



Canadian Business for Social Responsibility

CBSR Learnings from Canada

November 25, 2009



About CBSR

- Not-for-Profit founded in 1995 - National (offices in Toronto, Calgary and Vancouver)
- Membership network of 100+ large Canadian businesses
- Learning and Networking opportunities, and Advisory Services for members
- Network of international CSR thought leaders, experts, academics and practitioners
- Globally recognized source for CSR in Canada
- Expertise includes: strategic planning, community investment, stakeholder engagement, reporting, performance management, environmental and carbon management, ethical/green supply chain

Member Network of Over 100 Companies



FedEx

Microsoft

DE BEERS
A DIAMOND IS FOREVER

Tim Hortons

Sears

ROGERS

HDI HUNTER DICKINSON
RESPONSIBLE MINERAL DEVELOPMENT

Coca-Cola

MOUNTAIN EQUIPMENT CO-OP

nexen

TOSHIBA

TransCanada

Cameco

KINROSS

goldcorp inc.



Pacific Rubiales Energy

Bell

newgold

ENBRIDGE

Teck

Scotiabank

Nestlé

Hydro Québec

EDC
Export Development Canada | Exportation et développement Canada

Catalyst

WAL*MART CANADA



IMPERIAL TOBACCO CANADA



TOTAL

CBSR

Corporate Social Responsibility


A company's commitment to operating in a socially, economically and environmentally sustainable manner while recognizing the interests of its stakeholders:

- Investors
- Customers
- Employees
- Business partners and suppliers
- The Environment
- Communities and Society

Observations of CSR in Canada

- Voluntary
- Inclusive – all industries are welcome
- Stakeholder focus
- Broader than philanthropy
- Leadership role for big companies
- Smaller companies learn from big companies' best practices
- CEO, senior leader support accelerates progress
- Sectors, issues move forward at different rates

How CSR in Mining Developed in Canada

| 1 Random acts of kindness | 2 Consultations and dialogue | 3 CEO leadership | 4 From principles to practice | 5 CSR becomes the expectation |
|--|--|--|--|--|
| Pre-1990 | 1992 - 1999 | 2000 - 2002 | 2002 - 2009 | 2010 - |
| <p>Some progressive mining companies started to practice CSR on the ground – not to be nice but because it made sense at an operational level. Mining is messy, we have a lot of it in Canada and its issues directly impact communities. There was stakeholder pressure from local communities and civil society to improve performance if the mining companies wanted sustained access to resources and a strong social license to operate</p> | <p>Some consensus starts to emerge on what works best and companies who believe in CSR join together as a network to move the agenda forward. Tactics included best practice sharing, shared investment in resources and consultation with stakeholders. In 1994, the multi-stakeholder Whitehorse Mining Initiative (WMI) specified principles and goals for sustainable mining. The dialogue continued from 1994 to 1999 but with only incremental progress.</p> | <p>The perceived lack of progress led to increasing stakeholder frustration and by 1999, the mining industry had little credibility with key stakeholders. In 1999, at the World Economic Forum in Davos, 27 mining CEOs agreed to fund the Global Mining Initiative (GMI). GMI worked with stakeholders and led to the creation of the International Council on Mining and Metals (ICMM) to promote and support industry transition to sustainable development.</p> | <p>Since 2002, stakeholder expectations for mining companies have continued to increase. Individual companies have worked with stakeholders to try to articulate and deliver on those expectations. Because this is hard and creates uncertainty, leading companies were motivated to develop voluntary standards through multi-stakeholder consultations to provide guidance to companies (IFC, VPs, GRI, TSM, E3+)</p> | <p>Backed by a strong business case and increasing proof points, CSR is becoming the expectation. Social media and the internet is making everything public. Institutional investors are starting to take notice. Governments are stepping in to make CSR easier. Although not all companies have embraced CSR at the same pace, the system starts to reinforce CSR as the norm.</p>  |

Suggestions for Colombia

- Continue to do CSR where it makes the most sense. Incremental is hard enough some days.
- Create working groups or networks to share best practices, identify and address priority issues. Our experience is that CSR issues are significant enough that they are not competitive, at least in the early stages.
- Create forums for multi-stakeholder dialogue to help define what responsible mining will mean in the Colombian context.
- Work with leaders to set a common agenda supported by principles and a commitment to consult with stakeholders. If you are a leader, decide if this is going to be a priority and then make it one.
- Help companies to do CSR. Work with industry associations or other groups to interpret existing standards for Colombia and/or to develop regional CSR standards. Build government capacity in resource management. Help companies to make the transition to sustainability. Find and adapt what works elsewhere.
- Build a business case for CSR investment and it will take off even faster.

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