



Business Council *of*
British Columbia

**Report on
Corporate Responsibility
in British Columbia:
A Business Council of BC
Member Survey**

October, 2008

The Business Council would like to thank those member organizations who took the time to provide their thoughtful and insightful responses to our Corporate Responsibility survey. We especially want to thank those respondents who expressed an interest in providing a more in-depth look at their CR experience. These businesses are profiled in the Appendix to this report. We also wish to express our appreciation for the advisory role of Strandberg Consulting in preparing the report, and the assistance of New Climate Strategies in editing the profiles.

Introduction

The impetus for the Business Council of British Columbia (Business Council or BCBC) to embark on a research project on Corporate Responsibility (CR) arose broadly speaking due to the BC business community's growing awareness that CR is becoming a core element of corporate strategy around North America and globally. In a more immediate sense, the project was driven by the desire to better understand the myriad CR efforts of our member organizations. While some firms' and sectors' efforts have received a great deal of publicity, others have gone about their CR programs without much fanfare. Business Council members have been engaging in CR in diverse and interesting ways, from triple-bottom-line reporting to strengthening relationships with their host communities, to philanthropy, to "best in class" environmental practices. A cross-section of respondents' CR activities is profiled in the attached Appendix.¹

The Business Council's mandate for this project has been to explore the CR efforts of our member companies, to help raise the profile of the issue and those who have been leading by example, and to share insights and practices in a conference setting via our 2008 Summit: *Investing Today for Tomorrow: Corporate Responsibility in British Columbia*. This report presents the findings of our survey, situates these in a broader context by comparing to benchmark North American and global CR surveys, and offers some conclusions and opportunities for next steps.

A word about definitions: we have used the term Corporate Responsibility or CR, as opposed to Corporate Social Responsibility (CSR), corporate sustainability or other terms that broadly capture the topic area. This term was deliberately left loosely defined in the survey, as it was felt to be more important to understand how member organizations conceptualise CR than for it to be pre-defined for respondents.

Having noted that, throughout the project we have used the term Corporate Responsibility as it is succinct and reflects the broader issues beyond the "social" aspect.² Our survey findings indicate that BCBC members refer to CR very differently, from Corporate Community Involvement (CCI) which is primarily charity and community relations oriented, to CSR and CR, to corporate citizenship and sustainability. The majority of BCBC members refer to their CR efforts as Corporate Community Involvement (56%), followed by Corporate Social Responsibility (48%) and Corporate Responsibility (45%).

Background

In April and May 2008, the Business Council conducted a survey of its members via Ipsos Reid, to elicit member attitudes, experiences and activities concerning Corporate Responsibility. Responses were drawn from a broad sectoral distribution of our membership. To better understand our members' engagement with CR, we analysed the results by three industry groupings: "professional and financial services", "resource" and "other", and by type of ownership: "publicly traded", "privately held", and "public agencies". Any notable findings by industry or ownership type are identified throughout the report.

¹ These profiles were selected based on respondents' expressions of interest in the survey to provide additional detailed information about their CR programs.

² Additionally, we have followed the definition applied by the Economist Intelligence Unit in its white paper *The importance of corporate responsibility*. Economist Intelligence Unit, (2005).

In addition, the Business Council's results were compared against major studies of Corporate Responsibility, including Boston College Centre for Corporate Citizenship³ (Boston College), Society of Human Resource Managers (Canada and US)⁴ (SHRM), Economist Intelligence Unit⁵ (EIU) and McKinsey & Co.⁶ (McKinsey). Business Council survey results are placed into this broader North American and international context where possible.

Who manages CR strategy and activities, and how important is CR?

Corporate Responsibility is managed at a very senior level by Business Council members, and its priority is increasing over time.

For Business Council members, CR efforts are managed predominantly across business units or departments (80%) rather than as a stand-alone department. Public Affairs & Government Relations and Marketing & Communications are most frequently cited as the primary department responsible for CR. These findings suggest that CR is fairly well embedded within organizations. Indeed, in many BCBC member organizations a senior management team member (47%) plays the largest role for its CR activities, followed by the board of directors (16%).

BCBC member firms perceive a strong increase over time in the priority they have given and will give to CR over time. Three years ago, 54% saw it as a high or very high priority, today it is 83%, and 90% expect CR to be a high to very high priority three years from now.

All benchmark surveys record current priority as very high – ranging from 73 percent to 88 percent. No other survey asked about the expected future priority of CR.

What commitments are BCBC members making to CR?

BCBC members have implemented CR programs to varying degrees, and appear to have had greater success in establishing overall program elements than in the detailed aspects of formalized policies, involving stakeholders in development, or measurement and evaluation.

Just under half of respondents have made a full and explicit commitment to CR (and an additional 32% have partially implemented such a commitment). Just under 40 percent have fully created and implemented programs relating to CR (while slightly more – 54% – have partially implemented a suite of CR programs). Less than one third have fully implemented a communication strategy (via reports or other means). Less than 30% have fully developed formalized policies (48% partially implemented), and less than one quarter have fully implemented a policy of involving stakeholders in the development of CR activities (45% partially implemented). Less than 15 percent have fully implemented a means of evaluating CR efforts, although over half have at least begun this work, and an additional 20 percent have planned work in this area though it is not underway.

3 Boston College Center for Corporate Citizenship (2007). *Time to Get Real: Closing the Gap Between Rhetoric and Reality*. Boston College Center for Corporate Citizenship. Accessible via: <http://www.bcccc.net/index.cfm?fuseaction=Page.ViewPage&PageID=1860>.

4 SHRM Research (2007). *2007 Corporate Social Responsibility: United States, Australia, India, China, Canada, Mexico and Brazil*. Society for Human Resource Management. Accessible via: www.ahri.com.au/MMSDocuments/profdevelopment/research/research_resource/corporate_social_responsibility.pdf.

5 Economist Intelligence Unit (2005). *The Importance of Corporate Responsibility*. The Economist Intelligence Unit. Accessible via http://graphics.eiu.com/files/ad_pdfs/eiuOracle_CorporateResponsibility_WP.pdf.

6 McKinsey & Co. (2008). "The state of corporate philanthropy: A McKinsey Global Survey", *The McKinsey Quarterly*. Accessible via http://www.mckinseyquarterly.com/article_page.aspx?L2=21&L3=37&ar=2106&gp=0&pagenum=1.

Most steps are partially implemented, implying either a performance gap generated by internal barriers (discussed below) or the relatively recent adoption of CR strategies, as suggested by the trend in increased prioritization of CR.

In terms of the benchmark surveys, a high proportion of BCBC and SHRM (Canada & US) respondents have made “an explicit commitment to CR”. BCBC and SHRM surveys found that a relatively small share of businesses have implemented procedures to evaluate the success of their CR programs.

Why engage in CR? How effective are BCBC members’ CR activities?

Motivation

Business Council members are strongly motivated to engage in CR activities because of their relationships with their host communities, and by how they feel CR reflects on their organizations.

The top areas of motivation for respondents to engage in CR are:

- enhances relationships with the communities in which they operate (97%)
- builds public trust in their organizations (96%)
- enhances their overall reputations (94%)
- demonstrates their traditions and values (92%)
- improves relationships with stakeholders (92%)

BCBC members are focused on enhancing community relationships, likely a function of the finding that most orient their CR programs to corporate community involvement. Their CR role is driven by a number of important motivations, mostly focused on relationship building, building public trust, and reputation enhancement. Financial reasons, such as a financial investment and responding to pressure from capital markets, were much lower drivers.

In terms of the respondent groups, publicly traded firms are more likely to cite “enhances reputation” as a motivator for CR activities than either privately held or public agencies. Privately held companies are more likely to be responsive to employee expectations, and public agencies are more likely to cite social license to operate as a main motivator to engage in CR.

BCBC results are in line with the benchmark studies. Boston College cites “company traditions & values” as a motivator, while SHRM Canada & US cite “contributing to society” as a key motivator. EIU and SHRM Canada & US findings emphasise the need to build public trust. In the EIU survey, the strongest motivator is the ability of CR activities to help manage regulatory pressure. The other surveys identify “competitive advantage” of CR activities as a motivating factor. This was not explicitly mentioned in the BCBC survey, possibly reflecting a different set of CR drivers for BCBC members.

Effectiveness

For the most part, respondents perceive their CR activities have been somewhat or very effective over the past three years, especially in terms of their key drivers, which include enhancing relations with communities, demonstrating the organization’s traditions and values, and building public trust.

Firms feel the effectiveness of their CR activities is generally aligned with the importance of them. The top four areas in which respondents feel their efforts are effective are:

- demonstrating organization’s traditions and values (94%)
- enhancing relationships with communities (93%)
- building public trust in our organization (93%)
- enhancing overall reputation (92%)

In comparison with the benchmark studies, most surveys cite the highest effectiveness in: demonstrating organization’s traditions and values; enhancing relationships with communities; and enhancing overall reputation. EIU and McKinsey found a moderately high number of companies Very Satisfied or Satisfied with the effectiveness of their CR programs. SHRM (the only survey to ask) found that a sizeable proportion of respondents do not know, or do not measure, the effectiveness of their CR programs, perhaps reflecting a difficulty firms experience in measuring the impact of their CR investments.

Comparing those who consider their CR program at least somewhat effective, BCBC survey respondents on average are more satisfied with the effectiveness of their CR programs than respondents to applicable benchmark surveys:

- BCBC – 86%
- EIU – 73%
- McKinsey – 70%

What is the main motivation for your organization’s CR activities?

“Access to land and reputation management require that we be more proactive on this front. We do a lot of good things and manage risks but we don’t regroup them under the one umbrella of CR yet.”

“Ensuring our business goals are enabled through respect and commitment to the community and environment.”

“Increased awareness of both responsibility to show leadership in this area plus an awareness that expectations of shareholders, clients and employees are increasing in this area.”

“The growth of our business will be impacted if we do not integrate our business activities in a sustainable manner. We are part of this community and it is imperative that we grow our business in a sustainable manner which encompasses corporate social responsibility.”

Although BCBC members are clearly satisfied with the effectiveness of their CR programs, the findings concerning the implementation of aspects of their programs suggest that many are not fully evaluating them (also identified as a barrier below). This may be a function of how recently they began their CR programs, or it may point to a different set of drivers altogether for engaging in CR. The latter explanation is bolstered by the strong results for community and reputation/public trust reasons to engage in CR.

What are the perceived barriers to CR activities?

It is an encouraging finding that very few firms cite a lack of interest or support from either management or employees, and almost no respondents hold the view that it is not the responsibility of business to engage in CR activities.

The top three barriers to CR activities are:

- lack of employee time and resources (59% somewhat or very significant)
- difficulty measuring the impact of CR activities (56%)
- difficulty responding to increasing number of requests from non-profit organizations (52%)

What are the biggest barriers, if any, to your organization's CR activities?

"Constraints on internal budget processes in difficult times."

"CR is an investment with an uncertain economic return, finding the right level of investment for the value derived is a challenge."

"We have a strategy to mirror our CSR reporting to our financial reporting however the standards, guidelines and reporting frameworks for CSR are not close to the level of maturity, clarity and robustness as they are for accounting and public company financial disclosure."

Among the respondent groups, publicly traded firms are more likely than the other two groups to cite "satisfying conflicting demands of stakeholders" as their biggest barrier.

Comparing BCBC results to the benchmark studies, SHRM (Canada & US) cites costs/resources, lack of senior management support (in a much higher proportion than BCBC) and lack of evidence to ensure CR program will be a benefit if implemented. Notable barriers in other surveys include:

- Boston College – uncertainty how to begin
- SHRM (Canada) – lack of shareholder support
- EIU, SHRM (Canada & US) – belief that CR program will provide no competitive advantage to the organization

In general across all studies, the lack of time and resources, and lack of connection of CR strategy to business strategy are among the key barriers for firms.

What CR activities do BCBC members engage in, and how do they communicate their efforts?

Activities

BCBC members undertake CR efforts across a range of areas, with differing priorities within BC and outside the province.

Considering the findings for those that engage in CR activities in British Columbia, nearly all respondents (92%) make direct financial contributions to non-profit organizations, as do a preponderance (90%) support or encourage their employees to volunteer or raise funds for charity. Other ways in which firms participate in CR include donation of goods (82%), engage in community development activities (79%) and donate services (73%).

Similarly, members direct their attention to a broad spectrum of fields. The most common areas of CR activity in BC are:

- children and youth (80%)
- community and economic development (76%)
- education/training (in-house and/or the community) (75%)
- and arts, culture and sport (68%)

The least frequently identified area is seniors, at 32 percent. It is interesting that environmental initiatives are not more highly ranked in BC as CR activities. Just over half of respondents direct their CR activities toward environmental protection and reducing their energy/environmental footprint, and about 40 percent direct their efforts to climate change initiatives.

The focus is slightly different for those firms who engage in CR activities outside BC. Community and economic development is the most common activity (52%), followed by education/training (47%) and reducing energy/environmental footprint (44%).

Of the three respondent groups, professional and financial services are more likely than resource or other companies to engage in community development activities and to encourage senior management to offer their strengths to community endeavours. As may be expected, resource firms are more likely to have directed their BC-based CR activities to environmental protection than other groups. All privately held firms and 95 percent of publicly traded firms have made direct donations to charities or non-profit organizations in the past year.

In terms of the benchmark surveys, all find financial donations to be the most common activity, followed closely by encouraging employees to donate time or funds. Most surveys cite altering in-house business practices to accommodate social and environmental considerations (for example within purchasing policies), and SHRM (Canada & US) cite consideration of the overall social impact of business decisions.

Communication

Member organizations communicate their CR activities in a range of ways. Consistent with the results above, community and stakeholder engagement is the most frequently identified means of communicating CR activities (68%). 49 percent utilise news releases, 37 percent engage with government, while just over one third produce a sustainability or CR report.

Of the respondent groups, publicly traded companies are more likely to communicate their CR efforts through CR or sustainability reports, while public agencies are more likely to utilise community stakeholder engagement and advertising.

BCBC findings are roughly in line with the benchmark surveys: Boston College cites government engagement followed by community and stakeholder engagement as the principal means of communicating their CR activities. SHRM (Canada & US) cites news releases as most common, followed by CR reporting as part of the business planning process. SHRM reports that it is more common for US and Canadian firms to include their CR activities in an Annual Report. Across the benchmark surveys, there is limited use of a stand-alone CR report.

What financial commitments do BCBC members make to CR, and how do they decide their CR allocation?

How does your organization determine how much it will spend on CR activities?

“1% of EBIT - Imagine Canada target.”

“1% of excess of revenue over expenditure including value of in kind and volunteer time.”

“Not a hard and fast amount. It is completely reliant on market conditions.”

“Executive decision.”

“Fixed budgeted amount annually.”

Members were asked about the amounts they contribute to CR activities and how decisions are made on CR budgets. Concerning CR investments in British Columbia, a broad range of responses was gathered. Respondents were not asked to provide a breakdown of the specific purpose of the funds allocated to CR activities.

Organizations differ as to how they decide their CR allocation. Roughly one third approach it *ad hoc*/depending on proposal, and one quarter depend on a set budget/earmarked funds or use a formula based on a proportion of profits or revenues (some referenced Imagine Canada’s formula of one percent of pre-tax profits allocated to non-profit organizations annually).

The relatively large number of respondents who approach their CR budgets *ad hoc*, combined with the limited proportion who have committed to full implementation of measurement and evaluation of their CR programs, suggests that some organizations are still working towards fully embedding CR into their business strategies.

Observations and Conclusions

Observations

The findings of the Business Council's member survey on Corporate Responsibility prompt the following observations:

1. Respondents are mostly focused on charitable activities and community relations and comparatively less focused on environmental management or others aspects of CR.
2. Most have made CR commitments and have active CR programs underway.
3. They are driven by and focused on community and stakeholder relationships and building public trust.
4. They feel their programs are performing well, albeit there is limited actual measurement of impact.
5. The diversity in terminology suggests a limited common approach in BC.
6. Some companies appear to have well established plans, policies, goals, and objectives, while others are working toward implementing these.
7. Most think CR will become a higher priority, suggesting the need to consider good practice, learn from one another, focus on continuous improvement, step up management of this area and measure impacts.
8. In some cases, the drivers for CR do not appear to be oriented to the business case drivers – CR activities do not appear to be closely aligned to or driven by the core business activities of the organization.
9. BCBC results are generally consistent with the benchmark surveys, and appear to outperform them in some areas, particularly concerning confidence in the effectiveness of their CR programs, and the support level of senior management for CR initiatives.

Possible areas for the Business Council to facilitate the capacity growth in CR among British Columbia business include the following:

- develop common terminology
- raise awareness of a comprehensive approach to CR
- develop measurement and evaluation tools
- align CR objectives with the business case
- continue to share best practices

Conclusions

The Business Council observes that a cross section of our membership is at a variety of stages in their implementation of CR strategies, and most appear to have a game plan. Some of the “nuts and bolts” are challenging for a number of members – measurement and evaluation of CR strategies, as well as establishing a methodology for a consistent CR budget allocation to charitable or community investments.

Generally, BCBC members are strongly engaged in many aspects of CR, and firms clearly feel there are significant benefits to participating in and supporting the communities in which they live and operate. As the profiles in the Appendix attest, BC businesses are engaging in CR in diverse, innovative and inspiring ways. Through this project, including our Summit: *Investing Today for Tomorrow: Corporate Responsibility in British Columbia*, the Business Council anticipates that increased awareness of leading examples of “made-in-BC” CR programs will have a demonstration effect on others, and that the work of its members will help establish British Columbia as a centre for innovative approaches to Corporate Responsibility.

Alexander Holburn Beaudin & Lang LLP

A strong sense of place and a commitment to becoming a leader in the legal community for sustainable business practices are the hallmarks of Alexander Holburn Beaudin and Lang's approach to corporate responsibility.

Since the firm was established in 1973, Alexander Holburn has been engaged in the community. The firm is proud to call B.C. its home, considering it both an honour and a responsibility to be involved in the community where it operates. Early and continued support for the Children's Hospital Foundation evolved into partnerships with over 30 of B.C.'s non-profit organizations. The firm frequently donates to causes where its own people are involved, helping reward and encourage its members' grassroots involvement in community causes. Clients also have the opportunity to direct part of the firm's charitable donations to a charity of their choice.

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Create a committee with members from all departments. This helps your program make sense for everybody.
 - Involve everyone. There may be a few sceptics at first, but results and enthusiasm build quickly when everyone takes an active role.
 - Do what makes sense for your organization. Ignore the hype, be genuine, and realize changes don't happen overnight.
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Alexander Holburn is one of the first Canadian law firms to formally commit to going green. The program started in early 2007 when a committee within the firm formed to discuss implementing sustainable practices that would improve quality of life, the environment, and corporate culture. Research determined that lawyers and staff were eager to start a sustainability program, and that conducting business in a socially and environmentally responsible way was a significant factor for people when choosing where to work. In addition, several major clients indicated that they had incorporated sustainability into their own operations, and that shared core values would enhance, if not determine, their future relationships with legal service providers.

The firm's program has a collective goal of lessening environmental impact in the workplace, as well as in the home. It has resulted in tangible benefits and tremendous positive feedback. Prospective recruits have shown a keen interest and appreciation. In RFP's, the firm can demonstrate how it engages in its core values. Conscientious paper consumption, re-using office supplies, and purchasing environmentally friendly products have resulted in significant cost reductions. The firm's next priority is to work with a third party to benchmark and track progress, and to involve clients in the educational components of the program.

Alexander Holburn Beaudin & Lang LLP is a leading Vancouver-based Canadian law firm providing a wide range of litigation/dispute resolution and business law services. Clients include governments and municipalities, regional, national and international companies, and individuals with business interests and legal needs in British Columbia. The firm's 70 lawyers provide access to legal services in 22 practice areas, offering services provincially, nationally and internationally.

www.ahbl.ca



BC Hydro

In 2000, BC Hydro's Board of Directors formally ratified sustainability principles as the drivers of BC Hydro's future business direction. BC Hydro's purpose, "Reliable Power, at Low Cost, for Generations," provides context for business decisions:

- **Reliable Power:** maintaining sufficient energy supply and the capability to deliver it safely when needed.
- **Low Cost:** fiscally prudent operations that consider environmental and social costs.
- **For Generations:** a commitment to sustainability, making long-term decisions based on environmental, social and financial bottom lines.

As the supplier of electricity, BC Hydro recognizes its unique opportunity to foster a conservation culture in B.C. Its goal is a dramatic and permanent reduction in electricity intensity that will help it meet at least 50 per cent of future additional resource needs through conservation and efficiency by 2020.

In 2007, BC Hydro developed a 20-year plan to achieve energy savings, and established Team Power Smart, enlisting high-profile B.C. leaders who are passionate about energy efficiency. The corporation has also been working to achieve energy savings directly through modernizing building codes and adopting new rate structures that promote conservation.

BC Hydro was the first Canadian utility to be admitted to the Canadian Council of Aboriginal Business. The company has many power generation facilities located in First Nations traditional territories and more than 2,000 kilometres of power lines located on about 500 First Nations reserves. BC Hydro works to build mutually beneficial relationships with First Nations peoples through areas such as business development, cross-cultural training, policy, and consultation.

BC Hydro's community investment efforts provide benefits to British Columbians through energy conservation education, as well as social service and health related causes through employee driven initiatives. Over the past year it has provided more than 300 donations and 293 sponsorships across every region of B.C. Funding areas are environmental sustainability, youth education and community leadership, with preference for initiatives that support energy conservation, engage and support the Aboriginal Peoples of BC, and allow for on-site customer education and interaction.

BC Hydro ensures that corporate responsibility is built into everything it does. In turn, this will help it achieve its major conservation target and fulfil the B.C. Energy Plan.

BC Hydro is a commercial Crown corporation owned by the Province of British Columbia. BC Hydro is one of North America's leading providers of clean, renewable energy, and the largest electric utility in B.C., serving approximately 95 per cent of the province's population and 1.7 million customers. It is responsible for reliably generating between 43,000 and 54,000 gigawatt hours (GWh) of electricity, annually.

www.bchydro.com

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Corporate responsibility is more than a program - it is a way of doing business. Adopt a triple bottom line corporate responsibility into everything you do.
 - Ensure your approach aligns with your business goals and provides clear benefits to your customers.
 - Ensure your employees understand the programs; they are your best ambassadors.
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BC Transmission Corporation

Since its inception as an independent Crown Corporation in 2003, BCTC has recognized the need to conduct operations in a way that is responsible and respectful of the environment, communities, employees and contractors. The corporation has appreciated the need to consult broadly about stakeholder concerns. By working with stakeholders, First Nations, and the public, BCTC strives to quickly respond with responsible, sustainable solutions while maintaining a safe, reliable, affordable supply of electricity.

POINTS TO NOTE:

- Corporate responsibility programs must be considered from the start of initiatives and should be looked at as sustainable, evergreen, and in constant improvement.
 - An effective corporate responsibility program will include consultation with a diverse set of stakeholders who will not only share concerns, but will also offer local knowledge and innovations that can deliver constant improvements to the business.
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There are a number of community responsibility initiatives at BCTC that range from community investment to a climate change response program to green commuting options. BCTC's environmental management practices are outlined as BCTC corporate Principles. Employees and contractors are responsible for implementing these Principles as they pertain to their job, and are encouraged to constructively challenge actions that may cause adverse impacts on the environment. An extensive set of environmental management practices support not only the principles, but also the 2007 Energy Plan's focus on environmental leadership.

BCTC's efforts to reduce adverse impacts on the environment are illustrated by measures undertaken to protect species at risk on the site of the new Mt. Lehman development. Wildlife specialists searched the site by hand to capture and move some of nature's smaller creatures. In total, the team of experts relocated 213 snails, 36 salamanders, 13 frogs and 13 slugs.

In 2007, the corporation launched its Aboriginal Business Development Program to promote business opportunities between BCTC and Aboriginal businesses and service suppliers. BCTC has awarded contracts for vegetation management, road building, clearing and environmental works, and corporate-related services. In 2008, total contract value issued to Aboriginal businesses was seven times higher than in 2007.

BCTC's corporate responsibility program and work with stakeholders has helped it find new, more effective ways of conducting business and improve basic operations. It will continue to expand the aging transmission system, but will also help connect green power producers to the grid in order to move the province towards electricity self-sufficiency. By consulting with stakeholders, the corporation expects to build transmission lines that have even fewer environmental impacts, that provide opportunities for First Nations communities, and that increase efficiency and cost-effectiveness.

BC Transmission Corporation is the Crown corporation that plans, operates and maintains the province's publicly owned electrical transmission system of 18,000 km of high voltage power lines. BCTC runs the second largest transmission system in the Pacific Northwest, crossing almost every geographic region of British Columbia and touching virtually every community in the province.

www.bctc.com



Chevron

Chevron's definition of corporate responsibility stems from the vision, values, and strategies outlined in its corporate statement, The Chevron Way. Chevron believes in maximizing the positive impact of its operations on current and future generations across its global enterprise. This means integrating social, environmental and economic considerations into core practices and decision making, engaging and balancing the needs of stakeholders. These corporate responsibility expectations support the company in achieving its business goals.

Chevron is committed to sound principles of corporate governance, monitoring trends and revising practices as appropriate. This commitment is brought to life by a variety of practices. Five new directors have been added since 2004. All directors stand for election each year, and a majority are independent. All board committees are composed of nonemployee directors and committee chairpersons. Assignments rotate frequently. A lead independent director is selected annually to chair executive sessions. The board will reconsider any stockholder proposal not supported by the board that receives a majority of votes cast at the annual meeting. Stockholders can recommend director candidates for consideration by the board.

Chevron also places an emphasis on business ethics and ethical conduct. Chevron's management systems and policies are aligned with The Chevron Way. The Business Conduct and Ethics Code (BC&E Code) communicates to employees the values that guide actions and decision making worldwide. Employees are required to read and abide by the Code, which is available in 12 languages.

Employees are required to report any questionable conduct, such as violations of the law, the BC&E Code or company policies. A company hotline is provided, operated by an independent agent and able to accept anonymous submissions 24 hours a day. Chevron does not tolerate any form of retaliation for reports made in good faith to the hotline.

Chevron's commitment to operational excellence (OE) is underpinned by its value of protecting people and the environment. This is defined as the systematic management of safety, health, the environment, reliability and efficiency. OE objectives are integrated at all levels of Chevron's global enterprise, and the corporation continues to build OE capability: by the end of 2007, more than 13,000 Chevron employees had completed operational excellence training for leaders, and more than nine thousand had achieved OE certification.

Chevron Corporation is one of the world's leading energy companies, operating in more than 100 countries. It has two Canadian subsidiaries: Chevron Canada Limited (Upstream), which explores for, develops, produces and markets crude oil, natural gas and natural gas liquids; and Chevron Canada Limited (Downstream) which refines, markets and distributes fuels and other energy products. Chevron's global workforce includes 59,000 employees and about 5,800 service station employees.

POINTS TO NOTE:

- Chevron's corporate responsibility efforts stem from the values outlined in The Chevron Way: integrity, trust, partnership, diversity, ingenuity, protecting people and the environment, and high performance.
 - Key areas of corporate responsibility include Responsible and Ethical Conduct, Corporate Governance, Business Ethics, and Operational Excellence.
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Coast Capital Savings

Coast Capital is proud that, as a company, its identity is all about “help.” It looks to its heritage in the credit union movement to underscore this concept, as many B.C. credit unions were launched by members of the community interested in serving individuals in need. Coast Capital’s corporate responsibility strategy is based on helping its staff, its members and its community.

Corporate citizenship is a cornerstone of Coast Capital, and a key part of who it is as a business. The credit union aspires to be a leading company committed to helping individuals and communities achieve economic success and improve their quality of life. Its corporate responsibility framework is anchored in its core values, and its contributions of money, time and expertise support its promise of giving back to the communities where it operates.

Coast Capital has recognized multiple benefits from its corporate responsibility program. Its efforts help strengthen the demand for its products and services, enhancing its bottom line and business sustainability in the crowded financial services industry. Imagine Canada has honoured the credit union three years in a row with its “Corporate Citizenship Award” for building stronger Canadian communities, and it continues to be one of 120 recognized as a Caring Company by Imagine Canada for giving over 7% of its profits back to the community.

Members’ responses are positive too, with 84% of Coast Capital’s members saying they are satisfied with the credit union’s current community efforts and 83% saying they believe Coast Capital Savings is a good corporate citizen. More than 90% of the general public believes Coast Capital is committed to operating fairly and ethically, and is a good corporate citizen. The credit union credits this market perception with helping build its business.

Employees support the credit union’s corporate responsibility efforts, with 91% saying it is important that Coast supports local communities through volunteer efforts and financial support. Coast’s identity as a company makes it sought after as an employer. It is successful in attracting quality candidates who care about community and being able to work for a company that aligns with their personal values.

What “nuggets of wisdom” would you offer to those developing a corporate responsibility program?

- Don’t try to be all things to all people; focus your efforts.
 - Engage your people! It will inject life and enthusiasm into your activities.
 - Make sure efforts are supported visibly from the top.
 - Develop partnerships with your significant community partners. This provides a better understanding of the root causes of issues facing your community, and how to offer meaningful support that will have long-lasting effect.
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Coast Capital Savings is Canada’s second largest credit union with total assets under administration of \$11.9 billion, 380,000 members and 51 branches in the Metro Vancouver, Fraser Valley and Vancouver Island regions of British Columbia. The credit union is recipient of the Canadian Co-operative Association Innovations in Co-operative Governance Award, one of Canada’s 50 Best Managed Companies and designated a Caring Company by Imagine Canada.



Deloitte

Around the world, Deloitte member firms demonstrate corporate citizenship through active involvement in international and local policy and economic development, skills training and educational programs, and other philanthropic and community relations activities. The company believes these are inherent responsibilities of all multinational organizations. Deloitte aims to promote responsible globalization and thriving local economies by collaborating with others on shared local and global challenges.

Deloitte is proud of its relationship with the Clinton Giustra Sustainable Growth Initiative (CGSGI). The company has provided pro-bono advisory services to this initiative, which works to increase the scale, scope, impact, and sustainability of social and economic development efforts in countries where natural resource industries are an important part of the economy.

Additionally, Deloitte participates in other solutions to shared global challenges through organizations such as the World Economic Forum, the United Nations, and the World Business Council for Sustainable Development. The company contributes to discussions of how businesses can manage their impacts in a responsible manner.

And, each September on Impact Day, a firm-wide day of volunteer service, Deloitte employees dedicate their time to proactively improving the communities where they work and live.

Deloitte is a full-range professional services firm that provides audit, tax, financial advisory and consulting services through more than 7,600 people in 56 offices across the country. With over 150 years of professional services excellence in Canada, Deloitte strives to provide solutions to today's complex business issues. In Vancouver, Deloitte works with leading public companies, private companies and the public sector.

www.deloitte.ca

POINTS TO NOTE:

In addition to its own internal initiatives, Deloitte's corporate responsibility and sustainability team offers services to its clients. Drawing from varied backgrounds, including science, engineering, business, accounting and regulatory policy, Deloitte helps clients to better understand and respond to issues of sustainable development and integrate them into existing core business strategies. By benchmarking best practices, assessing compliance with internal and external requirements, and developing management, business and IT strategies, Deloitte offers a business-focused approach to reporting and managing the risks and opportunities of sustainability and climate change, as well as operational environment, health and safety issues.

Devon Canada

Corporate responsibility was not as much a choice for Devon Canada, as it was a way of doing business. Although a formal corporate responsibility program is in its infancy, the building blocks of Devon's program have been in place for many years. The company has a strong set of core values centering on the principle of integrity. Instilled in Devon's culture are the concepts of "doing the right thing," "being a good neighbour," and "being a team player," and these have translated into the organic growth of corporate responsibility activities. These activities include a very strong community investment program, a solid set of policies related to environmental, health and safety issues, a progressive aboriginal relations program, and active participation in a number of corporate responsibility-related industry forums.

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Ensure buy-in from all levels of the organization. Corporate responsibility must be accepted as the norm in order for a program to be effective.
 - Take a cross disciplinary approach to corporate responsibility. With different perspectives at the table, a comprehensive and well-rounded program is more likely to ensue.
 - A third-party assessment can be a good first step in starting a program, to identify both strengths and gaps in a company's current approach to corporate responsibility.
-

Devon Canada has realized many benefits as a result of its way of doing business. In addition to receiving Awards of Excellence for some of its stewardship activities from organizations such as the Canadian Association of Petroleum Producers (CAPP) and the United Way, the company has also built strong relationships with its stakeholders and developed a solid reputation for meeting its commitments.

With the oil and gas industry gaining greater public attention, Devon Canada is working to develop a more formalized corporate responsibility program. The company strives for continuous improvement in its approach to corporate responsibility, and anticipates one of the major benefits of a more strategic program will be a workforce that is keenly aware of Devon's corporate responsibility-related activities, able to articulate programs and successes to friends and family. This, in turn, could help to improve public perception of the oil and gas industry as a whole. Another anticipated benefit of the more formalized program is that it will help the company's different departments to become aware of each others' corporate responsibility-related activities and to proactively work to mitigate potential risks.

Devon Canada Corporation is the Canadian operating subsidiary of Devon Energy Corporation of Oklahoma City. The company's portfolio of oil and gas properties provides stable, environmentally responsible production and a strong platform for future growth. Devon Canada employs approximately 1,500 people in Calgary and in its field operations in western and northern Canada. The company has approximately 5,000 employees worldwide.

www.devonenergy.com



Enbridge Inc.

Enbridge believes in providing services to customers in ways that are ethical, profitable, and respectful of the environment, individuals and communities. Social Responsibility stands as one of the company's five corporate values, demonstrating that it receives the same emphasis at Enbridge as other values such as Accountability or Value Creation. It is fundamental to the company's success to treat communities and employees with as much respect and attention as shareholders and regulators.

Enbridge singles out corporate responsibility reporting as part of its work that sets it apart from other Canadian companies. The company believes that if it says it is committed to corporate social responsibility, Canadians must have the opportunity to hold it accountable and ensure that the company's words are matched by its actions. Reporting covers elements such as Ethics & Good Governance, Community Relations, Human Rights and Environmental Protection. Reports are produced annually, with the company's corporate social responsibility report now in its fifth year. The report includes a scorecard clearly identifying goals and results for key corporate responsibility performance indicators.

Enbridge has experienced increased employee engagement from its corporate social responsibility goal setting and reporting. Employees have embraced the corporate responsibility platform and routinely act as ambassadors when given the opportunity to speak about the company.

New employees often cite the company's social responsibility activities as one of the reasons they chose Enbridge as an employer. The power of a corporate responsibility program to attract and retain employees was a pleasant surprise, not anticipated when the company's plan was developed.

Primarily a pipeline company, Enbridge recognizes that it not only requires regulatory approval for projects, but also "social licence" from the public in order to operate. Corporate responsibility activities build trust and confidence among stakeholders, who see the benefits of granting social licence to Enbridge and continuing to allow pipeline development even as environmental and ecological concerns become of increased importance to Canadians. In turn, public support leads to project approvals, and continued support from investors.

Enbridge Inc., a Canadian company, is a leader in energy transportation, operating the world's longest petroleum and liquids transportation system. Enbridge owns and operates Canada's largest natural gas distribution company, and provides distribution services in Ontario, Quebec, New Brunswick and New York State. The company employs approximately 5,600 people, primarily in Canada, the U.S. and South America.

www.enbridge.com

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Corporate responsibility must be led from the top. Without management support, it is not seen as important by the rest of the organization.
 - Corporate social responsibility is not a destination, but a journey to being a better business. Make it part of your culture to ensure it is taken seriously.
 - Use the Global Reporting Initiative (GRI) to guide corporate responsibility reports.
-

EnCana Corporation

From wetland conservation to Aboriginal business training programs, from environmental technology innovation to stakeholder engagement, EnCana's commitment to corporate responsibility includes a diverse range of partnerships and programs.

EnCana's commitment stems from its Corporate Constitution, which outlines the values and principles underlying its conduct in all facets of its business. A corporate responsibility policy, Environmental Health and Safety principles and a management framework allow the company to track, assess, and report on company conduct, and ensure responsible stewardship across all operations.

Combining stewardship with community needs led EnCana into a multi-sectoral partnership aimed at developing new talent for land reclamation. The Aboriginal land reclamation training program is meeting demand for trained land reclamation staff in northeastern BC, creating employment while supporting the BC oil and gas industry. To date, it has trained 14 new skilled workers who are gainfully employed, particularly in the reclamation of 200 wellsites in the Fort Nelson area.

EnCana invests in environmental technologies through its Environmental Innovation Fund, aimed at improving environmental performance and developing new sources of renewable energy. One project at the Race Rocks Ecological Reserve offshore of Vancouver Island uses underwater turbines to convert the energy of tidal currents into electricity. Meanwhile, EnCana's Energy Efficiency initiative, launched in 2007, has identified efficiencies that will save over 650,000 tonnes of CO₂ per year.

EnCana's stakeholder engagement practices include a survey that has collected 8,000 responses to date. Results are used to find points of collaboration with stakeholders. One example is EnCana's award-winning Courtesy Matters™ program, which addresses the nuisances residents experience from nearby oil and gas activity.

EnCana contributes a minimum of one percent of pre-tax profits to communities where it operates. Recent investments include helping reconstruct the Fort Nelson Recreation Centre, funding for the Oil and Gas Centre of Excellence in Fort St. John, sponsoring UBC's Ch'nook Aboriginal Business Education Program, and supporting the Nature Trust of BC.

EnCana's corporate responsibility efforts have been recognized through the company's inclusion on the World Dow Jones Sustainability Index and the Michael Jantzi Social Index. Earlier this year, EnCana won a Globe Award for Environmental Excellence.

EnCana is a leading North American energy company headquartered in Calgary, Alberta. It produces approximately 4.4 billion cubic feet of gas equivalent per day, more than 80 percent natural gas. EnCana is a technical and cost leader in the in-situ recovery of oilsands through steam-assisted gravity drainage (SAGD). The company has 14 resource plays across Canada and the U.S., helping deliver on its mission of providing energy for people across North America.

www.encana.com

POINTS TO NOTE

- EnCana uses a strategic approach to community investment, aiming for the most impact by meeting the needs of as many of the company's stakeholders as possible.
 - EnCana's corporate responsibility commitments are brought to life in part through multi-sectoral partnerships. Partners on various projects include academic institutions, government agencies, aboriginal organizations, environmental groups, and other corporations.
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Farris, Vaughan, Wills & Murphy

Farris credits its culture of corporate social responsibility to the insights the firm has gained through providing legal services to a diverse base of clients. The firm supports local community events and charities that have a connection to the firm's employees, families, and clients. This support goes beyond financial, with lawyers and employees often actively participating, and providing leadership and engagement.

Farris offers its legal skills pro bono through organizations such as Pro Bono Law BC, the Salvation Army, and the Court of Appeal Pro Bono Program. Lawyers also volunteer with the Law Courts Education Society, the UBC Law Students Legal Advice Program, and the Civil Chambers Duty Counsel Project.

Nearly one-quarter of Farris lawyers also participate in a reading program at an inner-city school in Vancouver deemed vulnerable by the Ministry of Education. The firm donates funds for new books and lawyers volunteer weekly by reading to the students, engaging them in the reading process.

Farris has had a blood donor program for 10 years, with the firm receiving an award for its efforts seven times. The firm supports its employees in The Vancouver Sun Run and five other similar participatory fundraising events.

In addition to giving time, Farris contributes financial support, maintaining some donations programs for years in a row. United Way recognized the firm and its employees with an Award of Excellence for having achieved "Gold" level status (80% of payroll for one day) for fifteen consecutive years. An annual event to raise money for Canuck Place and Ronald McDonald House has had Farris involvement for ten years. For eight years, Farris has supported the St. Paul's Hospital Lights of Hope fundraiser, and for three, Arts Umbrella, a youth arts education centre. Consistent support has been provided for at least eleven other community health, arts, and minor sports associations. Recently, an agreement was signed with the University of British Columbia to establish an award in Legal Studies, and Farris supports the Okanagan Bar Association Endowed Entrance Award.

Internally, Farris has established an employee assistance program, and a subsidy program to encourage employees to participate in fitness activities.

Farris is a high performance law firm with clients ranging from individuals to the largest institutions and corporations in B.C., balancing its regional and national presence with an expanding international practice. With offices in Vancouver, Kelowna, and Victoria, the firm offers legal services in corporate law, litigation, labour and employment law, as well as innovative tax planning and advice. Farris has been ranked Vancouver's top corporate and top litigation firm for six years.

POINTS TO NOTE

- Farris has been recognized for its efforts two years in a row with the Corporate Social Responsibility Award at the Legal Marketing Association's HELM Awards
 - Despite various awards and recognition for its community work, the firm finds the main benefit of corporate social responsibility is in "giving back."
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Merck Frosst Canada

Merck Frosst's corporate responsibility commitments have been guided by the vision of its modern-day founder, George W. Merck, who stated that medicine is "for the people, not the profits." Corporate responsibility at Merck extends into helping expand access to quality healthcare around the world, conducting its business with high ethical standards, and making a positive impact on the communities where it operates.

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Select issues and initiatives with a connection to your core business.
 - Get involved where you can make a unique contribution - something another organization cannot or does not provide.
 - Identify issues that present an opportunity to create shared value - a meaningful benefit to society that is also valuable to the organization/business.
 - Consider working through multi-sectoral partnerships to address complex challenges.
-

A distinctive part of Merck Frosst's corporate responsibility strategy is to work through partnerships to respond to global health challenges and support economic development. One such partnership, the African Comprehensive HIV/AIDS partnerships (ACHAP) brings needed medication to HIV/AIDS patients in Botswana, along with a comprehensive approach to prevention, care, treatment and support. ACHAP is a partnership among the Bill & Melinda Gates Foundation, Merck, and the Merck Company Foundation, which has committed \$56.5 million.

Another global partnership Merck supports is the Mectizan Donation Program. For 21 years, Merck has donated Mectizan for the treatment of river blindness to all who need it for as long as necessary. The program reaches more than 110 million people each year in Africa, Yemen, and Latin America.

In Canada, Merck Frosst donates drugs needed in developing countries through Health Partners International. Merck Frosst also has a patient assistance program that covers all Merck products for patients in Canada who cannot afford medication due to income or insurance limitations.

The Merck Company Foundation has made donations totalling more than \$480 million during its 50 year history. The Foundation supports initiatives related to science education, ethics, and pharmaceutical policy issues, and programs such as the Merck Vaccine Network, China-MSD HIV/AIDS Partnership, Champions for the Environment Program, and Nursing Libraries for Refugee Health. Merck Frosst also helps advance scientific knowledge through undergraduate internships, fellowships and University Research Chairs.

Merck has found that corporate responsibility helps it focus on its customers. By engaging with stakeholders, the company better understands their issues, and identifies opportunities to create social value and business value at the same time. By doing the right thing, Merck enhances its reputation and its ability to advance good public policy, customer trust, and its own business goals. Corporate responsibility also helps attract and retain Merck's excellent employees.

Merck Frosst is a global research-driven pharmaceutical company with the core business of discovering, developing and delivering novel medicines and vaccines that can make a difference in people's lives. The company seeks to maintain high ethical standards and a culture that values honesty, integrity and transparency. Merck Frosst is one of the top 20 R&D investors in Canada, with an investment of \$114 million in 2006.

www.merck.com



Pfizer Canada

Pfizer believes that being a responsible company is the only smart way to operate in both the short-term and long-term. Being socially, ethically and environmentally accountable is to be trusted, and trust allows the company to serve its diverse stakeholders and support a sustainable enterprise.

Pfizer knows that trust is built over time with actions, not words. This knowledge led to a new Pfizer Canada initiative: It Takes More than Medication. Pfizer believes that, as a healthcare partner, in addition to providing innovative medicines, it is the company's responsibility to help improve the health of Canadians. The purpose of the More Than Medication campaign is to encourage Canadians to take charge of their health by making good choices every day.

Launched earlier this year, morethanmedication.ca is a free, interactive website providing health and wellness information. The site was developed based on input from stakeholders that there wasn't an easy-to-use, comprehensive health site just for Canadians. The site is designed to help Canadians learn to lead a healthy life through mind, body and spirit. It offers actionable tips, how-to videos and articles, plus printable and saveable coaching tools. With the More than Medication initiative, Pfizer is able to share its core values by reaching out, connecting, and building stronger relationships with customers, consumers and stakeholders in a more meaningful way.

Pfizer Canada believes not only in a strong body and sound mind, but also in a healthy and vibrant community. Pfizer's Community Investment Program supports projects that contribute to the well-being of Canadians. Pfizer Canada is a proud member of Imagine Canada and its Caring Company program, partnering each year with more than 1,000 non-profit organizations in Canada. Most investments are based upon long-term, sustained relationships and initiatives. Pfizer also provides free medications to needy Canadians and supports international humanitarian missions and disaster relief efforts. Many employees also volunteer their time and their energy.

Pfizer's corporate responsibility efforts help it reach out and introduce itself as a company that cares enough to help empower Canadians to achieve optimal health. Its goal is for Canadians to have greater trust in Pfizer Canada, its products and its programs.

Pfizer Canada Inc. is the Canadian operation of Pfizer Inc, the world's leading pharmaceutical company. Pfizer discovers, develops, manufactures and markets prescription medicines for humans and animals. Pfizer Inc invests more than US\$7 billion annually in R&D in a wide range of therapeutic areas. Pfizer Canada is one of the top investors in Canadian R&D, investing more than \$130 million in 2006.

www.pfizer.ca

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Engage your leadership team
 - Conduct consumer research
 - Engage employees
-

Plutonic Power Corporation

When Plutonic Power Corporation was founded in 1999, CEO Donald McInnes' vision was to create a company that would provide leadership in generating clean, green energy and leave a legacy for the next generation by helping BC achieve electricity self-sufficiency. As a young, rapidly developing organization, Plutonic Power chose to hardwire corporate responsibility into the business plan, focusing on results and actions rather than a written set of corporate responsibility guidelines.

POINTS TO NOTE

- Once built, the Green Power Corridor™ could offset an estimated 4 million tons of CO2 emissions every year - the equivalent to taking as many as 650,000 vehicles off the road.
 - Plutonic is committed to working in partnership with First Nations, stakeholder groups and local communities in the development of all its run-of-river projects.
-

Plutonic empowers employees to demonstrate the values of corporate responsibility daily in relationships and undertakings, and the company balances its commitment to environmental protection with maximum shareholder value, realizing that all stakeholder groups play a role in success.

Since the start, the company committed to ensuring facilities were constructed with the smallest footprint, using 'best-in-class' contractors, and a proven, established generation method. Waterways chosen for projects have natural fish barriers - waterfalls - to prevent fish impacts and to manage the resource effectively for the benefit of all British Columbians. Facilities have minimal impact in operation and have a long asset life, meaning they will provide clean, low-impact energy for decades.

Corporate sustainability provides the company with a competitive advantage. Plutonic's success centres on realizing the value in relationships, specifically with our First Nations partners and local communities. By providing a range of benefits in agreements, Plutonic helps create self-sufficiency for First Nations, which in turn creates a strong advocacy role. At its run-of-river project site, located in Klahoose First Nation territory, Plutonic has provided training and employment opportunities for community members. The project became the catalyst for a unique joint-venture between the Klahoose, Peter Kiewit Sons and the Powell River School District to create a culinary camp training and service program, where students learn as they provide camp services to the 250 workers at the project site. Revenues fund future education seats for the Klahoose membership.

Taking a longer-term view to corporate responsibility is the legacy aspect of the type of generation Plutonic designs and builds. By setting a high bar, we feel the sector's prospects will be bright as future developers also incorporate their values into their operations.

Plutonic Power's vision is to provide leadership and create a legacy through development of renewable, reliable, clean energy. Its proposed Green Power Corridor™, comprised of 40 facilities, including the flagship East Toba River/Montrose Creek run-of-river project currently under construction, have the design capacity to generate enough energy to meet the annual needs of about 630,000 homes and create approximately 5,500 person years of employment.

www.plutonic.ca



Port Metro Vancouver

Port Metro Vancouver works to operate and grow its business in a way that meets public and user expectations for performance. As Canada's largest port and gateway to the Asia Pacific, success is not defined only by operational efficiencies, service excellence or reliability. It is also about being a good neighbour through sustainability practices.

To guide decision-making, Port Metro Vancouver is developing a sustainability framework to ensure its sustainability programs reflect environmental, social and economic responsibility and achieve marine industry leadership. Incorporating sustainability requires that every business decision has a concrete strategy to build relevance and loyalty among stakeholders.

A stable business environment combined with community support is vital to prosperity. The port generates economic growth and aims to share the benefits with communities. Supply chain initiatives and marine and transportation infrastructure projects reflect sustainable growth solutions and are planned with the highest consideration for environmental and social consequences.

Port Metro Vancouver's dedicated environment team was the first of its kind in Canada. Port environmental programs include some of the toughest environmental regulations in North America and combine innovative mitigation and enhancement programs, new technologies, and environmental stewardship. The Port is leading the way for other ports to address environmental concerns through its air quality programs, truck licensing requirements, harbour dues program, terminal equipment emissions programs, and promotion of alternative transportation initiatives.

Port Metro Vancouver's social sustainability commitments are addressed through three distinct programs. The Community Engagement Program embeds engagement philosophy into all business practices, providing a framework for engaging Port communities and aligning social sustainability goals with other goals. The Aboriginal Engagement Program strives to build dialogue and strong relationships with First Nations. Finally, an internal culture of sustainability is fostered through employee programs that attract and retain the very best employees, including continuous learning, supporting sustainable transportation choices, and encouraging work life balance.

The benefits of a sustainable approach to business are evidenced in significant partnerships with industry, government and community stakeholders on initiatives such as the implementation of shore power for cruise vessels at Canada Place, and the Northwest Ports Clean Air Strategy to improve air quality and reduce greenhouse gases.

Port Metro Vancouver is Canada's largest and most diversified port, trading more than \$53 billion in goods with more than 100 trading economies annually. Port Metro Vancouver is uniquely positioned to balance economic, environmental and social sustainability to benefit and strengthen business and community interests, while we support our national mandate to benefit all Canadians.

www.portvancouver.com

POINTS TO NOTE

- Port Metro Vancouver explains: "To truly balance economic growth with social and environmental responsibility, Corporate Responsibility cannot be just part of the plan, it must BE the plan. Through commitment to sustainable business solutions and responsible growth, collaboration stakeholders, and cooperation with government, we will ensure the success of the gateway now and in the future."
-

Purdy's Chocolates

Corporate responsibility is "Old School" at Purdys, starting with the chairman's purchase of the company more than 40 years ago. Concern for the environment and the community has been part of the strategy over the years, and has contributed to employee engagement, good standing in the community and a common sense approach to planning.

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Corporate responsibility starts from the top, it comes from the heart and it needs to live in every employee.
-

Purdy's community extends beyond the borders of Canada. Although the company does not directly take raw materials from Africa, it has invested heavily in cocoa-growing areas there and is committed to improving cocoa sustainability throughout the world. The company is a member of World Cocoa Foundation, which supports cocoa farmers and their families. Purdy's Chocolates also partners with Winrock International, a nonprofit that works to increase economic opportunity, sustain natural resources, and protect the environment. Through this partnership, Purdy's provides financial support for vocational training, youth summer camps, scholarships & micro loans as well as technical training for cocoa farmers and their families in Côte d'Ivoire, Africa. While the company also supports all the Canadian communities where it operates its stores and kitchens, its Africa initiative will have a positive impact on the next generation of cocoa farmers.

Purdy's customers have enjoyed hearing about the worldwide efforts, and employees have consistently rated the company's community involvement highly in internal surveys. This may have contributed to Purdy's successful inclusion in the Report on Business/Hewitt survey of Top 50 Employers in Canada in three of the past six years.

In terms of future benefits from its corporate responsibility strategy, Purdy's notes that anything adding to employee engagement helps with recruiting and retaining employees, keeps the company competitive. Purdy's looks to a future where its brand will be identified with community, social and environmental responsibility, providing an advantage over those competitors who are not.

Purdy's Chocolates is a 100% Canadian family business. We are the leading chocolatier in Canada, operating retail stores in BC, Alberta and Ontario. Our customers enjoy chocolates made in our Factory Kitchen in Vancouver, including current favourites Hedgehogs & Sweet Georgia Browns, along with chocolates made from original recipes dating from the company's launch in 1907.

www.purdys.com



RBC

RBC sums up corporate responsibility (CR) as “behaving with integrity, sustaining our company’s long-term viability, being transparent and accountable, and contributing to the future well-being of all our stakeholders.” The company’s CR priorities include having a positive economic impact, providing a workplace of choice, promoting environmental sustainability and helping create strong communities.

With more than 15 million clients and 70,000 employees in more than 40 countries worldwide, RBC found that managing diverse stakeholder expectations could be a challenge. So in 2007, the company developed a strategic approach so that it could continue to make a positive economic, environmental and social impact while better managing stakeholder expectations. This included assessing RBC’s global business strategy, mapping stakeholder concerns, benchmarking against other financial institutions, and reviewing current and emerging issues.

The result was the RBC Blueprint for Doing Better™, a framework for managing and prioritizing its CR activities. The central tenet is a commitment to doing better for clients, investors, employees and communities, with two priorities: diversity and environment.

RBC believes that a focus on diversity will help it attract talent and business from communities of new Canadians and visible minorities. Meanwhile, environment has been a focus since RBC’s first environmental policy in 1992, and resonates strongly with all stakeholders. RBC considers the environment in its purchasing, operations and lending activities and recently launched the RBC Blue Water Project to help protect freshwater.

RBC’s corporate responsibility milestones include being:

- the first chartered bank in Canada to publish a privacy code in 1991;
- the first Canadian bank to adopt the Equator Principles which assess the social and environmental impact of large-scale project finance deals;
- one of Canada’s largest corporate donors.

RBC is Canada’s largest bank as measured by assets and market capitalization and one of North America’s leading diversified financial services companies. RBC provides personal and commercial banking, wealth management services, insurance, corporate and investment banking and transaction processing services to more than 16 million clients globally. RBC is recognized among the world’s financial, social and environmental leaders. In 2007, RBC was named Canada’s Best Corporate Citizen, and is included on the Dow Jones Sustainability Index, the Jantzi Social Index and the Global 100 Most Sustainable Corporations ranking.

www.rbc.com

What “nuggets of wisdom” would you offer to those developing a corporate responsibility program?

- Do an inventory of what’s already happening in your organization—what workplace, marketplace, community and environmental initiatives are underway? You may not think you have a formal “CR program” in place, but when you look around, you might find you already have an informal one.
 - Research other organizations in your industry: what are their important issues? What policies, programs and reporting do they have in place? Benchmark your own organization and develop your own approach.
 - Prioritize. You can’t do everything. Choose key issues that are relevant to your business or stakeholders and develop strong policies, programs and reporting or communications in those areas.
-

Rio Tinto Alcan

Aluminum production involves large amounts of electricity, generated through access to water – a public resource. Since its inception in 1901, Alcan has been aware that access to water depends on “social license” to operate, sustained only if the public believes the company makes a net contribution to society. Because of this, the former Alcan – now Rio Tinto Alcan – has been a proponent and practitioner of Corporate Social Responsibility since long before CSR became a popular term.

What “nuggets of wisdom” would you offer to those developing a corporate responsibility program?

- Build relationships that endure beyond the project or program you are pursuing.
 - Be prepared to relinquish some control and take some risks. One of Rio Tinto Alcan’s most successful investments is a grant where it has no voice in selecting the winner.
 - Engage employees and other key stakeholders in CSR activities; employees want to be proud of the company for which they work.
-

Geography has also played a role. As a dominant local employer in northern Quebec and B.C., Rio Tinto Alcan has worked with communities to insulate them from industry fluctuations. The company also works with other stakeholder groups to take their interests into account as facilities operate, expand and are modernized.

Rio Tinto Alcan believes both its approach and platform are unique. Its approach is to work in partnership with communities, First Nations, stakeholders, and organizations, going beyond financial assistance to achieve shared goals. The platform is sustainability, adopted to ensure alignment between community outreach and operational priorities.

Looking ahead, Rio Tinto Alcan’s philosophy of mutually-beneficial partnerships will continue to expand its network of supporters, ensuring that its social license to operate continues to be endorsed by governments, stakeholders, and the public. For example, the Rio Tinto Alcan Prize for Sustainability, annually awarded to an NGO anywhere in the world to recognize sustainable development, has exposed Rio Tinto Alcan to an international network of NGO and civil society organizations.

Closer to home, the Three Nations Forest Stewardship Agreement is an example of win-win-win partnerships. Rio Tinto Alcan owns large tracts of land in B.C. at the epicentre of the pine beetle infestation. The company contracted timber harvesting to local First Nations. This builds their forest management capacity, helps Rio Tinto Alcan manage the beetle infestation, and returns benefits to local residents.

Rio Tinto Alcan has benefited from its focus on corporate responsibility. Alcan was named by Fortune Magazine as the world’s most respected metals company, and was awarded the 2007 World Environment Center’s Gold Medal for International Corporate Achievement in Sustainable Development. Today’s Rio Tinto Alcan will continue to build on these strengths.

Rio Tinto is a leading international mining group headquartered in the UK. Its business is finding, mining, and processing mineral resources. Major products are aluminium, copper, diamonds, energy (coal and uranium), gold, industrial minerals and iron ore. Activities span the world but are strongly represented in Australia and North America with significant businesses in South America, Asia, Europe and southern Africa.

<http://www.riotinto.com/riotintoalcan/>



Rogers Retail

Rogers Plus is more than just cell phones and movies. Through programs like the Rogers Plus Children's Charitable Fund, the Jolly Trolley Program, Rogers Pumpkin Patrol and the Rogers Santa Claus Parade, Rogers strives to make a positive impact on the quality of life for children and families in the communities where we operate.

The Rogers Plus Children's Charitable Fund was established in 2003 to support non-profit organizations that promote a positive childhood experience. The fund is managed by a group of employees who work to bring a smile to kids' faces all over Canada.

Since 2003 the Rogers Plus Children's Charitable Fund has made donations to assist charities such as The Children's Wish Foundation of Canada, KidSport®, Camp Quality Canada and Kids Help Phone, as well as regional organizations such as the Ontario March of Dimes Recreation Department, and Junior Achievement British Columbia's "Economics of Staying in School" program. Requests for funding are reviewed with the co-operation with employees, staff and the company's senior leadership team.

Rogers' corporate responsibility activities have resulted in increased employee engagement. They also help raise the profile of Rogers Retail in the communities where the company operates. For example, the fourth annual Rogers Santa Claus Parade attracted over 300,000 on-site spectators in downtown Vancouver last year. It is Vancouver's largest and most prestigious winter event with over 60 bands, floats and community groups.

Rogers Plus partners with the Greater Vancouver Food Bank Society to collect donations brought by parade attendees. In the past three years more than 11,500 lbs. of food have been collected for those in need. Rogers also partners with food banks across the Lower Mainland, collecting donations through Rogers Plus stores and at the Rogers Retail Head Office in Richmond, B.C.

Rogers Retail, a division of Rogers Cable, and part of the Rogers Communications group of companies, provides Canadians with an exceptional retail experience through an unmatched selection of innovative home entertainment and communications products and services. Rogers Retail is responsible for the management of company-owned Rogers Plus and Fido stores on behalf of Rogers Communications Inc.

www.rogersplus.ca

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Ensure that your activities are aligned with your values.
 - Gain consensus and commitment at the most senior levels of the organization.
 - Do more than make your employees aware of your activities. Get them involved.
-

Royal Roads University

Corporate social responsibility has always been woven through the activities of Royal Roads University in teaching, research, and service. In January 2005 the Board of Governors approved the Policy on Corporate Social Responsibility which identifies three key areas of responsibility, as follows:

- **Economic Responsibility:** Business practices which are sound, ethical, and accountable.
- **Social Responsibility:** Academic programming, service to society, and equitable treatment of learners, employees and partners.
- **Environmental Responsibility:** Conducting the University's activities in an environmentally sustainable manner.

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Look at corporate responsibility strategy as core to your organization; all processes and operations should align with it.
 - Ensure that the strategy is communicated at all levels of the organization - from the Board down and the ground up.
 - Ensure a framework and tangible measures are in place to monitor and evaluate compliance of the organization with the strategy/policy.
-

Within the Faculty of Management, faculty are conducting research on corporate social responsibility (CSR) and corporate governance in the mining industry; marketing and CSR, and CSR in developing regions of the world. The Centre for Non Timber Forest Resources, with its many partnerships with First Nations, the Centre for Health Leadership and Research with its focus on health system transformation, and the Eric C. Douglas Centre for Entrepreneurship which works with students to promote and develop socially responsible entrepreneurship, all contribute to the university's corporate responsibility. Within the Faculty of Social and Applied Science, faculty are conducting research regarding the issue of homelessness in Victoria. The university has an Aboriginal Coordinator in place and is currently working to establish an Aboriginal Gathering Place. Research underway includes a provincially funded to build First Nations employment readiness and governance skills.

The university has demonstrated a strong commitment to the environment since its inception in 1995. It is taught, researched and modelled. The university's commitment to reflect the highest sustainability standards is articulated by the Board of Governors in the university's environmental stewardship policy. Its importance is reflected in the integrated nature of RRU's academic programming and degrees, diplomas, and certificates devoted to environmental science, environmental management, environmental education and communication, climate change, and conflict management focused on the environment. Environmental sustainability is a key principle at Royal Roads University.

In the future, the university expects that its corporate responsibility strategy will continue to be at the forefront of what it does - that projects, activities, and processes will be measured in light of the three areas of responsibility: economic, social and environmental.

Royal Roads University is the only public university in Canada exclusively devoted to meeting the immediate needs of working professionals through graduate, undergraduate, and executive programming. Royal Roads also provides continuing education to serve its local community and strengthen its prosperity. The university has advanced a model of learning that enables learners to remain in their communities and workplaces while advancing their careers.

www.royalroads.ca



Sandwell

Integrity, professionalism, and the challenges of a global enterprise - these are some of the motivating factors behind the corporate responsibility strategy of Sandwell. The international company offers engineering, procurement, and construction services to a wide variety of industries around the world, as part of the Ausenco group.

A 75 year old company, Sandwell sets the highest standards for itself and its staff through its commitment to integrated management systems. It is the first engineering service company in British Columbia to have been registered to the three internationally recognized standards (ISO 9001, ISO 14001, OHSAS 18001).

Corporate responsibility has been built into Sandwell's fabric through its Ethics Policy, Corporate Values, and Sustainable HSEC Commitment (Health, Safety, Environment and Community). It takes a triple bottom line approach to its work, seeking to ensure positive mutual economic benefits, stewardship of the environment, and social acceptability in its projects. But it is "walking the talk" every day that brings the policies and intentions to life, through the personal commitment and integrity of the management team, and the highest professional and business conduct of all employees.

The company credits its corporate responsibility strategy with helping ensure jobs are done on time, on budget, and to specification, without downgrading incidents. And that translates into respect, across Sandwell's many markets and sectors.

That's probably why corporate responsibility is considered by the company to be a core part of the firm's own sustainability. Sandwell says corporate responsibility is a critical part of any company's business strategy and its ability to achieve its potential. It's worth noting. After all, a company that's going strong at 75 clearly knows a thing or two about what it takes to be in business for the long term.

Sandwell is an Ausenco group company and a leading engineering, procurement, and construction services company in transportation, power, petroleum, industrial process, manufacturing and general building. Sandwell is dedicated to delivering innovative solutions that enable clients to build and maintain a competitive advantage.

www.sandwell.com

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- It is a critical part of a company's strategy and its ability to achieve its potential.
 - It is critical to 'walk the talk' every day, so that it is the norm for all.
 - It requires a continual cycle of improvement, i.e. ISO 9001.
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Teck

What “nuggets of wisdom” would you offer to those developing a corporate responsibility program?

- Engaging stakeholders at the earliest stage of any project is critical to success.
 - Effective engagement includes stakeholders in crafting the process, not only responding to policy once developed. Building common knowledge requires understanding all perspectives, not pre-determining the outcome.
 - A corporate responsibility program must be implemented like other key company-wide business strategies, embracing all levels and often requiring the CEO to lead and communicate.
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Teck is committed to excellence in all aspects of its work, including pioneering innovative technology and leading on social and environmental sustainability issues. The company recognizes that today's business climate includes climate change, community engagement, and increased scrutiny of extractive industries. It believes the increasing expectations around companies' accountability and transparency is a positive development.

Teck's corporate responsibility program developed because it was the right thing to do, and helps create value for communities where it operates. The program strategically manages critical business issues that could impact the company's project success if not managed appropriately. As an extractive company, Teck has more direct impacts than many other industries, so working with stakeholders to find solutions is critical.

The company's corporate responsibility efforts are implemented from head office to operations, recognizing sustainability is part of overall business strategy. Teck uses reporting and information gathering from all operations as a management tool, making every aspect of the company aware of sustainability challenges and progress. It uses international standards and commitments, as well as stakeholder engagement to inform strategy.

Teck's sustainability program has resulted in numerous benefits including reduced costs and improved efficiency, new technology development, and positive reputation. For example, one energy efficiency program saves approximately \$1 million per year. The development of zinc applications to the green energy sector is offering new business opportunities. And in Brazil, the company is testing an alternative to traditional smelting with no gas emissions, virtually no effluents, and reduced shipping requirements, further reducing emissions.

Teck's sustainability and community engagement practices have positively impacted its reputation, making it a partner of choice in a competitive industry. The company builds trust and employee pride because it can demonstrate its commitment to environmental and social sustainability.

Teck's business success and its ability to provide returns to shareholders depends on a new way of mining: fostering strong and resilient local communities, minimizing environmental footprint, and protecting and regenerating ecosystems. Those who demonstrate commitment and show progress will receive greater social license to operate. The relationships the company builds with people, communities and society are based on mutual support or interdependence. This is the underpinning of its corporate responsibility program.

Teck is a diversified resources company and a significant producer of copper, zinc, metallurgical coal and specialty metals, with interests in several oil sands development assets. Based in Vancouver, Teck has operations in eleven countries including Chile, Peru, the United States and Australia. It has a significant presence across Canada with operations in British Columbia, Alberta, Ontario and Newfoundland.

www.teck.com



TELUS Corporation

TELUS began its corporate responsibility journey with an Environmental Reporting program more than 15 years ago. This evolved into a complete corporate responsibility reporting mechanism in 1999, and full triple bottom line measures in 2003. For the past five years, TELUS has worked to align corporate social responsibility reporting with its financial reporting and transparent public disclosure processes. It has established clear and measurable annual targets, aligning with the Global Reporting Initiative guidelines. More recently, reporting data has been independently audited and verified by a reputable third party.

TELUS has implemented a community investment strategy with eight local community boards to guide its charitable giving. Community involvement is guided by a “we give where we live” approach and includes not only team members but also their families and friends.

TELUS’ corporate social responsibility strategy has a large degree of adaptive capacity. It solicits stakeholder input, undertakes enterprise risk assessments and adheres to an evolving disclosure and transparency guideline (G3), which means corporate social responsibility programs remain meaningful and relevant to societal expectations.

TELUS’ corporate social responsibility efforts have enhanced its understanding of the organization’s economic, social and environmental impacts, enabling it to consistently improve operations and move toward a more sustainable nationwide enterprise. It has also resulted in long-term social and financial benefits through improved efficiencies, conservation efforts, risk management and impact mitigation efforts. New employees have said TELUS’ corporate responsibility commitments were a significant differentiator in their selection of an employer. TELUS believes they also positively influence team member engagement.

TELUS’ approach to corporate social responsibility has evolved into an internationally noted best-in-class program, recognized by the Dow Jones Sustainability Index, the Carbon Disclosure Project, the Jantzi Social Index and others. This external recognition has enhanced its brand and reputation and helped bolster how shareholders and stakeholders view TELUS.

TELUS expects its use of stakeholder input and numerous reporting mechanisms helps it identify opportunities and risks, allowing it to mitigate and adjust. Its robust corporate social responsibility strategy helps it incorporate long-term cost-saving solutions, such as improving efficiencies, shifting to economically viable fuel sources, reducing paper use and travel cost, influencing supply chain, and shifting team culture to embrace sustainability. The company’s enduring commitment to corporate social responsibility differentiates it from competitors, and helps it compete in competitive labour markets.

TELUS is a leading national telecommunications company in Canada, with \$9.2 billion of annual revenue and 11.2 million customer connections, including 5.7 million wireless subscribers, 4.4 million wireline network access lines and 1.2 million Internet subscribers. TELUS provides a wide range of communications products and services including data, Internet protocol, voice, entertainment and video.

www.telus.com

What “nuggets of wisdom” would you offer to those developing a corporate responsibility program?

- Have a clear corporate social responsibility strategy, supported by your board, including definitions, commitments, priorities, budget.
 - What gets measured gets done. Regular reporting of corporate social responsibility targets and progress drives improvement. Failing to report on shortcomings can be more damaging to reputation than the actual shortcomings themselves.
 - Consistency in corporate social responsibility is essential. Lack of consistency can damage your brand and reputation.
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Terasen Group

At Terasen, Corporate Responsibility is believed to be inherent in being one of the largest energy providers in B.C. Terasen has demonstrated its commitment through the safe and reliable distribution of energy; sound environmental practices and being an employer of choice investing in the communities it serves.

Employees play a key role in Terasen's Corporate Responsibility Strategy: they are the face of Terasen in the community. Warm Hearts, Terasen's employee-run charitable foundation, channels employee volunteerism and donations. This year, Terasen launched Community Giving Day, with 160 employees volunteering in three communities. Terasen Gas is also in the process of developing modules to educate B.C. fire departments on natural gas and pipeline safety. Terasen offers partial corporate matching of employee United Way donations.

Terasen engages in these activities to achieve stronger financial performance through efficiency gains; enhance employee engagement and productivity; enhance public license to operate; and improve reputation and branding.

First Nations culture and education is important to Terasen. The company works co-operatively with Chemainus First Nation on construction of a natural gas storage facility. Terasen employees engage the Aboriginal community in training programs such as the Utility Construction Boot Camp, which prepares First Nations candidates for employment in the energy industry.

By demonstrating consistent regulatory compliance to the Department of Fisheries and Oceans, Terasen has been excused from a required 45-day waiting period for some smaller projects, allowing earlier completion of construction and providing scheduling flexibility.

Terasen's energy efficiency and conservation programs assist customers to save money and reduce greenhouse gases. Meanwhile, 88 per cent of customers surveyed feel Terasen does a good job with safety communications.

In terms of benefits, Terasen community giving programs contribute to employee retention and attraction. Projects designed with community members often generate awareness for the company and brand. Volunteerism gives employees an opportunity to work differently together and pursue new development opportunities. As an example, the Terasen Toastmasters chapter has delivered natural gas safety presentations to almost 4,000 schoolchildren. Terasen believes the employee-directed portions of its Corporate Responsibility Strategy will enable the company to retain, attract and develop employees while positively impacting customers and their communities.

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Ask employees what is important when developing programs; they are your biggest advocate within communities you serve. Work with your executive team to guide programs and communications; include them in employee initiatives.
 - Develop an internal communications plan to ensure employees understand opportunities to make a difference.
 - Leverage earned media, and capture stories that can be shared internally and externally.
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Terasen Inc. is a Canadian corporation headquartered in Vancouver, parent company of the regulated Terasen Gas companies and Terasen Energy Services. It is the largest distributor of natural gas in the greater Pacific Northwest and provides alternate energy geo-exchange and district energy systems. Terasen is part of the largest investor-owned energy distribution company in Canada, with \$10 billion in assets, serving over two million customers.

www.terasen.com



TimberWest Forest Corp.

TimberWest continues to experience the changing economic and social landscape of Vancouver Island. As a major land owner providing economic activity through hiring, purchasing, and the payment of property taxes and stumpage, TimberWest's activities are significant for many island communities.

TimberWest recognizes that how it uses its lands impacts almost everyone who lives, works and plays in the southeastern part of Vancouver Island, as well as the value provided to unitholders. The company manages landholdings very thoughtfully, coordinating closely with communities and working with a variety of partners to conserve special areas. Maintaining its social license to operate is critical to success over the long term.

TimberWest has embarked on a certification program covering all of its timberlands for environmental management and sustainable forest management. The ISO 14001 and Sustainable Forest Initiatives are validated annually through third party audits. The company engages in partnerships with conservation organizations focused on good land management, habitat rehabilitation and enhancement.

Safety is a top priority. The company has attained Safe Certification through the BC Forest Safety Council. All contractors are to be certified by the end of 2008 in order to work on TimberWest lands.

TimberWest manages an active corporate donations program. Initiatives like the United Way are supported annually, while individual projects such as the North American Indigenous Games in the Cowichan Valley, the Nordic Skiing World Cup Finals at Mount Washington, and the Library at Vancouver Island University create important community legacies.

Benefits of corporate responsibility experienced by TimberWest include community recognition that its success as a company can result in mutual benefits. A good reputation makes it easier for TimberWest to recruit employees who are motivated and productive, and tend to stay longer, reducing costs of recruitment and retraining. Additional benefits include opportunities to educate the public about the business, opportunities for positive publicity, and the ability to develop positive working relationships with community leaders, which can be a valuable asset in the face of threats to the company's reputation (and sales).

TimberWest believes corporate responsibility is fundamental to its long term success as a business. Good relationships make doing business easier, as TimberWest's experience has proven over the years.

TimberWest Forest Corp. is Western Canada's largest private land management company. The Company owns approximately 322,000 hectares of private land on Vancouver Island, that over the previous five calendar years have provided an annual average timber harvest of 2.565 million m³ of logs. TimberWest runs fully-contracted harvesting operations, leading the coastal industry in the growing and harvesting of second-growth timber.

www.timberwest.com

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Be sure your corporate responsibility initiatives align with the goals and policies of the company.
 - Follow through - whether by achieving certification, or carrying out a community engagement initiative. Be sure to walk the walk.
 - Communicate your successes, both to external stakeholders as well as internally to staff. Successful corporate responsibility stories boost employee morale and can aid in staff retention.
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Vancity

As a community based credit union, corporate responsibility has always been core to Vancity. Founded to assist people having trouble accessing credit, Vancity's purpose is to work with people and communities to help them thrive and prosper.

Vancity's innovative approach has led to a number of firsts among Canadian financial institutions, including being the first North America-based financial institution to become carbon neutral. Building on this tradition, Vancity formally adopted a Community Leadership strategy in 2004. While this includes elements typically found in Corporate Responsibility strategies, Vancity wants to go beyond responsibility to integrating community activism into business building and business practices.

Vancity's Community Leadership strategy has three key elements. The first is its toolkit: its resources as a diversified financial institution to affect social change. These go far beyond traditional corporate responsibility grants and sponsorships, cutting across all business lines. They include: purchasing power; how facilities are built and operated; how investments are made; products and services provided; how the credit union uses its convening power; marketing expertise; and communication infrastructure. Vancity recognizes there are new and creative tools still to be discovered as community leadership is embedded across the business.

The second element in Vancity's strategy is three focus areas:

1. Acting on Climate Change - by reducing operational impact and developing solutions;
2. Facing Poverty - by increasing economic self reliance, affordable housing and home ownership;
3. Growing the Social Economy - by strengthening not-for-profits, social enterprise and socially responsible businesses.

These were chosen as areas where a financial institution can create meaningful change, and because they matter to members and employees.

The final element in the strategy is the Accountability Framework, which measures that Vancity is doing what it says, and ensures progress. It includes policies, measures, targets, action plans and a world class externally verified reporting process.

Vancity believes that making a positive difference in the community is what makes it a successful business. Its community leadership vision is a clear differentiator from other financial institutions - one of the ways it can successfully compete with banks more than thirty times its size. It is a key strength in the Vancity brand and a strong driver of employee engagement, building trust, enhancing reputation, and helping retain and recruit members and employees.

From humble beginnings, Vancity has grown to become the largest credit union in English-speaking Canada, with more than \$14.1 billion in assets. Vancity serves more than 392,000 members through 59 branches located throughout Greater Vancouver, the Fraser Valley, Squamish and Victoria. Vancity has also diversified to include Vancity Enterprises, Inhance Investments, Vancity Capital Corporation, the Vancity Community Foundation, and Citizens Bank.

www.vancity.com

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Tracking social and environmental impact is not easy. However, accountability reporting is a critical piece of corporate responsibility for any organization.
 - Integrate corporate responsibility across the entire organization and ensure a strong commitment from senior executives.
 - Be focused. Integrate the strategy into your business. Get help from Canadian Business for Social Responsibility (CBSR) or others who are seasoned.
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Vancouver Airport Authority

Community is at the heart of Vancouver Airport Authority's mission - "to serve our community."

As a not-for-profit entity, the Vancouver Airport Authority (VAA) has a responsibility to the communities it serves and the people who live in them. It is committed to operating a leading-edge airport that provides value to B.C. and the travelers who use it. The Airport Authority focuses on excellence in safety, security and environmental performance, but people are at the heart of its business. The airport connects families, welcomes new immigrants, receives business travelers and leaves a lasting first impression on tourists. It is a gateway to many communities, both domestic and international.

Investing in communities is an important part of both the Airport Authority's corporate culture and its desire to be a sustainable airport. A clear and focused community investment program connects philanthropic giving back to business values and contributes to the social aspect of sustainability.

The Airport Authority's employees have an active history of giving back, and the organization recognizes an obligation to be responsible to the communities in which it operates. To demonstrate its dedication to communities, it engages in strategic community investment and applies consistent and objective community investment principles and criteria to its decision-making. The aim is to maximize return on financial and human investment, both for Vancouver Airport Authority and the community. Implementation of the Airport Authority's community investment program has enabled VAA to achieve good standing in the community and be recognized as a responsible corporate citizen.

As the Airport Authority continues to develop its corporate responsibility programs, it anticipates benefits both internally and externally. Programs enhance corporate reputation, reinforce corporate values, attract and retain employees and provide differentiation from competitors, all the while building a stronger, sustainable community.

The Airport Authority is a community-based, not-for-profit organization that operates Vancouver International Airport (YVR). Canada's second busiest airport, YVR expects to welcome 17.9 million passengers in 2008. The Airport Authority is undertaking a \$1.4-billion capital program that will ensure the airport meets the growing demand for air travel and continues to be developed as a premier global gateway and economic generator for British Columbia.

www.yvr.ca/authority

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Work to define key areas for a corporate responsibility program that bring together enhancements for both your business and your community.
 - Encourage support of small organizations in order to achieve sustainable long-term growth - they are often your strongest ambassadors.
 - Involve and engage employees in the development process and implementation.
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Westport Innovations

In little more than a decade, Westport Innovations Inc. has grown from a UBC laboratory to its position as a global leader offering practical solutions to a world increasingly concerned about climate change, energy security, carbon management, healthy cities and environmental sustainability. As an environmental technology company, corporate responsibility has been entrenched by the vision of "Creating a Better World."

Westport believes that companies should allocate resources to social and environmental issues relevant to their business where they have expertise. This reaches beyond traditional corporate philanthropy, providing people, ideas and energy to address the challenges of sustainability. An example is Westport's secondment of an employee to Canadian Business for Social Responsibility to develop a business resource, The Climate Change Guide: Responsible Business Action on Climate Change.

A distinctive characteristic of Westport's strategy is the degree to which employees drive sustainability and innovation. Westport's IMPACT is an employee leadership team that brings volunteer activities, events and initiatives involving employees into one coordinated effort. Through IMPACT Westport employees have identified three issues that compel action: poverty facing children and seniors; environmental issues; and education related to science, the environment and business acumen. IMPACT's four platforms are:

- **Give:** opportunities for employees to give money and donated items;
- **Learn:** a forum for internal education on Westport's business and environmental topics;
- **Help:** organized opportunities for employees to volunteer talents in the community;
- **Teach:** employee participation in mentoring, science fairs, and initiatives encouraging students to explore careers in science, technology and the environment.

Westport recently released its first public sustainability report, developed in accordance with Global Reporting Initiative (GRI) G3 Guidelines. This followed an internal sustainability report coupled with employee engagement sessions to discuss findings, recommendations and priorities.

Westport's corporate responsibility strategy has provided tangible and intangible benefits. Environmental impact auditing has resulted in operational efficiencies, cost-savings, and greenhouse gas reductions. Community engagement and leadership has strengthened the workplace and communities where the company operates. Sustainability initiatives assist with recruitment and retention of talent in a competitive labour market. And addressing neighbourhood concerns strengthens relationships, fosters communication and minimizes adverse impacts.

Westport Innovations Inc. is a leading global supplier of proprietary solutions allowing engines to operate on clean-burning fuels such as compressed natural gas, liquefied natural gas, hydrogen and biofuels. Westport's innovations for heavy-duty trucks and commercial transportation applications reduce emissions and greenhouse gases. Cummins Westport Inc. and BTIC Westport Inc. are joint ventures related to alternative fuel engines and tanks.

www.westport.com

What "nuggets of wisdom" would you offer to those developing a corporate responsibility program?

- Define the term "corporate responsibility" and its specific meaning to your organization. Look to the leaders, but think about the needs and concerns of your different stakeholders.
 - Conduct a gap analysis of current programs and initiatives to help guide priorities.
 - Recognize the importance of employee engagement, energy, ideas and commitment. Westport employees deliver some of our most innovative social and environmental ideas.
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