

Shareholder Engagement Plan

Snapshot

2015



The Power of Cooperation

SHARE's shareholder engagement service helps institutional investors become active owners by facilitating constructive shareholder dialogues with companies on key environmental, social and corporate governance (ESG) issues. Our approach is both unique and effective because it amplifies the voices of small- and medium-sized investors through cooperation. Each year SHARE's shareholder engagement team, in consultation with our clients, build the annual shareholder engagement plan. The shareholder engagement plan identifies the key issues that we will focus our engagement efforts on for the coming year and provides a list of companies that we will be talking to. The following is a snapshot of this plan to help give our broader stakeholders a picture of what SHARE will be up to in 2015.



Our Approach



Shareholder engagement issues and strategies are chosen based on our clients exposure, the relevance of the issue to capital markets, sectors and individual companies and what impact shareholder engagement can have in terms of being able to achieve measurable change in corporate policies and/or practices.

Issue	Focus Companies
<p>CLIMATE RISK: The need to limit greenhouse gas emissions and develop resilience in the face of climate impacts is shared across the economy. For this reason, SHARE considers climate risks across our clients' portfolios including energy companies as well as energy-consuming industries and large greenhouse gas emitters.</p>	
Measuring and disclosing real climate risks	We will send requests to select companies owned by our clients based on their responses to the 2014 CDP survey.
Reducing greenhouse gas emissions across all sectors	Canadian National Railway, Canadian Pacific Railway, Enbridge, Transcanada, Emera, Transalta, Brookfield, ATCO, Canadian Utilities, Imperial Oil, Husky, Canadian Oil Sands, Loblaw Companies, Metro, Canadian Tire Corporation, Empire
Addressing the financing of climate risk	Bank of Montreal, Bank of Nova Scotia, Canadian Imperial Bank of Commerce, Royal Bank of Canada, Toronto-Dominion Bank
<p>DECENT WORK: Decent Work promotes job creation, guaranteeing rights at work, extending social protections and promoting social dialogue. Decent Work is not only a social good, but also a business imperative. SHARE's Decent Work program focuses on occupational health and safety, precarious employment practices, and forced labour.</p>	
Improving health and safety at work	Brookfield Asset Management, Canadian National Railway, Canadian Pacific Railway, Canadian Western Bank, Canfor, CGI Group, CI Financial Corp, Cineplex, Corus Entertainment, Davis & Henderson, Eldorado Gold, Element Financial, Ensign Energy Services, Home Capital Group, IGM Financial, Industrial Alliance Insurance and Financial Services, Intact Financial Corp., Manitoba Telecom Services, Onex Corporation, OpenText Corporation, Quebecor, Shaw Communications, SNC-Lavalin Group, Thomson Reuters Corporation, Valeant Pharmaceuticals, WestJet Airlines.
Moving from temporary to permanent workers	SHARE identifies and engages with companies in client portfolios that rely heavily on the Temporary Foreign Worker program.
<p>RESPONSIBLE SOURCING: Many companies depend on extensive international supply chains that expose them to responsibilities and risks that need to be effectively managed. SHARE supports robust sourcing practices throughout corporate supply chains including the sourcing of raw materials.</p>	
Addressing human rights risks in the supply chain	Canadian Tire Corporation, Dollarama, Hudson's Bay Company, Loblaw Companies Limited, Reitmans
Eliminating the use of conflict minerals	BCE, Bombardier, Celestica, Magna, Rogers, Telus Corporation
Respecting self-determination in the Western Sahara	Potash Corporation of Saskatchewan, Agrium Inc.
<p>RESPONSIBLE RESOURCE DEVELOPMENT: Companies in the resource extraction sector that establish robust human rights mechanisms and strong environmental management systems, and engage productively with affected communities are more likely to mitigate potential risks, while building a reputation as corporate leaders.</p>	
Respecting human rights in mining operations	Eldorado Gold, Barrick Gold, Goldcorp, NewGold, Teck Resources, Kinross Gold, Yamana Gold, First Quantum
Mitigating the risks of hydraulic fracturing	Husky Energy, ARC Resources, and Vermillion Energy
Limiting and remediating oil sands impacts	Suncor Energy Inc., Canadian Oil Sands Ltd, Canadian Natural Resources Ltd., Cenovus Energy Inc., Imperial Oil Ltd., Teck Resources Ltd.
Protecting and preserving clean water	Canfor, Eldorado Gold, Ensign Energy Inc., Gibson Energy, Goldcorp
<p>ACCOUNTABLE AND EFFECTIVE GOVERNANCE: Strong corporate governance frameworks help to ensure that the decisions that corporate management and boards make are informed by a broad range of considerations beyond simply short-term financial performance to include the impacts of corporate strategies and practices on communities and the economy. SHARE's corporate governance dialogues generally seek increased transparency and depth in the communications between shareholders and key corporate personnel.</p>	
Voting on executive compensation	Air Canada, Imax, OpenText, Constellation Software
Building board diversity	Contact SHARE for its plans to contribute to efforts to build board diversity in Canada.
Disclosing shareholder votes	Interfor
Encouraging sustainability reporting	As part of each engagement dialogue, SHARE encourages companies to report accurate, reliable and comparable data on their social and environmental policies and performance. SHARE will also participate in market-wide policy initiatives designed to encourage more and better public reporting.