

Leading Practices in Sustainability Reporting

Prepared by Responsibility Matters Inc.

2013

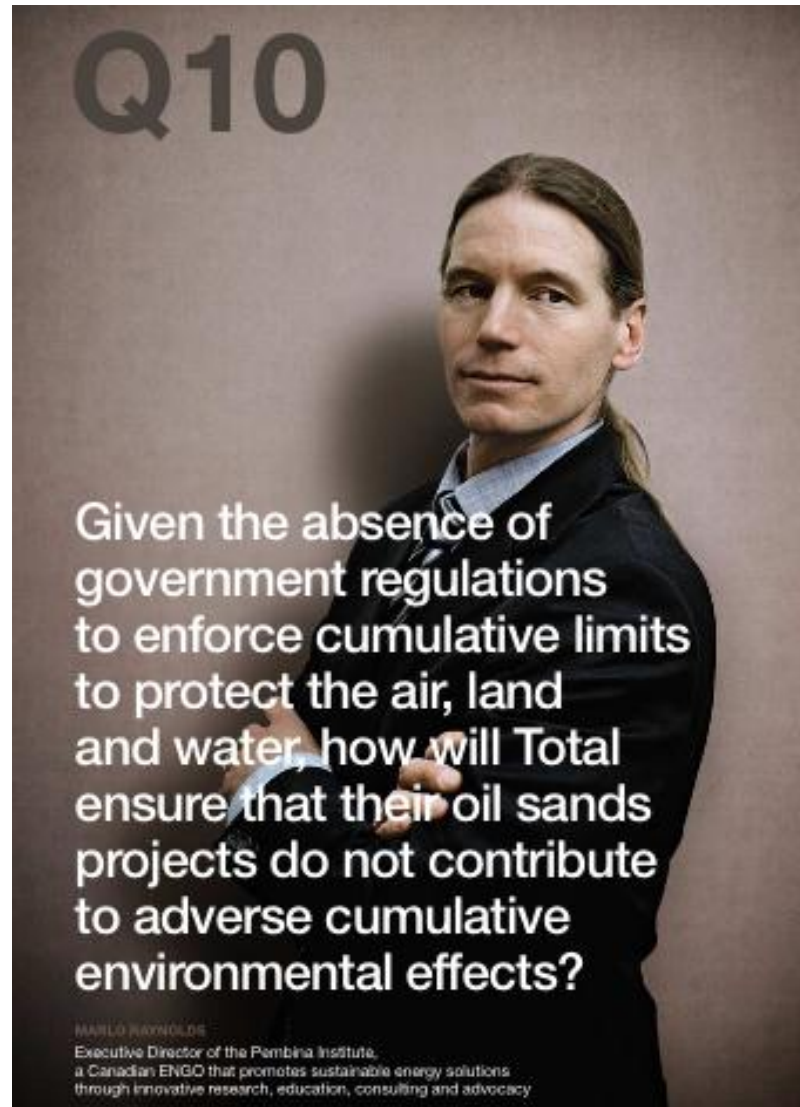


5 things reporting leaders do

- 1 •
-
-
-
-

**They don't avoid
the tough questions**

Cumulative Effects – Total



-
- 2•
-
-
-

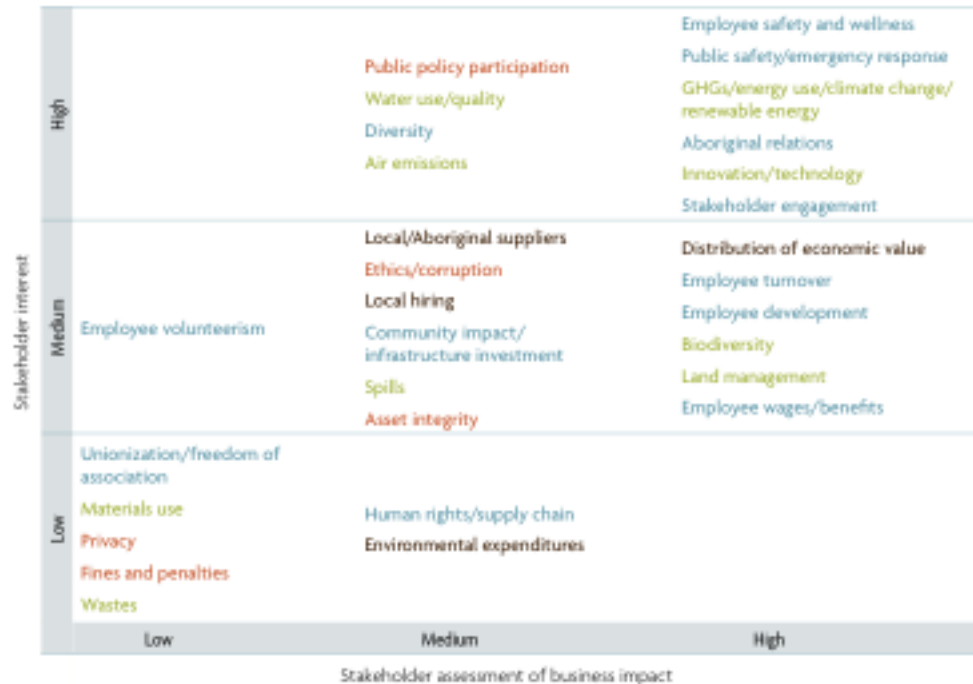
They engage their stakeholders to find out what's important

Materiality Process – Cenovus

We're always looking to improve our corporate responsibility reporting. In late 2011, we held our first multi-stakeholder workshop to engage a small sample of our stakeholders and hear what they had to say about our 2010 corporate responsibility report. The workshop was facilitated by an independent sustainability consulting firm. Participants were from Pembina Institute, University of Calgary, Canadian Business for Social Responsibility, Volunteer Calgary, Northwest and Ethical Investments, and Cenovus.

During the workshop, the facilitator presented a list of 35 corporate responsibility issues, pulled from sustainability reporting guidance and industry reports. Participants were asked to list their top and bottom three issues in environmental, governance, economic and social categories and position them on a wall-mounted matrix similar to the one on the right. The group then discussed each issue and mutually agreed to its priority level. There was consistency in how participants perceived numerous issues. On issues where there was not agreement, each participant provided clear rationale for their position. Following this discussion, the group came to a consensus on the final placement of each issue on the matrix.

The corporate responsibility reporting materiality matrix, displayed to the right, identifies the topics these stakeholders would like us to report on and that they believe may impact our business. Their feedback, in addition to our priorities, helped to shape this year's report.



Legend: Environmental
Economic
Governance
Social



-
-
- 3•**
-
-

**They set targets and make
them public**

Targets – Suncor

Suncor's environmental performance goals

In 2009, we committed to a series of strategic environmental performance goals. All of the proposed reductions are absolute, except for energy efficiency, which is intensity-based. These performance goals are challenging and will require significant resources (capital investments and people) and focus. Our approach will be to assign the right resources at the right time. Projects and initiatives supporting the goals have and will continue to be identified. Project execution and operational excellence is key to closing gaps and achieving the goals.

Indicator	Environmental performance goal*
Water	Reduce fresh water consumption by 12% by 2015
Land	Increase reclamation of disturbed land area by 100% by 2015
Energy efficiency**	Improve energy efficiency by 10% by 2015
Air emissions	Reduce air emissions by 10% by 2015

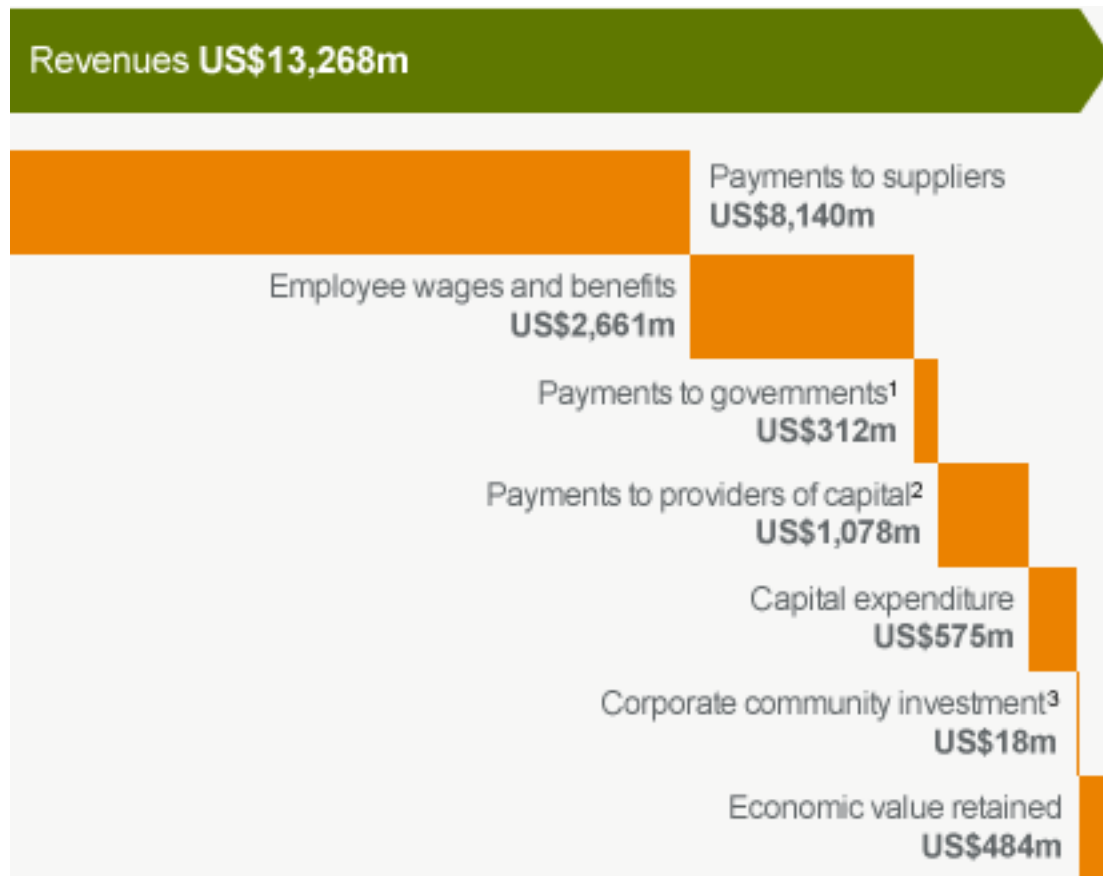
* The base year for the planned improvements is 2007. The goals were established in 2009 and our business units address them in the annual business and capital allocation planning cycles.

** Suncor has developed a 2015 energy efficiency performance target and a complementary longer term energy intensity goal. For further details please visit the website below.

-
-
-
- 4•**
-

They present information in a simple and compelling way

Economic Value Distributed – Syngenta





5●

**They share the “not so good”
news**

Results of Integrity Investigations – Repsol, BP

Repsol

In 2011, we imposed **1,388 sanctions** for failure to comply with the Ethics and Conduct Regulation:

- 1,128 warnings
- 179 employment and pay suspensions
- 81 dismissals

BP

Contracts terminated or **not renewed due to non-compliance** or unethical behaviour – 14



**Do you want to know what
else they do?**

Leading practices

We researched more than 40 companies in diverse industries and compiled oodles of examples of leading practices in sustainability reporting. We would enjoy meeting with you and your colleagues to present and discuss our expanded compilation.

Date	Duration	Price
At your convenience	2 hours	\$950

Contact us



Tel: +1.403.288.2131

mark@responsibilitymatters.ca

rosa@responsibilitymatters.ca

www.responsibilitymatters.ca