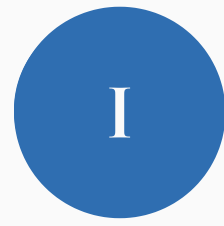




FAMILY
ENTERPRISE
FOUNDATION

Why Support Family Enterprises in Canada?



Why do Canada's family enterprises matter?

Quite simply, because they are the backbone of Canada's economy.

We believe that the future health and growth of the Canadian economy depends on the vibrant family enterprise community.

Family-owned enterprises are the most powerful driver of economic growth in Canada, employing 6.9 million people nationally, or roughly 47% of all private sector employment.

- T**
- stay in ownership control to do things their way
- H**
- focus on improvement and innovation
 - develop loyal stakeholder relationships
- E**
- build talent in select individuals
- Y**
- carry lower debt
 - build greater financial stability

Our economy depends on resilient family enterprises. The Foundation research with the Conference Board of Canada estimates that two-thirds of the output and about 90% of the jobs that family-owned enterprises directly support are in family-owned small and mid-size enterprises.

Small, medium or large family enterprises are important. Not only are they vital to our economic growth, studies show them to be fundamental to our economic and social stability.

What threats do Canada's family enterprises face?

The greatest threats family enterprises face are forces that impact their longevity. Examples include:

- An undefined family purpose and lack of vision
- Inadequate succession planning and lack of preparation of the next generation for ownership and leadership roles
- Conflict, poor communication between family members and issues around family dynamics/dysfunction

Approximately **40% of family businesses successfully transition to the second generation.**

Only about **12% make it to the third generation.**

Few endure **beyond that.**

Ironically, only a minority of enterprising families take full advantage of the many professional solutions available to help them understand and manage the interlinked challenges of harmonizing family, enterprise and ownership.

One reason for this is that solutions providers have focused more on enterprise-oriented outcomes with fewer forays and less nuanced approaches towards remedying family-oriented issues.

What is Family Enterprise Foundation?

- **Family Enterprise Foundation** was created in 2020 following a merger between Business Families Foundation with Family Enterprise Xchange Foundation, creating one unified face, voice and entity for family enterprise in Canada.

Family Enterprise Foundation (FEF) is a charitable organization focused on educational resources, research and shared responsibility promoting the success and sustainability of entrepreneurial families and their enterprises across generations.

- **Business Families Foundation (BFF)** was established in 1990 by Quebec's de Gaspé Beaubien family to support and empower "learning families" towards greater economic prosperity. In launching BFF, the family noted an absence of resources to address "family" aspects of enterprise ownership.

They sought to resolve this by creating solutions towards more enduring family enterprises through a network of family enterprise resources and learning experiences specific to entrepreneurial families.

- **Family Enterprise Xchange Foundation** also had a long history serving the family enterprise community in Canada, and of supporting research from which public policies that encourage the growth and continuity of family enterprise can be developed.

Family Enterprise Foundation is associated with Family Enterprise Canada (FEC) and the Family Enterprise Advisor (FEA) designation program.

*Our goal is clear.
We want family enterprises
to thrive for generations.*

How do we help family enterprises?

● Family-Focused Education

We're developing the best educational tools and resources, so business families can address key challenges with confidence and maintain ownership longer.

FEF's approach assists entrepreneurial families through a "relate, understand and apply" learning philosophy. Families self-assess, using FEF's diagnostic tools, embarking on a learning journey full of tailor-made learning activities.

Furthermore, the FEA program has transformed the way professional advisors serve family enterprises, creating more successful outcomes for business families.

● Strong Dynamic Community

We're building a connected family enterprise community across Canada, where we can all share knowledge and experiences, learn from, help and partner with each other. Our ecosystem includes business families, FEA's, corporate entities, academics, researchers and family business centers, all of whom recognize the important role of family enterprise in driving sustainable economic prosperity.

At the heart of our ecosystem is a family enterprise community with an overarching philosophy of knowledge-sharing to promote successful family outcomes.

● One Voice Backed by Family Enterprise Research

Together, we are the voice of Canadian family enterprise – strong, united and influential.

Together, we are thought-leaders in education, research and issues that matter.

Together, we are credible, capable of shaping policy and protecting the interests of our families and our enterprises.



“ Family Enterprise Foundation helps enterprising families communicate amongst family members such that everyone feels empowered to ask those questions that wouldn't necessarily get asked during a dinner time conversation.

Patricia Saputo, Quebec, 3rd generation



What are our most significant accomplishments?

FEF has created hundreds of family enterprise-focused courses, learning activities, educational and experiential events, cutting-edge entrepreneurial and advisory programs, innovative diagnostic and solutions-driven tools, ground-breaking research and engaging family enterprise-centric content to help enterprising families succeed and flourish.

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- Having invested \$25 million from our generous supporters over more than 30 years, FEF has developed exceptional resources for family enterprises and their advisors to professionalize and develop the family enterprise sector, but ultimately to facilitate the existence of enterprising families that are **RESILIENT, EMPOWERED, ENGAGED & SUCCESSFUL.**
 - Through the FEA Program, we set the standard of education for advisors. The FEA designation is the pinnacle of expertise in family enterprise advising and the only designation of its kind in Canada.

The FEA Program represents the culmination of years of research and curriculum design, and is a proven means for professionals to establish themselves as the most trusted advisor to their family enterprise clients.
 - We have created a dynamic, connected family enterprise community in Canada that knows what it takes to run a successful business and keep family relationships healthy and strong.

We welcome members of start-ups, founder-led businesses, multi-generation diversified family enterprises, financial families, philanthropic families (or any combination of these) into our family enterprise community.

What makes Family Enterprise Foundation unique?

By families, for families, about families

● Business Family-Specific Resources

We have developed many family-focused events and relevant resources specifically for business families and their advisors, many of which are the only of their kind available in Canada.

Examples include the Families Summit of Minds conference, Family Enterprise Barometer, the Let's Talk Family Enterprise podcast, the Family Focus newsletter and so much more!

● Business Family-Specific Research

We are the only organization in Canada dedicated to conducting family enterprise specific research. For example, *Family Enterprise Matters*, our white paper that provides the most comprehensive picture of family enterprises in Canada to date.

FEF was the driving force behind this first-of-its-kind research, conducted with the Conference Board of Canada.

● Business Family-Specific Learning

FEF is dedicated to creating courses, learning opportunities, interactive activities, resources and diagnostic assessment tools to provide business families with a complete family learning journey.

Our Family Learning Discovery Tool helps families understand what they need to focus on and puts them on a custom learning path.



“ The Foundation's approach to learning really helped develop the most important ingredient in family business education: family-to-family learning.

Ivan Lansberg, founder of Lansberg, Gersick & Associates

What's next for Family Enterprise Foundation?

As the voice of family enterprise, and the leader in family enterprise research, the Foundation seeks to develop educational tools, thought leadership and family-focused research to address the significant challenges that family enterprises face with a view to enhancing their prospects for longevity.

- **Developing new courses and learning paths for more business families**

Countless family enterprises deserve access to education because we believe “learning families” stand a better chance of enterprise survival than those who do not pursue a culture of learning.

- **Funding new family enterprise research**

Robust research requires funding. We are committed to supporting research from which public policies that encourage the growth and continuity of family enterprise can be developed. We believe improved access to empirical evidence is needed to help these businesses reach their full economic potential, leading Canada into a more prosperous future.

- **Developing relevant thought leadership**

FEF will pursue research and provide thought leadership on the impact of federal tax policy on the longevity of Canadian family enterprises. The objective of our research will be to influence public policy in a way that creates more positive outcomes for family enterprises in the future.

Why support Family Enterprise Foundation?

Supporting FEF contributes to the sustainability of family enterprise as a force for social and economic progress

● Because Family Enterprise Matters

Rooted in communities across our diverse geography, successful family enterprises sustain a multi-generational commitment to job creation and to the social cohesion that builds community and national prosperity.

Family enterprises are the most powerful driver of economic growth in Canada and essential to the country's long-term global competitiveness.

● To Build a Thriving Ecosystem

We want to build a thriving ecosystem, whose core comprises Family Enterprise Canada, yet also draws heavily on the wisdom of entrepreneurial families, visionary family business experts, forward-looking academics and all manner of insightful professionals who wish to propel the family enterprise sphere forward in a coherent way.

● To Impact More Business Families

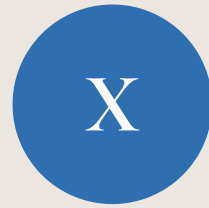
In our 30 years, we have learned which programs and learning initiatives are most effective and deserve sustained attention and development. Our philosophy of knowledge-sharing means that many more families can reap the benefits of new knowledge and new know-how, if we have the funding to scale up our efforts.

As such, it is our intention to scale up deserving programs where family enterprises interests are best served. To do this, we need your help.

How will we know if we have made a difference?

Being responsible towards the community we serve, we commit to measuring our impact on an ongoing basis and adjusting our metrics to reflect the socio-economic contribution entrepreneurial families bring to society.

- As a fiscally prudent and forward-looking organization, FEF will only invest in worthwhile and viable projects – initiatives that resonate, have been thoroughly validated through family enterprise oversight mechanisms and that can scale in a financially sustainable manner.
- We will focus on addressing the key threats to family enterprise in Canada, developing tools and resources to improve family harmony, encourage the development of family purpose and vision, and support successful family and enterprise succession.
- We believe that families that participate in a supportive peer community, with access to family-centric knowledge, advice, resources and learning opportunities, represented by a unified voice, achieve stronger outcomes for their family and their family enterprise. To confirm that belief, we will continue to collect data and conduct research on Canadian family enterprise success and longevity, as well as our impact on Canadian public policy.



How you can help?

As the charity dedicated to improving the outcomes for family-owned enterprises, Family Enterprise Foundation plays a crucial role. And so do you.

Please join the other families across Canada who have committed to match up to \$500,000 in donations this year.

Please contact olivier@familyenterprise.ca

For more information, visit FamilyEnterpriseFoundation.org

Contribute as a Legacy Donor and help to fund

- Key research on family enterprise.
- The development of world class resources and learning opportunities.
- The work of FEF as the voice of the family business community in Canada.

...or help us create an endowment fund

- To give all family enterprise members access to learning and support for increasing the longevity of their family businesses.

Contribution Commitment

Legacy Donor \$25,000* and up annually for 3-5 years

Endowment fund contributor \$100,000* annually 3-5 years

***tax deductible (893625046 RR0001)**