

## LIVING UP TO OUR COMMITMENTS

IN OUR 2011 CORPORATE RESPONSIBILITY REPORT, WE OUTLINED A NUMBER OF COMMITMENTS FOR 2012. HERE'S A SUMMARY OF WHAT WE PROMISED, WHAT WE ACHIEVED AND SOME OF OUR PLANS FOR 2013.



### LEADERSHIP

#### WHAT WE PROMISED IN 2012

Focus on employee leadership development and provide mentorship and training

Work to integrate our Corporate Responsibility Policy into the supply chain management decision making process

Implement action work plans in the operations, based on Cenovus Operations Management System (COMS) assessments

#### WHAT WE ACHIEVED IN 2012

✔ Launched a **leadership development program** for all our leaders across the company. We've also provided leadership opportunities to employees through workshops, courses, certificate programs and on-the-job training.

✔ Initiated a review to identify opportunities to integrate corporate responsibility into our **supply chain management** process.

✔ Completed 170 projects across the company based on COMS action plans to make operational improvements.

#### WHAT WE'RE PLANNING FOR 2013

- Complete leadership development training for all leaders across the company
- Review our Corporate Responsibility Policy to reflect changes in our business and make sure it's consistent with industry best practices and stakeholder expectations

### GOVERNANCE & BUSINESS PRACTICES

#### WHAT WE PROMISED IN 2012

Organize a Board of Directors tour of our Foster Creek oil sands operation and facilitate meetings with staff and community stakeholders

Expand internal training to address issues such as conflict of interest

Review our internal investigations practice guidelines

#### WHAT WE ACHIEVED IN 2012

✔ Conducted the tour in June 2012.

✔ Generated discussions among employees about ethical issues by implementing fraud awareness training for business and operations teams. More than 450 employees took part.

✔ Revised our investigations practice, approved by the Board of Directors in February 2013, to provide a clear and simple description of our investigations process.

#### WHAT WE'RE PLANNING FOR 2013

- Develop a governance and compliance roadmap to improve the reporting process to the Executive Team and Board of Directors that outlines the areas we focus on to ensure ethical business conduct
- Find new ways to deliver fraud awareness programs to reach all staff in a timely manner

## PEOPLE

### WHAT WE PROMISED IN 2012

Introduce new health and safety performance leading indicators

Work to reduce repetitive injuries that occur during routine work

Focus on improving and incorporating safety standards for new workers

Continue to increase our workforce to support our 10-year growth plan and to ensure we have the right people in the right places

Continue to enhance our orientation programs to integrate new staff into the company

Develop technical competency profiles to support employee development

Roll out the new graduate development program

### WHAT WE ACHIEVED IN 2012

✓ Introduced new leading indicators such as behaviour-based observation, hazard identification, and contractor performance verification. These leading indicators help us focus on proactive approaches associated with the prevention of injuries or accidents. Learn about a few of our [safety programs](#).

✓ Introduced several programs to reduce repetitive injuries on job sites including a power line safety program.

✓ Introduced new safety awareness presentations, increased frontline supervision of new workers and implemented a revised new and young worker orientation and training program.

✓ Hired 750 employees and contractors, bringing our [total workforce](#) to over 4,900.

✓ Enhanced the [new employee orientation program](#) in early 2013 to include information about our business, our culture and how we work at Cenovus. Introduced a formal buddy program and surveys 7, 45 and 90 days into their job to collect feedback so we can continue to improve our program.

✓ Developed a new way to support [technical development and career planning](#) for employees through competency maps, formal training, on-the-job learning, mentoring and networking.

✓ Implemented a [new graduate development program](#) that provides a breadth of experience to recent post-secondary graduates early in their careers with the company.

### WHAT WE'RE PLANNING FOR 2013

- Reduce workplace incidents through safety programs and achieve a total recordable injury frequency of 0.64
- Implement a company-wide communications strategy to keep safety front and centre
- Launch the Cenovus Learning Institute, a new learning and development centre that will provide employees with a framework for learning at Cenovus

## ENVIRONMENTAL PERFORMANCE

### WHAT WE PROMISED IN 2012

Continue to integrate the environment into our planning processes, business systems and performance scorecards

Develop enhanced systems to better track our environmental metrics

Pilot improvements to reclamation activities

Evaluate saline resistant polymers at Pelican Lake to reduce fresh water requirements

Expand the Every Drop Counts program throughout our operations to raise spill prevention awareness among staff

### WHAT WE ACHIEVED IN 2012

✓ Introduced a formalized **environmental planning process** to evaluate our environmental priorities and provide direction to employees on key environmental risks, opportunities and priorities.

✓ Implemented a new management system for air emissions, and an enhanced waste tracking system to improve the way we capture and verify **data** about our oil sands operations.

✓ Began a new **restoration project** to test reclamation techniques along seismic lines and improve caribou habitat.

➔ Continue to evaluate saline resistant polymers with multiple suppliers at Pelican Lake to reduce fresh water requirements.

✓ Held **Every Drop Counts** information sessions to teach practical tips on how to prevent even the smallest spill to over 1,500 employees and contractors.

### WHAT WE'RE PLANNING FOR 2013

- Maintain our industry-leading steam to oil ratio, which continues to minimize air emissions and water use
- Develop a woodland caribou management strategy for Cenovus that aligns with broader industry, provincial and federal initiatives
- Further test the SkyStrat™ drilling rig by completing our second summer drilling program and complete construction of a second SkyStrat™ drilling rig

## STAKEHOLDER AND ABORIGINAL ENGAGEMENT

### WHAT WE PROMISED IN 2012

Continue to facilitate meaningful and timely consultation with stakeholders to ensure we understand their interest in our projects

Launch new program called Expect Respect

Continue to develop long-term agreements with neighboring Aboriginal communities

Collaborate with Aboriginal communities on education, training and business development opportunities

Increase Aboriginal business spend

### WHAT WE ACHIEVED IN 2012

✓ Engaged with our stakeholders in a variety of ways throughout the year such as open houses, face-to-face meetings and our external stakeholder survey.

✓ Rolled out Expect Respect across our operations to demonstrate the respect we have in the communities where we operate.

✓ Signed two long-term agreements with Heart Lake First Nation and Beaver Lake Cree First Nation.

✓ Partnered with the Northern Alberta Institute of Technology to launch a youth leadership skills program in First Nation communities in northern Alberta.

✓ Increased Aboriginal spending by 34 percent to \$327 million, which is about 10 percent of total company spend.

### WHAT WE'RE PLANNING FOR 2013

- Sign three new long-term agreements with Aboriginal communities in our operating areas
- Assess and address market access challenges by engaging our stakeholders and telling a balanced story about our business and the oil sands industry

## COMMUNITY INVOLVEMENT AND INVESTMENT

### WHAT WE PROMISED IN 2012

Strengthen relationships with community partners through regular communication about the programs we support

Continue to expand our volunteer program to offer additional opportunities, including team and skill-based volunteering

Measuring the impact of our community investment programs through formal and informal channels

### WHAT WE ACHIEVED IN 2012

✓ Supported more than 1,300 organizations by providing monetary and in-kind assistance.

✓ Increased the number of company-sponsored volunteer events to 64 in 2012 from 24 in 2011, including 18 team volunteering opportunities.

✓ Carried out structured program to measure the impact of our investment through stakeholder feedback, benchmarking studies and reports from non-profit organizations.

### WHAT WE'RE PLANNING FOR 2013

- Increase total community investment spending by four percent to \$12.8 million
- Increase team volunteering opportunities for employees