Evaluating, Selecting, and Working with a Registrar

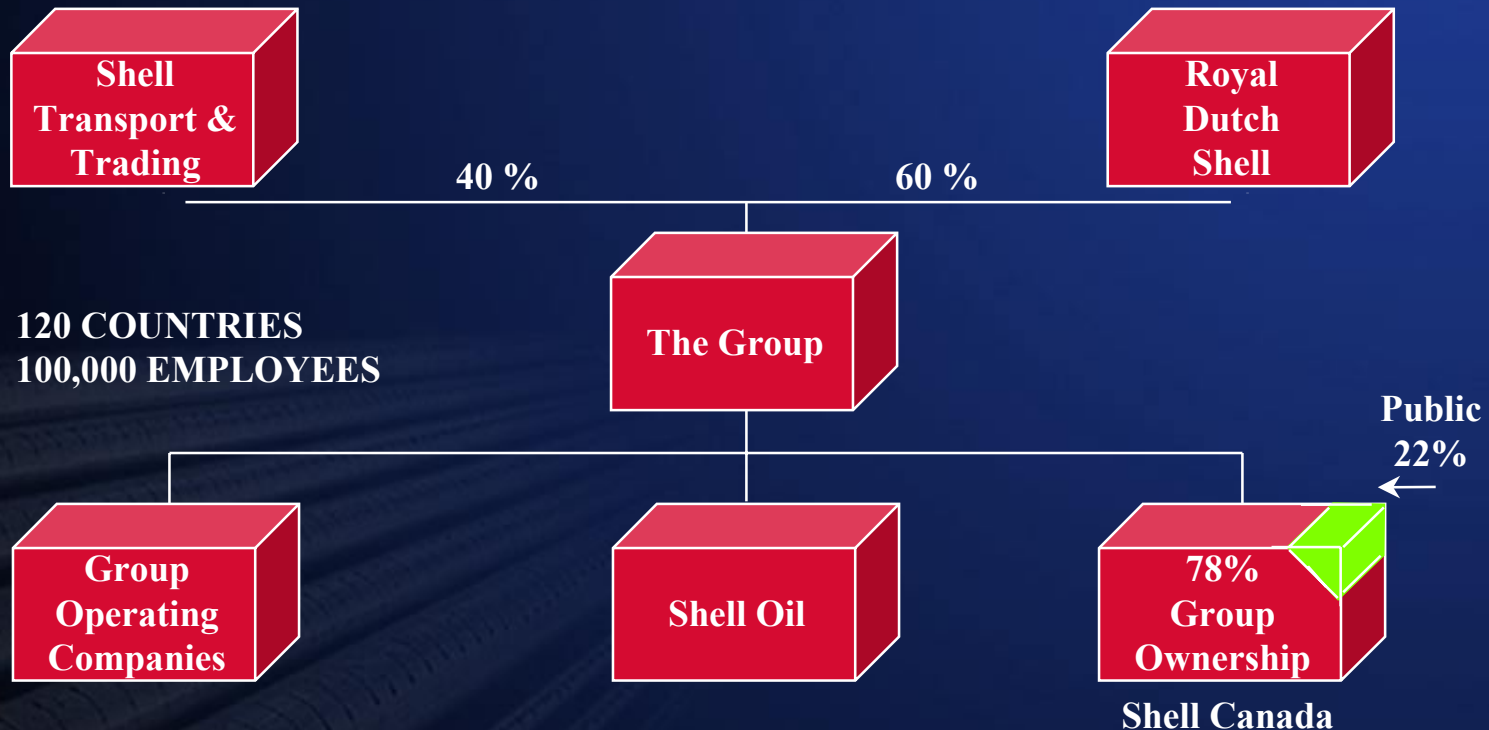**CEAA Conference**

Tim Crowe

October 26, 2001

Agenda

- **Overview of Shell Canada Limited**
- **Registration Process**
- **Criteria for Selection**
- **Working with the Registrar**
- **Beyond ISO 14001**

We're part of Shell Group

Though in a unique way...!

Shell Transport & Trading

Royal Dutch Shell

40 %

60 %

The Group

120 COUNTRIES
100,000 EMPLOYEES

Public
22%

Group Operating Companies

Shell Oil

78% Group Ownership

Shell Canada
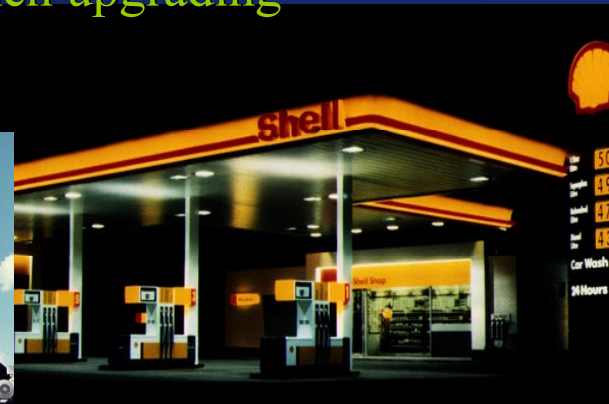
Shell Canada - Integrated Oil Company

Comprised of three principal functions

- Resources: Exploration, development and operation of oil and gas complexes

- Products: Refining, manufacturing, transportation and marketing of petroleum products

- Oil Sands : Development and operation of oil sands mine and bitumen upgrading facilities

Shell Canada in 2000

Revenues $8.2 Billion
Earnings $858 Million
Assets $7.3 Billion
Return 20.3%
Employees 3,400

FT. McMurray
Peace River
Jumpipg Pound
Caroline
CALGARY
Ft. Saskatchewan
Waterton
Montreal
Halifax
Sable Island
Toronto
Brockville
Sarnia

Shell Canada - Sustainable Development Commitment

- **Pursue the goal of no harm to people**
- **Protecting the environment, pollution prevention**
- **Efficient use of material and energy**
- **Developing resources and products**
- **Leading Role in Promoting best practices**
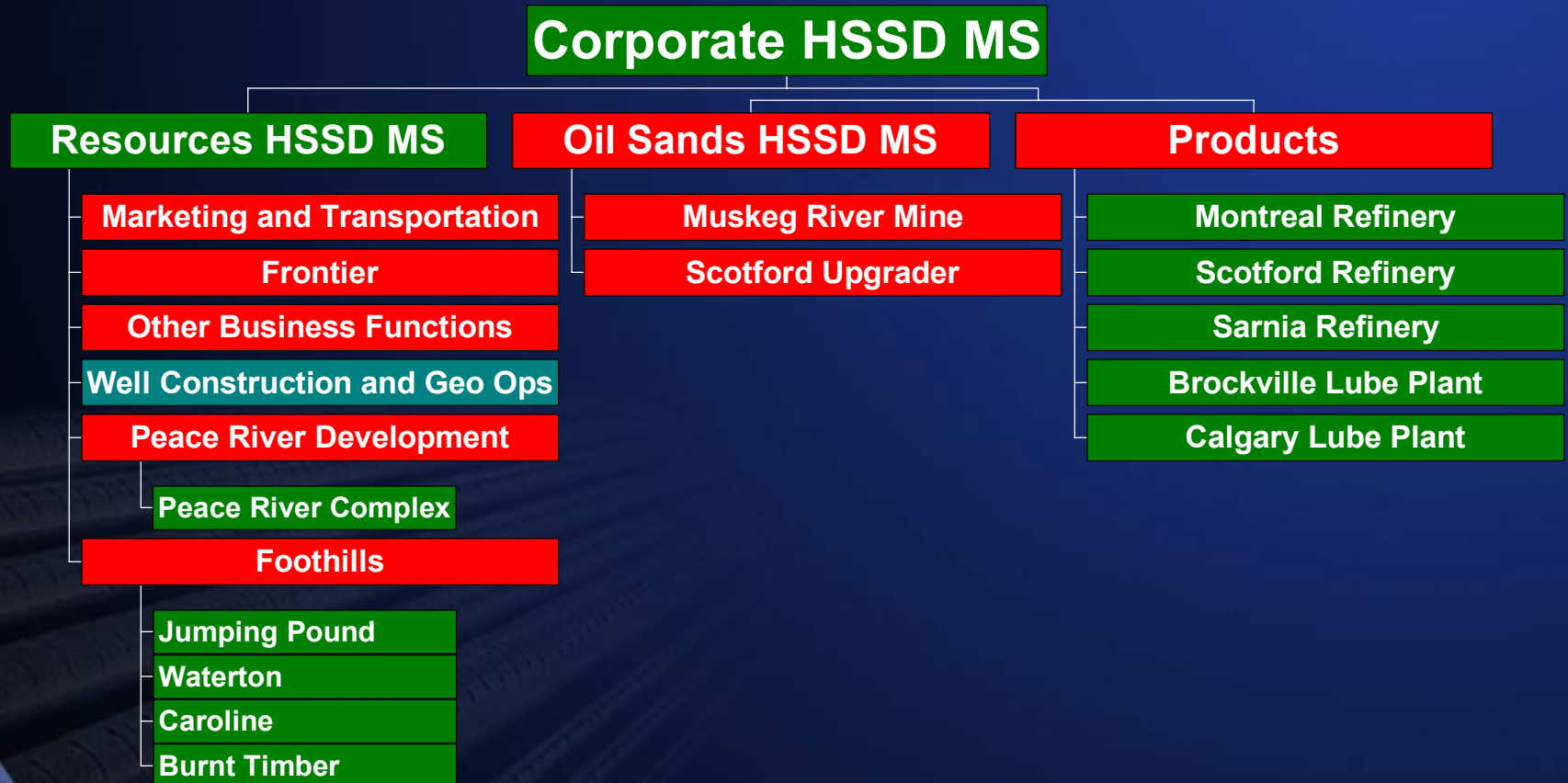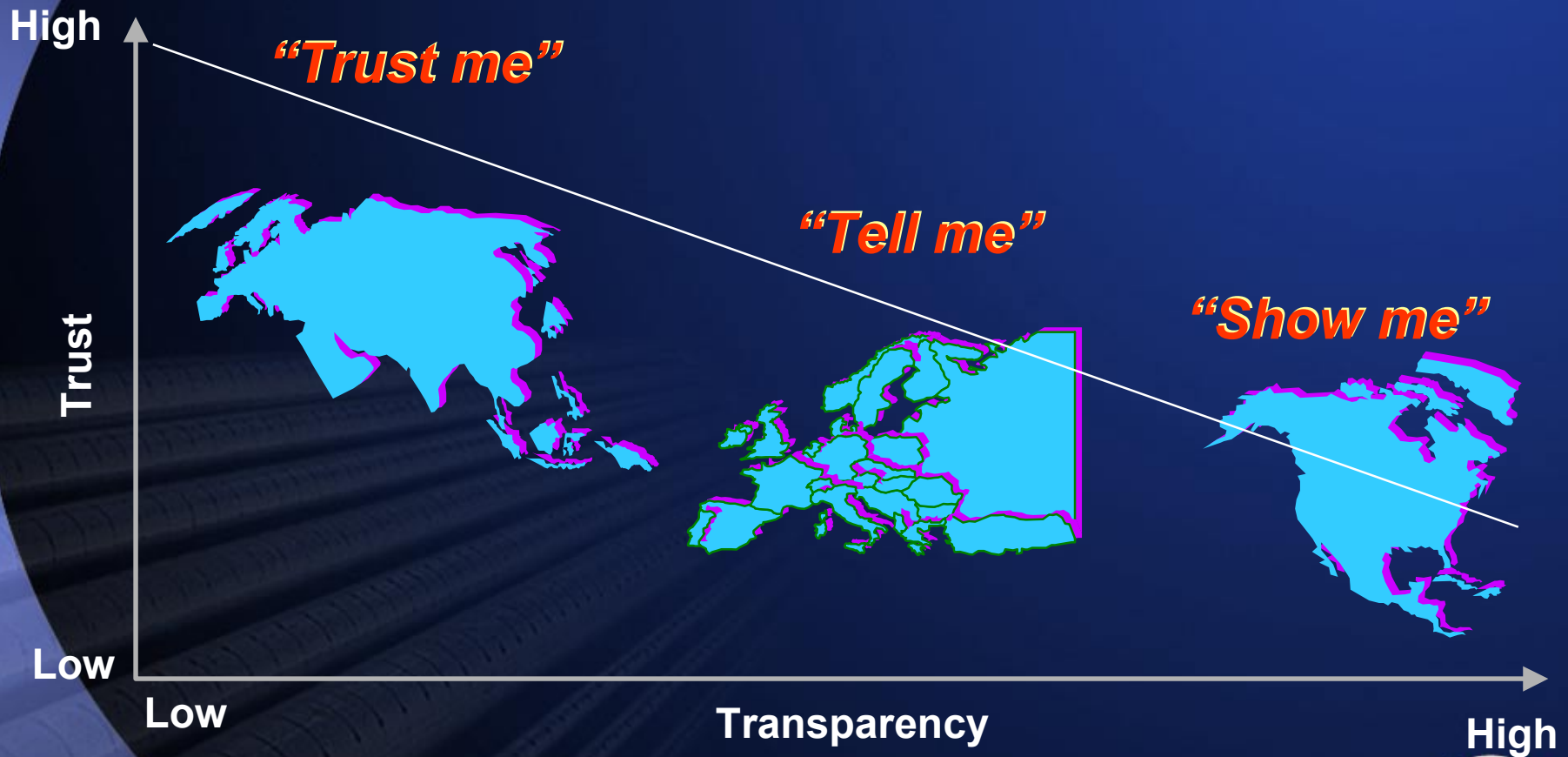- **Being a good neighbour**

Shell's HSSD MS

- **Provide a structured framework to ensure that HSSD risks in Shell's business are effectively managed**

- **We plan to register the environmental management component of our HSSD management system (EMS).**

What Shell Registered

Corporate HSSD MS

Resources HSSD MS — **Oil Sands HSSD MS** — **Products**

Resources HSSD MS
- Marketing and Transportation
- Frontier
- Other Business Functions
- Well Construction and Geo Ops
- Peace River Development
  - Peace River Complex
- Foothills
  - Jumping Pound
  - Waterton
  - Caroline
  - Burnt Timber

Oil Sands HSSD MS
- Muskeg River Mine
- Scotford Upgrader

Products
- Montreal Refinery
- Scotford Refinery
- Sarnia Refinery
- Brockville Lube Plant
- Calgary Lube Plant

The Emerging "Show Me " World

As trust diminishes, the demand for transparency in the form of assurance mechanisms increases

Why Register?

- **Alignment with Shell Group**
- **Transparency with Stakeholders**
- **Increased accountability to Public**
- **Regulatory requirement (JP)**
- **Establish a leadership position**

Waterton Complex

Montreal East Refinery

Assessment Process

- **1999**
  - **Assess and decide whether to register**
  - **Began assessing Registrars**
- **2000**
  - **Test case: Corporate HSSD MS and MER**
  - **Decision on Registrar (Products)**
  - **Resources assesses decision and follows**
  - **Registrations**
- **2001**
  - **Registrations continue**

Registration Steps

- **Pre Audit by Environmental Consultant (Jacques Whitford)**

- **Document Review (KPMG)**

- **Readiness Review (KPMG)**

- **Registration Audit (KPMG)**

Criteria in Assessing/Selecting Registrar

- **"Systems" vs "Compliance"**
- **Environment vs ISO 9000 Experience**
- **Sustainable Development - balancing business and the environment**
- **Credibility/Recognized**
- **Understanding how Shell Manages Environment (HSSD MS)**

Criteria in Assessing Registrar

- **Professional**
- **Flexibility/Adaptability**
- **Proximity to Operations**
- **Quality of Team/Continuity**
- **Other industry experience**

Working with Registrar

- **Build positive relationship**
- **Encouraging opportunities for improvement**
- **Help to lead change**
- **Reinforce the good things**
- **Sharing best practices**

Working with Registrar

- **Flexibility**
- **Costs Focus**
- **HSSD MS - Understanding Shell's overall systems**
- **Exploring registration options**
- **Arms length**

Beyond ISO

- **Registrar can contribute to reducing the Environmental Footprint**
- **Raising the Bar (sharing examples)**
- **Benchmarking (e.g. E&Y, Solomon)**