

# MOMENTUM

Corporate Social Responsibility Report 15 | 16



# TABLE OF CONTENTS

<a href="#">Letter From The CEO.....</a>	<a href="#">3</a>
<a href="#">About This Report.....</a>	<a href="#">4</a>
<a href="#">Overview.....</a>	<a href="#">6</a>
<a href="#">Governance.....</a>	<a href="#">8</a>
<a href="#">Economic Performance.....</a>	<a href="#">9</a>
<a href="#">Environmental Performance.....</a>	<a href="#">12</a>
<a href="#">Social Performance.....</a>	<a href="#">17</a>
<a href="#">GRI Content Index.....</a>	<a href="#">27</a>

View of Gunnar Camp

## LETTER FROM THE CEO <sup>G4-1</sup>

We are pleased to release our sixth Corporate Social Responsibility (CSR) report, Momentum, which looks at the Saskatchewan Research Council's (SRC) economic, environmental, and social impacts.

As one of Canada's leading research and technology organizations, SRC is driven and dedicated toward building a better world. Our diverse team of experts and specialists focus on providing science-based, advanced technology solutions to real-world problems. We build on best practices and leverage our collective strengths to serve the energy, mining, environmental, agriculture, and biotechnology sectors.

Safety is an overriding priority at SRC – nothing we do is more important than our employees' health and safety, both at work and home. This is demonstrated daily by our growing reputation for world-class safety performance. Our comprehensive occupational health and safety management system is the backbone of safety throughout all levels of the organization, as we continue to target our high probability causes of injury incidents and nurture an active and strong safety culture. For the past decade, our lost time injury (LTI) rate has trended downward and during 2015-16, we achieved zero LTIs.

A similar priority for SRC is delivering the highest level of quality and world-class services to our clients around the world. We recently received ISO 9001:2008 certification for our Quality Management System (QMS), something that further validates our position as one of Canada's leading providers of research, development, and demonstration (RD&D) and will help to improve process efficiencies, product quality and client service.

Employee engagement and diversity are continuing to become areas of strategic strength for SRC. Through yearly employee engagement surveys, we continue to listen to our employees and have responded to their feedback by focusing on training, performance management, pay, and career progression, among other things. Changes in these focus areas are seeing results both internally and externally as we strive toward our goal of being a "best" employer.

This year, SRC was selected as one of Saskatchewan's Top Employers recognizing SRC as an industry leader in offering an exceptional place to work by Canada's Top Employers. SRC was also chosen as one of Canada's Outstanding Employers by The Learning Partnership, along with being awarded a WorldatWork Work-Life 2016 Seal of Distinction for human resources practices that "...create a culture that supports employees at work and at home."

We are fortunate to live and work in Saskatchewan, a province rich in a variety of resources – from oil, gas, and potash in the south, to uranium in the north, as well as a large and vibrant agricultural sector. SRC provides these industries with innovative solutions and services to assist with the sustainable development of these abundant resources, with the goal of helping our clients move beyond environmental compliance and into best practices.

Along with our work for clients, SRC is also committed to producing positive economic, environmental, and social impacts in Saskatchewan. Our economic impact assessment process confirmed that this past year we achieved exceptional impacts with over \$484 million in direct economic benefit to the province. This means, for every public dollar invested in SRC, we generated a 22-times return in direct economic impacts. In addition, our work led to over \$329 million worth of jobs created or maintained in the province. Our benchmarking shows that this is an unparalleled record in Canada, or indeed, around the world. We have assessed our impacts in Saskatchewan for the past 13 years and in that time, we have contributed a total of \$7.1 billion in direct incremental economic and employment activity.

By providing Responsible Science Solutions™, we enhance our strong economic impacts and ensure a safe, secure, and sustainable environment. Last year, we undertook more than \$22 million in projects aimed at creating positive socio-environmental impacts. Our work contributed to more than 21 kt per year of greenhouse gas emission reductions and energy savings of over 40 million kWh/year on behalf of our clients.

Just like our commitment to providing positive impacts in Saskatchewan, our activities are designed in one way or another to benefit Saskatchewan people and communities as well. Through our Employee Volunteer Program, our employees continue to participate in significant, proactive CSR initiatives in the communities in which they live and work. We also continue to increase our visibility and our transparency through public reporting mechanisms, including the Global Reporting Initiative™ (GRI), and we were very pleased to be recognized on The Corporate Knights Future 40 Responsible Corporate Leaders list for the third year in a row.

Choosing to be a responsible organization is an ongoing journey rather than a destination. Reporting within the internationally accepted GRI sustainability reporting guidelines for CSR is one way that we stay accountable and on track in our journey toward our 2020 Vision. We are proud of the substantial impacts we are making on our economy, environment and communities as we become increasingly recognized as one of Canada's premium and most valued Research and Technology Organizations (RTOs).



Dr. Laurier Schramm  
President and CEO

## ABOUT THIS REPORT

This is the sixth year that the Saskatchewan Research Council (SRC)<sup>G4-3</sup> has completed a CSR report and submitted it to the Global Reporting Initiative™ (GRI). SRC's last report *Impacts: Corporate Social Responsibility Report 2015* was issued in November 2015.<sup>G4-29</sup>

The 2015-16 reporting period captures measurements and data from April 2015 – March 2016<sup>G4-28</sup> to coincide with SRC's annual<sup>G4-30</sup> financial reporting cycle.

### Scale of Reporting<sup>G4-17</sup>

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 2015-16 report is being submitted "In Accordance" with GRI's G4 sustainability reporting guidelines - Core option. It has not been externally assured and there is no current SRC policy on seeking external assurance.<sup>G4-33</sup>

### Data Measurement Techniques

All data has been collected from appropriate employees within SRC.

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 2015-16 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 sustainability reporting guidelines.

### Materiality and Disclosures of Management Approach

<sup>G4-18</sup>

In this year's report, the following aspects from GRI's G4 sustainability reporting guidelines were deemed to be material, both internally<sup>G4-20</sup> and externally,<sup>G4-21</sup> based on a review of SRC's business strategy and industry/client sustainability trends.

### Economic Performance<sup>G4-19</sup>

- 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 external auditors.

### Market Presence<sup>G4-19</sup>

- 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<sup>G4-19</sup>

- SRC conducts an annual economic impact analysis. This allows SRC to understand what impact it is 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 its 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<sup>G4-19</sup>

- SRC is entering its sixth year of gathering energy and emissions data. While SRC is unable to fully track its waste, it has been able to track how much waste has been diverted from landfills due to recycling or sales of old equipment and furniture. SRC launched a company-wide recycling program in 2015-16.

### Employment<sup>G4-19</sup>

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

## Occupational Health and Safety (OH&S) <sup>G4-19</sup>

- 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 <sup>G4-19</sup>

- 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, it continuously strives to improve how it manages training and professional development. Having a corporately administered training portal is one way in which SRC has improved internal training in recent years.

## Diversity and Equal Opportunity <sup>G4-19</sup>

- SRC prides itself on being an inclusive workplace. It strives to be a workplace with a culture that embraces diversity.
- SRC is a Saskatchewan Human Rights Commission Equity Partner, which means it has an employment equity plan that is approved by the Saskatchewan Human Rights Commission and it is able to encourage applications and preferentially hire people from target equity groups for positions in underrepresented occupational groups.

### • Local Communities <sup>G4-19</sup>

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 SRC has 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, SRC has 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](mailto:info@src.sk.ca) or visit:

[www.src.sk.ca/csr](http://www.src.sk.ca/csr) <sup>G4-31</sup>



# OVERVIEW

The Saskatchewan Research Council (SRC) is one of Canada's <sup>G4-6</sup> leading providers of applied research, development and demonstration (RD&D) and technology commercialization.

With over 350 employees, \$70 million in annual revenue <sup>G4-9</sup> and over 69 years of RD&D experience, SRC provides research, development, demonstration, commercialization and testing services to its 1,500 clients in 20 countries <sup>G4-8</sup> around the world. <sup>G4-4</sup>

SRC focuses its efforts on the mining, minerals and energy sectors, and the environmental considerations that are important across each sector. <sup>G4-8</sup>

SRC has locations in: <sup>G4-5</sup>

Saskatoon, SK (headquarters)

Regina, SK

Prince Albert, SK

Uranium City, SK

Calgary, AB

## Impacts

SRC's 2015-16 annual economic impact assessment demonstrates:

- SRC achieved more than \$484 million in direct economic benefit to Saskatchewan
- SRC's work created or maintained over \$329 million worth of jobs
- SRC undertook nearly \$22 million in projects aimed at



- creating positive environmental and social impacts
- SRC's work for clients contributed to reducing at least 21 kt per year of greenhouse gas emissions and saved over 40 million kWh per year of energy

## Internal Standards <sup>G4-15</sup>

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

## External Standards <sup>G4-15</sup>

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

## Memberships and Industry Involvement <sup>G4-16</sup>

SRC was a member in the following associations for all or part of 2015-16:

- Chambers of Commerce (Saskatchewan, Saskatoon, Prince Albert, Regina and Calgary)
- Global Reporting Initiative™ (GRI)
- Innoventures Canada (I-CAN™)
- The Conference Board of Canada – Saskatchewan Institute
- Saskatchewan Environmental Industry and Managers Association (SEIMA)
- Saskatchewan Science Centre
- Saskatchewan Trade and Export Partnership (STEP)
- Canadian Oil Sands Innovation Alliance (COSIA)

- Petroleum Technology Alliance of Canada (PTAC)
- International Minerals Innovation Institute (IMII)
- Saskatchewan Regional Economic Development Association (SREDA)
- The Petroleum Technology Research Centre (PTRC)

## Recognition

Becoming a "best" employer is part of SRC's 2020 Vision. During 2015-16, SRC was recognized in the following ways:

- SRC was a proud recipient of this year's WorldatWork Work-Life 2016 Seal of Distinction for demonstrating leadership in strategies that help its employees achieve work-life balance. SRC was both the first Canadian research and technology organization (RTO) and the first Saskatchewan head-quartered company to have earned the Seal of Distinction since the awards began in 2012.
- In February 2016, SRC was named to Saskatchewan's Top Employers list. This special designation recognizes the Saskatchewan employers that lead their industries in offering exceptional places to work.
- In 2016, SRC placed on the Corporate Knights Future 40 Responsible Corporate Leaders list for the third year in a row! SRC was one of two Saskatchewan-based companies to appear on this year's ranking.
- For over 20 years, SRC has been a proud participant in the nationally-recognized Take Our Kids to Work (TOKW) day program through The Learning Partnership. In 2015-16, SRC hosted 11 grade nine students who spent the day learning about careers at SRC and did hands-on work in a number of different areas. For the second year in a row, SRC's TOKW program received Canada's Outstanding Employer Award.

A video featuring a look at SRC's participation in this year's TOKW day was posted to SRC's YouTube channel.

- SRC was shortlisted as a finalist in the 2015 Canadian Society of Corporate Secretaries' Excellence in Governance Awards, in the following category: Best Use of Technology in Governance, Risk and Compliance.
- SRC was listed in the 87th spot in SaskBusiness Magazine's 2015 ranking of the province's top 100 businesses, published in September 2015.
- Eric Thiessen, a member of SRC's Communications team, won a Gold Award for SRC's Aboriginal Mentorship Program video in the category of Video Recruitment in the AVA Digital Awards. The Gold Award is presented to those entries judged to exceed the high standards of the industry norm and are administered and judged by the Association of Marketing and Communications Professionals.

### Stakeholder Engagement<sup>G4-24, G4-25, G4-26</sup>

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

- SRC engages employees through regular meetings and a broad range of internal communication channels.
- SRC provides access to the appropriate business tools that

each employee requires to facilitate their communication needs.

#### 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 media activities, advertising and by providing publicly accessible documents.
- SRC seeks connections with the public through its four social media channels. In 2015-16, SRC saw steady growth in its online presence and more engagement with its audience, generating 2,600 more YouTube views than the previous year and increased watch time by 15 per cent. SRC saw a 12 per cent increase in Twitter followers and a 60 per cent increase in Facebook fans.
- SRC holds regular community meetings and has provided local training for Project CLEANs, an environmental remediation project aimed at cleaning up 37 abandoned uranium mine and mill sites in northern Saskatchewan. In total, there have been 164 meetings and 29 of those were held during the 2015-16 reporting period.

#### Clients

- SRC encourages client engagement through regular client surveys.
- SRC distributes its *Performance Highlights* document to update current clients.
- During 2015-16, SRC interviewed six clients as part of its annual economic impact assessment process.

#### Peers

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



*Video: Bruce Mann, Supervisor, Strategic Initiatives, leads an activity during Take Our Kids To Work Day*

## GOVERNANCE<sup>G4-34</sup>

The Saskatchewan Research Council (SRC) is a Saskatchewan Treasury Board Crown Corporation<sup>G4-7</sup> 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 Composition and Compensation

In 2015-16, SRC's Board was comprised of seven members with a diverse combination of knowledge and expertise. The members represented a cross-section of SRC's stakeholder community.

Six 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. Members are allowed travel and associated expenses at SRC approved rates. The compensation is not tied to the organization's 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.

### 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.

## VALUES AND ETHICS<sup>G4-56</sup>

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. SRC's 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.

Employees can seek advice from<sup>G4-57</sup>, or report<sup>G4-58</sup> unethical and unlawful activities to Human Resources, Vice-Presidents, the CEO or any board member, either verbally or in writing. Employees can also contact an independent third party through SRC's whistleblower hotline.



# ECONOMIC PERFORMANCE

- 22-times return on provincial investment
- More than 4,826 jobs valued at \$329 million were created or maintained
- Total impacts on provincial economy: \$484 million





## SPOTLIGHT: Pipe Flow Behaviour for Research for SaskPower

SaskPower's Poplar River Power Station has operated in Coronach, Saskatchewan since 1981. With a net generating capacity of 582 MW, the station provides reliable baseload power to the people of Saskatchewan. At the station, coal is burned in a boiler to convert water into steam. A by-product of the coal combustion process is ash, which is the non-combustible component of coal. Ash is collected in the boiler and is pumped as a slurry (in this case, a mixture of ash and water) to ash lagoons at the station via a pipeline. Once the ash settles, the top fluids flow by gravity to a polishing pond and then are recirculated and reused at the power station. SaskPower currently has other ash lagoons at this power station, but in order to keep the plant running at the same output for the next several years, SaskPower will need to increase its capacity by adding an additional lagoon. To effectively meet that capacity, the current pumping and piping systems require upgrades. This is where the Saskatchewan Research Council (SRC) comes in.

In 2015, SaskPower approached SRC to study some ash slurry being pumped from the power station to the current ash lagoons, to ensure the upgrades can handle a new system.

SaskPower sent samples from their ash slurry pipeline to SRC's internationally recognized Pipe Flow Technology Centre™ in Saskatoon. The characteristics of the slurries being pumped were challenging to understand because they vary from water to cement-like consistencies, but SRC's Pipe Flow Model helped determine the carrier fluid viscosity (which consists of liquids and fine particles) and the coarse particle size distributions of the slurry. Through this, SRC was able to help SaskPower determine the appropriate process conditions required for the upgraded pump and piping design for the ash lagoons, enabling SaskPower to refine their pumping and piping systems, reduce uncertainty in the slurry composition and ultimately improve system reliability.

Ultimately, SRC's services provided SaskPower with a better understanding of the slurry system's operating conditions increasing the suitability of design and equipment selection for the upgrades. Over the life of the system this will improve the control and monitoring of the system leading to significant savings by minimizing costly outages and downtime due to operational issues such as plugging and freezing of the pipeline. The new ash lagoon and system upgrades are expected to be fully operational by summer 2017.



In 2015, SRC's PipeFlow Technology Centre™ worked with SaskPower to help them better understand the characteristics of the slurries being pumped into their lagoons.



SRC's Dense Media Separation facility

## Direct Economic Value

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Direct economic value as a result of SRC's work. <sup>G4-EC1</sup>	Total revenue and other income of \$73,134k.  Total operating expenses of \$66,332k.  Employee compensation, including salary and benefits of \$27,137k.  Retained earnings of \$30,157k.  Total payments to suppliers of \$32,140k.  Purchases of property, plant and equipment of \$4,561k.  As a Treasury Board Crown Corporation, SRC does not provide cash donations.	Achieve a positive overall net income	Total revenue and other income of \$69,679k.  Total operating expenses of \$66,416k.  Employee compensation, including salary and benefits of \$29,097k.  Retained earnings of \$33,388k.  Total payments to suppliers of \$32,947k.  Purchases of property, plant and equipment of \$11,290k.  As a Treasury Board Crown Corporation, SRC does not provide cash donations.
Significant financial assistance received from Government. <sup>G4-EC4</sup>	\$20,343k	No target set	\$22,475k

## Economic Impacts

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Economic impact of SRC in Saskatchewan as measured by the annual economic impact assessment. <sup>G4-EC8</sup>	\$519M	>\$500M	\$484M

## Quality Jobs

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Number of jobs created or maintained in Saskatchewan as measured by the annual economic impact assessment. <sup>G4-EC8</sup>	>832	No target set	>4,826

## Mandate Effectiveness

Measures	2014-15 Actual Results	Target	2015-16
Mandate effectiveness as measured by the annual economic impact assessment. <sup>G4-EC8</sup>	>26	No target set	>22

## Environmental and/or Social Impact

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Total dollar value of projects focused on or containing a substantial component of achieving positive environmental or social impacts.	>\$26M	No target set	>\$22M
Total percentage of projects focused on or containing a substantial component of achieving positive environmental or social impacts.	57%	70%	44%

# ENVIRONMENTAL PERFORMANCE

- Reduced clients' emissions by more than 21 kt
- Helped save clients more than 40 million kWh in energy
- SRC's total GHG emissions were 7,537 CO<sub>2</sub>e
- \$22 million aimed at socio-environmental impacts





## SPOTLIGHT: SRC's Diesel-Battery Hybrid System

Remediating abandoned mine and mill sites is no easy task. One of the challenges SRC discovered is how to efficiently and effectively power an off-grid, remote location with environmentally-friendly energy sources. Diesel generators had long powered the abandoned mine and mill sites, but the Project CLEANs (CLEanup of Abandoned Northern Sites) team had concerns associated with their use - transporting diesel is costly and dangerous, the generators produce a lot of noise and pollution and they are not fuel efficient.

In an effort to alleviate these concerns, the Project CLEANs team turned to SRC's Development Engineering and Manufacturing business unit – known for their innovative and practical solutions in the mining industry. The two teams worked together to develop a deployable, diesel-powered, solar energy container. The unit resembles a metal shipping container found on freight ships – but it is much more than that.

SRC's diesel-battery hybrid system is equipped with a diesel generator, a battery, a photovoltaic array and remote control

monitoring systems. The exterior solar panels absorb energy and charge the massive battery system during the day, while the diesel generator only runs once the storage capacity has decreased (from usage) to a certain level.

The diesel-battery hybrid system was demonstrated at one of the remote mine sites near Uranium City in the summer of 2015. The system contributed to a substantial decrease in the diesel fuel consumption at the site by 86 per cent. In addition to the fuel savings, the system decreased generator runtime by approximately 70 per cent, thereby providing additional generator maintenance savings, extending generator lifetime and reducing noise on site.

The diesel-battery hybrid system demonstrates a sustainable solution to a complex problem that was overcome through collaboration and innovation within the organization. SRC continues to operate this unit in northern Saskatchewan for Project CLEANs, all the while gaining real-world experience and information that makes this system ready to meet its clients' needs.



SRC is managing Project CLEANs (CLEanup of Abandoned Northern Sites) — a multi-year, multimillion-dollar project to assess and reclaim Gunnar Uranium Mine and Mill site, Lorado Uranium Mill site and 35 satellite mine sites in northern Saskatchewan. The project is funded by the governments of Saskatchewan and Canada and is led by SRC's Environmental Remediation team.



## SPOTLIGHT: Commuter Challenge



**Amy Derbowka,**  
Sustainability Coordinator

**Amy Derbowka answers frequently asked questions about the challenge and why SRC actively participates in it.**

A: Commuter Challenge Week is an annual event that takes place during Canadian Environment Week (the week that includes June 5th). It is a friendly competition between Canadian cities and workplaces that encourages Canadians to leave their cars at home, while at the same time celebrating active and sustainable transportation. This can include carpooling and transit, in addition to active transportation, such as walking or cycling.

**Q: Why does SRC participate in the Commuter Challenge?**

A: We were first introduced to the Commuter Challenge by one of our labs whose employees took the initiative to register and participate as a team. Participation truly was employee driven! Beginning in 2012, we registered corporately and encouraged all employees to participate. Not only do employees enjoy participating, but it's great to see the environmental impact that is made. Year after year, Commuter Challenge maintains a steady

level of support from our employees.

**Q: Who are the participants and where are they located?**

A: We have had everyone from regular sustainable commuters to first-timers register to participate. Employees from our offices in Saskatoon, Regina and Prince Albert have been involved in this initiative. In the bigger picture, there are more than 1,000 workplaces across Canada participating in the Commuter Challenge every year.

**Q: How is the Commuter Challenged tracked?**

A: Participants log each sustainable commute that they make on the Commuter Challenge website, which then estimates emission reductions, calorie consumption, distance travelled and fuel cost savings.

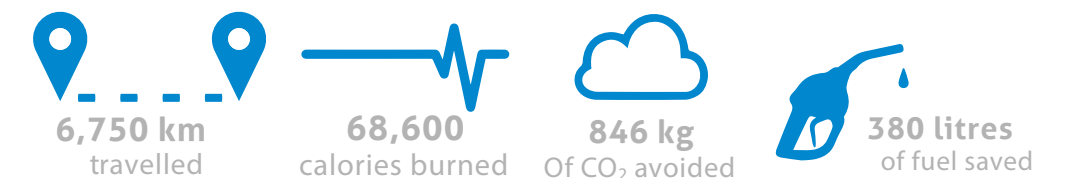
**Q: What kind of results did SRC achieve in 2015-16?**

A: In 2015-16, 86 SRC employees avoided 846 kilograms of carbon dioxide, burned 68,600 calories, travelled 6,750 kilometres and saved 380 litres of fuel.

**Q: What are employees saying?**

A: "On my bike commute home today I got to see the most interesting sky. The clouds were layered in several waves, like on a beach. Just lovely. That is what I like about walking and biking

- I get to see such interesting things! I commute to work by bike occasionally in the summer. The Commuter Challenge is pushing me to do it more often."



## Energy Consumption

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Total energy consumed within SRC. <sup>G4-EN3</sup>	Total electricity use of 22,283 GJ. <sup>G4-22</sup>  Total natural gas use of 73,833 GJ <sup>G4-22</sup> for heating, cooling and equipment.  The purchased electricity is generated from coal, hydro, natural gas, wind, imports and other sources, so it is a mixture between both non-renewable and renewable resources. The natural gas for heating and cooling is a non-renewable resource.  SRC purchases all electricity, with the exception of an estimated <1 GJ, which SRC produces using solar panels at a report site.	No target set	Total electricity use of 23,988 GJ.  Total natural gas use of 63,675 GJ for heating, cooling and equipment.  The purchased electricity is generated from coal, hydro, natural gas, wind, imports and other sources, so it is a mixture between both non-renewable and renewable resources. The natural gas for heating and cooling is a non-renewable resource.  SRC purchases all electricity, with the exception of an estimated <1 GJ, which SRC produces using solar panels at a report site.
Total energy consumed through the use of SRC vehicles and non-road vehicles. <sup>G4-EN4</sup>	904 GJ	No target set	1,326 GJ
Energy intensity. <sup>G4-EN5</sup>	277 GJ/Employee <sup>G4-22</sup>	No target set	242 GJ/Employee

*G4-22: Electricity, energy and energy intensity for 2014-15 have been restated for the following reasons:*

*One office had been mistakenly allocated 100% of emissions from the building it was occupying. Electricity and heating/cooling energy consumption was calculated partially using estimated data which was an overestimate. The data has been obtained and the totals have been recalculated.*

## Greenhouse Gas Emissions

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Direct greenhouse gas emissions (Scope 1). <sup>G4-EN15</sup>	61 tonnes CO <sub>2</sub> e	No target set	90 tonnes CO <sub>2</sub> e
Energy indirect greenhouse gas emissions (Scope 2). <sup>G3-EN16</sup>	7,725 tonnes CO <sub>2</sub> e <sup>(G4-22)</sup>	No target set	7,447 tonnes CO <sub>2</sub> e

*G4-22: Greenhouse gas emissions for 2014-15 have been restated for the following reasons:*

*One office had been mistakenly allocated 100% of emissions from the building it was occupying. Electricity and heating/cooling energy consumption was calculated partially using estimated data which was an overestimate. The data has been obtained and the totals have been recalculated.*

## Waste Disposal and Diversion

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Total weight of waste diverted from landfill disposal.	5.75 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales.	No target set	5.19 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales.

# SOCIAL PERFORMANCE

- 8,300+ hours of employee skills and safety training
- Named one of Saskatchewan's Top Employer
- A lost time injury rate of zero
- 385 employee volunteer hours







## SPOTLIGHT: Aboriginal Mentorship Program

SRC values the positive, long-term relationships it has with Aboriginal communities, and it is dedicated to participating in and supporting initiatives that can benefit Aboriginal people. SRC is committed to fostering Aboriginal participation in the science, technology, engineering and math (STEM) disciplines by supporting students as they progress through their post-secondary education with opportunities to learn and grow both personally and professionally.

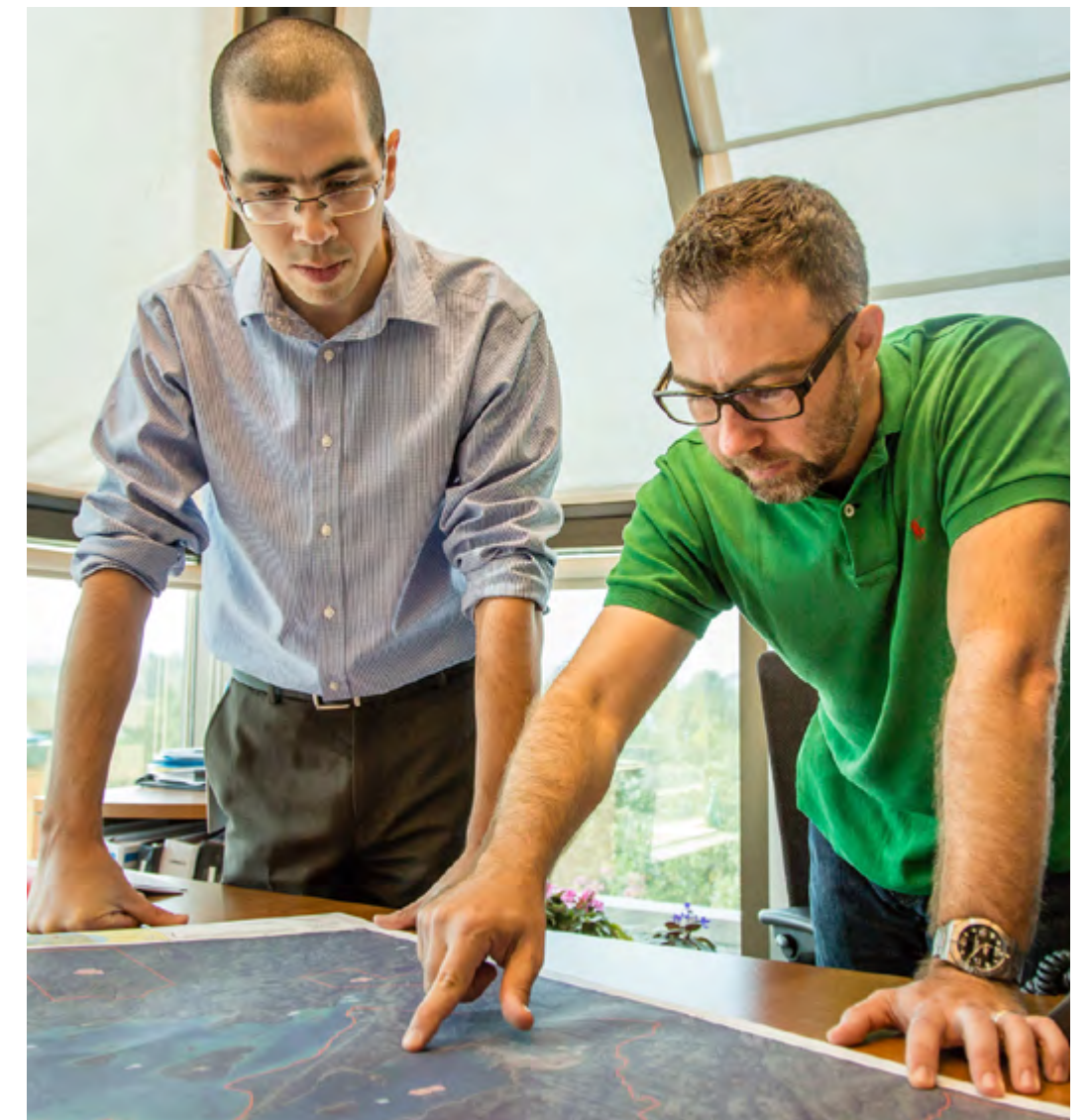
In 2015, SRC launched a new Aboriginal Mentorship Program which aims to connect Aboriginal post-secondary students in the STEM disciplines with SRC mentors in the same or similar disciplines to help students take their education and experience to the next level. The program includes coaching and mentoring throughout the school year to help set students up for success, along with meaningful summer employment and opportunities to help students develop skills and gain experience that will help them in their studies and future careers.

In its pilot year, SRC welcomed an Environmental Engineering student from the University of Saskatchewan into the program. Thomas Lavergne, was matched with SRC mentor, Ian Wilson, manager of SRC's Environmental Remediation team. Thomas spent his summer at SRC working on Project CLEANs (CLEanup of Abandoned Northern Sites)– a multi-year project that SRC is managing to assess and remediate mine and mill sites in northern Saskatchewan.

The summer employment piece went so well that SRC asked Thomas to stay on and work part-time during his final year of schooling. Recently, Thomas accepted a full-time position with SRC upon his graduation.

After a successful pilot year, SRC welcomed six new students into the program in 2016. These students are studying in a variety of STEM disciplines and are matched with mentors across SRC.

[Video: SRC's Aboriginal Mentorship Program](#)



Thomas Lavergne and his mentor Ian Wilson, Business Unit Manager of Environmental Remediation, study a map of northern Saskatchewan



## SPOTLIGHT: Community Engagement and Thought Leadership in Project CLEANS

Project CLEANS (CLEanup of Abandoned Northern Sites) is the largest project SRC has undertaken in its 69 year history. Project CLEANS is a multi-year, multimillion dollar project aimed at remediating 37 abandoned mine and mill sites in northern Saskatchewan back to a safe, healthy and natural state. Doing so requires collaboration among SRC, communities and industry in implementing effective environmental remediation strategies in a safe manner.

From the very beginning, SRC has continuously met with the communities in northern Saskatchewan who are affected by the work being done for Project CLEANS. An important part of these meetings is to help identify concerns such as radiation contamination and physical hazards associated with condemned structures. Building trust and increasing transparency in the decision-making process helped determine SRC's approach to remediation. To date, over 160 public meetings have been held in the Athabasca region.

But SRC understands that engagement is much more than just listening to concerns – it is about taking action. One of the ways SRC does this is by helping northern residents build their capacities and skill sets with real-world work experience.

Here are examples of how the project impacted communities during the 2015 work season at the remediated Lorado mine and mill site:

[Video: Lorado - Remediation Project in Northern SK.](#)

*51 per cent of the work force was made up from Aboriginal people from the Athabasca Basin Region.*

*34 per cent of its total project costs were put back into the Athabasca communities through the use of local fuel, suppliers and bed and breakfasts, among other services.*

*60 per cent of the heavy equipment used was sourced from the region.*



SRC's Environmental Remediation researchers are considered to be international thought leaders because of their significant role in helping industry understand remediation, engagement and consultation practices. The team gives presentations around the world, sharing their knowledge and experiences while showcasing the remediation work SRC is completing.

- In June 2015, Ian Wilson, Environmental Remediation Manager, travelled to Centurion, South Africa to present a workshop about safely reducing public doses of radiation at uranium mine and mill sites.
- In December 2015, Alexey Klyashtorin, Senior Environmental Scientist, worked with a team of experts from the International Atomic Energy Agency to advise them of the long-term consequences of the radioactive fallout produced by the Fukushima Daiichi accident.
- SRC's Environmental Remediation team collaborated with a consultant in Argentina to complete a site characterization and environmental risk assessment on five abandoned uranium mines.

This world-wide acknowledgement shows the commitment SRC has to building a better world by spreading the knowledge it acquires through its work internationally.



The Lorado tailings site following its remediation in 2016.



## SPOTLIGHT: Safety as a Shared Responsibility

Safety is an overriding priority as SRC believes that nothing is more important than the health and well-being of our employees. Over the years, SRC has established a strong occupational health and safety program and organizational culture which demonstrates the importance of having a proactive approach to safety both at work and at home. Safety is a shared responsibility at SRC. Employees are encouraged to take responsibility for their own safety, to look out for their fellow co-workers and to act immediately to correct or report any hazards. In all aspects of work, SRC employees have the

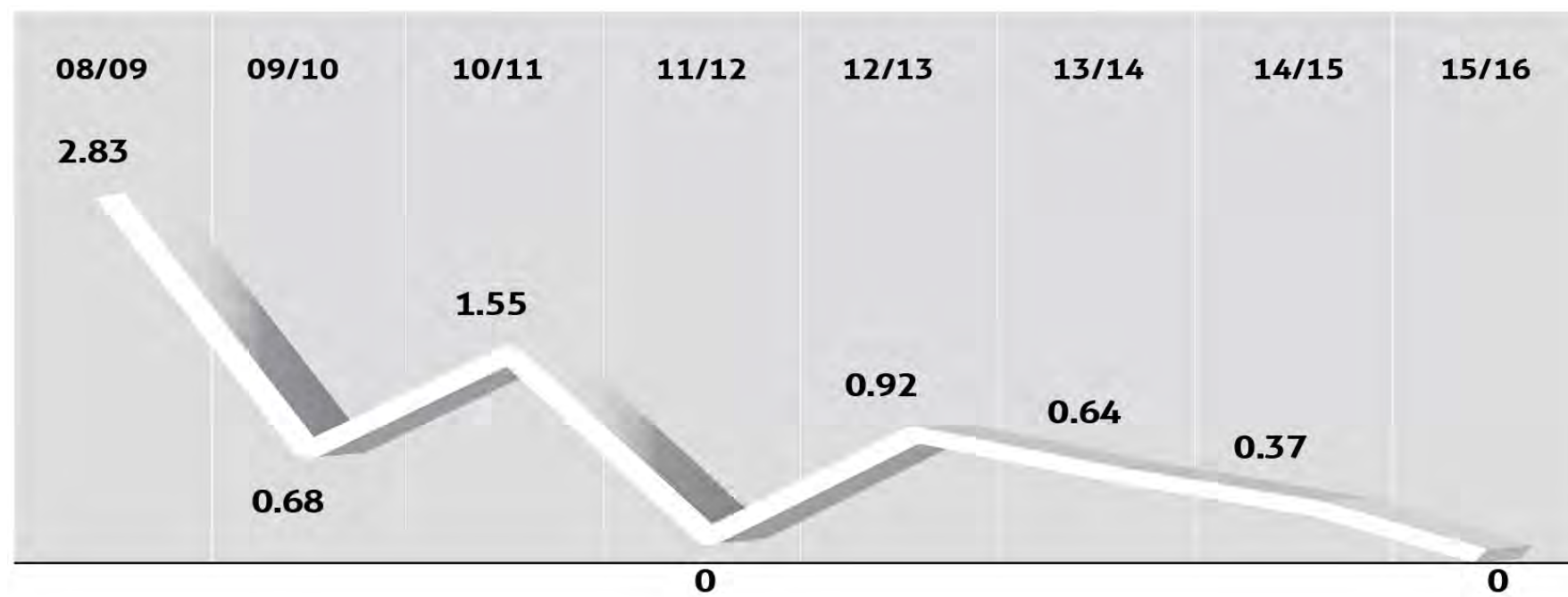
right to be informed, the right to participate and the right to refuse unsafe work.

For the past decade, SRC's lost time injury (LTI) rate has trended downward and during 2015-16 SRC had **no LTI incidents and zero lost days!**

With safety as an overriding priority, safety practices across the Council are continuously monitored and improved wherever possible. The following improvements were made in 2015-2016:

- SRC launched a new Safety Rotation Program for laboratory and research and technology groups where employees spend a three month term with the Safety unit. The program is focused on learning about the overall safety practices of the Council so employees get a real understanding of procedures and standards, as well as inspections and resolutions, before going back to their regular jobs and putting their new skills into practice. This out-of-the-box program creates safety champions across SRC, as well as opportunities for employee growth.
- The Safety unit has also been working hard on a new hazard reporting system titled "SPOT" (Safety: Prevention by Observation Tool). SPOT is an app-based program that will be accessible to all employees, to record unsafe conditions/acts in the workplace. It is designed to be more user-friendly and timely than manually filling out preventative and corrective action reports. The new tool will launch in the 2016-17 fiscal year.
- SRC encourages its employees to enroll their personal communication devices in a text message alerting program, which informs staff of active threats such as weather, chemical hazards and aggressive behaviour. This supplements desktop computer screen alerts and SRC's public address system.

Lost Time Injury (LTI) Rate



- SRC is also actively involved in community safety. SRC Environmental Analytical Laboratories, along with the Take Action Radon Coalition, held two free radon gas information events in Saskatoon and Regina in November 2015 and February 2016 to encourage people to test for radon in their homes. Over 16 per cent of lung cancer deaths among Canadians are attributed to radon, which is the second leading cause of lung cancer. This is especially important given that Saskatchewan is a radon hot spot. SRC continues to provide test kits and analytical services to help homeowners detect radon levels.

**Video: Radon - What is it and How to Test Your Home**



- Members of SRC’s Biotechnology Laboratories team who do not normally work in the fermentation facility were trained on how to prepare media for fermentation, use the bioreactors, take sterile samples and disassemble, clean and re-assemble the vessels. In biomanufacturing, SRC uses fermentation of living organisms to manufacture bioproducts. For example, SRC has helped develop crop inoculants (agricultural amendments that use beneficial microbes to promote plant health), health therapeutics, animal vaccines, uranium bioleaching preparations and various other products for the agriculture, mining and energy sectors. Given the nature of working with microbes, all of SRC’s employees must prioritize safety and be prepared for emergency response procedures.
- SRC is working alongside industry, government and non-government stakeholders to improve air quality throughout Saskatchewan. Clean air is vital to the health and well-being of Saskatchewan citizens and the natural environment. SRC’s air quality monitoring services provide long-term environmental and economic benefits, including greenhouse gas emissions reduction. Currently, SRC is contracted by three air management zones: the Southeast Saskatchewan Airshed Association; the Western Yellowhead Air Management Zone; and the Great Plains Air Zone. SRC conducts quarterly calibrations, routine maintenance, and real-time data gathering and reporting on 13 air quality monitors throughout the province. This allows clients to gain a clearer understanding of the type and concentration of airborne aerosols and gases exhausted into the environment.

“SRC’s fermentation plant is a BioSafety Level 2 facility, so cleanliness, safety and quality are of utmost importance. To enter the facility, everyone is required to wear a lab coat, shoe covers and safety glasses. We learned how to respond to an emergency biological spill or a bio safety cabinet failure and how to dispose of bio-waste.”

- Doré Collett, Business Development Specialist, Strategic Initiatives

**BLOG POST: Growing Bacteria in a Bioreactor**

<http://blog.src.sk.ca/biotechnology/learning-how-to-grow-bacteria-in-a-bioreactor/>





## SPOTLIGHT: Supporting the Community

SRC takes pride in having a positive impact on society and is always finding new ways to support the communities in which employees live and work. For example, SRC's Employee Volunteer Program provides an opportunity to employees to reach out and assist with major volunteer initiatives in their local communities, share knowledge and improve the lives of those in need. Each employee has the opportunity to volunteer up to four hours each year – time paid for by SRC. In 2015-16, more than 75 employees volunteered for a total of 384.5 hours. Here are some of the ways that SRC employees contributed to their communities through the Employee Volunteer Program this past year:

- Employees volunteered at the Saskatoon Food Bank & Learning Centre from October 2015 to January 2016. Employees sorted and distributed food and clothing to those in need. SRC also held four targeted food drives with employees donating more than 900 food items in total to Saskatchewan food banks.
- In July 2015, SRC adopted two garden plots as a part of the Saskatoon Food Bank's Garden Patch Adopt-A-Plot program, with 16 employees volunteering their efforts over the summer for a total of 61 hours.
- Spectrum is known as "North America's largest student-run exhibition of Science and Technology", and is organized by the students from the College of Engineering at the University of Saskatchewan. It is held every three years,

featuring workshops, speakers and industry exhibits. In January 2016, 11 SRC employees volunteered a total of 60 hours and displayed a custom-made glovebox for the event to allow attendees to test their ability at diamond sorting. Over 10,000 people attended the show!

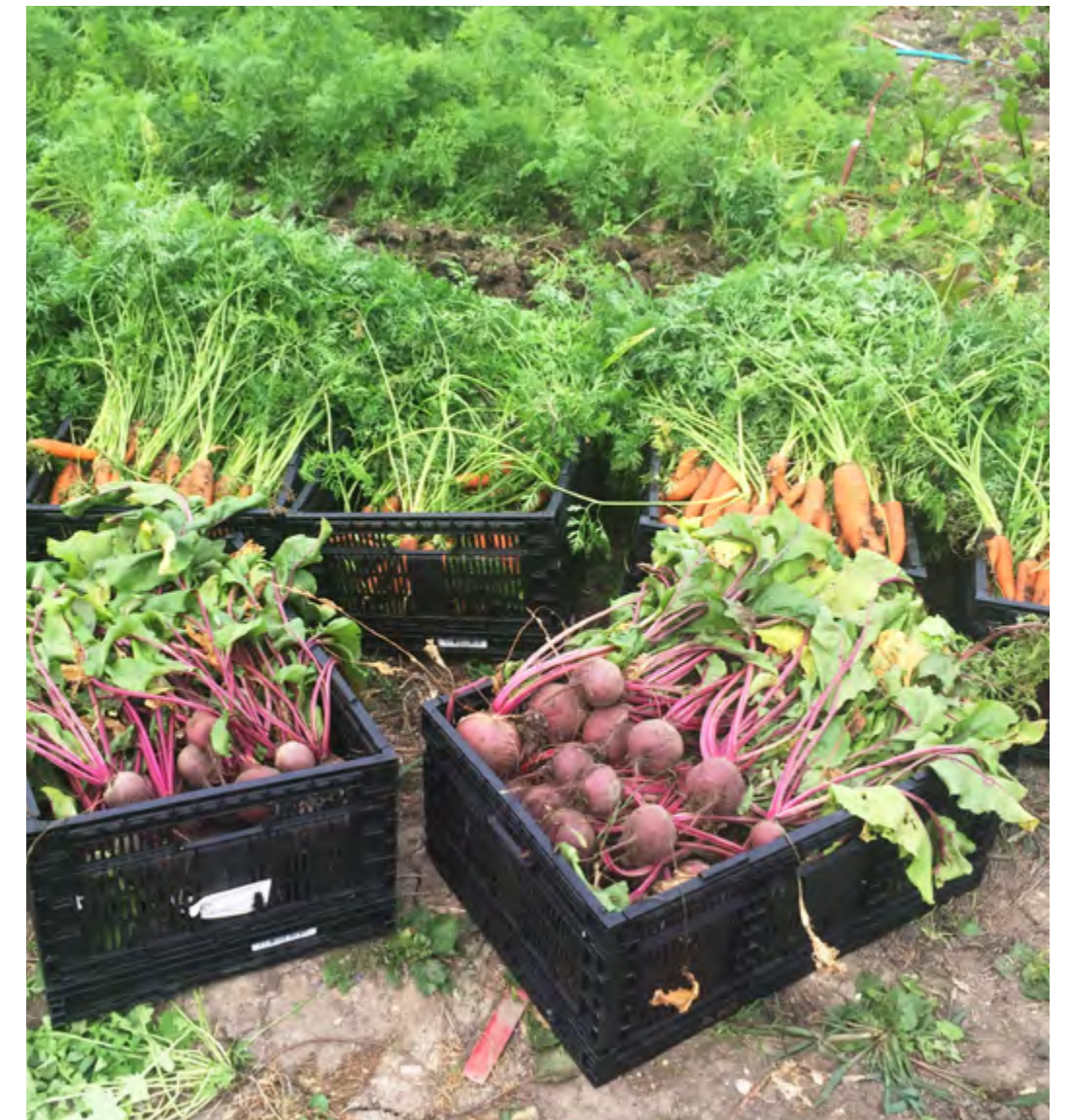
- Five volunteers from SRC attended the Saskatchewan Mining Association's Minerals and Products (MAP) event in Regina, SK on October 15, 2015. It is an educational event on mining, minerals, metals and materials that showcases the number and variety of careers that are available directly and indirectly in the mining industry. It is also intended to increase participants' knowledge of the entire mining cycle – from exploration and extraction to production and reclamation. SRC employees led more than 400 grade seven students through mineral processing activities: separation by floatation; separation by size; and separation by magnet.

In addition to the Employee Volunteer Program, SRC employees have also participated in other community events:

- Four SRC employees volunteered in a locally-organized Ag in the City one-day event by teaching hundreds of families about safety and personal protective equipment with a fun, interactive dress-up photo booth. Ag in the City is a free family event held at Lawson Heights Mall in Saskatoon, SK that helps people learn about the role that agriculture plays in everyone's daily lives.

### ***BLOG POST: Saskatoon Food Bank's Garden Patch***

<http://www.saskatoonfoodbank.org/news/src-digs-in-at-the-garden-patch>



- SRC participated in The Learning Partnership’s “Take a Leader to Work Day” in April 2015, where Rebecca Gotto, Communications Advisor, Business Ventures, traded places with an elementary school principal for a day. Rebecca spent the day touring classrooms and meeting students at St. Gregory School in Regina, SK while its Principal, Sharlene Halliday, toured around SRC’s Thermal-Solvent Vapour Extraction (TSVX) laboratory located in Regina, SK.
- In September 2015, SRC employees held a bake sale at its Innovation Place location in Saskatoon, SK and raised funds for the United Way of Saskatoon and Area.
- Three SRC employees volunteered in a locally-organized Amazing BioTech Race by hosting 75 student participants in an SRC laboratory and had them extract their own DNA. As part of the race, students from the Saskatchewan Polytechnic BioScience program are teamed with high school students. Students were given clues to various checkpoints at different biotech companies at Innovation Place in Saskatoon or on the University of Saskatchewan campus. At each checkpoint the students took part in lab challenges that earned them the next clue, while becoming familiar with local biotech organizations. The Amazing BioTech Race helps students network and connect with industry leaders in the field.
- Employees participated in the Canadian Cancer Society’s annual Daffodil Campaign. The campaign gives employees the option to buy daffodils (the Society’s symbol of hope) with an option to anonymously send a Bouquet of Hope to a

patient. The Canadian Cancer Society funds research into all types of cancer, across the spectrum of prevention and risk, diagnostic tools, treatment, survivorship and palliative care.



“Possibility is right there in front of us, it’s everywhere we look, where we live, where we work, where we raise our family. With the support of organizations such as the Saskatchewan Research Council, United Way of Saskatoon and Area is working to create opportunities for a better life for everyone in our community.

This year alone, SRC employees have raised funds through a bake sale that will provide a safe place for a family to sleep for one night, a nutritious meal for 100 individuals experiencing homelessness, transportation for 15 physically disabled individuals to and from a peer group activity, and will fund supplies for a play therapy session with a child.

Possibility is the result of unwavering support, of people choosing to help, care and give. Thank you to everyone at the Saskatchewan Research Council for igniting possibility in our community.”

– Roxanne Blackwell, Campaign Manager, United Way



## SPOTLIGHT: SRC's SLOWPOKE-2 Nuclear Research Reactor

The SLOWPOKE-2 is a nuclear research reactor housed at SRC Environmental Analytical Laboratories. It is used for doing neutron activation analysis to determine uranium concentrations for various industries. It has been operating safely and without incident since 1981, when the Canadian Nuclear Safety Commission first granted SRC a license to operate the reactor as one of five active SLOWPOKE-2 research reactors in the world.

The reactor has many uses. For example, when mining companies explore for potential mine sites they use the reactor to analyze samples for uranium concentrations. The reactor also helps with environmental remediation work by testing oils, sludge and water samples for organic halides. It's critical to know if waste materials contain these contaminants in order to establish a safe, effective disposal method and prevent them from leaching into the environment. The reactor is often used as a teaching tool to demonstrate the technique of neutron activation analysis to graduate and undergraduate students. SRC provides reactor time to grad students for masters and PhD theses.

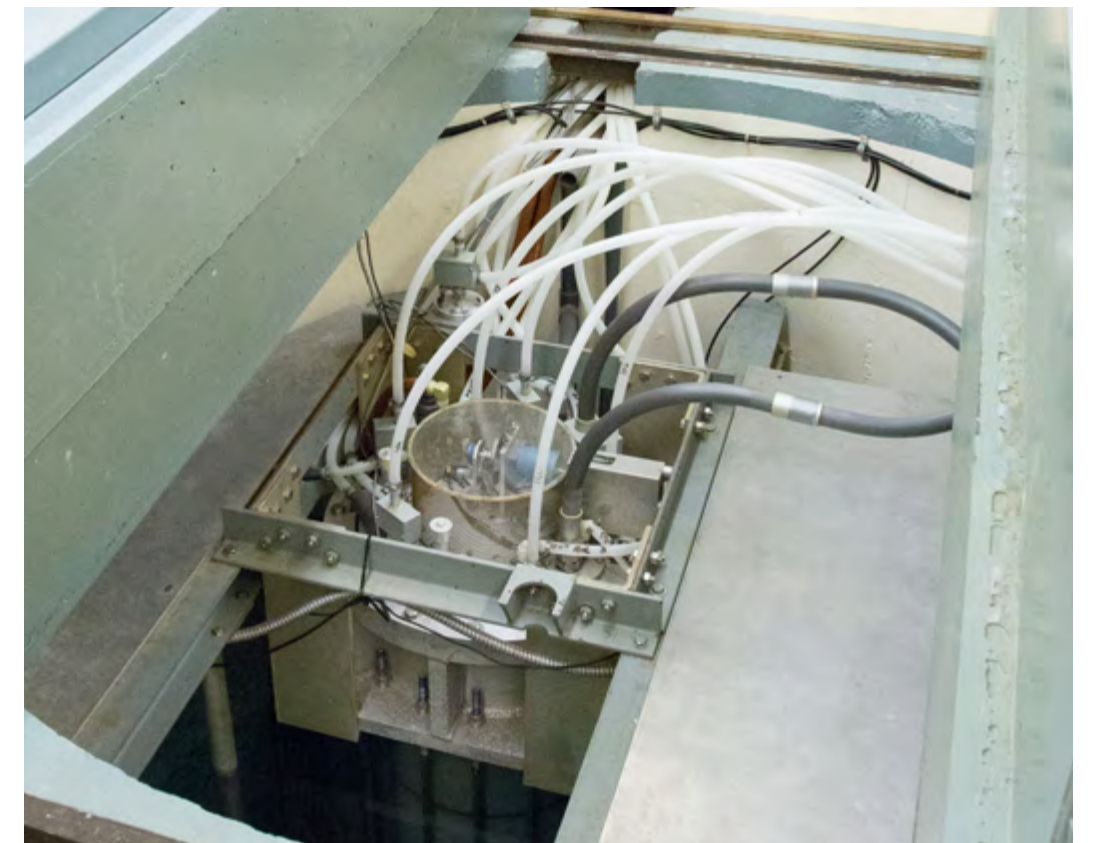
The reactor reached a milestone on March 25th 2016, marking 35 years since the first sample for commercial analysis was processed. During this time:

*Over 232,000 tests have been performed*

*It has operated for over 19,000 hours*

*It has operated safely and without incident the entire time*

SRC also held an open house at the SLOWPOKE-2 in the fall of 2015 inviting the general public, students and dignitaries to tour the facility, ask questions and learn about the reactor's many research and commercial uses, as well as its impeccable safety history.



SRC's SLOWPOKE-2 is used for commercial analysis and research.



# Employment Levels

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Total workforce by employment type, employment contract, gender and region. <sup>G4-10</sup>	<p>SRC has a total of 349 employees, 173 of which are female and 176 are male.</p> <p>SRC has 321 regular, salaried employees and 28 hourly/term employees.</p> <p>304 are located in Saskatoon, SK.</p> <p>39 are located in Regina, SK.</p> <p>4 are located in Prince Albert, SK.</p> <p>1 is located in Uranium City, SK.</p> <p>1 is located in Calgary, AB.</p>	No target set	<p>SRC has a total of 368 employees, of which 176 are female and 192 are male.</p> <p>SRC has 344 regular, salaried employees and 24 hourly/term employees.</p> <p>323 are located in Saskatoon, SK.</p> <p>39 are located in Regina, SK.</p> <p>4 are located in Prince Albert, SK.</p> <p>1 is located in Uranium City, SK.</p> <p>1 is located in Calgary, AB.</p>
Total number and rates of new employee hires and employee turnover by age group, gender and region. <sup>G4-LA1</sup>	<p><b>New hires:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 15 individuals</li> <li>30 – 50: 16 individuals</li> <li>Over 50: 4 individuals</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 16 individuals</li> <li>Males: 19 individuals</li> </ul> <p><b>Rate of new hires:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 4.3%</li> <li>30 – 50: 4.6%</li> <li>Over 50: 1.1%</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 4.6%</li> <li>Males: 5.4%</li> </ul> <p><b>Turnover:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 11 individuals</li> <li>30 – 50: 12 individuals</li> <li>Over 50: 8 individuals</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 16 individuals</li> <li>Males: 15 individuals</li> </ul> <p><b>Turnover rate:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 3.1%</li> <li>30 – 50: 3.4%</li> <li>Over 50: 2.3%</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 4.6%</li> <li>Males: 4.3%</li> </ul>	No target set	<p><b>New hires:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 34 individuals</li> <li>30 – 50: 26 individuals</li> <li>Over 50: 8 individuals</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 26 individuals</li> <li>Males: 42 individuals</li> </ul> <p><b>Rate of new hires:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 9.2%</li> <li>30 – 50: 7.1%</li> <li>Over 50: 2.2%</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 7.1%</li> <li>Males: 11.4%</li> </ul> <p><b>Turnover:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 18 individuals</li> <li>30 – 50: 19 individuals</li> <li>Over 50: 11 individuals</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 22 individuals</li> <li>Males: 26 individuals</li> </ul> <p><b>Turnover rate:</b> Age range:</p> <ul style="list-style-type: none"> <li>Under 30: 4.9%</li> <li>30 – 50: 5.2%</li> <li>Over 50: 3.0%</li> </ul> <p>Gender:</p> <ul style="list-style-type: none"> <li>Females: 6.0%</li> <li>Males: 7.1%</li> </ul>
Return to work and retention rates after parental leave, by gender. <sup>G4-LA3</sup>	100%	No target set	100%

# Appropriate Career and Skills Development

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Average hours of training per year, per employee by gender and employment category. <sup>G4-LA9</sup>	<p>Average safety training for all employees was 3.70 hours/employee (total of 1,292.5 hours).</p> <p>Average safety training for females was 2.63 hours (total of 455.75 hours).</p> <p>Average safety training for males was 4.75 hours (total of 836.5 hours).</p> <p>Average skills training for all employees was 21.85 hours/employee (total of 7,624.20 hours).</p> <p>Average skills training for females was 20.16 hours/employee (total of 3,487.20 hours).</p> <p>Average skills training for males was 23.51 hours (total of 4,137.00 hours).</p>	No target set	<p>Average safety training for all employees was 3.77 hours/employee (total of 1,387 hours).</p> <p>Average safety training for females was 3.68 hours (total of 648 hours).</p> <p>Average safety training for males was 3.85 hours (total of 739 hours).</p> <p>Average skills training for all employees was 22.6 hours/employee (total of 8,317 hours).</p> <p>Average skills training for females was 26.67 hours/employee (total of 4,694 hours).</p> <p>Average skills training for males was 18.87 hours (total of 3,624 hours).</p>
Percentage of employees receiving regular performance and career development reviews. <sup>G4-LA11</sup>	100%	100%	100%

# Wage Ratios

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation. <sup>G4-EC5</sup>	<p>Saskatchewan minimum wage: \$10.20/hour</p> <p>Entry-level Lab Assistant: \$14.78/hour</p> <p>Ratio: 1.4:1</p>	No target set	<p>Saskatchewan minimum wage: \$10.50/hour</p> <p>Entry-level Lab Assistant: \$15.15/hour</p> <p>Ratio: 1.4:1</p>
Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation. <sup>G4-LA13</sup>	<p>Regular Status Employees: Female: Male, 0.7:1</p> <p>Term status employees: Female: Male, 0.4:1</p>	No target set	<p>Regular Status Employees: Female: Male, 0.7:1</p> <p>Term status employees: Female: Male, 0.4:1</p>

# Safety

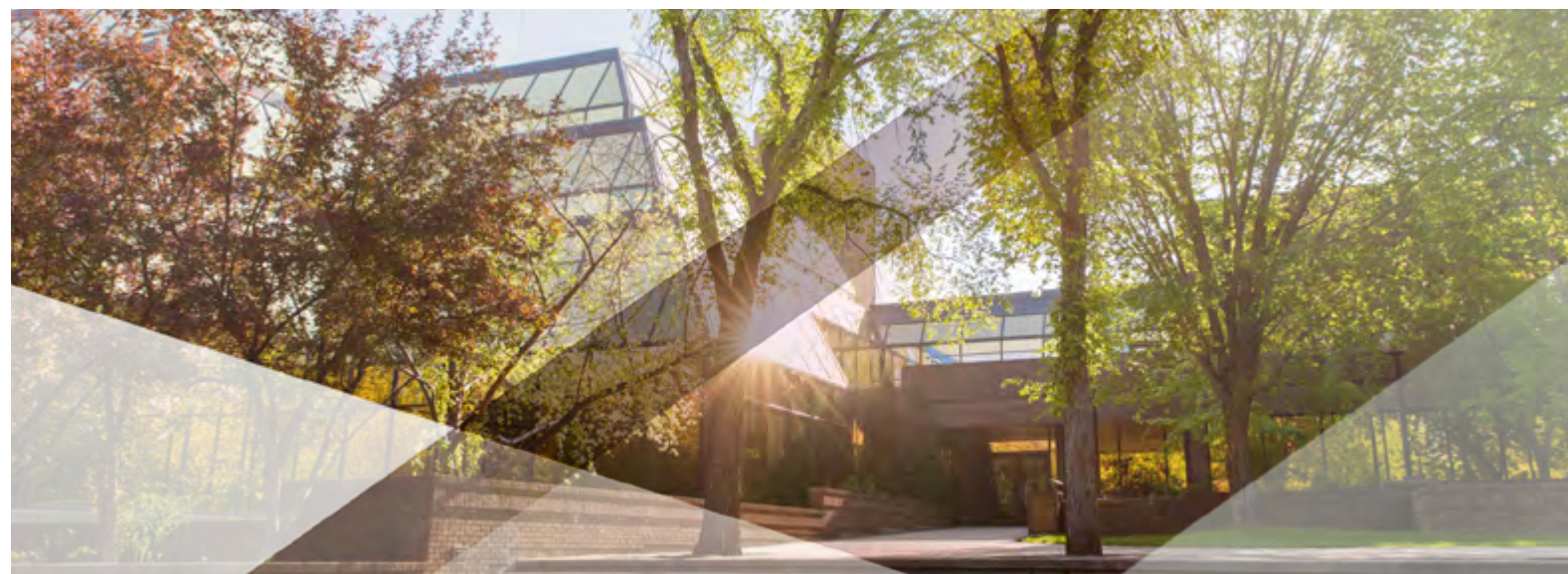
Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Percentage of total workforce represented in formal joint management-worker health and safety committees. <sup>G4-LA5</sup>	100% of employees are represented by SRC's OH&S committees.	100%	100% of employees are represented by SRC's OH&S committees.
Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities, by region and gender. <sup>G4-LA6</sup>	<p>SRC had a lost-time injury rate of 0.37 per 200,000 hours worked.</p> <p>There were 1.5 lost days due to injury.</p> <p>There were no workplace fatalities.</p> <p>SRC does not break this information down by gender.</p>	<0.4 per 200,000 hours worked	<p>SRC had a lost-time injury rate of 0 per 200,000 hours worked.</p> <p>There were 0 lost days due to injury.</p> <p>There were no workplace fatalities.</p> <p>SRC does not break this information down by gender.</p>

# Community

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Percentage of operations with implemented local community engagement, impact assessments and development programs. <sup>G4-SO1</sup>	22.5% (Based on project revenues)	No target set	19.9% (Based on project revenues)
Percentage of employees who made an impact on the community through SRC's Employee Volunteer Program.	32%	No target set	21%

# Diversity

Measures	2014-15 Actual Results	Target	2015-16 Actual Results
Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity. <sup>G4-LA12</sup>	<p><b>Employees:</b> Age group:</p> <ul style="list-style-type: none"> <li>&gt;50 years old: 32% total (30% regular/salaried employees and 57% term/hourly employees)</li> <li>30 – 50 years old: 52% total (55% regular/salaried employees and 18% term/hourly employees)</li> <li>&lt;30 years old: 16% total (15% regular/salaried employees, 25% term/hourly employees)</li> </ul> <p>Target diversity groups: Female employees: 49.6% Aboriginal employees: 5.7% Employees with disabilities: 2.3% Visible minority members: 18.9%</p> <p><b>Board of Directors:</b> Age group: Matures (Born 1925 – 1945): 16.6% Boomers (Born 1946 – 1964): 50% Generation X (Born 1965-1978): 16.6% Millenials (Born 1980 and later): 16.6%</p> <p>Target diversity groups: Female: 29% Aboriginal: 20% Persons with disabilities: 0% Visible minority members: 0%</p>	No target set	<p><b>Employees:</b> Age group:</p> <ul style="list-style-type: none"> <li>&gt;50 years old: 31% total (29% of regular/salaried employees and 58% of term/hourly employees)</li> <li>30 – 50 years old: 51% total (54% of regular/salaried employees and 8% of term/hourly employees)</li> <li>&lt;30 years old: 17% total (16% of regular/salaried employees, 33% of term/hourly employees)</li> </ul> <p>Target diversity groups: Female employees: 48% Aboriginal employees: 7% Employees with disabilities: 2% Visible minority members: 19%</p> <p><b>Board of Directors:</b> Age group: Matures (Born 1925 – 1945): 16.6% Boomers (Born 1946 – 1964): 50% Generation X (Born 1965-1978): 16.6% Millenials (Born 1980 and later): 16.6%</p> <p>Target diversity groups: Female: 29% Aboriginal: 20% Persons with disabilities: 0% Visible minority members: 0%</p>



## 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.

## MISSION

We proudly deliver smart science solutions, with unparalleled service to clients and colleagues, that grow and strengthen our economy.

We embrace our safe, creative, and diverse work environment which enables us to excel personally and professionally.

We live by our core values to build a better world.

## VALUES

Integrity  
Respect  
Quality  
One Team

## STRATEGIC GOALS TO 2020

Economic Impact  
Best Employer  
Best Research & Technology Organization  
Financial Management  
Corporate Social Responsibility

# GRI Content Index

This report has been prepared “In Accordance’ with GRI’s G4 Sustainability Reporting Guidelines – Core option”.<sup>G4-32</sup>



## General Standard Disclosures

## Strategy and Analysis

General Standard Disclosures	Page
<p><b>G4-1</b> Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization’s strategy for addressing sustainability.</p> <p>The statement should present the overall vision and strategy for the short term, medium term, and long term, particularly with regard to managing the significant economic, environmental and social impacts that the organization causes and contributes to, or the impacts that can be linked to its activities as a result of relationships with others (such as suppliers, people or organizations in local communities). The statement should include:</p> <ul style="list-style-type: none"> <li>• Strategic priorities and key topics for the short and medium term with regard to sustainability, including respect for internationally recognized standards and how such standards relate to long term organizational strategy and success</li> <li>• Broader trends (such as macroeconomic or political) affecting the organization and influencing sustainability priorities</li> <li>• Key events, achievements, and failures during the reporting period</li> <li>• Views on performance with respect to targets</li> <li>• Outlook on the organization’s main challenges and targets for the next year and goals for the coming 3–5 years</li> <li>• Other items pertaining to the organization’s strategic approach</li> </ul>	3

# Organizational Profile

General Standard Disclosures	Page
<b>G4-3</b> Report the name of the organization.	4
<b>G4-4</b> Report the primary brands, products and services.	6
<b>G4-5</b> Report the location of the organization’s headquarters.	6
<b>G4-6</b> Report the 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.	6
<b>G4-7</b> Report the nature of the ownership and legal form.	8
<b>G4-8</b> Report the markets served (including geographic breakdown, sectors served and types of customers and beneficiaries).	6
<b>G4-9</b> Report the scale of the organization, including: <ul style="list-style-type: none"> <li>• Total number of employees.</li> <li>• Total number of operations.</li> <li>• Net revenues.</li> <li>• Quantity of products or services provided.</li> </ul>	6
<b>G4-10 a.</b> Report the total number of employees by employment contract and gender.	25
<b>b.</b> Report the total number of permanent employees by employment type and gender.	25
<b>c.</b> Report the total workforce by employees and supervised workers and by gender.	25
<b>d.</b> Report the total workforce by region and gender.	25
<b>e.</b> 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.	The majority of work is completed by SRC employees.
<b>f.</b> Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	There are no seasonal variations in employment numbers.
<b>G4-11</b> Report the percentage of total employees covered by collective bargaining agreements.	0%
<b>G4-12</b> Describe the organization’s supply chain.	SRC procures equipment and supplies required for projects and may utilize the services of external consultants to fulfill project objectives.
<b>G4-13</b> Report any significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain, including: <ul style="list-style-type: none"> <li>• Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)</li> <li>• Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>	There were no significant changes.
<b>G4-14</b> Report whether and how the precautionary approach or principle is addressed by the organization.	The precautionary approach is not addressed by SRC.
<b>G4-15</b> List externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses.	6
<b>G4-16</b> List of memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> <li>• Holds a position on the governance body.</li> <li>• Participates in projects or committees.</li> <li>• Provides substantive funding beyond routine membership dues.</li> <li>• Views membership as strategic.</li> </ul>	6

## Identified Material Aspects and Boundaries

General Standard Disclosures	Page
<b>G4-17 a.</b> List all entities included in the organization's consolidated financial statements or equivalent documents. <b>b.</b> Report whether any entity included in the organization's consolidated financial statements is not covered by the report.	4
<b>G4-18 a.</b> Explain the process for defining the report content and the Aspect Boundaries. <b>b.</b> Explain how the organization has implemented the Reporting Principles for Defining Report Content.	4
<b>G4-19</b> List all the material Aspects identified in the process for defining report content.	4 - 5
<b>G4-20</b> For each material Aspect, report the Aspect Boundary within the organization, as follows: <ul style="list-style-type: none"> <li>• Report whether the Aspect is material within the organization.</li> <li>• 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"> <li>– The list of entities or groups of entities included in G4-17 for which the Aspect is not material or</li> <li>– The list of entities or groups of entities included in G4-17 for which the Aspect is material.</li> </ul> </li> <li>• Report any specific limitation regarding the Aspect Boundary within the organization.</li> </ul>	4
<b>G4-21</b> For each material Aspect, report the Aspect Boundary outside the organization, as follows: <ul style="list-style-type: none"> <li>• Report whether the Aspect is material outside of the organization.</li> <li>• 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.</li> <li>• Report any specific limitation regarding the Aspect Boundary outside the organization.</li> </ul>	4
<b>G4-22</b> Report the effect of any restatements of information provided in previous reports and the reasons for such restatements.	15
<b>G4-23</b> Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	There were no changes to Scope and Aspect Boundaries.

## Stakeholder Engagement

General Standard Disclosures	Page
<b>G4-24</b> Provide a list of stakeholder groups engaged by the organization.	7
<b>G4-25</b> Report the basis for identification and selection of stakeholders with whom to engage.	7
<b>G4-26</b> Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	7
<b>G4-27</b> Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	No key concerns related to sustainability were raised.

## Report Profile

General Standard Disclosures	Page
<b>G4-28</b> Reporting period for information provided.	4
<b>G4-29</b> Date of most recent previous report.	4
<b>G4-30</b> Reporting Cycle.	4
<b>G4-31</b> Provide the contact point for questions regarding the report or its contents.	5
<b>G4-32 a.</b> Report the 'in accordance' option the organization has chosen. <b>b.</b> Report the GRI Content Index for the chosen option (see tables below). <b>c.</b> Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	27
<b>G4-33 a.</b> Report the organization's policy and current practice with regard to seeking external assurance for the report. <b>b.</b> If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. <b>c.</b> Report the relationship between the organization and the assurance providers. <b>d.</b> Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	4

## Governance

General Standard Disclosures	Page
<b>G4-34</b> 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.	8

## Ethics and Integrity

General Standard Disclosures	Page
<b>G4-56</b> Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	8
<b>G4-57</b> Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	8
<b>G4-58</b> Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	8

# Specific Standard Disclosures | Category: Economic

DMA And Indicators	Page	Omissions
Material Aspect: Economic Performance		
G4-DMA	4	No omissions
<p><b>G4-EC1</b> Direct economic value generated and distributed.</p> <p>a. Report the direct economic value generated and distributed (EVG&amp;D) on an accruals basis including the basic components for the organization's global operations as listed below. If data is presented on a cash basis, report the justification for this decision and report the basic components as listed below:</p> <ul style="list-style-type: none"> <li>o Direct economic value generated: <ul style="list-style-type: none"> <li>• Revenues</li> </ul> </li> <li>o Economic value distributed: <ul style="list-style-type: none"> <li>• Operating costs</li> <li>• Employee wages and benefits</li> <li>• Payments to providers of capital</li> <li>• Payments to government (by country – see Guidance below)</li> <li>• Community investments</li> </ul> </li> <li>o Economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed')</li> </ul> <p>b. To better assess local economic impacts, report EVG&amp;D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance.</p>	11	No omissions
<p><b>G4-EC4</b> Financial assistance received from Government.</p> <p>a. Report the total monetary value of financial assistance received by the organization from governments during the reporting period, including, as a minimum:</p> <ul style="list-style-type: none"> <li>o Tax relief and tax credits</li> <li>o Subsidies</li> <li>o Investment grants, research and development grants, and other relevant types of grants</li> <li>o Awards</li> <li>o Royalty holidays</li> <li>o Financial assistance from Export Credit Agencies (ECAs)</li> <li>o Financial incentives</li> <li>o Other financial benefits received or receivable from any government for any operation</li> </ul> <p>b. Report the information above by country.</p> <p>c. Report whether, and the extent to which, the government is present in the shareholding structure.</p>	11	No omissions

Material Aspect: Market Presence		
<b>G4-DMA</b>	4	No omissions
<p><b>G4-EC5</b> Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.</p> <p>a. When a significant proportion of the workforce is compensated based on wages subject to minimum wage rules, report the ratio of the entry level wage by gender at significant locations of operation to the minimum wage.</p> <p>b. Report whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums could be used as a reference, report which minimum wage is being used.</p> <p>c. Report the definition used for 'significant locations of operation'.</p>	25	No omissions
Material Aspect: Indirect Economic Impacts		
<b>G4-DMA</b>	4	No omissions
<p><b>G4-EC8</b> Significant indirect economic impacts, including the extent of impacts.</p> <p>a. Report examples of the significant identified positive and negative indirect economic impacts the organization has. These may include:</p> <ul style="list-style-type: none"> <li>o Changing the productivity of organizations, sectors, or the whole economy</li> <li>o Economic development in areas of high poverty</li> <li>o Economic impact of improving or deteriorating social or environmental conditions</li> <li>o Availability of products and services for those on low incomes</li> <li>o Enhancing skills and knowledge amongst a professional community or in a geographical region</li> <li>o Jobs supported in the supply chain or distribution chain</li> <li>o Stimulating, enabling, or limiting foreign direct investment</li> <li>o Economic impact of change in location of operations or activities</li> <li>o Economic impact of the use of products and services</li> </ul> <p>b. Report the significance of the impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas</p>	11	No omissions

# Specific Standard Disclosures | Category: Environmental

DMA And Indicators	Page	Omissions
Material Aspect: Energy		
<b>G4-DMA</b>	4	No omissions
<b>G4-EN3</b> Energy consumption within the organization	15	No omissions
<ul style="list-style-type: none"> <li>a. Report total fuel consumption from non-renewable sources in joules or multiples, including fuel types used.</li> <li>b. Report total fuel consumption from renewable fuel sources in joules or multiples, including fuel types used.</li> <li>c. Report in joules, watt-hours or multiples, the total:                             <ul style="list-style-type: none"> <li>o Electricity consumption</li> <li>o Heating consumption</li> <li>o Cooling consumption</li> <li>o Steam consumption</li> </ul> </li> <li>d. Report in joules, watt-hours or multiples, the total:                             <ul style="list-style-type: none"> <li>o Electricity sold</li> <li>o Heating sold</li> <li>o Cooling sold</li> <li>o Steam sold</li> </ul> </li> <li>e. Report total energy consumption in joules or multiples.</li> <li>f. Report standards, methodologies, and assumptions used.</li> <li>g. Report the source of the conversion factors used.</li> </ul>		
<b>G4-EN4</b> Energy consumption outside of the organization	15	No omissions
<ul style="list-style-type: none"> <li>a. Report energy consumed outside of the organization, in joules or multiples.</li> <li>b. Report standards, methodologies, and assumptions used.</li> <li>c. Report the source of the conversion factors used</li> </ul>		
<b>G4-EN5</b> Energy intensity	15	No omissions
<ul style="list-style-type: none"> <li>a. Report the energy intensity ratio.</li> <li>b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio.</li> <li>c. Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all.</li> <li>d. Report whether the ratio uses energy consumed within the organization, outside of it or both.</li> </ul>		

Material Aspect: Emissions		
<b>G4-DMA</b>	4	No omissions
<b>G4-EN15</b> Direct greenhouse gas (GHG) emissions (Scope 1)	15	No omissions
<ul style="list-style-type: none"> <li>a. Report gross direct (Scope 1) GHG emissions in metric tons of CO<sub>2</sub> equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</li> <li>b. Report gases included in the calculation (whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all).</li> <li>c. Report biogenic CO<sub>2</sub> emissions in metric tons of CO<sub>2</sub> equivalent separately from the gross direct (Scope 1) GHG emissions.</li> <li>d. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> <li>e. Report standards, methodologies, and assumptions used.</li> <li>f. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source.</li> <li>g. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).</li> </ul>		
<b>G4-EN16</b> Energy indirect greenhouse gas (GHG) emissions (Scope 2)	15	No omissions
<ul style="list-style-type: none"> <li>a. Report gross energy indirect (Scope 2) GHG emissions in metric tons of CO<sub>2</sub> equivalent, independent of any GHG trades, such as purchases, sales, or transfers of offsets or allowances.</li> <li>b. Report gases included in the calculation, if available.</li> <li>c. Report the chosen base year, the rationale for choosing the base year, emissions in the base year, and the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> <li>d. Report standards, methodologies, and assumptions used.</li> <li>e. Report the source of the emission factors used and the global warming potential (GWP) rates used or a reference to the GWP source, if available.</li> <li>f. Report the chosen consolidation approach for emissions (equity share, financial control, operational control).</li> </ul>		

# Specific Standard Disclosures | Category: Social

DMA and Indicators	Page	Omissions
<b>Sub-Category: Labour Practices and Decent Work</b>		
<b>Material Aspect: Employment</b>		
<b>G4-DMA</b>	4	No omissions
<b>G4-LA1</b> Total number and rates of new employee hires and employee turnover by age group, gender and region	25	No omissions
<p>a. Report the total number and rate of new employee hires during the reporting period, by age group, gender and region.</p> <p>b. Report the total number and rate of employee turnover during the reporting period, by age group, gender and region.</p>		
<b>G4-LA3</b> Return to work and retention rates after parental leave, by gender	25	No omissions
<p>a. Report the total number of employees that were entitled to parental leave, by gender.</p> <p>b. Report the total number of employees that took parental leave, by gender.</p> <p>c. Report the total number of employees who returned to work after parental leave ended, by gender.</p> <p>d. Report the total number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work, by gender.</p> <p>e. Report the return to work and retention rates of employees who took parental leave, by gender</p>		
<b>Material Aspect: Occupational Health and Safety</b>		
<b>G4-DMA</b>	4 - 5	No omissions
<b>G4-LA5</b> 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	25	No omissions
<p>a. Report the level at which each formal joint management-worker health and safety committee typically operates within the organization.</p> <p>b. Report the percentage of the total workforce represented in formal joint management-worker health and safety committees.</p>		
<b>Material Aspect: Training and Education</b>		
<b>G4-DMA</b>	5	No omissions
<b>G4-LA9</b> Average hours of training per year per employee by gender, and by employee category	25	No omissions
<p>a. Report the average hours of training that the organization's employees have undertaken during the reporting period, by:</p> <ul style="list-style-type: none"> <li>o Gender</li> <li>o Employee category</li> </ul>		
<b>G4-LA11</b> Percentage of employees receiving performance and career development reviews, by gender and by employee category	25	No omissions
<p>a. Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.</p>		
<b>G4-LA6</b> Type of injury and rates of injury, occupational diseases, lost days and absenteeism and total number or work-related fatalities, by region and gender	25	No omissions
<p>a. Report types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities, for the total workforce (that is, total employees plus supervised workers), by:</p> <ul style="list-style-type: none"> <li>o Region</li> <li>o Gender</li> </ul> <p>b. Report types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities for independent contractors working on-site to whom the organization is liable for the general safety of the working environment, by:</p> <ul style="list-style-type: none"> <li>o Region</li> <li>o Gender</li> </ul> <p>c. Report the system of rules applied in recording and reporting accident statistics.</p>		

Material Aspect: Diversity and Equal Opportunity		
<b>G4-DMA</b>	5	No omissions
<b>G4-LA12</b> Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	26	No omissions
<p>a. Report the percentage of individuals within the organization's governance bodies in each of the following diversity categories:</p> <ul style="list-style-type: none"> <li>○ Gender</li> <li>○ Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>○ Minority groups</li> <li>○ Other indicators of diversity where relevant</li> </ul> <p>b. Report the percentage of employees per employee category in each of the following diversity categories:</p> <ul style="list-style-type: none"> <li>○ Gender</li> <li>○ Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>○ Minority groups</li> <li>○ Other indicators of diversity where relevant</li> </ul>		
Material Aspect: Equal Remuneration for Women and Men		
<b>G4-DMA</b>	4	No omissions
<b>G4-LA13</b> Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	25	No omissions
<p>a. Report the ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.</p> <p>b. Report the definition used for 'significant locations of operation'.</p>		

Sub-Category: Society		
Material Aspect: Local Communities		
<b>G4-DMA</b>	5	No omissions
<b>G4-SO1</b> Percentage of operations with implemented local community engagement, impact assessments and development programs	25	No omissions
<p>a. Report the percentage of operations with implemented local community engagement, impact assessments, and development programs, including the use of:</p> <ul style="list-style-type: none"> <li>○ Social impact assessments, including gender impact assessments, based on participatory processes</li> <li>○ Environmental impact assessments and ongoing monitoring</li> <li>○ Public disclosure of results of environmental and social impact assessments</li> <li>○ Local community development programs based on local communities' needs</li> <li>○ Stakeholder engagement plans based on stakeholder mapping</li> <li>○ Broad based local community consultation committees and processes that include vulnerable groups</li> <li>○ Works councils, occupational health and safety committees and other employee representation bodies to deal with impacts</li> <li>○ Formal local community grievance processes</li> </ul>		





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