



# EXCEL

Canada's Business and Sustainability Partnership

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

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# EXCEL PARTNERSHIP 2010

Excellence in Corporate Environmental Leadership

Since 1996

An Initiative of the Globe Foundation

# OUR MEMBERS - OUR STRENGTH

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## EXCEL Corporate Representatives

**Shari Austin,**

Vice President, Corporate Citizenship, *Royal Bank of Canada*

**Cara Clairman,**

Vice President, Sustainable Development, *OPG*

**Scott Deugo,**

Vice President, Design, Marketing & Sustainability, *Teknion*

**David Parker,**

Vice President, Sustainability, *Teck*

**Gordon Lambert,**

Vice President, Sustainable Development, *Suncor Energy*

**Gloria Pennycook,**

Business Director, *DuPont*

**Normand Pellerin,**

Assistant Vice President, Environment, *CN*

**Luc Robitaille,**

Director, Environment, *Holcim*

**Doug Macleod,**

Vice President, Environment, *Capital Power*

**Jon Mitchell,**

Group Lead Environment, *Cenovus*

**Don Wharton,**

Vice President, SD, *TransAlta Corporation*

**Brenda Goehring,**

Manager, Sustainability, *BC Hydro*

**Paul Hunt,**

Director Sustainability, *Enbridge*

# INTRODUCTION

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- EXCEL is a unique learning partnership of major Canadian corporations that are committed to sustainable development leadership through continual improvement of environmental and social performance.
- The EXCEL Partnership was founded in 1996 by a group of forward looking corporate leaders, the Globe Foundation of Canada and the Delphi Group. The Partnership was created out of a desire to change the traditionally antagonistic relationship between environmental or social performance and financial expectations. Members come together to develop, integrate and improve sustainable development in their corporate strategies, organizations and business models.
- The Globe Foundation and The Delphi Group provide the partnership with cutting edge research, analysis and insight in to corporate sustainability.

# PARTNERSHIP OBJECTIVES

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VISION

**EXCEL's vision is to be Canada's most influential and trusted business group focused on corporate sustainability issues:** Dedicated to enhancing the competitiveness of our members through a focus on learning and leading on sustainability.

OBJECTIVES

1. **Executive Development** – Peer to peer learning and development for members
2. **Policy Engagement** – Government Engagement on Environment Policy
3. **Recognition as Corporate Leaders** – Promoting EXCEL Partners as Canada's leading businesses on Corporate Sustainability on the web and through public forums

COMMITMENT

**The members of the Partnership are committed to integrating environmental, economical and social performance with our business strategy. Always focusing on continuous improvement and innovation, we learn...together.**

# WELCOME TO THE INNER CIRCLE...

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## Membership Benefits Include:

<b>LEARNING</b>	Cutting-edge research, analysis, reports
<b>ENGAGEMENT</b>	CEO forums, teleconferences, senior-level advising
<b>INVITATIONS</b>	Private invites to exclusive executive events from leading SD corporations
<b>CAPACITY BUILDING</b>	Training and professional development
<b>PROMOTE POLICY</b>	Interact directly with government and policy leaders
<b>PARTICIPATION</b>	In events at the biennial GLOBE™ Conference
<b>RECOGNITION</b>	As leaders in corporate responsibility
<b>NETWORKING</b>	Peer support, best practice exchange
<b>MONTHLY BRIEFS</b>	Spotlight: EXCEL's monthly policy/issue briefs
<b>CSR REVIEW</b>	Sustainability Report Review and Benchmarking
<b>STUDIES</b>	Annual Survey on SD market intelligence and other exclusive publications

# EXCEL PROGRAM DELIVERY

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*A powerful interactive peer group for senior environmental and other corporate executives, members of EXCEL*

- ▣ **Exchange ideas and experiences** to improve the efficiency and effectiveness of corporate environmental and sustainable development activities;
- ▣ **Interact with high-level government officials and ministers** to promote public policy in recognition of corporate environmental excellence;
- ▣ **Assess and share knowledge on innovative practices** with leading North American and European corporate sustainability practitioners;
- ▣ **Engage with and influence capital-market leaders** to promote the concept of share value that rewards environmental performance;
- ▣ **Develop the business case on how sustainable-development leadership delivers tangible results** for shareholders; and,
- ▣ **Benchmark performance** against a peer group of companies to maintain competitiveness.

# EXCEL PROGRAM DELIVERY

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## *The annual program includes:*

- 2 Roundtable Workshops (full day + evening),
- Monthly management briefs;
- Events at the biannual Globe Conference, EXCEL Sustainable CEO Public Forums;
- Teleconferences, Surveys, CSR report benchmarking,;
- 'EXCEL On Site' Board and Staff briefings;
- Up to 2 days consulting time with the Delphi Group.

# PRODUCTS AND INITIATIVES

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## EXCEL Sustainable CEO Forum Publications

The cover features a large green '10' and the text 'Years of Sustainability'. It lists 'EXCEL Sustainable CEO Series' and 'A Road to Sustainable Growth in Canada's Energy and Resource Sector'.

The cover features the EXCEL logo and the title 'The Green Growth Report 2010'. It includes the subtitle 'Empowering Growth for Sustainable Economic Development' and lists various participating companies.

## EXCEL Capital Risk Sustainability Report

The cover features a background of stock market data and the title 'Water - The Next Carbon?'. It includes the subtitle 'A Sustainability Lens for Capital Decisions' and 'Proposed by the EXCEL, Responsible and Environmental Leaders'.

## EXCEL Spotlight (Monthly Pub.)

The cover features the EXCEL logo and the title 'Spotlight August 2008'. It lists several articles including 'Water - The Next Carbon?' and 'RBC's Blue Water Project'.

## EXCEL Healthy Climate Initiative : Best Practices

The cover features the title 'EXCEL Partnership - Healthy Climate Initiative'. It includes a table of contents listing various companies and their contributions to the initiative.

Company	Contribution
Alcan	Committed to further reduce its greenhouse gas emissions by 20% by 2015.
Altria	Customers Provided a Carbon Calculator to estimate the Carbon Footprint of its products.
Bank of Montreal	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Bell	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
BHP	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Bombardier	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian National Railway	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Pacific Railway	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Tire	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Bank	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Energy	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Petroleum	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Uranium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Zinc	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Nickel	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Silver	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Gold	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Copper	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Iron	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Steel	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Aluminum	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Magnesium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Potash	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Phosphate	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Sulfur	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Nitrogen	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Phosphorus	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Silicon	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Titanium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Vanadium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Zirconium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Fluorine	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Chlorine	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Bromine	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Iodine	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Selenium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Tellurium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Bismuth	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Antimony	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
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Canadian Western Palladium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
Canadian Western Rhodium	Working with the World Wildlife Fund to support the Green Building Council's (GBCI) GreenSource program.
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# EXCEL 2010 Program

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# EXCEL 2010 PROGRAM

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## Business Analytics for Sustainability

**THEME** The focus for the EXCEL Partnership 2010 program is on helping members quantify, qualify, and communicate sustainability analytics and their value to an organization - as a basis to further embed sustainability in your corporation's decision making process.

## 2010-Program Delivery at a Glance

1. Two Roundtable Workshops
2. 10 EXCEL Spotlight Management Briefs
3. CSR Report Benchmarking-A tailored and enhanced ranking system.
4. EXCEL On-Sight Advisory services offering
5. Facilitated Peer-to-Peer learning through the Annual Survey
6. EXCEL Webinars – Best Practices and Market Development Webinar Updates
7. EXCEL Sustainability Analytics Best Practice Study and Report

# PROGRAM FOCUS

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- ***Defining Value from Corporate Sustainability*** - EXCEL's 2010 Program will offer insights into the best practices around how to measure financial investments in sustainability. A special focus and inquiry will be placed on how to value and quantify traditionally intangible risks and benefits of corporate sustainability.
- ***Using Data to Drive Performance and Profitability*** – After understanding how and what to quantify with regards to sustainability risk and investments, the EXCEL partnership will investigate how to use this information to help you develop the right business case to increase the amount of focus awarded sustainability programming and ultimately performance and profitability.
- ***Communicating Business Analytics of Sustainability*** – The EXCEL 2010 program will also investigate through its partnership products, such as the Spotlights/ Roundtables, how to effectively communicate internally and externally the financial risks, investments, and benefits of sustainability in order to enhance your brand.

# 2010 EXCEL ROUNDTABLES

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## SPRING ROUNDTABLE

- ▣ **Theme: 2020—The Next 10 Years of Sustainability Innovation**
- ▣ **Host and Location: Globe 2010 March 23rd**
- ▣ **Theme:** Invited guests and EXCEL members will envision the future of leadership in sustainability, defining the major social and environmental forces at play impacting companies, and what that will mean for corporations.
- ▣ **Issues to Cover:**
  - ▣ A reflection on the sustainability successes and short comings from the past 10 years-highlights in SD innovation from EXCEL members.
  - ▣ What will be the major defining sustainability issues up to 2020.
  - ▣ How will companies be prepared for these issues in order to compete and succeed?
  - ▣ What solutions and innovations are necessary for us to be working towards (policy, strategy, management, design, financing, risk)?
  - ▣ What do we need now in order to remain SD innovators?
- ▣ **Outputs:**
  - ▣ 2-4 page brief released at Globe from the EXCEL Partnership identifying the next decade's major sustainability challenges and opportunities for companies.
    - ▣ Top 5 forces of change in the next 10 years
    - ▣ Conversations that need to take place within companies

## FALL

- ▣ **Theme: Business Analytics for Sustainability Quantifying SD Risks, Driving SD Performance and Profitability**
- ▣ **Issues to Cover:**
  - ▣ Identifying ways to quantify tangible and intangible risks in order to drive SD performance, competitiveness, and profitability.
  - ▣ Best practices in developing business analytics for sustainability.

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## EXCEL SPOTLIGHT BRIEFS

### Topics:

- ▣ The Global 100 – Analysis of the Sustainability KPI's
- ▣ Defining SD Accountability: Who's in charge anyway?
- ▣ Sustainability Performance Targets
- ▣ 2020: The Next Frontier of Sustainability Innovations
- ▣ Professional Development Training for Sustainability
- ▣ Quantifying SD Financial Risk
- ▣ Business Analytics for Sustainability – Learning from other business areas
- ▣ Communicating SD Risk and Value
- ▣ EXCEL Survey: The Results
- ▣ CSR Benchmarking: The Results

## WEB

- ▣ Webinar 1 – Business Analytics Best Practice Study Overview and Results
- ▣ Webinar 2 – Survey Highlights
- ▣ Webinar 3 – Benchmarking Highlights

# EXCEL 2010 PROGRAM

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## PROMOTING PERFORMANCE

### Promoting Best in Class Performance for EXCEL members

- EXCEL Member CSR Report Review and Benchmarking—now including a new enhanced ranking system and tailored criteria.
- EXCEL Real Time Peer Input – Annual Survey
- EXCEL Best Practice Study – Sustainability Analytics: This year we will conduct an in depth review with all EXCEL members to:
  - Uncover best practices in quantifying sustainability.
  - Review of MD & A and Annual Information Forms to see how sustainability risks are characterized and interpreted.
  - Help define a set of analytics that can be used to assist the business case for sustainability in a company.

## MEDIA

- Globe – Net: Promoting EXCEL and its members through this medium
- Corporate Knights: Profiling EXCEL in editions of this publication
- Best Practice on Sustainability Analytics: Published by EXCEL and distributed online

# EXCEL

## Canada's Business and Sustainability Partnership

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### Managing Partners

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**Chris Henderson**

Chair,  
The Delphi Group