



# PROGRESSION

Corporate Social Responsibility Report 2016-17



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# LETTER FROM THE CEO<sup>102-14</sup>

We are pleased to issue our seventh Corporate Social Responsibility (CSR) report, *Progression*, which looks back at the Saskatchewan Research Council's (SRC) economic, environmental, and social impacts for the 2016-17 fiscal year.

As we reflect on the past year, it is evident that CSR has become more embedded in our organizational culture. Our employees strive to maintain a safe working environment and embrace inclusion. We strive to conduct our business in an environmentally and socially responsible manner and we provide opportunities for our employees to get involved in our communities. We have taken the time to celebrate our achievements and we are honoured to have been recognized externally for our safe working practices and employment practices.

Here are some highlights from this past year:

## ECONOMIC PERFORMANCE:

- SRC's revenues exceeded **\$68 million**.
- SRC's total economic and employment impact in Saskatchewan was more than **\$513 million**. SRC has had economic and employment impacts of over **\$7.6 billion** since 2003.
- As a result of SRC's client work, more than **1,500 jobs** were created or maintained.

## SOCIAL PERFORMANCE:

- Safety is an overriding priority at SRC. For the second year in a row, and the third time in recent history, SRC has had **no lost-time injuries**.
- SRC continues to invest in our employees, as we strive to be a 'best' employer. In 2016-17, employees received an average of **3.8 hours** of safety training and **16.1 hours** of skills training.
- SRC provides an opportunity for employees to participate in corporately organized volunteer initiatives. This year, employees helped local food banks, and our Aboriginal Mentorship Program participants and mentors volunteered at National Aboriginal Day activities in Saskatoon. A total of **67 employees** volunteered **240.5 hours**.

## ENVIRONMENTAL PERFORMANCE:

- SRC's operations produced greenhouse gas emissions of **8,000 tonnes CO<sub>2</sub>e**.
- SRC contributed to reducing clients' emissions by more than **21 kt CO<sub>2</sub>e** and saving more than **40 million kilowatt hours in energy** by providing sustainable services.
- In 2016-17, **74 employees** participated in the Commuter Challenge, a national event that encourages using sustainable transportation methods. During the week-long event, employees **saved 353 L of fuel** and avoided **770 Kg of CO<sub>2</sub> emissions**.

As we make progress towards our social responsibility goals, we continue to look at ways in which we can advance our CSR program. To increase the transparency of our CSR reporting, this report has been compiled following the Global Reporting Initiative's™ GRI Standards. We're also investigating new initiatives that support the goals of our CSR program. This includes developing an environmental management system, investigating ways to support sustainable commuting methods, and adding opportunities to our Employee Volunteer Program.

As we continue to work towards our strategic goals, we are proud of the positive economic, environmental, and social impacts that we make within our communities.

**Dr. Laurier Schramm**  
President and CEO



# ABOUT THIS REPORT

This is the seventh year that the Saskatchewan Research Council (SRC) has completed a CSR report and submitted it to the Global Reporting Initiative™ (GRI). Our last report *Momentum: Corporate Social Responsibility Report 2015-16* was issued in December 2016.<sup>102-51</sup>

The 2016-17 reporting period<sup>102-50</sup> captures measurements and data from April 2016 – March 2017 to coincide with SRC's annual financial reporting cycle.<sup>102-52</sup> All data was collected during this period, with the exception of diversity data for the Board of Directors, which was compiled from an optional survey completed for the 2014-15 fiscal year.

## SCALE OF REPORTING

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 report has been prepared in accordance with the GRI Standards: Core option.<sup>102-54</sup> It has not been externally assured and there is no current SRC policy on seeking external assurance. External assurance will be evaluated as SRC continues to develop its sustainability priorities and processes.<sup>102-56</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. From the annual usage, a monthly average was calculated to estimate consumption over the 2016-17 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 follow GRI Standards.

## MATERIALITY AND DISCLOSURES OF MANAGEMENT APPROACH

In this year's report, the following aspects from the GRI Standards were deemed to be material, both internally and externally, based on a review of SRC's business strategy and industry/client sustainability trends.<sup>102-46</sup>

### • Economic Performance<sup>102-47, 103-1, 103-2, 103-3</sup>

As SRC is a Treasury Board Crown Corporation,<sup>102-5</sup> 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>102-47, 103-1, 103-2, 103-3</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>102-47, 103-1, 103-2, 103-3</sup>

SRC conducts an annual economic impact analysis. This allows us to understand what impact we are making within the province of Saskatchewan, to demonstrate the value for each dollar that the Government of Saskatchewan invests in SRC and to understand the economic activity our work generates on behalf of clients, in the form of increased revenues, cost savings and job maintenance/creation.

When undertaking projects, SRC acknowledges that there will be a positive economic benefit to the province. Each year, SRC sets a target for its economic impact in Saskatchewan, which includes both its revenues and the economic impact that clients generate as a result of SRC's work.



- **Energy, Emissions, Effluents and Waste**<sup>102-47, 103-1, 103-2, 103-3</sup>

SRC is entering its seventh year of gathering energy and emissions data. Once a baseline is established, we anticipate being able to set targets and opportunities for reducing energy use and emissions. While we are unable to fully track our waste, we have been able to track how much waste has been diverted from landfills due to recycling or sales of old equipment and furniture.

- **Employment**<sup>102-47, 103-1, 103-2, 103-3</sup>

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

- **Occupational Health and Safety (OH&S)**<sup>102-47, 103-1, 103-2, 103-3</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 and 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>102-47, 103-1, 103-2, 103-3</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, we continuously strive to improve how we manage training and professional development. Having a corporately administered training portal is one way in which we have improved internal training in recent years.

- **Diversity and Equal Opportunity**<sup>102-47, 103-1, 103-2, 103-3</sup>

SRC prides itself on being an inclusive workplace. We strive to be a workplace with a culture that embraces inclusion.

SRC is a Saskatchewan Human Rights Commission Equity Partner, which means we have an employment equity plan that is approved by the Saskatchewan Human Rights Commission and we are able to encourage applications and preferentially hire people from target equity groups for positions in underrepresented occupational groups. SRC is also a member of the Federal Contractors Program for Employment Equity.

- **Local Communities**<sup>102-47, 103-1, 103-2, 103-3</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 important for SRC to give back.
- Typically, community engagement has not been a requirement in the projects that SRC manages, either due to client confidentiality or because the public is not a key stakeholder of SRC's projects. As we have experienced in Project CLEANs (Cleanup of Abandoned Northern Sites), a project in which we remediate abandoned uranium mine sites in northern Saskatchewan, community engagement is integral to running a successful project. As a result of managing this project, we have found it evident that engagement needs to be built into future remediation project plans and have adjusted our planning accordingly.

If you have any questions or would like to provide feedback on this CSR report, please email [info@src.sk.ca](mailto:info@src.sk.ca) or visit [www.src.sk.ca/csr](http://www.src.sk.ca/csr).<sup>102-53</sup>

# ABOUT SRC

## OVERVIEW

The Saskatchewan Research Council<sup>102-1</sup> (SRC) is one of Canada's leading providers of applied research, development and demonstration (RD&D) and technology commercialization.<sup>102-2</sup>

With over 350 employees, \$70 million in annual revenue and over 70 years of RD&D experience, SRC provides research, development, demonstration, commercialization and testing services to its 1,500 clients in 20 countries around the world.<sup>102-7</sup>

SRC focuses its efforts on the mining, minerals and energy sectors, and the environmental considerations that are important across each sector.<sup>102-6</sup>

SRC has locations in:

Saskatoon, SK (headquarters)<sup>102-3</sup>

Regina, SK<sup>102-4</sup>

Prince Albert, SK<sup>102-4</sup>

Uranium City, SK<sup>102-4</sup>

Calgary, AB<sup>102-4</sup>

## IMPACTS

SRC's 2016-17 annual economic impact assessment demonstrates:

- We achieved more than \$404 million in direct economic benefit to Saskatchewan
- Our work created or maintained over \$109 million worth of jobs
- We undertook more than \$43 million in projects aimed at creating positive environmental and social impacts
- Our 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

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



## EXTERNAL STANDARDS<sup>102-12</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>102-13</sup>

SRC was a member in the following associations for all or part of 2016-17:

- Global Reporting Initiative™ (GRI)
- Innoventures Canada (I-CAN™)
- Saskatchewan Environmental Industry and Managers Association (SEIMA)
- Saskatchewan Science Centre
- Canadian Oil Sands Innovation Alliance (COSIA)
- Petroleum Technology Alliance of Canada (PTAC)

## RECOGNITION

During the 2016-17 fiscal year, SRC received the following awards and recognition:

- In April 2016, SRC was on the Corporate Knights Future 40 Corporate Leaders list for the third year, listed at 21st in the ranking.
- SRC was awarded the first-ever Mission: Zero Award in the large company category from Safe Saskatchewan in June 2016. The award recognizes workplaces in Saskatchewan that have demonstrated an effort towards sustained improvement in their injury rate over time, and have worked towards transforming their culture and positioning injury prevention as a core value.
- SRC was listed in the 84th spot in SaskBusiness Magazine's 2016 ranking of the province's top 100 businesses, published in the September 2016 edition.

- For the first time, SRC was named to the prestigious Canada's Top 100 Employers list of companies who lead the nation in offering exceptional workplaces for their employees.
- For the third year in a row, SRC won The Learning Partnership's Canada's Outstanding Employer Award as a result of its exceptional Take Our Kids to Work™ day program. SRC is one of 15 companies that was chosen to receive the award from over 850 applicants.
- SRC was named one of Canada's Top Employers for Young People 2017, for being a leader in attracting and retaining younger employees to the organization. This special designation recognizes employers that offer the nation's best workplaces and programs for young people starting their careers.
- SRC received the WorldatWork Work-Life 2017 Seal of Distinction for demonstrating leadership in strategies that help employees achieve work-life balance.
- SRC reached a milestone of external recognition for its progress in gender equality, when the Great Place to Work organization listed SRC among their 50 Best Workplaces in Canada for Women for 2017.





# STAKEHOLDER ENGAGEMENT

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.<sup>102-42, 102-43</sup>

Here are examples of how SRC engages major stakeholders:<sup>102-40</sup>

- **Government of Saskatchewan**

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

- **SRC employees**

We engage employees through regular meetings and a broad range of internal communication channels.

SRC provides access to the appropriate business tools for employees.

- **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 builds awareness about its projects, people and impacts using its four social media channels. In 2016-17, SRC generated almost 6,000 more YouTube views than the previous year and increased watch time by 30 per cent. More people than ever are visiting SRC's Facebook page and watching videos, and sharing and liking our posts – page likes are up by 49 per cent in the last fiscal year.

SRC holds regular community meetings and has provided local training for Project CLEANS (Cleanup of Abandoned Northern Sites), an environmental remediation project aimed at cleaning up 37 abandoned mine and mill sites in northern Saskatchewan. In total, there have been 26 meetings held during the 2016-17 reporting period.

- **Clients**

We encourage client engagement through regular client surveys.

SRC distributes its Performance Highlights document to update current clients.

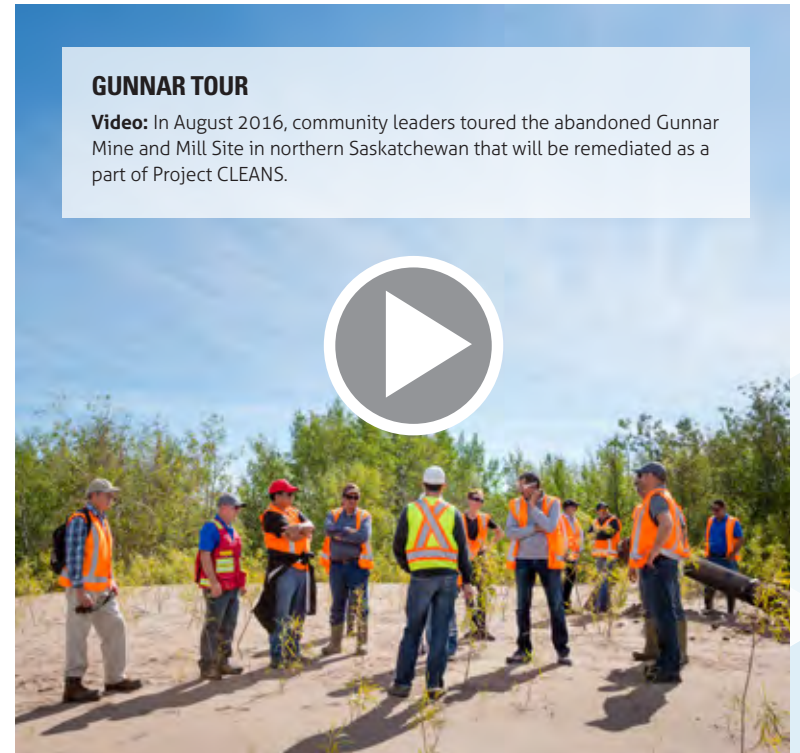
During 2016-17, SRC interviewed four clients as part of our annual economic impact assessment process.

- **Peers**

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

## GUNNAR TOUR

**Video:** In August 2016, community leaders toured the abandoned Gunnar Mine and Mill Site in northern Saskatchewan that will be remediated as a part of Project CLEANS.





# GOVERNANCE<sup>102-18</sup>

## AUTHORITY

The Saskatchewan Research Council (SRC) is a Saskatchewan Treasury Board Crown Corporation<sup>102-5</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 has responsibility for strategic planning, risk oversight 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

The SRC Board is comprised of a diverse combination of knowledge and expertise. The members represent a cross-section of SRC's stakeholder community. All but the President and CEO are independent of SRC management. 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.

### 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>102-16</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. Our core values are:

**INTEGRITY:** We deal with people and organizations honestly and ethically.

**RESPECT:** We treat people, property and the environment with respect.

**QUALITY:** We deliver quality to clients and colleagues.

**ONE TEAM:** We work together in the best interests of SRC.

All employees and SRC's Board of Directors are expected to conduct themselves in accordance with SRC's Code of Conduct and Ethics. Employees and Board members are required to review and sign their respective Code of Conduct and Ethics upon appointment and re-sign annually.

Employees can seek advice from, or report unethical or unlawful activities through a variety of channels. As reporting violations to the Code is important to SRC, these options enable employees to report violations in a way that fits within their comfort levels. Employees can report violations to Human Resources, any Manager or Vice-President, the President & CEO or any Board Member, either verbally or in writing. Additionally, employees can report anonymously to their division's Vice-President through an online reporting system or contact an independent third-party through SRC's whistleblower hotline.<sup>102-17</sup>

# [ ECONOMIC PERFORMANCE ]



# SUPPORTING INDUSTRY THROUGH QUALITY ANALYSIS

SPOTLIGHT

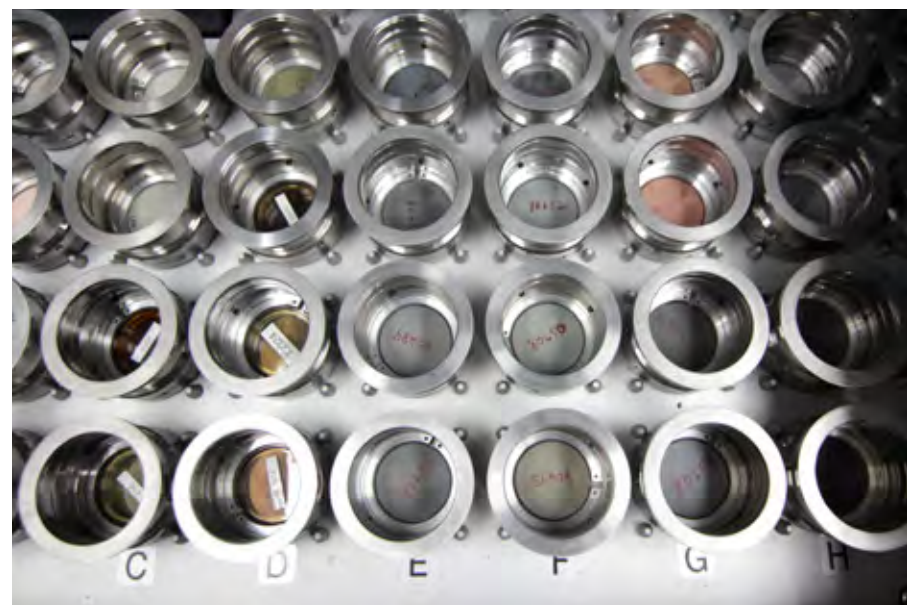
Denison Mines is a uranium exploration and development company with interests focused in the Athabasca Basin region of northern Saskatchewan. Denison has 35 projects in the area and six of these projects are the main focus for Denison's current work. The company's flagship exploration property is Wheeler River, located along the eastern edge of the Basin. Wheeler River accounts for approximately 60-70 per cent of Denison's current exploration work.

SRC Geoanalytical Laboratories provides analysis for Denison in two main categories. The first is pure exploration. Denison is working to discover new deposits of uranium by drilling core samples and testing them to find the level of uranium and other pathfinder elements in the sample. This is important for narrowing in on the ore body. The other category is delineating and evaluating the deposits that Denison already has and submitting samples for uranium assay and density determinations. Samples are collected in the field and shipped to SRC for processing.

Denison has used SRC for many years. "We have a good relationship with SRC," says Dale Verran, Vice-President, Exploration with Denison. "We've looked around and some labs offer slightly cheaper rates but we choose to stay here. It's an accredited facility and the quality of work is really good. We've done independent QA/QC tests and we consider SRC's results reliable."

SRC Geoanalytical Laboratories has an internal quality assurance program that included extensive quality control measures. It is accredited by the Standards Council of Canada for the determination of uranium compound percentage in solid samples and is recognized in the industry for its over 30 years of uranium research and analysis. "Most of the explorers in the Athabasca region use SRC, and it is recognized as a benchmark laboratory and seen as a good thing that we use them," explains Verran.

The results that SRC provide assist Denison in obtaining funding to continue and expand the work they do in Saskatchewan. "When we have good results we can attract more capital for our projects," Verran says.



*Uranium samples await analysis at SRC.*



## Economic Performance

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Direct economic value as a result of SRC's work <sup>201-1</sup>	Total revenue and other income of \$69,679k	Achieve a positive overall net income	Total revenue and other income of \$68,899k
	Total operating expenses of \$66,416k		Total operating expenses of \$68,457k
	Employee compensation, including salary and benefits of \$29,097k		Employee compensation, including salary and benefits of \$31,367k
	Retained earnings of \$33,388k		Retained earnings of \$33,827k
	Total payments to suppliers of \$32,947k		Total payments to suppliers of \$32,851k
Purchases of property, plant and equipment of \$11,290k	Purchases of property, plant and equipment of \$4,294k		
Significant financial assistance received from Government <sup>201-4</sup>	\$22,475k	No target set	\$22,230k

## Economic Impacts

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Economic impact of SRC in Saskatchewan as measured by the annual economic impact assessment <sup>203-2</sup>	\$813M*	\$525M	\$513M

\*The 2015-16 results have been restated to include the value of jobs created or maintained.<sup>102-48</sup>

## Quality Jobs

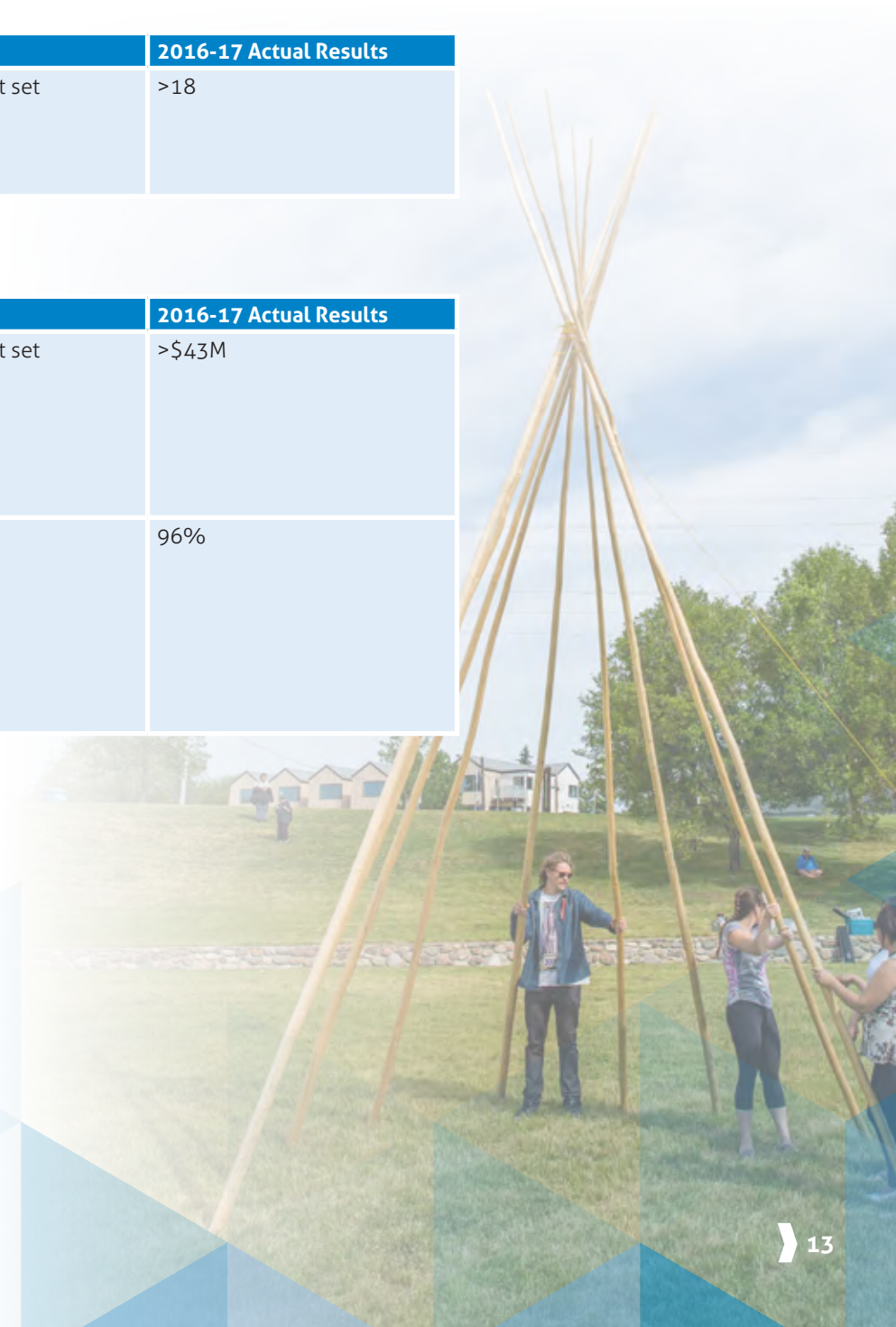
Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Number of jobs created or maintained in Saskatchewan as measured by the annual economic impact assessment <sup>203-2</sup>	>4,826	No target set	>1,564

## Mandate Effectiveness

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Mandate effectiveness as measured by the annual economic impact assessment <sup>203-2</sup>	>22	No target set	>18

## Environmental and/or Social Impact

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Total dollar value of projects focused on or containing a substantial component of achieving positive environmental or social impacts	>\$22M	No target set	>\$43M
Total percentage of significant projects focused on or containing a substantial component of achieving positive environmental or social impacts	44%	70%	96%





# ENVIRONMENTAL PERFORMANCE





# MEASURING CARBON STORED IN WETLANDS

SPOTLIGHT

SRC, along with Ducks Unlimited Canada, Louisiana-Pacific Canada Ltd. and Spruce Products Ltd. are conducting a project to develop and test rapid assessment protocol for measuring carbon stored in wetlands. This project has been funded by the Sustainable Forestry Initiative, through its Conservation & Community Partnership Grant Program.

Past work for measuring carbon in wetlands has been done from a research perspective and the approaches used are costly and time consuming for forestry managers to use. This project aims to develop

a measurement and analysis protocol that provides scientifically credible carbon estimates, while also being practical for practitioners to implement in the field.

Data was collected during the summer of 2016 at Louisiana-Pacific's forest land base in western Manitoba and will continue in 2017. Existing data from Louisiana-Pacific will be used to estimate carbon stocks in their upland forest areas, providing a landscape-level picture of carbon storage in both uplands and wetlands.



*Project team members collect peat from wetlands.*

# CREATING POSITIVE ENVIRONMENTAL IMPACTS

## SPOTLIGHT

- SRC Geoanalytical Laboratories has an agreement with a client to take SRC's radioactive reject material (the remaining material after a uranium sample is prepared for analysis) and ship it to a mine site to be milled. This keeps the material from being returned to a client who may not have the capabilities to properly dispose of it. As a result, the material is kept in the control of licensed facilities and properly disposed of. Between June 21, 2016 and June 20, 2017, 4,094 kg of uranium ore was sent to the mine site to be milled.
- Each year, SRC employees are invited to participate in Commuter Challenge Week, which takes place during Canadian Environment Week. In 2016-17, 74 employees commuted more than 5,700 km using sustainable transportation methods. This resulted in a savings of 353 L of fuel and 770 kg of CO<sub>2</sub> emissions being avoided.
- SRC began a study for the City of Swift Current to identify options for managing cardboard waste, with the goal of ensuring that the waste is managed in a way that is both environmentally and financially responsible. Currently, residential cardboard is shipped to Regina, Sask. for recycling, at an annual cost of \$120k. Most commercial cardboard is being disposed of in the landfill as it's less expensive than shipping it for recycling. SRC is evaluating a variety of methods to manage the waste, including gasification and composting.



*SRC employees reduce their footprint by biking to work during Commuter Challenge Week.*

## Energy Consumption

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Total energy consumed within SRC <sup>302-1</sup>	<p>Total electricity use of 23,988 GJ</p> <p>Total natural gas use of 63,675 GJ for heating, cooling and equipment</p> <p>The purchased electricity is generated from coal, hydro, natural gas, wind, imports and other sources, so it is a mixture between both non-renewable and renewable resources</p> <p>The natural gas for heating and cooling is a non-renewable resource</p> <p>SRC purchases all electricity with the exception of an estimated &lt;1 GJ, which SRC produces using solar panels at a report site</p>	No target set	<p>Total electricity use of 28,660 GJ</p> <p>Total natural gas use of 76,994 GJ for heating, cooling and equipment</p> <p>The purchased electricity is generated from coal, hydro, natural gas, wind, imports and other sources, so it is a mixture between both non-renewable and renewable resources</p> <p>The natural gas for heating and cooling is a non-renewable resource</p> <p>SRC purchases all electricity with the exception of an estimated &lt;1 GJ, which SRC produces using solar panels at a report site</p>
Total energy consumed through the use of SRC vehicles and non-road vehicles <sup>302-2</sup>	1,326 GJ	No target set	3,634 GJ
Energy intensity <sup>302-3</sup>	242 GJ/employee	No target set	297 GJ/employee

## Greenhouse Gas Emissions

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Direct greenhouse gas emissions (Scope 1) <sup>305-1</sup>	90 tonnes CO <sub>2</sub> e	No target set	276 tonnes CO <sub>2</sub> e
Energy indirect greenhouse gas emissions (Scope 2) <sup>305-2</sup>	7,447 tonnes CO <sub>2</sub> e	No target set	7,724 tonnes CO <sub>2</sub> e
Greenhouse gas emissions intensity <sup>305-4</sup>	Not reported in 2015-16	No target set	21.7 tonnes CO <sub>2</sub> e/employee

## Waste Disposal and Diversion

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Total weight of waste diverted from landfill disposal	5.19 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales	No target set	4.03 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales





# [ SOCIAL PERFORMANCE ]



# HOW TO ESTABLISH A SAFETY PROGRAM THAT ENGAGES EMPLOYEES

SPOTLIGHT

***The following blog post by Andrew Downing, Communications Coordinator at SRC, appeared on SRC's Blog in May 2016. Since publication, SRC is proud to note that for the second year in a row, a lost-time injury rate of zero has been achieved.***

North American Occupational Safety and Health (NAOSH) Week provides a valuable opportunity to talk about safety in terms of organizational culture and engagement. Every year, we offer a variety of NAOSH Week activities, such as nutrition breaks and fire extinguisher

training, for all our employees to participate in. Our goal is to foster a high level of participation, while increasing the awareness of health and safety throughout the company – but we don't just do it during NAOSH Week. We follow through on our safety commitments every single day.

Our lost-time injury (LTI) rate this past fiscal year was zero - not a single employee required time off as a result of a safety incident at work. According to the CEO of the Worker's Compensation Board, the provincial LTI was 2.07 in 2015. It's because of our safety program, and our employees' active participation in the program, that our LTI is at zero. There are several key steps that we've taken to encourage participation and continuous improvement in our safety program.

## LEADERSHIP, COMMITMENT AND FEEDBACK

Safety is a continuous journey and it definitely doesn't evolve overnight. Leadership and commitment are absolutely essential in establishing a strong culture of safety within any organization. When organizational leaders promote safety and lead by example, they set the tone for how employees at all levels perceive safety.

Realistically speaking, workers complying with rules and procedures are customers for the safety systems in place. By seeking their feedback, we learn if these systems are effective, cumbersome or whether they can be improved. Reciprocity is the key to creating this open feedback environment, for an employee who shares a safety concern should be heard and feel confident that their superiors will act accordingly. Otherwise,



*First aid and CPR training is offered to SRC employees each year.*



what's the point or incentive for a worker to offer constructive input? Positive-reinforcement helps get "buy-in" from workers. With strong leadership and commitment, employees will communicate upwards and begin the process of alleviating safety concerns and challenges.

### FOCUSING ON PREVENTION

Front-line employees can help identify the reasons why an unsafe act or condition exists. The key tools to use here are observation and feedback systems.

We're about to launch a software application, Safety: Prevention by Observation Tool (SPOT), which is used by our employees to identify, report and address unsafe acts and conditions before incidents occur. SPOT is user-friendly, easily accessible and timely (unlike filling out three page, paper reports).

We focus on prevention to make improvements in behaviours, processes and the working environment. Proactive isn't just a buzz word at SRC - we truly stand by it. It's not about working around complications, but actually assessing work-space conditions and eliminating potential hazards before they can pose a substantial risk.

For example, in 2012, we improved the air quality for our employees who prepare mineral samples (in a very dusty environment) by installing a new, more effective dust collector air filtration unit. Going above and beyond to protect employees and reduce their exposure to health hazards was and continues to be, a top priority.



*Employees attend a coffee break to kick off NAOSH Week.*



*During NAOSH Week, employees have the opportunity to attend fire extinguisher training, which prepares them in the event of an emergency.*

### EMPLOYEE ENGAGEMENT

While observing and identifying problems is extremely important, the next step is exploring these obstacles, challenging the status-quo and forming solutions. What better way to accomplish this than to include the workers operating the equipment, carrying out services and working the systems? Typically, people feel more supportive of change when they've contributed input that is reflected in the process.

We have an initiative in place to develop our employees as 'safety champions.' We rotate employees from their traditional roles into a temporary position within our Safety Services group, so that they can become proficient in conducting safety inspections and internal audits. Upon resuming their traditional roles, these employees can apply and promote their knowledge, resulting in a safe and empowered workforce.

### LOOKING FORWARD

A successful safety program is the result of continuous improvements that begin with

visible, top-down endorsement from leaders. In our experience, employees observe this and adopt a proactive attitude towards safety and engage in meaningful discussions about best practices and reporting mechanisms.

NAOSH Week provides an opportunity to celebrate and spread awareness about safety – but safety is a topic that should be visited daily. Everyone has a

shared responsibility to be involved in creating effective

solutions to make work a safe, healthy and happy place.



# INTERNATIONAL WOMEN'S DAY 2017

## SPOTLIGHT

March 8, 2017 marked International Women's Day, a global day celebrating the social, economic, cultural and political achievements of women. SRC has been striving to build an organization where all employees feel safe and supported, with equal opportunities to contribute and succeed. SRC prides itself on its inclusive workforce, which is virtually equally represented by both genders, so much so that with slight variations from year to year, it has been just as common for

women to be in a slight majority at SRC as men. As with other aspects of inclusion, this makes us stronger and SRC is proud to support the many women working at SRC.

A company-wide coffee break was held to mark the occasion. Employees were invited to note how they would "Be Bold for Change", the theme of International Women's Day 2017. The notes were placed on posters around the organization, highlighting ways in which individuals would ignite change both within and outside of SRC.

SRC employees also collected feminine hygiene products, as a part of a drive that the United Way of Saskatoon had to mark the day.



*In conjunction with International Women's Day, SRC employees collected feminine hygiene projects as part of the United Way of Saskatoon's Tampon Tuesday.*



*Employees noted how they would "Be Bold for Change" in 2017.*

# SUPPORTING THE COMMUNITY

## SPOTLIGHT

- SRC's Employee Volunteer Program provides employees with an opportunity to make an impact in their community by volunteering for corporately organized initiatives. This year, a total of 67 individuals took part, volunteering 240.5 hours! Volunteers worked in the warehouses of local food banks and participants from SRC's Aboriginal Mentorship Program volunteered at the National Aboriginal Day festivities in Saskatoon in June 2016.
- Employees supported local food banks further by participating in food drives throughout the year. In December, more than 700 items of food were donated during holiday campaigns in Regina and Saskatoon. Another food drive was held in April, collecting 122 kg of food, clothing and personal care items for the Saskatoon Food Bank and Learning Centre.
- In September 2016, employees collected items for the United Way of Saskatoon's Stuff the Bus campaign. A total of six boxes of personal care items were collected, which the United Way distributed in the community.



*SRC employees collected more than 700 items of food during in Regina and Saskatoon during holiday food drives.*



*As a part of the Employee Volunteer Program, employees packaged bulk potatoes into bundles that were distributed to clients of local food banks.*



*In December 2016, SRC participated in local radio station, Rock 102's Stuff the Bus campaign, which collected donations for the Saskatoon Food Bank and Learning Centre. SRC employees spoke with Rock 102 DJs and the Saskatoon Food Bank and Learning Centre about the donation and employee volunteering.*



*Personal care items were donated by employees for the United Way of Saskatoon's Stuff the Bus campaign.*

- Little Lungs, a partnership between the Take Action on Radon Saskatchewan Coalition, of which SRC is a member, the Greater Saskatoon Catholic Schools and Saskatoon Public Schools kicked off in November 2016. The aim of this initiative was to test 2,017 homes of Saskatoon students for radon, the second-leading cause of lung cancer in Canada. A total of 366 radon test kits were sold at a reduced cost to families with school-aged children, which were tested by SRC Environmental Analytical Laboratories.
- For more than ten years, employees from SRC Environmental Analytical Laboratories have been raising funds for the Saskatoon Crisis Nursery. In 2016, employees raised \$800.
- Employees from SRC Geoanalytical Laboratories held a toy drive for the Salvation Army in December 2016, collecting two bins of toys, which were distributed to children in Saskatoon over the holidays.
- Thirty computers were refurbished and donated, along with 17 monitors, to Computers for Schools in 2017, which distributes computers to schools within Saskatchewan.
- In April 2017, SRC employees volunteered at Ag in the City, a free, locally organized event that helps people learn about the role that agriculture plays in their daily lives. Children visiting SRC's table in Saskatoon had the opportunity to try their hand at using a pipette and learned about lab safety, by dressing up in personal protective equipment and having their photo taken in SRC's interactive photo booth.



*SRC Environmental Analytical Laboratories tested a total of 366 radon kits, which were sold at a reduced cost to families with school-aged children in Saskatoon.*



*SRC refurbished and donated 30 computers to Computers for Schools.*



## Employment Levels

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Total workforce by employment type, employment contract, gender and region <sup>102-8</sup>	<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>	No target set	<p>SRC has a total of 359 employees, of which 170 are female and 189 are male</p> <p>SRC has 336 regular, salaried employees and 23 hourly/term employees</p> <p>315 are located in Saskatoon, SK. 297 are regular, salaried employees and 18 are hourly/term employees</p> <p>38 are located in Regina, SK. 37 are regular, salaried employees and 1 is an hourly/term employee</p> <p>4 are located in Prince Albert, SK and are all regular, salaried employees</p> <p>1 is located in Uranium City, SK and is an hourly/term employee</p> <p>1 is located in Calgary, AB and is a regular, salaried employee</p>
Total number and rates of new employee hires and employee turnover by age group, gender and region <sup>401-1</sup>	<p><b>New hires:</b></p> <p><i>Age range:</i></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><i>Gender:</i></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></p> <p><i>Age range:</i></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><i>Gender:</i></p> <ul style="list-style-type: none"> <li>• Females: 7.1%</li> <li>• Males: 11.4%</li> </ul>	No target set	<p><b>New hires:</b></p> <p><i>Age range:</i></p> <ul style="list-style-type: none"> <li>• Under 30: 24 individuals</li> <li>• 30 – 50: 6 individuals</li> <li>• Over 50: 6 individuals</li> </ul> <p><i>Gender:</i></p> <ul style="list-style-type: none"> <li>• Females: 16 individuals</li> <li>• Males: 20 individuals</li> </ul> <p><b>Rate of new hires:</b></p> <p><i>Age range:</i></p> <ul style="list-style-type: none"> <li>• Under 30: 6.7%</li> <li>• 30 – 50: 1.7%</li> <li>• Over 50: 1.7%</li> </ul> <p><i>Gender:</i></p> <ul style="list-style-type: none"> <li>• Females: 4.5%</li> <li>• Males: 5.6%</li> </ul>



## Employment Levels (cont.)

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Total number and rates of new employee hires and employee turnover by age group, gender and region <sup>401-1</sup>	<p><b>Turnover:</b></p> <p><i>Age range:</i></p> <ul style="list-style-type: none"> <li>• Under 30: 7 individuals</li> <li>• 30 – 50: 14 individuals</li> <li>• Over 50: 7 individuals</li> </ul> <p><i>Gender:</i></p> <ul style="list-style-type: none"> <li>• Females: 18 individuals</li> <li>• Males: 10 individuals</li> </ul> <p>Turnover rate:</p> <p><i>Age range:</i></p> <ul style="list-style-type: none"> <li>• Under 30: 2.0%</li> <li>• 30 – 50: 4.1%</li> <li>• Over 50: 2.0%</li> </ul> <p><i>Gender:</i></p> <ul style="list-style-type: none"> <li>• Females: 5.2%</li> <li>• Males: 2.9%</li> </ul>	No target set	<p><b>Turnover:</b></p> <p><i>Age range:</i></p> <ul style="list-style-type: none"> <li>• Under 30: 10 individuals</li> <li>• 30 – 50: 13 individuals</li> <li>• Over 50: 7 individuals</li> </ul> <p><i>Gender:</i></p> <ul style="list-style-type: none"> <li>• Females: 15 individuals</li> <li>• Males: 15 individuals</li> </ul> <p>Turnover rate:</p> <p><i>Age range:</i></p> <ul style="list-style-type: none"> <li>• Under 30: 2.8%</li> <li>• 30 – 50: 3.6%</li> <li>• Over 50: 1.9%</li> </ul> <p><i>Gender:</i></p> <ul style="list-style-type: none"> <li>• Females: 4.2%</li> <li>• Males: 4.2%</li> </ul>
Total number of employees that were entitled to parental leave, by gender	Not reported in 2015-16	No target set	<p><b>Entitled to parental leave:</b></p> <p>Females: 9</p> <p>Males: Unable to report</p>
Total number of employees that took parental leave, by gender	Not reported in 2015-16		<p><b>Took parental leave:</b></p> <p>Females: 9</p> <p>Males: 2</p>
Total number of employees that returned to work after parental leave ended, by gender	Not reported in 2015-16		<p><b>Returned to work after parental leave:</b></p> <p>Females: 4</p> <p>Males: 1</p>
Total number of employees that returned to work after parental leave ended, that were still employed 12 months after their return to work, by gender	Not reported in 2015-16		<p><b>Returned to work and still employed after 12 months:</b></p> <p>Females: 4</p> <p>Males: 1</p>
Return to work and retention rates of employees that took parental leave, by gender <sup>401-3</sup>	100% return to work and retention rate after parental leave		<p><b>Return to work and retention rates:</b></p> <p>Females: 100%</p> <p>Males: 100%</p>



## Appropriate Career and Skills Development

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Average hours of training per year per employee, by gender and employment category <sup>404-1</sup>	<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> <p>Average skills and safety training by function was not reported in the 2015-16 fiscal year</p>	No target set	<p>Average safety training for all employees was 3.8 hours/employee (total of 1,354 hours)</p> <p>Average safety training for females was 4.3 hours (total of 735 hours)</p> <p>Average safety training for males was 3.3 hours (total of 619 hours)</p> <p>Average hours of safety training by function:</p> <p>Admin: 2.6 hours</p> <p>Management: 3.0 hours</p> <p>Professional: 3.0 hours</p> <p>Technical: 4.5 hours</p> <p>Average skills training for all employees was 16.1 hours/employee (total of 5,771 hours)</p> <p>Average skills training for females was 13.7 hours/employee (total of 2,333 hours)</p> <p>Average skills training for males was 18.2 hours (total of 3,438 hours)</p> <p>Average hours of skills training by function:</p> <p>Admin: 12.6 hours</p> <p>Management: 28.9 hours</p> <p>Professional: 25.7 hours</p> <p>Technical: 11.6 hours</p>
Percentage of employees receiving regular performance and career development reviews <sup>404-3</sup>	100%	100%	100%





## Wage Ratios

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation <sup>202-1</sup>	Saskatchewan minimum wage. \$10.50/hour  Entry level Lab Assistant: \$15.15/hour  Ratio: 1.4:1	No target set	Saskatchewan minimum wage. \$10.72/hour  Entry level Lab Assistant: \$15.59/hour  Ratio: 1.5:1
Ratio of basic salary and remuneration of women to men <sup>405-2</sup>	Regular Status Employees: Female: Male, 0.7:1  Term status employees: Female: Male, 0.4:1	No target set	Regular Status Employees: Female: Male, 0.6:1  Term status employees: Female: Male, 0.5:1

## Safety

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Percentage of total workforce represented in formal joint management-worker health and safety committees <sup>403-1</sup>	100%	100%	100%
Types of injury and rates of injury, occupational diseases, lost days and absenteeism and total number of work related fatalities, by region and gender <sup>403-2</sup>	SRC had a lost-time injury rate of 0 per 200,000 hours worked  There were 0 lost days due to injury  There were no workplace fatalities  SRC does not break this information down by gender	<0.4 per 200,000 hours worked	SRC had a lost-time injury rate of 0 per 200,000 hours worked  There were 0 lost days due to injury  There were no workplace fatalities  SRC does not break this information down by gender

## Community

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Operations with local community engagement, impact assessments and development programs <sup>413-1</sup>	19.9% (Based on project revenues)	No target set	23.1% (Based on project revenues)
Percentage of employees who made an impact on the community through SRC's Employee Volunteer Program	21%	No target set	18.7%



## Inclusivity

Measures	2015-16 Actual Results	Target	2016-17 Actual Results
Inclusivity of governance bodies and employees <sup>405-1</sup>	<p><b>Employees:</b></p> <p>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><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>• Female employees: 48%</li> <li>• Aboriginal employees: 7%</li> <li>• Employees with disabilities: 2%</li> <li>• Visible minority members: 19%</li> </ul> <p><b>Board of Directors</b></p> <p>Age group:</p> <p>Matures (Born 1925 – 1945): 16.6%</p> <p>Boomers (Born 1946 – 1964): 50%</p> <p>Generation X (Born 1965 – 1979): 16.6%</p> <p>Millennials (Born 1980 and later): 16.6%</p> <p>Target groups:</p> <ul style="list-style-type: none"> <li>• Female: 29%</li> <li>• Aboriginal: 20%</li> <li>• Persons with disabilities: 0%</li> <li>• Visible minority members: 0%</li> </ul>	No target set	<p><b>Employees:</b></p> <p>Age group:</p> <ul style="list-style-type: none"> <li>• &gt;50 years old: 32% total (30% of regular/salaried employees and 61% of term/hourly employees)</li> <li>• 30 – 50 years old: 52% total (55% of regular/salaried employees and 13% of term/hourly employees)</li> <li>• &lt;30 years old: 14% total (15% of regular/salaried employees, 26% of term/hourly employees)</li> </ul> <p><b>Target groups:</b></p> <ul style="list-style-type: none"> <li>• Female employees: 47%</li> <li>• Aboriginal employees: 6%</li> <li>• Employees with disabilities: 2%</li> <li>• Visible minority members: 21%</li> </ul> <p><b>Board of Directors</b></p> <p>Age group:</p> <p>Matures (Born 1925 – 1945): 16.6%</p> <p>Boomers (Born 1946 – 1964): 50%</p> <p>Generation X (Born 1965 – 1979): 16.6%</p> <p>Millennials (Born 1980 and later): 16.6%</p> <p>Target groups:</p> <ul style="list-style-type: none"> <li>• Female: 29%</li> <li>• Aboriginal: 20%</li> <li>• Persons with disabilities: 0%</li> <li>• Visible minority members: 0%</li> </ul>



# GRI CONTENT INDEX



Content Index  
Saskatchewan Research  
Council

Sept 2017  
Service

GRI Standard	Disclosure	Page Number(s)	Omission
<b>GRI 101: Foundation 2016</b>			
<b>General Disclosures</b>			
GRI 102: General Disclosures 2016	102-1 Name of the organization	6	No omissions
	102-2 Activities, brands, products and services	6	No omissions
	102-3 Location of headquarters	6	No omissions
	102-4 Location of operations	6	No omissions
	102-5 Ownership and legal form	9	No omissions
	102-6 Markets served	6	No omissions
	102-7 Scale of the organization	6	No omissions
	102-8 Information on employees and other workers	24	No omissions
	102-9 Supply chain	SRC procures equipment and supplies required for projects and may utilize the services of external consultants to fulfill project objectives	No omissions
	102-10 Significant changes to the organization and its supply chain	There were no significant changes	No omissions
	102-11 Precautionary Principle or approach	The precautionary approach is not addressed by SRC	No omissions

GRI Standard	Disclosure	Page Number(s)	Omission
	102-12 External initiatives	7	No omissions
	102-13 Membership of associations	7	No omissions
	102-14 Statement from senior decision-maker	3	No omissions
	102-16 Values, principles, standards and norms of behavior	9	No omissions
	102-17 Mechanisms for advice and concerns about ethics	9	No omissions
	102-18 Governance structure	9	No omissions
	102-40 List of stakeholder groups	8	No omissions
	102-41 Collective bargaining agreements	0% of employees are covered by collective bargaining agreements	No omissions
	102-42 Identifying and selecting stakeholders	8	No omissions
	102-43 Approach to stakeholder engagement	8	No omissions
	102-44 Key topics and concerns raised	No key concerns related to sustainability were raised	No omissions
	102-45 Entities included in the consolidated financial statements	The accounts of TecMark International Commercialization Inc., a wholly owned subsidiary of the Saskatchewan Research Council, are consolidated in these financial statements	No omissions



GRI Standard	Disclosure	Page Number(s)	Omission
GRI 102: General Disclosures 2016	102-46 Defining report content and topic Boundaries	4	No omissions
	102-47 List of material topics	4-5	No omissions
	102-48 Restatements of information	12	No omissions
	102-49 Changes in reporting	There were no changes to Scope and Aspect Boundaries	No omissions
	102-50 Reporting period	4	No omissions
	102-51 Date of most recent report	4	No omissions
	102-52 Reporting cycle	4	No omissions
	102-53 Contact point for questions regarding the report	5	No omissions
	102-54 Claims of reporting in accordance with the GRI standards	4	No omissions
	102-55 GRI content index	29	No omissions
	102-56 External assurance	4	No omissions
	<b>Material Topics</b>		
<b>Economic Performance</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	4	No omissions
	103-2 The management approach and its components	4	No omissions
	103-3 Evaluation of the management approach	4	No omissions

GRI Standard	Disclosure	Page Number(s)	Omission
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	12	No omissions
	201-4 Financial assistance received from government	12	No omissions
<b>Market Presence</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	4	No omissions
	103-2 The management approach and its components	4	No omissions
	103-3 Evaluation of the management approach	4	No omissions
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	27	No omissions
<b>Indirect Economic Impacts</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	4	No omissions
	103-2 The management approach and its components	4	No omissions
	103-3 Evaluation of the management approach	4	No omissions
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	12	No omissions
<b>Energy</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	5	No omissions

GRI Standard	Disclosure	Page Number(s)	Omission
	103-2 The management approach and its components	5	No omissions
	103-3 Evaluation of the management approach	5	No omissions
GRI 302: Energy 2016	302-1 Energy consumption within the organization	17	No omissions
	302-2 Energy consumption outside of the organization	17	No omissions
	302-3 Energy intensity	17	No omissions
<b>Emissions</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	5	No omissions
	103-2 The management approach and its components	5	No omissions
	103-3 Evaluation of the management approach	5	No omissions
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	17	No omissions
	305-2 Energy indirect (Scope 2) GHG emissions	17	No omissions
	305-4 GHG emissions intensity	17	No omissions
<b>Employment</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	5	No omissions
	103-2 The management approach and its components	5	No omissions

GRI Standard	Disclosure	Page Number(s)	Omission
	103-3 Evaluation of the management approach	5	No omissions
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	24-25	No omissions
	401-3 Parental leave	25	No omissions
<b>Occupational Health and Safety</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	5	No omissions
	103-2 The management approach and its components	5	No omissions
	103-3 Evaluation of the management approach	5	No omissions
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	27	No omissions
	403-2 Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	27	No omissions
<b>Training and Education</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	5	No omissions
	103-2 The management approach and its components	5	No omissions
	103-3 Evaluation of the management approach	5	No omissions

GRI Standard	Disclosure	Page Number(s)	Omission
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	26	No omissions
	404-3 Percentage of employees receiving regular performance and career development reviews	26	No omissions
<b>Diversity and Equal Opportunity</b>			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	5	No omissions
	103-2 The management approach and its components	5	No omissions
	103-3 Evaluation of the management approach	5	No omissions
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28	No omissions
	405-2 Ratio of basic salary and remuneration of women to men	27	No omissions





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