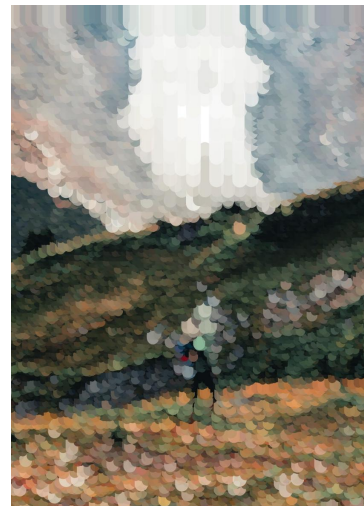


SSG's Multinational Cooperative Journey

CWCF: Working Across Borders
Panel Presentation

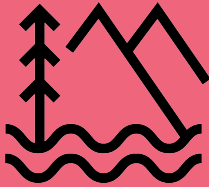
Emily McQuarrie
Director of Finance

Sustainability
Solutions Group

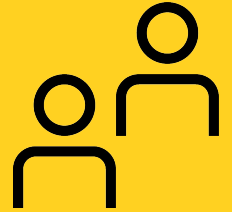


**Territory of
Weskarini**

**Anishinaabe, aka
La Petite Nation**



**Community
Library**



**Growing and
sharing food**



**Director of
Finance and
Administration**



About SSG

38 worker
owners

3 countries

20+ years in
business

200+ Climate
Action Projects



PART 1

How we got here: A Short History of Border Crossing

**SSG Canada
2003**

**SSG USA
2017**

**SSG Chile
2019**

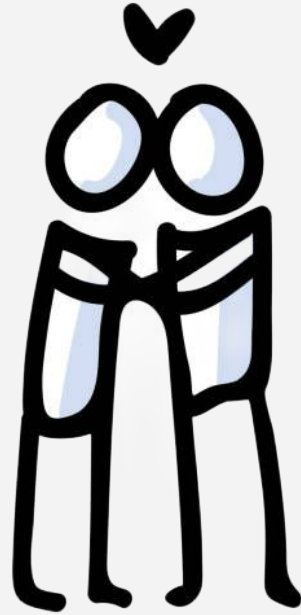
Canadian Incorporation: 2003

Why incorporate as a federal worker co-op?



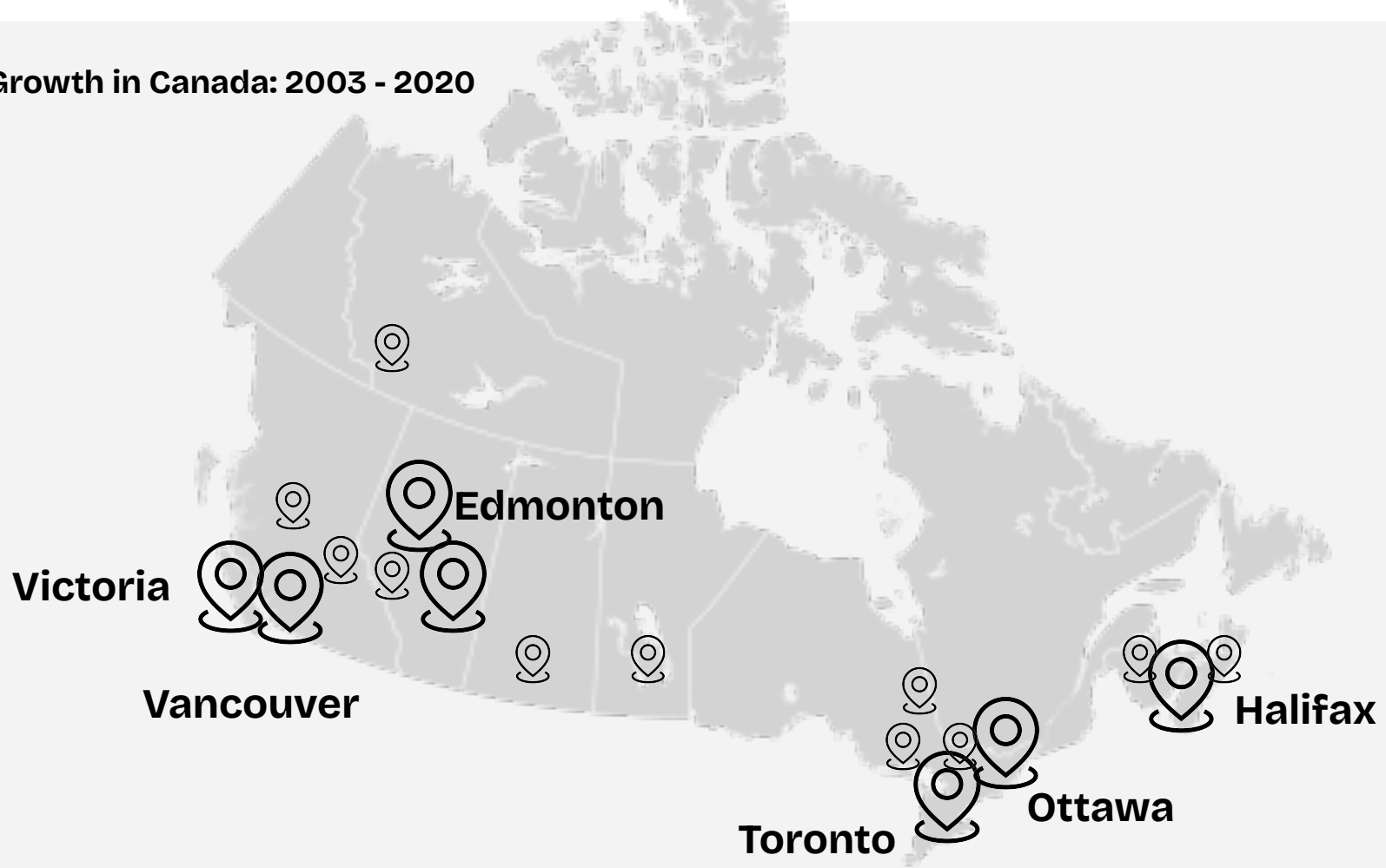
**Decarbonized, healthy,
equitable communities
for everyone.**

The Merger: 2010-2022



SSG *whatIf?*

Growth in Canada: 2003 - 2020



SSG USA

2020: SSG Canada does work in the US with US tax ID and state business licenses

SSG USA

2020: SSG Canada does work in the US with US tax ID and state business licenses

2021: SSG USA established as C-Corp
Hired first US worker

SSG USA

2020: SSG Canada does work in the US with US tax ID and state business licenses

2021: SSG USA established as C-Corp
Hired first US worker

2024: Huge growth in US market due to CPRG projects

SSG Chile

2017: Rodrigo works with SSG (as client)

SSG Chile

2017: Rodrigo works with SSG (as client)

2019: Rodrigo interns with SSG

SSG Chile

2017: Rodrigo works with SSG (as client)

2019: Rodrigo interns with SSG

2020: Rodrigo returns to Chile, while working for SSG Canada

SSG Chile

2017: Rodrigo works with SSG (as client)

2019: Rodrigo interns with SSG

2020: Rodrigo returns to Chile, while working for SSG Canada

2022: SSG Chile established as SpA

2003

SSG Worker Co-op
4 members

2016

8 workers

3 members

\$800k revenue

2003

SSG Worker Co-op
4 members

2016

8 workers
3 members
\$800k revenue

2019

13 workers

8 members

\$2.6M revenue

2003

SSG Worker Co-op
4 members

2016

8 workers
3 members
\$800k revenue

2019

13 workers
8 members
\$2.6M revenue

2025

49 workers
38 members
\$7.5M revenue

PART 2

How We Work Across Borders

Tools, rhythm, and culture

Deep Focus Days

All-worker Ketchups

Decision Making

Human Check-ins

Feedback Structures



Tools, rhythm, and culture

Deep Focus Days

All-worker Ketchups

Decision Making

Human Check-ins

Feedback Structures



Tools, rhythm, and culture

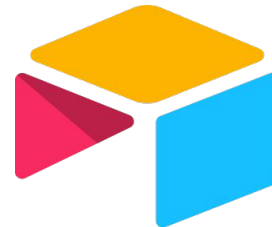
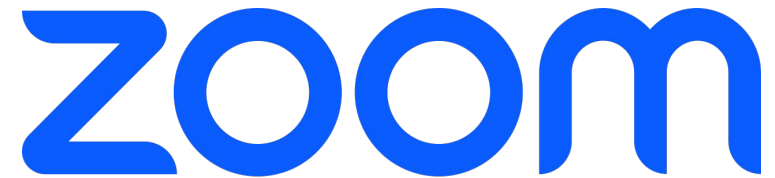
Deep Focus Days

All-worker Ketchups

Decision Making

Human Check-ins

Feedback Structures



Tools, rhythm, and culture

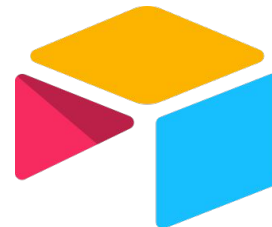
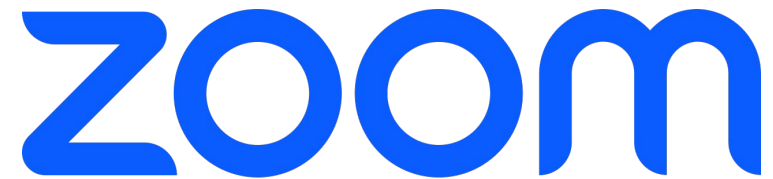
Deep Focus Days

All-worker Ketchups

Decision Making

Human Check-ins

Feedback Structures



Tools, rhythm, and culture

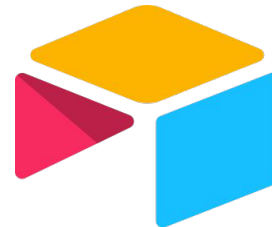
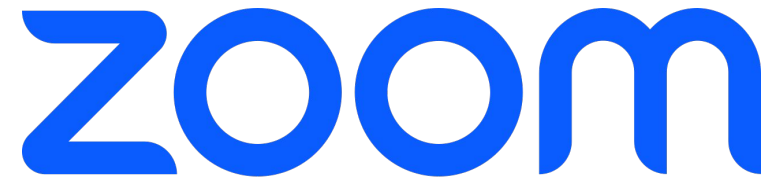
Deep Focus Days

All-worker Ketchups

Decision Making

Human Check-ins

Feedback Structures



The Bureaucratic Hoops

**“Leap and
figure it out
as you fall,”**

The Hoops

**Employment
Regulations
& Payroll**



**Regional
Business
Licenses and
Filings**



**Multiple sets of
books with
different
accounting
norms**



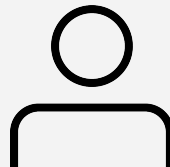
**Accurately
representing
financials across
entities**



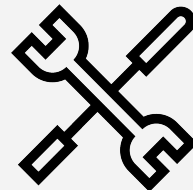
**Issuing labour
patronage to
non-Canadian
members**



**Finding
international
and co-op
literate
professionals**

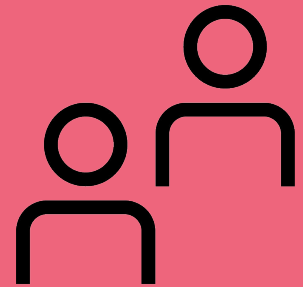


**Admin load for
three entities**



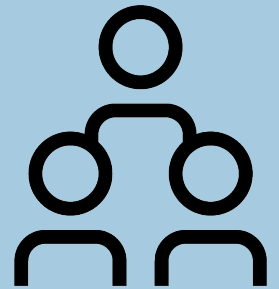
Multinational Complexities

Employment Equity



Multinational Complexities

Equitable participation in democracy



Ongoing Challenges

Should we keep growing?



Thank you

Sustainability
Solutions Group

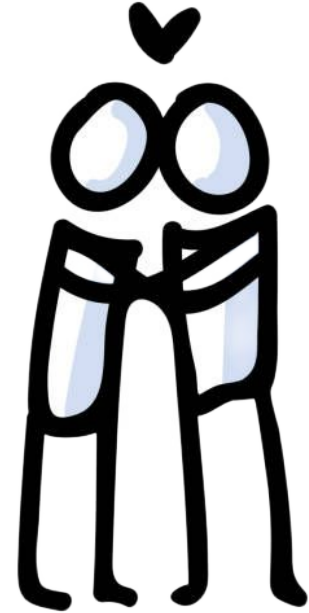
Emily McQuarrie

emily@ssg.coop

www.ssg.coop

The Merger: 2020-2022

- Business Case & Financial Analysis;
- Management Structure;
- Joint Vision & Purpose;
- Compensation & Benefits;
- Financial & Legal Structures.



SSC *whatIf?*