

src

# Serving Sustainably

SRC Corporate Social Responsibility Report **2011-12**



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**About the cover photo:**

*View of the Gunnar Mine site being cleaned-up during summer 2011. The buildings and headframe have since been removed due to safety concerns.*

# About the Report



## LETTER FROM THE CEO

The Saskatchewan Research Council's second Corporate Social Responsibility (CSR) report focuses on Serving Sustainably. In our 65th year, we again grew our revenues by providing our clients technological services and solutions that work in the real world, delivered at the speed of business. In doing so, our work with and for our clients produced very strong economic, social and environmental impacts.

This is nothing new for SRC. For decades we have been providing industry clients with results that help them solve problems, address challenges, and improve their businesses through innovations and efficiencies that often save resources and reduce environmental impacts.

To make this dedication to being a responsible company known, and to hold us accountable for bettering our performance, we have enshrined it in our strategic goals. Our number one goal is to grow our economy in a socially and environmentally responsible manner, through the responsible application of science and technology.

The four other goals we are aiming to reach by 2020—becoming a 'best employer' with highly engaged employees, becoming North America's premium science-solutions company, providing a positive financial return, and conducting business in a socially and

environmentally responsible manner—also reflect the value we place on being a responsible and transparent company that achieves huge positive social and environmental impacts.

As a company that thrives on leading-edge technology and change, it is in our nature to look to the future through these goals, but what have we accomplished in the last year? Here are some performance highlights from 2011-12 that you can read more about throughout the report:

### **Economic Performance**

- Revenues grew by more than \$15 million to reach \$78 million.
- SRC's total economic impact in Saskatchewan was more than \$656 million, the highest level recorded in the nine years we have tracked this measure.
- Our work for clients created or maintained more than 1,800 jobs in Saskatchewan.
- We undertook \$53 million in projects that focused on achieving positive environmental and/or social impacts.

### **Social Performance**

- Given that safety is an over-riding priority at SRC, which is a direct reflection of how much we value our employees, we had an excellent

year. A comprehensive Occupational Health and Safety management system that targeted high probability injury incidents was rolled out. We achieved zero lost-time injuries (LTIs) on over 600,000 person-hours worked.

- SRC supported employees in a range of volunteer efforts that benefited breast and prostate cancer research, The Heart and Stroke Foundation and Saskatchewan Children's Hospital Foundation. Our employees also donated school supplies for children in need. And SRC volunteers worked to donate and deliver food and toy hampers in our communities.
- We continued to engage the communities where we work. For example, in Project CLEANS, we increased our northern community engagement by providing additional training courses for local residents and hiring half of the project's workforce for the 2011 demolition work from local (Athabasca-basin) residents.

#### **Environmental Performance**

- SRC operations produced total greenhouse gas (GHG) emissions of 9,229 tonnes CO<sub>2</sub>e.
- Through projects for clients, in 2011-12 SRC's work contributed to reducing clients' emissions by 22,000 tonnes CO<sub>2</sub>e/year and saving 43M kilowatt hours/year in energy.

- 96 metric tonnes of surplus equipment and supplies were diverted from landfill disposal because of our employees' efforts to recycle and sell equipment for reuse.

- SRC manages Project CLEANS, the environmental remediation of 38 abandoned mines in northern Saskatchewan. We reached major milestones by demolishing unsafe buildings and removing hazardous materials from the Gunnar mine and mill site.

In keeping with our aim to become a leading, responsible science-solutions company, this year we are reporting on an increased number of indicators through the Global Reporting Initiative (GRI), the international framework for CSR reporting.

As you read through the rest of our 2011-12 CSR Report, we hope you are inspired to incorporate sustainable, responsible practices in your own company, organization or community. We also look to you, as our stakeholders, to continue challenging SRC to find and develop new *smart science solutions*<sup>™</sup> technologies and applied solutions that improve our clients' sustainability performance and to continue bettering our own.

**Dr. Laurier Schramm**  
President and CEO

“Our number one goal is to grow our economy in a socially and environmentally responsible manner, through the responsible application of science and technology.”

# ABOUT THIS REPORT

This is the second year that the Saskatchewan Research Council (SRC) has completed a Corporate Social Responsibility (CSR) report and submitted it to the Global Reporting Initiative (GRI). Our first report, Smart Growth: 2010-11 Saskatchewan Research Council Corporate Social Responsibility Report, was issued to GRI in August 2011.

The 2011-12 reporting period captures measurements and data from April 2011 to March 2012 to coincide with SRC's annual financial reporting cycle. No significant changes to SRC's size, structure or ownership occurred during the reporting period.

## Scale of Reporting

This report covers all of SRC's operations, including projects managed by SRC's Saskatoon, Regina and Prince Albert offices. The topics discussed were chosen based on a review of SRC's strategies and priorities for 2011-12.

## Report Boundaries, Scope and Limitations

This 2011-12 report is being submitted to meet C-level GRI requirements with an aim to achieve B-level reporting in the next two years to achieve an even higher level of transparency.

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 develop its CSR priorities and processes.

Since last year's report, the following changes in scope, boundary and measurement have been made to this report:

- SRC did not conduct an employee commuting/travel survey in 2011-12 and, as such, did not report on indicator EN29 (Significant environmental impacts of transporting products and other goods and materials used for the organization's operations and transporting members of the workforce) as it did in the previous CSR report.

- Nine additional performance indicators were added in 2011-12:

**3.13:** Policies and current practices regarding seeking external assurance for the report.

**4.6:** Process in place for the highest governance body to ensure conflicts of interest are avoided.

**4.7:** Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.

**4.8:** Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance and the status of their implementation.

**4.9:** Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.

**4.12:** Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes and endorses.

**4.13:** Memberships in associations (such as industry associations) and/or national/international advocacy organizations.

**EC5:** Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.

**EN23:** Total number and volume of significant spills.

- SRC partially reported on indicator EN16: Total direct and indirect greenhouse gas emissions by weight. Not all vehicle emissions data was available at the time of reporting.

## Materiality

In the 2012-13 fiscal year, SRC is beginning a materiality process to verify what our stakeholders are seeking from our CSR initiatives and reporting. It is our intent to use this process to inform future CSR priorities, initiatives and performance reporting.

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

# About SRC



# 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 400 employees, \$78 million in annual revenue and 65 years of RD&D experience, SRC provides research, development, demonstration, commercialization and testing services to its 1,900 clients in 23 countries around the world.

Headquartered in Saskatoon, Saskatchewan, with offices in Regina and Prince Albert, SRC has four operating business divisions serving clients across these strategic Saskatchewan sectors:

- Agriculture/Biotechnology
- Energy
- Environment
- Mining and Minerals

## Impacts

SRC's 2011-12 annual economic impact assessment shows that last year:

- We achieved more than \$656 million in direct economic benefit to Saskatchewan.
- Our work created or maintained over \$118 million worth of jobs.

- We undertook more than \$53 million in projects aimed at creating positive environmental and social impacts.
- Our work for clients contributed to reducing at least 22,000 tonnes of greenhouse gas emissions and saving over 43 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 2011-12:

- Chambers of Commerce (Saskatchewan, Saskatoon, Prince Albert)
- Global Reporting Initiative™ (GRI)
- Innoventures Canada™ (I-CAN)

- Licensing Executives Society (LES)
- North Saskatoon Business Association (NSBA)
- Precarn
- Saskatchewan Advanced Technology Association (SATA)
- Saskatchewan Environmental Industry and Managers Association (SEIMA)
- Saskatchewan Forestry Association
- Saskatchewan Science Centre
- Saskatchewan Trade and Export Partnership (STEP)
- Saskatchewan Young Professionals and Entrepreneurs (SYPE)
- Science Media Centre of Canada
- Society of Competitive Intelligence Professionals
- Special Libraries Association

## Recognition

Through delivering solutions with excellence, over the last year SRC's work was acknowledged by:

- The **American Society for Quality** and KAIZEN Guru Masaaki Imai for promoting Lean philosophies for economic development in Saskatchewan.



- The **City of Saskatoon** and **Tourism Saskatoon**, which gave a Saskatoon Shines! Tourism Leadership Award to Virginia Wittrock, SRC Environmental Scientist, and a counterpart from Environment Canada, for organizing a large environmental conference.
- The **Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)**, which presented an Environmental Excellence Award to SRC's combined heat and power (CHP) team.
- **SaskBusiness Magazine**, which placed SRC in the 71st spot on its Saskatchewan's Top 100 Companies list.

## Stakeholder Engagement

The needs of SRC's stakeholders are carefully considered when developing strategies and undertaking projects. During 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, Minister responsible for SRC and other cabinet ministers and senior provincial government officials.
- **SRC employees**
  - We engage employees through regular all-employee meetings and numerous other internal communications vehicles, as well as CSR, Diversity and Safety committees comprised of employees.
  - SRC provided every employee with an Apple iPad to ensure that everyone has access to email, 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**
  - 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 websites. In 2011-12, SRC saw a dramatic increase in social media interactions, with 644 per cent more YouTube views, 119 per cent more Twitter followers and 44 per cent more Facebook Fans in the last year.
  - SRC holds regular community meetings and has encouraged local training for Project CLEANS, the environmental remediation of 38 abandoned mine and mill sites in northern Saskatchewan.
- **Clients**
  - We encourage client engagement through regular client surveys.
  - SRC distributes its annual report and performance highlights to update current clients.
- **Peers**
  - SRC actively leads and participates in Innoventures Canada (I-CAN), a cross-Canada association of research and technology organizations similar to SRC.

# 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 has responsibility 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, and these challenges may change as the business evolves and grows.
- The Board Appointment Policy ensures 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.
- This policy is used in conjunction with a Skills Matrix, which indicates the competencies and representation and diversity goals of the current Board members and the gaps that need to be filled. The matrix includes attributes, such as:
  - Senior management experience
  - National/International business experience
  - 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

The SRC Board is comprised of nine members with a diverse combination of knowledge and expertise. The members represent a cross-section of SRC's stakeholder community.

Eight directors, including the Chair, are independent of SRC management. The Chair is not an executive officer of the corporation. The one related director is 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 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.

## 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.



## Board of Directors

**back row:** Dr. Peta Bonham-Smith, Patricia Cook, Ronn Lepage, Dr. Dennis Fitzpatrick, John Cross, Jamie McIntyre, Shelley Lipon

**seated:** Dr. Laurier Schramm      PRESIDENT AND CEO  
Craig Zawada                      CHAIR

## 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

Employees can provide feedback to the board by contacting SRC's President or any Vice-President. If the issue or recommendation is outside of the Executive Team's operating scope, the President will discuss with 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.

## 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

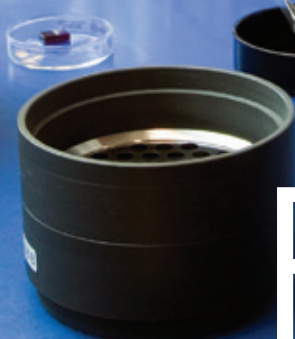
quantifiable measurements intended to reflect the critical success factors for the organization. The suitability of the KPIs and corporate performance as measure by the KPIs are reviewed annually by the Board committees.

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.



# Economic Performance



# ECONOMIC PERFORMANCE

SRC measures its financial and economic performance based on its revenue generation and retained earnings, as well as the larger economic impacts for the province of Saskatchewan created by the work conducted for clients.

## Financial Performance

SRC had one of the strongest years in its 65 year history, with more than \$78 million in total revenue, an increase of \$15 million over the previous year. For a full picture of SRC's financial performance, view our financial statements and accompanying notes in the SRC 2011-12 Annual Report, Real World Solutions, which is available at [www.src.sk.ca/annualreport](http://www.src.sk.ca/annualreport).

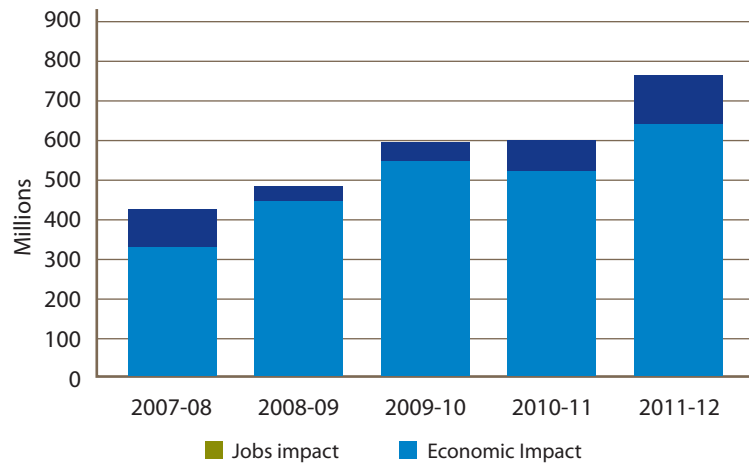
## Economic Impacts

Since 2003, SRC has analyzed the economic impact of its operations on the province of Saskatchewan. During the 2011-12 fiscal year, SRC's projects had the following impacts:

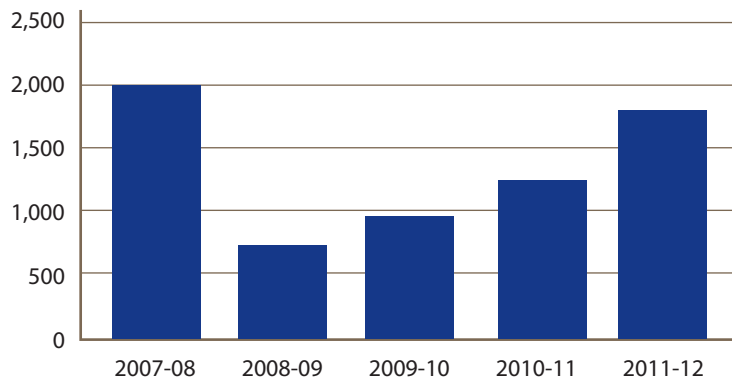
- SRC's total economic impact in the province was more than \$656 million.
- SRC aided in creating and maintaining more than 1,894 jobs in the province.
- For every dollar invested in SRC by the Government of Saskatchewan, a return of more than 36 times was generated.



## Saskatchewan Economic Impact



## Jobs Created/Maintained in Saskatchewan



MEASURES	2010-2011 ACTUAL RESULTS	2011-2012 TARGETS	2011-2012 ACTUAL RESULTS
<b>Direct economic value</b>	<ul style="list-style-type: none"> <li>Total revenue of \$63,654k.</li> <li>Total operating expenses of \$63,232k.</li> <li>Employee compensation, including salary and benefits, of \$27,272k.</li> <li>Retained earnings of \$22,889k.</li> <li>Total payments to suppliers of \$34,555k, including payments of \$5,325k for purchases of capital assets.</li> </ul>	No targets set	<ul style="list-style-type: none"> <li>Total revenue and other income of \$78,382k.</li> <li>Total operating expenses of \$76,480k.</li> <li>Employee compensation, including salary and benefits, of \$28,258k.</li> <li>Retained earnings of \$23,920k.</li> <li>Total payments to suppliers of \$51,674.</li> <li>Payments for capital purchases of \$5,397,000.</li> <li>As a Treasury Board Crown Corporation, SRC does not provide donations.</li> </ul>
<b>Economic impact</b> Economic impact of SRC as measured by the annual economic impact assessment.	>\$527M	≥\$300M	>\$656M
<b>Quality jobs</b> Number of jobs created or maintained in Saskatchewan as measured by the annual economic impact assessment.	1,206	≥2,000 jobs	>1,894
<b>Environmental and/or social impact</b> Total dollar value of projects focused on or containing a substantial component of achieving positive environmental or social impacts.	\$37M	≥\$10M	>\$53M
<b>Net income</b> Consolidated net income from SRC operations before pay-at-risk payments.	\$1,512k	\$706k	\$3,002k
<b>Mandate effectiveness</b> Mandate effectiveness as measured by the annual economic impact assessment. ( <i>\$ economic impact/\$ provincial investment</i> )	32	≥35	>36
<b>Revenue growth</b> Increase in total outside revenue.	\$10.8M	\$10M	\$15.3M
<b>Investment in the future</b> Investment in the future as measured by the dollar amount of provincial investment utilized in Innovation Fund and other capacity building projects.	\$1,361k	\$750k	\$802k
<b>Capital asset purchases</b> Purchase of appropriate capital assets (equipment and leasehold improvements) including both renewal and capacity building.	\$5.3M	≥\$5M	\$5.4M
<b>Client survey results</b> Client satisfaction as measured by annual client survey results:			
<ul style="list-style-type: none"> <li>clients that would return to SRC.</li> </ul>	100%	>95%	>98%
<ul style="list-style-type: none"> <li>clients that would refer SRC to others.</li> </ul>	100%	>95%	>99%
<ul style="list-style-type: none"> <li>clients that are very satisfied or satisfied with overall quality of the product or service received.</li> </ul>	97%	>95%	>96%

## SPOTLIGHT:

## SRC'S ECONOMIC IMPACT: A SIGNIFICANT QUESTION WITH SIGNIFICANT RESULTS

SRC exists to deliver research, development and demonstration solutions to, ultimately, strengthen Saskatchewan's economy.

For as long as we've been around, we've been attempting to show how we're strengthening the economy in tangible terms. SRC's annual report in 1950 articulated this challenge by stating, "It's difficult to assess the return on money invested in research; certainly no attempt will be made to arrive at an estimate in this report. It may be observed, however, that a relatively small proportion of the provincial income is spent upon research. A successful conclusion to almost any of the projects listed above will offer the people of this province a potential return far beyond the amount invested."

In that spirit of demonstrating return on investment, and in order to achieve more accountability for our work, in 2002 SRC launched a project to develop an economic impact audit process. It was designed to collect data that realistically indicate our work's direct impact on the provincial economy in terms of economic activity, number of jobs created or maintained in Saskatchewan, the return on provincial investments and other measures.

This process, called the *Smart Science Impacts*™ tool, was recently shared with and validated by other public companies and organizations in an academic article published by SRC's CEO and other contributors in the Institute of Public Administration of Canada's Canadian Public Administration journal.

The end result is that by using this tool, SRC no longer has to ask *if* it can accurately show that it is delivering results for clients that turn into economic benefits to the province. The question now is *how significant* are these impacts and returns on investment?

The answer—over the last nine years that SRC has conducted an economic impact assessment, our work has led to more than **\$4.4 billion** in economic activity and jobs in Saskatchewan. Over the same period SRC has created or maintained an average of **1,691 jobs/per year**. For every dollar invested, SRC has provided an average **35 dollar return**, which to our knowledge is unparalleled in similar organizations across Canada.



Miles for Smiles team



# Social Performance

# SOCIAL PERFORMANCE

SRC gauges its social performance by how well it treats and engages people. This encompasses how we treat our employees, work with clients and interact with the Saskatchewan communities where we live and work.

MEASURES	2010-2011 ACTUAL RESULTS	2011-2012 TARGETS	2011-2012 ACTUAL RESULTS
<p><b>Employment levels</b></p> <p>Total workforce by employment type, employment contract and region.</p> <p>Total number and rate of employee turnover by age, group, gender and region.</p>	<p>421 employees (All Saskatchewan-based)</p> <p>378 were regular/salaried employees</p> <p>43 were hourly/term employees</p> <p>Turnover rate:</p> <ul style="list-style-type: none"> <li>• 9.9%</li> </ul> <p>Turnover by employee gender:</p> <ul style="list-style-type: none"> <li>• 54% female</li> <li>• 46% male</li> </ul> <p>Turnover by employee age:</p> <p>Evenly split among three age categories:</p> <ul style="list-style-type: none"> <li>• Under 30</li> <li>• 30-40 and</li> <li>• over 40 years of age)</li> </ul>	<p>No targets set</p> <p>No targets set</p> <p>No targets set</p> <p>No targets set</p>	<p><i>As of March 31, 2012</i></p> <p>405 employees total (All Saskatchewan-based)</p> <p><b>50% male/50% female</b></p> <p><b>369 regular/salaried employees</b></p> <p>36 hourly/term employees</p> <p><b>Turnover by employee type:</b></p> <ul style="list-style-type: none"> <li>• Regular/salaried employees: 8.7%</li> <li>• Term employees: 14%</li> </ul> <p>Turnover by employee age:</p> <ul style="list-style-type: none"> <li>• Under 30: 11%</li> <li>• 30-50: 13%</li> <li>• Over 50: 1%</li> </ul> <p>Turnover by employee gender:</p> <ul style="list-style-type: none"> <li>• 12.8% male</li> <li>• 16.7% female</li> </ul> <p>Turnover by region:</p> <ul style="list-style-type: none"> <li>• All employment and turnover occurred in Saskatchewan, Canada.</li> </ul>
<p><b>Employee engagement</b></p> <p>Employee engagement as measured by annual Employee Engagement Survey results:</p> <ul style="list-style-type: none"> <li>• Improve SRC's overall employee engagement</li> <li>• Reduce the variation in engagement between SRC's divisions as measured by the spread.</li> </ul>	<p>54%</p> <p>63%</p>	<p>≥60%</p> <p>&lt;70%</p>	<p>47%</p> <p>40%</p>
<p><b>Appropriate capacity and skills development</b></p> <p>Appropriate training is supported and financed for employees.</p>	<p>Developed training and development framework.</p>	<p>100% of targeted training for the year</p>	<p>Completed</p>

<p>Implementation of a training and development framework plan.</p> <p>Average hours of training per year, per employee by employee category</p>	<p>Completed at least 80% of the training and development framework.</p> <p>Average safety training was 12.4 hours for regular, salaried employees and 8.9 hours for hourly, term employees.</p> <p>Average skills training was 39.1 hours for regular, salaried employees and 74.5 hours for hourly, term employees.</p>	<p>≥90% completion</p> <p>No targets set</p> <p>No targets set</p>	<p>≥90% completed</p> <p>Average safety training for all employees was 4.59 hours/employee (Total of 1,832.45 hours for all employees).</p> <p>Average skills training was 22.38 hours per employee (Total of 8,930.85 hours for all employees).</p>
<p><b>Appropriate compensation</b></p> <p>Appropriate performance-based compensation is delivered, as measured by having sufficient net income earned and objectives delivered to support payment of performance-based compensation.</p>	<p>Produced sufficient net income to pay 100%; earned amount compared to objectives was 100%</p>	<p>Pay ≥90% of Pay-at-Risk (PAR) plans</p>	<p>Produced sufficient net income to pay 100%</p>
<p><b>Wage Ratios</b></p> <p>Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.</p>	<p>Not reported</p>	<p>No target set. This is the first year reporting on this indicator</p>	<p>Provincial minimum wage: \$9.50/hour</p> <p>SRC laboratory technician entry wage: \$12.80/hour-\$13.30/hour</p> <p>SRC newly graduated scientist entry wage: \$21.64/hour</p> <p>SRC newly graduated engineer entry wage: \$24.00/hour</p>
<p><b>Provide a safe and healthy workplace</b></p> <p>Minimize lost-time incidents (LTIs) (per 200,000 hours worked)</p> <p>Deliver the key priorities outlined in each year's update of the SRC Safety Strategy.</p> <p>Strong positive annual employee survey results in safety categories:</p> <ul style="list-style-type: none"> <li>Percentage of employees that self-assess as being deeply or quite involved in health and safety initiatives at SRC.</li> <li>Percentage of employees that self-assess as being very or moderately satisfied with the safety performance of SRC.</li> </ul>	<p>1.55</p> <p>98% completion</p> <p>36%</p> <p>89%</p>	<p>&lt;1.25</p> <p>&gt;90% completion</p> <p>≥50%</p> <p>≥75%</p>	<p>0</p> <p>&gt;90% completed</p> <p>35%</p> <p>94%</p>
<p><b>Diversity</b></p> <p>Create an environment that values diversity.</p> <ul style="list-style-type: none"> <li>Implement key priorities outlined in each year's updates to the Diversity.</li> </ul>	<p>95% completion</p>	<p>&gt;90% completion</p>	<p>&gt;90% completed</p>

# HIGHLIGHTS

## Safety

SRC recognizes that its employees are its most valuable asset. Because employees are valued, SRC has made safety its overriding priority. Our goal is to achieve world-class safety performance.

SRC had a banner year for safety in 2011-2012. With **zero lost-time on the job injuries** (over 600,000 hours worked) and 91 per cent of employees participating in injury prevention training, SRC's safety culture is highly regarded by employees and clients alike.

*below: Workers at the Project CLEANS remediation of an abandoned mine site in northern Saskatchewan wear safety attire.*



*Members of SRC's English as a Second Language class.*

## Developing Diversity

Diversity is also highly valued at SRC. Visible minorities comprise nearly 20 per cent of SRC's workforce.

To provide employees new to Canada a way to deal with culture shock, SRC's

Diversity Committee began holding English as a second language (ESL) classes over lunch hours. Since the classes initially began in 2011, it has since evolved into a language and culture club where the students and volunteer teachers meet in a relaxed and fun environment.



### Inspiring Community Involvement

SRC employees also gave back to their community in various ways over the past year. Whether it was by running to raise money for the Children’s Hospital Foundation, paddling a dragon boat for heart health or growing facial hair to benefit prostate cancer research, employees showed their community spirit by generously devoting their time and donating funds.



*SRC employees join a walk for breast cancer research and awareness.*



*SRC's team at the 2011 Saskatoon Dragon Boat Race for the Heart and Stroke Foundation.*

SPOTLIGHT:

## GROWING COMMUNITY RELATIONSHIPS AND RESEARCH OPPORTUNITIES

Just a few kilometres south of Prince Albert located in the Parkland Region of Saskatchewan sits the Conservation Learning Centre (CLC). This producer-driven, non-profit corporation demonstrates soil and water conservation on a farm-scale. The CLC also offers school tours and hosts annual tours to showcase its projects.

SRC proudly supports the CLC and in 2010 entered into a five-year agreement to build a strong relationship to increase the level of research performed.

This agreement includes 160 acres of land to be used as research and demonstration space for SRC projects. In August 2011 SRC opened a Climate Reference Station at the Centre to evaluate long-term climate trends and inform Central Saskatchewan residents and companies about climate data and patterns.

Shannon Poppy, Associate Research Scientist at SRC's Prince Albert location, also spends time at CLC helping to manage ongoing agroforestry research projects.

"This is a unique opportunity for us in that we have access to a research farm," she says. "We are fortunate to do research in a field laboratory of this calibre, known for its diverse landscape."

SRC also invests in CLC and its work in the Prince Albert area by providing in-kind finance management, audit preparation and record keeping services. As a registered charity, the CLC is grateful for the assistance with handling donations, paying bills and preparing reports for board meetings.

"This relationship [with SRC] enables the CLC to do what it does best," says Curtis Braaten, Manager of the Conservation Learning Centre. "Without these types of relationships, we wouldn't have the opportunity to continue to grow and evolve."

With CLC's unique environment of shelterbelts, wetlands and forage production, combined with SRC's proven reputation in research and development, this is already producing new research opportunities and better conservation learning in the Prince Albert region.

*SRC officially opens a Climate Research Station at the Conservation Learning Centre near Prince Albert, Saskatchewan.*





# Environmental Performance

# ENVIRONMENTAL PERFORMANCE

SRC recognizes that operating an organization sustainably is critical to delivering services and solutions that strengthen the economy. We have committed to conducting business in an environmentally responsible manner, and to helping other companies, organizations and communities do the same.

MEASURES	2010-2011 ACTUAL RESULTS	2011-2012 TARGETS	2011-2012 ACTUAL RESULTS
<p><b>Energy Consumption</b></p> <p>Indirect energy consumption by primary energy source.</p>	<p>Total electricity use of 6,647,053 kilowatt hours or 29,929 Gigajoules.</p> <p>Total natural gas use of 1,684,935 m<sup>3</sup> or 65,200 Gigajoules for heating and cooling.</p>	No targets set	<p>Total electricity use of 25,736 Gigajoules.</p> <p>Total natural gas use of 69,552 Gigajoules for heating and cooling.</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><b>Greenhouse Gas Emissions</b></p> <p>Total direct and indirect greenhouse gas emissions by weight</p>	9,283 tonnes CO <sub>2</sub> e	No targets set	9,229 tonnes CO <sub>2</sub> e
<p><b>Waste Disposal and Diversion</b></p> <p>Total weight of waste by type and disposal method.</p> <p>Total weight of waste diverted from landfill disposal.</p>	<p>Unable to fully measure this parameter.</p> <p>749kg of surplus equipment and supplies were diverted from the landfill due to recycling and selling equipment.</p>	<p>No targets set</p> <p>No targets set</p>	<p>Unable to fully measure this parameter.</p> <p>96 metric tonnes of surplus equipment and supplies were diverted from landfill disposal through recycling and selling equipment.</p>
<p><b>Significant Environmental Spills</b></p> <p>Total number and volume of significant spills.</p>	Not reported in 2010-11	<p>No targets set</p> <p>This is the first year reporting on this indicator.</p>	<p>There are no significant spills to report.</p> <p>Significant spills are defined as any spill or leak of a hazardous substance with significant consequences.</p>



# Highlights

## GHG Reductions and Energy Savings

Through projects for clients, SRC's work contributed to more than **22,000 tonnes of greenhouse gas reductions** and **energy savings of more than 43 million kilowatt hours**.



### Greenhouse Gas Emissions

SRC's total greenhouse gas (GHG) emissions were **9,229 tonnes CO<sub>2</sub>e**.



### Electricity Use

Total energy use was **25,736 Gigajoules**.



### Natural Gas Consumption

Total natural gas use was **69,552 Gigajoules**.



### Vehicle Emissions and Energy Use

Total on-road (i.e. cars and trucks) and non-road (i.e. forklifts) SRC vehicle emissions was 56 tonnes CO<sub>2</sub>e and energy use was **822 Gigajoules**.



### Waste Reduction

Over **96 metric tonnes** of surplus equipment and supplies were diverted from landfill sites through recycling materials and auctioning equipment. SRC employees used recycling stations for beverage containers, paper, ink cartridges, batteries and electronics.

SPOTLIGHT:

## THE INCREDIBLE SHRINKING FOOTPRINT

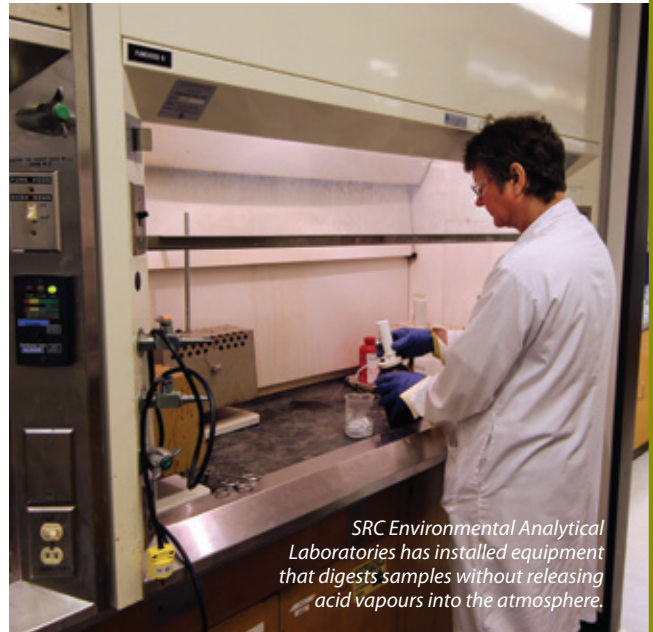
These days, “going green” and being “environmentally friendly” are common terms you hear on a daily basis, but what does it all mean?

At SRC, it means reducing our environmental footprint one step at a time. From executive decisions to implement more efficient equipment to employee-led recycling initiatives, every move forward makes a difference.

SRC is committed to conducting business in a socially and environmentally responsible manner and this culture of sustainability has been spreading throughout the organization. Recently, a group of employees realized there wasn't a convenient way to dispose of batteries at work and established a battery recycling program. As a result of this employee-led initiative, over 88 kilograms in batteries were safely disposed of last year, including lead acid, alkaline and nickel metal hydride batteries.

A new fume hood that “scrubs” acid fumes from the air is now operating in SRC's Geoanalytical Laboratories. Traditional fume hoods collect acid fumes in the exhaust system causing corrosion in the duct work. The new system collects acid fumes through a water curtain, no longer expelling them into the air. “With the new fume hoods, neither of these issues are a consideration,” explains David Allen, Senior Facilities Specialist at SRC. “It's better for people, better for the environment and better for our equipment.”

In a similar vein to the fume hood scrubber, SRC's Environmental Analytical Laboratories has installed equipment that digests samples without releasing acid vapours into the atmosphere. The former



*SRC Environmental Analytical Laboratories has installed equipment that digests samples without releasing acid vapours into the atmosphere.*

process of digesting samples used large volumes of acids on hot plates in fume hoods. The new process uses closed vessel microwave digesters.

According to Brenda Stanek, the Lab's manager, this is a far more sustainable way of performing the digestion tests. “We are using many, many times less acid,” says Stanek. “It is a much better process as little to no acid vapours end up in the environment.”

Centralized printing is also being rolled out, with approximately 30 personal-use printers currently phased out and more are planned.

As a result of these initiatives and others, SRC is making strides along the path towards a smaller environmental footprint and greater cost savings.



# Sustainable Services



*High Performance Building Systems*



*Climate Change Impacts*



*Enhanced Oil Recovery*



*Air Quality Testing*



*Agroforestry*



*Pipe Flow Research*



*Environmental Remediation*

## SUSTAINABLE SERVICES

SRC's most significant environmental impacts are made by providing our clients with sustainable services and solutions that help them realize cost savings by increasing efficiency to reduce their environmental footprints.

Last year, SRC undertook more than \$22 million in projects aimed at creating positive environmental impacts.

These contributions were made through an array of services that support our clients' sustainability.

Air Quality Testing

Life Cycle Assessments

Carbon Accounting

Enhanced Oil Recovery

Tailings Research

Waste Water Management

Climate Change Impacts Research

Agroforestry

Toxicology

Forestry Services

Environmental Remediation

Pipe Flow Research

Plant Ecology Services

Radiochemical Services

Environmental Analysis and Testing

Biofuels Testing

High Performance Building Systems

Advanced and Alternative Energy Systems

Visit [www.src.sk.ca/services](http://www.src.sk.ca/services) to find more services that support sustainability.

SPOTLIGHT:

## MEASURING ENVIRONMENTAL IMPACT FROM CRADLE TO GRAVE

Ever wondered what kind of effect a product or process has on the environment; from material extraction and processing, to production, and ultimately, to use and final disposal? One of SRC's many sustainable services tracks exactly that.

Life cycle assessment (LCA), often referred to as the cradle-to-grave approach, is a modeling approach applied to assess the overall environmental impacts of a product, process or service from design through to disposal. LCA's goal is to compare the entire range of the environmental effects of a product or service to improve process efficiency, provide marketing materials, inform stakeholders and, in some cases, reduce operational costs.

Traditionally, environmental analyses have focused on a product's manufacturing and its subsequent use, taking into consideration greenhouse gas emissions and energy use.

LCA expands these boundaries by considering material extraction and processing (upstream) and waste management (downstream). LCA also takes recycling and remanufacturing of the product, or reuse of the process or service, into account.

"This is a really useful process in that it allows for more of an apples-to-apples comparison as we look at a whole host of environmental impacts such as mineral extraction, nutrient run-off into lakes and land use," says Monique Wismer, Research Scientist and EcoAccounting Team Lead at SRC. "The results are then used in decision-making by consumers, users and policy-makers."

Clients benefit from this assessment service in many ways. The results can assist them in addressing increasing energy costs, provide their customers with environmental information on operations and products as well as help them maintain market share in the presence of sustainable competitors.

Wismer's team recently completed a three-year LCA study on pulse crop production, funded by the Saskatchewan Pulse Growers and Agriculture and Agri-Food Canada.

"The reason we wanted to do a life cycle assessment is because we know that pulse crop production offers some environmental benefit, but we only know by bits and pieces that it can reduce nitrogen fertilizer," said Crystal Chan, research project manager at Saskatchewan Pulse Growers. "That's why life cycle analysis is useful, because it not only looks at the product, it also looks at the process and we get a full picture of how pulse crop production can actually offer environmental and economic benefits."

SRC's life cycle assessment team has an excellent reputation, delivering professional services to universities and organizations to meet stakeholders' needs. Training from the GHG Management Institute, Canadian Standards Association and Earth Shift Consultants gives the team a competitive edge by offering clients assurance that their assessments are being conducted by accredited professionals.

# Reporting

# GLOBAL REPORTING INITIATIVE™ (GRI) CONTENT INDEX

Strategy and Analysis		
GRI NUMBER	INDICATOR	LOCATION
1.1	Message from the CEO	Pages 4-5
Organizational Profile		
GRI NUMBER	INDICATOR	LOCATION
2.1	Name of organization	Page 8
2.2	Primary brands, products and/or services	Page 8
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	Page 8
2.4	Locations of organizations headquarters	Page 8
2.5	Number of countries where the organization operates and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Page 8
2.6	Nature of ownership and legal form	Page 9
2.7	Markets served	Page 8
2.8	Scale of reporting organization	Pages 6, 8-9
2.9	Significant changes during the reporting period regarding size, structure or ownership.	Page 6
2.10	Awards received in the reporting period	Page 8-9
Report Parameters		
GRI NUMBER	INDICATOR	LOCATION
3.1	Reporting period	April 1, 2011 – March 30, 2012
3.2	Date of most recent previous report	August 2011
3.3	Reporting cycle	Page 6
3.4	Contact point for questions regarding the report or its contents.	Page 6
3.5	Process for defining report content, including determining materiality, prioritizing topics within the report and identifying stakeholders the organization expects to use the report.	Pages 6, 9
3.6	Boundary of the report	Page 6
3.7	Limitations on the scope or boundary of the report.	Page 6
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations.	SRC does not have any joint ventures, subsidiaries, other leased facilities, outsourced operations or other entities that will affect the reporting.



3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement.	Page 6
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.	Page 6
3.12	GRI content index	Pages 32-35
3.13	Policy and current practice with regard to seeking external assurance for the report.	Page 6

## Governance

GRI NUMBER	INDICATOR	LOCATION
4.1	Governance structure of the organization including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Pages 10-11
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and if so, their function within the organization's management and the reasons for this arrangement)	Page 10
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Page 10
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Page 12
4.6	Process in place for the highest governance body to ensure conflicts of interest are avoided.	Page 12
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.	Page 10
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance and the status of their implementation.	Page 8
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Page 12
4.12	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes and endorses.	Page 8
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	Page 8

## Stakeholder Engagement

GRI NUMBER	INDICATOR	LOCATION
4.14	List of stakeholder groups engaged by the organization.	Page 9
4.15	Basis for identification and selection of stakeholders with whom to engage.	Page 9

Performance Indicators			
GRI NUMBER	INDICATOR	LOCATION	RESULT
EC1	Direct economic value generated and distributed including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	Page 15	<ul style="list-style-type: none"> <li>• Total revenue and other income of \$78,382k.</li> <li>• Total operating expenses of \$76,480k.</li> <li>• Employee compensation, including salary and benefits, of \$28,258k.</li> <li>• Retained earnings of \$23,920k.</li> <li>• Total payments to suppliers of \$51,674.</li> <li>• Payments for capital purchases of \$5,397,000.</li> <li>• As a Treasury Board Crown Corporation, SRC does not provide donations.</li> </ul>
EC4	Significant financial assistance received from government.	Page 34	\$18,133k
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Page 19	<p>SRC laboratory technician: \$12.80/hour-\$13.30/hour</p> <p>SRC newly graduated scientist: \$21.64/hour</p> <p>SRC newly graduated engineer: \$24.00/hour</p> <p>Provincial minimum wage: \$9.50/hour</p>
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation.	Page 34	<p>68.98% of purchases used Saskatchewan-based suppliers in 2011-12.</p> <p>SRC's purchasing policy dictates a supplier is chosen based on the value of its service to the organization, based on quality, service and price. Due to participation in the New West Partnership Trade Agreement, a vendor cannot be favoured due to location.</p>
EC9	Understanding and describing significant indirect economic impacts including the extent of impacts.	Page 14-16	<p>Pages 14-16</p> <p>Total impact of more than \$656M</p> <p>More than 1,894 jobs were created or maintained.</p> <p>More than \$53M was spent on projects that achieve positive social and environmental impacts.</p> <p>For every dollar invested by the Government of Saskatchewan, SRC generated more than a 36 times return.</p>
EN4	Indirect energy consumption by primary energy source.	Page 24	<p>Total electricity use of 25,736 Gigajoules.</p> <p>Total natural gas use of 69,552 Gigajoules for heating and cooling.</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 resources.</p>

EN16	Total direct and indirect greenhouse gas emissions by weight.	Page 24	9,229 tonnes CO <sub>2</sub> e  Partially reported. Not all vehicle emissions data was available.
EN22	Total weight of waste by type and disposal method.	Page 24	SRC is unable to fully measure this parameter, however, 96 metric tonnes of surplus equipment and supplies were diverted from the landfill due to recycling and the sale of equipment.
EN23	Total number and volume of significant spills.	Page 24	There are no significant spills to report. Significant spills are defined as any spill or leak of a hazardous substance with significant consequences.
LA1	Total workforce by employment type, employment contract and region.	Page 18	As of March 31, 2012, SRC had 405 employees of which 369 were regular, salaried employees and 36 were hourly/term employees.
LA2	Total number and rate of employee turnover by age group, gender and region.	Page 18	<b>Employee Type</b> <ul style="list-style-type: none"> <li>• Regular/salaried employees: 8.7%</li> <li>• Term employees: 14%</li> </ul> <b>Age Range</b> <ul style="list-style-type: none"> <li>• Under 30: 11%</li> <li>• 30-50: 13%</li> <li>• Over 50: 1%</li> </ul> <b>Gender</b> <ul style="list-style-type: none"> <li>• 12.8% male</li> <li>• 16.7% female</li> </ul> <b>Region</b> All employees and turnover occurred in Saskatchewan.
LA6	Percentage of local workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Page 35	100%
LA7	Rates of injury, occupational diseases, lost days and absenteeism and number of work related fatalities by region.	Page 19	SRC had a lost time incident rate of 0.  In total there were 0 lost days due to injury.
LA10	Average hours of training per year per employee by employee category.	Page 19	Average safety training for all employees was 4.59 hours hours/employee (Total of 1,832.45 hours for all employees).  Average skills training was 22.38 hours per employee (Total of 8,930.85 hours for all employees).
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Page 35	100%
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	Page 35	100%



## Statement GRI Application Level Check

GRI hereby states that **Saskatchewan Research Council** has presented its report "Serving Sustainably: SRC Corporate Social Responsibility Report 2011-12" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 7 September 2012

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a large, faint watermark of the GRI logo in the background.

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 27 August 2012. GRI explicitly excludes the statement being applied to any later changes to such material.





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