

2022-2024 Strategic Plan

Our Mission and Vision

For a decade, WCI, Inc. has executed its **Mission to support the collaborative development and implementation of greenhouse gas emissions trading programs**. Through the partnership with Participating Jurisdictions, the WCI Carbon Market has grown to become the largest carbon market in North America and is recognized as an effective and cost-efficient model for the implementation of greenhouse gas reduction initiatives that support the fight against climate change.

As we prepare to take on new challenges, the WCI, Inc. Board of Directors' **Vision** for the organization is that **WCI, Inc. is the premier service provider for emissions trading systems in the Americas and facilitates jurisdictional collaboration to enable greater greenhouse gas reductions**. Our commitment to the highest quality service delivery to participating jurisdictions and expansion of our reach to new jurisdictions in the Americas are the focal point of this strategic plan and will inform our future investment priorities.

We will accomplish our Mission and Vision by collaborating with our Participating Jurisdictions and partners and continuing to provide services that meet the highest quality, security, and sustainability standards. We acknowledge the importance of service delivery and the responsibility that comes with the funding we receive and have aligned these Strategic Priorities with our Strategic Goals and Objectives.

Our Values

- **Collaboration** – Working together, we can achieve more success. We build consensus, find solutions, and share responsibility with our partners and colleagues.
- **Transparency** – We act in a transparent and open manner, congruent with the prudent stewardship of our funds and with integrity in everything we do.
- **Trust** – We act honorably and honestly in all our relationships with people we serve, work with, and who rely on us. We keep our commitments and fulfill expectations.
- **Responsiveness** – We are responsive to the needs of our partners and colleagues and strive to maintain the highest level of service in a flexible and cost-efficient manner.
- **Empowerment** – We are committed to providing the best possible climate for maximum development and goal achievement for all of our employees. We respect each individual we work with and treat them in a professional manner. We seek to develop a spirit of teamwork: individuals working together to attain a common goal.

Our Strategic Priorities

In this plan, we outline four major themes that are reflected throughout our activities:

SUPPORT references our mandate to ensure our services meet the needs of our jurisdictions implementing greenhouse gas emissions reduction programs.

EXPAND references WCI, Inc.'s push to grow the WCI Carbon Market to further enable a robust market and support emerging programs.

INVEST references our dedication to enhance the capabilities of our team.

COMMUNICATE references our commitment to increase the visibility of WCI, Inc. and the WCI Carbon Market.

2022 – 2024 Strategic Goals & Objectives		
	Strategic Goal	Strategic Objective
<i>Support</i>	Ensure services provided by WCI, Inc. are reliable, secure, and able to scale to meet the needs of our partners.	<ul style="list-style-type: none"> • Ensure operational continuity, reliability, and quality of mission critical services. • Evaluate and adopt technologies and processes to improve service delivery. • Harden our information systems to maintain data security and restrict access to authorized users. • Reduce delivery time from solution concept to implementation. • Enable administrative, functional, and performance scalability for services offered. • Build trusted partnerships with service providers that help us meet our Mission and Vision.
<i>Expand</i>	Expand support for regulated carbon markets in the Americas through the addition of new partners and services.	<ul style="list-style-type: none"> • Design, develop, and deploy new applications that meet the business needs of current and future jurisdictions we support. • Expand support for emissions trading programs throughout the Americas. • Explore and implement engagement models that enable a variety of jurisdictions to utilize WCI, Inc.'s services.
<i>Invest</i>	Invest in the development of our team to enhance WCI, Inc. capabilities.	<ul style="list-style-type: none"> • Attract and retain personnel capable of supporting WCI, Inc.'s Mission and the achievement of our shared goals. • Develop the capabilities of WCI, Inc. personnel and provide opportunities for professional development. • Build an inclusive work environment that promotes professional growth and development.
<i>Communicate</i>	Disseminate pertinent information to keep our stakeholders informed.	<ul style="list-style-type: none"> • Increase the visibility of WCI, Inc. to broaden the awareness of our role, services we provide, our results, and the impact of our work. • Promote the WCI Carbon Market and the benefits of the partnership. • Inform stakeholders and report the activities of the corporation in a transparent manner consistent with our values, policies, and the needs of our partners.