

companies lose to a competitor with lower standards even though the Canadian company meets or exceeds the higher Canadian or international standards. Corporate social responsibility is advantageous up to a point, but without the pressure to level the playing field, benefits can top out and stifle incentives. Raising Canadian standards legally or unilaterally right now will neither help meet Canadian foreign policy development goals nor help Canadian business nor enhance our international influence.

Leverage Team Canada Missions to Promote Good Practitioners, Practices

Provide country specific information packages on corporate social responsibility and corporate sustainability. Leverage the Sustainability and Stakeholder Management Guide for use across sectors to increase understanding, consistency, and adherence to best practices.

Some Specific Recommendations

Develop a Sustainability and Stakeholder Management Guide in conjunction with leading business practitioners and NGO's. Specifically:

- demonstrate the business case for implementation of sustainable business practices that simultaneously help achieve foreign policy goals
- outline the key success factors, benefits, challenges, models, terminology in developing stakeholder engagement management systems and Sustainability management systems to maximize net sustainable value-added
- outline qualitative and quantitative Canadian and international standards
- outline case studies of Canadian best practices in different industries, demonstrating step by step efforts
- outline tools available to promote stakeholder relationships and management systems
- develop an interactive website (for example, addition to *strategis.ca* site)
- promote use of the Guide through government and business agencies and associations
- include as educational material on Team Canada missions
- support stakeholder dialogue initiatives at home and in the developing world

Reward businesses that are working to make contributions to democratic development and citizen participation. Consider:

- promote these companies, highlight them on the international level
- offer priority services for those companies demonstrating excellent practices (reducing timelines for government service delivery, for example)
- ease access to Trade missions and developing country services
- promote their name internationally with respect to potential contracts
- showcase their best practices of stakeholder management systems to foreign governments, NGO's, stakeholder organisations