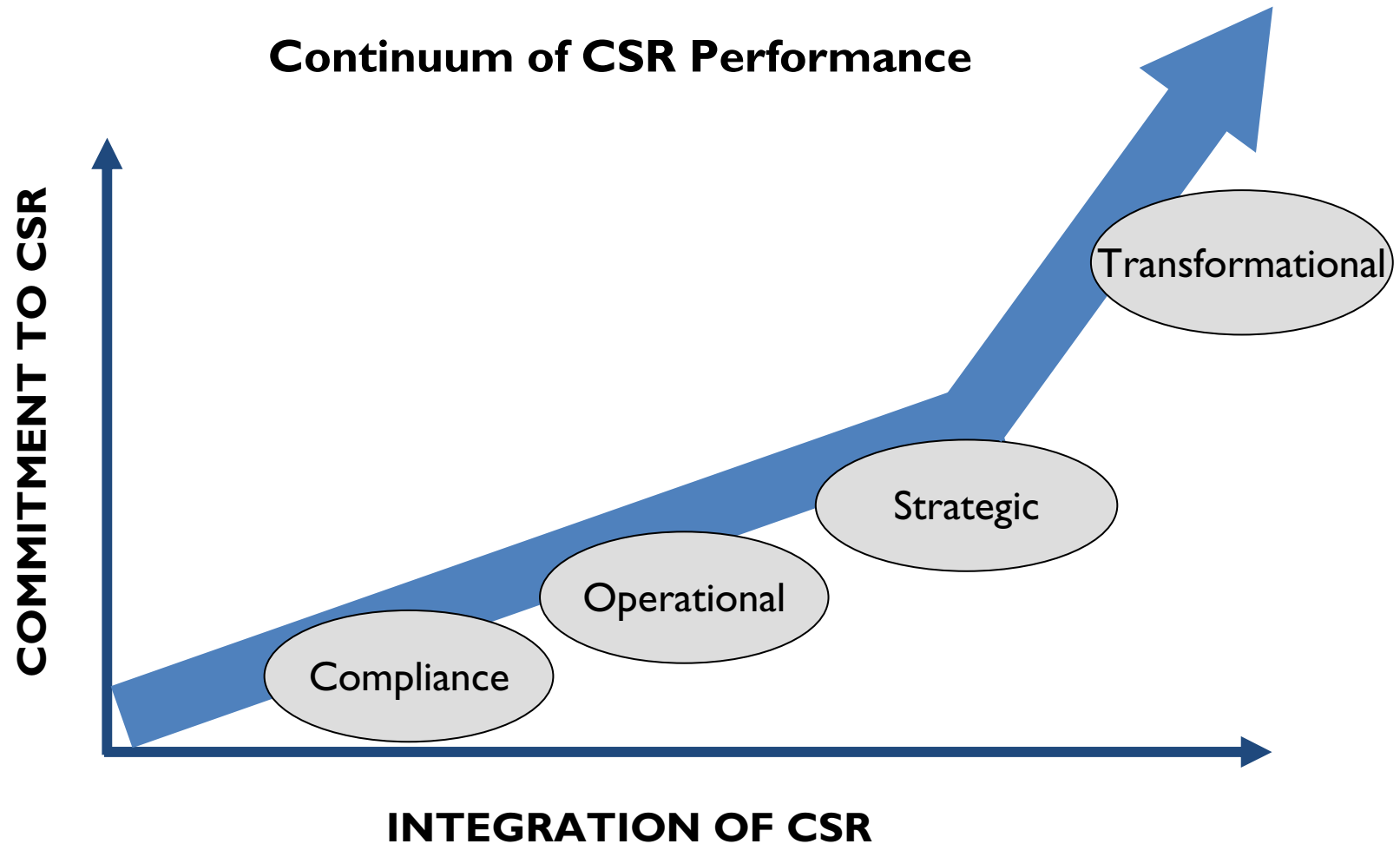


CBSR Helps Companies Transform



Source: Canadian Business for Social Responsibility

CBSR Continuum Defined

Continuum of CSR Performance



Source: Canadian Business for Social Responsibility

CBSR Tools Identify Company Position

Performance Drivers

Compliance

Operational

Strategic

Transformational

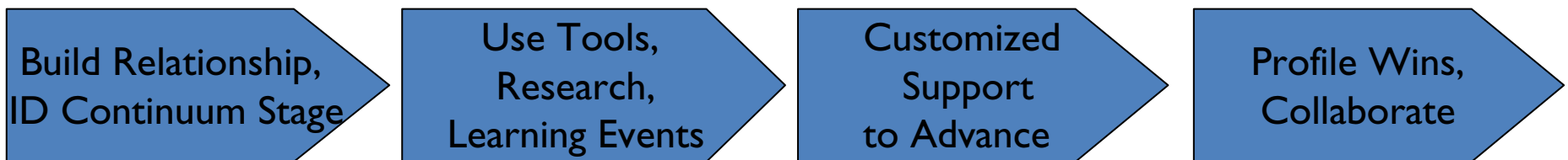
| Performance Drivers | | Compliance | Operational | Strategic | Transformational |
|---------------------|---------------------|----------------------|--------------------------------------|--------------------------------------|--|
| Commitment to CSR | Leadership Mindset | Defensive | License to operate | Risk & opportunity | Inspirational values based |
| | Vision | Jobs, profits, taxes | Philanthropy, responsible operations | Sustainable <u>and</u> profitable | Triple bottom line beyond org long term |
| | CSR Champion | Staff driven | Functional ownership | CSR Executive, Cross Functional Team | CEO key stakeholders |
| | Engagement approach | Inform | Consult | Involve | Partner/Empower |
| Integration of CSR | Commitment | Minimal | By project or function | Strategic Plan | CSR metrics drive performance assessment |
| | Action | Random programs | Siloed programs | Coordinated program | Programs central to business mission |
| | Evaluation | Minimal | Internal audit | 3 rd party assurance | Stakeholder assessment |
| | Reporting | Legal requirements | Public relations focus | Public reporting | Transparency |

Source: Canadian Business for Social Responsibility

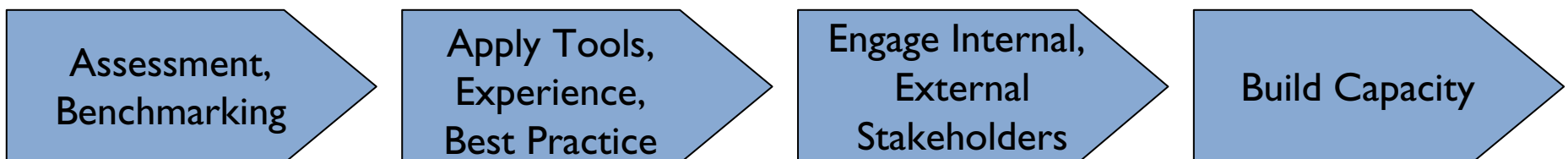


CBSR Supports Continuum Progress

Membership



Advisory Services



What is different about Transformational Firms?

Transformational Approach

**Better Business
Better World**

Personal Inspiration & Mindset

- Will & commitment
- Values based leadership
- Long term horizon
- Expansive (beyond org.)
- Access untapped potential
(eg. Interface, Cooperators)

Sustainable Strategy & Action

- Current & desired state
- Priorities & targets
- Plans & programs
- Performance mgmt.
- Governance
- Metrics & evaluation
- Reporting
(eg. Walmart, Telus)

Collaboration & Change Plan

- Org. & stakeholder
readiness
- Vision & goals
- Education &
communication
- Engagement
- Culture and action
(eg. Fairmont, Enbridge)

Source: Canadian Business for Social Responsibility