

2008  
*Global Citizenship Review*

CIRQUE DU SOLEIL®



# 2008 OVERVIEW

## *A record year for shows*

Close to 90 million spectators have seen a *Cirque du Soleil* performance since 1984. Three new resident shows were added in 2008, bringing the total number of *Cirque du Soleil* shows in performance to eighteen during the year:

- ZAIA, in Macau
- ZED, in Tokyo
- CRISS ANGEL Believe, in Las Vegas

Conversely, the curtains fell on the DELIRIUM show in London towards the end of April after completing a two-year arena tour of North America and Europe.

## Awards and distinctions in 2008

ANAHEIM – KÀ garnered a *THEA Award for Outstanding Achievement* in the Technical Achievement category on the strength of its seven independent mobile platforms: the Sand Cliff Deck and the Tatami, as well as five freight elevators.

MONTREAL – For the second time in its short history, *Cirque du Soleil* rose to first place among Quebec's most admired companies. Since this survey began eleven years ago, *Cirque du Soleil* has consistently placed in the top ten.

QUEBEC CITY – *Université Laval* conferred a doctorate *honoris causa* on Guy Laliberté in tribute to the experience and expertise of the Founder of both *Cirque du Soleil* and the ONE DROP Foundation.

## New partnerships

In August 2008, *Cirque du Soleil* announced a new strategic partnership with Istithmar World and Nakheel, two subsidiaries of the Dubai World Group, a major player on the world stage that owns the MGM-Mirage and the CityCenter, among others. The two subsidiaries have previously partnered with *Cirque du Soleil* on resident shows in Las Vegas.

The excellent relationship *Cirque du Soleil* has enjoyed for the past two years with the leaders of Istithmar and Nakheel is such that it has played a major role in the company's decision to enter into this partnership.

With this agreement, *Cirque du Soleil* will be able to take advantage of a well-established global network to support its development. *Cirque* will therefore have direct access to both the entertainment and real estate fields while retaining full control over its operating latitude and the integrity of its creative processes.

The well-entrenched values espoused by *Cirque du Soleil* were the object of deep discussions leading to an important agreement. It was thereby decided that Nakheel would invest 1% of its revenue in social programs.

## Special events that are larger than life

The past year was replete with special projects for the company. Throughout the summer, for example, a parade-like performance titled *The Awakening of the Serpent*, specially designed by *Cirque du Soleil* to underscore the fertile relationship between mankind and water, brought our unique sense of fun to the 2008 International Expo in Zaragoza, Spain, under the theme "Water and Sustainable

Development." Tens of thousands of spectators witnessed this memorable happening between June 14th and September 14th.

In October 2008, *Cirque du Soleil* treated the people of Quebec City to a large-scale show describing the birth of the Old Capital. The show was a gift to the city on the occasion of its 400th anniversary celebrations.

## The ONE DROP Foundation: *Water for all, all for water*

In 2008, *Cirque du Soleil* and its employees redoubled their efforts to support and promote the cause of the ONE DROP Foundation through a wide range of activities. People from many different areas of the company contributed to the Foundation through a host of fundraising initiatives, including setting up a community garden at International Headquarters and sowing it with seeds "sponsored" by *Cirque* employees. The garden's bounty was donated to a community organization in the Saint-Michel district of Montreal. Altogether, these *Cirque du Soleil* employee initiatives raised \$300,000 for the ONE DROP Foundation in 2008.

# COMMUNITY RELATIONS

(Find out more at: [www.cirquedusoleil.com/communities](http://www.cirquedusoleil.com/communities))

## North America

- **2 touring shows under big tops**  
*Corteo* and *KOOZA*
- **1 touring arena show** *Saltimbanco*
- **7 resident shows** *Mystère*, «O», *La Nouba*, *Zumanity*, *KÀ*, *The Beatles LOVE* and *CRISS ANGEL Believe*
- **1 seasonal show** *Wintuk*
- **1 international headquarters in Montreal**
- **1 regional headquarters in Las Vegas**
- **57 cities visited in 2008**
- **More than 7,500 tickets graciously offered** to organizations working with youth at risk, enabling them to organize benefit shows
- **More than 23,500 tickets donated** to community organizations, enabling their beneficiaries to enjoy our shows
- **13 *Cirque du Monde* sites active in 2008**  
Manawan, Wemotaci, Drummondville, Baie-Saint-Paul, Montreal, Quebec City, Sherbrooke, Victoriaville, Atlanta, Las Vegas, Los Angeles, New York and Orlando
- **5 social circus training programs** involving some 20 organizations in Canada and the U.S.

## LAS VEGAS

### The Springs Preserve hosts the Run Away with *Cirque du Soleil* event

For the last few years, *Cirque du Soleil* has been organizing the Run Away with *Cirque du Soleil* event, where everyone in the community is invited to take part in a 5-kilometre run or one-mile walk in support of *Cirque*'s partners in the community working with at-risk youth.

In 2008, the event took on a whole new guise thanks to a new partnership with the Springs Preserve, a cultural, historical and environmental

attraction at the original oasis of Las Vegas. In addition to discovering a gem of a new site, event participants—bolstered and encouraged by *Cirque du Soleil* artists and volunteers—helped collect more than \$45,000 for the Center for Independent Living, West Care and the Andre Agassi Charitable Foundation.

### The Choreographers' Showcase, a cultural, community-minded collaboration

For a second consecutive year, the Nevada Ballet Theatre and *Cirque du Soleil* have joined forces to present the Choreographers' Showcase, a project to stimulate and encourage artistic growth. This unique collaboration premiered ten original works created and performed by dancers from the Nevada Ballet Theatre and *Cirque du Soleil*.

After the resounding success of this event in 2007, an additional performance was added in 2008, for a total of two public performances.

In addition, as in the previous year, some 1,100 students from 14 schools in the Clark County school district attended the full dress rehearsal. Some of them belonged to the Nevada Ballet Theatre's Future Dance program, which raises awareness in schools to bring the art of dance to children from underprivileged neighbourhoods.

The main objective of this event, which was priced at \$20 or \$40, was to make culture accessible to all members of society. The more

### Mentoring for an emerging artist

In partnership with the Nevada Partnership for Homeless Youth, an art project was developed in 2008 with Yoshi Cooper, a rising artist from Las Vegas. Via a mentoring approach, *Cirque du Soleil* has helped this young man create a work inspired by *KÀ*, assemble a portfolio and compose a brief artistic bio.

expensive tickets served to subsidize the price of tickets for students attending the full dress rehearsal. A total of over 2,600 tickets were sold for the event, which was held for a second year in the *Mystère* theatre. All of the profits from the event—totalling more than \$30,000—were then donated in support of the Nevada Ballet Theatre.

# MONTREAL

## *New impetus for the Arts nomades project*

The *Arts nomades* project, a *Cirque du Soleil* initiative, gives schoolchildren and pre-schoolers a chance to attend art workshops and cultural activities conducted by artist-teachers.

Some 360 preschool- and school-aged children took part in *Arts nomades* in 2008. The positive effects on the social and educational development of the students from the Bienville and Saint-Mathieu schools, not to mention their arts and cultural enrichment, encouraged *Cirque*

*du Soleil* and its partners to extend the pilot phase of this project, which had been scheduled to end in June 2008.

Thanks to the mobilization of players from educational, healthcare and community organizations, a new financial partnership was secured under which the *Commission scolaire de Montréal* (the French-language school board) joined *Cirque du Soleil* as the principal financial backer of the *Arts nomades* project.

At the close of 2008, *Cirque du Soleil*, the school board and their partners decided to set a new course for *Arts nomades* in order to reach a maximum number of elementary schools in the Saint-Michel district with an arts and culture component in their curriculum.

## International Headquarters employees mobilizing for the local community

Montreal-based *Cirque du Soleil* employees truly mobilized during the course of the year to organize team outings in aid of community organizations.

These included serving meals at the Old Brewery Mission homeless shelter, sorting food donations at *Moisson Montréal* (Harvest Montreal), and helping to clean and renovate

the premises of a number of organizations working with underprivileged populations—the *Maison des enfants de Montréal*, the *Colonie des Grèves* and the *Colonie Sainte-Jeanne d'Arc*—as well as the *Relais des jeunes familles*, a non-profit agency in the Saint-Michel district which offers a nurturing, supportive environment for fourteen young families going through difficult situations.

## *Continued support for the cultural community*

*Cirque du Soleil* offers financial support to new and innovative works by emerging artists and arts companies.

In 2008, 64 artists and arts companies benefited from such support. These artists and companies represent nine major artistic disciplines: the visual arts, film, circus arts, dance, literature, multimedia, music, theatre and variety. In all, 41 arts centres, organizations and venues also obtained support from the *Cirque du Soleil* cultural support program.

Several prior agreements were renewed in 2008 and new ones established. Among these are new agreements with the *Centre des auteurs dramatiques*, a panel of playwrights who award the Gratién-Gélinas prize for budding dramatists, the Orford Arts Centre, for creative and instructional digital arts workshops, and Studio 303, which helps stage works created in the course of artistic apprenticeships.

## The *Prélude* project in the Saint-Michel district

*Prélude* is a mentoring project for young creative spirits attempting to turn their passion into a profession as well as an artistic support initiative carried out in partnership with the TOHU and the Montreal Arts Council. *Prélude's* primary goals are to:

- enrich the career course of young artists through a personalized approach aimed at helping them develop, crystallize and fine-tune their creative work;
- foster open-mindedness among the young to a range of creators and disciplines;
- help artists secure the tools they need to fully develop their creative projects;
- urge young artists to attend at least two professional artistic performances on the Montreal scene;
- bridge the gap between young creators and Montreal's artistic community;
- expose up-and-coming artists to professional works and creators.

The mentoring takes place over a period of ten weeks. In 2008, Stairway, an urban dance troupe, and Patrice Dauphin, a storyteller, were recruited for this project.

# Latin America

## QUEBEC CITY

### *La tablée* *Cirque du Monde*

As part of Quebec City's 400th-anniversary celebrations, close to 200 participants in the *Cirque du Monde* program ranging from 12 to 30 years of age came to the Old Capital from French-speaking countries around the world to take part in a three-week artistic and cultural jamboree.

This gathering, organized by and for marginalized young people, concluded with a giant dinner show collectively prepared and presented by these same youths. This was an excellent opportunity to raise public awareness regarding the issues and difficulties facing at-risk youth, the positive impacts of outreach programs involving social circus, and the need to bring out all the talent and potential of these individuals who may have strayed from the beaten path.

In the course of the gathering, these participants had the chance to talk about their common experiences, to develop and showcase their creative and artistic potential and, for many, to enjoy a first international experience—all in a spirit of discovery with respect to the culture, atmosphere and history of Quebec.

*La tablée Cirque du Monde* gathered young people from Quebec (Drummondville, Montreal, Sherbrooke, Quebec City and Victoriaville), and from Burkina Faso, Cameroon, Lebanon, Côte d'Ivoire and Haiti, as well as two Atikamekw communities (Manawan and Wemotaci). The project was conducted in collaboration with a number of social aid agencies: the *Coalition sherbrookoise pour le travail de rue*, *Répit Jeunesse*, *Gîte Jeunesse*, *TRAIC Jeunesse*, *Centre résidentiel et communautaire Jacques-Cartier*, *Refuge la Piaule du Centre du Québec*, *Services sociaux du conseil de la nation Atikamekw*, *En Marge 12-17*, *Bon Dieu dans la Rue*, *CACTUS Montréal* and *Plein Millieu*.

- **2 touring shows under big tops**

*Alegría* and *Quidam*

- **8 cities visited in 2008**

- **1,150 tickets graciously offered** to organizations working with troubled youth, enabling them to organize benefit shows

- **Over 2,800 tickets donated** to community organizations, enabling their beneficiaries to enjoy our shows

- **28 *Cirque du Monde* sites active in 2008**

Mexico, Cholulteca, Santiago and 25 Brazilian communities

- **4 social circus training sessions** involving 26 organizations from 5 different countries

- **1 ACE award** conferred on *Alegría* for the best foreign show staged in Argentina

## RIO DE JANEIRO

### A circus-flavoured gesture of solidarity

The week preceding the tear-down of *Alegría* in Rio de Janeiro, the crew heard some troubling news about *Crescer e Viver* (growing and living), an organization belonging to the *Circo do Mundo Brasil* network that takes in some 300 underprivileged kids from the *favelas* of Rio every day: the tropical rains and strong winds of the season had played havoc with their tent, which had already seen better days to begin with.

Since the tent was located close to the Sambodromo stadium, best known for hosting Rio's Carnival, *Crescer e Viver* had intended to rent it out to one of the many samba schools taking part in the carnival for costume and

equipment storage. Ironically, the rental revenue was earmarked for buying a new tent.

Although most unfortunate, this dark cloud had a silver lining because there happened to be a team of *Cirque du Soleil* specialists on hand at the time. A quickly assembled crew of eleven technicians volunteered to make the necessary repairs. They took the opportunity to enlist the other partners from the *Circo do Mundo Brasil* network to work under the tent as well, in order to take advantage of the displayed expertise and observe the work, thus acquiring some useful knowledge.

## CALI Inaugural social circus training

The very first nationally available training program for circus instructors from various Colombian organizations took place in Cali in February 2008. Organized jointly with *Circo Para Todos* (circus for everyone), this training enabled twenty participants from Cali, Medellín and Bogotá to improve their teaching practices and talk about their experiences.

The *Circo Para Todos* school is a member of the International Network for Social Circus Training (INSCT). The social contribution of this school consists in offering circus workshops to young people from the underprivileged neighbourhoods of Cali in a bid to improve quality of life in that community.

## SÃO PAULO

### The artists as trainers

Last spring in São Paulo, the annual meeting of the *Circo do Mundo Brasil* network was also the stage for a special training session for social circus instructors. This session took place under the aegis of the *Instituto Criança e Cidadania* (children and citizenship institute), which belongs to the network. Three *Alegría* artists took part in this training, which has been held in Brazil every year since 2003.

Through their valued participation, they have transferred their technical and stage experience to 30 instructors working on 22 different projects nationwide. Their expertise added a practical dimension to the theoretical training the participants received before transmitting their acquired knowledge in turn to other instructors and young minds.

# Europe

- **2 touring shows under big tops**

*Quidam* and *Varekai*

- **1 touring arena show**

DELIRIUM

- **1 commercial office in Amsterdam**

- **26 cities visited in 2008**

- **More than 5,800 tickets graciously**

**offered** to organizations working with troubled youth, enabling them to organize benefit shows

- **Over 8,000 tickets donated** to community

organizations, enabling their beneficiaries to enjoy our shows

- **2 *Cirque du Monde* sites active in 2008**

La Louvière and Amsterdam

- **2 social circus training sessions** involving

14 organizations from 10 European countries

## ROTTERDAM

### *Varekai* lends a helping hand to up-and-coming circus artists

At the various parties held on the occasion of the premiere of *Varekai* in Antwerp, London, Amsterdam and Berlin, guests were able to appreciate the public performances by dance and circus arts students of CODARTS, a university specializing in the performing arts based in Rotterdam, in the Netherlands.

The result of close cooperation between the European Commercial Office of *Cirque du Soleil* and CODARTS, the students' performances provided them not only with some extra tuition money but also with a unique opportunity to learn and develop within the circus community. This reflects the *Cirque du Soleil* commitment to new generations of performers.

## LISBON

### Getting in touch with the local circus community

When *Quidam* was presented in Lisbon in the spring of 2008, it was the first time *Cirque du Soleil* performed on Portuguese soil. In order to pay homage to Portugal's rich circus tradition, *Cirque du Soleil* organized an event jointly with Chapitô, a circus school based in Lisbon.

Some 25 Portuguese circus artists and members of circus families gathered festively to see what the fuss was about with the new visitor, *Cirque du Soleil*, which they greeted very warmly indeed. Just the act of "gathering" was a rare enough occasion, given the very heavy touring schedules in the circus community.

## AMSTERDAM

### Meeting of the minds with Europe's social circus network

Among the different social circus training sessions given in Europe during the year, one particularly stood out. Organized jointly with the CARAVAN network, this one-week training session held in Amsterdam in March 2008 brought together 24 circus instructors from all over Europe (Germany, England, Belgium, Finland, France, Northern Ireland, Italy, Luxembourg, Netherlands and Poland) as well as two *Cirque du Soleil* trainers.

This constituted a great opportunity for *Cirque du Soleil* to forge some strong ties with the CARAVAN network, which is currently made up of seven founding organizations representing some of the best-known circus schools in Europe with a social and educational focus.

## BERLIN

### Collaboration all the way

*Cirque du Soleil* has collaborated with Circus Cabuwazi for a few years, often organizing *Cirque du Monde* workshops when touring shows visit Berlin. This year, in addition to a clowning and juggling workshop given by *Varekai* artists to 24 youths from Cabuwazi, *Cirque du Soleil* graciously gave the organization some tickets enabling them to hold a benefit, which in turn generated close to €20,000 in donations.

Also, at a meeting organized with the *Cirque du Soleil* tent master, Cabuwazi's management team benefitted from valuable technical tips and advice on how to properly waterproof their own tents and deal with all the leaks and other issues associated with rainy weather.

## LONDON

### Educational project at Royal Albert Hall

During the winter of 2008, while *Varekai* temporarily left its big top to play London's Royal Albert Hall, exchanges took place between the troupe's younger members and students enrolled in the educational program at Royal Albert Hall.

The program in question aims to heighten the students' interest in culture by exposing them to unusual experiences, often in collaboration with passing artistic companies. That is how 14 young people from *Varekai* had the chance to visit a local school and meet a class of 25 students in one of London's underprivileged neighbourhoods.

# Africa, Asia and Oceania

- **2 touring shows under big tops**

*Alegría and Dralíon*

- **2 resident shows** ZAIA and ZED

- **1 regional head office in Macau**

- **1 commercial office in Melbourne**

- **7 cities visited in 2008**

- **7th annual meeting of INSCT** (International Network for Social Circus Training ) in Ouagadougou

- **More than 970 tickets graciously offered** to organizations working with troubled youth, enabling them to organize benefit shows

- **Over 2,800 tickets donated** to community organizations, enabling their beneficiaries to enjoy our shows

- **7 *Cirque du Monde* sites active in 2008** Ouagadougou, Cape Town, Durban, Singapore, Ulaanbaatar, Dornod and Broken Hill

- **2 social circus training sessions** involving 16 organizations from 4 different countries

## MACAU

### Giving a little to help a lot

Employees of *Cirque du Soleil* who were posted in Macau in 2008 got together during the Holidays to help out local aid agencies, particularly the Cradle of Hope and Fountain of Hope foster homes, which are home to approximately sixty abandoned infants and children. These homes receive only partial funding from the Macau government and rely heavily on charitable donations.

With the money raised by the ZAIA team, by the staff at the Asia-Pacific Resident Shows Division and of the *Cirque du Soleil* Macau costume workshop, enough money was raised to purchase several outfits and new shoes for every baby and child in both homes!

A group of ZAIA volunteers took 20 of the older children (10 years of age or older) shopping in Macau's market district so they could pick out their own clothes. Not many of them could speak English, but when it comes to teenagers shopping, it seems language is no barrier! To round out the day, the kids were treated to a hearty lunch. Also, since some of the older children at Fountain of Hope had started a band as part of their music studies, the ZAIA team was also able to donate two electric guitars and a bass guitar to the cause.

## SYDNEY

### *Dralíon* holds a *Cirque du Monde* workshop

In the fall of 2008, the *Dralíon* troupe played host to a group of teens in the course of an activity organized in partnership with Street Work, a Sydney centre that provides assistance to young people struggling with drugs or alcohol.

This visit gave the kids a chance to discover all of the inner workings of *Dralíon*, from the costume workshop to what goes on backstage. They took a turn on the trampoline and the drums, and tried their hands at juggling and improv.

## CAPE TOWN

### World AIDS Day in Khayelitsha

On the occasion of World AIDS Day, 37 youths undergoing anti-retroviral treatment and participating in *Cirque du Monde* workshops in collaboration with Zip Zap Circus staged a variety show before 2,000 spectators in the Oliver Tambo Community Centre in Khayelitsha, Cape Town's biggest township. In the audience were a hundred or so youths from various homes and centres in the region.

## OUAGADOUGOU

### *A social circus big-top school*

In the fall of 2008, a team of specialists in big top set-up successfully established a big-top school in Tanghin, an underprivileged district of Ouagadougou, the capital of Burkina Faso. The school structures are tents formerly used during the *Saltimbanco* tour, and which *Cirque du Soleil* donated to the *Jeunesse du Monde* NGO, which is overseeing the project locally.

As the first social circus school in West Africa, the big-top school provides suitable permanent training facilities to social circus instructors from Burkina Faso and other African countries. It is

also a public place and a venue for fostering citizenship not only through popular education but also by focussing on African culture in general and on youth culture in particular.

This project was made possible by the close partnership between Sollertia, the *École Inter-États d'Ingénieurs de l'Équipement Rural* (EIER – interstate school for rural equipment engineers) and local authorities in Burkina Faso, as well as the youths and coordinators of *Cirque du Monde* in Ouagadougou.

# ENVIRONMENT

(Find out more at [www.cirquedusoleil.com/environment](http://www.cirquedusoleil.com/environment))

## Water management

### CORTEO

#### Cutting down on plastic water bottles

The *Corteo* team has instituted a series of initiatives to improve the management of water on tour. The first step was to considerably reduce staff consumption of single-use plastic bottles. This was achieved by giving personnel reusable bottles (with carabiners to hang them on), and by installing drinking water fountains throughout the site where employees could refill these bottles.

To encourage compliance, Tour Services has been paying a special bonus to all permanent employees who procure their own reusable bottle or hydration pack. *Corteo* has also been chosen, with KOOZA, to host a pilot project on low-flow sanitation equipment. Since every little bit helps, even the water condensing on the air-conditioning system is recovered to water the plants in the tour offices.

### ALEGRÍA

#### A water recovery project

In keeping with its role as the environmental conscience on tour, the *Alegría* school installed a very simple water-recovery system using rain barrels during the show's run in Brazil. Simple as can be, this initiative appreciably reduced the tour's consumption of drinking water, as the rain-barrel water was used for the team's housekeeping needs.

## INTERNATIONAL HEADQUARTERS

### Rainwater-collection basin

An ambitious plan was instituted in 2006 to reduce the company's water consumption. Since then, a number of additional initiatives were adopted, including the installation of dual-flush toilets (which use 71% less water than before), the installation of low-flow faucets with infra-red sensors (86% less water), the replacement of shower heads with low-flow types (40% less water) and the addition of a filtration system to the outside decorative basin (95% less water), among other conservation measures.

Continuing in this vein in 2008, *Cirque du Soleil* installed and commissioned a rainwater-collection basin with a 400,000-litre capacity. This recovery system collects rainwater from

the roofs of certain buildings at Headquarters and the Végécol-paved parking lot next to the basin. The oils and solids in the runoff water from the parking lot thus get filtered out, which reduces the amount of contaminants that would otherwise end up in the municipal sewer system. The water recovered in this basin flushes all the toilets in the new Headquarters annex built in 2007. There will be enough left over to irrigate all of the lawns and gardens, and for any pressure cleaning as well.

The basin was designed and installed in 2007 and 2008, and officially put into commission in December. Although it was only used during the last month of the year—including the Holidays when there are fewer people present—

it resulted in savings of 57,400 litres of water in sanitation water alone. If the water used for irrigation is factored in, the results of which will only be known after the summer, water savings could add as much as two million litres to the amount of water saved through the earlier measures.

# Waste and hazardous material management

## DRALION

### Reciprocal solidarity through beach clean-up

In May, the Chinese students in the *Dralion* troupe joined a few of the show's artists to take part in a major beach clean-up in Fukuoka, Japan. This was an excellent way to validate all of the awareness-raising about environmental

issues conducted with these young people, and to put some of the theory into practice.

There was a further bonus in that their hard labour did more than benefit the environment;

the Chinese troupe members wanted to also demonstrate their gratitude for the help their country received from Japan in all the areas devastated by a series of natural disasters in 2008.

## KÀ

### Pushing recycling even further

In addition to the recycling measures already in effect at KÀ, a new recycling project was put in place for cellular telephones. Employees can now drop off their old phones, batteries and chargers in a box to that effect, and these items will be properly recycled rather than dumped into a landfill.

Given the highly technical environment that KÀ artists and technicians work in, they often own unused devices, so this initiative was just the ticket.

## INTERNATIONAL HEADQUARTERS

### A greener cafeteria

When the IHQ cafeteria was renovated, new facilities were installed to make it easier to sort recyclable waste and compost. Employees now have the responsibility of sorting all their after-meal waste themselves.

## KOOZA

### Composting is the order of the day

Since its early days, KOOZA has always made a point of recycling aluminum, glass, plastic and paper. In 2008 came the challenge of a pilot project adding the composting of kitchen waste to these already commendable practices. Since 90% of kitchen refuse is food waste, composting was an easy choice.

While these efforts were ongoing, some waste-reduction measures were also instituted. KOOZA personnel eliminated straws, stir sticks and coffee-cup lids, as well as individual

portions of white sugar and butter. Garbage bags were also phased out, further reducing the amount of waste ending up as landfill. The compost collected is stored in a big bin provided by the composting company, which comes by twice a week to collect it.

# Energy efficiency and climate change

## INTERNATIONAL HEADQUARTERS

### Entreprise Vélosympathique award for *Cirque du Soleil*

*Cirque du Soleil* is the 2008 winner of the *Entreprise Vélosympathique* (bike-friendly company) award from *Vélo Québec* in the over-1,000-employee category. *Vélo Québec* awards this accolade to honour the contribution of businesses and other organizations that make concrete contributions in their workplaces to foster and promote bicycle commuting by their employees and customers.

*Vélo Québec* rightly selected *Cirque du Soleil* for its many bicycle-related initiatives at Montreal headquarters: 200 bicycle parking spots, a fleet of self-serve bicycles anyone can use, two workshop days with bike mechanics on hand, a draw for hybrid bicycles to be won by employees, and easy workplace access to shower facilities and a locker room. The main reasons *Cirque du Soleil* was awarded this

distinction were the engaged participation of different units of the company and the high number of employees commuting by bike.

### Public transit on the right track

In 2007, *Cirque du Soleil* set up a new program to encourage employees to take public transit by paying 50% of the cost of their public transportation fees. In 2008, the program was going stronger than ever, and there were 25% more public transit users than the year before.

### Looking for new avenues

A feasibility study was conducted to evaluate the possibility of powering the rainwater-collection basins with alternative forms of energy by using solar or wind power to supply the control systems.

Although the analysis revealed that such systems would not be feasible, *Cirque du Soleil* remains on the lookout for new alternatives for improving its energy efficiency.

## ALEGRÍA

### *Planting trees for Earth Day*

When *Alegría* was running in Brazil, students from the touring school decided to raise funds and contribute to tree planting. They did this by designing rather unique T-shirts emblazoned with the slogan "Do Not Disturb Nature" and selling them to tour employees.

Because the site of the big top in São Paulo was right in the middle of a park, the students took advantage of the situation to plant some trees themselves. That was the story behind the fact that on Earth Day, ten new trees sprouted in Villa Lobos park, compliments of the student body and with the help of tour personnel and members of their families.



# BUSINESS PARTNERS AND SUPPLIERS

(Find out more at [www.cirquedusoleil.com/partners](http://www.cirquedusoleil.com/partners))

## A new procurement policy for the company

In 2008, the company adopted a new procurement policy aiming at standardizing practices and providing a clear framework for all of procurement decisions.

This policy aims to improve the financial longevity of *Cirque du Soleil* by optimizing the choice of goods and services it procures, controlling business risks *Cirque* may encounter in the procurement process, and guaranteeing that our procurement choices meet our social responsibility criteria by subscribing to sustainable development processes.

The policy includes a section on the ethics and code of conduct for procurement that clarifies roles and responsibilities, defines desirable behaviour, and establishes good business practices when it comes to procurement.

Another section sets out social responsibility principles for suppliers. As *Cirque du Soleil* has dealings with a growing number of suppliers, the procurement policy defines the basic environmental and workers' rights principles they are expected to follow.

The company's approach when applying this policy is based on dialogue and cooperation. The policy should be implemented in a spirit of commitment to continuous improvement from both *Cirque du Soleil* and its suppliers. A supplier evaluation questionnaire was devised and a pilot assessment was carried out among ten suppliers in the fall of 2008.

## Merchandise: A new approach

A number of different projects have been or are being developed for the purpose of phasing out any toxic raw materials currently used to produce certain items sold by *Cirque du Soleil*.

With this in mind, the company called on an external consulting firm to provide a market overview of organic cotton. This study identified the environmental and social issues of this sector, and provided an evaluation of the different certifications relating to the harvesting and production of cotton that is grown organically.

Based on the resulting study and on the ensuing training of *Cirque du Soleil* buyers, discussions can take place with the company's suppliers, and better, more ethical choices can be made with respect to cotton purchases.

## Bottled water sale on tour: Something to consider

Although *Cirque du Soleil* essentially phased out the sale of bottled water in its offices in 2007, an appropriate solution for touring operations remains elusive.

That was the impetus behind the 2008 study to rate the different water sale and distribution alternatives. Conducted by an outside firm, the study focussed on analyzing life cycles from an environmental perspective.

A life-cycle analysis makes it possible to assess the environmental impact of a product throughout its "life," from the extraction of raw materials to production, use and, finally, disposal. A life-cycle analysis was also conducted to determine the impact of various reusable water bottles.

Further knowledge of environmental issues associated with the different water sales and distribution alternatives will help establish decision-making parameters for the company's future choices.

## *Cirque du Soleil* participating in ECPAR

Established in 2008, the *Espace de concertation sur les pratiques d'approvisionnement responsable* (ECPAR – discussion group on responsible procurement practices) is an initiative to support organizations trying to develop and strengthen the sustainability of their supply practices.

Organizations from the public and private sectors, including *Cirque du Soleil*, are actively involved in this group, which comprises representatives of stakeholders, research centre analysts and sustainable development consultants.

ECPAR's mission is to facilitate exchange among members, to optimize their efforts to institute responsible procurement practices and, when the time is right, ultimately exert greater overall influence on social, environmental, ethical and economic decisions made in Quebec.

# 2009 CHALLENGES

## Reduce the environmental impact of the company's operations

Since adopting its environmental policy in 2006, *Cirque du Soleil* has implemented a series of measures to assess and reduce its ecological footprint, especially in terms of its management of water, its energy efficiency, and its handling of waste and hazardous materials.

*Cirque du Soleil* would like to significantly reduce the environmental impact of its operations, particularly those related to its touring shows, which represent the greatest portion of the company's ecological footprint.

To do so, in 2009, *Cirque du Soleil* will continue to equip itself with effective measuring instruments so it has the means to assess the real impact of both current and future environmental initiatives and to set clear improvement goals for itself.

## Develop fruitful dialogue

Over the last few years, *Cirque du Soleil* has made good use of the tools at its disposal to open a dialogue with its business partners and suppliers regarding issues of social responsibility and sustainable development. These tools include the social responsibility clause included in *Cirque*'s contracts with its business partners since 2007 and the procurement policy the company adopted in 2008.

Given the current economic situation, it is all the more incumbent on *Cirque du Soleil* to establish and maintain a fruitful dialogue with its business partners and suppliers with a view to transforming simple good intentions into actions that have a tangible impact on the areas of social responsibility and sustainable development.