

# EXCEL

Canada's Business and Sustainability Partnership

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## The 2007 EXCEL Sustainable CEO Forum

Creating Value in Companies  
Through Sustainability

# A Collection of Speeches from EXCEL Leaders

**Barbara Stymiest**  
Chief Operating Officer, RBC

**Bill White**  
President, DuPont Canada

**Gerry Protti**  
Executive Vice President, EnCana

**Doug Horswill**  
Senior Vice President, Teck Cominco

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(Excellence in Corporate Environmental Leadership)  
*Canada's Business & Sustainability Partnership*





## Creating Value in Companies Through Sustainability

February, 2008

EXCEL (Excellence in Corporate Environment Leadership) *Canada's Business & Sustainability Partnership* is a group of 14 leading Canadian companies from across a wide range of sectors. It is a peer-to-peer learning partnership, where executives responsible for sustainability in companies meet several times a year to learn from each other about the challenges and best practices with regards to being corporate leaders in sustainability and competitiveness. EXCEL also regularly engages Canadian governments on sustainability and competitiveness issues, and there are also monthly issue briefs provided to members regarding best practices for embedding sustainability in a company.

EXCEL is a creation of the Globe Foundation, and is run by the Delphi Group. 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.*

In 2006, celebrating its tenth year, EXCEL launched the Sustainable CEO Series of forums in Toronto. The forums are intended to provide an opportunity for EXCEL leaders to discuss their sustainability journeys with other sustainability 'practitioners' in Canada. The 2007 forum was held in Calgary on November 6<sup>th</sup>, in the very beautiful and inspiring Artists of the World Gallery. The theme for the speeches was **Value Creation**. The words of last year's speakers, and research conducted for EXCEL by the Delphi Group point to the fact that for sustainability initiatives to be, well, sustainable they need to be linked directly and fundamentally to the core purpose of an organization. As such, this theme was deemed to be an important one for further discussion.

EXCEL asked the speakers to answer the question: How is a sustainability perspective used in your company to create value? Speakers at the forum provided a great range of perspectives, all from different sectors of the Canadian economy.

### A Rich Conversation

EXCEL prides itself on its roundtables that are defined by open, honest and rich dialogue that allows executives to learn from other leaders. Our forums are run in this same spirit, and these leaders provided very clear and frank insight into their realizations and strategies around connecting environment and social considerations with creating value in their companies.

In this spirit of openness and rich dialogue, EXCEL partnered with several leading organizations to make this forum a success, they were: Gowlings – a leading Canadian law firm with a strong environmental practice; Climate Change Central – a group funded by government and the private sector in Alberta to promote solutions to climate change; The Pembina Institute – a prominent Canadian environmental group; Corporate Knights – Canada's magazine for corporate responsibility; and Bullfrog Power – a green power provider in Canada who also green powered the forum. All of these partners acted as respondents to the speeches.

The EXCEL Partnership would like to thank all the people who attended the event for showing such an intense interest in the issues that EXCEL companies are leaders on. These are complex tasks, marrying environmental social and economic priorities, and Canada needs corporate leaders in this space. Leadership, however, requires space for dialogue, rich conversation, and challenge. EXCEL provides this space through its EXCEL Sustainable CEO forums.



# EXCEL Partnership Introduction

## EXCEL

Canada's Business and Sustainability Partnership

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**EXCEL (Canada's Business and Sustainability Partnership)** is a unique learning partnership of major Canadian corporations who are committed to sustainable development leadership through the continuous improvement of economic, environmental and social performance. Membership is by invitation only. The Partnership was founded in 1996 and operates under the aegis of the GLOBE Foundation and is managed by The Delphi Group. EXCEL has a formal affiliation with the World Business Council for Sustainable Development as one of their regional groups.

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 federal 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 Corporate Representatives

**Shari Austin,**  
Head, Corporate Citizenship,  
RBC

**Cara Clairman,**  
Vice President, Sustainable Development,  
Ontario Power Generation

**Scott Deugo,**  
Vice President, Design, Marketing & Sustainability,  
Teknion Furniture Systems

**Douglas Horswill,**  
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Environment & Corporate Affairs, Teck Cominco

**Gordon Lambert,**  
Vice President, Sustainable Development,  
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**Judith McKay,**  
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**Brian Stevens,**  
Vice-President, Corporate EHS & Security,  
EnCana

**Don Wharton,**  
Vice President, Sustainable Development,  
TransAlta Corporation





## Creating Value in Companies Through Sustainability



### **Barbara Stymiest** Chief Operating Officer, RBC

**“Sustainability really is about delivering value over the long haul and that’s just good business.”**

I know that the theme of this session is about creating value through sustainability. But to be frank, I have a hard time untangling the two concepts from each other.

The traditional definition of sustainability has to do with meeting the needs of today, while allowing future generations to meet the needs of tomorrow. In business, you could say this means managing your business performance today –your financial, social, environmental and ethical performance – in order to ensure continued success tomorrow. Sustainability really is about delivering value over the long haul and that’s just good business.

I’m being deliberately provocative, of course, because I’m well aware that people equate the word “sustainability” with “environmental sustainability.”

In a country like Canada that is so resource-intensive, there’s bound to be continual debate about whether a company –or a country—will have to sacrifice short term returns in order to deliver long-term benefits for the environment. I’m sure that many of you have analysts looking over your shoulders who aren’t interested in anything but this quarter’s results. I know we certainly do.

But my topic tonight is environmental sustainability, and the timing of this event couldn’t be better: just two weeks ago, RBC unveiled our Environmental Blueprint, which is a formal statement of our global policy and priorities, and a road-map to guide our future actions.

Three or four years ago, if we’d made a public statement about our environmental priorities, people might have scratched their heads about why a bank had anything to say about the topic at all.

We’re not a high-impact industry. We’re not a polluter. We don’t consume much in the way of natural resources, at least not the way a manufacturing company might. But in the last year, as the environment has moved mainstream with all of our stakeholders, companies and governments worldwide are becoming standard-bearers for sustainability. Each time someone announces a new initiative, it raises the bar for all of us.

Some of those companies are ‘greenies come lately.’ We’re not.

RBC had one of the first environmental risk policies of any Canadian financial institution—written back in 1992. In those days, our main concern was minimizing our exposure to “dirty borrowers” or polluters. Then, as now, we preferred to lend to companies with good environmental records, because we know that those with poor ones tend to face increased clean-up costs, regulation, litigation and fines...pretty classic risk management stuff.

Over the years, we continued to evolve our approach: making sure our lenders had the right skills to evaluate environmental risks, setting up a centralized Environmental Risk Management Group to support our lending managers-- even retrofitting our credit application process to include environmental risk assessments.

We continued to evolve our practices, procedures and reporting. We were financing alternative energy in Europe. We developed a \$50 million alternative energy technology venture fund. We were reducing our energy and paper use. And so we were not surprised to see climate change, emissions trading and carbon offsets go from being barely understood by the public to being front page news.

And it’s because of this history that we felt it was important to go on record with a Blueprint that built on our strong foundation with a vision of how we will move forward with issues like climate change, biodiversity, forests, and water.



## Creating Value in Companies Through Sustainability

Tonight, I'd like to talk about the three priorities laid out in our Blueprint, which are:

- to reduce the intensity of our environmental footprint
- to promote environmentally responsible business activities
- And to offer environmental products and services.

Sustainability really does begin at home, and our first priority is to reduce our impact on the environment. This may be easier said than done. We are opening branches here at home, and growing our operations in the US and the Caribbean too. A quick glance at next year's numbers might look like our net impact has actually increased, simply because our network has expanded. But I can assure you that on a "same store" basis, we will have reduced the intensity of our environmental footprint.

We are striving to reduce our consumption of energy, paper and water in all our units, to reduce employee travel, and we'll focus on the impact of our procurement activities. As part of our Blueprint, we will be purchasing clean, renewable green power for all new branches in Canada.

In addition to the obvious environmental benefits, we also know that running cleaner, more efficient operations is a great way to lower costs, and in so doing, to add long term value to our business. Our second priority is to promote environmentally responsible business activities-- and this relates primarily to how we manage risk.

I mentioned that RBC has a long history in this area. One of our significant milestones was in 2003, when we became the first Canadian bank to adopt the "[Equator Principles](#)". These are a voluntary set of guidelines to help financial institutions manage social and environmental issues when we finance large-scale projects of over \$10 million anywhere in the world.

For the most part, we like to work with our clients so they can meet our social and environmental criteria, not cut them off, because that's a win-win for everyone. But we do have some no-go zones in the Blueprint: we will not engage in new financing activities with corporations operating unsustainably in tropical rainforests, High Conservation Value Forests, or UNESCO World Heritage Sites.

We also plan to track and review the greenhouse gas emissions of large industrial emitters in our lending portfolio, as this may become a material risk for some of these clients in future.

My last point about risk management is that some stakeholders are now scrutinizing more than our lending activities: they're reviewing all aspects of our business dealings with clients. It's not unusual for financial institutions to be asked to sever all ties with clients that environmentalists consider dubious, even if we're underwriting deals, trading stocks or providing something as benign as research services.

Our Blueprint includes a commitment to subject our lending and debt and equity underwriting services to a suitable level of environmental due diligence.

We think that this is not only good for the environment, but it is part of good business practice, and good risk management, which again add to long term value.

Sustainability isn't all about preventative medicine. There is also good business to be had on the environmental front. Until recently, it's been a challenge to deliver a strong business case for environmental financial products and services, but that's changing quickly. So the third priority in our Blueprint is to offer products and services so that our clients can have a positive environmental impact.

*"We think that this is not only good for the environment, but it is part of good business practice, and good risk management, which again add to long term value."*



## Creating Value in Companies Through Sustainability

The ethical investing trend represents a double opportunity for financial services companies. Banks can be attractive as a stock pick to socially responsible investors, and we also have the opportunity to develop our own SRI products for clients.

While there has been a good market in Europe and the US for SRI products for a few years, this was definitely not the case here until recently. But the socially responsible investment trend is finally delivering critical mass at the consumer level in Canada. In 2004, \$65 billion in assets were invested using SRI screens. In 2006, that number ballooned to more than \$500-billion.

While this comprises mostly pension funds that use social and environmental screens, and is still small when you look at the entire Canadian mutual fund universe, the upward trend is clear. So in June, we were the first big Canadian bank to announce our own socially responsible mutual funds, the RBC Jantzi Funds. We think this is an excellent example of sustainable finance—of doing well by doing good.

We're also seeing other opportunities at the retail level. An Environics poll showed that 67 per cent of Canadians were likely to switch to banks, stores and service outlets that demonstrated their commitment to the environment. What consumers say isn't always what they do, but we believe there may be a competitive advantage here.

This year, we launched some product options ... like paperless statements for a number of banking accounts, rebates for home energy audits, incentives for purchasing hybrid vehicles, and discounts for clients purchasing green power. We started small so we could test and learn, and while it's early days, I can tell you that we are pleased with the results.

*"...we also launched the RBC Blue Water Project, a 10 year, \$50 million philanthropic commitment to help find global solutions to a growing water crisis worldwide."*

Greenhouse gas emissions trading and carbon markets also represent a lucrative opportunity. According to the World Bank, the global carbon market tripled in value between 2005 and 2006—to some \$30 billion US.

Some North American banks have already set up carbon trading and advisory desks, others are assembling funds that buy carbon credits on behalf of industrial investors. Some are helping clients finance projects in developing nations that will cheaply curb emissions, and generate a stream of carbon credits. We haven't established our own trading desk yet, but our role is to fulfill the needs of our clients, and we are currently determining client demand for carbon-based financial products.

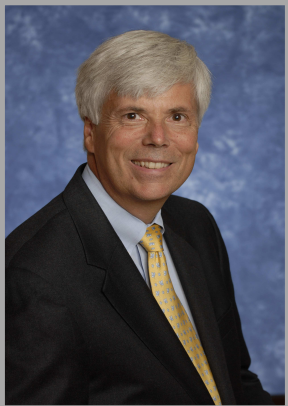
Before I finish, I also wanted to mention that when we announced our Blueprint two weeks ago, we also launched the RBC Blue Water Project, a 10 year, \$50 million philanthropic commitment to help find global solutions to a growing water crisis worldwide.

Water is going to be a material issue for many of our clients going forward, and nowhere in Canada is this already better known than here in Alberta. I've never seen such a positive reaction from our employees for any initiative we've ever launched—including our employees in the US and the UK. We believe that this project will complement our overall approach to sustainability, and will also provide a new opportunity for us to help build our brand internationally by taking a lead role on an emerging and vitally important issue.

So there you have a whirlwind view of the RBC Environmental Blueprint—some 15 years in the making, and the result of the work of a large team of passionate, engaged individuals at RBC. We know that there is much more to do on our journey and we're energized by the prospects.



## Creating Value in Companies Through Sustainability



“Our vision is to be the world’s most dynamic science company, creating sustainable solutions essential to a better, safer, healthier life for people everywhere.”

### **Bill White** **President, DuPont Canada**

To begin, I would like to establish the important link between DuPont’s mission, vision and goals and the topic of tonight’s forum. As you will see, they are very closely linked.

DuPont’s mission is Sustainable Growth – Increasing shareholder and societal value while reducing the environmental footprint along the value chains in which we operate. So, clearly, we have a strong interest in this subject of sustainability.

DuPont’s sustainability journey began with compliance in the 1970s, and progressed to corporate environmentalism in the 1980s. We expanded our commitment to safety, health, and the environment in the 1990s, and have advanced to have sustainability inform the company’s market focus as the next stage in our evolution.

Our progress to date around reducing our footprint has been substantial. Reductions in the 40% to 90% range – leading to a smaller environmental footprint – were attained in areas such as safety and health, air toxics and carcinogens, hazardous waste (dry), and greenhouse gas emissions. This has been accomplished at the same time that DuPont also experienced significant production growth – over 40% since 1990.

The value we have generated from maintaining a ‘flat’ energy consumption level – even while our production increases – have yielded \$800 million, or the equivalent of 60 cents per share. We were also able to avoid the consumption of 20 million barrels of oil. These energy efficiency accomplishments have been achieved through portfolio changes, co-generation, yield improvements, capacity utilization, better uptime and conservation measures.

#### **DuPont 2015 Sustainability Goals:**

Although we are extremely pleased with our progress to date, DuPont has also set some very ambitious goals to be achieved by 2015. These goals include reducing our environmental footprint even more by further reducing our greenhouse gas emissions, improving our water conservation and fleet fuel efficiency, continuing to reduce air carcinogens, and implementing the independent verification of site programs.

Our 2015 goals around serving our marketplace better through sustainability are directly pertinent to the theme of this evening’s forum.

#### **These marketplace-based goals include:**

- Environmentally Smart Market Opportunities from R&D Efforts;
- Products that Reduce Greenhouse Gas Emissions;
- Revenues from Non-Depletable Resources; and
- Products that Protect People.



## Creating Value in Companies Through Sustainability

Some of the environmentally smart solutions that DuPont currently has in the marketplace include Tyvek® HomeWrap weatherization membrane, DuPont™ Energain® thermal mass panels for residential and commercial buildings, photovoltaics, Nomex® in windmills, and fuel cells.

### Bio-Based Products:

An example of DuPont applying sustainability to product development involves natural sources, such as plant-based materials. For example, we use corn as a feedstock. We turn it into biomass, and we apply metabolic engineering to make innovative products that can replace ones that are currently manufactured with oil as a feedstock.

These renewably sourced products can take the place of existing fuels, fibers, solvents and molded parts (plastics). In fact, these new products meet, and often exceed, the performance of their petroleum-based counterparts.

*“...renewably sourced products can take the place of existing fuels, fibers, solvents and molded parts (plastics). In fact, these new products meet, and often exceed, the performance of their petroleum-based counterparts.”*

DuPont bio-processes also help to lower our environmental footprint compared with petrochemical-based processes. For example, producing our Bio-PDO™ (bio-based propanediol) consumes 40% less energy compared with chemical PDO. Similarly, when we make our Sorona® polymer, it results in 50% less greenhouse gas emissions and consumes 40% less energy than what it takes to produce nylon.

From an external perspective, DuPont has seen tremendous external validation from its sustainability initiatives, such as being ranked #1 on *Business Week's* 2005 list of “The Top Green Companies”.

In closing, I want to emphasize that DuPont’s sustainability commitments aren’t just good for business – they are our business. And what’s good for business must also be good for the environment and for people everywhere.





## Creating Value in Companies Through Sustainability



**"It's about credibility, "walking the talk", and doing what we say we will, in a responsible, transparent, and accountable manner."**

### **Gerry Protti** **Executive Vice President, Corporate Relations** **EnCana**

It's a pleasure to be here with these leaders of the sustainable business world.

It's also a pleasure to be asked to "mettre en scène" – set the stage –for what is certain to be a compelling, dynamic discussion this evening.

From my perspective, the starting point for any discussion on sustainability begins with the simple truth that it is all about good business. And, I would postulate that most Canadian companies recognize this truth and many, like the leaders we have with us this evening, are admirably demonstrating that the interests of industry, the environment and stakeholders can and should be compatible.

In fact, I believe the direction we're headed in this evening is toward some robust discussion around the practical realities of how corporate Canada has changed its mind-sets, frameworks, structures and processes, in order to propel sustainable development forward inside their organizations and out into the world at large.

Regardless of the sector, be it mining, financial services, agriculture, chemicals and plastics manufacturing or oil and gas production, leading practitioners of corporate sustainability recognize that the "social license to operate" must be earned.

To put it in unembroidered terms, it's about credibility, "walking the talk", and doing what we say we will, in a responsible, transparent, and accountable manner.

I believe corporate Canada is continuously trying to improve their efforts when it comes to being accountable for our sustainability initiatives. We are investing substantial amounts of money and time in this area and we submit independently audited reports detailing our progress. Despite these efforts, companies are finding themselves subject to ever growing and intensive public, media, government and NGO scrutiny.

On to our main theme of this evening – How are companies Creating Value Through sustainability?

For EnCana, the answer to that question starts with what we do. That's the development of unconventional natural gas and in-situ oilsands resources. We're predominantly a natural gas company – the cleanest burning of the fossil fuels – and we produce about 4.4 billion cubic feet equivalent of energy per day.

We're among the most active natural gas drillers in Canada, drilling several thousand new wells annually, with an inventory of close to 40,000 well locations.

Every single well we drill impacts surface land. Therefore, we must interact successfully with multiple stakeholders – local neighbours and community members, landowners, Aboriginal peoples, private sector partners, regional and national government agencies, regulators and others – to get them drilled and realize their value.

To accomplish this, we strive to conduct ourselves and our development activities in a manner intended to earn the trust and confidence of our stakeholders.

Like the long-term, sustainable economic growth we deliver to shareholders, we take the view that our license to operate is earned by building productive, long-term relationships.



## Creating Value in Companies Through Sustainability

So, how do companies demonstrate their vision of sustainability?

I think you'll find, after our collective conversation this evening, that the demonstrations are as varied and unique as the companies that create them, but the twin levers of innovation and efficiency figure prominently.

At EnCana, technical innovation is central to our ability to cost-effectively and efficiently extract energy from our resource plays. It's also a vital part of building sustainable development practices.

For example, in our shallow gas operations, we use techniques to increase the speed at which wells can be drilled and completed, which dramatically reduces the number of people and equipment required in the field. This minimizes disturbance to surface land, enables it be to returned to its original state sooner and reduces the overall footprint of our activities.

One of Canada's largest oil reservoirs is now the site of the world's largest commercial scale CO<sub>2</sub> enhanced miscible flood projects, and, at the same time, the world's largest greenhouse gas sequestration project. EnCana operates the Weyburn field in Saskatchewan and began injecting this long-life reservoir with CO<sub>2</sub> in October 2000. This has accomplished two very significant advances.

First, the CO<sub>2</sub> miscible flood technology has enhanced oil recovery rates from 30 percent with traditional water flood, to an estimated 46 percent, reinvigorating a developed reservoir.

Second, this project makes use of carbon dioxide that would otherwise be released into the atmosphere and has resulted in the safe storage of 9 million metric tonnes of CO<sub>2</sub> underground in the porous rock formations. That's equal to taking about 2 million cars off the road for one year.

*"At EnCana, technical innovation is central to our ability to cost-effectively and efficiently extract energy from our resource plays. It's also a vital part of building sustainable development practices."*

When it comes to the sustainable use of water, EnCana is again at the forefront of leading sustainable management practices. Our steam assisted gravity drainage operations in northern Alberta create steam from saline make-up water, recycled produced water and a small amount of new freshwater. This has enabled EnCana to achieve one of the lowest steam-oil ratios in the industry, which means we use less water for every barrel of oil we produce.

More recently, EnCana has turned its sustainability focus in the direction of energy efficiency - We've created a new position - Vice-President of Energy Technology and Research, with the mandate to heighten the efficiency of every EnCana operation and process. Our energy efficiency initiative has three pillars - operations, employees and communities. Several programs are currently in motion - including support for the national campaign "One Change" and their Project Porchlight program.

Through the community pillar, EnCana is supporting Project Porchlight to supply every household in the communities in which we operate with a compact fluorescent light bulb. The intent, of course, is to get everyone thinking about energy efficiency and to help encourage individual steps forward toward sustainability.

The operations pillar includes a dedicated budget for energy efficiency projects with a special Project Approval Request that allows the company to evaluate each energy efficiency project on its own merit as opposed to how it stacks up against drilling a well.



## Creating Value in Companies Through Sustainability

The employee pillar is designed to engage and inform employees on issues related to energy use and to support their efforts to make energy efficient consumer choices through an internal rebate program. This program emphasizes EnCana's view that improving the environment is a collective responsibility and we each can contribute by making small changes in our own behaviour.

Doing our part as individuals to create a culture of efficiency will reinforce the impact that small changes and an environmental perspective can have at home, at work and in our community.

And on that note, I'd like to leave you with this quote, from the late Donella Meadows, an environmental scientist, teacher and writer. She wrote, "The scarcest resource is not oil, metals, clean air, capital, labour or technology. It is our willingness to listen to each other and learn from each other and to seek the truth rather than seek to be right."

*"Doing our part as individuals to create a culture of efficiency will reinforce the impact that small changes and an environmental perspective can have at home, at work and in our community."*

I believe we share an abundant supply of this resource here this evening and I look forward to hearing from our presenters.





## Creating Value in Companies Through Sustainability



**“We have established a governance system that ensures all issues related to our sustainability performance are given attention at the highest levels of our organization and with our” Board of Directors.”**

### ***Doug Horswill*** **Senior Vice President,** **Environment and Corporate Affairs** **Teck Cominco**

At Teck Cominco we recognize that robust management systems help drive good performance.

We believe that good performance combined with effective communication will contribute to our positive reputation with our various communities of interest. It is this with this good reputation, based on solid performance, and a commitment to continuous improvement, that we will earn and retain our social license to operate.

Our Sustainability Strategy focuses on five themes:

- Generating wealth and prosperity,
- Reinforcing our corporate governance structures and procedures,
- Demonstrating excellence in safety, health, and environmental performance,
- Driving technological innovation and resource stewardship, and
- Fostering sustainable communities.

As a resource company, we are guided by a number of additional external standards and the commitments that we assume through our association memberships. We have established a governance system that ensures all issues related to our sustainability performance are given attention at the highest levels of our organization and with our Board of directors. Many goals have multiple targets. We publish our goals and targets in our Sustainability report and track progress.

Each year we set goals under 5 broad performance areas:

- Corporate governance
- Generating wealth and prosperity
- Demonstrating excellence in safety, health and environmental performance
- Driving technological innovation and resource stewardship, and
- Fostering sustainability communities

**Engagement of Communities is Critical to our Business Success**

Through dialogue and engagement with our communities, we hope to develop a broader understanding of our activities that in many cases will lead to participation and partnership for mutual benefit. At our Red Dog Mine in Alaska we are in consultation with NANA on our reclamation and closure plan and benefiting from traditional knowledge and understanding local interests.

All five of Elk Valley Coal Corporation’s metallurgical coal operations in South Eastern British Columbia operate within the asserted traditional territory of the Ktunaxa First Nation. EVCC is negotiating a Working Protocol Agreement that will define how the two parties will engage with one another as their relationship develops. A signing ceremony is anticipated later this month. At Hemlo we recently concluded a MOU with the Pic Moberg First Nation. As the mine is coming to the end of its life, the focus is on skills training and developing new businesses for Pic Moberg community members so they can take advantage of other emerging mining projects in their territory.



## Creating Value in Companies Through Sustainability

### People and Reputation:

We put great emphasis on our human resources recognizing that remaining competitive in a global environment means having highly committed and engaged employees. We have developed strategies to attract, develop and retain the best people in the industry. These strategies include:

- Increased corporate profile at universities
- visits, scholarships, sponsorships, participating in university events
- Canadian Mining Games – 10 participating mining engineering teams – all are supported to participate in the competitions
- 70% increase in the number of apprenticeships established at operations over 2006
- Employee training and development programs
- Leadership program, Simon Fraser partnership to offer MBA level courses leading to a Graduate Diploma in Business Administration
- Performance Management Program – *Building Strength with People* ensures individual performance is recognized and rewarded.

For Teck Cominco, innovation is essential—Two examples:

1. To better manage solid waste in southwest British Columbia, Highland Valley, with several partners, proposes to develop a state-of-the-art bioreactor landfill to safely manage all municipal solid waste generated in southwest British Columbia. The landfill will be capable of accepting up to 600,000 tonnes of municipal solid waste per year, providing landfill capacity until at least the year 2100. This project will feature extensive environmental controls including a triple liner for leachate containment, leachate recirculation and treatment, landfill gas collection and facilities to convert landfill gas to electrical power. It is important to note that the landfill will occupy less than 2% of the currently disturbed land and will be situated on top of the waste rock piles – not in the pit (as many people have mistakenly assumed).

2. Our e-scrap business uses surplus furnace capacity at Trail to process thousands of tonnes of discarded electronic equipment that would otherwise end up in landfills. The program was developed by our Product Business Development group and smelter operations teams, in collaboration with community partners and government regulators. Shredded e-scrap is processed to recover zinc, lead, indium, germanium and cadmium in an environmentally safe manner, with no increase in the facility's emissions.

In summary, we are: committed to the principles of sustainability and are working to imbed them throughout all our operations and activities, taking action by setting goals and targets, and measuring progress and are striving for continuous improvement.

*“Our results to date are generally good and getting better. Delivering on our sustainability commitments earns us our social license to operate and this brings value to our shareholders, our employees, our communities, our governments and society.”*



## Creating Value in Companies Through Sustainability

As Program Manager for the EXCEL Partnership it is my privilege and pleasure to express my appreciation to our event partners who have helped make the 2007 EXCEL Sustainable CEO Forum an outstanding success. The spirit of collaboration is the basis of EXCEL and proved to be a tremendous advantage for this forum and the dialogue that took place there. Most of these partners acted as respondent's to the speeches, providing perspectives and ideas that were directly related to their organization's area of expertise on sustainability.

Our collective efforts in promoting sustainability excellence, generating business, societal and environmental value, is a **vision** of the future for business competitiveness and sustainability. This is the challenge EXCEL members take on, and that we at the Delphi Group managing EXCEL, seek to assist them in achieving.

**Ted Ferguson**

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Barristers & Solicitors | Patent & Trade Mark Agents

**Gowling Lafleur Henderson LLP** is one of Canada's largest national law firms recognized for its expertise in information technology, energy and infrastructure, international trade, advertising and media, professional liability and the environment. Gowlings is also one of Canada's leading providers of government relations and regulatory affairs at both federal and provincial levels of government.



**Corporate Knights Inc.** is an independent Canadian-based media company that publishes the world's largest circulation magazine with an explicit focus on corporate responsibility.



**The Pembina Institute's** mission is to advance sustainable energy solutions through innovative research, education, consulting and advocacy.



**Climate Change Central** is a unique public-private partnership that promotes the development of innovative responses to global climate change and its impacts. Climate Change Central builds links and relationships between businesses, governments and other stakeholders in Alberta interested in pursuing greenhouse gas reduction initiatives.



**Justenvironment** is a public affairs consultancy specializing in "just environmental matters". The company conducts strategic planning, management consulting, government relations, public relations, ENGO relations, policy evaluation and analysis, and strategic communications.



Founded in 2005, **Bullfrog Power** is a leading provider of 100% green electricity, with service available to Ontario and Alberta residents and businesses. Bullfrog Power provides Canadians with a convenient way to support locally generated renewable power.