

CM  
& E

CANADIAN  
MANUFACTURERS  
& EXPORTERS

M &  
E C

MANUFACTURIERS  
& EXPORTATEURS  
DU CANADA

# Helping Manufacturers Grow

2022-2023  
ANNUAL REPORT

[CME-MEC.CA](http://CME-MEC.CA)



# MESSAGE FROM THE CHAIR OF THE BOARD



## ELISE MAHEU

Chair, Vice-President, Government Affairs,  
United States & Canada

**3M Canada Company**

On behalf of the Board of Directors, I am pleased to update members on the efforts CME has made to advance manufacturing sector during the 2022-23 fiscal year. As always, the board worked with association management to ensure CME delivered the programs, training, supports and events that our members rely on as they bring their products to market at home in Canada and around the world.

It has never been more critical that Canada be home to a thriving manufacturing base. One that is universally acknowledged in importance by industry, the public and all levels of government, with CME leading the way. This year marked the second year of our 2021-2024 strategic plan, and I am happy to share that we advanced our four pillars and surrounding objectives, all of which were carefully selected to help the sector prosper. On behalf of the board, I am pleased to report on our strategic plan progress as we enter a new era of manufacturing in Canada.

Our first objective was to ensure CME remains financially sustainable through increased growth in membership and member services. Over the past four years, management has successfully harmonized systems, fees and program offerings across the country, while stabilizing membership and growing membership. This year, we recommitted to our focus on member engagement. As we returned to normalcy following years of pandemic disruption, we saw increased uptake in the use of CME programs, services, training and events. We saw

the benefits of collaboration, as members from different regions were able to travel to major in-person CME events – as well as participate virtually across the country in divisional offerings – bringing “ONE CME” to life like never before. Our members have supported CME in these efforts, with membership support surpassing \$3.4 million, the highest level in decades.

The second and third objectives relate to our influence with governments at all levels and with the public through social and earned media in print, television and radio. We captured share of voice among key stakeholders to emphasize our value as the voice of industry. We were especially active in helping manufacturers get the workers they need, accelerating technology adoption, ensuring net zero strategies include industry at the forefront, and reducing the cost of doing business in Canada.

Lastly, the board was eager to finish strongly as we position CME as a top employer who attracts, retains, and grows top talent. Without the dedicated group of professionals from across Canada who work tirelessly to advance our industry, we would not be able to achieve our mission and execute our vision. We are pleased to share that for the 4th year in a row, CME was proud to achieve Great Place to Work Certification and is eager to see what the future brings. We remain confident that CME employees across the country will represent our sector and our members proudly, and well.

# MOT DE LA PRÉSIDENTE DU CONSEIL



## ELISE MAHEU

Présidente, Conseil national des Manufacturiers et Exportateurs du Canada

Vice-présidente, Affaires gouvernementales, États-Unis et Canada,

3M Canada

Au nom du conseil d'administration, je suis heureuse d'informer les membres sur les efforts déployés par MEC pour faire progresser le secteur manufacturier au cours de l'exercice 2022-23. Comme toujours, le conseil d'administration a travaillé avec la direction de l'association pour garantir que MEC offre les programmes, la formation, le soutien et les événements sur lesquels comptent nos membres pour commercialiser leurs produits au Canada et dans le monde.

Il n'a jamais été aussi essentiel que le Canada dispose d'une base manufacturière prospère. L'importance de ce projet est universellement reconnue par l'industrie, le public et tous les niveaux de gouvernement, avec MEC en tête. Je suis heureuse de partager que, lors de cette deuxième année de notre plan stratégique 2021-2024, nous avons réalisé de réels progrès dans l'avancement de nos quatre piliers et des objectifs qui les entourent et qui ont tous été soigneusement sélectionnés pour assurer la prospérité de notre secteur. Au nom du conseil d'administration, il me fait plaisir de faire le bilan de notre plan stratégique alors que nous entrons dans une nouvelle ère du manufacturier au Canada.

Notre premier objectif était de garantir que MEC demeure financièrement viable grâce à une croissance accrue des adhésions et des services aux membres. Au cours des quatre dernières années, la direction a réussi à harmoniser les systèmes,

les frais et les offres de programmes à travers le pays, tout en stabilisant et en augmentant le nombre de membres. Cette année, nous nous sommes de nouveau engagés à mettre l'accent sur l'engagement des membres. Alors que nous sommes revenus à la normale après des années de perturbations liées à la pandémie, nous avons constaté une augmentation du recours aux programmes, services, formations et événements de MEC. Les avantages de la collaboration sont ressortis en évidence alors que les membres de différentes régions ont pu participer en personne aux événements majeurs de MEC – ainsi que s'y joindre virtuellement à travers le pays selon l'offre des divisions – donnant vie à « ONE CME » comme jamais auparavant. Nos membres ont supporté MEC dans ses efforts, avec un soutien dépassant les 3,4 millions de dollars, le niveau le plus élevé depuis des décennies.

Les deuxième et troisième objectifs concernent notre influence auprès des gouvernements à tous les niveaux, ainsi qu'auprès du public à travers les médias sociaux et nos gains dans la presse écrite, la télévision et la radio. Notre voix occupe une place importante aux côtés de celles des principales parties prenantes visant à mettre en valeur notre industrie. Nous avons été particulièrement actifs en aidant les manufacturiers à trouver les travailleurs dont ils ont besoin, en accélérant l'adoption de technologies, en veillant à ce que les stratégies de zéro émission nette incluent les intérêts de l'industrie, et en réduisant les coûts relatifs à la conduite des affaires.

Enfin, le conseil d'administration se réjouit de terminer en force en positionnant MEC comme un employeur de premier plan qui attire, retient et développe les meilleurs talents. Sans le groupe dévoué de professionnels de partout au Canada qui travaillent sans relâche pour faire avancer notre industrie, nous ne serions pas en mesure d'accomplir notre mission et de réaliser notre vision. Nous sommes heureux de vous annoncer que pour la 4<sup>e</sup> année consécutive, MEC est fier d'avoir obtenu la certification 'Great Place to Work' et nous sommes impatients de voir ce que l'avenir nous réserve. Nous demeurons convaincus que nos employés à travers le pays continueront de représenter fièrement notre secteur ainsi que nos membres.

# MESSAGE FROM THE PRESIDENT & CEO



**DENNIS DARBY, P. ENG, ICD. D**

President & CEO

It is with great pride that we reflect on the past 12 months, and the importance of the manufacturing industry in Canada.

CME is a network like no other, and the power of this network allows us to join together with other visionary leaders and companies that have built the legacies that our fellow manufacturers can be proud of – and look to for inspiration. Our members with rich histories are joined side by side with those emerging businesses that navigated the pandemic and emerged stronger for it. Together, we represent the best manufacturing has to offer.

Over the past 12 months, manufacturers across the country contended with labour shortages, rising business costs relative to other jurisdictions, rapidly accelerating technology advancements and changes to the regulatory environment, including net zero, that represented both challenges and opportunities.

As the year began, CME continued its long-standing work of helping manufacturers overcome supply chain disruptions. We worked closely with the National Supply Chain Task Force to inform a national supply chain strategy, and were pleased to see our priorities reflected in the final recommendations.

We used our extensive network and depth and breadth of expertise to develop a policy platform that would accelerate the adoption of a net zero framework in Canada that keeps

industry at the forefront of execution. CME urged the creation of an industrial net zero strategy, one that significantly more government partnerships and investments, especially for SMEs, and abundant and affordable clean energy.

Our efforts to put an economic value on labour shortages and constraints gave CME the chance to reveal the nearly \$13 billion in lost economic activity to government and the public alike. With our members' input, CME's efforts played a direct role in the Immigration Levels Plan by the Immigration, Refugees and Citizenship Canada Minister Sean Fraser, which will bring in 465,000 immigrants annually.

CME also helped manufacturers navigate the consequences of President Biden's Inflation Reduction Act (IRA). While Canada's inflation rate rose to a decades' long high, the IRA was poised to ensure that investment poured south of the border at the expense of Canada's competitiveness. It was through CME's efforts that the Canadian government introduced mitigation measures through Budget 2023 to keep Canada competitive, although we continue to urge more, and swifter actions.

And while CME's activities had broad impact at the federal level, representation in each division allowed CME to achieve successes on the provincial stage as well, with legislative changes, programs and services designed to help manufacturers grow.

CME is a network of manufacturers. For more than 150 years, we have been leading our industry through difficult times and showcasing innovation, resiliency and excellence when times are good. Over the past year, CME has once again risen to the occasion, speaking on behalf of industry and providing valuable services to companies. Many of the gains made by our industry during the pandemic have come through collaboration and our commitment to the power of the network. Together, our voices are strongest.

# MOT DU PRÉSIDENT ET CHEF DE LA DIRECTION



**DENNIS DARBY, ing., IAS.A**

Président et chef de la direction

C'est avec une grande fierté que nous songeons aux 12 mois qui sont passés et à l'importance de l'industrie manufacturière au Canada.

MEC n'est pas un réseau comme les autres, sa portée permet de nous joindre à d'autres dirigeants et entreprises visionnaires qui ont bâti un héritage dont nos collègues manufacturiers peuvent être fiers – et qu'ils peuvent admirer comme source d'inspiration. Nos membres qui ont un passé riche se joignent aux entreprises émergentes qui ont traversé la pandémie et en sont ressorties plus fortes. Ensemble, nous représentons ce que le manufacturier a de mieux à offrir.

Au cours des 12 derniers mois, les manufacturiers à travers le Canada ont été confrontés à des pénuries de main-d'œuvre, à des coûts d'exploitation croissants par rapport à d'autres pays, à des progrès technologiques accélérés et à des changements réglementaires tels que la carboneutralité, qui représentaient à la fois des défis et des opportunités.

Au début de l'année, MEC a poursuivi son travail de longue date visant à aider les manufacturiers à surmonter les perturbations de la chaîne d'approvisionnement. Nous avons travaillé en étroite collaboration avec le Groupe de travail national sur la chaîne d'approvisionnement pour éclairer une stratégie nationale en matière de chaîne d'approvisionnement, et avons eu le plaisir de voir nos priorités reflétées dans les recommandations finales.

Nous avons utilisé notre vaste réseau et notre expertise approfondie pour développer une plateforme politique qui accélérerait l'adoption d'un cadre 'zéro émissions nettes' au Canada tout en maintenant l'industrie à l'avant-garde de l'exécution. MEC a exhorté à la création d'une stratégie

industrielle 'zéro émissions nettes', une stratégie qui augmenterait considérablement le nombre de partenariats et d'investissements gouvernementaux, en particulier pour les PME, et favoriserait une énergie propre abondante et abordable.

Notre travail pour attribuer une valeur économique aux pénuries et aux contraintes de main-d'œuvre ont donné à MEC l'occasion de révéler au gouvernement et au grand public que près de 13 milliards de dollars d'activité économique furent perdus. Grâce aux contributions de nos membres, les efforts de MEC ont joué un rôle direct dans le plan des niveaux d'immigration du ministre de l'Immigration, des Réfugiés et de la Citoyenneté Canada, Sean Fraser, qui attirera 465 000 immigrants par an.

MEC a également aidé les manufacturiers à faire face aux conséquences de la loi sur la réduction de l'inflation (IRA) du président Biden. Alors que le taux d'inflation du Canada atteignait un sommet jamais vu depuis des décennies, l'IRA était sur le point de garantir que les investissements afflueraient au sud de la frontière au détriment de la compétitivité du Canada. C'est grâce aux efforts de MEC que le gouvernement canadien a introduit des mesures d'atténuation dans le cadre de son budget 2023 afin de maintenir la compétitivité du Canada, même si nous continuons d'exiger des mesures plus nombreuses et plus rapides.

Malgré que les activités de MEC aient eu un large impact au niveau fédéral, la représentation dans chaque division lui a également permis de remporter des victoires sur la scène provinciale, grâce à des changements législatifs, des programmes et des services conçus pour aider les manufacturiers à croître.

MEC est un réseau de manufacturiers. Depuis plus de 150 ans, nous menons notre industrie dans les moments difficiles et faisons preuve d'innovation, de résilience et d'excellence lors des périodes prospères. Au cours de la dernière année, MEC s'est encore une fois montré à la hauteur, parlant au nom de l'industrie et fournissant de précieux services aux entreprises. Un bon nombre des gains réalisés par notre secteur pendant la pandémie sont le fruit de la collaboration et de notre engagement envers la force du réseau. Ensemble, nos voix sont plus fortes.

# TABLE OF CONTENTS

Message from the Board.....	2
Introduction.....	7
Labour Shortages: Get the Workers We Need.....	9
Lower the Cost of Doing Business: Create a Competitive Business Environment.....	11
Innovation: Stimulate Investment in Innovation & Advanced Technologies.....	13
Trade, Export & Supply Chains: Increase Canadian Exports.....	15
Net Zero: Accelerate Adoption while Protecting Manufacturing.....	17
CME in the Media.....	18
CME by the Numbers.....	19
CME at Work.....	20
2022 - 2023 Financial Statements.....	21
National Board Members.....	27
National Partners.....	28

## INTRODUCTION

# HELPING MANUFACTURERS GROW

### ABOUT US

From the first industrial boom in Canada, Canadian Manufacturers & Exporters (CME) has been advocating for and representing member interests. More than 150 years strong, we have earned an extensive and effective track record of working for and with 2,500 leading manufacturers from coast to coast to coast to help their businesses grow.

Our success comes from integrating the association with industry, with active participation by members all across Canada on advisory boards and committees dealing with issues of the day important to manufacturers, being run by manufacturers for manufacturers. Led by a national board of directors made up of senior leaders from a diverse group of Canadian manufacturers of all sizes, we have our finger on the pulse of the sector.

Overcoming your challenges and maximizing opportunities are at the forefront of everything we do. CME has member-driven programs and services to help you work on your business. We partner with you to strengthen your competitive advantage by building your knowledge and capacity in key areas, like Lean and productivity; trade and export; energy and environment; leadership development; safety and more.

As your advocate, CME has the ear of all levels of government in Canada and in key markets around the world. We actively work to influence and recommend effective policies that will allow manufacturers to compete at home and abroad.

CME works wherever you are – with regional chapters in every province, championed by local manufacturers just like you. This multi-pronged approach has provided us with the credibility to confidently speak as the voice of manufacturing in Canada.

### OUR VISION

Manufacturing and exporting are recognized as engines for growth in the economy, and Canada acknowledged as both a global leader and innovator in advanced manufacturing, and a global leader in exporting.

### OUR VALUES

Innovation is the cornerstone of success. CME believes that the status quo isn't good enough and that an association should be as innovative as its members. CME places great value on the investment in technology as the key to creating competitiveness and prosperity.

Growth of the manufacturing sector is critical to our economy. CME proposes policies and best practices that enable growth, investment, and competitiveness.

CME's currency is integrity and trust. As a non-partisan, learning organization CME is guided by data and represents only members' interests in fulfilling our mission.

CME is driven to influence, not just advocate; CME's opinion is sought after. The association is able to influence policy and regulations on behalf of members and has a role and responsibility to engage in the political process and shape the public agenda to fulfill our mission.

### MISSION

To enable our members to compete successfully in Canada and internationally, and to ensure manufacturing is recognized by the public and by policymakers as an innovative and important part of Canada's economy.

### INNOVATION

Supporting members through an extensive suite of programs and services created specifically to address manufacturers' top concerns, such as labor shortage, improving productivity and improving access to capital.

### CONNECTION

Facilitating opportunities for manufacturers to learn from each other, work with each other, and grow together through peer councils, events, and other B2B networking opportunities.

### REPRESENTATION

Influencing decision-makers at the federal and provincial levels as the strong voice of industry, whether on behalf of one company or the entire sector, to create a competitive environment for manufacturers.

### GREAT PLACE TO WORK

CME has been certified as a Great Place to Work® for the fourth year running. CME is committed to fostering a positive workplace culture and we are pleased to be recognized as a leader in inclusion and diversity!



**LABOUR SHORTAGES:  
GET THE WORKERS WE NEED**

In a rapidly evolving world, finding skilled workers is an ongoing challenge. Together, we turned labour shortages into opportunities for long-term growth and prosperity.

# LABOUR SHORTAGES: GET THE WORKERS WE NEED

Across Canada, nearly every manufacturer surveyed in recent years has consistently indicated labour shortages as their number one issue. Addressing this key constraint requires a multi-pronged approach, working with the entire manufacturing ecosystem, along with the provinces and the federal government. That's why CME was hard at work, moving our workforce development strategies forward: increasing immigration, working with women, youth, and under-represented groups to promote careers in manufacturing, and making it easier for manufacturers to adopt new technologies to reduce our reliance on unskilled labour.

Throughout the year, we worked tirelessly to foster partnerships, provide training programs, and promote workforce development.

**Upskilling the workforce:** Our Ontario Skills Program helped CME to provide Lean, Health & Safety and Women in Leadership training to more than 400 manufacturing employees, while another 2,100 participants completed courses through CME's Training Services and Manufacturing Productivity programs. Made Safe Health and Safety programs delivered sessions to a further 8,000 employees.

The Quebec division is currently in its third edition of the *Parcours Génie Mécanique* program, whose purpose is to provide and finance specialized training to existing manufacturing employees, allowing them to improve their skills and qualify for more advanced roles in their companies, with nearly 100 employees supported to date.

**Promoting manufacturing to under-represented groups:** More than 600 people attended the virtual WIM symposium, with hundreds more attending regional events. In addition, the Quebec division has also been actively engaged in promoting gender inclusion in the manufacturing sector. The *Inclusion Femmes* program, which consists of strategies to attract, recruit, and retain more women in employment, led to the development of manufacturing-specific toolkit with easy to employ guides aimed at helping companies enhance HR practices, employer branding, market visibility and more. On the Prairies, CME's Indigenous Workforce Development efforts began to ramp up in earnest as representatives from First Nations and industry set forward to advance economic development and truth and reconciliation together, while creating better employment opportunities in the sector for Indigenous Peoples.

**Engaging young people:** In Quebec, where the pressures of labour shortages continue to constrain industry, efforts around Manufacturing Week showcased careers in the sector to more than 350 youth across the province. More than 100 articles about the week's activities – *Semaine du manufacturier* – generated significant attention and attraction for the sector. Similar activities on the West Coast saw 200 high school students touring facilities across British Columbia, and similar youth-oriented activities took place in many other divisions as well. All told, CME was able to reach thousands of young people at all stages of their career exploration journeys through virtual and in person engagement efforts.

And while CME was working hard at advocacy through the media and with government, we were also focused on practical solutions. Our Manufacturing Is Hiring Campaign reached more than 250,000 potential workers and drove interest and applications at several facilities through a direct mail campaign, which challenged potential employees to think differently about the sector and highlighted the advantages of working in manufacturing.

Our efforts continue to drive real, measurable change. We will continue to push for solutions for industry, as well as develop programs and services to support the sector, as we strive to get manufacturers the workers they need.





**LOWER THE COST OF DOING BUSINESS:  
CREATE A COMPETITIVE BUSINESS  
ENVIRONMENT**

Lowering the cost of doing business is critical to ensure that Canadian manufacturers can compete globally. We will continue fighting for changes and keeping Canadian businesses in Canada.

# LOWER THE COST OF DOING BUSINESS: CREATE A COMPETITIVE BUSINESS ENVIRONMENT

In a CME survey released in March 2022, almost a third of respondents cited the inability of Canadian suppliers to compete on price as an obstacle to move sourcing of components and raw materials to Canada, even despite historic disruption to overseas supply chains. While the availability and cost of labour remained top of mind, other top challenges to relocating or scaling up production in Canada included the cost of taxation, government regulations, cost of industrial land, and energy and infrastructure costs and barriers. CME has long called for a business tax structure in Canada that supports growth, a reduction in red tape, and an increased investment in economic and trade-related infrastructure.

Lowering the cost of doing business is critical to ensure Canadian manufacturers remain competitive.

**Reducing Red Tape:** In nearly every province, CME held stakeholder dinners – directly linking industry to provincial Ministers and Deputy Ministers who shape much of the business environment for business. These dinners and lobby days saw manufacturers connect with political leaders in every province, driving meaningful changes and impacts.

**Lowering the Cost of Taxation:** After years of advocacy, CME was pleased to see the Ontario government introduce the Ontario Made Manufacturing Investment Tax Credit. This program provides a 10 per cent refundable Corporate Income Tax credit for eligible corporations on qualifying investments in buildings, machinery and equipment for use in manufacturing or processing in the province. The federal government’s clean technology investment tax credits, announced in Budget 2023, will also help drive down costs for Canadian manufacturers.

**Energy costs and municipal land protection:** Although recent measures like red tape reduction and tax relief, which have been implemented by various levels of government, have signaled good intentions to reduce costs and improve certainty for businesses, those measures did not fully close the gap with our competitors. CME worked tirelessly to successfully advocate for lower than anticipated electricity rate increases, municipal property tax adjustments and the protection of industrial lands that will reduce the overall tax and regulatory burden to manufacturers. Other North American jurisdictions spare no efforts to attract companies with low corporate tax rates, property tax abatements, and other generous subsidies directly aimed at new and expanding firms. Those policies continue to drive investments away from Canada. CME will continue fighting for changes and keeping Canadian businesses in Canada.





**INNOVATION: STIMULATE INVESTMENT IN INNOVATION & ADVANCED TECHNOLOGIES**

In an industry where technology is always changing, it's challenging to stay ahead of the curve. Together we turned the ever-changing nature of technology into opportunities for innovation.

# INNOVATION: STIMULATE INVESTMENT IN INNOVATION & ADVANCED TECHNOLOGIES

Manufacturing is vital to Canada's economy and one of the backbones of Organization for Economic Cooperation and Development ("OECD") economies. But when it comes to digital transformation needed to remain globally competitive, not all Canadian manufacturers are on a level playing field with their counterparts in other jurisdictions. And while manufacturers of all sizes face technology integration challenges, funding access and skills gaps as key barriers to digital transformation, smaller companies are having a more difficult time. And since about 93 per cent of Canadian manufacturers are small businesses, many of which play a key role in the supply chains of larger companies, this is an issue that affects the competitiveness of the entire industry.

To get there, CME is calling for support for technology demonstration tours, site visits, and online technology adoption roadmaps, supports to reduce purchase costs and de-risk investments, and upskilling of the labour force. In an increasingly digital era, staying ahead requires embracing new ideas and technologies. It is for these reasons that CME has been hard at

work helping companies embrace these changes and adapt.

**Manufacturing Hubs and Demonstration Centres:** BC's Automation and Robotics Peer Council is a strong example of connector hub, as non-competing manufacturing members can share best practices and attend tours at member facilities to help manufacturers identify solutions and see technology in action. On the East Coast, Newfoundland's Advanced Manufacturing Cluster is accelerating progress on this front as well.

The Quebec division actively promotes networking and the exchange of best practices among its members. Through manufacturing networks, the division connects executives who will generously share their experiences & insights and organizes factory visits. Members host those visits and other executives will assist to discuss innovation, specific techniques and simply share their *best practices*. Additionally, the strong collaboration with key partners allows the division to present business-focused events that highlight valuable opportunities to members.

**De-Risking Investments:** In Central Canada, Ontario's Technology Assessment Program will provide \$8 million to more than 160 manufacturers to help them invest in technology, in the form of matching contributions up to \$50,000.

**Upskilling the Workforce:** Manitoba's Manufacturing Technology Adoption Program is designed to help manufacturers to become more globally competitive through advisory services, benchmarking assessments, and competency development to accelerate the competitiveness, and technology readiness the sector. Tech Tuesday virtual webinars were especially popular with member companies from coast to coast.

Overall, CME played a pivotal role in fostering innovation and technology adoption. We facilitated knowledge sharing, organized workshops, and provided resources to empower our members to embrace cutting-edge solutions, and will continue doing so as the pace of adoption accelerates in the months and years ahead.





## **TRADE & SUPPLY CHAINS: INCREASE CANADIAN EXPORTS**

Global connectivity and efficient supply chains are crucial for economic growth, but supply chains remain fragile. We systematically removed obstacles preventing Canadian companies from growing global trade.

# TRADE & SUPPLY CHAINS: INCREASE CANADIAN EXPORTS

At CME, we are committed to promoting international trade and strengthening supply chains. We advocated for policies that supported free trade, celebrated Canadian-made products, pushed for reforms to procurement rules to support Canadian innovation and production, facilitated business collaborations, and ensured smooth logistics operations.

As words like “nearshoring” and “friend-shoring” entered popular language, CME has worked to introduce domestic procurement reforms, celebrate and advocate for more Canada Made programs like Ontario Made, and Newfoundland and Labrador’s Made Right Here, and facilitate access to reliable, quality transportation infrastructure that allow manufacturers and exporters to compete in global markets continues to be a cornerstone of our ongoing efforts.

CME continues to influence Canada’s global trade agenda at the highest levels, by being an integral part of the negotiations of Canada’s trade deals with the UK, India, and Indonesia. At home, we ensured manufacturers are protected from unfair trade practices by being part of the institutions that safeguard Canadian enterprise from dumping and trade protectionism.

Together, we turned obstacles into opportunities for global trade.





**NET ZERO INDUSTRIAL STRATEGY:  
ACCELERATE ADOPTION WHILE  
PROTECTING MANUFACTURING**

Protecting the planet and ensuring sustainable business practices are essential in today's world. We're working to create a thriving and sustainable future for Canadian manufacturing

# NET ZERO INDUSTRIAL STRATEGY: ACCELERATE ADOPTION WHILE PROTECTING MANUFACTURING

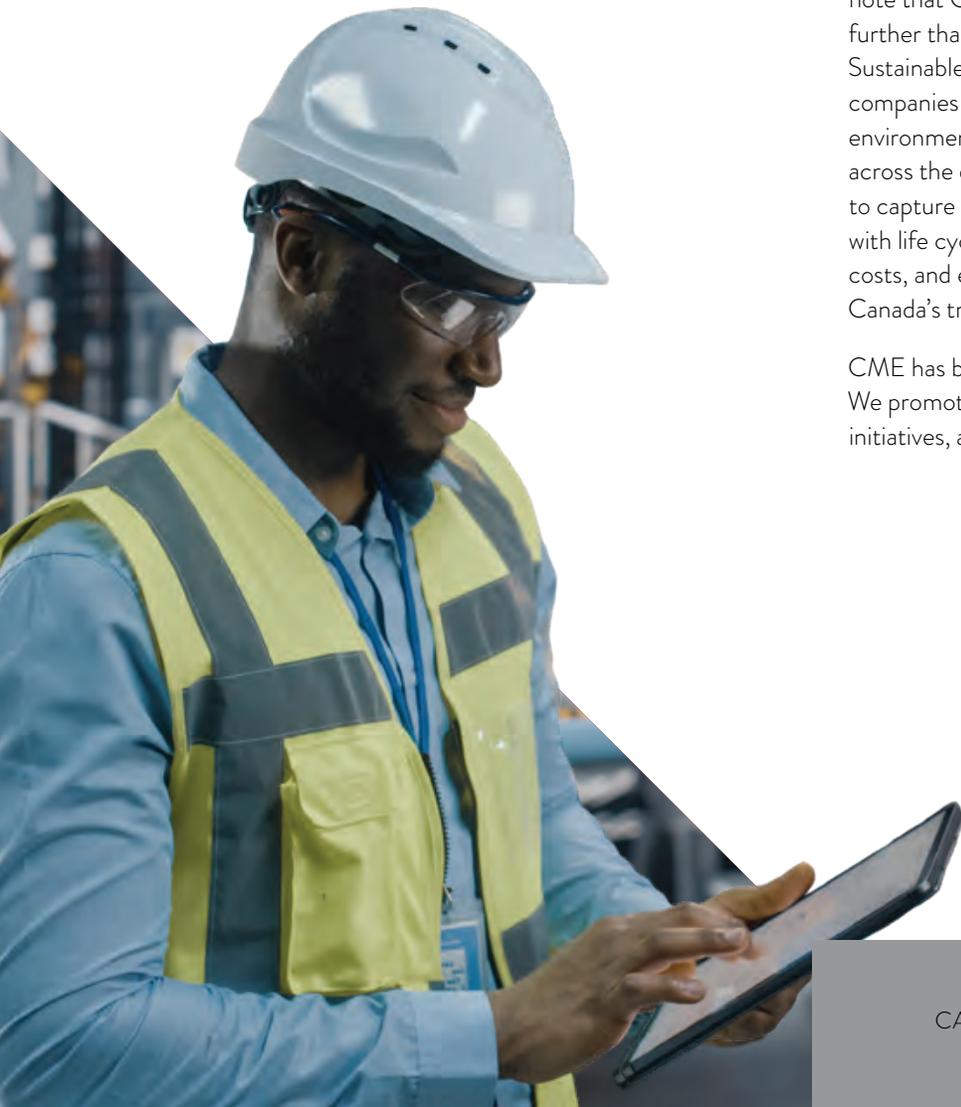
Canadian manufacturers are committed to creating a clean and healthy environment for all. We believe that Canadian industry can and should produce goods in the most environmentally friendly manner and to the highest global standards, where supportive policies are essential enablers. For decades, CME and our members have worked with governments to improve and create common standards through effective environmental regulations and supportive programs.

CME is supporting carbon emission reduction and investment and commercialization of clean technologies; supporting the development of an SME net zero strategy; and improving Canada's business environment and economic competitiveness in a net zero world. We believe that protecting the planet and ensuring sustainable business practices are essential in today's world, which is why our work on net zero policy, along with environmental, social, and governance issues, is so important.

Soon after the US passed the Inflation Reduction Act (IRA) in August 2022, CME went to work advocating for a strong response from the federal government. The government listened. Budget 2023 took meaningful steps to maintain the competitiveness of Canada's manufacturing sector, announcing billions of dollars in clean technology investment tax credits, including a 30 per cent refundable *Clean Technology Manufacturing Investment Tax Credit*. At the same time, CME's advocacy work paid off with strong dividends as Budget 2023 also enhanced previously announced measures, like reduced tax rates for zero-emission technology manufacturers. Budget 2023 extended eligibility to include the manufacturing of nuclear energy equipment. CME's previously released net zero policy paper had put forward many of these calls, which were subsequently adopted by the federal government. Together, our voices are strongest.

While advocacy wins took centre stage, it is important to note that CME took practical support for manufacturers further than ever as well. For example, Newfoundland's Sustainable Innovation for Products program began providing companies with a systematic approach to accelerate the social, environmental, and economic performance of their products across the entire life cycle. This program will enable companies to capture the opportunities and mitigate the risks associated with life cycle impacts, thus boosting revenue growth, reducing costs, and enhancing brand reputation while supporting Canada's transition to a net zero, circular and inclusive economy.

CME has been at the forefront of the sustainability movement. We promoted environmental responsibility, encouraged social initiatives, and advocated for sound governance practices.



# CME IN THE MEDIA:

## PUBLICATIONS & MEDIA COVERAGE

For more than 150 years, CME has been advancing the interests of manufacturers, with industry, government, and media. We aim to be the most influential industry association for Canada, representing the sector at large and on key policies. We remain committed to ensuring that the issues most impacting manufacturing remained front and centre.

## MEDIA MENTIONS & SHARE OF VOICE

By participating several hundred interviews, CME earned 3,340 print and online media impressions, plus thousands more in radio and television. In addition to earned media on key portfolios, CME was also actively reinforcing our role as a thought leaders, with 11 Op Eds and Open Letters on both national and regional topics.

## TOP ARTICLES (REACH)



# CME BY THE NUMBERS:

**3,800+**  
ATTENDEES

PARTICIPATED IN VIRTUAL, HYBRID AND FACE-TO-FACE EVENTS; FROM MANUFACTURING MONTH TO LARGE-SCALE CONFERENCES TO SPECIAL EVENTS ON TOPICS OF INTEREST.

NATIONAL MANUFACTURING CONFERENCE & AGM:



CME'S EMBRACING EXCELLENCE CONFERENCE

**1,000+**  
DELEGATES

headed to the heart of the continent in Winnipeg, where they embraced a week-long conference dedicated to Lean and productivity – the largest in Canada that year.

CME's 30+ peer & executive councils, committees and working groups hosted participants across the country on topics like automation, Lean, HR, executive support and more.

HUNDREDS OF MEETINGS WERE HELD VIRTUALLY, ATTENDED BY NEARLY **3,000** PARTICIPANTS



**MADE SAFE PROGRAMMING PROVED ONCE AGAIN THAT SAFETY PAYS, WITH MANITOBA WCB REBATES**



SURPASSING  
**\$1 MILLION**  
FOR THE FIRST TIME

WHILE

ONTARIO'S HEALTH & SAFETY EXCELLENCE PROGRAM (HSEP) MEMBERS RECEIVED MORE THAN

**\$2 MILLION**  
IN WSIB REBATES.



**THE ONTARIO MADE PROGRAM**

CONTINUES TO GROW WITH SUPPORT FROM THE GOVERNMENT OF ONTARIO.



OVER THE PAST 2.5 YEARS, CME HAS ADDED

**3,500+**  
MANUFACTURERS

AND

**14,500**  
PRODUCTS

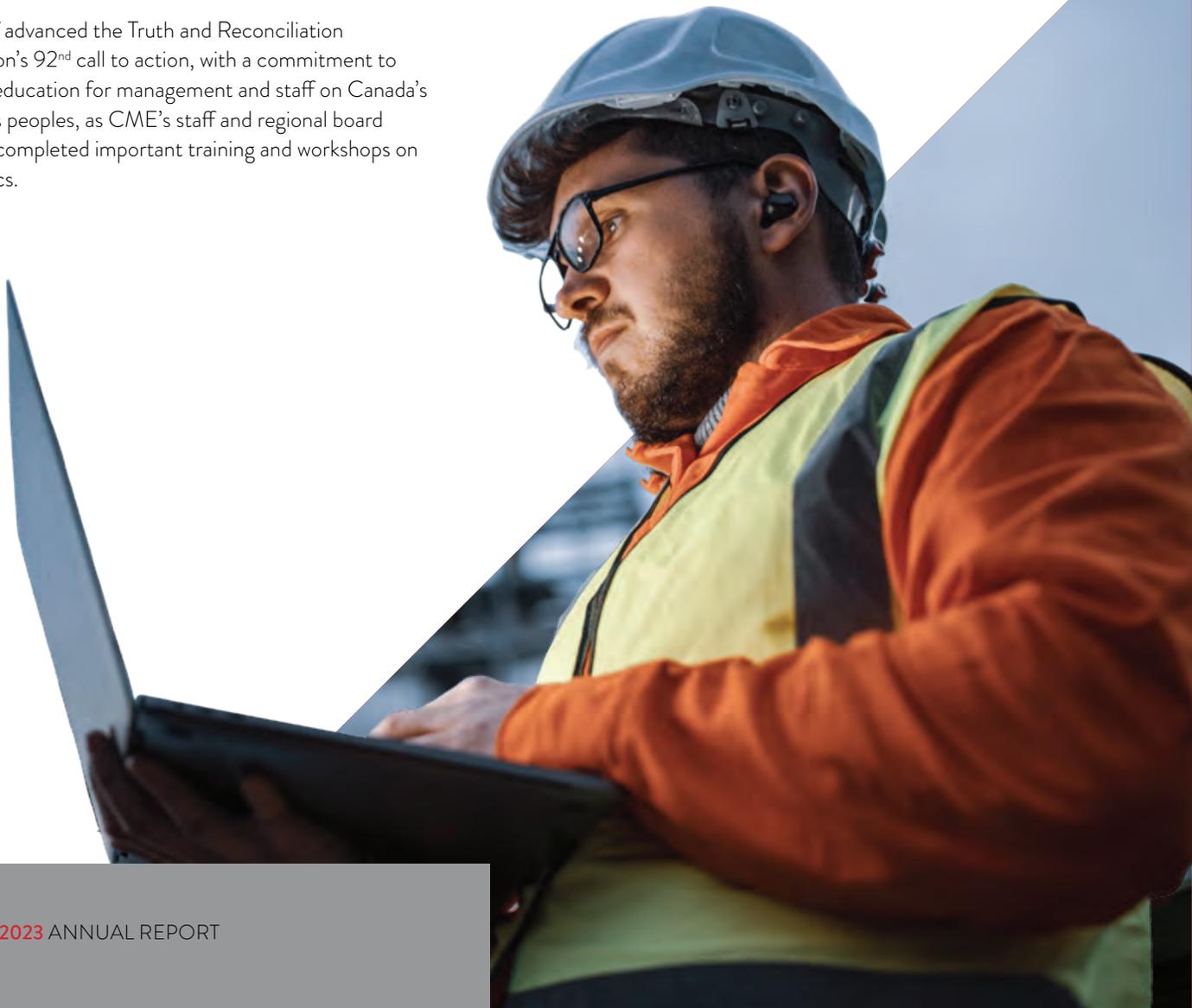
to its searchable database

[www.supportOntarioMade.ca](http://www.supportOntarioMade.ca)

# CME AT WORK: CULTURE AND COMMUNITY

We believe in working together to make CME one of the best places to work in Canada. We believe in the work we do and the difference we make to our communities, across Canada. Our commitment to diversity, equity and inclusion in the workplace has never been stronger. At CME we understand that attracting and retaining diverse talent with a mix of skills and expertise maximizes our effectiveness as an organization and ensures that we operate at the highest level. Here are just some of the ways we're walking the walk:

- **CME Gives Back:** CME recognizes and values the importance of integrating with the local community and has implemented the “CME Gives Back initiative” which provides employees an opportunity to volunteer with recognized charities and community organizations across the country; create a positive impact for local communities, and to channel our collective experience, skills, and energy to help drive positive social change and enable our communities to thrive. CME employees accrued over 1,149 hours in community engagement and involvement.
- CME staff advanced the Truth and Reconciliation Commission’s 92<sup>nd</sup> call to action, with a commitment to providing education for management and staff on Canada’s Indigenous peoples, as CME’s staff and regional board members completed important training and workshops on these topics.



# NATIONAL BOARD MEMBERS

NAME	BOARD TITLE	ORGANIZATION	TITLE
Elise Maheu	Chair	3M Canada Company	Vice President, Government Affairs, United States & Canada
Patrick Oland	First Vice-Chair	Moosehead Breweries Ltd	Chief Financial Officer
Peter MacDonald	Second Vice-Chair	CKF Inc	Plant Manager
Don Matthew	Director & Treasurer	Donald J. Matthew Professional Corporation	President
Dennis Darby	Director & Secretary	Canadian Manufacturers & Exporters	President & CEO
Joanna Boshouwers	Director	MDA Corporation	Vice President
Simon Drexler	Director	ATS Automation	General Manager, Automation Products
Dennis Dussin	Director	Alps Welding Ltd	President
Brent Evans	Director	Boeing Canada Operations Ltd	Director, Facilities, Equipment Maintenance, EHS & Tooling
Wayne Fraser	Director	RBC Royal Bank	Managing Director & Head Alberta and Territories, Corporate Client Group
David T. Fung	Director	ACDEG Group	Chairman & CEO
Alexandre Gagnon	Director	Pratt & Whitney Canada	Executive Director, Transformation
Mark Gillingham	Director	PolyUnity Tech Inc	President
Steve Hoffrogge	Director	Crestline Coach Ltd Demers Ambulance Inc	President - Canada
Caroline Hughes	Director	Ford Motor Company of Canada Ltd	Vice President, Government Relations
Todd LeRoy	Director	Loewen Windows	Vice President, Manufacturing
Lisa Marcuzzi	Director	ArcelorMittal Dofasco	VP, Head of Corporate Affairs, Legal and D&I
Brendan Marshall	Director	Rio Tinto	Principal Advisor, External Affairs
Alan Martens	Director	TYCROP Trailers	President
David McHattie	Director	Tenaris Canada	Vice President, Institutional Relations
May Scally	Director	Doble Engineering Company	Chief Operating Officer, Canadian Operations
Lori Shalhoub	Director	FCA Canada Inc	Vice President, General Counsel/EA
Darryl Spector	Director	Promation	President

2022 - 2023  
NATIONAL PARTNERS



CANADIAN  
MANUFACTURERS  
& EXPORTERS

MANUFACTURIERS  
& EXPORTATEURS  
DU CANADA