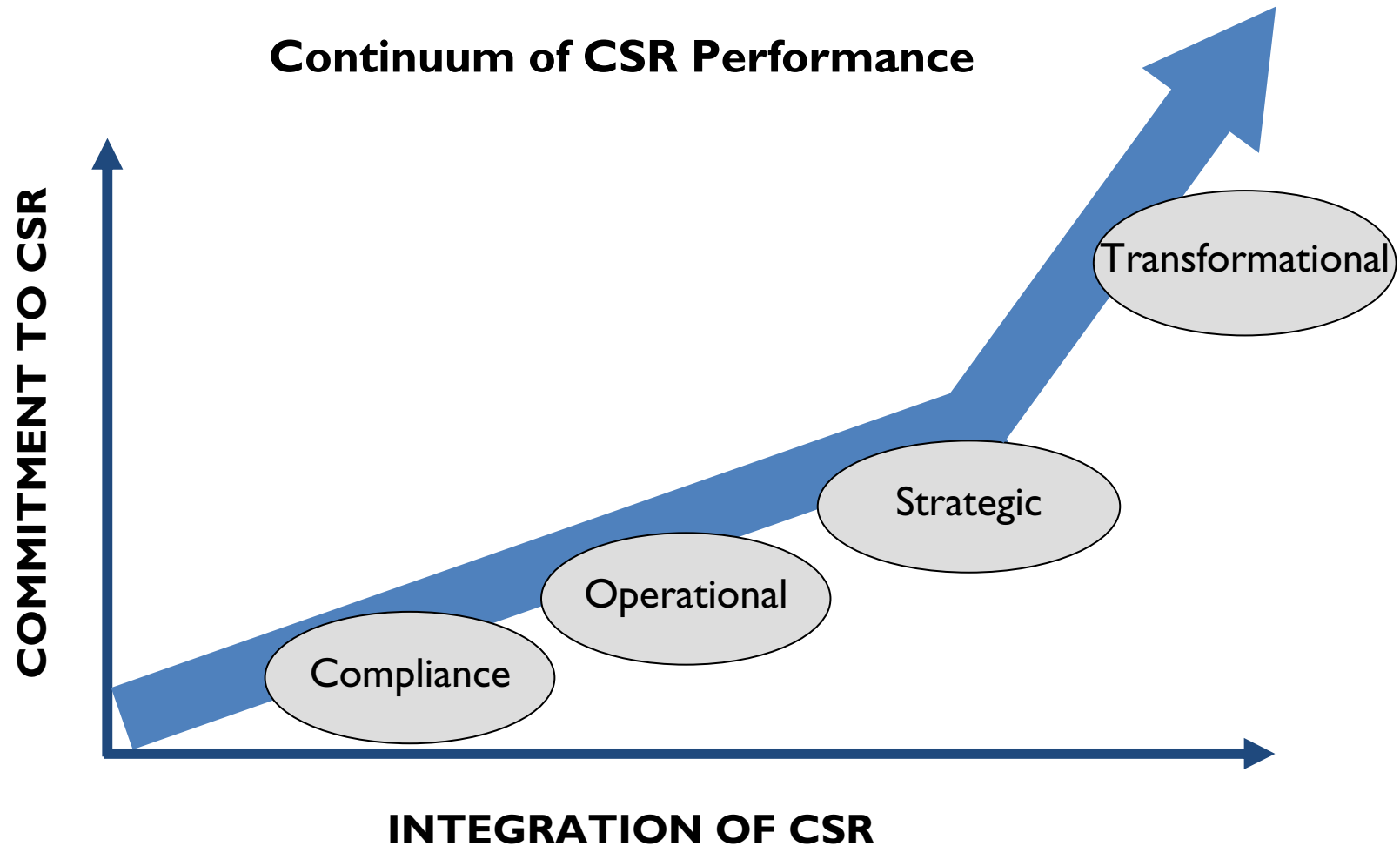


CBSR Helps Companies Transform



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

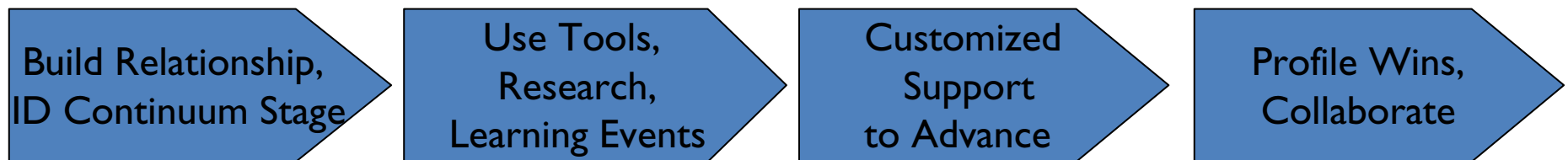
Performance Drivers		Compliance	Operational	Strategic	Transformational
Commitment to CSR	Leadership Mindset	Defensive	License to operate	Risk & opportunity	Inspirational values based
	Vision	Jobs, profits, taxes	Philanthropy, responsible operations	Sustainable <u>and</u> profitable	Triple bottom line 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

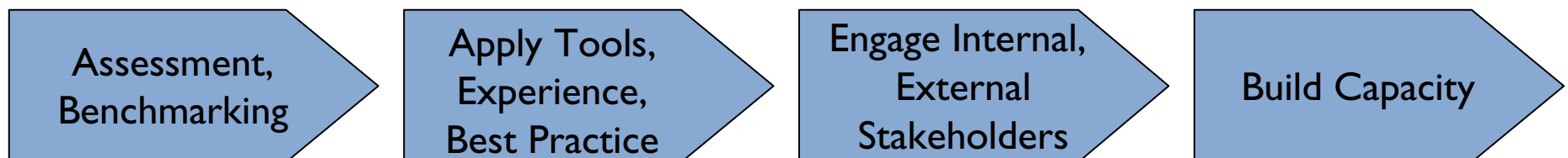


CBSR Supports Continuum Progress

Membership



Advisory Services



Source: Canadian Business for Social Responsibility

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