

A comprehensive survey of corporate social responsibility report trends, benchmarks and best practices.

CSR TRENDS 2012

MINING EDITION



COMPREHENSIVE SURVEY OF RESPONSIBILITY REPORT TRENDS AND BEST PRACTICES

70%
OF REPORTS HAVE
COVERS THAT
FEATURE THE TERM
SUSTAINABILITY
OR SUSTAINABLE
DEVELOPMENT

37%
of companies provide
newsletter updates
or regional reports



33%
REPORTS
CONTAIN
EXTERNAL
INSURANCE
REPORT
RENTS
MARKS

CSR TRENDS 2012

MINING EDITION

This year's special edition of **CSR TRENDS** is designed to show what some of the world's leading mining companies are doing to keep pace with the evolving information needs of their stakeholders. It contains detailed statistics on structure, content and design and an abundance of best practice examples that may help in the production of your next sustainability report.

We hope you find it useful.

64
average number
of pages in a full
CSR print report



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ABOUT THIS SURVEY

This year's TRENDS report contains the results of our fifth comprehensive survey of sustainability reporting by public companies. For the first time, however, we have focused our efforts entirely on the mining sector, or more specifically, the 133 mining companies that comprised the S&P TSX Global Mining Index at the time of our research. This index represents many of the world's foremost mining companies and includes listings from the Toronto Stock Exchange, the New York Stock Exchange and NASDAQ.

Why the mining sector? Well, to begin with, it's a very important part of the Canadian economy. The TSX contains more listings for public mining companies than any other stock exchange in the world. Mining is also an extractive industry with a direct and measurable impact on the environment and social fabric of its host communities. It's also an international business, with a growing presence in the world's developing countries and multiple challenges

from water scarcity to conflict minerals to resource nationalism. In one way or another, the answer to these challenges depends on earning and maintaining the trust of stakeholders. The CSR report is the single most important vehicle for showing how companies are listening to all the people touched by their businesses and responding to their concerns in a forthright and transparent manner. We were interested in finding best practice examples of how the best reports are doing this.

Our "big picture" statistics are based on the review of all 133 listings in the S&P TSX Global Mining Index and are intended to convey a broad sense of how today's leading mining companies are approaching sustainability in terms of the size, type and format of their reports.

In contrast, the "fine details" statistics are based on a more thorough examination of 30 impartially selected public company sustainability reports. While we sought best practice examples from the entire S&P TSX Global Mining Index, these 30 reports were subjected to a more comprehensive examination based on just over 100 primary and dozens of secondary design and content items in five basic categories.



To download a PDF of the report visit: <http://craib.com/corporate/trends>

"30 reports were subjected to a more comprehensive examination based on just over 100 primary and dozens of secondary design and content items in five basic categories."

40%

include discussion on issues such as artisanal and small-scale mining

WHO WE SURVEYED

Below are the companies that were available at the time we commenced our survey or have been identified as a best practice:

- Agnico-Eagle Mines Limited*
- Alcoa Inc.
- Alpha Natural Resources Inc.
- Anglo American PLC**
- AngloGold Ashanti Limited*
- ArcelorMittal S.A.**
- Banro Corporation
- Barrick Gold Corporation*
- BHP Billiton PLC
- Cameco Corporation*
- China Gold International Resources Corp. Ltd.
- Consol Energy Inc.
- De Beers Group**
- Dundee Precious Metals Inc.
- Eldorado Gold Corporation
- First Quantum Minerals Ltd.
- Gem Diamonds Group**
- Goldcorp Inc.*
- Golden Star Resources Ltd.
- IAMGOLD Corporation
- Inmet Mining Corporation
- Kinross Gold Corporation*
- Lundin Mining Corporation
- New Gold Inc.
- Newmont Mining Corporation
- Oceana Gold Corporation
- Pan American Silver Corp.
- Peabody Energy Inc.
- Rio Tinto Davik
- Rio Tinto PLC*
- SEMAFO Inc.
- Stillwater Mining Company
- Teck Resources Limited*
- Vale S.A.**
- Xstrata PLC**
- Yamana Gold Inc.

* best practice – surveyed

**best practice – not surveyed

FORMAT

We looked at the report structure and communication medium used by each company.

DESIGN

Including the use of typography, graphs, diagrams, illustrations and photographs to enhance communication effectiveness.

KEY ELEMENTS OF CONTENT

Including the corporate profile, report scope, determination of materiality, messages to stakeholders, case studies and testimonials, governance and management systems, stakeholder engagement and assurance reports.

PERFORMANCE

A review of targets, timelines and performance indicators.

ONLINE TREATMENT

Are companies making effective use of the web and its capacity for interactivity, connectivity and engagement?

Our survey does not evaluate the accuracy or the quality of the information being reported or the degree of compliance with any regulation or standard. Instead, we have confined our analysis to how effectively companies have communicated their strategies and performance.

WHAT WE FOUND

As you consider the benchmarks throughout this report, please keep in mind that we drew our conclusions and averages from the 133 listings in the S&P TSX Global Mining Index for our “big picture” results. A smaller list of 30 companies was used as the basis for the “fine details” benchmarks that make up the balance of this report.

THE BIG PICTURE

Of the 133 public companies on the S&P TSX Global Mining Index, 106, or 80%, provide some form of sustainability information on their websites. Of these, 73, or 55% of companies, give prominence to CSR with a main navigation tab on the home page and 51, or 38%, offer some sort of sustainability report for the most recent reporting period. Four of these companies address sustainability as part of an integrated annual report and two limit their reporting to environment, health and safety (EHS) issues. The remaining 40 companies (30%) produce what we consider to be a conventional CSR report. The average number of years of CSR reporting was four.



30%
produce a
conventional
CSR report

REPORTING FORMATS

Of these 40 companies, 30 or 75% produce a full CSR report, two or 5% produce only a summary CSR report and eight or 20% produce both.

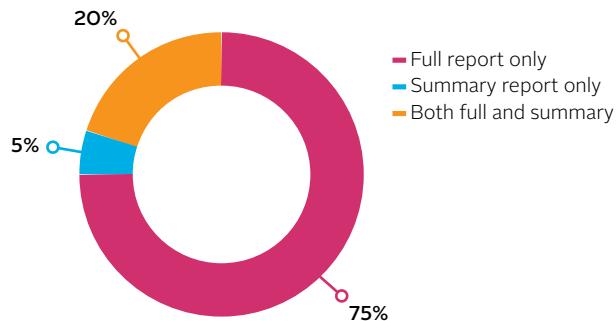
REPORT MEDIUM

Of the 38 companies that produce a full report, 24 or 63% produce a PDF report (of which 18 or 47% also publish a printed version), six or 16% produce only an HTML report, and eight or 21% produce their CSR reports in both formats.

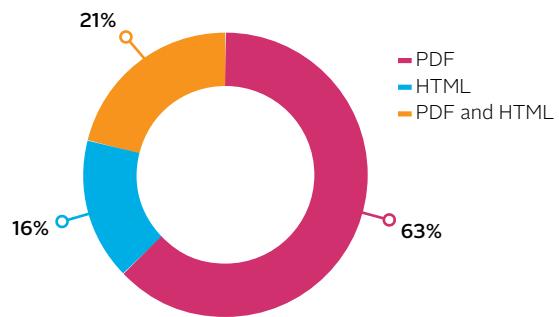
REPORT SIZE

The average size of the full CSR print reports included in our survey is 64 pages. The average size of summary CSR print reports included in our survey is 26 pages.

Format: Full vs. Summary



Medium: PDF vs. HTML





“33% of companies structure their reports by their most important material issues.”

THE FINE DETAILS

Only 38 of the 133 public companies on the S&P TSX Global Mining Index produce a full CSR report. Using an impartial methodology, we selected 30 of these reports for a more detailed analysis of design and content characteristics. Despite the relatively small sample size, we derived some interesting facts and statistics about CSR reports from the mining sector.

FOCUSING ON THE ISSUES THAT MATTER MOST

- 57% of companies in our survey explain the process used to determine which issues are of greatest importance to the company and their stakeholders, with 20% weighting those issues on a matrix, plotting the level of concern to the company vs. that of their stakeholders. 33% of companies structure their reports by their most important material issues.
- Mining companies' reporting on their social impact and licence to operate is prevalent throughout the reports we reviewed. Along with community investment discussion (97%), issues such as artisanal and small-scale mining (40%), relationships with indigenous peoples (73%), resettlement (53%), mine closure (73%), and human rights (80%) are present.
- 70% of companies extend the reach of the report to include discussion of supply chain management policies and/or initiatives. 80% include information on material stewardship practices such as the design, use, re-use, recycling and disposal of the materials produced.

80%
include
information on
material stewardship
practices

INITIATING, TRACKING AND MAINTAINING DIALOGUE

- All the reports we reviewed provide information on how companies engage with their stakeholders. However, it was noted that the focus and level of detail and transparency continue to strengthen, with 67% of companies dedicating a separate section to discuss stakeholder engagement. 93% of companies give details on engagement practices and pathways, of which 71% provide specific results and outcomes of dialogue.

“24% of companies reach outside their own operations and report GHG emissions from sources not owned/controlled by the company (Scope 3).”



73%
of reports
use the Global
Reporting Initiative
Guidelines

– Stakeholder dialogue can also play an important role in developing the content of the report through a company's materiality process. One way a company can identify the issues that are most important to stakeholders and determine what they would like to see in the report is through an invitation for feedback on the report. Of the online reports in our survey, 71% provided an online survey to ask specific questions to solicit this feedback.

ADDING CREDIBILITY THROUGH OVERSIGHT AND OPENNESS

- An assurance report offers an independent opinion on the credibility and accuracy of the information in a company's CSR report. 33% of the mining companies in our survey have their reports assured, of which 60% use accounting firms to review the report. Yet only 20% seek insight into where the company can make improvements in reporting and/or performance.
- 80% of companies use third-party guidance and benchmarking when preparing their report. The GRI continues to be the go-to framework for guidance; however, others are being used, such as the UN Global Compact Principles (40%), ICMM Sustainable Development Framework (27%), the Mining Association of Canada's Towards Sustainable Mining (17%) and other industry-specific standards (13%).
- Companies are also making use of testimonials from a variety of external stakeholders within their reports (47%) to further strengthen credibility.

MEASURING PERFORMANCE AND THE RISKS OF CLIMATE CHANGE

- The risks of climate change to the mining sector extend well beyond the ability to comply with regulatory regimes and include numerous factors that might impair a company's ability to operate. Among these are higher costs of energy and other supplies, diminished access to water resources, higher capital expenditure requirements and financing, litigation and reputational risks. As such, 67% of companies discuss mitigation measures and strategies, and 33% publish a quantified target to reduce their GHG emissions.



Yet, we were surprised to see that only 27% of reports in our survey provide a separate section or sub-section dedicated to climate change, with most placing this information amid other environmental reporting.

- Carbon metrics, however, are consistently present, with 83% of companies providing quantitative data, of which 100% report on direct emissions (Scope 1) and 92% indirect emissions (Scope 2). 24% of companies reach outside their own operations and report emissions from sources not owned/controlled by the company (Scope 3).
- 96% of GHG emissions indicators are in absolute figures, with 45% of companies reporting on GHG emissions intensity.

WIDENING THE NET AND ENHANCING ACCESSIBILITY

- Making the CSR report and other supportive media accessible and visible over a variety of platforms is essential to having it read by stakeholders. Of the mining companies we surveyed, 57% draw attention to their reports with a quick link/call-out to the report on the home page of their corporate website, 33% publish the report in both PDF and HTML and 23% make the report available in other languages.
- A company's stakeholders' needs vary in the level of interest and detail required. 20% of companies, most of which feature online CSR reports, also produce a separate printed summary report for stakeholders who want a more distilled version, with an average size of 18 pages.
- The web provides companies with tools and platforms, such as microsites and social media to expand CSR communication. We were encouraged to see that 50% of online reports provide links to social network channels within the online report, either to connect with the company's channels such as Facebook, Twitter and YouTube, or for stakeholders to share information on their own social networks.
- Use of video is becoming more prevalent in all forms of web communication. We noted that 40% of the online reports in our survey use video to provide examples of initiatives, case studies or testimonials.



Q&A WITH TONY HODGE

R. Anthony (Tony) Hodge is the President of the International Council on Mining and Metals (ICMM) in London, England. ICMM was established in 2001 to improve sustainable development performance in the mining and metals industry. Today, it brings together 22 mining and metals companies as well as 34 national and regional mining associations and global commodity associations.

Q: WHY WOULD A CANADIAN ENVIRONMENTAL ADVOCATE BECOME PRESIDENT OF THE ICMM?

It is a chance to bring change for the better. From the earliest part of my career in the Yukon and with many other activists, we were constantly arguing for higher standards. We were never anti-mining though I'll admit that our actions were often interpreted that way. In retrospect and even today, I think that often environmentalists and the mining companies talk past each other and miss what is really a lot of common ground in the middle. Now, many years later, this has been a remarkable opportunity for me to be working with an organization whose fundamental role is to serve as an agent for change in strengthening the social and environmental performance of the world's largest mining companies – and also the broader mining industry beyond. As well, if our members can do it, dealing with the particularly tough set of conditions that mining faces, the effect will ripple out across society.

WHAT DOES YOUR POSITION AT THE HELM OF ICMM SAY ABOUT THE MENTALITY OF THE PEOPLE WHO ARE LEADING THESE COMPANIES?

I think it really is a remarkable comment on how they are seeing the world. Leaders in the industry have recognized they need to work within societal values, values sometimes that are rapidly evolving in some ways and remarkably constant in others. This attitude is a testament to the importance they place on sustainability. It is a privilege and special responsibility to be in this position where we can take an active role in promoting higher standards and working with CEOs of 22 extremely influential companies to make that happen. ICMM companies are showing by solid example how to track behaviour and

report on sustainability issues through third-party, independently assured reports in a way that is fundamentally no different than financial auditing. We continue to improve on this front.

MINING IS AN EXTRACTIVE INDUSTRY WITH BIG ENVIRONMENTAL AND SOCIAL IMPLICATIONS. WHY DO YOU THINK SUSTAINABILITY IS SUCH AN IMPORTANT ISSUE FOR MINERS?

Sustainability is not just an environmental issue – it is a concept that encompasses people and the ecosystem that is our home. It might surprise you, but I don't see the environment as the biggest sustainability issue in mining. Yes, we are an extractive industry that needs to minimize our impact on the environment, but addressing environmental concerns is a challenge that the technical people in the industry are good at. In addition, the direct land footprint of a mining operation is relatively small compared to forestry or agriculture. In fact, the footprints of large towns are greater than mines.

Just as important – and more difficult to address, in my view – are the social implications of mining, working with host communities and countries to ensure that the long-term contribution is positive. Working to strengthen the positive contribution of mining and metals to sustainable development is our principal challenge.

If you ask what CSR issues would keep a CEO up at night, it is the fact that trust in the mining industry is declining throughout the developing world. In Peru for example, there are approximately 600 mining activities in process – covering exploration to development to production to closure and reclamation. And about 150 of these are currently declared to be in conflict status. That is astounding. Similar forces are at play in many other countries throughout Latin America, Africa and Asia.

A geological engineer by education, Dr. Hodge has worked on a wide range of mining-related projects during his 35-year career including aboriginal relations, nuclear waste management, water resources, energy policy and the distribution of benefits from resource developments. Throughout his career, he has championed environmental and social concerns. He served as an environmental advocate with the Yukon Conservation Society from 1981–1986; from 1989–2002 he was President of Friends of the Earth Canada; and from 1992–1996 he was a member of Canada's National Round Table on the Environment and the Economy.



R. Anthony (Tony) Hodge, President, International Council on Mining and Metals (ICMM)

While each jurisdiction is different, it is a very complex set of social, economic, political and cultural influences that has led to these conflicts and created an increasingly challenging environment for international mining companies. Addressing this complex situation is not something the mining industry can do alone. We must work with all interests – companies, communities, government, civil society, indigenous peoples and their organizations – to find a way forward that is positive, and seen to be positive.

WHAT ARE THE KEY SUSTAINABILITY ISSUES COMPANIES NEED TO ADDRESS IN ORDER TO BUILD TRUST GOING FORWARD?

I think resource nationalism is very much on the minds of the world's mining executives today and it very much underscores the need for building trust. A big part of the problem is that companies, communities, governments, and civil society organizations have not stopped to understand and address the full range of benefits or the costs and risks that attach to each party. Importantly, no one is bringing focus to the responsibilities that each party has to make things work right. There remains a tendency to "blame" instead of collaborate to find the best way forward and there is a very long, checkered history to deal with in order to change attitudes all round.

For example, those that call for higher levels of taxes and royalties typically do so without looking at the full picture of economic, social and environmental implications in the present, let alone over the long term. They miss examination of the cost side of the equation – costs to companies, costs to communities and costs to government. This makes no sense and unintended consequences, some with dire implications, are almost inevitable.

With the recent decline in commodity prices, claims of vast profits will subside, but social and political pressures in a declining economy will almost inevitably lead to demands that companies do more to allow host communities and countries to reach their social goals. Those demands will come just as the economic picture for the industry is squeezing ever more tightly. Over the long term there will be ups and downs in the economy and somehow we all have to learn to work within that reality in a more constructive way. The key here is building effective, supportive and trusting relationships in all directions. It is something that the world needs in many areas of endeavour, mining no less than others.

Another priority for mining companies in building trust is to enhance transparency in their own operations as well as in the activities of their government and community partners. I think that the Extractive Industries Transparency Initiative (EITI), which

ensures transparency of payment for natural resources, is something all of us should support. EITI is remarkable in that it brings together companies, governments and civil society and it tracks the transfer of resources through an accounting system that is overseen by a multi-stakeholder group that includes all players. This kind of tripartite, multi-interest mechanism is the way of the future in my view.

DO YOU HAVE ANY ADVICE FOR FIRST-TIME CSR REPORTERS?

The toughest part of starting formal CSR/sustainability reporting is achieving a mindset shift – to address factors that are not part of traditional reporting. Sometimes that commitment of resources may seem out of proportion to the immediate benefit, but that is only the case if the perspective is short term and limited. In reality, the change is an investment in the company's own future. Over the past six months I have met with more and more investment firms because of their increasing interest in CSR as an investment criterion. It is just the way of the future. Companies that take the time to build the foundation for CSR/sustainability reporting when they are small will enhance their ability to create trust with their partners and reach their potential in the long term.



For more information about ICMM visit: www.icmm.com/

use the UN
Global Compact
principles



FOCUS

The best reports focus attention on what matters most, with distinctive covers, a clear description of priorities and informative profiles of their company's business operations.

Covers

12

Materiality

14

At-A-Glance

16

50%

are linked to the
annual report

COVERS

In a world where you only get one chance to make a first impression, the cover plays a critical role in determining whether potential readers will invest the time to appreciate your carefully prepared report. Equally important, it represents the first and best opportunity to show how the company views itself at the most fundamental level and to provide context for experiencing the entire report.

Sustainability Report

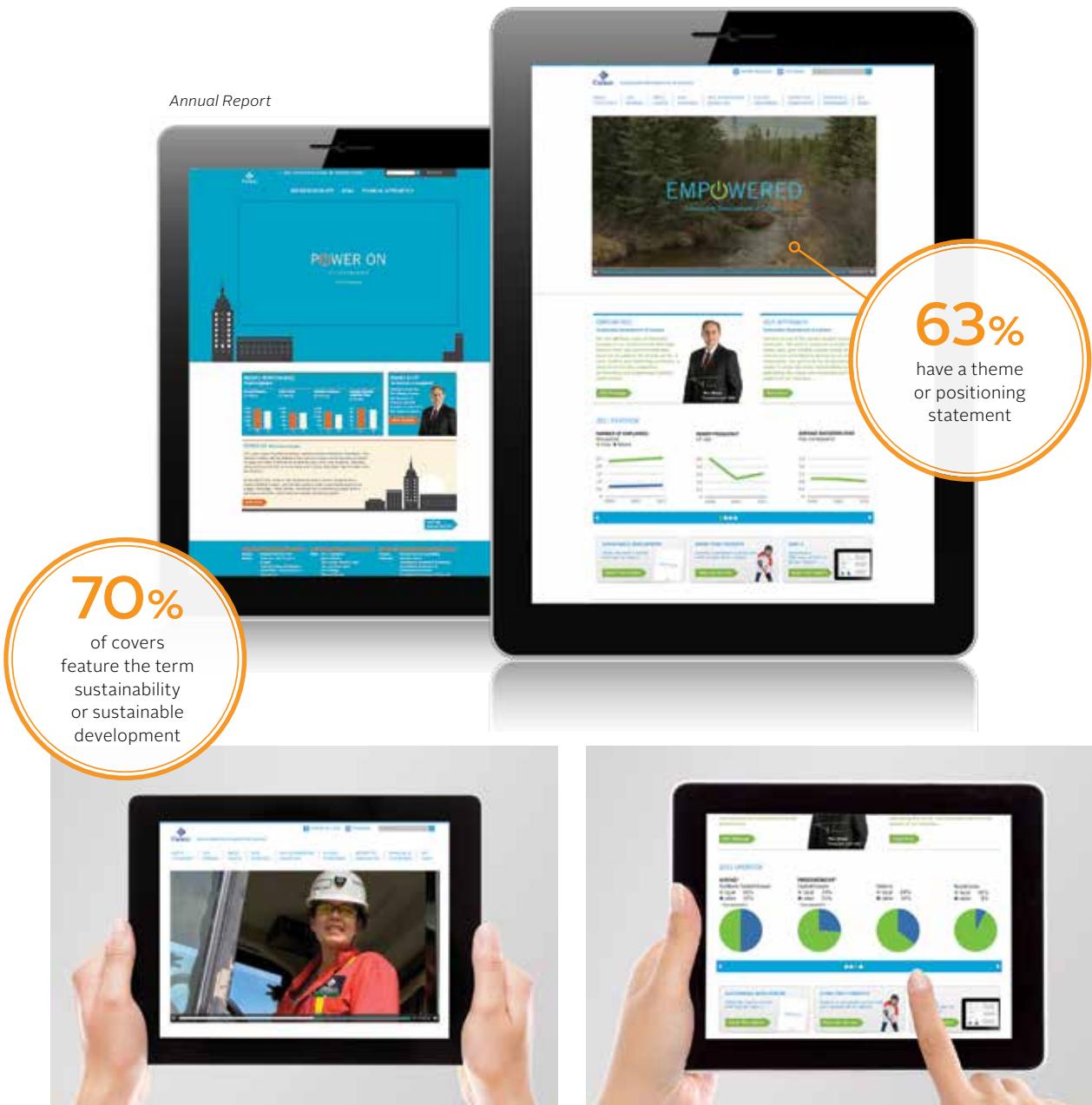


TECK RESOURCES LIMITED

Teck effectively links their annual and CSR reports with the use of simple graphic photography cleverly set against a solid panel of corporate blue to represent the sky. Anchored by the theme statement "Take a closer look," the annual report cover features an apparent mountain range that is revealed on page one as a close-up of a simple rock. The CSR report cover takes a similar yet opposite direction, presenting a close-up cross-section of a plant "Taking root" and a more expansive explanation inside the report that: "Taking root, speaks to the work we are doing at Teck to grow and expand our contributions to sustainability."

QUICK TIPS:

- Distinguish your report and company with a cover and theme that convey your corporate culture, commitment and accomplishments.
- Aim for a visual appearance that will complement other corporate publications, especially the annual report.
- Don't abandon the cover statement inside the report. Expand upon its meaning in the opening spread.
- Make use of your back cover either to reinforce your cover message or to deliver other noteworthy information.



CAMECO CORPORATION

Cameco does a great job of thematically and visually linking their online CSR report ("Empowered") to their online annual report ("Power On"). Both reports cleverly integrate the universal symbol of power into the theme statement and harness the power of video to welcome viewers. The CSR video expands upon the theme "Empowered" by explaining how Cameco "is committed to empowering the people of today and tomorrow to enjoy the benefits of safe, clean and reliable energy." The theme is well supported by value statements from different employees and visual quick links direct the reader to various sections within the report. An interactive carousel allows the report to feature 13 graphs without the need to scroll or leave the home page.



View the online report at: www.cameco.com/sustainable_development/2012/

MATERIALITY

Ideally, a CSR report will not only identify the company's key issues, it will also explain the process used to determine which issues are most important to the company and its stakeholders. The best reports will qualify, and sometimes quantify, the potential impact that an issue might have on the company, the level of stakeholder concern and the extent to which such challenges are being addressed.

VALE S.A.

The Vale report is an excellent example of responsive, issue-based reporting. Six external CSR experts challenge Vale on various issues that are top-of-mind to stakeholders. Prominent quotes are used to highlight outside views and provide context for subsequent discussion of Vale's sustainability efforts. The result is a strong sense of balance and credibility. Major issues are then plotted on a matrix that indicates their relative importance to the company and its stakeholders and lays the foundation for the balance of the report.

QUICK TIPS:

- The materiality process may be difficult to explain, but it is essential for understanding the purpose and credibility of your sustainability initiatives.
- Consider using a matrix to aid in the understanding of the materiality process.
- Describe the guidelines used to prepare the report such as the Global Reporting Initiative Guidelines and any industry-specific standards.



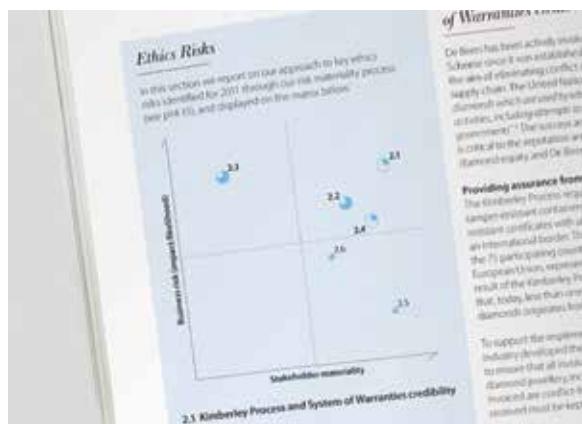
57%

explain how
materiality is
defined by the
company



40%

use the UN
Global Compact
principles



DE BEERS GROUP

Sometimes treated as an isolated topic in CSR reporting, materiality (and related risk management) serves as the integrated backbone of De Beers' report. It begins with an explanation of the materiality/risk process and then plots the issues on a main matrix, which evaluates short-, medium- and long-term risks that are most material to the company's stakeholders and its business. Symbols represent each time frame and the size of icon depicts whether the issue is included in the report. Icons and text are also colour-coded to the five main sections of the report. De Beers includes an issue-specific sub-matrix on the opening spread to each section to reinforce the discussion.

80%

use third-party
guidance and
benchmarking

AT-A-GLANCE

The best at-a-glances show readers who, what and where you are, and how your business operates. They include a succinct description of financial and operating performance, and ideally, a brief description of the sustainability issues that challenge the company and its industry. To the extent possible, the at-a-glance should serve both as a handy snapshot of the business and a compelling gateway to other sections of the report.



50%

feature an expanded profile that illustrates scale and presence

GEM DIAMONDS GROUP

The two-page at-a-glance in Gem Diamonds Group's 2011 report effectively conveys both the nature and scale of the company's businesses. The "How We Do It" section succinctly describes each stage in the company's value chain with reference to related sustainability issues and prominent pointers to other sections of the report for more information. The "Where We Do It" section provides a quick understanding of Gem's global activities with key facts for each business unit/mine.



XSTRATA PLC

Xstrata's CSR report employs a playful visual approach to distinguish the company and encourage readership. Dominated by a distinctive global map, the report's scrapbook-like at-a-glance features a variety of captioned charts and key metrics that convey the company's scale and economic impact by geographic region and business unit. The social impact of each business unit is also briefly described with statistics on local employment and safety performance.

QUICK TIPS:

- Briefly describe sustainability issues and initiatives underway in each segment.
- Use charts, diagrams, maps and illustrations to create interest and quickly convey information.
- Avoid language that someone outside the industry is unlikely to understand and explain industry-specific terms when necessary.

CREDIBILITY

Balance, transparency and independent assurance are essential in establishing credibility and earning the trust of your stakeholders.

Message to
Stakeholders

20

Governance

22

Stakeholder
Engagement

24

Assurance

26



MESSAGE TO STAKEHOLDERS

The message to stakeholders is an opportunity to show a personal commitment to corporate responsibility at the highest levels of the organization. Stakeholders need to be assured senior executives understand the challenges and opportunities facing their companies and have a long-term strategy for dealing with them. The best messages achieve these objectives with candour and balance, citing evidence of progress while openly acknowledging areas for improvement.



Mick Davis
Chief Executive Officer

Proud to play a vital role

Our company is a global leader in mining and metals. We can make a meaningful and sustainable contribution to the communities where we operate. Our products are used for infrastructure, energy generation and transmission, and for our everyday lives. Our operations are safe, efficient and responsible, and we are committed to protecting the environment and the communities in which we operate. We believe that by working together, we can create a better future for the world.

Group safety performance since IPO

Year	Total recordable injury frequency rate	Lost time injury frequency rate
2005	84%	79%
2011	20%	15%

Xstrata shared value since IPO

- US\$17m for corporate social investment
- US\$1.5 billion in capital invested

97%
contain a message to stakeholders, typically from the CEO

XSTRATA PLC

Unlike most executive letters, this highly visual message from CEO Mick Davis forms the heart of Xstrata's report. An impressive six pages in length, the letter incorporates a wide variety of content including recently updated values, safety performance and shared value graphs, sections on materiality, governance, assurance and the company's sustainable development framework. The presentation is effectively layered, highly engaging and skillfully integrated with the company's website to provide more information for interested readers. The extended letter format helps convey the impression that sustainability occupies the company's strategic thinking at the highest levels of management.



23%

contain additional
messages from other
executives or
the chair

ANGLO AMERICAN PLC

Anglo American's report makes use of two letters to reinforce the company's commitment to sustainability. Chairman Sir John Parker's message provides a detailed and balanced board-level view of performance of the year over a variety of areas. CEO Cynthia Carroll's letter takes a Q&A approach to candidly discuss the sustainability challenges the company and industry face, including top priorities such as safety, relationships with communities, climate change and access to water. Both messages are frankly written, with a credible balance of highlights and challenges. Strong subheads, call-out metrics, lead-in copy, pull quotes and photos help to provide visual variety and draw attention to key messages.

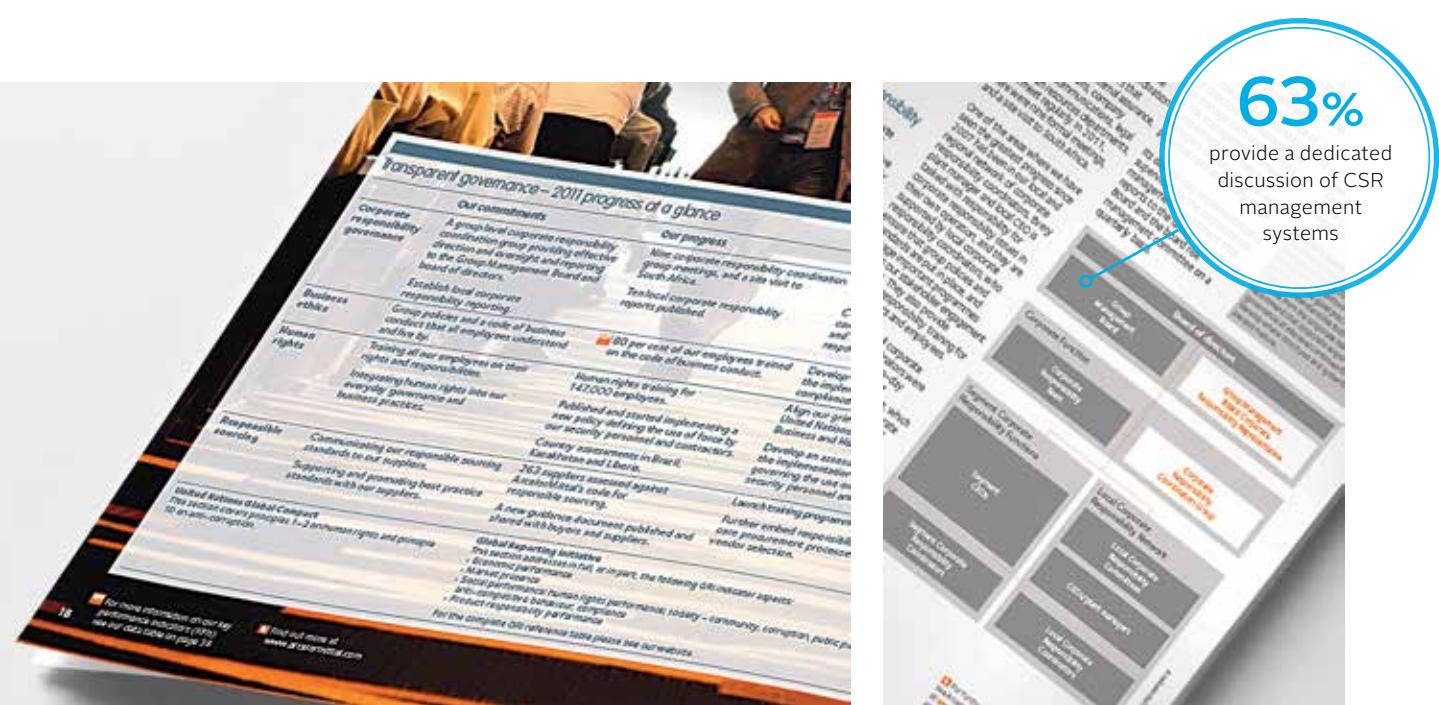


QUICK TIPS:

- Highlight performance and progress in those areas that are most material to the company's success.
- Don't ignore areas where the company falls short; acknowledge disappointments and set out strategies for improvement.
- Consider a Q&A format to help bring forward issues that are of greatest relevance to stakeholders.

GOVERNANCE

Entrenching sustainability in a company's corporate culture – and day-to-day activities – requires a robust governance structure. The best CSR reports explain how the company's CSR philosophy and principles are reflected in its codes and policies and identify the external principles and reporting frameworks that guide behaviour and reporting practices. They also identify the people most responsible for CSR performance and show how they fit into the governance structure.



ARCELORMITTAL S.A.

This comprehensive governance section leads off with a 2011 progress at-a-glance scorecard covering commitments, performance and future objectives under the four domains of CSR governance, business ethics, human rights and responsible sourcing, and elaborates on current year progress in more detail in each of those areas in the pages that follow. Included in the presentation is an illustrated discussion of how sustainability is integrated into the governance structure. Current year developments are defined and supported by commentary from the independent assurer to enhance credibility.

QUICK TIPS:

- Identify the individuals who are responsible and accountable for CSR issues and how they fit into the governance structure.
- Provide a summary of major risks facing the company with links to a complete description online or in other sources.
- Provide a handy list of external charters, principles and initiatives with links to additional information.



80%

provide a dedicated discussion of governance



87%

report on risks and risk management (compared to 65% in CSR TRENDS 2010)

BARRICK GOLD CORPORATION

Governance figures prominently in Barrick's CSR report. This detailed but engaging section shows how CSR is woven into the company's governance structure and management processes. A variety of visual elements is employed to inform and create interest including a governance organizational chart, sidebars on CSR-based executive compensation and other governance topics, a list of board roles and responsibilities and a captioned graph showing the percentage of code of conduct complaints in 2011 by category. Barrick also dedicates a page to describe the company's participation in 15 external charters, principles and initiatives.



View the online report at: <http://barrickresponsibility.com/2011>

STAKEHOLDER ENGAGEMENT

Stakeholders include employees, customers, governments, communities, suppliers, non-governmental agencies, lenders, investors and anyone else affected by your business. The best CSR reports take a forthright approach to the challenging social and environmental issues raised by each group and describe the communication channels and strategies that are used to solicit their continuous feedback on corporate performance. They also feature real CSR initiatives that were developed to address specific shareholder concerns.



AGNICO-EAGLE MINES LIMITED

AEM's nine-page section "Expectations" provides current and detailed discussions on how the company engages with its communities, employees, investors and regulatory stakeholders. The communication pathways for each group are identified along with specific stakeholder concerns and the ways in which the company is addressing the issues. The section also features a case study on the company's employee survey results over five areas: social responsibility, health and safety, employee engagement, work/life balance and employee satisfaction. Results are discussed openly including areas that need to improve. The HTML version makes clever use of horizontal tabular navigation to keep information easily at hand and limit scrolling.

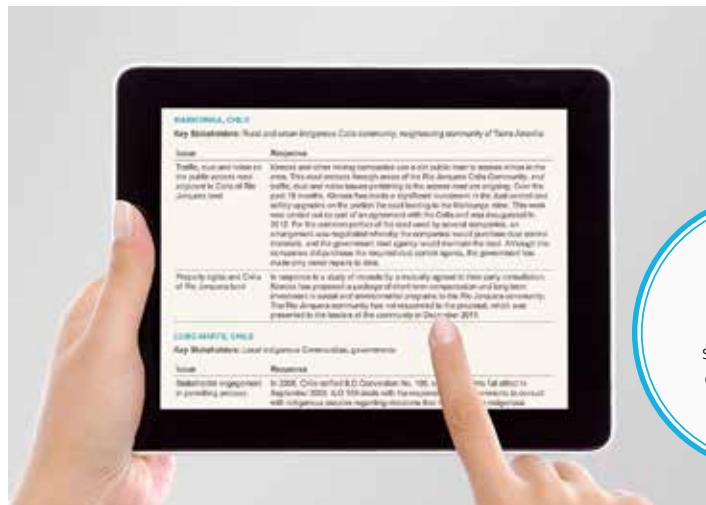
QUICK TIPS:

- If your stakeholders are asking tough questions, publish them and provide frank, honest answers.
- Provide stakeholder contact information including name, email and telephone number and invite feedback through an online survey.
- Feature stakeholder viewpoints in the report by way of quotes and/or testimonials.

93%
describe
engagement
policies and
practices



67%
contain a
dedicated section
on stakeholder
engagement



KINROSS GOLD CORPORATION

Stakeholder engagement is the foundation of Kinross' Site Responsibility Plans (SRPs), which help the company establish site-specific sustainability strategies aimed at developing long-term relationships with the company's community stakeholders. Accordingly, Kinross dedicates a section on "Stakeholder Issues" which identifies issues and associated dialogue for each site. The commentary is detailed and well organized, covering nine mines and 18 issues. Several relevant case study hyperlinks are embedded in the text to showcase the company's responses in areas such as artisanal mining, water quality, engagement with indigenous peoples and relocation. The report also actively encourages feedback through an online survey and direct contact information.

71%
report on the
specific results
of stakeholder
engagement



View the online report at: <http://takingresponsibility2011.kinross.com>

ASSURANCE

CSR reports are more credible when audited and verified by experts in the field. That's why many of the best reports employ independent sustainability consultants or accounting firms to provide assurance. Some companies also include stakeholder review panel assessments. Although far less rigorous in their methodology, such reviews are useful in sharing the concerns and interests of your readers and providing a more intimate perspective.



33%

of reports contain
an external
assurance report

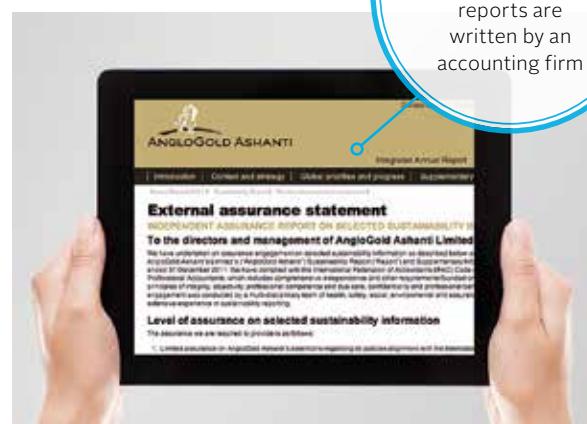
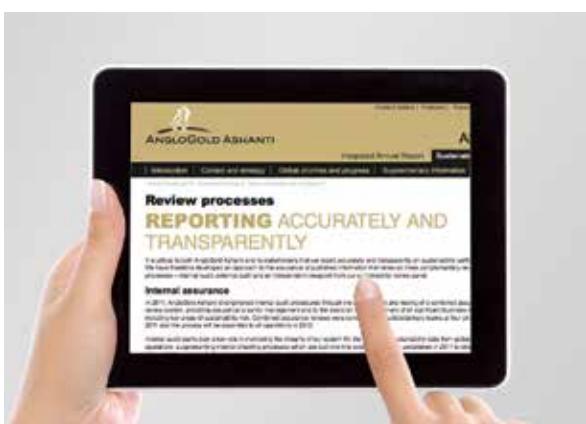
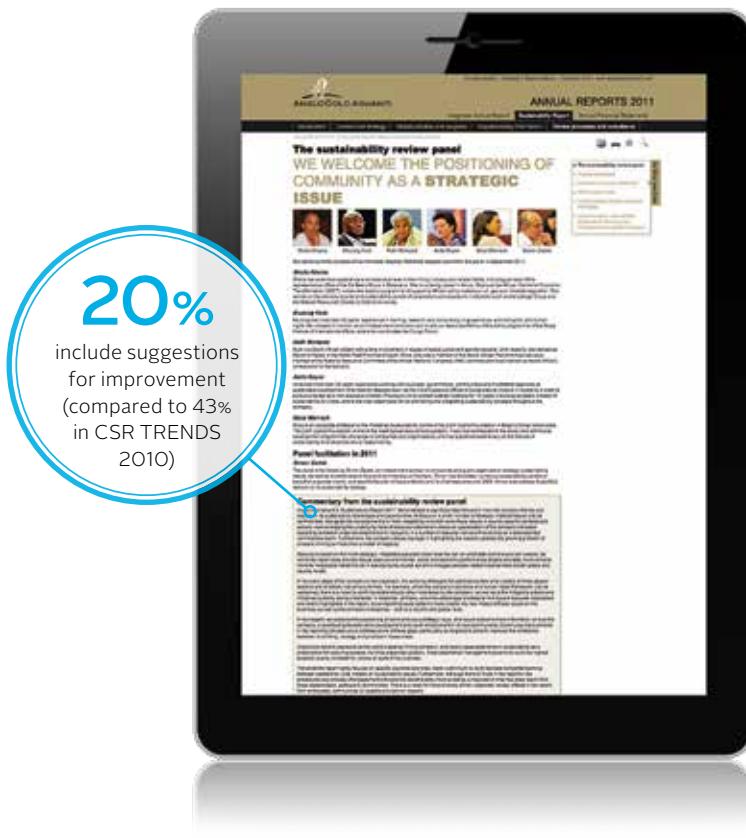
ARCELORMITTAL S.A.

ArcelorMittal includes an independent assurance statement clearly outlining the scope of what has been reviewed, roles and responsibilities, standards and key procedures undertaken, and any limitations. The report also provides observations and recommendations of how the company's reporting is evolving and areas for improvement in accordance with AccountAbility's AA1000 principles of inclusivity, materiality and responsiveness. The placement of the auditor's commentary throughout the report in proximity to the discussions of initiatives and performance makes it easy to draw connections.



QUICK TIPS:

- Be sure to identify the scope of the information in your report that is being assured.
- Make sure the assurance report contains a fair balance of your report's strengths, weaknesses and recommended areas for improvement.



ANGLOGOLD ASHANTI LIMITED

AngloGold Ashanti takes a three-pronged approach to assurance with an internal audit, external audit from an accounting firm and an independent viewpoint from a sustainability review panel. The report describes the roles associated with each process. The stakeholder review panel is in its first year of reviewing the company's report and provides clear and detailed accounts of areas for improvement. Complementing the stakeholder review is an auditor's statement in accordance with the ISAE 3000 Assurance Standard.



View the online report at: www.agr-reports.com/11/sustainability-report

95%
DIVIDED INTO
TRADITIONAL
CATEGORIES
(e.g., SOCIAL,
ENVIRONMENTAL,
ECONOMIC)

33%
are divided
into categories
that address
of the company's
material issues

96%
report absolute
emissions, 45%
emissions intensity

47%
CONTAIN
TESTIMONIALS
DIRECT QUOTES
STAKEHOLDERS

PROVIDE CONSIDERATION
CARBON ACCOUNTING
DIRECT AND
GHG EMISSIONS
POSSIBLE
ENERGY
REDUCTION



CONTEXT

The best reports paint a clear picture of what they want to achieve and bring the issues that matter most to life with effective storytelling and clear context.

Reporting on
the Issues

30

Climate Change

32

Case Studies &
Testimonials

34

REPORTING ON THE ISSUES

CSR reporting covers an often-unwieldy range of social, economic and environmental issues. The best reports achieve clarity and impact by organizing subject matter in a way that corresponds to the most material issues facing the company. Whether they employ a traditional or issues-based format, the best reports also feature strong themes, materiality matrices and a variety of visual devices such as subject-based iconography and colour-coding to help readers maintain their bearings.



DE BEERS GROUP

De Beers focuses its attention on the most relevant of issues determined through the company's vigorous materiality and risk assessment processes and groups them into five colour-coded sections. Each section is clearly defined with the use of full-bleed photography, a prominent typographical explanation of the issue and its importance, and key highlight metrics. Each section also includes a risks/materiality matrix to anchor the discussion of performance and initiatives and makes use of a variety of devices to keep the reader engaged including: photography, graphs, illustrations, case studies, stakeholder questions and testimonials.



33%

are divided or sub-divided into sections that address each of the company's material issues



XSTRATA PLC

Xstrata's report is structured around the company's material issues as clearly stated in the table of contents. Each issue is addressed with a highly visual approach to design that invites readership and aids comprehension. This can be seen in the combination of full-bleed photography and colourful illustrations to mark the beginning of each section and a consistent narrative approach that includes, "Why do we focus on this," "Key issues" and "Our approach." The discussion is well supported by case studies and colourful tables and graphs.

QUICK TIPS:

- Focus the report on issues that have the greatest impact on your business and/or are most important to your stakeholders.
- Use a consistent format to present issues and support each with captioned photography, graphs and charts.
- Highlight the most important issues with illustrated case studies.

CLIMATE CHANGE

Climate change is the most pressing sustainability issue of our time and a growing concern for all stakeholders, particularly in energy-intensive industries. Responsible public companies tackle the issue head-on with a meaningful discussion of emission reduction and mitigation strategies and initiatives. They also provide consistent carbon accounting for direct and indirect GHG emissions and, where possible, set out specific energy and carbon reduction targets.



XSTRATA PLC

One of the world's largest producers of thermal coal, Xstrata unabashedly addresses the contribution of this important commodity to GHG emissions. The six-page section includes questions and answers on the "ongoing sustainable role for coal" and explains the company's wider approach to climate change issues with the support of visually engaging images, illustrations and charts. Carbon metrics including Scope 1, 2 and 3 emissions and related mitigation strategies are described. The section concludes with an interesting sidebar on Xstrata's cooperation with universities to develop the International Energy Centre, a forum in which academia and industry engage and collaborate on the issues of energy and climate change.



QUICK TIPS:

- Follow the WBCSD/WRI GHG Protocol to make your performance comparable to other reporters.
- Discuss your reduction and mitigation strategies including energy efficiency, renewable energy initiatives and emissions trading.
- Provide both absolute and relative GHG emissions data.



VALE S.A.

Vale's report includes a highly visual and engaging 14-page "Climate Change and Energy" section that sets out overall GHG reduction targets for 2012. This comprehensive discussion of climate change challenges and mitigation strategies features detailed performance graphs for Scope 1, 2 and 3 emissions and informative case studies that showcase the company's wide-ranging initiatives. These include Vale's new "GHG Emissions Management in the Value Chain" program and the results of their study of and investment in renewable fuels to diversify energy sources. The report also includes 2012 energy reduction targets for each of the company's business units.

CASE STUDIES & TESTIMONIALS

Case studies and testimonials demonstrate your commitment to CSR in the day-to-day activities of the organization. To achieve credibility, the initiatives showcased in the report should include the voices of outside stakeholders and a balanced discussion of disappointments as well as achievements. Testimonials provide vital evidence to support the claims made within the report, demonstrate a tangible connection to stakeholders and help elevate issues that might otherwise be overlooked.



ANGLO AMERICAN PLC

Anglo American's report features an interesting mix of feature and smaller case studies. Feature gatefold case studies lead off each section, accompanied by a photo and quote from management against full-bleed photography for impact. Smaller studies also employ relevant captioned photography and are integrated throughout the report. The interesting stories within the report include: the construction of a desalination plant in Chile in response to chronic water scarcity; an "Advanced Entry Trades Program" aimed at improving the local availability of skilled labour; and a unique climate adaptation program for drought-susceptible regions.

QUICK TIPS:

- Include a mix of internal and external stakeholders to demonstrate balance and responsiveness in your sustainability initiatives.
- Give voice to outside critics of the company and provide evidence that the company is responding to legitimate concerns.
- Consider developing a visual treatment to distinguish case studies and testimonials from the body of the text.

96%

of case studies are distinguished by a separate visual treatment



47%

contain testimonials/direct quotes from stakeholders



ANGLOGOLD ASHANTI LIMITED

AngloGold Ashanti weaves both stakeholder feedback and expert commentary throughout their 2011 Sustainability Report. Challenging stakeholder views are prominently positioned adjacent to podcast links (with handy query code to access), which include a lively mix of external and internal commentary and candidly cover such topics as African artisanal mining, responsible gold, safety and the environment, and resource nationalism. The report also includes a handy table that summarizes key issues, initiatives in 2011 and where to find more information. Other voices from a variety of stakeholder groups are also integrated into the text of the report and highlighted with a consistent graphic treatment.



View the online report at: www.ag-a-reports.com/11/sustainability-report/

PERFORMANCE

The CSR report should make it easy to understand the company's social and environmental performance in the context of overall corporate strategy.

Objectives &
Targets

Understanding
Performance

38

40

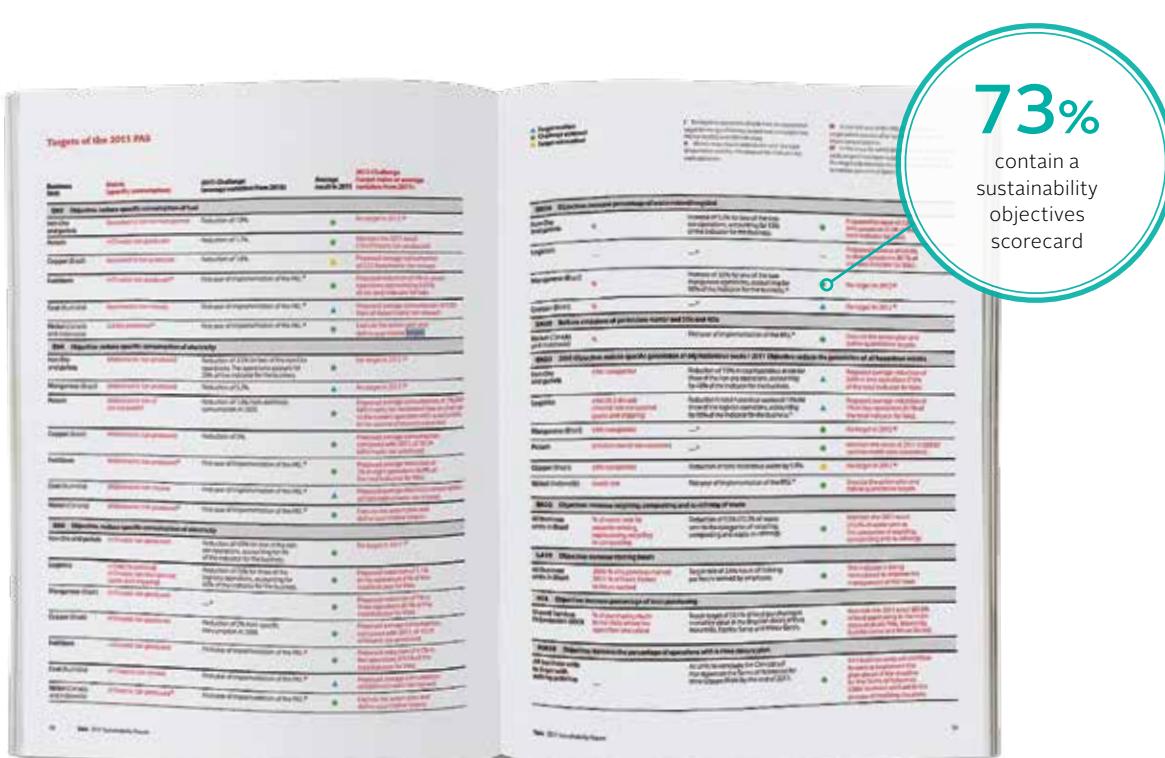
50

provide
region



OBJECTIVES & TARGETS

Targets that are specific, measurable and placed within a fixed time horizon are much more meaningful than general statements about good intentions and theoretical goals. The best reports explain the strategic importance of each goal, how performance is measured, which factors contributed to results, and why and where the company fell short. With the publication of each report, new goals should be established which build on the company's performance to date.



VALE S.A.

The Vale CSR report lays out its targets in a two-page table and uses an easy-to-understand icon-based scale to convey the level of performance achieved (e.g., target reached, challenge achieved, target not reached). Qualitative goals are then segmented with mostly quantitative current year targets set out for each business unit as well as a description of future goals. In the areas for which targets are not shown in the table, the report identifies targets that are suggested as a reference, or indicates the various operational factors that will inhibit improvement.



77%

of scorecards contain future objectives



31%

of scorecard objectives are quantified



ANGLO AMERICAN PLC

The Anglo American CSR report offers an excellent example of how to visually connect strategy to performance. The section's anchoring diagram illustrates how CSR fits into the overarching company strategy and then extends the concept into the five main tenets that make up their CSR strategy. The diagram visually connects to a gatefold presentation of the company's 2011 objectives, 2011 performance, and 2012 targets. The associated scorecard is divided into three broad areas: "people, society and environment" and then sub-divided into each of the company's material issues. Prominent live links within each section of the scorecard take the reader to more expanded information elsewhere in the report.

QUICK TIPS:

- Report on progress against objectives to demonstrate effectiveness of strategies and initiatives.
- Consider establishing multi-year targets to convey a long-term commitment to sustainability.
- A mix of targets achieved and missed can reflect a more ambitious effort than a perfect scorecard.

UNDERSTANDING PERFORMANCE

Many leading companies are beginning to explain social and environmental performance with a level of discipline similar to the communication of their financial results. While not subject to the regulatory requirements of an annual report, the CSR report should offer a similarly fair and balanced accounting of the company's performance and progress in the context of strategic goals and priorities and help explain the past year's results from the perspective of senior management.



DE BEERS GROUP

De Beers' report combines key performance indicators with their objectives, effectively connecting performance to strategy. The performance summary table's headings – objective, key performance indicator, three-year performance, trend icon, performance notes, and page reference – help the reader draw connections and point to relevant sources for more information. Each element in the scorecard is colour-coded, creating an effective visual reference to each of the company's five focus areas. Immediately following the scorecard is a double-page spread that presents the company's operating highlights, industry and company trends including key financials, consumer demand forecast graphs, and outlook.

QUICK TIPS:

- Discuss performance in the context of corporate strategy and industry trends.
- Make a distinction between key performance indicators (KPIs) and other measures that are merely useful in understanding performance.
- While exhaustive performance data tables may be found at the back of the report, summarize key indicators at the beginning of the narrative section and/or at the start of each reporting segment.

50%

provide mine- or region-specific segmented data

OUR APPROACH IN ACTION

IMPROVING LIVELIHOODS IN LESOTHO

Improving livelihoods for the local community is one of our key priorities. We are able to invest in local communities to increase their resilience and to support them to become more self-reliant. We are also involved in the construction of infrastructure such as roads and clinics, and we are working with local partners to improve access to basic services like education and healthcare.

OUR APPROACH IN ACTION

COMMUNITY BENEFIT

WHY IT MATTERS:

Our role as a major employer in several countries, and our projects have significant social impacts, including on the local environment and communities. Our aim is to ensure that these impacts are positive and sustainable, and that they contribute to the long-term development of the areas where we operate.

KEY PERFORMANCE

US\$ 109	US\$ 363
Amount spent on community benefit programs	Amount spent on community benefit programs

94%

Employee satisfaction with community benefit programs

KEY INDICATORS

ASPECT / INDICATOR	TARGET	ACHIEVED
Number of employees involved in community benefit programs	100%	100%
Percentage of employees satisfied with community benefit programs	95%	95%
Number of employees involved in community benefit programs	100%	100%

WHY IT MATTERS

Our employees are our greatest asset. We strive to create a safe, healthy and supportive work environment, where all employees feel valued and respected. We believe that safety is not just a priority, it is a fundamental part of our business. We are committed to ensuring that all employees are safe at work, and that all accidents are preventable. Safety practices are a core component of our corporate culture, and we expect all employees to act as critical representatives. Our safety culture is built on a foundation of trust, respect and responsibility. We believe that acting as role models of success will help to prevent injuries, and that a healthy and happy workplace is essential for our success.

KEY ACHIEVEMENTS

- Three new diamonds and diamond mining units were established during the year.
- The Group's annual safety performance rating (ASPR) is 4.00, up from 3.90 in the previous year.
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- The Group's annual safety performance rating (ASPR) is 4.00, up from 3.90 in the previous year.

KEY PERFORMANCE

2	0.25
Availability	Last Time Injury Prevention Rate

100%	1.832
Pre-enrollment availability at existing and new sites	Number of new recruits & promoted staff

ASPECT / INDICATOR

Achieve zero major stakeholder complaints	TARGET ACHIEVED
Achieve no more than one significant complaint per operation	
Meet site specific employment needs	

Corporate social investment projects, such as the one in Cempaka, achieved excellent levels of independent sustainability. Where applicable, projects were handed over to relevant institutions to ensure continuity.

ASPECT / INDICATOR	TARGET ACHIEVED
Achieve zero major stakeholder complaints	✓
Achieve no more than one significant complaint per operation	✓
Meet site specific employment needs	

GEM DIAMONDS GROUP

Gem's report makes effective use of multiple scorecards, placing them at the opening of each of the report's six sections, accompanied by an explanation of the importance of the issue, an overview of performance highlights and key metrics. Each scorecard is divided into goals, performance, and future targets. Symbols are used to depict whether the target was achieved or not achieved and many of the objectives are quantified. The report also provides a more comprehensive summary table at the back, which features additional colour-coded information on trends for each KPI.

13%

identify which indicators are most important to the company

0%
AKE USE OF
E MAPS OR
DIAGRAMS

37%
of companies provide
newsletter updates
or regional reports

THE CANADIAN
NIES SURVEYED
THE UN GLOBAL
ACT PRINCIPLES

FEATU
TO ILLU
PERFO
AVERAG
PER RE



ACCESSIBILITY

The best reports employ compelling design and emerging web technologies to integrate their communication efforts and meet the diverse information needs of stakeholders.

Visuals &
Design

44

Online
Reports

46

Integrated
Communication

48

VISUALS & DESIGN

No matter how interesting the topic or carefully crafted the prose, readers will not appreciate the importance of your report's content without the encouragement of compelling visuals and design. A layered information approach, which attracts attention, conveys the essence of each spread and pulls the reader into the underlying text, is the key to successfully communicating key messages. All elements should work together to achieve these objectives.



XSTRATA PLC

The playful look of Xstrata's CSR report belies its businesslike purpose and comprehensiveness. The unique scrapbook technique employs original illustrations to create a festive, layered look to the page and the colourful tapestry elements reflect the diverse cultures of the communities that play host to the company's mines worldwide. The bright colour palette, cut-out images and full-bleed imagery capture attention and convey a light, energetic mood, yet the report is seriously grounded with an array of charts, tables and diagrams that unlock the considerable detail contained within.

87%
feature graphs to
illustrate performance,
with an average
of 15 graphs
per report

100%

feature photography,
53% of which
is captioned



70%

contain an activities map of operations

DE BEERS GROUP

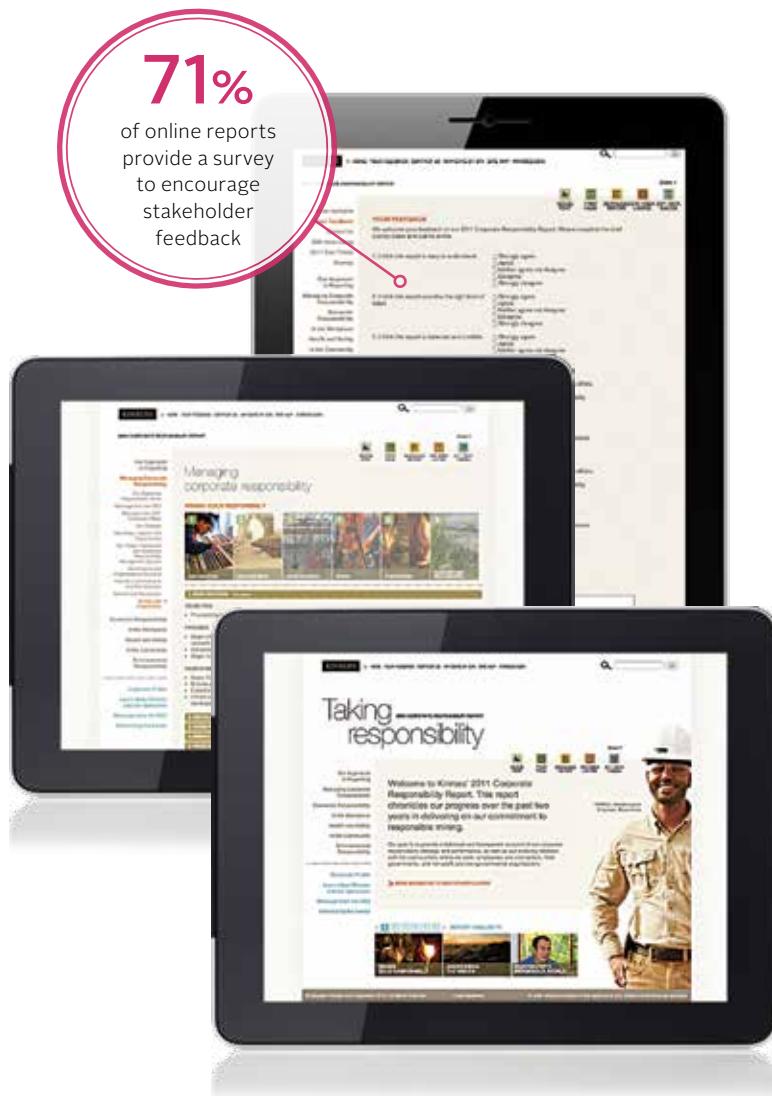
The De Beers report represents the skillful use of flexible layouts and a solid grid to create visual variety throughout its 70 pages. Eye-catching typography and a dynamic mix of photography, illustrations, diagrams and text bring the company's sustainability stories to life. These include: "Creating local value," which shows how De Beers engages, identifies and invests in projects that contribute to local needs and development; and "Managing our water use," a pictorial illustration of De Beers' water reduction strategies, re-use and recycling methodologies and use of alternative sources throughout the mining process. A seven-point description of "How we use water" completes this highly effective presentation.

QUICK TIPS:

- Use diagrams and illustrations to simplify complex processes, operations and business structure.
- Don't use visuals to decorate your report; every image should convey a message that is related to CSR.
- Use captions to explain the significance of photographs, illustrations and charts.

ONLINE REPORTS

Corporate social responsibility is an interactive endeavour that requires ongoing contact with stakeholders. The best online reports expand upon the information available in the print or PDF report and take full advantage of the medium's capacity to inform and entertain with interactive features such as microsites, blogs, social media channels, links, and easy-to-use feedback tools. Best practice is to drive traffic to the website with URL references in the print report and live links in the PDF.



KINROSS GOLD CORPORATION

Kinross' online report successfully engages readers through a variety of interactive features. These include the "Mining Gold Responsibly" feature that takes readers through the six steps of mining from exploration to closure and outlines the objectives, processes and CSR responsibilities for each step along the way. The site also contains an interactive GRI table and activities map. The report is easy to use and share, with dedicated search capabilities, a variety of page tools and the ability to share information through personal social networks. Suggestions for further improvement are welcomed through an online survey form.

QUICK TIPS:

- Make the CSR report directly accessible from the corporate home page.
- Provide a dedicated search function specific to the CSR report itself.
- Make liberal use of links between the report and corporate website to encourage exploration.



View the online report at: <http://takingresponsibility2011.kinross.com>



33%

publish both a PDF and online version of their report

40%

make use of interactive maps or process diagrams



RIO TINTO PLC

This clean, well-organized report is distinguished by attention-getting pop-up case studies that introduce each section. It also features an extensive set of helpful page tools that includes interactive charts, a download centre, glossary and a build-your-own-report function. The interactive charting tool features 34 interactive graphs and offers the ability to create your own graph and export it as an image or as an Excel table. All graphs are colour-coded to aid comprehension and grouped into the four reporting categories: environment, social, economic and governance.



View the online report at: www.riotinto.com/sustainabledevelopment2011/index.html

INTEGRATED COMMUNICATION

With the rise of electronic communication, the court of public opinion is larger and more quickly convened than ever before. To keep stakeholders informed and to hear what they're thinking, public companies are employing a growing range of communication channels that are pushing the boundaries of the traditional CSR report. These include issue-specific or regional reports, electronic newsletters, email updates, blogs and various social media.

Online Report



Online Magazine



PDF Magazine

50%
provide links to
social network
channels within the
online report

BARRICK GOLD CORPORATION

Beyond Borders is Barrick's bi-annual newsletter to keep stakeholders up to date with the company's ongoing initiatives. It is available in print, PDF and online. The dedicated website makes exploration easy, with the ability to search stories by topic, region, mine and projects. A handy "most popular" search index is also included. The site also allows readers to subscribe to the newsletter. Barrick recognizes the growing importance of social media to project, monitor and protect a positive corporate image, with channels on Facebook and Twitter.

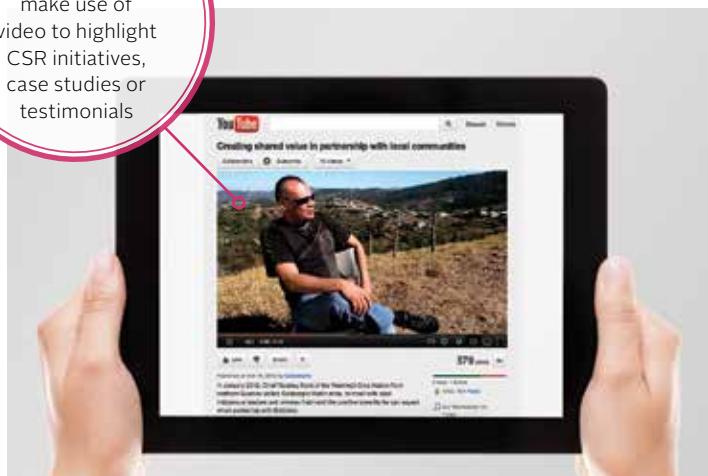
QUICK TIPS:

- Find out what stakeholders want by asking questions about format, timeliness and functionality.
- Make the CSR section of your website an obvious home base for access to other CSR information sources.
- Don't duplicate information; approach the components of your site as a CSR package and encourage visitors to explore.



40%

make use of video to highlight CSR initiatives, case studies or testimonials



Video is integrated into Goldcorp's online newsletter

37%

of companies provide newsletter updates or regional reports

GOLDCORP INC.

Goldcorp publishes *Above Ground*, a blog dedicated to CSR, with numerous detailed and relevant entries. Many of these contain hyperlinks to Goldcorp's own website or other sites, which makes wider exploration of topics convenient for visitors. The blog also features embedded case studies and videos that showcase the company's social and environmental initiatives. Readers are able to share blog content through their own social media channels, subscribe to the blog and link to the company's Facebook and Twitter pages. In addition to the online presentation, the blog is also published quarterly in PDF/print format.



Online Sustainability Report

GLOSSARY

AccountAbility Principles Standard (AA1000)

A set of guidelines issued by AccountAbility for providing assurance on publicly available information, particularly CSR reports. More information can be found at www.accountability.org.

Assurance

The process of confirming that reported performance information has been prepared in accordance with specified criteria and is free of material errors, omissions and misrepresentations.

Climate Change

Changes in global climate patterns caused by human-produced greenhouse gas emissions. Also known as global warming.

Corporate Social Responsibility (CSR)

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

GHG

Greenhouse gas. A number of anthropogenic and naturally occurring gases whose presence in the atmosphere traps energy radiated by the Earth. Primary GHGs, aside from water vapour, include the following six gases: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride.

GRI

Global Reporting Initiative. An international network of business, civil society, labour and professional institutions whose vision is to create a common framework for CSR reporting. More information can be found at www.globalreporting.org.

GRI G3.1 Guidelines

The most recent set of standards and guidelines for CSR reporting published by the GRI.

International Standard for Assurance Engagements (ISAE 3000)

A standard published by the International Federation of Accountants for providing assurance on non-financial information. More information can be found at www.ifac.org.

KPI

Key performance indicator. Quantifiable, comparable metrics used to measure performance on specific issues of high importance.

Materiality

Defined by the GRI as "the threshold at which an issue or indicator becomes sufficiently important that it should be reported. Beyond this threshold, not all material topics will be of equal importance and the emphasis within a report should reflect the relative priority of these material topics and indicators." The GRI also specifies that "materiality for sustainability reporting is not limited only to those sustainability topics that have a significant financial impact on the organization. Determining materiality for a sustainability report also includes considering economic, environmental, and social impacts that cross a threshold in affecting the ability to meet the needs of the present without compromising the needs of future generations."

NGO

Non-governmental organization. A non-profit group or association unaffiliated with government, often associated with promoting causes such as humanitarian issues and development.

Sustainable Development

Generally defined by the UN and other organizations as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Towards Sustainable Mining

Launched by the Mining Association of Canada in 2004, Towards Sustainable Mining (TSM) is a set of guiding principles and performance elements that govern key activities of companies in all sectors of the mining and mineral-processing industry.

UN Global Compact Principles

A set of 10 business principles, published by the United Nations, to which companies can voluntarily ascribe. The principles, drawn from various UN documents, address human rights, labour standards, anti-corruption and the environment. More information can be found at www.unglobalcompact.org.

WBCSD/WRI GHG Protocol

The WBCSD/WRI GHG Protocol is the most widely used international accounting tool for government and business leaders to understand, quantify and manage greenhouse gas emissions. The GHG Protocol initiative, a decade-long partnership between the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI), is working with businesses, governments and environmental groups around the world to build a new generation of credible and effective programs for tackling climate change. More information can be found at www.ghgprotocol.org.

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