Territories. The Canadian Red Cross responded by providing critical supplies such as cots, pillows, blankets, and hygiene kits throughout Alberta. At the request of the City of Edmonton, where most of Yellowknife's 20,000 residents went for help, the Red Cross also provided commercial lodging to evacuees.



## BRITISH COLUMBIA

**After thousands were forced to flee swift-moving fires,** the Canadian Red Cross answered the Province of British Columbia's call to help, by working with local and regional authorities, and providing emergency group accommodations and basic emergency supplies, such as, blankets, hygiene items and clean-up kits. The Red Cross also provided housing support and assistance for the transition to recovery.



## ALBERTA

**The Red Cross responded to a record wildfire season in Alberta,** where more than 35 communities were evacuated. Cots, blankets, pillows, hygiene items and clean-up kits were provided throughout the province. The Red Cross also supplied information, referrals and accommodation support at reception centres, at the request of the City of Edmonton. Donations matched by the governments of Canada and Alberta allowed the Red Cross to help over 125 not-for-profit organizations in their work to support affected communities.



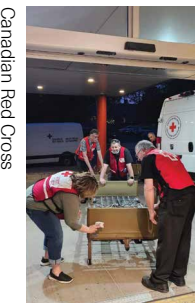
## QUEBEC

**Responding to 690 wildfires** burning throughout the province, the Red Cross swiftly mobilized to support local authorities, organizations, and the Government of Québec to set up 10 emergency shelters and 13 reception centres, while also providing items such as blankets and pillows, along with crucial financial support for food and essentials to help people evacuated from their homes.



**Massive spring flooding** forced 215 families from their homes and affected many other residents across Gatineau, Baie-Saint-Paul, Outaouais, Laurentians, the Capitale-Nationale, Lanaudière, and Charlevoix. In response, the Red Cross offered emotional support, housing, transportation, and food to those in need, in addition to referrals for available services.

Canadian Red Cross



## NOVA SCOTIA & ATLANTIC CANADA

**Across Atlantic Canada, including Nova Scotia, wildfires forced the evacuation of thousands of people.**

The Canadian Red Cross registered those affected and provided emergency food, lodging, and supplies. It also provided ongoing personalized recovery support, housing assistance, and financial assistance funded by the Province of Nova Scotia and by Red Cross donors.



# WILDFIRES: NORTHWEST TERRITORIES

In August, when major wildfires forced the evacuation of Yellowknife and other communities, thousands of vehicles lined the highways heading south.

During her 20-hour drive from Yellowknife to Edmonton, Michele Michetti, 29 (pictured below), was impressed by the people in small towns who handed out free drinks and snacks at gas stations.

**“It was amazing how much help we got,”** she said when she arrived in Edmonton. **“We would not have been able to make it here without all of the help along the way.”**

Michelle continued to encounter more compassionate and helpful people at the Edmonton Expo Centre, which the City of Edmonton had set up for people who had been evacuated.

There, the Canadian Red Cross provided Michetti with accommodation, and even arranged for her family and their friends, who had driven together, to stay close to each other. “They went above and beyond,” said Michetti.

In various locations throughout the province, the Canadian Red Cross helped to meet the urgent needs of people evacuated. Where temporary

group lodging was provided, Red Cross teams provided emergency supplies such as blankets, pillows, and hygiene kits. At hotels in Edmonton, they welcomed people and provided comfort and care. They also helped people reconnect with family members after they evacuated.

When residents did return home, Red Cross teams were available to assist communities with After-the-Fire and Clean-up kits, and much needed emotional support.

**The Canadian Red Cross continues to work with organizations and governments in Northwest Territories in their recovery efforts.**

Provided by the Government of Northwest Territories



# COASTAL COMMUNITIES PROJECT: INCREASING PREPAREDNESS AFTER HURRICANE FIONA

Hurricane Fiona made landfall as a post-tropical storm on September 24, 2022, causing widespread flooding and damage to properties, buildings, and infrastructure across Eastern Canada. More people registered with the Canadian Red Cross after this disaster than after any other event in Canada’s history. **More than 1,000 Red Cross volunteers and staff assisted with the response to help people in need.**

In Fiona’s aftermath, communities relied on partnerships, volunteers, and community members to come together to clean up, rebuild, and support affected communities and residents.

In 2024, a team of four Canadian Red Cross experts visited Rose-Blanche and Burnt Islands as part of a new emergency preparedness program being piloted in several coastal communities in Newfoundland. The program aims to help remote communities be ready to respond on their own in the initial hours and days after an emergency, but it is also a learning opportunity for the Canadian Red Cross. The efforts are

meant to improve emergency preparedness, understand the community’s needs, and identify ways to respond to future emergencies. **The Red Cross will continue to collaborate with communities to build preparedness through training.** Emergency response training exercises and course offerings, such as Ready Rating, are designed to assess community readiness.



**Ready Rating™**



# GRATITUDE IN CRISIS: HOW CANADIAN RED CROSS HEALTH REPRESENTATIVES CHANGED LIVES

In early 2023, a surge in people arriving from other countries overwhelmed the City of Toronto's shelter system. In response, the Red Cross provided shelter and personal care services, and connected clients to health information and resources. **These testimonials highlight the invaluable support of the Red Cross in ensuring the well-being of these individuals and their families.**

“Leaving my family behind and trying to maneuver resources when I arrived in Canada was difficult,” said one client. “The health rep made things a little easier. She organized workshops where nurses came in and shared information on how to take care of our health.”

“I was six months pregnant when I arrived in Canada,” said one client. “The Red Cross gave me accommodation and everything I needed. [They] took care of me and provided for my baby.”

“I want to thank you for always checking on me and my child and for your care, also for advising me where to apply for help for kids who have autism.”



# FOSTERING RESILIENCE: INDIGENOUS YOUTH LEADERSHIP AND HEAT ADAPTATION INITIATIVES

## Youth leadership in Mosakahiken Cree Nation:

Collaborating with community leaders, the Manitoba Creating Safe Environments team of the Canadian Red Cross engaged First Nation youth as change agents by integrating traditional knowledge and culture into tools and resources. Discussions centred on navigating uncertainty, managing stress, fostering supportive relationships, and maintaining a positive outlook. A recent youth leadership conference hosted by Frontier Mosakahiken School and Mosakahiken Jordan's Principle in Mosakahiken Cree Nation convened over 100 students for sessions on wellness, leadership, and cultural engagement, including Canadian Red Cross workshops, Indigenous games, and inspirational storytelling and creative writing.



## Addressing the Risks of Extreme Heat:

Increasingly severe heat events in Canada pose significant public health risks for urban residents – heat anticipated in 2024 is forecasted to exceed the record temperatures of 2023. The national and Quebec Disaster Risk Reduction and Climate Change Adaptation (DRR/CCA) teams of the Canadian Red Cross, alongside the Intact Centre on Climate Adaptation, launched an extreme heat pilot program in Montreal in 2023. It provided community guidance through workshops, follow-ups, and kiosks. In 2024, the expanded initiative will include cooling kits and focus on low-income neighbourhoods. In Winnipeg, they'll collaborate with the Manitoba EcoNetwork to pilot nature-based solutions, enhance green spaces and use kiosks and cooling parties to share information.



Number of people reached by the Montreal extreme heat pilot:  
**4,200 people / 25 organizations**

# COMMUNITY HEALTH AND PREVENTION

*Supporting Health and Well-being for People and Communities*

Health outcomes are significantly affected by factors such as social inclusion, connection to community, food security, and education. The Canadian Red Cross recognizes the growing need for community-based solutions that will support an aging and diverse population by helping people receive care and support in their community. Through vital services, training, and education, Canadian Red Cross Community Health and Prevention programming promotes health and well-being and increases capacity and resilience for individuals and communities. It provides solutions that relieve the strain on healthcare systems. As well, first aid training and prevention education offered across the country equips individuals, communities, and organizations with the knowledge to prevent injuries and respond effectively in an emergency.

## Health Equipment Loan Program

The Health Equipment Loan Program (HELP) assists people recovering from illness or injury to regain independence after leaving hospital – making it an essential part of healthcare. Over the last fiscal year, **HELP assisted 160,317 individuals**, including those in palliative care, offering 303,958 items such as walkers, wheelchairs, and bathroom aids. With an aging population, demand is rising, as is the need to support individuals with varying abilities, including those affected by natural disasters. HELP extends its services to emergency shelters during events like wildfires and flooding – thereby fostering community resilience in times of crisis. Once equipment is returned to the Canadian Red Cross, it is disinfected, repaired, and customized for reuse; which is both cost-effective and eco-friendly.



## The Red Cross Bed Loan Program: A Lifeline for Healing

*A Doctor's Personal Perspective on its Value:*

"My mother was facing a prolonged hospital stay but thankfully, the Red Cross Bed Loan Program offered a life-changing alternative. We are now two years into the loan and doing well. Being able to raise the bed allows my mother to be on her own during the night as bathroom trips are much easier.

Having a hospital bed at home was also so helpful for an elderly friend who had suffered a broken bone from a fall. Getting home quickly improved her emotional health and sense of control.

For another friend with advanced ALS, it has been pivotal in her ability to remain in her home with caregivers.

For those facing end-of-life care, being at home with family is an incredible gift. The Red Cross bed allows this to happen, providing a sense of comfort and peace during a difficult time.

Finally, by offering home recovery options, the Red Cross program frees up beds in hospitals. This allows hospitals to focus on critical care patients, ultimately saving lives.

The Red Cross Bed Loan Program is a lifeline for patients, a source of comfort for families, and a vital resource for our healthcare system. I'm incredibly grateful for this program and the positive impact it has had on myself and many of my friends."

– Dr. Helen Sandland, Nova Scotia

## Friendly Calls Program

The Friendly Calls program helps isolated adults make meaningful connections. Canadian Red Cross volunteers are paired with participants to connect with regularly, provide emotional support, encourage healthy coping strategies, and suggest well-being resources and connections to services in the community. With funding from the Public Health Agency of Canada, the program expanded across the country in May of 2023. It is now a key provider of prevention programming in Canada's mental health continuum of care.

**Volunteer calls increased 30% in the last year** as Friendly Calls personnel provided over 2 million minutes of support over the phone. More than 8 out of 10 participants polled reported feeling less lonely or isolated. **This is possible thanks to more than 1,000 Red Cross volunteers and staff.**

"The Friendly Calls program just exemplifies everything the Red Cross does. They're focused on the people," said Sheila Yanofsky.

**Sheila**, a Friendly Calls recipient in a rural area, said her Red Cross volunteer is a vital social connection for her, sharing companionship and encouragement, stories and strategies to cope with the stressors of life. Sheila said the volunteer who calls her plays a critical role by proactively checking in on her physical and emotional needs during significant storms and leaving her with something positive to focus on for the week ahead. "Friendly Calls is very much a lifeline," she said. "I'm so appreciative of what the program has done for me."



Your phone call was everything to me and I am so grateful... I was feeling pretty alone until you called."

– Friendly Calls participant during storm check-in call

### Social Prescribing

A person's health and well-being are strongly influenced by their community. This is where many social determinants of health are determined, including issues like isolation and loneliness; racism and ageism; housing; and food insecurity. The community is the best place to address these challenges.

Social prescribing improves the health and well-being of people by connecting them with community-based support and services. In this collaborative approach, compassionate staff and volunteers help people navigate a path forward, while supporting their choices and goals.

The [Canadian Institute for Social Prescribing](#), with the leadership of Canadian Red Cross, links community members and shares best practices that connect people to community-based supports. The approach also aligns with many community health programs the Red Cross already offers, such as loaning health equipment and delivering meals – often to older adults.



### Hospital to Home

Transitioning from hospital to home can be daunting, especially for frail individuals. Food insecurity and a lack of access to medications can make the situation even more challenging. The Canadian Red Cross addresses this need for transition support. The Hospital to Home program ensures safe, smooth, and comfortable transitions. The tailored service includes transportation, safety measures, meal assistance, and community connections. Collaborating with hospitals and health authorities, the Red Cross aims for patients to experience safe discharges that reduce their re-admissions, while enhancing their health outcomes. **In the past year, the program helped transition 2,004 people from 24 hospitals.**

### Supporting Independence with Access to Food and Transportation

Supporting people to stay safe and well in their own homes and communities is also made possible through community-based support,



including food security and transportation programming. With the rising cost of food, more Canadians than ever rely on the support of food banks. However, for people unable to access traditional food banks due to physical or other challenges, the Canadian Red Cross Mobile Food Bank steps in to fill the void in the Greater Toronto Area. **More than 690,000 pounds of food were delivered over the past year.**



I'm a customer of the mobile food bank for more than 15 years. I have MS and have mobility issues. I can't hold my balance. With inflation right now, I really depend on them."

- Mobile Food Bank Client

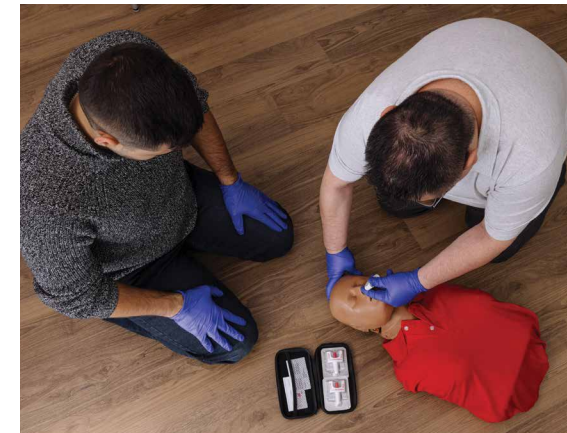
With emphasis on underserved communities, the Red Cross also offers delivery of nutritionally balanced, prepared meals to older adults and others unable to prepare their own meals.

Our transportation service ensures critical access to medical appointments, groceries, and social interaction when other options are either unavailable or unsuited to an individual's needs.

### Lifesaving Training and Education:

#### Opioid Harm Reductions

Thanks to Health Canada, opioid harm reduction training and education has been added to first-aid training courses offered by the Canadian Red Cross across the country. With this content addition, **over 1.3 million Canadians learned how to respond to opioid emergencies this past year.** In addition to training people through the Opioid Harm Reduction Champions Online Course, more than 30,000 people completed the Online First Aid for Opioid Poisoning Emergencies Course. Through the project, more than 24,000 naloxone kits were distributed to Canadians.



The Canadian Red Cross was also a partner to Ontario's Workplace Naloxone Program, enabling **2,196 people to complete First Aid for Opioid Poisoning Emergencies online training**, and **providing 1,873 naloxone kits** to workplaces across Ontario.

### First Aid Training



He was shouting to me, 'you are not going on my watch.' In the ambulance I was told that Adam saved my life. He had also prevented brain damage."

- John, who experienced cardiac arrest on a basketball court

Each year, thousands of people in Canada use their knowledge from Canadian Red Cross First Aid courses to help people in need. **This year, over 869,000 people were trained in First Aid — a 2% increase over last year.** Courses have been adapted to be flexible and customized, offering training options for diverse audiences that emphasize accessibility and inclusion. There has also been an 8% increase in Youth First Aid (Babysitting) Training.

**Last year, the Canadian Red Cross gave out 24 Rescuer Awards to people who helped save a life.**



### Indigenous Programming:

#### Indigenous Swimming and Water Safety Program

This life-saving program began in Alberta in 2013, and has since expanded to other provinces and territories, including British Columbia, Saskatchewan, Manitoba, and Nunavut. It is delivered by the Canadian Red Cross thanks to grants, corporate sponsors, and donations.

Last year, more than **2,000 people participated** in the program. This 68% increase in training helps ensure more Indigenous communities across Canada have access to water safety knowledge. Over 15 new communities were reached, bringing the Indigenous Swim Program to **52 communities** across Canada.



# YOUR SUPPORT AROUND THE WORLD



Mexican Red Cross

## MEXICO



Hurricane Otis made landfall and brought heavy rains, strong winds, flooding, and landslides that led to immense damage. With support from the International Federation of the Red Cross and the Canadian Red Cross, the Cruz Roja Mexicana distributed humanitarian aid in the affected regions, including food kits, hygiene kits and clean-up kits, among other vital supplies.

Benoit Carpentier / IFRC

## MOROCCO



In response to the destructive 2023 earthquake, the Canadian Red Cross, with support from the Government of Canada, mobilized humanitarian experts to support the Moroccan Red Crescent response and provided funds through the International Federation of Red Cross appeal to supply relief items and temporary shelter to those affected.

Hugo Nijentap, Netherlands Red Cross

## MALI



Due to health, early marriage, and education challenges, particularly affecting adolescent girls and young women, the Canadian Red Cross is supporting the Mali Red Cross to implement interventions. These efforts are aligned with the Malian national policy promoting adolescent health, rights, and well-being, targeting social barriers hindering education and health access. This program builds on a longstanding relationship with the Mali Red Cross.



## UKRAINE

To address the ongoing needs of millions who fled the country, or were internally displaced, the Canadian Red Cross collaborated with other Red Cross Red Crescent Movement partners and played a crucial role through deploying humanitarian experts and providing emergency relief items, mobile health units, social helpers, mental health and psychosocial support, as well as funding for infrastructure rehabilitation.



## MIDDLE EAST HUMANITARIAN CRISIS

Our Red Cross Red Crescent Movement partners have worked around the clock to help respond to the devastating humanitarian needs arising from the ongoing conflict in Israel and the occupied Palestinian territory, including Gaza. The Canadian Red Cross, with support from the Government of Canada, has contributed funds and sent humanitarian experts to support the response.

IFRC



## SOUTH SUDAN & CENTRAL AFRICAN REPUBLIC

The Canadian Red Cross partnered with the International Committee of the Red Cross, South Sudan Red Cross, and the Central African Red Cross Society to bolster public health services in conflict zones through community health programming. This collaboration provided a framework to elevate the standards of primary health access in South Sudan and the Central African Republic.

# BABY ANAS'S STORY: BORN AMONGST RUBBLE IN MOROCCO

Amizmiz, a town 50 km south-west of Marrakesh, has seen firsthand the devastation that a deadly earthquake can bring. Such was the case on September 8, 2023, when hundreds of houses and public buildings, including hospitals, were laid to waste. The scene was utter chaos, and the human toll undeniable. **Yet among the rubble and ruin, the desperate scramble to provide rescue support or medical assistance, and the overwhelming scale of loss, hope could still be found.**

Here, within a cluster of makeshift medical tents, a baby named Anas was born in a room with only a delivery table and a desk.

Blissfully unaware of the chaos that was unfolding around him, Anas (named for the clinical nurse who assisted at his birth) was finding comfort and safety in the arms of his mother, Nezha, and his siblings.

Nezha's smile, and the smiles on the faces of the local nurses who cared for her, was like a ray of sunshine piercing the clouds of misery over Amizmiz.

By the end of the day, the local branch of the Moroccan Red Crescent had found a temporary structure to house the improvised maternity ward (now complete with electricity and air conditioning) where Anas began his life and Nezha found the vital medical support she desperately needed.

As the Movement's support for the earthquake response continues, it is precious moments like those of a mother cradling her healthy newborn that keep volunteers and staff going amidst the devastation.



Benoit Carpenter / IFRC



Benoit Carpenter / IFRC

# SUPPORTING HEALTH INITIATIVES: SOUTH SUDAN AND THE CENTRAL AFRICAN REPUBLIC

In the challenging landscapes of South Sudan and the Central African Republic, the sustained support of our donors has fueled impactful health initiatives, strategic partnerships, and tangible progress – helping the Red Cross to reach communities and save lives.

## South Sudan

The Advanced Partnership in Health project in South Sudan, that's made possible by the support of donors has been a beacon of hope for communities as they take steps towards resiliency. This project, in partnership with the South Sudan Red Cross, ensures the continuity of essential health services in Ngo Ku and Ngo Dakala.



More than **40,280 people** were reached by health activities in South Sudan through this project.

## Central African Republic

The collaborative efforts between ICRC, the Canadian Red Cross, and the Central African Red Cross Society have resulted in the strengthening of health systems, training programs for community health workers, and vital health promotion sessions in the health district of Nana Gribizi.

We are immensely grateful to our donors for their unwavering commitment. **Thank you for standing with us, driving sustainable impact, and making a significant difference in these communities.**



IFRC



Benoit Carpenter / IFRC

# THE POWER OF PHILANTHROPY

The power to transform a life, to change the course of one's fate — this is at the heart of every act of kindness. As we reflect on the multitudinous acts of goodwill that have graced our organization, a veritable philanthropic patchwork of generosity, inspiration, and compassion, we are filled to overflowing with gratitude. For Red Cross teams, your donations are a testament to the human spirit and its relentless capacity for change. **Here are some highlights from this past year.**

## 19th Annual Fundraising Event in Montreal

Last September, we hosted our 19<sup>th</sup> fundraising event in the vibrant city of Montreal. The theme? 'A Gift of Humanity,' where over 400 kindred spirits, representing the Montreal and Canadian business communities gathered. Together, we wove a tapestry of compassion and hope. Our collective efforts certainly bore the fruits of

kindness, as we raised over \$900,000. These funds will reach far and wide, helping those in need, both in Canada and around the world.

## 27th Expérience gastronomique in Quebec City

Inspiring change was on the menu last November, for our 27th edition of the *Expérience gastronomique*. A deeply resounding success,

this event added a dash of community leaders, a pinch of philanthropists, and a serving of volunteers who, together, provided the perfect recipe for success. The evening was an unforgettable celebration of solidarity and culinary ecstasy, where the collective desire to make a difference in the world could be felt in every conversation and handshake – and tasted in every delicacy within the seven-course banquet lovingly crafted by renowned local chefs. Occurring in the châteauesque splendor of Quebec City's storied Fairmont Le Château Frontenac, the event raised a fortuitous \$402,279 – a record amount that will be dedicated entirely to disaster relief in Quebec.

## The Royal Bank of Canada and the RBC Foundation

The Royal Bank of Canada (RBC) and the RBC Foundation continue to inspire change and invest in Canada's future through their extraordinary philanthropic actions, with a total commitment of \$3 million in support to the Canadian Red Cross. Since 2022, their unwavering support has been critical in helping to further bolster our readiness and response capacity – notably

with tangible impacts on our passionate and committed workforce. Thanks to RBC and the RBC Foundation, the Red Cross can meet the demands of an ever-escalating climate crisis by welcoming dedicated teams with highly specialized skill sets. Diverse populations will also greatly benefit from this generosity, as they too will be better served thanks to our evolving workforce's enhanced training and readiness. This includes creating new and specialized trainings such as Indigenous Cultural Safety education, as well as providing translation resources. Our service enhancements include innovative initiatives, new programming and pilots to ensure our responses are equitable. The Red Cross will continue to create safe spaces for the diverse populations we serve.

**We are grateful for the investment of RBC and the RBC Foundation, and, together, we are creating a safer Canada now, and in the future.**

## Walmart

Walmart Canada has been an invaluable partner of the Canadian Red Cross, helping us further our philanthropic goals by raising over \$70 million over the past 21 years – a simply inspiring feat! Their exceptional support extends to our all-too critical national community preparedness and emergency relief programs, which have been bolstered thanks to the \$4.11 million raised through their 2023 in-store campaign. "It's an important campaign that helps so many people in all communities," said Lavisha, a Walmart associate in British Columbia.

Walmart Canada's annual assistance helps, on average, a significant one in four Canadians

served by the Red Cross Emergency Management program. Over the years, Walmart Canada has also made substantial contributions to various emergency appeals, an inspiring act of philanthropy which reflects their dedication to supporting communities during times of crisis – whether in their own backyard or miles away. Through this partnership, the Canadian Red Cross stands ready to swiftly respond to emergencies that ripple across our nation. We extend our deepest gratitude to Walmart Canada for walking this path with us. **Together, we weave a safety net of compassion, ensuring that no community faces adversity alone.**



A Walmart Canada Associate proudly displays a pin during the 2023 campaign, 'Be There for Your Neighbour.'

## Women in Philanthropy

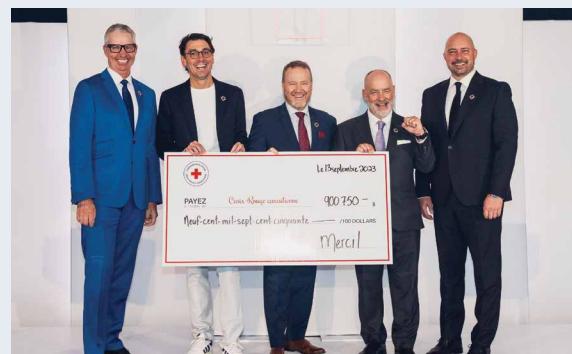
**Laura Isidean's** dedication and passion are displayed through her support for the Red Cross. For nearly a decade, she has been a proud major donor, volunteering her time and supporting our cause. As Co-Chair of the Ontario Provincial Advisory Committee, Laura plays a crucial role in shaping our initiatives. Her connection to the Women in Philanthropy Tiffany Circle is equally inspiring. After attending the 2017 anniversary event, she became a Tiffany Circle member on the spot! **Since its launch in 2011, \$22,675,275 has been raised by the Tiffany Circle.**

Laura's commitment extends beyond philanthropy; as part of the Tiffany Circle National Steering Committee, she seeks to bridge the gap between our work and broader community efforts. Her belief that there's a role for everyone who wishes to contribute is truly uplifting. We're grateful for Laura's unwavering support and enthusiasm!



Laura Isidean, a proud annual donor who has also been volunteering with the Canadian Red Cross for nearly 10 years

Thibault Carron



From left to right: Mr. Denys Ouellet, Vice-President, Head of Private Banking and Quebec Distribution Network, Laurentian Bank, Mr. Martin Imbleau, President and CEO, VIA HFR, Pascal Mathieu, Vice-President, Quebec, Canadian Red Cross, Paul C. Genest, Senior Vice-President, Power Corporation of Canada, and Olivier Lemire, President, Keurig Dr Pepper Canada.

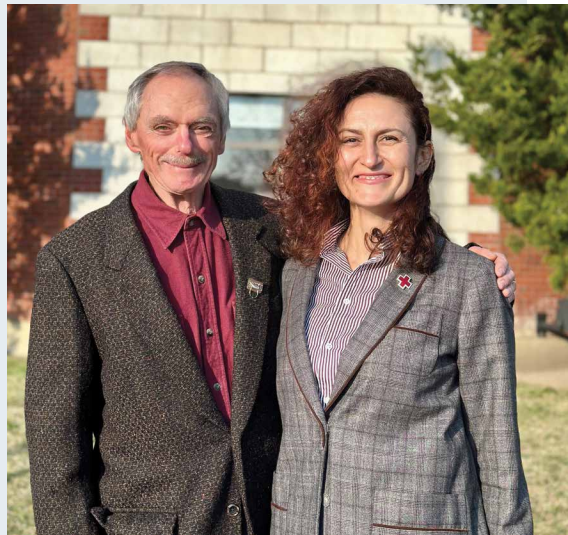
Louise Leblanc



From left to right: Mr. Jérôme Lambert, Volunteer, Mrs. Geneviève Fortier, Chief Executive Officer, Promutuel Assurance, Mr. Pascal Mathieu, Vice-President, Quebec, Canadian Red Cross, Mr. Conrad Sauvé, President and Chief Executive Officer, Canadian Red Cross, and Mrs. Anny Voyer, Volunteer.

## Planned Giving

The Girard Family proudly sees the Canadian Red Cross's humanitarian mission as part of their own family's values. Brothers Marcel and Raymond had been donating to the Red Cross for years – generous acts that first began when Marcel was inspired to help those who need it most in times of great distress. Marcel also hoped that future generations would benefit from the Red Cross and the support we offer. When Marcel passed, his brother Raymond chose to honour his late brother's legacy by continuing this support for Red Cross. Today, the Girard Family's legacy gifts stand as an ultimate act of kindness from this most generous and supportive of families.



Raymond Girard and Natalia Kistruga, Canadian Red Cross, Gestionnaire Dons planifiés Manager, Planned Giving.

## Transformational Giving

Looking back on the year, we are grateful for the kindness of the Peters family, who have supported the 'Time to Act' campaign. Their generosity helps us be ready to respond to the next emergency. Diane and Gord, from rural Manitoba, embody compassion and community service. From championing the Time to Act campaign to mentoring entrepreneurs, their efforts make a positive impact in their community and beyond.



Diane and Gord Peters from Manitoba are proud supporters of the Canadian Red Cross's 'Time to Act' campaign.

Their understanding of proactive support and recognition of the Red Cross's vital role in disasters is inspiring. "[Red Cross] have the expertise and experience to go in at the most crucial time. That is the Red Cross's badge of honour – they come in when you need them most, and they only leave once the local community has the skills and resources to help themselves."

**Thanks to families like the Peters, we're empowered to face whatever challenges lie**

**ahead with confidence and readiness. We extend our heartfelt gratitude to Diane and Gord for their support and commitment.**

## Unifor and the Unifor Social Justice Fund

Amidst Canada's raging wildfires, Unifor and the Unifor Social Justice Fund brought the light of compassion and unity to those in need. Across Canada, union leaders and members rallied, contributing over \$155,000 to wildfire emergency appeals. Their generosity provided critical aid to communities in distress, demonstrating Unifor's unwavering commitment to supporting those facing profound adversity. **Gratitude abounds for Unifor, the Social Justice Fund, and their remarkable members.** "Unifor is proud to have been able to partner with the Canadian Red Cross to provide emergency relief and humanitarian aid for the people across this country affected by the devastating wildfires in 2023," says Lana Payne, Unifor National President. "Our union will never hesitate to act in support of workers and communities in crisis and will always stand in solidarity with those facing significant challenges, tragedy, and loss. This is, at the very core, what the labour movement is all about."

## Donor Advised Funds

Thank you to the donors who gave through Donor Advised Funds (DAF) and to the administering organizations who facilitated this method of giving. **Over \$9 million was raised through DAFs this last fiscal year.** A special thank you to Nicola Wealth, Private Giving Foundation, and Vancouver Foundation for their efforts to share

urgent appeal information with their interested clients. In an unprecedented year of emergencies, DAF donations supported 20 unique appeals. **Donations will go towards supporting continued response, recovery, and resilience work in the affected regions.**

## Canadian Real Estate Association

In 2023, the Canadian Real Estate Association (CREA) and the REALTOR® community across Canada demonstrated remarkable generosity by raising more than \$477,000 for various domestic and international climate-related emergency appeals. These funds offered vital assistance to affected communities and highlighted a commitment to confronting the escalating challenges created by climate change. This significant contribution brings the total amount raised by CREA, on behalf of their REALTOR® members since 2010, up to \$2.4 million. CREA's dedication aligns with the Canadian Red Cross's mission, emphasizing collaborative efforts in mitigating and responding to climate-related disasters and building resilient communities. We sincerely thank CREA for their invaluable contribution and commitment to helping communities recover after emergencies.

"CREA, our partners at local and provincial real estate boards and associations, and our REALTOR® members across Canada are deeply committed to serving our communities," says Janice Myers, CREA's Chief Executive Officer.

Through unwavering dedication and boundless passion, our donors have woven a tapestry of hope and transformation. Their acts of

philanthropy resonate far beyond mere numbers — they've etched indelible marks on countless lives. From funding life-changing programs to igniting dreams, each contribution is a beacon of compassion. Together, we've built bridges across adversity, turning despair into possibility. As we stand on the shoulders of these remarkable souls, we honor their legacy and continue to create ripples of change. Thank you, dear donors, for shaping a brighter tomorrow.



When disaster strikes, we want to help, and we trust the Canadian Red Cross to respond quickly and provide the assistance people need when their lives have been turned upside down."

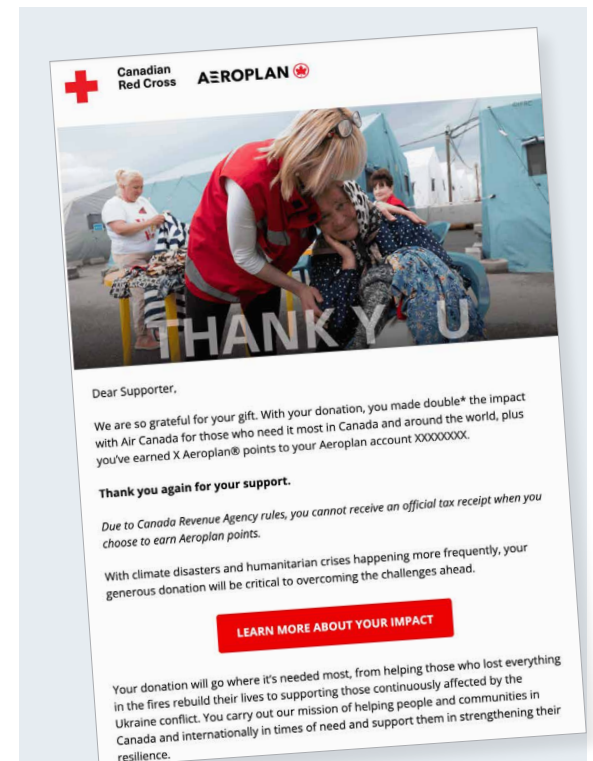
- Janice Myers, CREA's Chief Executive Officer

## Individuals

It's an incredible number: **622,000 active donors and partners made a gift to the Canadian Red Cross in 2023-2024**, with about a quarter choosing to donate monthly. Each one of these gifts helped drive faster responses to domestic emergencies, like last year's devastating wildfire season. They also played a key role in the Canadian Red Cross' international efforts, as we stepped in to complicated emergencies in Ukraine, the Middle East and so many other places.

This widespread, national engagement makes this year one of the greatest national displays of solidarity. In Canada and around the world, resources provided to people affected by emergencies bare the signature of our local communities' generosity.

**It's a powerful message for Canada's future, and we sincerely thank all individual donors who chose to support the Canadian Red Cross this year.**



Thank you ♥ Merci





# DIGITAL TRANSFORMATION

The digital transformation of Canadian Red Cross is pivotal for our operations and services, improving our humanitarian response in Canada and abroad. We have invested primarily in digitization and digitalization initiatives within our emergency management and health services, including infrastructure enhancements via cloud migration and modernization of critical support systems.

This past year, we advanced our enterprise data management capabilities by launching a governance framework to further protect and ensure the quality of the pan-Canadian data we steward. In this, we are working closely with the International Federation of Red Cross and Red Crescent Societies (IFRC) to align our practices.

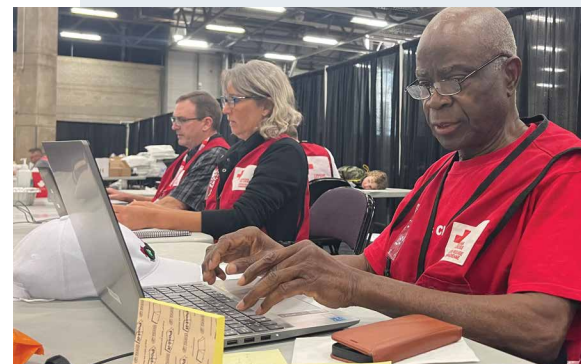
These initiatives address major improvement objectives: the user experience of the people we serve, our partners and our teams; the quality and availability of data; and the reduction of operational costs.

To support the continuum of care in Canada, development began on two new digital solutions. One is a pan-Canadian community health information platform to support existing and evolving health services to improve care for those we help. The other, a learning management

platform to strengthen our collaboration with partners and delivery of prevention and safety training.

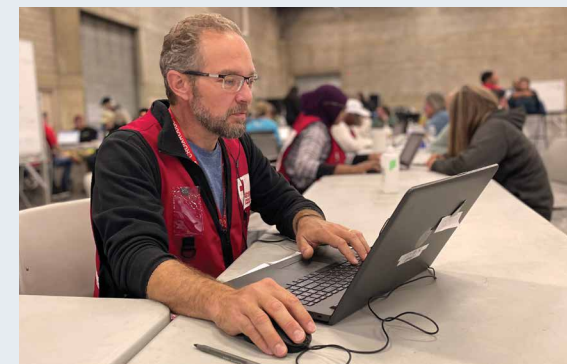
As we look to the future, investment in our surge and specialized support to complement local capacity will be key to meeting the increasingly complex demands of domestic emergency response.

Our emergency management information system (EMIS) is crucial for advancing our digital services and response capabilities now and in the future. This end-to-end emergency management lifecycle suite improves our support to those impacted in a response and facilitates new partner collaboration opportunities to expand our collective capacity to respond.



HumaniT, our new volunteer management system, will transform the way we engage with volunteers by offering a digital experience and boosting our ability to mobilize local support. The experience of our volunteers continues to be a priority commitment and the platform will be instrumental in its continued enhancement as we move into the next fiscal year.

It is undeniable that technology remains a catalyst for driving innovation, accelerating progress, and fostering growth within our sector. We are committed to exploring the adoption of cutting-edge technologies to propel our transformative journey. As we recognize the imperative to align Red Cross capabilities with evolving market demands, we will focus on investing to advance our digital maturity in the way we work.



# REFLECTIONS ON RISK MANAGEMENT

The Canadian Red Cross takes a proactive approach to our risk management to ensure we can maintain operations while operating within acceptable risk levels for personnel and the people we serve.

In the provision of emergency services, this involves navigating higher-risk environments and adapting to evolving risks in order to respond and maintain our readiness for emergencies.

The Canadian Red Cross achieves our readiness through diligent oversight of our comprehensive risk profile. The risk profile takes into account key risks, the effectiveness of mitigation measures, major incidents that have occurred, changes in operational objectives or priorities, and monitoring of external risk factors. Monitoring is further enhanced through quarterly, as well as annual, risk assessment reports.

In the past year, the escalating effects of conflict and climate change have made the operations of the Canadian Red Cross complex.

Internationally, we are supporting the Red Cross Red Crescent Movement efforts to alleviate suffering and provide humanitarian assistance to people in regions of the world impacted by conflict or natural disasters, such as Israel and the Occupied Palestinian Territory, Sudan and its neighbouring countries, Libya, Ukraine, and Morocco, while also sustaining support for migrants and asylum seekers within Canada.

Amidst Canada's challenges with wildfires and floods, the Canadian Red Cross has continued to support affected populations, including evacuation and shelter support for Indigenous communities during emergencies, upon request.

**Advancements in risk management systems strengthen our operational effectiveness and enable the Canadian Red Cross to continue responding to emergencies and supporting individuals and communities within Canada and throughout the world.**



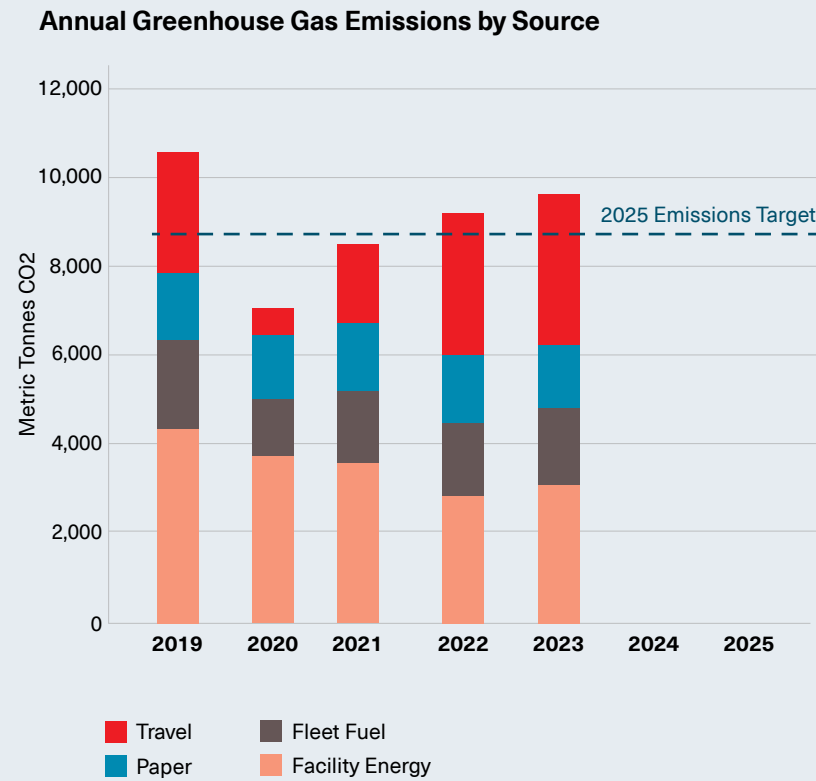
# ENVIRONMENTAL PERFORMANCE

The initial target for Canadian Red Cross is to reduce core emissions<sup>1</sup> [figure 1] by 20% by the end of 2025, using 2019 as a baseline. At the end of last year our core emissions were 10% lower, however, our overall emissions increased when compared to the year prior. Much of this is attributable to increased air travel supporting international crises.

Progress over the past year includes:

- Gains in fleet fuel efficiency through the rightsizing of replacement vehicles and shifting to electric/hybrid, where possible. Telematics software was also installed across much of our fleet to support route optimization and driver safety.
- Improvements in the energy efficiency of our facilities through the installation of programmable thermostats and motion sensor lighting, for example. A floorspace assessment was also completed, and a plan is now in place targeting a 15-18% reduction over the next three years.
- Environmental criteria were integrated into our procurement policies and templates, increasing the emphasis on our vendors aligning with environmental standards, as well as into our program and service evaluations to elevate our core sustainability principles.
- An environmental awareness campaign was launched to inform our staff and volunteers on the actions being taken to reduce our environmental footprint, and how the measures contained in our environment policy should influence operational decision making.

FIGURE 1



<sup>1</sup> Includes Scope 1 and 2, plus Scope 3 business travel, fleet fuel, and paper usage (internal office and marketing). This aligns with recommendations outlined in the GHG Protocol.

## Working with our Movement partners

As a member of the ICRC-led Green Response Working Group, the Canadian Red Cross regularly engages with Movement partners on efforts that include supporting initiatives to develop tools and best practices for the benefit of all, and providing advice and lessons-learned to Societies that are in the early stages of developing their own environmental performance programs.

## Public engagement and advocacy

Over the past year, we conducted policy workshops on Indigenous resilience, as a member of the Climate Proof Canada Coalition. We also provided feedback to the Government of Canada on its pan-Canadian civil response capacity consultations and international climate finance pledge.

As a signatory of the Climate and Environment Charter for Humanitarian Organizations, we continued to make progress against the seven charter commitments.

1. Step up our response to growing humanitarian needs and help people adapt to the impacts of the climate and environmental crises;
2. Maximize the environmental sustainability of our work and rapidly reduce our greenhouse gas emissions;

3. Embrace the leadership of local actors and communities;
4. Increase our capacity to understand climate and environmental risks and develop evidence-based solutions;
5. Work collaboratively across the humanitarian sector and beyond to strengthen climate and environmental action;
6. Use our influence to mobilize urgent and more ambitious climate action and environmental protection;
7. Develop targets and measure our progress as we implement our commitments.

## Looking ahead

We will continue to reduce our impact on the environment, support communities to increase their resilience to climate change impacts and respond to crises caused by climate change-related events.

Specific to our reduction targets we will continue to make our fleet more efficient, reduce our floorspace, reduce paper usage through increased digitization, and further curtail non-essential travel. For air travel that is essential in responding to humanitarian crises we will mitigate impacts through the purchase of carbon offsets if required, an approach recently supported by Global Affairs Canada.



# ORGANIZATIONAL GOVERNANCE & ACCOUNTABILITY

## CANADIAN RED CROSS SOCIETY BOARD OF DIRECTORS

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

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

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

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

### TERM 2023 - 2026

- Miranda Hubbs**  
*Chair*
- Richard (Dick) Fadden**  
*Vice-Chair and Chair of the Governance Committee*
- Amit Mehra**  
*Past-Chair and Chair of the Nomination Committee*
- Vacant**
- Karine Dion**
- Roma Dubczak**
- Brenda Eaton**  
*Chair of the Audit & Finance Committee*

- Marco Gagnon**
- Christine Hanson**  
*Chair of the Human Resource Committee*
- Aun Ali Khokhawala**
- Rima Naim**  
*Chair of the Quality Committee*
- Maureen Rogers**
- Theresa Roessel**
- Virginia West**
- Steven Wheeler**
- Robert Zed**



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



## NATIONAL MEMBERS

### 2021-2024 Term

1. Omar Ali Alomar
2. Melanie Chartier
3. Denis Cormier
4. Denis Desilets
5. Vacant
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. Huguette Labelle
2. George Weber
3. Jonathan (Jon) Turpin
4. Myrle Vokey
5. Janet Davidson
6. Gene Durnin
7. Justice Robert Barnes
8. Kate Wood
9. Jane McGowan
10. Mario Dionne
11. Edward (Ted) Tanaka
12. Alan Dean
13. Sara John Fowler
14. Gavin Giles, K.C.

### Board Committees

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

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

### Audit and Finance Committee (AFC)

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

### Quality Committee

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

### Governance Committee

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

### Human Resources Committee

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

### Nomination Committee

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

# 2023-24 FINANCIAL AND OPERATIONAL REVIEW

Over the past year, the Canadian Red Cross continued to assist people and communities in times of need in Canada and around the world by delivering services in two primary fields: Emergencies and Health. Fee-for-service contracts and donations (restricted and unrestricted) supported these critical services.

**O**n the domestic front, we helped communities impacted by wildfires following Canada's most destructive wildfire season ever recorded, assisted asylum seekers arriving in Canada, continued to provide relief to communities impacted by destructive floods and fires in previous years, and managed a significant grant program aiding charities and non-profits in their recovery from the COVID-19 pandemic. We also continued to provide Canadians with first aid courses, distributed naloxone kits to combat the opioid crisis, and supported isolated seniors with health and wellness services.

Internationally, the Canadian Red Cross contributed to humanitarian efforts in various regions grappling with crises such as conflicts and natural disasters. We supported relief efforts related to the Ukraine crisis, the earthquakes in Syria, Türkiye and Morocco, and the Middle Eastern crisis, while also continuing to deliver long-term programming focused on health and recovery services in several countries.

**Thanks to the generous contributions from donors and our government partners, the Canadian Red Cross continued to enact meaningful change in communities across Canada and worldwide.**

## Financial Performance:

### Operating Deficit and Other Income

The Fiscal Year 2024 (FY24) operating deficit was \$7.9 million (FY23: deficit of \$17.9 million), an improvement of \$10.0 million. The positive trend in FY24 is in large part due to the unwavering support of our donors, leading to a net increase of \$14.7 million in our unrestricted fundraising revenue compared to Fiscal Year 2023 (FY23). In addition, our organizational consolidation and restructuring efforts throughout FY24 to adjust to a post-pandemic environment led to reduced infrastructure costs across the organization. These additional revenues and efficiencies were partially offset by a lower net contribution from our programs, due to responding to a lower number of major emergency responses compared to FY23.

Other income, net of other expenses, totalled \$6.8 million (FY23: \$11.0 million), a decrease of \$4.2 million. While our investment portfolio held on our Legacy Fund had a strong performance this year, we had lower gains on property disposals compared to FY23 and also incurred one-time costs associated with our restructuring activities, which explains the decrease compared to prior year.

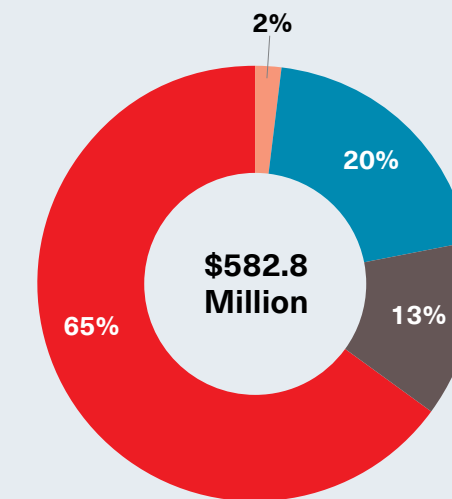
The overall net deficit for FY24 was \$1.1 million (FY23: \$6.9 million).

## Revenues

Our total revenues and other income were \$582.8 million (FY23: \$676.3 million). These are composed of [figure 1]:

- Humanitarian Services revenues of **\$379.6 million** (FY23: \$492.4 million)
- Health revenues of **\$76.8 million** (FY23: \$69.3 million)
- Fundraising revenue of **\$116.1 million** (FY23: \$102.5 million), and
- Other revenue, mainly made up of investment income and gains on sales of properties, of **\$10.3 million** (FY23: \$12.1 million)

FIGURE 1



- Humanitarian Services
- Fundraising Revenue
- Health Revenue
- Other Revenue

The decrease in revenue compared to FY23 is due to the end of most COVID-19 relief responses, and to lower revenues recognized with respect to major events that occurred in the previous year - notably the Ukraine crisis and Hurricane Fiona. We have, nonetheless, had a strong volume of activities and revenues in FY24, even if not as high as FY23, due principally to natural disasters including wildfires, floods, and earthquakes locally and internationally, asylum seekers arriving in Canada, a significant granting program funded by Economic and Social Development Canada (ESDC), providing community support to seniors, the sale of first aid courses, and fundraising activities.

In FY24, close to 60% of our funding came from government sources and almost 20% came from donations restricted to specific projects or events. However, the Canadian Red Cross depends on unrestricted donations earned through the annual fundraising campaign for a significant portion of its infrastructure costs. Such unrestricted funds are used to support the organization's development and growth and to maintain a baseline capacity so we can surge to respond to emergencies as required.

### Operating Expenses

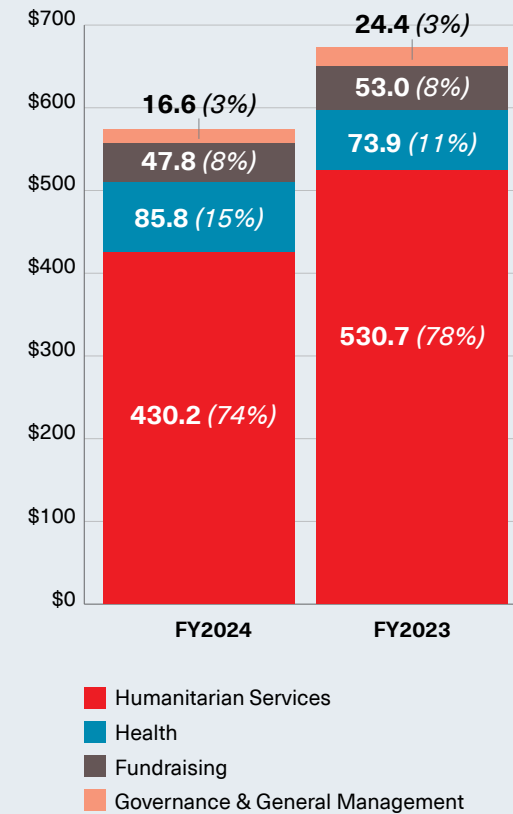
Total operating expenses decreased from \$682.0 million in FY23 to \$580.4 million in FY24 [figure 2]. This is closely tied to the reduction in responses related to the previous years' major events, combined with the positive financial impacts of our organizational consolidation and restructuring efforts throughout FY24.

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

<b>Total Program Expenses (Humanitarian Services + Health)</b>	<b>89%</b> (FY23: 89%)
<b>Total Fundraising Expenses</b>	<b>8%</b> (FY23: 8%)
<b>Governance and General Management Expenses</b>	<b>3%</b> (FY23: 3%)

FIGURE 2

#### Operating Expenses (\$ Millions):



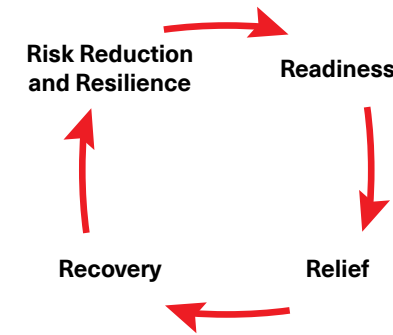
### Humanitarian Services:

**Humanitarian Services is composed of Emergency Management and International Programming.**

#### Emergency Management

Emergency Management had total revenues of \$360.1 million (FY23: \$470.0 million). The revenues decreased \$109.9 million from the previous year.

The Humanitarian Services' programs consist of four areas, each described in more detail:



#### Readiness

Public Safety Canada (PSC) continues to fund the Canadian Red Cross to develop and maintain a humanitarian workforce that is leveraged to respond to domestic emergencies. Funding revenues for this workforce were \$17.1 million (FY23: \$29.6 million). The most significant costs include workforce compensation, training, and travel. The decrease from the prior year relates to a reduction in funding due to the reduction in COVID-19 programming needs.

Internationally, the Canadian Red Cross and Global Affairs Canada (GAC) have a strategic partnership that supports our readiness to respond to international emergencies. Funding revenues for this partnership totaled \$4.5 million (FY23: \$4.3 million). GAC funding covered 71% (FY23: 76%) of costs, with the Canadian Red Cross covering the balance primarily through fundraising revenues. The most significant costs included staff compensation, training, travel, and emergency response unit inventory maintenance and storage.

#### Relief

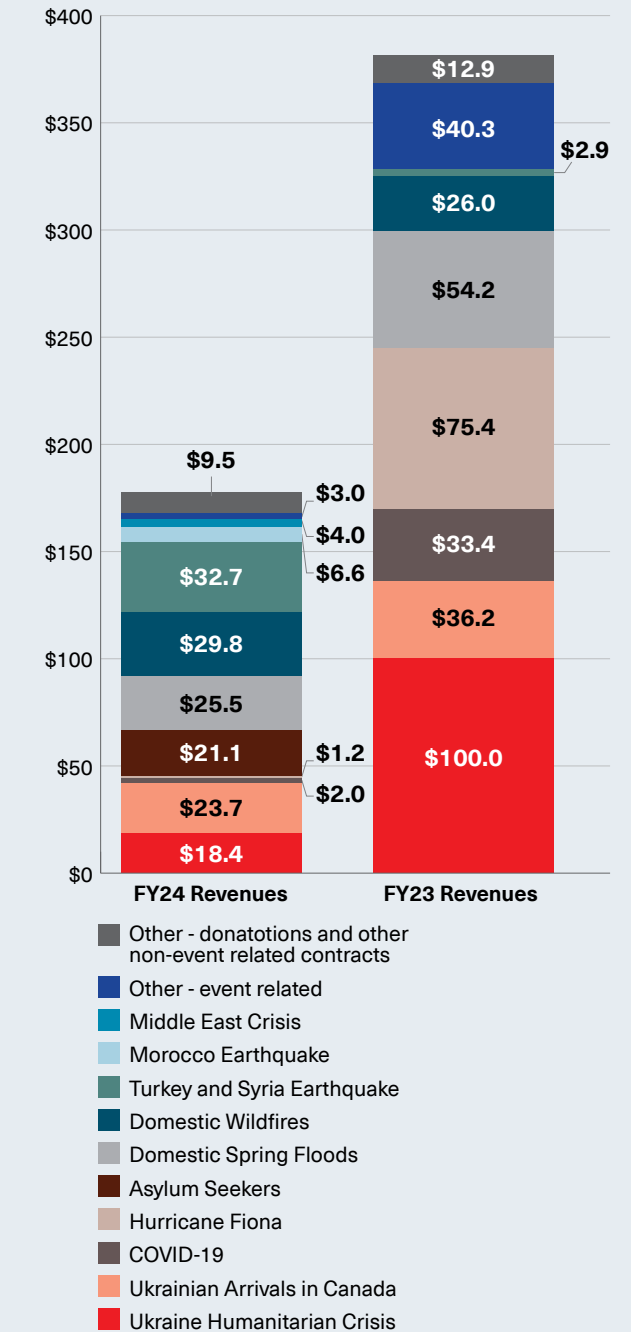
Revenues related to providing emergency relief services were \$177.5 million (FY23: \$381.3 million). Of these revenues, \$166.0 million (FY23: \$335.0 million) are related to personal disaster assistance and externally funded all-hazard relief events, \$2.0 million (FY23: \$33.4 million) are related to COVID-19 relief, and \$9.5 million (FY23: \$12.9 million) come from donations and other non-event related contracts.

The reduction in revenues compared to FY23 of \$203.8 million can be attributed to the COVID-19 relief related work that mostly came to an end during the year, and because FY23 included significant revenues related to the Ukraine Humanitarian Crisis and Hurricane Fiona responses. However, the effect of both climate change and international crises continues to be seen. During FY24, we have responded to major floods, fires, and earthquakes, as well as continued to aid those impacted by crises both within and outside of Canada.

The graph to the right [figure 3] depicts the relief revenues in \$ millions.

FIGURE 3

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



**Recovery**

Revenues to support domestic longer-term recovery was \$153.7 million (FY23: \$48.9 million). Of these revenues, \$36.0 million (FY23: \$38.4 million) related to externally funded all-hazard events, while \$117.2 million (FY23: \$10.3 million) related to COVID-19 recovery.

All-hazard recovery primarily relates to continued programming to aid those impacted by B.C. flooding and fires that occurred in 2017 and 2021, as well as those impacted in Atlantic Canada by Hurricane Fiona in 2022. The increase related to COVID-19 recovery is primarily attributable to a granting program funded by ESDC – the Community Services Recovery Fund.

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

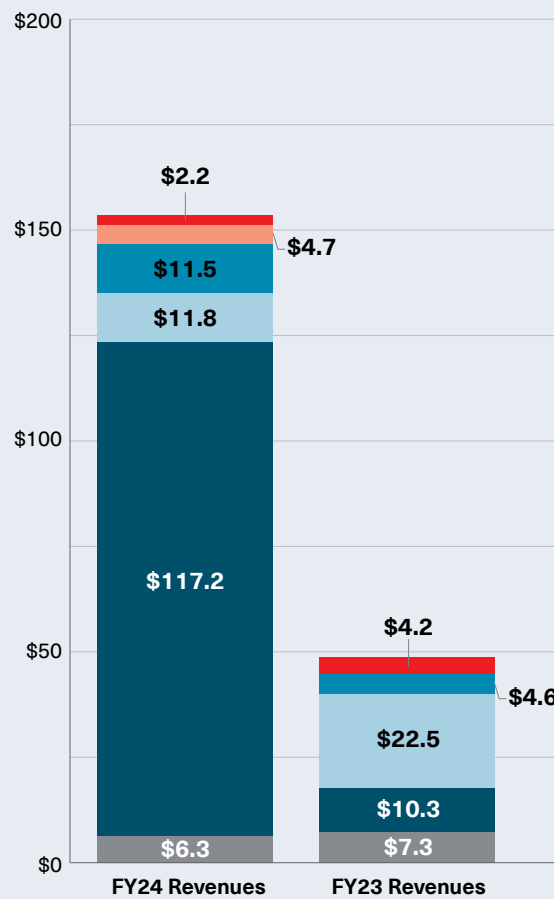
**Risk Reduction and Resilience**

The Risk Reduction and Resilience service line, which mainly provides risk reduction programming in Indigenous communities, brought in revenues of \$7.3 million (FY23: \$5.9 million).

We continued collaboration with Indigenous Services Canada on the Help Desk for Indigenous Leadership, offering assistance to over 750 Indigenous communities and organizations across Canada since the project began. The team delivered both virtual and in-person services encompassing disaster preparedness, community wellness and

**FIGURE 4**

**Recovery Revenues (\$ Millions):**



- Other
- Canadian Fires 2023
- Hurricane Fiona 2023
- BC Fires and Floods 2021
- COVID-19 Responses
- BC Fires 2017

protection, health promotion, and injury prevention. In FY24, the Indigenous Injury Prevention program, funded by government grants and private donors and of which the Help Desk is part of, reached 2,069 participants across 52 communities nationwide.

**International Programming**

International Cooperation and Programs (ICP) had revenues of \$19.5 million (FY23: \$22.3 million), related to global long-term programming in Africa, Asia, the Americas, and the Middle East.

The Canadian Red Cross continued to support major projects in Mali, South Sudan, Somaliland, Lebanon, West Bank and Gaza, Haiti, and other countries. Additionally, we delivered programming with continued focus on delivery of health and recovery services in areas of Haiti, Ethiopia, South Sudan, Yemen, and Lebanon.

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

<b>Africa</b>	<b>\$8.1 million</b> (FY23: \$8.0 million)
<b>Middle East and North Africa</b>	<b>\$4.7 million</b> (FY23: \$6.1 million)
<b>Americas</b>	<b>\$3.0 million</b> (FY23: \$3.6 million)
<b>Asia Pacific</b>	<b>\$2.6 million</b> (FY23: \$2.8 million)

**Health:**

**Health is composed of Prevention and Safety and Community Health and Wellness.**

**Prevention and Safety**

Prevention and Safety programs had revenues of \$23.4 million (FY23: \$20.5 million), made up of First Aid training sales of \$18.4 million (FY23: \$18.7 million), and government contracts relating to opioid prevention of \$5.0 million (FY23: \$1.8 million).

We continued to sell a variety of First Aid training courses to major corporate clients, training partners and to individuals. Our opioid prevention projects, primarily related to distributing naloxone kits, came to an end at the end of FY24. The increase in revenue was related to distributing a greater volume of kits than in FY23.

**The Canadian Red Cross delivered over 146,000 First Aid courses (FY23: 152,000) and trained via its training partners over 869,000 (FY23: 850,000) individuals across Canada.**

**Community Health and Wellness**

Community Health and Wellness programs, which mostly operate in the Atlantic region, Ontario, Alberta and British Columbia had revenues of \$53.4 million (FY23: \$48.8 million). This came primarily from the health equipment loan program (HELP) at \$28.0 million (FY23: \$26.5 million), transportation related to health at \$6.3 million (FY23: \$5.6 million), meal deliveries at \$6.9 million (FY23: \$6.3 million), and community

initiatives at \$12.2 million (FY23: \$10.4 million). Community initiatives included the pan-Canadian Friendly Calls program, which had revenues of \$4.6 million (FY23: \$1.3 million) and is providing services in all provinces.

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

<b>HELP</b>	<b>303,958 pieces of equipment</b> (FY23: 289,053 pieces) <b>160,317 clients served</b> (FY23: 156,180 clients served)
<b>Friendly Calls</b>	<b>59,807 calls</b> (FY23: 53,704 calls)
<b>Meals</b>	<b>234,202 meals</b> (FY23: 257,364 meals)
<b>Transportation</b>	<b>95,669 rides</b> (FY23: 81,746 rides)

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

**Fundraising**

Fundraising had revenues of \$116.1 million (FY23: \$102.5 million). Of these revenues, \$113.5 (FY23: \$98.8 million) were unrestricted and \$2.6 million (FY23: \$3.7 million) were restricted but recognized. Fundraising also raised additional restricted donations of \$78.9 million (FY23: \$149.3 million), which are partly deferred and recognized as part of Humanitarian Services

and Health revenues, for a total of \$195 million raised during the year.

The increase in unrestricted donations is primarily attributed to bequests received in the year, and to a surge in online donations driven by media visibility and successful fundraising strategies. Donations also grew across various other fundraising channels, including mail donations, door-to-door, corporate partnerships, and foundations and grants.

Restricted donations decreased compared to the previous year primarily because of lower contributions to two major appeals – the Ukraine crisis and the Türkiye and Syria earthquake, raising \$5.5 million and \$3.8 million in FY24, respectively. New appeals launched during the year include appeals for multiple Canadian wildfires, which raised \$30.9 million; the Middle East Humanitarian crisis, for which we raised \$7.2 million; and the Morocco Earthquake, raising \$4.5 million.

The cost of fundraising ratio for FY24 was 24.9% (FY23: 21.3%). The increase is mainly related to the lower volume of donations received in FY24 (\$195 million), which increased the FY24 ratio compared to FY23. The five-year rolling average cost of fundraising ratio for the Canadian Red Cross is 23.2% (FY23: 25.3%).

**The Canadian Red Cross had 622,000 (FY23: 697,000) active donors for the year.**

## Overall Financial Position:

### Overview

As of March 31, 2024, the Canadian Red Cross had net assets of \$238.1 million (FY23: \$238.9 million), a decrease of \$0.8 million from last year, mainly due to the current year's excess of expenses over revenues.

Unrestricted cash or cash equivalents at March 31, 2024 was \$8.9 million (FY23: overdraft position of \$1.6 million). While our cash position improved compared to the previous year, the Canadian Red Cross' working capital continues to include significant balances of accounts receivable and of inventory which is due to the need to respond to emergencies in a timely fashion prior to receiving government funding.

Externally restricted cash or cash equivalents of \$269.0 million (FY23: \$376.5 million) represents restricted donations related to appeals as well as restricted grants and bequests. The decrease in externally restricted cash can mainly be attributed to funds spent on the Community Services Recovery Fund, a program funded by ESDC and partly managed by the Canadian Red Cross to support charities and non-profits as they focus on how to adapt their organizations for pandemic recovery. Most of these funds were received during FY23, a significant portion was spent during FY24 and the remaining funds are expected to be used in 2025.

### Capital Investment

The net increase in capital assets of \$4.1 million (FY23: \$10.2 million) is related to additional technology investments and leasehold improvements, offset by amortization expense and disposals of property.

The Canadian Red Cross is continuing its digital transformation – our main technology investments relate to our internally developed Emergency Management Information System, now used across the country during emergencies, a new Volunteer Resource Management system, which is continuing to be developed and partially in use in various provinces, and the implementation of a new enterprise resource planning solution.

We also continued to reduce our facilities footprint as part of our transition to a hybrid office model and in alignment with our environmental sustainability objectives. During the year, the Canadian Red Cross sold two properties (FY23: two) for total proceeds of \$1.5 million (FY23: \$12.2 million). There are no properties held for sale at the end of FY24.

### Reserves Strategy

The Canadian Red Cross has earmarked \$35.0 million (FY23: \$35.0 million) as contingency funds to ensure the continuity of our operations, should a disruptive event impact fundraising or program revenues. These funds form part of and are invested with the Canadian Red Cross'

Legacy Fund. A portion of the annual investment income of this fund is internally restricted to supporting our operations. The March 2024 balance of this fund was \$80.3 million (FY23: \$73.9 million).

During 2024 the Canadian Red Cross decided to discontinue two internally restricted reserves: (1) The COVID self-insurance fund (\$5.4 million at closing date), originally set up to offset changes in insurance coverage relate to the COVID-19 pandemic during 2021 and against which no claims were made from prior years and (2) the Strategic Investment Reserve Fund (\$16.8 million at closing date) which was restricted primarily for the purpose of financing technology projects. Both these reserves were transferred to unrestricted reserves.

## Audited Financial Statements and Other Financial Disclosures

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







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