



Annual report message FY2020

Strategic transformation during exceptional times

Fiscal year 2020 marked the first year of implementing our three-year strategic plan at The Conference Board of Canada. Despite the challenges posed by the global pandemic, 2020 was positive for the organization. We executed our strategic priorities while concurrently responding to unplanned and exceptional circumstances. For this, a special thank you to our staff for living our new corporate values as guiding principles during this unique time.

One year into *Strategy 2022*, we have further refined our strategic position and strengthened our financial and operational discipline, as planned. Progress made early in the fiscal year positioned the organization well to react to the pandemic.

The relevance of our research took on heightened importance as Canadian businesses and governments grappled with an abrupt economic shutdown. As early as January, Conference Board thought leaders were appearing in national media, providing powerful insights and considerations for what lay ahead. In our drive to help solve complex challenges, we temporarily opened our subscription paywall for access to our economic forecasts, surveys, and COVID-19 insights and tools.

Our commitment to be stakeholder-focused was also at the centre of activities. Throughout the year, we continued to refine our products to be accessible in design, language, and delivery. The outputs from our nine research areas continued uninterrupted and improved by operational efficiencies gained in project management, production, and marketing.

The abrupt shift to a remote workforce in March was swiftly and effectively adopted by our people and clients. The move saw increased collaboration across our teams and a more agile approach to our work, overall. Building on this success, and with the support of the board of directors, the organization is now a virtual-first organization. The decision to sell our head office in Ottawa was part of this shift. We are well underway to adapting our work, strengthening our culture, and making strategic investments around this new reality.

Heading into fiscal year 2021, we are confident in our progress and steadfast in our strategic direction. We are positioned to thrive as a virtual organization, to better deliver our unique insights to leaders, and to grow as an organization that is home to some of Canada's brightest minds.

Access our audited financial statements [here](#).

Bill McFarland
Chair, Board of Directors

Susan Black
CEO