

# Focus on Leadership

A SPECIAL SERIES ON CALGARY'S BUSINESS VISIONARIES

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## Nexen leads local, global involvement

One of the priorities of the Action Calgary initiative is to extend the city's international reach, and in that area, partner Nexen Inc. is already an international leader.

Canadian companies are held to high regulatory and ethical standards, and Nexen chooses to apply them to all of its operations across the globe.

"As a result, Nexen has become a company that is respected for its integrity in business dealings around that world," explains corporate communications manager Carla Yuill.

"We also have a strong social responsibility program and get involved in the communities where we operate through both financial support and volunteerism. This philosophy has opened doors to new opportunities for Nexen around the world."

Here in Canada, Nexen is perhaps most famous for its oilsands portfolio. It holds a 7.23 per cent share of the Syncrude Canada joint venture and 65 per cent of the Long Lake oilsands project, of which it is the operator.

But it also has significant conventional and unconventional oil and gas assets in other areas of Western Canada, and major operations in the Gulf of Mexico, South America, Yemen and West Africa.

Keeping the corporate culture consistent in all these locales doesn't happen by itself. The company uses a variety of techniques to stay in touch with far-flung members of its family.

"These include an extensive intranet site, an employee magazine and employee-information sessions that are held twice a year in Calgary and webcast to other locations," Yuill says.

Nexen's executives make frequent trips to other locations to meet with employees personally, and online courses are offered by departments such as human resources and information technology, and are available to everyone, regardless of location. Also, monthly lunch-and-learn sessions in Calgary are webcast to other locations.

"We have a company-wide knowledge management program that enables employees in the same discipline to share



Nexen photo

**From left, Nexen co-op students Gurinder Chahal, Ambi Senthilselvan and Collin Bartlett install some drywall strapping in one of the four townhomes being built in the northeast community of Mayland Heights in Calgary as part of the Habitat for Humanity project.**

information through a shared web page and attend special forums dedicated to their discipline on an annual basis," Yuill says. "This multi-faceted approach does require effort, but it helps us to stay connected, and it's well worth it."

Although Nexen has operations all over the world, the company hasn't forgotten that Calgary is home.

"Calgary employees are involved in the annual United Way campaign which with

company matching, raised \$1.3 million in 2009. Nexen also recently launched an employee volunteer program in which employees are rewarded for their volunteer efforts. After 40 hours of volunteering, they can apply for a Nexen grant of \$1,000 towards their charitable organization," says Yuill.

Nexen also gives each worker two days off per year to pursue volunteer opportunities, and matches employee donations of \$25 or more to charities and

non-profit organizations.

And when a 7.0-magnitude earthquake devastated Haiti, killing more than 75,000 people, Nexen responded to with a \$50,000 donation to the Haiti Relief Fund.

This dedication to the community is part of what led Nexen to become part of Action Calgary, she adds.

"We have 4,200 employees globally and 1,800 here, so what's good for Calgary is good for Nexen."

## Matthews 'gets' Calgary

Matthews Development is an international leader in its industry, but more importantly, it's a company that understands Calgary.

That's why the firm is ideally suited to develop The Bow, the future headquarters for the EnCana Corp., the tallest and most distinctive skyscraper in the city (at 58 storeys) and the first significant mixed-use development east of Centre Street in the downtown core.

"Matthews Development originated in Canada, but now manages projects across North America. We get Calgary, and we try to reflect the uniquely Calgarian nature of the Bow project," says Michael Brown, associate vice-president of Matthews Development.

"The Bow is all about the culture of Calgary. It's bold, yet prudent. It doesn't just take advantage of space, it adds to space. It is truly transformative. That's Calgary."

Matthews recruits a small leadership team of industry experts from around the world to build and lead teams that execute on its projects. This team applies decades of large structure building experience to everything it takes on.

Its involvement in Action Calgary is another example of its co-operative spirit that drives project development.

"We see the value in collaboration with others. We also see the value in Calgary Economic Development. They have provided valuable assistance to our firm over the last five to six years," Brown says.

## ACAD brings innovative change to Calgary

The Alberta College of Art + Design (ACAD) has a mandate that goes far beyond the Calgary city limits, but contributing to the city is a top priority of the institution.

"We are one of only four post-secondary art and design schools in Canada. Therefore, we have a very broad national and international role in our creative community," says Lance Carlson, president and CEO of ACAD. "We feel we have a responsibility to do more than only educate artists and designers. We have a collective responsibility to make a difference for the better in the communities we serve."

Over the last five years, ACAD launched a number of initiatives aimed at stirring the culture of Calgary and communicating how artists and designers contribute to the health of our innovative city. Being part of Action Calgary helps keep that dialogue going, he explains.

The college grants bachelor of design and bachelor of fine arts degrees to a growing number of students, with more than 1,100 students enrolled in 11 programs this year alone. Its studio-based environment gives students a specialized and unique education, which includes a basis in the liberal arts.

ACAD is only 18 months away from offering its first graduate degree program — an MFA in the craft areas — and is the first Canadian school to receive Substantial Equivalency accreditation from the National Association of Schools of Art and Design, opening international opportunities to ACAD students.

## HBI partnership delivers start-to-finish service

Haworth Inc. and Heritage Business Interiors (HBI) offer a full slate of premier-quality, sustainable office environment products to the Calgary marketplace, but it's really their integrated partnership approach that makes them an industry leader.

"It's not just the products we offer, it's also how we come to market, how we service our clients and do the job from start to finish," says Mike Taylor, CEO of HBI. "In a sense, we're there to be consultants to the clients as well as suppliers."

Haworth is a global manufacturer of office furniture, raised flooring and movable walls. Its Calgary roots date back to 2001, when it bought Smed International and took over its 750,000-square-foot factory. HBI became the firm's Calgary dealer at that time, and the relationship has proven beneficial for both companies — and their clients.

"In HBI, we have a very

well-aligned dealership," says Doug Martineau, Haworth's regional vice-president of sales in Canada. "They have that one-on-one customer relationship that's extremely important for us."

Major recent clients of the Haworth-HBI team include Westjet, Bell Canada, Smart Technologies, the University of Calgary, Mount Royal University and SAIT Polytechnic.

"Calgary's a great fit for our organization because it's very dynamic. It's the second largest head office city in Canada," Taylor says. "It's also a city built on partnerships like Action Calgary, which aligns very well with our philosophy. We're very proud citizens of this city."

Martineau believes Haworth can contribute to Action Calgary precisely because it's a huge company with operations all over the world.

"It's the mandate of this initiative to attract great companies from all around



Wil Andruschak photo

**From left, Mike Taylor, HBI chief executive officer, and Doug Martineau, Haworth regional vice-president of sales in Canada, at the Haworth Calgary office.**

Canada and the world. We do touch these companies, so if I can promote Calgary when I'm in Toronto or Montreal or

Halifax or in the United States, I'm happy to do that. It's easy, because I'm a Calgary boy and I believe in this city."

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