

What Matters

CORPORATE SOCIAL
RESPONSIBILITY REPORT
2014

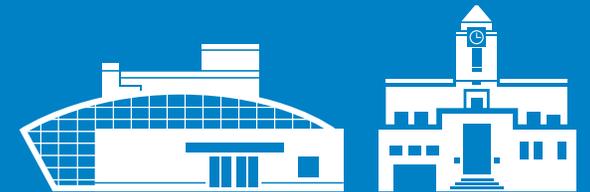
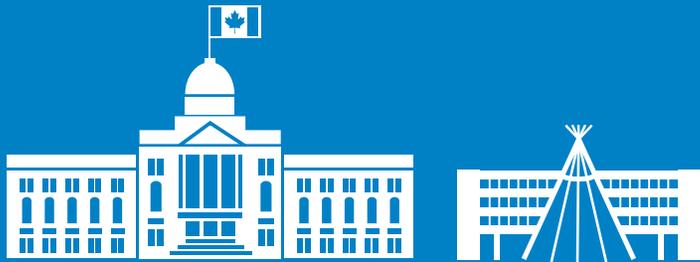


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LETTER FROM THE CEO



2020 Vision

DRIVEN BY OUR
PASSION FOR A
BETTER WORLD,
WE WILL BREAK
BOUNDARIES
TO BECOME
THE MOST
INTERNATIONALLY
RECOGNIZED AND
VALUED SCIENCE
SOLUTIONS
COMPANY IN
NORTH AMERICA
BY 2020.

As we strive toward our 2020 vision, many changes have taken place at SRC in 2013-14 that exemplify our direction. We've had to really reflect and make big decisions about what matters as we forge ahead to meet and exceed our key strategic goals.

We choose to be a responsible and sustainable company. In our fourth Corporate Social Responsibility (CSR) report, we look back on the past year and our CSR journey as it relates to our company, to our communities and to our place in the global market.

In a sense, our CSR journey began when we were formed in 1947 with the objective of strengthening the Saskatchewan economy and creating meaningful impacts by facilitating research and development. But, CSR is becoming more embedded in every level of SRC's business. It is reflected in the culture we've fostered that embraces safety and employee diversity. It is evident in the services we provide to clients as we strive to conduct business in a socially and environmentally responsible manner. And, it is apparent in our dedication to community improvement through our employee volunteer commitment.

Here are a few highlights from the past year:

ECONOMIC PERFORMANCE



- SRC's revenues exceeded **\$59 million**.
- SRC's total economic impact in Saskatchewan was more than **\$413 million**. Since 2003, SRC's total impact is over **\$5.8 billion**.
- More than **1,900 jobs** were created or maintained, as a result of SRC's work for clients.

SOCIAL PERFORMANCE



- Safety continues to be an overriding priority at SRC. We achieved a lost-time incident rate of **0.6 per 200,000 hours** worked.
- SRC strives to be a "best employer" by continuing to invest in our employees. Employees had an average of **4.28 hours** of safety training and **22.4 hours** of skills training.
- We supported employees who participated in volunteer and charitable activities for various organizations and we launched our Employee Volunteer Program, which saw **274 employees** volunteer **1,688 hours** to the Great Canadian Shoreline Cleanup and Saskatchewan food banks.

ENVIRONMENTAL PERFORMANCE



- SRC's operations produced greenhouse gas emissions of **10,496 tonnes CO₂e**.
- SRC contributed to reducing clients' emissions by more than **21,300 tonnes CO₂e** and saving more than **40 million kilowatt hours** in energy through our sustainable services.
- Through recycling and sales of retired equipment, SRC diverted more than **5 metric tonnes** of surplus equipment and supplies away from landfills.
- **More than 130 of SRC employees** participated in the Commuter Challenge, a national event encouraging sustainable commuting through public transit, carpooling, biking and other environmentally sound ways. During the Commuter Challenge, SRC employees saved at least **506.74 litres of fuel** and avoided at least **1,090 kg of CO₂ emissions** by choosing to commute sustainably to work for one week.





Beginning this year,

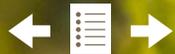
we are embarking on materiality assessments for our CSR reporting. By reviewing historical inquiries, we can better understand what matters to key stakeholders to ensure that we can provide a level of transparency that is useful and meaningful.

In support of SRC's goal to be a socially and environmentally responsible company, SRC has increased the transparency of its CSR reporting. This report follows the Global Reporting Initiative's™ (GRI) G4 reporting standards, reflecting the materiality input that we have acquired, resulting in performance measures and reporting indicators that are closely tied to our stakeholders, strategy and identity.

As we work toward attaining our Vision for 2020 achieving our strategic goals, particularly those related to improving our economic impact and socio-environmental performance, continues to guide our decisions and actions. SRC strives to grow our economy in a socially and environmentally responsible way, to become a "best employer" with highly engaged employees, to become North America's premium science solutions company, to provide a positive financial return and to conduct business in a socially and environmentally responsible manner.

As we continually ask what matters, we find our own inspiration and pride in the incorporation of socially responsible practices at SRC.

Dr. Laurier Schramm
President and CEO



ABOUT THIS REPORT





This is the fourth year that the Saskatchewan Research Council (SRC) has completed a CSR report and submitted it to the Global Reporting Initiative™ (GRI). Our last report *Pathway to Sustainability: Corporate Social Responsibility Report 2012-2013* was issued in August 2013.

The 2013-14 reporting period captures measurements and data from April 2013 – March 2014 to coincide with SRC’s annual financial reporting cycle.

SCALE OF REPORTING 1

This report covers all of SRC’s operations, including SRC’s offices in Saskatchewan (Saskatoon, Regina, Prince Albert, and Uranium City) and Alberta (Calgary). It does not include any analysis of SRC’s supply chain, including suppliers, clients and sub-contractors.

REPORT BOUNDARIES, SCOPE AND LIMITATIONS

This 2013-14 report is being submitted In Accordance with GRI’s Core G4 guidelines. It has not been externally assured and there is no current SRC policy on seeking external assurance. External assurance will be evaluated as SRC continues to develop its sustainability priorities and processes.

DATA MEASUREMENT TECHNIQUES

All data has been collected from appropriate employees within SRC. With the exception of a small portion of vehicle data and energy consumption data, all are actual results.

Due to differences in reporting needs across SRC, a small number of vehicles required estimates for kilometers travelled and gasoline used. The estimates were based on the number of trips and trip locations, combined with fuel consumption ratings data provided by Natural Resources Canada. Tools are in development to help improve reporting consistency for future years.

Utilities that are not paid for directly by SRC were reported by its landlord on an annual basis. For offices located in Saskatchewan, a monthly average was calculated in order to estimate consumption over the 2013-14 fiscal year. Utilities for SRC’s Calgary office are included in the base rent, so the usage was estimated, based on SRC’s other offices. Additionally, SRC produces electricity for one of its Climate Reference

Stations using solar panels. The amount of electricity used is not monitored, so an estimate based on a similar Climate Reference Station that SRC operates was used.

Data compilation techniques used follow GRI G4 guidelines.

MATERIALITY AND DISCLOSURES OF MANAGEMENT APPROACH 2

Prior to this report, SRC deemed indicators to be material solely based on SRC’s goals and strategies. In the 2013-14 fiscal year, SRC began looking at materiality differently and is embarking on a phased approach to developing a formal materiality study.

In this year’s report, the following aspects from GRI’s G4 guidelines were deemed to be material, both internally and externally 4, based on a review of SRC’s business strategy and industry/client sustainability trends.

ECONOMIC PERFORMANCE 5

- As SRC is a Treasury Board Crown Corporation, managing economic performance is important to us. Having a positive net income allows us to reinvest in our organization, both to strengthen SRC and the provincial economy.
- Economic performance is managed by all levels of SRC employees. Employees are provided access to yearly financial plans and annual reports, along with regular financial updates throughout the year. Additionally, policies are in place to manage purchases and revenue agreements.
- Policies related to financial management are reviewed and updated based on changes to SRC’s management structure and upon recommendation by Government of Saskatchewan provincial auditors.

MARKET PRESENCE 5

- Market presence is considered material by SRC, based on its desire to become a “best employer”.

We report on market presence through comparison of our standard entry level wages to the provincially mandated minimum wage.

INDIRECT ECONOMIC IMPACTS 5

- SRC conducts an annual economic impact analysis. This allows us to understand what impact we are making within the province of Saskatchewan, to demonstrate the value for each dollar that the Government of Saskatchewan invests in SRC and to understand the economic activity our work generates on behalf of clients, in the form of increased revenues, cost savings and job maintenance/creation.
- When undertaking projects, SRC acknowledges that there will be a positive economic benefit to the province. Each year, SRC sets a target for its economic impact in Saskatchewan, which includes both its revenues and the economic impact that clients generate as a result of SRC’s work.

ENERGY, EMISSIONS, EFFLUENTS AND WASTE 5

- SRC is entering its fifth year of gathering energy and emissions data. Once a baseline is established, we anticipate being able to set targets and opportunities for reducing energy use and emissions. While we are unable to fully track our waste, we have been able to track how much waste has been diverted away from landfills due to recycling or sales of old equipment and furniture. We are looking at ways to improve our waste reduction and, as such, intend to investigate a company-wide recycling initiative in 2014-15.

EMPLOYMENT 5

- SRC tracks its employment and turnover numbers, as it enables us to monitor our workforce, measure impacts and outcomes of decisions and actions taken, and is critical to future planning. Understanding demographics and employees’ needs allows us to adapt and optimize programs.



OCCUPATIONAL HEALTH AND SAFETY (OH&S) 5

- Safety is an overriding priority at SRC. SRC will not undertake projects that cannot be done safely, both for employees and the external community.
- SRC puts a strong focus on engaging employees in safety programming. Not only does SRC have safety policies and manuals in place, but employees also invest time in safety orientations, training and receive regular communications related to safety. Safety has a place in all employee meetings and business unit meetings. Employees are encouraged to discuss safety concerns with managers or SRC's OH&S Committees and each employee sets personal performance objectives for safety each year. SRC sets targets to ensure that employees strive to reduce workplace injuries and progress is communicated with employees regularly.
- SRC regularly reviews its safety program and identifies ways to improve the program and employee engagement in safety.

TRAINING AND EDUCATION 5

- With goals of becoming an internationally recognized research and technology organization (RTO) and becoming a "best employer," providing access to training and other professional development opportunities to employees is an important step in achieving those objectives.
- SRC does not set targets for hours of training. Rather, each division has a training budget allocated to meet the broader needs of SRC. Training and professional development activities may include training administered by SRC, external training, special projects or self-guided learning, so setting target hours is difficult. Rather, as a part of SRC's performance management, employees and managers work to determine appropriate training and professional development activities for the year.
- As SRC evolves, we continuously strive to improve how we manage training and professional development. Having a corporately administered training portal is one way in which we have improved internal training in recent years.

DIVERSITY AND EQUAL OPPORTUNITY 5

- SRC prides itself on being an inclusive workplace. We strive to be a workplace with a culture that embraces diversity.
- SRC is a Saskatchewan Human Rights Commission Equity Partner, which means we have an employment equity plan that is approved by the Saskatchewan Human Rights Commission and we are able to encourage applications and preferentially hire people from target equity groups in underrepresented occupational groups. SRC is also a member of the Federal Contractors Program for Employment Equity.

LOCAL COMMUNITIES 5

- SRC has taken two approaches to community engagement:
 - Developed from employee feedback, SRC successfully launched its Employee Volunteer Program in 2013-14. Employees desired a way to give back to their communities and felt it was equally important for SRC to give back.
 - Typically, community engagement has not been a requirement in the projects that SRC manages, either due to client confidentiality or because the public is not a key stakeholder of SRC's projects. As we have experienced in Project CLEANS (Cleanup of Abandoned Northern Sites), a project in which we remediate abandoned uranium mine sites in northern Saskatchewan, community engagement is integral to running a successful project. As a result of managing this project, we have found it evident that engagement needs to be built into future remediation project plans and have adjusted our planning accordingly.

If you have any questions or would like to provide feedback on this CSR report, please email info@src.sk.ca or visit www.src.sk.ca/csr.



AS WE HAVE EXPERIENCED IN PROJECT CLEANS (CLEANUP OF ABANDONED NORTHERN SITES), A PROJECT IN WHICH WE REMEDIATE ABANDONED URANIUM MINE SITES IN NORTHERN SASKATCHEWAN, COMMUNITY ENGAGEMENT IS INTEGRAL TO RUNNING A SUCCESSFUL PROJECT.



ABOUT SRC



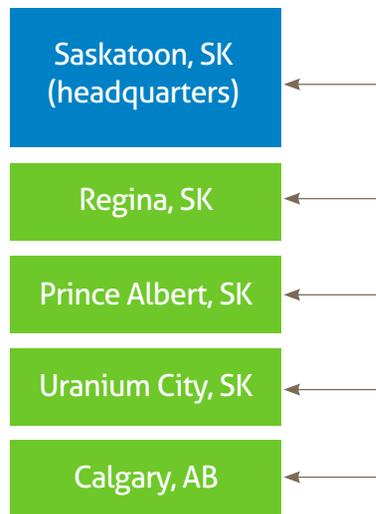
OVERVIEW

The Saskatchewan Research Council (SRC) is Saskatchewan's leading provider of applied research, development and demonstration (RD&D) and technology commercialization.

With over 350 employees, \$59 million in annual revenue and over 67 years of RD&D experience, SRC provides research, development, demonstration, commercialization and testing services to its 1,400 clients in 20 countries around the world.

SRC is focusing its efforts on the mining, minerals and energy sectors, and the environmental considerations that are important across both.

SRC HAS LOCATIONS IN



IMPACTS

SRC's 2013-14 annual economic impact assessment demonstrates:

- We achieved more than \$413 million in direct economic benefit to Saskatchewan
- Our work created or maintained over \$126 million worth of jobs
- We undertook more than \$17 million in projects aimed at creating positive environmental and social impacts

- Our work for clients contributed to reducing at least 21,300 tonnes of greenhouse gas emissions and saving over 40 million kWh/year of energy

INTERNAL STANDARDS

- *Code of Conduct and Ethics*
- *The Research Council Act*

EXTERNAL STANDARDS

- International Financial Reporting Standards (IFRS)
- Saskatchewan Health and Safety Leadership Charter through the Workers' Compensation Board (WCB)

MEMBERSHIPS AND INDUSTRY INVOLVEMENT

SRC was a member in the following associations for all or part of 2013-14:

- Chambers of Commerce (Saskatchewan, Saskatoon, Prince Albert)
- Global Reporting Initiative™ (GRI)
- Innoventures Canada (I-CAN™)
- The Institute of Public Administration of Canada (IPAC)
- Saskatchewan Environmental Industry and Managers Association (SEIMA)
- Saskatchewan Science Centre
- Saskatchewan Trade and Export Partnership (STEP)
- Biotechnology Industry Organization

RECOGNITION

Over the last year, through delivering solutions with excellence, SRC's work was acknowledged in the following ways:

- SRC's Amy Derbowka won a 2013 Site Coordinator Achievement Award for her work organizing 111 volunteers to clean six parks during the **Great Canadian Shoreline Cleanup** in September 2013.
- SRC's Rostyk Hursky was honoured with the **Institute of Public Administration of Canada (IPAC) Saskatchewan Promising New Professional Award** for his role as a thought leader in the competitive intelligence arena. He was also a runner-up for the national-level IPAC award, an invited speaker for the Growth, Innovation and Leadership conference hosted by **Frost & Sullivan** and

was asked to join the board of directors for the **Strategic and Competitive Intelligence Professionals**.

- In May 2013, SRC's Lesley McGilp, manager of the Pipe Flow Technology Centre™, was honoured with a **YWCA Saskatoon Women of Distinction Award** in the Research, Science and Technology category for her contribution to the community, including the launch of Saskatchewan's first Innovation Week.

- In May 2013, the **Canadian Nuclear Safety Commission** issued SRC a Waste Nuclear Substance Licence for the Lorado Mill Tailings Management Area, demonstrating the CNSC's confidence in SRC to protect public safety and the environment, while advancing the remediation goals of Project CLEANS.

- SRC's website was recognized with a Standard of Excellence Award in the Science category, by the **Web Marketing Association's 2013 WebAwards**.

- SRC's Eric Thiessen received an Award of Distinction, which recognizes projects that exceed industry standards, from the **International Videographer Awards** for SRC's Commuter Challenge video in August 2013.

- In November 2013, SRC's Mark Johnston received an award from **Natural Resources Canada, Canadian Forest Service**, recognizing his dedication and exceptional research achievements.

- SRC's Method and System for Powering an Otto Cycle Engine using Gasoline and Compressed Natural Gas received a **Canadian patent** in July 2012 and a US patent in November 2013.

- SRC Board member John Cross was awarded the **Saskatchewan Order of Merit** in November 2013.

- The **Canadian Association for Laboratory Accreditation Inc. (CALA)** renewed SRC Environmental Analytical Laboratories' accreditation in January 2014.

- In February 2014, SRC won a Leadership in Community Service Communitas Award from the **Association of Marketing and Communication Professionals'** special branch that honours creative community partnerships.



STAKEHOLDER ENGAGEMENT 6

The needs of SRC's stakeholders are carefully considered when developing strategies and undertaking projects. Annually, SRC develops an overall Communications and Branding Strategy geared towards engaging our stakeholders. In addition, during project planning, stakeholder needs are considered and the level of engagement is determined based on how a project will affect each stakeholder group.

Here are examples of how SRC engages major stakeholders:

GOVERNMENT OF SASKATCHEWAN

- SRC provides updates to the Government of Saskatchewan's Treasury Board, the Minister responsible for SRC, other cabinet ministers and senior provincial government officials as appropriate.

SRC EMPLOYEES

- We engage employees through regular all-employee meetings and a broad range of internal communication vehicles.
- SRC has provided every employee with an Apple iPad® to ensure that everyone has access to email, the corporate intranet and other ways to communicate with each other.

SRC'S BOARD OF DIRECTORS

- SRC engages its Board of Directors through regular board meetings and planning retreats.

SASKATCHEWAN RESIDENTS AND COMMUNITIES

- We reach out to Saskatchewan residents through many media activities, advertising and by providing publicly accessible documents.
- SRC seeks connections with the public through its four social media channels. In 2013-14, SRC saw steady growth in its online presence and more engagement with its audience, generating 3,200 more YouTube views than the previous year, a 26 per cent increase in Twitter followers and a 52 per cent increase in Facebook fans.
- SRC holds regular community meetings (11 were held during the reporting period) and has provided local training for Project CLEANs, an environmental

remediation project aimed at cleaning up 37 abandoned mine and mill sites in northern Saskatchewan.

CLIENTS

- We encourage client engagement through regular client surveys.
- SRC distributes its performance highlights to update current clients.
- During the 2013-14 fiscal year, SRC interviewed select clients as part of the annual economic impact assessment process.
- In 2014, major clients of SRC's Energy division, were invited to Microbial Enhanced Oil Recovery (MEOR) workshops.

PEERS

- SRC actively leads and participates in Innoventures Canada (I-CAN™), a cross-Canada association of research and technology organizations similar to SRC.



SFC
Innovation Forum 2013

GOVERNANCE



AUTHORITY

The Saskatchewan Research Council (SRC) is a Saskatchewan Treasury Board Crown Corporation governed by *The Research Council Act*. Within this framework, the Board of Directors (Board) formulates policy and delegates the responsibility and authority for the ongoing management of the corporation to the President and CEO.

BOARD RESPONSIBILITIES

The Board ensures that the activities of the corporation are carried out under the terms of *The Research Council Act*. The Board oversees the stewardship of the corporation and is responsible for strategic planning and monitoring of financial and business performance. The Board ensures that management has systems in place to identify and manage the principal risks of the corporation's business.

BOARD QUALIFICATIONS AND EXPERTISE

SRC's Governance and Nominating Committee (GNC) of the Board has been assigned the responsibility to oversee Board renewal, succession, skill set determination and nomination.

When recruiting new members, the GNC considers the appropriate combination of competencies and experience needed on the Board at a particular time to provide effective governance to support SRC's mission. This includes:

- Identifying the current and future needs of SRC and the needs and expectations of its shareholder.
- Determining the best mix of Board talent and experience by examining the nature of challenges facing the business. These challenges may change as the business evolves and grows.
- Establishing Board Appointment Guidelines to ensure that Board composition continues to add value to the corporation and that the appropriate mix of competencies and experience remains relevant to the corporation's needs.
- The guidelines are used in conjunction with a Skills Matrix, which indicates the competencies,

representation and diversity goals of the current Board members and the gaps that need to be filled. The matrix includes attributes, such as:

- Financial expertise
- Senior management experience
- National/international business experience
- Governance expertise
- Applied research and development management experience
- Legal expertise
- Human resources expertise
- Marketing/branding expertise
- Knowledge of public policy mandate and shareholder objectives
- Change management experience
- Entrepreneurial/business development experience
- Corporate social responsibility experience
- Organizational development/strategic planning experience
- Information technology expertise

BOARD COMPOSITION AND COMPENSATION

In 2013-14, SRC's Board was comprised of 11 members with a diverse combination of knowledge and expertise. The members represented a cross-section of SRC's stakeholder community.

Ten Directors, including the Chair, were independent of SRC management. The Chair is not an executive officer of the corporation. The one related Director was the President and CEO of the corporation.

Board members (except for members who are government employees) receive a retainer and an honorarium for meetings attended. The level of compensation is established by Treasury Board. Members are allowed travel and associated expenses at SRC approved rates. The compensation is not tied to the organization's performance.

SRC's Executive Team has a compensation component that is based on achieving key performance indicators, including indicators specifically related to CSR performance.

THE BOARD AND MANAGEMENT

The Board focuses on the strategic leadership of the

corporation and does not become involved in day-to-day management, but delegates and entrusts operational decisions to management; holding management accountable for the corporation's performance, long-term viability and the achievement of its objectives.

PERFORMANCE EVALUATION

The Board has an annual evaluation process. At this time, economic, environmental and social performance is not part of the evaluation.

COMMITTEES

The Board has established the following committees to address specific areas of Board responsibility:

Audit and Finance Committee

The Audit and Finance Committee is responsible for monitoring, advising and making recommendations to the Board regarding all aspects of financial planning and the financial management of the corporation. The Audit and Finance Committee acts as the communication link between the Board and the Provincial Auditor.

Governance and Nominating Committee

The Governance and Nominating Committee is responsible for monitoring, advising and making recommendations to the Board regarding the governance strategy of the corporation, assessing and evaluating Board and CEO performance, administering the Board-CEO relationship and assessing and monitoring the risk framework.

FEEDBACK MECHANISMS TO THE BOARD

SRC's sole shareholder, the Government of Saskatchewan, provides direction and feedback to the Board through a provincial cabinet minister responsible for SRC. There is no mechanism in place for employees to provide general feedback to the Board.

CONFLICTS OF INTEREST

Board candidates are asked to disclose any potential conflicts of interest on their candidate application form. New Board members are asked to complete a Declaration of Interest form when they join the Board.

Annually, as part of the recommitment to the *Code of Conduct and Ethics*, Board members are asked to review



their latest Declaration of Interest form and to complete a new one if there have been any changes.

At the beginning of scheduled Board and Board committee meetings, members are asked to declare any conflict of interest or potential conflict of interest related to issues that may be discussed at the meeting.

Serving Board members are asked to declare any actual, potential or perceived conflict of interest in writing to the Board Chair, using the Declaration of Interest form, immediately upon becoming aware of the situation.

PERFORMANCE OVERSIGHT

The Board oversees the stewardship of the organization by approving policy, guiding the strategic planning process and monitoring performance.

Performance is measured using Key Performance Indicators (KPIs), which are quantifiable measurements intended to reflect the critical success factors for the organization. The suitability of the KPIs and corporate performance, as measured by the KPIs, are reviewed annually by the Board committees.

Other mechanisms for evaluating performance include:

- Economic Impact Assessment: Each year, the Board reviews a copy of the Economic Impact Assessment, which includes information on the economic impact of SRC on Saskatchewan, the number of jobs created in Saskatchewan and other social and environmental measurements.
- Enterprise Risk Management (ERM): SRC's ERM strategy manages both threats and opportunities. The Governance and Nominating Committee monitors and assesses the risk framework and engages the participation of the Board to address ERM issues as they arise. The Board and management also receive regular and ad hoc risk assessments and ratings.
- Environmental Scanning: Looking for media and other public mentions of SRC and its projects.

BOARD OF DIRECTORS



Dr. Peta Bonham-Smith
Acting Board Chair



Ronn Lepage
Acting Vice-Chair



Dr. Laurier Schramm
Secretary



Pat Cook



John Cross



Dr. Dennis Fitzpatrick



Dr. Patrick Jamieson



Shelley Lipon



Jamie McIntyre



Dr. Charles Randell



Nathan Rhodes

EXECUTIVE TEAM



Dr. Laurier Schramm
President and CEO



Toby Arnold
Vice-President,
Organizational Effectiveness



Michael Crabtree
Vice-President,
Energy



Joe Muldoon
Vice-President,
Environment



Craig Murray
Vice-President,
Mining and Minerals



Wanda Nyirfa
Vice-President,
Business Ventures



Phillip Stephan
Vice-President,
Strategic Initiatives



VALUES AND ETHICS

SRC   **Commuter Challenge**  INNOVATION PLACE



SRC VALUES
SAFETY,
DIVERSITY,
CREATIVITY,
EXCELLENCE AND
UNPARALLELED
SERVICE TO
CLIENTS AND
COLLEAGUES.

SRC has adopted a set of Values and a Code of Conduct and Ethics that set standards for ethical behavior at SRC.

SRC values safety, diversity, creativity, excellence and unparalleled service to clients and colleagues.

Our core values are:

INTEGRITY

We deal with people and organizations honestly and ethically.

RESPECT

We treat people, property and the environment with respect.

QUALITY

We deliver quality to clients and colleagues.

ONE TEAM

We work together in the best interests of SRC.

All employees and SRC's Board of Directors are expected to conduct themselves in accordance with SRC's *Code of Conduct and Ethics*. Employees and Board Members are required to review and sign the Code upon appointment and re-sign annually. In addition to signing the Code, all employees are required to review eight additional ethics related policies on an annual basis.

Employees can seek advice or report unethical and unlawful activities through Vice-Presidents, SRC's Associate Vice-President of Finance, its CEO or the Chair of SRC's Audit and Finance Committee, either verbally or in writing. Employees can also contact an independent third party through SRC's whistleblower hotline.





**ECONOMIC
PERFORMANCE**



DIRECT ECONOMIC VALUE

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Direct economic value as a result of SRC's work.	<p>Total revenue and other income of \$67,164k.</p> <p>Total operating expenses of \$66,383k.</p> <p>Employee compensation, including salary and benefits of \$30,682k.</p> <p>Retained earnings of \$26,292k.</p> <p>Total payments to suppliers of \$32,144k.</p> <p>Purchases of property, plant and equipment of \$6,472k.</p> <p>As a Treasury Board Crown Corporation, SRC does not provide cash donations.</p>	<p>Total revenue and other income of \$68,309k.</p> <p>Total operating expenses of \$67,954k.</p> <p>Employee compensation, including salary and benefits of \$32,310k.</p>	<p>Total revenue and other income of \$59,347k.</p> <p>Total operating expenses of \$62,331k.</p> <p>Employee compensation, including salary and benefits of \$31,562k.</p> <p>Retained earnings of \$23,372k.</p> <p>Total payments to suppliers of \$26,254k.</p> <p>Purchases of property, plant and equipment of \$3,170k.</p> <p>As a Treasury Board Crown Corporation, SRC does not provide cash donations.</p>
Significant financial assistance received from Government	\$18,983k	No target set	\$19,743k

ECONOMIC IMPACT

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Economic impact of SRC in Saskatchewan as measured by the annual economic impact assessment.	\$559M	\$500M	\$413M

QUALITY JOBS

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Number of jobs created or maintained in Saskatchewan as measured by the annual economic impact assessment.	>2,700	No target set	>1,900



ENVIRONMENTAL AND/OR SOCIAL IMPACT

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Total dollar value of projects focused on or containing a substantial component of achieving positive environmental or social impacts.	>\$36M	No target set	>\$17M
Total percentage of projects focused on or containing a substantial component of achieving positive environmental or social impacts.	Not previously reported	70%	46%

MANDATE EFFECTIVENESS

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Mandate effectiveness as measured by the annual economic impact assessment.	>29	No target set	>21

ENVIRONMENTAL PERFORMANCE



ENERGY CONSUMPTION

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Total energy consumed within SRC.	<p>Total electricity use of 27,991 GJ.</p> <p>Total natural gas use of 84,685 GJ for heating, cooling and equipment.</p> <p>The purchased electricity is generated from coal, hydro, natural gas, wind, imports and other sources, so it is a mixture of both non-renewable and renewable resources. The natural gas for heating and cooling is a non-renewable resource.</p> <p>SRC purchases all electricity, with the exception of an estimated 4 GJ, which SRC produces using solar panels at a remote site.</p>	No target set	<p>Total electricity use of 29,671 GJ.</p> <p>Total natural gas use of 77,477 GJ for heating, cooling and equipment.</p> <p>The purchased electricity is generated from coal, hydro, natural gas, wind, imports and other sources, so it is a mixture of both non-renewable and renewable resources. The natural gas for heating and cooling is a non-renewable resource.</p> <p>SRC purchases all electricity, with the exception of an estimated 1 GJ, which SRC produces using solar panels at a remote site.</p>
Total energy consumed through the use of SRC vehicles and non-road vehicles.	998 GJ	No target set	904 GJ
Energy intensity.	Not previously reported	No target set	299 GJ/Employee

GREENHOUSE GAS EMISSIONS

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Direct greenhouse gas emissions (Scope 1).	77 tonnes CO ₂ e	No target set	68 tonnes CO ₂ e
Energy indirect greenhouse gas emissions (Scope 2).	10,413 tonnes CO ₂ e	No target set	10,428 tonnes CO ₂ e

WASTE DISPOSAL AND DIVERSION

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Total weight of waste diverted from landfill disposal.	11.33 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales.	No target set	5.15 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales.



SOCIAL PERFORMANCE



TRAINING

SRC has a key strategic goal to become a “best employer.” We know that having highly skilled employees is critical to our success. Our corporately managed training program ensures that all SRC employees receive access to training in core business skills, in addition to job-specific training provided by operating divisions. In 2013-2014, SRC employees took part in over 9,500 hours of corporately led skills and safety training.

DIVERSITY

SRC values diversity in the workplace. Our employment equity plan is approved by the Saskatchewan Human Rights Commission. As a Saskatchewan Human Rights Commission Equity Partner, we are able to encourage people from target equity groups to apply for positions in underrepresented occupational groups. SRC is also a member of the Federal Contractor Program for Employment Equity.

COMMUNITY

Above and beyond our Employee Volunteer Program activities and food drive, SRC employees lead various acts of benevolence throughout the year, showing dedication and commitment to our communities:

- In the spring, SRC employees collected clothing donations for the Clothesline ‘Fill a Truck’ event, benefitting the Canadian Diabetes Association.
- More than 130 SRC employees found sustainable ways of getting to work during the Commuter Challenge in June.
- SRC employees mentor future entrepreneurs (high school students) as they design, organize and operate a real business in the Junior Achievement Company Program.
- SRC’s Surgin’ Sturgeons team participated in the Saskatoon Dragon Boat Festival, raising \$2,800 for the Heart and Stroke Foundation in July 2013.
- In the fall, SRC worked with the provincial and national lung associations to promote Lung Cancer Awareness Month (in November). An SRC employee wrote a blog post about how she tested her family’s home for radon gas.

- In November 2013, 12 employees brought 13 ninth graders to SRC for Take Our Kids to Work Day, where they participated in tours and science projects.
- Also in November, SRC’s Movember team raised \$2,247 for men’s health awareness.



A faded background image of a group of people sitting on a grassy hill under a large tree. The scene is bright and outdoors, with a building and utility poles visible in the distance.

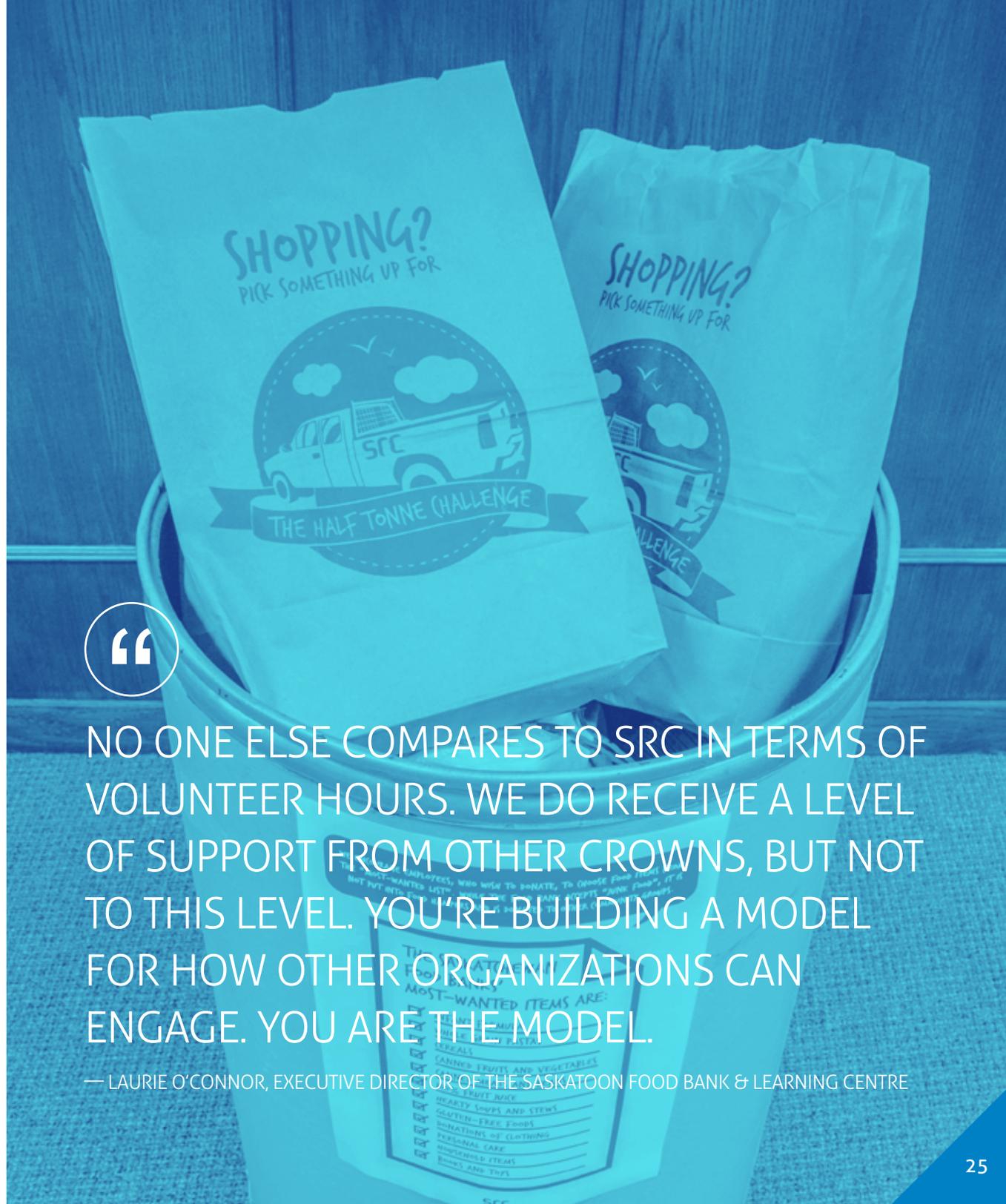
EMPLOYEE VOLUNTEER PROGRAM SPOTLIGHT



In 2013, SRC launched the Half Tonne Challenge, a two-part Employee Volunteer Program. We covered the cost of salaries for one full day of labour to be contributed in two half-day shifts and all employees were encouraged to participate.

The first opportunity during the Half Tonne Challenge was to volunteer for the **Great Canadian Shoreline Cleanup**. For one week in September, SRC coordinated shifts for employees to volunteer their time to pick up and sort garbage and recycling in Saskatoon and Regina parks, keeping pollutants out of waterways. The goal for SRC's part of the cleanup was to collect 500 kg of debris – this was exceeded with a total of 676 kg collected by 111 employees (nearly 450 volunteer hours).

Also, as part of the Half Tonne Challenge, SRC set a goal of collecting 500 kg of food, clothing and toiletries for **Saskatchewan food banks**. Five weeks into the food drive, the 500 kg goal was exceeded and a new goal of 1,500 kg was set. In total, the food drive yielded 1,623 kg of donations. In addition to the food drive, the Employee Volunteer Program continued with half-day shifts at local food banks during work hours; 244 employees volunteered a total of 1,248 hours to the food banks in Saskatoon, Regina and Prince Albert.



NO ONE ELSE COMPARES TO SRC IN TERMS OF VOLUNTEER HOURS. WE DO RECEIVE A LEVEL OF SUPPORT FROM OTHER CROWNS, BUT NOT TO THIS LEVEL. YOU'RE BUILDING A MODEL FOR HOW OTHER ORGANIZATIONS CAN ENGAGE. YOU ARE THE MODEL.

— LAURIE O'CONNOR, EXECUTIVE DIRECTOR OF THE SASKATOON FOOD BANK & LEARNING CENTRE



HIGHLIGHT-EMPLOYEE VOLUNTEER PROGRAM



RESULTS:
98% OF EMPLOYEES SAY FOOD BANK VOLUNTEERING
WAS A POSITIVE EXPERIENCE
84% AGREE THAT IT ENCOURAGED THEM TO DO MORE
IN THE COMMUNITY OUTSIDE OF SRC

"I LIKED WORKING WITH OTHERS ACROSS THE COUNCIL, AS WELL AS HELPING OUT IN THE COMMUNITY-GREAT EXPERIENCE THAT I HOPE TO CONTINUE DOING ON MY OWN TIME."
- AN SRC EMPLOYEE

"I FELT LIKE I WAS MAKING A REAL DIFFERENCE IN THE LIVES OF PEOPLE IN MY OWN COMMUNITY."
- ANOTHER SRC EMPLOYEE



SRC'S
1,623 KG
OF DONATED FOOD
IS VALUED AT
\$8,926.50
BY FOOD BANKS CANADA.

SRC'S 1,248 HOURS
OF DONATED TIME
ARE WORTH
OVER \$17,000
TO SASKATCHEWAN
FOOD BANKS. *

"NO ONE ELSE COMPARES TO SRC IN TERMS OF VOLUNTEER HOURS. WE DO RECEIVE A LEVEL OF SUPPORT FROM OTHER (ROWNS), BUT NOT TO THIS LEVEL. YOU'RE BUILDING A MODEL FOR HOW OTHER ORGANIZATIONS CAN ENGAGE. YOU ARE THE MODEL."
- LAURIE O'CONNOR, EXECUTIVE DIRECTOR, SASKATOON FOOD BANK & LEARNING CENTER.

HIGHLIGHT-SHORELINE CLEANUP



111 SRC EMPLOYEES
CLEANED UP SIX RIVER AND LAKE SITES
IN SASKATOON AND REGINA

675 KG
OF WASTE WAS PICKED UP

- * 175 KG MORE THAN OUR HALF-TONNE GOAL
- * 16% OF ALL WASTE COLLECTED IN SASKATCHEWAN DURING 2013 CLEANUPS

72%
OF EMPLOYEES
WERE VERY SATISFIED WITH THE EVENT

75%
SAID THE EVENT ENCOURAGED
THEM TO GET MORE INVOLVED IN
COMMUNITY INITIATIVES

"THE IMPACT ON THE SURROUNDING COMMUNITY WAS FELT WITH EVERY STEP ALONG THOSE SHORES."
- AN SRC EMPLOYEE

"IT FELT LIKE WE WERE REALLY MAKING A DIFFERENCE, CLEANING UP STUFF THAT WOULD NORMALLY JUST BE LEFT."
- ANOTHER SRC EMPLOYEE

"I ENJOYED THE SENSE OF ACCOMPLISHMENT THAT CAME WITH THE EVENT. IT FELT LIKE I HAD AN OPPORTUNITY TO MAKE A DIFFERENCE IN MY COMMUNITY."
- YET ANOTHER SRC EMPLOYEE



EMPLOYMENT LEVELS AS OF MARCH 31, 2014

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
<p>Total workforce by employment type, employment contract, gender and region.</p>	<p>SRC had a total of 432 employees of which, 394 were regular, salaried employees and 38 were hourly/term employees.</p> <p>380 were located in Saskatoon, SK. 46 were located in Regina, SK. 5 were located in Prince Albert, SK. 1 was located in Uranium City, SK. SRC did not report the gender breakdown in 2013-14.</p>	<p>No target set</p>	<p>SRC has a total of 360 employees, 182 of which are female and 178 are male. SRC has 343 regular, salaried employees and 17 hourly/term employees.</p> <p>316 are located in Saskatoon, SK. 38 are located in Regina, SK. 4 are located in Prince Albert, SK. 1 is located in Uranium City, SK. 1 is located in Calgary, AB.</p>
<p>Total number and rates of new employee hires and employee turnover by age group, gender and region.</p>	<p>SRC did not report the number of new hires in 2012-13.</p> <p>Turnover rates by employment category:</p> <p>Employee Type:</p> <ul style="list-style-type: none"> - Regular/salaried employees: 8.1% - Term employees: 92.5% <p>Age Range:</p> <ul style="list-style-type: none"> - Under 30: 23.6% - 30 – 50: 8.0% - Over 50: 2.8% <p>Gender:</p> <ul style="list-style-type: none"> - 5.3% male - 13.0% female <p>Region:</p> <ul style="list-style-type: none"> - All employee turnover occurred in Saskatchewan. 	<p>No target set</p>	<p>New hires:</p> <p>Age Range:</p> <ul style="list-style-type: none"> - Under 30: 15 individuals - 30 – 50: 7 individuals - Over 50: 4 individuals <p>Gender:</p> <ul style="list-style-type: none"> - Females: 14 - Males: 12 <p>Rate of new hires:</p> <p>Age Range:</p> <ul style="list-style-type: none"> - Under 30: 4.2% - 30 – 50: 1.9% - Over 50: 1.1% <p>Gender:</p> <ul style="list-style-type: none"> - Females: 3.9% - Males: 3.3% <p>Turnover:</p> <p>Age Range:</p> <ul style="list-style-type: none"> - Under 30: 28 individuals - 30 – 50: 43 individuals - Over 50: 25 individuals <p>Gender:</p> <ul style="list-style-type: none"> - Females: 43 - Males: 53 <p>Turnover rate:</p> <p>Age Range:</p> <ul style="list-style-type: none"> - Under 30: 7.7% - 30 – 50: 11.9% - Over 50: 6.9% <p>Gender:</p> <ul style="list-style-type: none"> - Females: 11.9% - Males: 14.7%
<p>Return to work and retention rates after parental leave, by gender.</p>	<p>SRC did not report on this indicator in 2012-13.</p>	<p>No target set</p>	<p>100% of males and females returned from parental leave and there was a 100% retention rate.</p>



APPROPRIATE CAREER AND SKILLS DEVELOPMENT

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Average hours of training per year, per employee by gender and employee category.	<p>Average safety training for all employees was 8.32 hours/employees (total of 1,381.05 hours for all employees).</p> <p>Average skills training for all employees was 35.78 hours/employee (total of 10,662.35 hours for all employees).</p> <p>Average hours of training was not broken down by gender.</p>	No target set	<p>Average safety training for all employees was 4.28 hours/employee (total of 1,540.45 hours).</p> <p>Average safety training for females was 3.18 hours (total of 579.2 hours).</p> <p>Average safety training for males was 5.4 hours (total of 961.25 hours).</p> <p>Average skills training for all employees was 22.4 hours/employee (total of 8,064.25 hours).</p> <p>Average skills training for females was 19.45 hours/employee (total of 3,539.25 hours).</p> <p>Average skills training for males was 25.42 hours (total of 4,525 hours).</p>
Percentage of employees receiving regular performance and career development reviews.	100% of employees received performance and career development reviews.	100%	100% of employees received performance and career development reviews.

WAGE RATIOS

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	<p>Provincial minimum wage: \$10.00/hour</p> <p>SRC laboratory assistant: \$14.42/hour</p> <p>SRC newly graduated scientist: \$21.64/hour</p> <p>SRC newly graduated engineer: \$25.24/hour</p>	No target set	<p>Provincial minimum wage: \$10.00/hour</p> <p>SRC laboratory assistant: \$14.78/hour</p> <p>SRC laboratory technologist: \$15.76/hour</p> <p>SRC newly graduated scientist: \$23.00/hour</p> <p>SRC newly graduated engineer: \$27.85/hour</p>
Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	SRC did not report on this indicator in 2012-13.	No target set	<p>SRC's ratio of salary for men to women is 1.5:1 for regular employees.</p> <p>Data is unavailable for term employees.</p>

DIVERSITY

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
<p>Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.</p>	<p><u>Age group:</u> Matures (Born 1925 – 1945): 0.5% Boomers (Born 1946 – 1964): 32.6% Generation X (Born 1965-1978): 32.2% Millenials (Born 1980 and later): 34.7%</p> <p><u>Target diversity groups:</u> Female employees: 50% Aboriginal employees: 5.8% Employees with disabilities: 1.9% Visible minority members: 17.8%</p> <p>SRC's Board of Directors is composed of 25% females. SRC does not track other indicators related to diversity.</p>	<p>No target set</p>	<p><u>Employees:</u> Age group: >50 years old: 31% total (28% regular/salaried employees and 3% term/hourly employees) 30 – 50 years old: 50% total (49.7% regular/salaried employees and 0.005% term/hourly employees) <30 years old: 18.4% total (16.9% regular/salaried employees, 0.01% term/hourly employees.)</p> <p><u>Target diversity groups:</u> Female employees: 50.5% Aboriginal employees: 5.5% Employees with disabilities: 2.3% Visible minority members: 18.4%</p> <p><u>Board of Directors:</u> Matures (Born 1925 – 1945): 9% Boomers (Born 1946 – 1964): 73% Generation X (Born 1965-1978): 9% Millenials (Born 1980 and later): 9%</p> <p><u>Target diversity groups:</u> Female: 27% Aboriginal: 9% Persons with disabilities: 0% Visible minority members: 0%</p>



SAFETY

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Percentage of total workforce represented in formal joint management-worker health and safety committees.	100% of employees are represented by SRC's OH&S Committees.	100%	100% of employees are represented by SRC's OH&S Committees.
Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities, by region and gender.	SRC had a lost-time incident rate of 0.92 per 200,000 hours worked. There were 18 lost days due to injury. There were no work-related fatalities. SRC does not break this information down by gender.	<1.0 per 200,000 hours worked	SRC had a lost-time incident rate of 0.6 per 200,000 hours worked. There were two lost days due to injury. There were no workplace fatalities. SRC does not break this information down by gender.

COMMUNITY

Measures	2012-13 Actual Results	2013-14 Targets	2013-14 Actual Results
Percentage of operations with implemented local community engagement, impact assessments and development programs.	SRC did not report on this indicator in 2012-13.	No target set	8.3%
Percentage of employees who made an impact on the community through SRC's Employee Volunteer Program.	The Employee Volunteer Program was launched in 2013-14, so this has not been previously reported.	90%	76%

G4 CONTEXT INDEX



STRATEGY AND ANALYSIS

GRI Number	Indicator	Page	External Assurance
G4-1	Letter from the CEO	4	No

ORGANIZATIONAL PROFILE

GRI Number	Indicator	Page	External Assurance
G4-3	Name of organization	10	No
G4-4	Brands, products and services	10	No
G4-5	Location of headquarters	10	No
G4-6	Number of countries where the organization operates and names of countries where the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	10	No
G4-7	Nature of ownership and legal form	13	No
G4-8	Markets served	10	No
G4-9	Scale of the organization	10	No
G4-10	Total number of employees by employment contract and gender Total number of permanent employees by employment type and gender Total workforce by employees and supervised workers and by gender Total workforce by region and gender Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors Report any significant variations in employment numbers	27 27 27 27 The majority of work is completed by SRC employees. There are no seasonal variations in employment numbers.	No
G4-11	Percentage of total employees covered by collective bargaining agreements	0%	No
G4-12	Describe organization's supply chain	SRC procures equipment and supplies required for projects and may utilize the services of external consultants to fulfill project objectives.	No



GRI Number	Indicator	Page	External Assurance
G4-13	Significant changes during reporting period regarding organization's size, structure, ownership or supply chain	SRC sold the assets of two laboratories in 2013-14, which resulted in some of the turnover reported in G4-LA1. Where possible, jobs were maintained, through internal transfers or transitioned to the companies that purchased the laboratories.	No
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	The precautionary approach is not addressed by SRC.	No
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	10	No
G4-16	List of memberships of associations and national or international advocacy organizations	10	No

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

GRI Number	Indicator	Page	External Assurance
G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents Report whether any entity included in the organization's consolidated financial statements is not covered by the report	7	No
G4-18	Explain the process for defining the report content and the Aspect Boundaries Explain how the organization has implemented the Reporting Principles for Defining Report Content	7	No
G4-19	List all the material Aspects identified in the process for defining report content	7	No

GRI Number	Indicator	Page	External Assurance
G4-20	<p>For each material Aspect, report the Aspect Boundary within the organization, as follows:</p> <ul style="list-style-type: none"> • Report whether the Aspect is material within the organization • If the Aspect is not material for all entities within the organization, select one of the following two approaches and report either: <ul style="list-style-type: none"> - The list of entities or groups of entities included in G4-17 for which the Aspect is not material or - The list of entities or groups of entities included in G4-17 for which the Aspect is material • Report any specific limitation regarding the Aspect Boundary within the organization 	7	No
G4-21	<p>For each material Aspect, report the Aspect Boundary outside the organization, as follows:</p> <ul style="list-style-type: none"> • Report whether the Aspect is material outside of the organization • If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified • Report any specific limitation regarding the Aspect Boundary outside the organization 	7	No
G4-22	Report the effect of any restatements of information provided in previous reports and the reasons for such restatements	There were no restatements of previous information.	No
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	There were no changes to Scope and Aspect Boundaries.	No

STAKEHOLDER ENGAGEMENT

GRI Number	Indicator	Page	External Assurance
G4-24	List of stakeholder groups engaged by the organization	11	No
G4-25	Basis for identification and selection of stakeholders with whom to engage	11	No
G4-26	Organization's approach to stakeholder engagement	11	No
G4-27	Number of countries where the organization operates and names of countries where the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	No key concerns related to sustainability were raised.	No



REPORT PROFILE

GRI Number	Indicator	Page	External Assurance
G4-28	Reporting period	7	No
G4-29	Date of most recent previous report	7	No
G4-30	Reporting Cycle	7	No
G4-31	Contact point for questions	8	No
G4-32	GRI Content Index	32	No
G4-33	Policy and practice with regard to seeking external assurance for the report	7	No

GOVERNANCE AND ETHICS

GRI Number	Indicator	Page	External Assurance
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision making on economic, environmental and social impacts	13	No
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	16	No
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity	16	No
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	16	No

ECONOMIC PERFORMANCE

GRI Number	Indicator	Page	External Assurance
G4-EC1	Direct economic value generated and distributed	18	No
G4-EC4	Financial assistance received from Government	18	No
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	28	No
G4-EC8	Significant indirect economic impacts, including the extent of impacts	18	No



ENVIRONMENTAL PERFORMANCE

GRI Number	Indicator	Page	External Assurance
G4-EN3	Energy consumption within the organization	21	No
G4-EN4	Energy consumption outside of the organization	21	No
G4-EN5	Energy intensity	21	No
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	21	No
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	21	No
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	21	No
G4-EN23	Total weight of waste by type and disposal method	21	No

SOCIAL PERFORMANCE

GRI Number	Indicator	Page	External Assurance
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	27	No
G4-LA3	Return to work and retention rates after parental leave, by gender	27	No
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	30	No
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities, by region and gender.	30	No
G4-LA9	Average hours of training per year per employee by gender, and by employee category	28	No
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	28	No
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	29	No
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	28	No
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	30	No



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