



2025 Impact Report.

Scaling our impact.
Renewing our commitments.

Released November 2025

A Purpose-Driven Journey.

At CCGoodwin Consulting (CCG), we are guided by our purpose of **Do Good & Be Great**. This means renewing our commitment to growing our impact in our home communities, while providing world-class communications, marketing and management consulting services.

With this report, we are sharing the next stage of our social responsibility journey to account for progress made since issuing our first report in 2023. This report encompasses the period from April 1, 2023 to March 31, 2025. We are not only recording progress toward the commitments we laid out in 2023, but renewing and extending our commitments for the next two years, to March 31, 2027. These measures maintain our accountability and focus to continuously strengthen how we live our purpose.

Our team is composed of high-calibre, seasoned talent from across three provinces, while being 100% woman-owned and women-led from New Brunswick. From team-wide international planning retreats and innovation and tech training, to continued team engagement strategies and tactics, cultivating a strong culture at CCG is paramount. We're proud to have been recognized by Atlantic Business Magazine as one of Atlantic Canada's Best Places to Work in 2023, 2024 and 2025, with our founder, Cynthia Goodwin, recognized as a Top 50 CEO in 2024 and 2025.

As we strive to continuously improve, our vision, mission and values remain the cornerstones of everything we do and will become.



Territorial Acknowledgment

Our headquarters sits on the ancestral and unceded traditional territory of the Wolastoqiyik, Mi'gmaw and Peskotomuhkati peoples. This territory is covered by the "Treaties of Peace and Friendship," first signed with the British Crown in 1725 and 1726, and we acknowledge the First Peoples of this region as the past, present and future rightsholders and caretakers of this land.

The treaties established 300 years ago did not deal with the surrender of lands and resources but, in fact, recognized Wolastoqiyik, Mi'gmaw and Peskotomuhkati title and established the rules for what was to be an ongoing, peaceful and harmonious relationship between nations. We are all Treaty people.

Our Purpose.

“Do Good & Be Great.”

CCG is committed to being a catalyst for positive change in our community and to providing world-class products and services to our clients.



Our Vision

Create a world of greater empathy, trust and opportunity.



Our Mission

To empower people to be great leaders by helping them to listen, communicate, act and inspire.



Our Values

Leadership, Reputation, Teamwork, Growth and Community

CCG is proud to have been recognized by Atlantic Business Magazine as one of Atlantic Canada’s Best Places to Work three years in a row.



Our Sustainability Standards.

Our sustainability efforts are directed by the **ISO 26000 Social Responsibility Guidance Standard** and the **United Nations Declaration on the Right of Indigenous Peoples** (with a focus on the Truth and Reconciliation Commission of Canada's Call to Action #92: Business and Reconciliation). We voluntarily apply these standards to integrate social responsibility into our values and practices as a company, and we bring it to our client work.

About the ISO 26000 Social Responsibility Guidance Standard

This international standard is the most accepted framework for Social Responsibility in the world. The ISO 26000 helps organizations maximize their contribution to sustainable development by leveraging the implementation of the **United Nations' 17 Sustainable Development Goals (SDGs)**. While the ISO 26000 enables organizations to effectively assess and address their social responsibilities, it is a guidance standard and is not intended to be used for certification.

Learn more: <https://iso26000sgn.org>



About the Truth and Reconciliation Commission of Canada's Call to Action #92

This recommendation calls on businesses to adopt the **United Nations Declaration on the Rights of Indigenous Peoples** as a reconciliation framework by:

- Committing to meaningful consultation, building respectful relationships and obtaining the consent of Indigenous Peoples before proceeding with economic development projects.
- Ensuring Indigenous Peoples have equitable access to jobs, training and education



Source: <https://iso26000sgn.org/iso-26000/about-iso26000/>

opportunities in the corporate sector, and that Indigenous communities gain long-term sustainable benefits from economic development projects.

- Providing education for management and staff on the history of Indigenous Peoples, as well as skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.

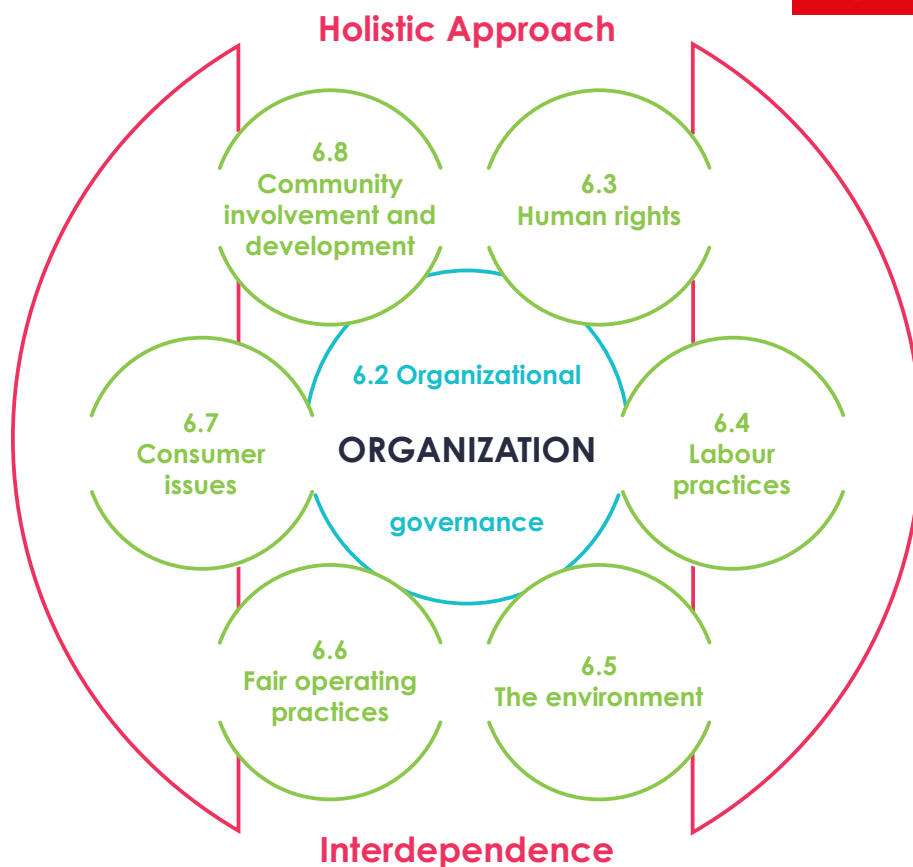
Learn more: www.nctr.ca

Our Sustainability Pillars.

Social Responsibility: 7 Core Subjects

Source: iso.org/publication/PUB100259.html

The figures denote the corresponding clause numbers in ISO 26000.



To align with the core subjects of this framework, our sustainability pillars include:



People

(Human Rights, Labour Practices, Fair Operating Practices)

We are equitable, ethical and inclusive, creating an environment that nurtures the growth of our firm, our clients and our communities.



Prosperity

(Consumer Issues, Community Involvement and Development)

As entrepreneurs, we contribute to the economic well-being of our communities, supporting and uplifting other local businesses as well as current and future leaders.



Climate

(The Environment)

We responsibly manage our carbon footprint and actively seek ways to minimize negative impacts, while supporting organizations that develop and distribute eco-friendly materials and processes that make meaningful contributions to the health of the planet.

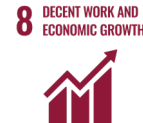
Our Progress & Commitments.

All dollar figures in CAD



People

Human Rights,
Labour Practices,
Fair Operating
Practices

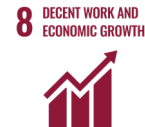


FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Total employee compensation* (Salaries, incentives, vacation, employer contribution for benefits and RRSP matching, all monthly and other tech and equipment fees)	- No set target re: total compensation - Consolidate annual review and salary increase process to coincide with fiscal year-end (instead of anniversary dates), effective April 1, 2023 - Introduce 5% GRRSP matching in April 2023 - Review and adjust all position salary ranges, pending market conditions, by March 31, 2024	\$3,185,526 paid out - Introduced 5% GRRSP matching in April 2023 - Developed and communicated broadened employee incentive program in early 2025 - Communicated enhanced approach to employee work and growth planning in early 2025	- Keep pace with and/or exceed market conditions relative to total compensation - Introduce an enhanced incentive of up to an additional 3% of salary, when targets are surpassed (base incentives range from 10-15% of salary, depending on the role) - Introduce 5-year anniversary bonus (\$1,250 per employee at milestone, including other recognition) - Increase monthly tech & equipment allowance by 20% - Document specific employee-driven growth plans, including professional development plans, for each employee



People

Human Rights,
Labour Practices,
Fair Operating
Practices

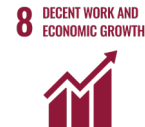


FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Number of employees to receive incentives over and above salary**	100% annually	100% annually	100% annually
Employee vacation utilization (Minimum of 4 weeks granted to all employees per fiscal year)	100% taken	98.4% taken	100% taken
Employee health & safety	- Maintain and improve upon performance to date, guided by new CCG Culture and Engagement Plan to be developed - Review and expand HR policies, guided by team - Re-offer Respectful Workplace Policy training in 2024 - Continue to offer benefits program to be 50% paid for by firm - Continue to offer Employee Assistance Program (EAP) - Continue to grant each employee \$1,500 technology and ergonomic equipment top-up (every 2 years) Continued...	- Developed and rolled out CCG Culture and Engagement Plan beginning in early 2025 - Re-offered Respectful Workplace Policy training in December 2024 - Began implementation of Function Point to help manage resource allocation (2024-onward) - Fulfilled commitments related to employee benefits, our EAP program, our tech and equipment top-ups, policy implementation, our flexible approach to work, and WorkSafe NB compliance (self-assessed)	- Update and augment HR policies, in consultation with the team - Complete implementation of Function Point for project resource allocation and scheduling - Re-offer Respectful Workplace Policy training annually - Continue to implement the Culture & Engagement Plan - Continue to prioritize policies, practices, communications and connection that promote employee safety and wellbeing, to be measured by a survey of employees



People

Human Rights,
Labour Practices,
Fair Operating
Practices

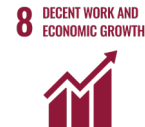


FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Employee health & safety	- Continue to implement Expense Policy and Responsible Alcohol and Drug Use Policy - Provide flexible, remote work for all employees - Achieve full compliance with WorkSafe NB		
Total partner compensation*** (Freelancers, independent contractors, partner firms and others who support the delivery of client work)	No set target	\$203,053 paid out	No set target
Values & ethics	- Adopt more formal, documented and published professional Code of Conduct - Develop an Artificial Intelligence (AI) Usage Policy - Formalize annual, third-party client feedback process, building on baselines established internally in 2022	- Professional Code of Conduct drafted and under review - Adopted AI Usage Policy in January 2024 (updated every 6 months) - Hosted 2 AI sessions with the team in 2024 - Completed third-party cybersecurity assessment in April 2024 - Completed third-party client feedback process in late 2024 - Rolled out enhanced client intake process in early 2025	- Complete and launch updated team Code of Conduct, based on team input - Develop more robust AI strategy for the firm (including continued policy updates) - Roll out more formalized, team-wide AI training program - Continue to action cybersecurity plan - Complete a second wave of third-party client feedback



People

Human Rights,
Labour Practices,
Fair Operating
Practices

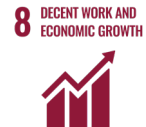


FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Equity, diversity, inclusion and accessibility (EDIA) & Reconciliation with Indigenous Peoples	100% completion of Indigenous Canada course from the University of Alberta (6/6 new team members; ~21 hours per person) - Further understand and expand on our own team's diversity	5/6 new team members completed Indigenous Canada course, with one in-progress - Continued to prioritize diversity and inclusion in promoting and evaluating applications to our annual bursary program, recruitment and community giving	- Continue 100% team completion commitment of Indigenous Canada course - Conduct optional team diversity survey - Offer at least one EDIA team training opportunity per FY - Identify new ways to improve upon diversity and inclusion with our annual bursary program, recruitment and community giving
Organizational culture and engagement	Conduct confidential, third-party workplace assessment to inform CCG Culture and Engagement Plan, June 2023 (100% team participation)	- Workplace assessment conducted by third-party during summer 2023 - Introduced CCG Culture and Engagement Plan in December 2024, including the pillars: - Rewarding Work & Opportunities for Growth - Tools to Do the Job with Excellence - Team Connection & Celebration - Fair Compensation - Employee Wellbeing Continued...	- Continue implementing CCG Culture and Engagement Plan - Complete second workplace assessment with the help of a third party - Continue to be recognized by third parties for culture



People

Human Rights,
Labour Practices,
Fair Operating
Practices



FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Organizational culture and engagement		- One dedicated professional development day (7.5 hours) per year provided to every team member, in addition to broader allotment of non-billable time - Named one of Atlantic Canada's Best Places to Work by Atlantic Business Magazine in both FYs of reporting period (and for 3 years in a row)	

* Includes Owner/CEO compensation. Does not include birthday, anniversary, holiday and ad hoc gifts; company-funded peer-to-peer rewards and recognition; professional development-related expenses; annual retreat and event-related expenses; the value of sick and personal time or other non-vacation-related leave; or the reimbursement of expenses incurred during the usual course of business.

** Does not include Owner/CEO, who is not part of the incentive program.

*** Does not include HST.



Prosperity*

Consumer issues,
community
involvement and
development

1 NO POVERTY



2 ZERO HUNGER



4 QUALITY EDUCATION



5 GENDER EQUALITY



10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



FOCUS AREA

COMMITMENTS (FY 23-25)

April 1, 2023 –
March 31, 2025

PROGRESS (FY 23-25)

April 1, 2023 –
March 31, 2025

COMMITMENTS (FY 25-27)

April 1, 2025 –
March 31, 2027

Community giving**

- Donate \$15,000 to community causes per fiscal year
- Establish more formal process to measure in-kind contributions

- \$38,350 (2023-25) donated to local and regional causes; beneficiaries of \$1,000 or more include:
 - United Way Maritimes (\$25,200)
 - Saint John Regional Hospital Foundation (\$5,700)
 - Canadian Red Cross (\$1,000)
 - First Steps Housing Inc. (\$1,000)
 - Ulnooweg Education Centre (\$1,000)
 - Fredericton Homeless Shelters (\$1,000)
 - Mi'gmaq Child and Family Services of New Brunswick (\$1,000)
- In-kind services totalling \$30,344 provided to 5 non-profit clients

Continued...

- Contribute at least \$40,000 in cash donations over the reporting period (~\$20,000 per FY)
- Continue to provide in-kind support in alignment with community need and our team's capacity***
- Complete and launch more formalized community giving review and approval process



Prosperity*

Consumer issues,
community
involvement and
development

1 NO POVERTY



2 ZERO HUNGER



4 QUALITY EDUCATION



5 GENDER EQUALITY



10 REDUCED INEQUALITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Community giving**		- Volunteer speaking engagements provided to: - Joint Economic Development Initiative - NBCC - Canadian Public Relations Society - UNB Women in Business - Governance Professionals of Canada - UNB Saint John - Ignite	
CCG Bursary Program	Award \$11,000 in bursaries to 11 Post-Secondary Education (PSE) students in NB per year between 2019-2023	- Awarded \$15,000 in bursaries to 15 PSE students in the reporting period - Doubled bursary number to 10 students per year (\$10,000 in total) for CCG's 5th Anniversary in 2024	Continue to award 10 bursaries per fiscal year (at least \$10,000 in total) as our flagship community giving program
Board of Director and Committee roles	Volunteer on at least 7 non-profit Boards (roles held by team members)	~10 non-profit Board or Committee roles held by team members 4H Canada - Canadian Mental Health Association NB Continued...	Continue to provide employees with a work environment conducive to participation on community-oriented Boards or Committees, in part during business hours***



Prosperity*

Consumer issues,
community
involvement and
development

1 NO
POVERTY



2 ZERO
HUNGER



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



10 REDUCED
INEQUALITIES



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Board of Director and Committee roles		◦ Fredericton Chamber of Commerce ◦ Human Development Council ◦ NB Housing Corporation ◦ NS Environmental Network ◦ Saint John Family Resource Centre ◦ Saint John Learning Exchange ◦ Saint John Regional Chamber of Commerce ◦ United Way Maritimes	

* Does not include charity portion of dinners and events.

** Includes donated and committed amounts.

*** Numerical target removed given Board and Committee work also takes place during employees' personal time.



Climate

Environment



FOCUS AREA	COMMITMENTS (FY 23-25) April 1, 2023 – March 31, 2025	PROGRESS (FY 23-25) April 1, 2023 – March 31, 2025	COMMITMENTS (FY 25-27) April 1, 2025 – March 31, 2027
Energy conservation and responsible use	Maintain and seek ways to improve our energy conservation and responsible use performance	- Continued Ride-Sharing Policy - Continued practices to streamline team tech needs - Continued flexible work-from-home model	- Develop responsible event management guidelines to help clients identify and achieve sustainability goals tied to their major events (e.g., related to materials, swag, travel, local procurement, etc.) - Continue to implement existing policies and practices with a view to continuous improvement
Carbon footprint offset	Extend Carbon Offset Policy to all work-related ground transportation (mileage, rental, carsharing) effective April 1, 2023	Diverted 8.816 tonnes of air- and ground travel-related carbon through Planetair in 2023-2025	Continue to track and offset air and ground travel carbon emissions through a program like Planetair
Environmentally responsible client work (renewable energy, clean tech, etc.) and thought leadership	- Continue to seek values-aligned, environmentally responsible energy projects - Seek at least one additional volunteer Board or Committee opportunity within the energy space and/or adjacent spaces	- Joined NB Energy Cluster as a member (2025-onward) - Supported renewable energy, energy conservation and/or cleantech projects with 5 NB-based clients	- Seek additional renewable energy or cleantech clients or related projects/events - Seek volunteer Board or Committee roles within the renewable energy and/or adjacent spaces

Cumulative Impact: Key Metrics 2019-2025

FOCUS AREA	TOTAL FROM FOUNDING TO FY 24-25 July 1, 2019 – March 31, 2025
Total employee compensation* (Salaries, incentives, vacation, employer contribution for benefits and RRSP matching, all monthly and other tech and equipment fees)	\$5,851,125
Total partner compensation** (Freelancers, independent contractors, partner firms and others who support the delivery of client work)	\$797,078
Community giving***	\$65,112
CCG Bursary Program	\$26,000 (to 26 NB students)

* Includes Owner/CEO compensation. Does not include birthday, anniversary, holiday and ad hoc gifts; company-funded peer-to-peer rewards and recognition; professional development-related expenses; annual retreat and event-related expenses; the value of sick and personal time or other non-vacation-related leave; or the reimbursement of expenses incurred during the usual course of business.

** Does not include HST.

*** Includes donated and committed amounts. Does not include charity portion of dinners and events or value of in-kind contributions.

Additional Disclosures.

FOCUS AREA	TOTAL (FY 22-23) April 1, 2022 – March 31, 2023	UPDATED TOTAL (FY 23-25) April 1, 2023 – March 31, 2025
Full-Time Equivalent (FTE) count	12 FTEs	13 FTEs
Roster count (freelancers, independent contractors and partners in delivery of client work)	56	18
Client count	57	53
% of revenue from outside NB	31.3%	20.5%
Firm ownership	Cynthia Goodwin (100%)	Cynthia Goodwin (100%)
Headquarter community	Quispamsis, NB	Quispamsis, NB
Additional community footprint	• Saint John, NB • Rothesay, NB • Grand Bay-Westfield, NB • Fredericton, NB • Oromocto, NB • Gagetown, NB • Centreville, NB • Halifax, NS	• Saint John, NB • Rothesay, NB • Grand Bay-Westfield, NB • Fredericton, NB • Oromocto, NB • Gagetown, NB • Centreville, NB • Halifax, NS • Dartmouth, NS • Ottawa, ON

We're grateful to our team, clients, partners and communities for their continued support.
Thank you for making our impact possible.

Please share your questions, suggestions or feedback about this report to ccgimpact@ccgoodwin.ca

