SASKATCHEWAN RESEARCH COUNCIL

JOURNEY:

Corporate Social Responsibility Report 2017-18

GRI GOLD Community Saskatchewan Research Council 2018

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SRC values its inclusive environment where diversity leads to creativity, invention and innovation

LETTER FROM THE CEO 102-14

In this, our eighth Corporate Social Responsibility (CSR) report, titled Journey, we reflect on the journey we have taken so far as we have reached our 2020 goal of being an environmentally and socially responsible company.

In a sense, we have been on our CSR journey since we were formed in 1947, with the objective of strengthening Saskatchewan's economy through research and development. Throughout the years, we have embedded CSR in our corporate strategy and each year it becomes more a part of our organizational culture.

Our more than 70-year journey has taken us from understanding that SRC's impacts reach beyond the investment we receive, to being able to measure those impacts. We have become a company that has truly embraced a culture of safety, both inside and outside our organization. We strive to conduct our business in an environmentally and socially responsible manner and encourage our employees to give back to the communities in which we work and live, through our Employee Volunteer Program.

Below are some highlights of our sustainability performance over the past year:

ECONOMIC PERFORMANCE:

- SRC's revenues exceeded $75 million.
- SRC's total economic impact in Saskatchewan was more than $772 million. Since 2003, SRC's economic and employment impacts in Saskatchewan have exceeded $8.4 billion.
- More than 578 jobs, valued at $42 million, were created or maintained, as a result of SRC's work.

ENVIRONMENTAL PERFORMANCE:

- SRC's operations produced greenhouse gas emissions of 8,563 tonnes CO_2e.
- By providing sustainable services, SRC contributed to reducing clients' emissions by 19 kt CO_2e and saving more than 40 million kilowatt hours in energy.
- A total of 74 SRC employees participated in Commuter Challenge Week, an event that encourages active and sustainable travel, saving 141 L of fuel and avoiding 303 kg of CO_2 emissions.

SOCIAL PERFORMANCE:

- Safety is an overriding priority for SRC and we strive to keep our lost-time injury rate as close to zero as possible. For the third year in a row and the fourth time in recent history, SRC had no lost-time injuries.
- To recognize the role that employees play in creating a culture of safety, SRC launched a Safety Awards program consisting of three different awards categories.
- Through SRC's Employee Volunteer Program, 63 individuals volunteered more than 264 hours in corporately organized volunteer initiatives.

Throughout the year, we reflected on the projects and accomplishments that we have made throughout the years and look forward to our ongoing journey. As CSR becomes a bigger part of our culture, we will continue to improve our processes and programs. Over the next year, we will look at improvements to our materiality process, map our work to the United Nations' Sustainable Development Goals, and encourage activities under our CSR program to develop more organically, from the employee and business unit level.

As we continue to evolve our CSR program, we are proud of the impacts we have made so far and look forward to creating new economic, environmental, and social impacts in Saskatchewan and beyond. We truly hope that through our journey we can inspire others to incorporate sustainable practices into their businesses and lives.

Dr. Laurier Schramm
President and CEO

ABOUT THIS REPORT

This is the eighth year that the Saskatchewan Research Council (SRC) has completed a CSR report and submitted it to the Global Reporting Initiative™ (GRI). SRC's last report ***Progression: Corporate Social Responsibility Report 2016-17*** was issued in October 2017.[102-51]

The 2017-18 reporting period[102-50] captures measurements and data from April 2017 – March 2018 to coincide with SRC's annual financial reporting cycle.[102-52] 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.[102-54] It has not been externally assured and there is no current SRC policy on seeking external assurance.[102-56]

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 2017-18 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.

DEFINING REPORT CONTENT[102-46]

SRC has used the following process for determining report content:

Identification:

Prior to the release of SRC's first CSR report in 2011, the organization developed a list of topics that could be included in the CSR report, based on data collected by SRC. This list was reviewed to ensure that only indicators in which SRC made an economic, environmental or societal impact were included.

Prioritization:

Indicators included in the report were chosen in part based on their relevance to SRC's business strategy. While stakeholders weren't engaged specifically for the purposes of CSR reporting, their needs were considered when determining which indicators to report on. Inputs to the prioritization process included client sustainability reports, requests for proposals and media monitoring.

Validation:

Once indicators were prioritized, the list was validated by applicable business unit managers and the Vice-President of Communications, Growth Services and Risk.

Review:

Topics were adjusted as needed based on requests from stakeholders, including clients and awarding agencies. Additionally, as the landscape of CSR reporting has changed, SRC has adjusted its topic reporting to align with current GRI Standards.

MATERIALITY AND DISCLOSURES OF MANAGEMENT APPROACH[103-1, 103-2, 103-3]

In this year's report, the following topics from the GRI Standards were deemed to be material, using inputs including SRC's business strategy, client and industry trends, client surveys, requests for proposals, employee feedback and media monitoring.

- **Economic Performance**[103-1, 103-2, 103-3]

- As SRC is a Treasury Board Crown Corporation,[102-5] managing economic performance is important to SRC. Having a positive net income allows SRC to reinvest in its 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.
- Topic Boundary: The economic impact occurs within SRC.

- **Market Presence**[103-1, 103-2, 103-3]

- Market presence is considered material by SRC, based on its desire to become a 'best' employer. SRC reports on market presence through comparison of our standard entry level wages to the provincially mandated minimum wage.
- Topic Boundary: The economic impact occurs within SRC.

- **Indirect Economic Impacts**[103-1, 103-2, 103-3]

- 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.
- Topic Boundary: The economic impact occurs both within SRC and within clients' operations within Saskatchewan.

- **Energy, Emissions, Effluents and Waste**[103-1, 103-2, 103-3]

- SRC is entering its eighth year of gathering energy and emissions data. Currently, SRC does not set targets for reducing energy consumption and emissions.
- While SRC is unable to fully track its waste, the organization has been able to track how much waste has been diverted from landfills due to recycling or sales of old equipment and furniture.
- Topic Boundary: The environmental impact occurs within SRC.

- **Employment**[103-1, 103-2, 103-3]

- SRC tracks its employment and turnover numbers, as it enables SRC 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.
- Topic Boundary: The social impact occurs within SRC.

- **Occupational Health and Safety (OH&S)** [103-1, 103-2, 103-3]

- 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. In addition to the safety policies and manuals SRC has in place, employees 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.
- Topic Boundary: The social impact occurs within SRC.

• **Training and Education**[103-1, 103-2, 103-3]

- 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.
- Employees have the potential to pursue further education through both financial support and non-financial support. There are currently 16 employees receiving funding and both paid and unpaid time off to acquire further education ranging from certificate programs to undergraduate, masters and PhD levels.
- Topic Boundary: The social impact occurs within SRC.

• **Diversity and Equal Opportunity**[103-1, 103-2, 103-3]

- SRC is a Saskatchewan Human Rights Commission Equity Partner. SRC values its inclusive environment where diversity leads to creativity, invention and innovation.
- Topic Boundary: The social impact occurs within SRC.

• **Local Communities**[103-1, 103-2, 103-3]

- 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 SRC has experienced in Project CLEANS (Cleanup of Abandoned Northern Sites), a project in which it remediates 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 project planning accordingly.
- Topic Boundary: The social impact occurs external to SRC in the organizations in which SRC volunteers and the communities that are affected by Project CLEANS.

If you have any questions or would like to provide feedback on this CSR report, please email **info@src.sk.ca** or visit **www.src.sk.ca/csr**.[102-53]

ABOUT SRC

OVERVIEW

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

With over 350 employees, $75 million in annual revenue and over 71 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.[102-7]

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

SRC has locations in:

Saskatoon, SK (headquarters)[102-3]
Regina, SK[102-4]
Prince Albert, SK[102-4]
Uranium City, SK[102-4]
Calgary, AB[102-4]

IMPACTS

SRC's 2017-18 annual economic impact assessment demonstrates:

- SRC achieved more than $772 million in direct economic benefit to Saskatchewan
- Its work created or maintained over $42 million worth of jobs
- SRC undertook more than $51 million in projects aimed at creating positive environmental and social impacts
- Its work for clients contributed to reducing at least 19 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[102-12]

- 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[102-13]

SRC was a member in the following organizations for all or part of 2017-18:

- 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)
- Canadian Heavy Oil Association (CHOA)
- Saskatchewan Construction Safety Association
- European Association of Research and Technology Organisations

RECOGNITION

During the 2017-18 fiscal year, SRC and its employees received the following awards and recognition:

- For the fourth year in a row, SRC placed on the Corporate Knights Future 40 Corporate Leaders list, earning a ranking of 20th.
- On May 6, 2017, Mike Sulatisky, Research Advisor in SRC's Development Engineering and Manufacturing Business Unit, received the Outstanding Achievement Award by the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS). This award recognizes individuals who demonstrate technical excellence and achievement in engineering and/or geoscience in Saskatchewan.
- For the second year in a row, SRC has received a Mission: Zero Award in the large company category from Safe Saskatchewan. The award recognizes workplaces in Saskatchewan that have demonstrated an effort toward sustained improvement in their injury rate over time, and have worked toward transforming their culture and positioning injury prevention as a core value.
- SRC has placed on SaskBusiness Magazine's Top 100 Companies list, earning the 81st spot for 2017.
- For the second year in a row, SRC has been named to the prestigious Canada's Top 100 Employers list of companies who lead the nation in offering exceptional workplaces for their employees.
- In January 2018, SRC was named to Saskatchewan's Top Employer list for the third year in a row.
- SRC was included in the 2018 List of Best Workplaces for Inclusion from Great Place to Work® Institute Canada, in January 2018.

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.[102-42, 102-43]

Here are examples of how SRC engages major stakeholders:[102-40, 102-43]

- **Government of Saskatchewan**

- SRC provides updates to the Government of Saskatchewan's Treasury Board and Standing Committee on the Economy – Consideration of Estimates on an annual basis, the Minister Responsible for SRC, other cabinet ministers and senior provincial government officials as requested.
- A briefing book is prepared twice per year and additional notes are provided to the Minister Responsible for SRC as needed.

- **SRC employees**

- SRC engages employees through all-employee meetings, which are held twice per year, division and business unit meetings, which are held based upon the needs of each team, and a broad range of internal communication channels.
- Employees are also encouraged to provide feedback via an annual employee survey.
- SRC provides access to the appropriate business tools for employees.

- **SRC's Board of Directors**

- SRC engages its Board of Directors through board meetings, held four times per year, and annual planning retreats.

- **Saskatchewan residents and communities**

- SRC reaches out to Saskatchewan residents through media activities, advertising and by providing publicly accessible documents.
- SRC shares content about its projects and people on its four social media channels to educate and inspire its audiences. In 2017-18, SRC generated almost 16,000 more YouTube views than the previous year and increased watch time by 24 per cent. SRC's Facebook page continues to increase engagement with its audience, with more people liking, sharing and clicking on posts than previous years; page followers are up by 50 per cent.
- 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 were nine community meetings held during the 2017-18 reporting period.
- Through SRC's Honourary Scientist campaign, employees engaged members of the public through three events in which they led participants through a science-based experiment.

- **Clients**

- SRC encourages client engagement through annual client surveys.
- SRC distributes its Performance Highlights document to update current clients each year.
- During 2017-18, SRC interviewed five 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. SRC participates in quarterly I-CAN™ meetings.

For the purposes of the 2017-18 CSR report, SRC did not specifically engage stakeholders to determine report content. Any communications relating to CSR would arise through the engagement activities noted above.[102-43] In 2017-18, there were no key issues related to CSR identified through this engagement.[102-44]

GOVERNANCE[102-18]

AUTHORITY

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

BOARD RESPONSIBILITIES

The Board ensures that the activities of the corporation are carried out under the terms of *The Research Council Act*. The Board oversees the stewardship of the corporation and has responsibility for strategic planning, 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 & 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 Auditors.

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[102-16]

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, or report unethical and unlawful activities to Vice-Presidents, the CEO or the Chair of SRC's Audit and Finance Committee, either verbally or in writing. Employees can also contact an independent third party through SRC's whistleblower hotline.[102-17]

ECONOMIC PERFORMANCE

Creating Local Impacts through Diamond Analysis and Settling Characteristics

Star Diamond Corporation owns the mineral dispositions over a diamond field east of Prince Albert, Sask. in the Fort à la Corne forest. The Star-Orion South Project includes two kimberlites, Star and Orion South, that are in an advanced stage of evaluation prior to the company making a decision to build a mine. Star Diamond has entered into an agreement with Rio Tinto Exploration Canada Inc. with respect to this project, in which Rio Tinto is the operator, giving them the option to earn up to 60 per cent of the project while Star Diamond retains a 40 per cent stake. Star Diamond is currently working with SRC Geoanalytical Laboratories and SRC's Pipe Flow Technology Centre™ related to their work at Fort à la Corne.

An exploration parcel of diamonds for evaluation

SRC Geoanalytical Laboratories is currently investigating the diamonds and their characteristics in the recovery process, including magnetic and luminescence characteristics. Using the equipment available at SRC, the best methods of recovery can be investigated. As an example, diamonds luminesce in various degrees and those that don't luminesce can be problematic to recover. Grease recovery technologies are required to recover non-luminescing diamonds but are difficult to manage, so companies want to limit, whenever possible, grease from the recovery circuit.

Star Diamond has also been working with SRC's Pipe Flow Technology Centre™ to investigate the settling characteristics of fine matter from kimberlite. After crushing and milling, fine matter is not sorted for diamonds because it is not commercially viable. It is sent to a tailings facility, but the clay-rich tailings can be problematic. Some clays do not settle without assistance.

Samples have been provided to SRC so different processes can be investigated for the non-settling clay. SRC has been looking at flocculants, coagulants and the makeup of water and salinity to see what will aid in settling the clay. This work aims to maximize the reclamation and recycling of water.

The relationship between SRC and Star Diamond goes back nearly 20 years. Location is one reason why Star Diamond chose to work with SRC. "It's a huge benefit to us that we can be intimately involved with the test work," notes Mark Shimell, Star Diamond Project Manager. "SRC has specific expertise in pipe flow and diamonds," he continues. "There are limited facilities in North America who do this work. It's a premier facility and one of the only that does this work. We're very fortunate to have SRC in Saskatoon."

While the work in still ongoing, these services could result in both environmental and efficiency impacts should a mine be developed at Fort à la Corne. "That's what we're working towards," explains Mark Shimell, "We want to minimize the footprint of the tailings facility." Knowledge gained from investigating diamond characteristics may also result in more efficient processes for diamond recovery.

Supporting Industry through Rare Earth Element Process Development

Medallion Resources Ltd. has a strategy to solve supply and cost issues with rare earths, an important component of nearly every electronic device that people use daily. Medallion Resources engaged the Saskatchewan Research Council's Minerals Business Unit to provide metallurgical process development using existing processes and testing the processes with Medallion's feedstock. "There are very few organizations in North America that can do this work – only three," notes Don Lay, Medallion President and CEO. "I got to know the people at SRC. Their facilities and expertise made it seem like the best fit."

Sample of rare earth elements at SRC

Rather than focusing on hard-rock occurrences, Medallion's process utilizes the mineral monazite, a readily available by-product of heavy mineral sands mining. Monazite is a major source of rare earths and can be developed quickly and inexpensively. Recent testing produced a rare earth concentrate that contained 41.6 per cent of the magnet metals neodymium and praseodymium (NdPr) by mass, compared to the monazite feedstock, which contained 23.2 per cent NdPr. The neodymium and praseodymium is a key input to create high-powered rare earth magnets required for electric vehicles, wind power generation and robotics, and has an approximate value of $55/kg.

While Medallion Resources is not currently producing rare earths, the company expects to begin developing an extraction plant within the year. The plant will be built in North America, with Saskatchewan being the preferred location. As Medallion notes on their website, China is currently producing more than 85 per cent of the supply of rare earths and reducing exports of rare earths year over year. This provides an opportunity for locally-produced rare earths to meet increasing global demand.

The potential impacts go beyond economics. Lay indicates that there are potential environmental impacts, stating "In one case, we'll be able to capture material in-stream of processing and deliver more by-products from the process than is currently done, because we're focusing on that."

Recent test work completed in extracting a rare earth element concentrate from monazite sand, also produced Trisodium Phosphate (TSP). TSP has a variety of applications including as a food additive, cleaning product, stain remover and degreaser, and currently has an approximate wholesale price of $500/tonne.

Lay also expects the process to result in less waste through recycling, noting, "We're going to have a significant amount of additional recycling that may not have been done in other processes, such as reusing reagents."

Medallion has been raising equity capital to further metallurgical test development, advance monazite feedstock supply development, complete site analysis for both the proposed rare earth extraction plant and to use as working capital. The company has also recently closed a private placement of $500,000.

"Without this work, it would be more difficult to raise capital," says Lay.

Economic Performance

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Direct economic value as a result of SRC's work[201-1]	Total revenue and other income of $68,899k Total operating expenses of $68,457k Employee compensation, including salary and benefits of $31,367k Retained earnings of $33,827k Total payments to suppliers of $32,851k Purchases of property, plant and equipment of $4,294k	Achieve a positive overall net income	Total revenue and other income of $75,361k Total operating expenses of $74,215k Employee compensation, including salary and benefits of $29,303k Retained earnings of $35,338k Total payments to suppliers of $39,132k Purchases of property, plant and equipment of $4,844k
Significant financial assistance received from Government[201-4]	Provincial investment: $22,230k	No target set	Provincial investment: $21,118k

Economic Impacts

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Economic impact of SRC in Saskatchewan as measured by the annual economic impact assessment[203-2]	>$404M	$500M	>$772M

Quality Jobs

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Number of jobs created or maintained in Saskatchewan as measured by the annual economic impact assessment[203-2]	>1,564	No target set	>578

Mandate Effectiveness

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Mandate effectiveness as measured by the annual economic impact assessment[203-2]	>18	No target set	>37

Environmental and/or Social Impact

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Total dollar value of projects focused on or containing a substantial component of achieving positive environmental or social impacts	>$43M	No target set	>$51M
Total percentage of significant projects focused on or containing a substantial component of achieving positive environmental or social impacts	96%	70%	84%

ENVIRONMENTAL PERFORMANCE

Why We Need to Learn More About How Wetlands Store Carbon

The following post by Mark Johnston, Senior Research Scientist in SRC's Environment division, appeared on src.sk.ca/blog in September 2017.

Most people consider a wetland to be an area that is covered with water and generally impassable.

They might be surprised to know that wetlands are hot spots of biodiversity in a forested landscape. A variety of species, including animals and plants, call wetlands home and don't occur anywhere else in the forest landscape. Biodiversity is one of the main benefits of wetlands, but they're also a huge reservoir of carbon. And it's important to conserve wetlands to maintain that carbon in the ground.

WETLANDS VS UPLANDS

In a forested landscape, wetlands are where most of the carbon exists, as compared to upland forests where soils are shallower.

We know quite a bit about how to manage and maintain upland forests in ways that enhance carbon sequestration, such as planting different kinds of trees. But wetlands in forested environments, for the most part, aren't under direct management, are typically difficult to operate in and are quite sensitive to things like heavy equipment. So we are just starting to learn about how wetlands capture carbon, and compared to our understanding of uplands, there is much more to learn.

HOW WETLANDS CAPTURE CARBON

Wetlands are a large carbon reservoir because as trees and other plants grow and die, their biomass is incorporated into the soil. But because wetlands occur in wet and cold conditions, the biomass doesn't break down - it accumulates and gradually becomes peat over many centuries. It can be several metres deep in places. That dead biomass accumulating as peat is about 90 per cent carbon! Due to the lack of decomposition, peat deposits can be hundreds, even thousands, of years old.

Members of the project team gather peat for sampling

If we have two to three metres of peat accumulation spread out over a large wetland, you've got a lot of carbon in that peat.

It's important to maintain the vegetative cover and the hydrology of wetland areas because it maintains the peat and keeps the carbon in the ground. For example, if we put a road through a wetland, it could interrupt the way the water moves in the area. If the area dries up, the carbon would be lost.

WHY INDUSTRY IS PAYING ATTENTION

Historically, forestry activities have primarily been focused on upland areas. Wetlands are typically left off the table when companies consider their forest management strategies. That approach is changing.

Forestry companies are interested in taking more of a landscape perspective to their management plans (e.g., where and how they build roads), incorporating both uplands and wetlands. Even though they may probably not operate in wetlands, they still need to know how their activities in upland areas affect wetlands. Ducks Unlimited Canada and the Sustainable Forestry Initiative (two of our project partners) recently collaborated on developing a manual for forest managers that provides guidance on the location of roads near wetlands, which will reduce impacts to wetland hydrology.

MEASURING CARBON STORED IN WETLANDS

We're in the second year of a three-year project to develop a rapid protocol that will provide estimates of carbon storage in wetlands. Funding for the project is through the Sustainable Forestry Initiative. The field work is provided by Louisiana-Pacific Canada and Spruce Products, Ltd on their landscape in Manitoba. Ducks Unlimited Canada has created maps to help us determine the sample points and has provided their extensive expertise in wetlands. It's great to have a wide range of organizations on board who are interested in conserving wetlands.

In our first and second years, we've been out in the field collecting data to test the protocol to make sure it can be implemented by forestry professionals as part of their management activities. The technique is quite different than what is used for uplands. In year three, we'll analyze the data and develop communication tools.

When North America was developed, there was a lot of wetland drainage for agriculture, particularly in the Great Plains and Prairie provinces, which resulted in a massive habitat loss, mainly for water fowl and other wetland dependent wildlife. Our team is taking every opportunity we can to make the point that we need to conserve the wetlands that are still on the forested landscape because of their values for biodiversity conservation.

HOW WETLANDS ARE SAMPLED

Our goal is to sample all the different kinds of wetlands that occur on the landscape. Ducks Unlimited Canada mapped out the wetlands using their classification guide and the project team chose samples of each one. The area we're sampling is near Swan River in Western Manitoba.

The sampling design is highly structured and repeated at every wetland so that we have comparable data. We run transects across the wetland and sample the peat every 30 metres with a long probe, measuring the peat depth and depth to water table to understand the hydrology.

We also measure the acidity of the water, and we do a quick estimate of how much above-ground biomass is in the shrubs and trees. We use a special tool to extract cores from the peat, and the cores are sent to a laboratory at Brandon University, where the carbon content is determined.

We'll use the data on depth, area of the wetland and the carbon content to determine how much carbon is stored in each of these wetlands. Then we can characterize for each wetland type, like a bog or a swamp or a fen, how much carbon is stored in each and which one holds the most.

Wetland near Swan River, Manitoba

THE RESULTS SO FAR AND NEXT STEPS

Although we're still in the early stages of the project, we've found that the wetland types that maintain tree cover have more carbon than some of the other types that only have sedges. Our plan is to work with Louisiana-Pacific Canada to combine the carbon estimates we've generated in their upland forests with a map of the wetland area of their landscape. This way, we can assign carbon values to the different wetlands and have an integrated map that shows where the carbon is and how much there is, so that we can see – at a landscape level – where the important carbon reservoirs are.

Over the next year, we're going to develop a practitioners' guide book that will provide guidance to forest managers on how to collect the right kind of data to assess carbon in wetlands.

We – industry, society, government – need to understand how wetlands function, so that we'll be able to do a better job of determining how our upland activities affect conditions in the wetlands. The right tools and analysis can help us figure out how to minimize our impacts and maintain the health of our ecosystems.

How Saskatchewan Pioneered Energy-Efficient Housing and Influenced Building Standards

During the year, SRC reflected on the projects and history that was part of its 70-year journey. The following blog post by Andrew Downing, Business Intelligence Coordinator, first appeared on src.sk.ca/blog in March 2018.

In the 1970s, the Organization of Petroleum Exporting Countries (OPEC) raised the price of crude oil, creating an energy crisis that presented multiple challenges for non-OPEC countries, including Canada. This spiked the cost of energy bills for homeowners, as oil was a conventional source for heating homes. At the time, it was anticipated that annual gas bills for older homes would triple in cost over a decade.[1]

SASKATCHEWAN'S FIRST ENERGY-EFFICIENT HOUSE

As a result, Saskatchewan residents were looking for ways to reduce energy costs for their homes. In response, the Government of Saskatchewan called on SRC to project manage the development of an energy conservation demonstration home, called the Saskatchewan Conservation House.

Saskatchewan Conservation House

The project included researching cost-effective methods for reducing energy use that homeowners could reasonably afford.

The home also served as a focal point and source of information for anyone in Saskatchewan – either private homeowners or contractors – who wished to incorporate energy-efficient concepts in their homes and buildings. It was opened to the public for tours in 1977 and attracted attention from around the world.

As lead researcher and project manager, SRC brought several organizations and associations together to collaborate on the Saskatchewan Conservation House:

- University of Saskatchewan (College of Engineering) – Research Assistance
- University of Regina (Faculty of Engineering) – Research Assistance
- National Research Council (Division of Building Research) – Research Assistance
- Housing and Urban Development Association of Canada – Research Assistance
- Grolle Architect and Engineering Ltd. – Architecture and Design
- Saskatchewan Department of Mineral Resources – Development
- Saskatchewan Housing Corporation – Development

RESEARCHING AND DEMONSTRATING ENERGY-EFFICIENT BUILDING FEATURES

Prior to working on the Saskatchewan Conservation House, SRC had worked on monitoring, investigating and optimizing building systems to be more energy efficient.

During the development of the Conservation House, SRC's role included researching and validating the effectiveness of novel construction practices that were incorporated into the house and to determine whether these modifications improved the home's energy efficiency. This was done by providing guidance and oversight of the home's construction, such as specifying the thickness of walls, type of insulation used (including in the walls, floors, ceiling and attic), the type of windows installed and then monitoring the home after it was built to ensure it was airtight to prevent heat loss.

For the next 30 years, SRC studied the effects of high levels of insulation, airtight buildings, high-efficiency systems and appliances, as well as innovative features to reduce the environmental impacts of typical modern homes.

Factor 9 Home was built in 2007, with SRC providing input into the mechanical systems and monitoring the building and systems

WHAT HAPPENED WITH THE ENERGY CRISIS?

In the early 1980s, trends demonstrated that oil prices were stabilizing at the same time the average rate of inflation was significantly diminishing. The direct economic pressures that caused people to adopt energy conservation measures were decreasing and any aspect of a rapid payback on capital investment was removed. By this time, those who were strongly motivated to conserve energy had already done so. Because of these factors, federal and provincial governments discontinued support for residential energy conservation programs.

However, building systems continued to improve in the years following the Saskatchewan Conservation House. Testing, monitoring and validating the efficiency of new systems was still relevant and necessary.

To learn more about the history of energy-efficient houses in Saskatchewan, visit ***SRC's blog***.

References

1. Eyre, How to Make Your Existing House More Energy Efficient, 1980, pg. 1

ENVIRONMENTAL HIGHLIGHTS

SUSTAINABLE COMMUTING

- In May 2017, nine employees participated in Bike to Work Day Saskatoon. This was the first year that SRC participated in the Corporate Challenge, organized by Saskatoon Cycles.
- Employees in Saskatoon, Regina and Prince Albert participated in Commuter Challenge Week, an annual event in which companies across Canada encourage their employees to try more sustainable methods of commuting. In June 2017, 74 SRC employees participated, saving 141 L of fuel and avoiding 303 kg of CO_2 emissions.

Employees participated in Bike to Work Day Saskatoon and Commuter Challenge Week

SRC will be collecting and analyzing performance data as a part of the Renewable Rides project

RENEWABLE RIDES

SRC's Development Engineering and Manufacturing Business Unit is collaborating on the Renewable Rides Car Share Program in Saskatoon. As a part of this program, electric vehicles that are powered by solar energy have been added to the Saskatoon CarShare Co-operative's fleet of vehicles. The program is the first of its kind in Canada.

The project has several contributors in addition to SRC, including the Saskatchewan Environmental Society (SES), Saskatoon CarShare Co-operative, Affinity Credit Union, Exa Energy Consulting, Radiance Cohousing, Saskatoon Light & Power, the SES Solar Co-operative, Sun Country Highway and Wardell Gillis Law.

SRC's role is to collect and analyze performance data on the impact of driving conditions on electric vehicles and will look at demand management of the electric grid.

Energy Consumption

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Total energy consumed within SRC[302-1]	Total electricity use of 28,660 GJ Total natural gas use of 76,994 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	No target set	Total electricity use of 28,604 GJ Total natural gas use of 70,221 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[302-2]	3,634 GJ	No target set	6,861 GJ
Energy intensity[302-3]	297 GJ/employee	No target set	307 GJ/employee

Greenhouse Gas Emissions

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Direct greenhouse gas emissions (Scope 1)[305-1]	276 tonnes CO_2e	No target set	513 tonnes CO_2e
Energy indirect greenhouse gas emissions (Scope 2)[305-2]	7,724 tonnes CO_2e	No target set	8,051 tonnes CO_2e
Greenhouse gas emissions intensity[305-4]	21.7 tonnes CO_2e/employee	No target set	24.9 tonnes CO_2e/employee

Waste Disposal and Diversion

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Total weight of waste diverted from landfill disposal	4.03 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales	No target set	4.63 metric tonnes of surplus equipment and supplies were diverted away from landfill sites due to recycling and equipment sales

SOCIAL PERFORMANCE

Safety

SRC had a successful year when it came to employee safety. For the third year in a row, there was no lost time due to injury. As SRC continues to cultivate a culture of safety, employees were engaged in the following ways:

- SRC's Environmental Remediation Business Unit arranged Small Vessel Operator Proficiency (SVOP) and Marine Emergency Duties (MED) A3 training for several SRC employees and employees from two organizations that it works with in northern Saskatchewan. In April 2017, SRC, Urdell Ltd. and One Sky Logistics became the first SVOP and MED A3 certified personnel in Saskatchewan. The same three organizations continued training with a swiftwater rescue boat operator course in the summer of 2017.
- As a safety goal, the Communications, Growth Services and Risk Division broke out into four teams, developing safety presentations that related to each season of the year. The presentations included general autumn safety tips, winter driving tips and barbeque safety tips, which were then shared internally at SRC.
- A Safety at Home campaign was launched, which focused on bringing awareness to safety outside the workplace. There were three focus areas of the campaign:
  - Fire safety: employees were encouraged to test their home smoke alarms and ensure they were not expired. If a smoke alarm needed replacement, employees were provided with one at no charge.
  - Fuel safety: information on how to reduce the risk of fires caused by static electricity at the gas pumps was shared with SRC employees.
  - Information was shared with employees on how to set up "do not disturb" features on their mobile devices to help combat distracted driving. A snack break was held where employees could pick up key tags and cell phone stickers, which serve as a reminder to drive safely.
- This winter, SRC put a focus on safe winter driving, which included sharing tips on SRC's blog. Additionally, SRC's Safety Manager shared winter travel safety tips with driving students at the Saskatoon Open Door Society, an organization that welcomes and assists refugees and immigrants to Saskatoon.

SRC launched an internal Safety at Home campaign that included a focus on preventing distracted driving

SAFETY AWARDS SYSTEM

SRC's employee-led Occupational Health and Safety (OH&S) Committee developed the Safety Awards System for 2017-18 to recognize the role that employees play in achieving a high level of safety at SRC. A total of seven awards spanning three categories were given to individuals or groups that made a significant contribution to improving safety within or external to SRC.

The Everyday Role Model award was given to three individuals at SRC, who were nominated by their peers. This award was designed to recognize those who go above and beyond their job requirements, with respect to safety. This can include engaging in activities such as identifying and controlling hazards, integrating health and safety into task planning, promoting safety in the workplace and identifying opportunities for improvement.

Winners of the Everyday Role Model category

Members of the winning Special Projects team

Employees could also nominate an individual or team for the Special Projects award. This was awarded to an individual or group at SRC that significantly impacted safety during a project or by developing a new method or innovation.

The last award was given to the three Top SPOT (Safety: Prevention by Observation Tool) Reports. A shortlist of ten reports from SRC's SPOT application was developed based on the severity of the potential risk and the degree to which the report assisted in eliminating and reducing hazards and/or exposures.

The winners were selected by SRC's OH&S Committee and awards were presented in April 2018 at an All-Employee Meeting.

Community Involvement

SRC gives back to its community through employee volunteering and donations by its employees. Employees got involved in their communities in the following ways:

VOLUNTEERING

- A total of 63 individuals participated in SRC's Employee Volunteer Program in 2017-18, volunteering a total of 264.25 hours.
  - SRC's Aboriginal Mentorship Program students and mentors led science, engineering, technology and math activities at a Boys and Girls Club of Saskatoon summer day camp.

SRC's Aboriginal Mentorship Program participants became the mentors as they led activities at a Boys and Girls Club of Saskatoon day camp

  - Employees volunteered in the Saskatoon Food Bank and Learning Centre and Regina Food Bank's warehouses.

Employee Volunteer Program participants working in the Regina Food Bank warehouse

I felt that the session our summer camp youth had experienced with the STEM team was one of great practical value. I really liked how hands on the activity stations were! Not only was the session valuable for the youth that it was geared towards educating, but it was also valuable to the volunteers delivering the experience to the kids. These sessions allowed for mentors to bridge a connection to the ideas of tomorrow's young leaders.

- Stefaun Tingley, Coordinator
  Boys and Girls Club of Saskatoon

- Employees in Saskatoon adopted a garden plot at the Saskatoon Food Bank and Learning Centre's Garden Patch. In total, the team grew and harvested nearly 80 kg of vegetables that were distributed to community members via the Food Bank's emergency food hampers.

SRC volunteers grew vegetables for the Saskatoon Food Bank and Learning Centre

- Saskatoon employees led grade seven students through simple mineral processing activities at the Saskatchewan Mining Association's Mining 4 Society event in September 2017. The event saw approximately 680 students learn about various aspects of the mining industry.

Glitter and milk combine to demonstrate mineral separation by froth flotation at SRC's table at Mining 4 Society

Students sorted through rocks and beads using SRC's demonstration diamond glove box at Mining 4 Society

- SRC Environmental Analytical Laboratories is part of the Take Action on Radon Saskatchewan Coalition, a group that aims to educate people about the health effects of radon and how to reduce their exposure. Employees volunteered at the Take Action on Radon booth at the Saskatoon Home Styles Show in March 2018, handing out free information about radon. As well, home test kits were available for booth visitors to purchase.

• Employees were also involved in volunteer initiatives outside of the corporately-organized program.

  - The Canadian Association for Laboratory Accreditation Inc. (CALA) recognized Jeff Zimmer and Roxane Ortmann from SRC Environmental Analytical Laboratories as two talented and committed volunteers in the laboratory accreditation community.

  - SRC's Strategic Initiatives Division volunteered for a Habitat for Humanity home build.

  - Elizaveta Petelina, an Environmental Remediation Specialist at SRC, developed a program in partnership with the Saskatoon Open Door Society that helps newcomers establish themselves in Canada. In 2017-18, five individuals participated in the program, which provided on-the-job training at SRC and mentorship to support their transition into the Canadian workforce.

Members of SRC's Strategic Initiatives Division volunteered at a Habitat for Humanity home build

- SRC Biotechnology Laboratories had a table at Ag in the City Sask, an event in Saskatoon that demonstrates how agriculture exists in our daily lives. Children who stopped by SRC's table learned how to pipette using coloured water and had the opportunity to have their photo taken in lab coats and safety glasses.

- Students from Saskatchewan Polytechnic's BioScience Technology program raced around completing challenges at organizations in Saskatoon as part of the Amazing Biotech Race. SRC Biotechnology Laboratories was a stop in the race, where students had to pipette coloured water into a predetermined pattern.

Students from Saskatchewan Polytechnic stopped at SRC's Biotechnology Laboratories during the Amazing Biotech Race

Employees from Biotechnology Laboratories lead activities at Ag in the City Sask

DONATIONS

Throughout the year, employees organize and participate in a variety of charitable initiatives.

- SRC employees donated more than 700 items of food to the Saskatoon Food Bank and Learning Centre during their Stuff the Bus Campaign with local radio station Rock 102, and to the Regina Food Bank during a donation challenge at Innovation Place. SRC also had an opportunity to speak with Rock 102 about the impacts of its employee volunteering and food drives.
- During a lab move, employees found approximately 50 plant pots from a completed project that were no longer needed. Rather than send the pots for recycling, they were given to the Saskatoon Food Bank and Learning Centre to start plants for the Garden Patch.

More than 700 items of food were donated by SRC employees to local food banks over the holiday season

- SRC's Environmental Remediation Business Unit contributed funding toward food hampers for community members in Fond du Lac, Sask. and contributed $1,000 to hotel costs in Saskatoon and Prince Albert to support those who had family members in hospital following a plane accident.

A contribution was made by the Environmental Remediation Business Unit toward food hampers for Fond du Lac, Sask community members

SRC employees do "regular food drives, bring their children to get involved in giving back, and have educated their company about our cause and our mission. SRC is a champion for our community, and their dedication has served as a vibrant model for volunteer and employee engagement that has yielded powerful results."

- Laurie O'Connor, Executive Director,
Saskatoon Food Bank and Learning Centre

- A toy drive was organized by employees at SRC Geoanalytical Laboratories. Two bins of new toys were collected, which were given to children as gifts by the Salvation Army over the holiday season.
- Employees from SRC Environmental Analytical Laboratories raised $1,100 for the Saskatoon Crisis Nursery, an organization in Saskatoon that provides services to support children in need.
- Employees from SRC Geoanalytical Laboratories organized a drive to collect feminine hygiene products for the United Way of Saskatoon's Tampon Tuesday initiative to help women in the community.

Feminine hygiene products were collected as a part of the United Way of Saskatoon's Tampon Tuesday campaign

- Two shipping containers of unused chairs and tables were sent to northern Saskatchewan by SRC's Environmental Remediation Business Unit. A total of 30 chairs and six tables were donated.
- SRC refurbished and donated 32 old computers to the SaskTel Pioneers Computers for Schools program.

Unused tables and chairs were donated to communities in northern Saskatchewan

INSPIRING THE NEXT GENERATION

Whether it's through volunteering or other initiatives, in 2017-18, SRC aimed to inspire future scientists and engineers.

- Launched in the summer of 2017, the Honourary Scientist campaign brought science into the home. A series of YouTube videos demonstrated simple experiments that anyone can do at home with easy-to-find materials. As a part of the campaign, SRC employees attended two events in Regina at the Saskatchewan Science Centre and one in Saskatoon at Wide Open Theatre's Princess and Pirate Party. At the events, employees helped attendees build catapults and handed out Honourary Scientist certificates.

Video: Visit the Honourary Scientist videos which brought real-world science to the family kitchen

Participants in SRC's Aboriginal Mentorship Program

- SRC's Aboriginal Mentorship Program had a total of four participants in 2017-18. The program connects Aboriginal students in science, technology, engineering and math (STEM) disciplines with a mentor at SRC and provides meaningful summer employment opportunities for the students.

Mentoring Future Innovators

Throughout history, innovation has created new technologies that have made life easier, more fun and even solved societal problems. The world continues to face challenges and the next generation of great researchers and problem solvers are needed. Sometimes the opportunity arises for SRC to help inspire and educate future innovators through mentorship.

In 2017, members of SRC Biotechnology Laboratories mentored then grade 8 student Shaelagh Stephan, as she completed a project to produce bioplastics, as a part of the SANOFI Biogenius Canada competition. Her work involved using acids to produce bioplastics from biomass (organic materials).

Mentor, Pooba Ganeshan with Shaelagh Stephan

Over the two years, Pooba Ganeshan, a Senior Scientist in SRC Biotechnology Laboratories, worked with Shaelagh for approximately 40 hours. Not only did he provide guidance for her project, he explained the concepts and procedures of the work she would be doing. Procedures, such as DNA extraction, were explained step-by-step and then Shaelagh was given the opportunity to do the work under Pooba's guidance. Lab safety was also an important aspect of the project. Not only was Shaelagh taught safe work procedures, all work that she undertook was at a level that was safe based on her experience level.

Shaelagh returned to SRC in 2018, to perfect her previous year's work. Rather than using acids, her project evolved to use bacteria to break down the biomass into sugars that are then used to produce the bioplastic. The refinements to her project result in a lower cost of production, improved employee safety and is safer for the environment.

In March 2018, Shaelagh entered her project in the Saskatoon Regional Science Fair and placed third. She represented Saskatoon in the Canada-Wide Science Fair that took place in Ottawa, Ont. in May 2018.

5 WOMEN IN STEM WHO ARE PAVING THE WAY FOR THE NEXT GENERATION

The following post by Suzanne Johnston, Marketing Communications Advisor appeared on src.sk.ca/blog in February 2018.

When I think back in my career, there are pivotal moments where someone gave me an opportunity to explore an interest – I learned how to work on cars with a mechanic, I laid paving bricks for a summer, I shadowed a lawyer.

While I didn't become a mechanic or a landscaper or a lawyer, every experience has defined who I am by opening my eyes to possibility and different perspectives.

Young women are presented with so many options and so much of who you meet and what you experience guides the decisions along your career path. It's important that we, as teachers and employers and parents and mentors, create opportunities so that young women can explore and "try-on" careers they're interested in.

These hands-on learning experiences are especially important for women considering a career in a science, technology, engineering or math (STEM) disciplines.

Often this comes in the form of a mentorship opportunity, a chance to work alongside someone who is already working in a STEM career. For instance, SRC has an Aboriginal Mentorship Program, in which students in STEM disciplines are provided the opportunity to work, alongside a mentor, in a lab, or an office, or with clients or in the field.

"Young women are presented with so many options and so much of who you meet and what you experience guides the decisions along your career path."

Our hope is that the experiences we provide these young women and men, along with encouragement from their mentors, will help them take the STEM world by storm.

We're fortunate that many women in STEM careers have chosen to work here – scientists, engineers, researchers, technologists. The knowledge and innovative thinking they bring to projects and solving client challenges is mind melting. And you'll find out in a minute how five women at SRC came to be in a STEM career and what and who inspired them - and continues to inspire them - to stick with it.

Having a curious mind and someone to look up to has always been important no matter what career or country or culture you come from. These five women are just a handful of all the women at SRC who are real-world role models paving the way for future generations.

Jenna Smith-Windsor,

Lead Technologist,
SRC Environmental Analytical Laboratories

From an early age, Jenna Smith-Windsor was an analytical person. She points to her interests in chemistry, math and physics as indicators for where her career aspirations began. "I had a great chemistry teacher who helped me fall in love with chemistry. I knew that someday I'd be in that field and studying it," she says.

Flash forward to present day. Jenna now works in SRC Environmental Analytical Laboratories' radiochemistry lab as a lead technologist, looking for isotopes in environmental samples. "I love what I do because I'm constantly learning new things all the time. Technology, math, science is always evolving."

"There's a lot of opportunities out there for women, so explore. Try different things, see what you like. Hands-on experiences are great."

With new techniques to learn and new processes to develop, Jenna finds a lot of her education happens in the lab. She explains, "There isn't a lot of education for radiochemistry in our province or in Canada. So a lot of the training for radiochemistry you do is hands on, right here at SRC."

Jenna encourages young women to pursue whatever career path they feel drawn to – whether it's science, math or English literature. "There's a lot of opportunities out there for women, so explore. Try different things, see what you like. Hands-on experiences are great."

The opportunity to learn every day, to see technology advancing and to figure out how things work are reasons why Jenna finds a career in STEM so rewarding. And she's not afraid to embrace what she calls her "inner geek." She encourages everyone to shine a little light on the nerd within. "We all do at SRC – we love to be the geek, and still have fun doing so."

Jane Danoczi,

Senior Process Engineer, Minerals

As the first girl in her high school to receive the science award, Jane Danoczi was already headed down a STEM path. "Math and science were always my strong subjects at school," she says. But she was uncertain what career she wanted to follow, so she joined the South African Navy. "Here I realized my passion for solving problems." Jane worked on many projects, from degaussing minesweepers (reducing a ship's possibility of detection by sea mines) to figuring out why torpedoes sometimes go astray.

A career change led Jane across the Atlantic and eventually to SRC. Jane improved the screening process for determining the percentage of sand, silt and clay in ore and till samples. She was instrumental in designing a facility that allows SRC to find important micro minerals from a large sample. She's now working on another facility that will enable SRC's clients to improve diamond recovery.

"You may face opposition on all sides, but don't let it deter you. Push through it, build your skills and know that the sciences are the building blocks for a better tomorrow."

For young women considering a STEM career, Jane points to the variety of work and problems to solve as being reasons to pursue it. "You are always finding out new methodologies and new solutions. You get to write technological papers and to present at conferences. You get to collaborate with like-minded people."

A career path in STEM can be challenging, particularly for women, Jane says. "You may face opposition on all sides, but don't let it deter you. Push through it, build your skills and know that the sciences are the building blocks for a better tomorrow."

Elizaveta Petelina,

Environmental Remediation Specialist, Environmental Remediation

With a love for science fiction and inspired by her parents' passion for biology and storytelling, Elizaveta Petelina's curiosity for how the world worked led her into a STEM career. "I pursued a career in science as a lifelong quest for answers to fascinating questions," she explains.

As part of SRC's Environmental Remediation team, Liza provides technical expertise for various aspects of remediation, such as site assessment, remediation implementation, environmental monitoring and ecosystem recovery. "Some people may think this career is too challenging or boring, but I would disagree. It lets you follow your curiosity and satisfy your natural desire for knowledge," she says.

"I pursued a career in science as a lifelong quest for answers to fascinating questions."

Liza encourages young women to consider a career in STEM because of the variety it offers. "There are endless opportunities to learn something new, so life becomes an adventure where new knowledge and experience are your reward." She also says women in STEM can have a successful work-life balance, as in any career.

Another reason to pursue a STEM career? "All the skills you acquire can be used to make the world better." She points to the remediation project her team is working on, called Project CLEANS, as an example. They're working to remove hazards from 37 abandoned mine and mill sites, and to ultimately restore the land. "When I see green grass covering old wastelands, it gives me a deep feeling of satisfaction."

Melissa McKibben,

Principal Research Engineer,
Pipe Flow Technology Centre™

Inspired and encouraged by several high school science teachers, Melissa McKibben decided to pursue a career in engineering. "I also had good exposure to the practical side of this career during my early teens when my family built a lakefront cabin on a hill." Melissa's father, who is also an engineer, "got the entire family involved in the process, from surveying to electrical installation."

"I think one of the best things about a STEM career is that you can do so many very different things with a single degree, so you're never limited to a fixed career path."

As an engineer with SRC's Pipe Flow Technology Centre™, Melissa leads client-sponsored research programs in fluid mechanics. While the facility has a wide range of expertise, Melissa explains, "Our key area of study is the flow of complex mixtures, such as combinations of fluids, solids and gases, in pipelines." Melissa's main roles are designing and supervising experimental programs that will solve their client's industrial problems. "We then interpret the test results and report on them."

"I think one of the best things about a STEM career is that you can do so many very different things with a single degree, so you're never limited to a fixed career path," she says. "STEM careers are also often on the leading edge of technology, so you're always being challenged and learning new things."

Stephanie Snider,

Senior Instrument Technologist,
SRC Biotechnology Laboratories

"I realized early on that science is cool," says Stephanie Snider. "It's everywhere, all around us."

Based on an interest in science and math, Stephanie studied biotechnology in post-secondary school. "We studied a broad range of classes - microbiology, genetics, immunology, statistics. There, I found out I loved genetics."

"I realized early on that science is cool," says Stephanie Snider. "It's everywhere, all around us."

Stephanie has worked at SRC for over 11 years now. "I started as a Technologist 1 and now I'm a Senior Instrumentation Tech in the Biotechnology Laboratories." Stephanie puts quality at the forefront of her work where she performs DNA extractions, runs different tests, and analyzes and reports results. She's also involved in developing new methods and tests to provide to industry.

"It's awesome because I am always learning as the industry keeps evolving with bigger and newer technology," she says.

SRC was named one of the Best Workplaces for Women for 2017 and one of the Best Workplaces for Inclusion for 2018 by Great Place to Work.™ Our goal is to create an environment where all employees feel safe and supported, with equal opportunities to contribute and succeed.

Supporting Economic Growth in Northern Saskatchewan through Project CLEANS

In 2017, SRC participated in a report compiled by the Northern Development Ministers Forum, which enables federal, provincial and territorial ministers to share information about goals and challenges in Canada's north. The report, which was tabled in September 2017, highlighted initiatives with a focus on labour development in northern Canada from 11 jurisdictions.

SRC's Project CLEANS (Cleanup of Abandoned Northern Sites) was included in three sections of the report for encouraging retention, supporting training and education, and providing access to labour and economic opportunities.

ENCOURAGING RETENTION

As a part of the contract for Project CLEANS, SRC needs to involve the local Aboriginal community to enable meaningful participation in economic activity. This includes developing an Aboriginal procurement strategy and enabling access to training and employment opportunities.

SRC launched the Student Environmental Monitoring Program in 2016

SRC is committed to building community capacity by providing opportunities for local Aboriginal residents to participate in and benefit from remediation projects that are being completed near their communities.

As a part of the project, SRC has developed local and Aboriginal sustainability development targets, including a minimum of 55 per cent utilization of local Athabasca Basin Region Aboriginal workforce. SRC is also providing training, mentoring and knowledge transfer through the creation of positions over the life of the project.

Local businesses are also included in project targets. Goals have been set to use a minimum of 60 per cent utilization of local Athabasca Basin Region heavy equipment and leave a minimum of one-third of the total project value in the Athabasca Basin Region through use of local businesses and services.

TRAINING AND EDUCATION SUPPORT

In August 2016, SRC launched its Student Environmental Monitoring Program. The program involves students coming to work onsite at Project CLEANS for a one-week period. The work is mostly hands on, building a connection of how math and science education can translate to careers in the participants own communities.

In the pilot year, four students from Black Lake, Hatchet Lake and Fond du Lac participated. The program grew slightly in 2017, with five participants from Black Lake, Hatchet Lake, Fond du Lac and Uranium City.

SRC's hope is that the program inspires those who have participated to pursue post-secondary education in a science, technology, engineering or math (STEM) fields if the work interests them.

SRC's Aboriginal Mentorship Program has also contributed to the development of northern Saskatchewan's workforce. Post-secondary students in the program are provided with mentoring throughout the school year, followed by meaningful summer employment to develop the skills and gain experience towards a future career in a STEM field.

ACCESS TO LABOUR AND ECONOMIC OPPORTUNITIES

Project CLEANS was also featured in the report for its procurement practices. SRC uses an Athabasca Basin representative during its procurement evaluation process. Additionally, Athabasca Basin companies are encouraged to participate in request for proposal submissions.

Employment Levels

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Total workforce by employment type, employment contract, gender and region[102-8]	SRC has a total of 359 employees, of which 170 are female and 189 are male SRC has 336 regular, salaried employees and 23 hourly/term employees 315 are located in Saskatoon, SK. 297 are regular, salaried employees and 18 are hourly/term employees 38 are located in Regina, SK. 37 are regular, salaried employees and 1 is an hourly/term employee 4 are located in Prince Albert, SK and are all regular, salaried employees 1 is located in Uranium City, SK and is an hourly/term employee 1 is located in Calgary, AB and is a regular, salaried employee	No target set	SRC has a total of 344 employees, of which 161 are female and 183 are male SRC has 310 regular, salaried employees and 34 hourly/term employees 299 are located in Saskatoon, SK. 272 are regular, salaried employees and 27 are hourly/term employees 38 are located in Regina, SK. 33 are regular, salaried employees and 5 are hourly/term employees 4 are located in Prince Albert, SK and are all regular, salaried employees 1 is located in Uranium City, SK and is an hourly/term employee 1 is located in Calgary, AB and is a regular, salaried employee 1 is located in Ontario and is an hourly/term employee
Total number and rates of new employee hires and employee turnover by age group, gender and region[401-1]	**New hires:** *Age range:* • Under 30: 24 individuals • 30 – 50: 6 individuals • Over 50: 6 individuals *Gender:* • Females: 16 individuals • Males: 20 individuals	No target set	**New hires:** *Age range:* • Under 30: 32 individuals • 30 – 50: 14 individuals • Over 50: 8 individuals *Gender:* • Females: 25 individuals • Males: 29 individuals

Employment Levels (cont.)

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Total number and rates of new employee hires and employee turnover by age group, gender and region[401-1]	**Rate of new hires:** *Age range:* • Under 30: 6.7% • 30 – 50: 1.7% • Over 50: 1.7% *Gender:* • Females: 4.5% • Males: 5.6% **Turnover:** *Age range:* • Under 30: 10 individuals • 30 – 50: 13 individuals • Over 50: 7 individuals *Gender:* • Females: 15 individuals • Males: 15 individuals **Turnover rate:** *Age range:* • Under 30: 2.8% • 30 – 50: 3.6% • Over 50: 1.9% *Gender:* • Females: 4.2% • Males: 4.2%	No target set	**Rate of new hires:** *Age range:* • Under 30: 9.3% • 30 – 50: 4.1% • Over 50: 2.3% *Gender:* • Females: 7.3% • Males: 8.4% **Turnover:** *Age range:* • Under 30: 5 individuals • 30 – 50: 7 individuals • Over 50: 1 individuals *Gender:* • Females: 4 individuals • Males: 9 individuals **Turnover rate:** *Age range:* • Under 30: 1.5 % • 30 – 50: 2.0% • Over 50: 0.3% *Gender:* • Females: 1.2% • Males: 2.6%
Total number of employees that were entitled to parental leave, by gender	**Entitled to parental leave:** Females: 9 Males: Unable to report	No target set	**Entitled to parental leave:** Females: 4 Males: Unable to report
Total number of employees that took parental leave, by gender[401-3]	**Took parental leave:** Females: 9 Males: 2		**Took parental leave:** Females: 4 Males: 1

Employment Levels (cont.)

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Total number of employees that returned to work after parental leave ended, by gender	**Took parental leave:** Females: 4 Males: 1		**Took parental leave:** Females: 4 Males: 1
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	**Returned to work and still employed after 12 months:** Females: 4 Males: 1		**Returned to work and still employed after 12 months:** Females: 4 Males: 1
Return to work and retention rates of employees that took parental leave, by gender[403-3]	**Return to work and retention rates:** Females: 100% Males: 100%		**Return to work and retention rates:** Females: 100% Males: 100%

Appropriate Career and Skills Development

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Average hours of training per year per employee, by gender and employment category[404-1]	Average safety training for all employees was 3.8 hours/ employee (total of 1,354 hours) Average safety training for females was 4.3 hours (total of 735 hours) Average safety training for males was 3.3 hours (total of 619 hours) Average hours of safety training by function: Admin: 2.6 hours Management: 3.0 hours Professional: 3.0 hours Technical: 4.5 hours Average skills training for all employees was 16.1 hours/ employee (total of 5,771 hours)	No target set	Average safety training for all employees was 5.1 hours/ employee (total of 1,744 hours) Average safety training for females was 3.9 hours (total of 633 hours) Average safety training for males was 6.1 hours (total of 1,111 hours) Average hours of safety training by function: Admin: 2.2 hours Management: 5.6 hours Professional: 7.0 hours Technical: 0.5 hours Average skills training for all employees was 16.7 hours/ employee (total of 5,742 hours)

Appropriate Career and Skills Development (cont.)

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Average hours of training per year per employee, by gender and employment category[404-1]	Average skills training for females was 13.7 hours/ employee (total of 2,333 hours) Average skills training for males was 18.2 hours (total of 3,438 hours) Average hours of skills training by function: Admin: 12.6 hours Management: 28.9 hours Professional: 25.7 hours Technical: 11.6 hours	No target set	Average skills training for females was 13.9 hours/ employee (total of 2,236 hours) Average skills training for males was 19.2 hours (total of 3,506 hours) Average hours of skills training by function: Admin: 11.8 hours Management: 27.7 hours Professional: 31.5 hours Technical: 11.4 hours
Percentage of employees receiving regular performance and career development reviews[404-3]	100%	100%	100%

Wage Ratios

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation[202-1]	Saskatchewan minimum wage: $10.72/hour Entry level Lab Assistant: $15.59/hour Ratio: 1.5:1	No target set	Saskatchewan minimum wage: $10.96/hour Entry level Lab Assistant: $16.23/hour Ratio: 1.5:1
Ratio of basic salary and remuneration of women to men[405-2]	Regular Status Employees: Female: Male, 0.6:1 Term status employees: Female: Male, 0.5:1	No target set	Regular Status Employees: Female: Male, 0.99:1 Term status employees: Female: Male, 1:1

Note: In 2017-18, the reporting methodology changed. In previous years, the calculation was completed by comparing all employees. For a more accurate picture, the reported ratio is an average of the pay ratios for each job family.

Safety

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Percentage of total workforce represented in formal joint management-worker health and safety committees[403-1]	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[403-2]	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	<0.5 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	2016-17 Actual Results	Target	2017-18 Actual Results
Operations with local community engagement, impact assessments and development programs[413-1]	23.1% (Based on project revenues)	No target set	30.1% (Based on project revenues)
Percentage of employees who made an impact on the community through SRC's Employee Volunteer Program	18.7%	No target set	18.3%

Inclusivity

Measures	2016-17 Actual Results	Target	2017-18 Actual Results
Inclusivity of governance bodies and employees[405-1]	**Employees:** Age group: • >50 years old: 32% total (30% of regular/salaried employees and 61% of term/hourly employees) • 30 – 50 years old: 52% total (55% of regular/salaried employees and 13% of term/ hourly employees) • <30 years old: 14% total (15% of regular/ salaried employees, 26% of term/hourly employees) **Target groups:** • Female employees: 47% • Aboriginal employees: 6% • Employees with disabilities: 2% • Visible minority members: 21% **Board of Directors** Age group: Matures (Born 1925 – 1945): 16.6% Boomers (Born 1946 – 1964): 50% Generation X (Born 1965 – 1979): 16.6% Millennials (Born 1980 and later): 16.6% **Target groups:** • Female: 29% • Aboriginal: 20% • Persons with disabilities: 0% • Visible minority members: 0%	No target set	**Employees:** Age group: • >50 years old: 32% total (31% of regular/salaried employees and 43% of term/hourly employees) • 30 – 50 years old: 50% total (53% of regular/salaried employees and 17% of term/ hourly employees) • <30 years old: 18% total (16% of regular/ salaried employees, 40% of term/hourly employees) **Target groups:** • Female employees: 49% • Aboriginal employees: 6% • Employees with disabilities: 2% • Visible minority members: 20% **Board of Directors** Age group: Matures (Born 1925 – 1945): 16.6% Boomers (Born 1946 – 1964): 50% Generation X (Born 1965 – 1979): 16.6% Millennials (Born 1980 and later): 16.6% **Target groups:** • Female: 16% • Aboriginal: 20% • Persons with disabilities: 0% • Visible minority members: 0%

Board of Directors data was based on an optional survey completed in 2014-15.

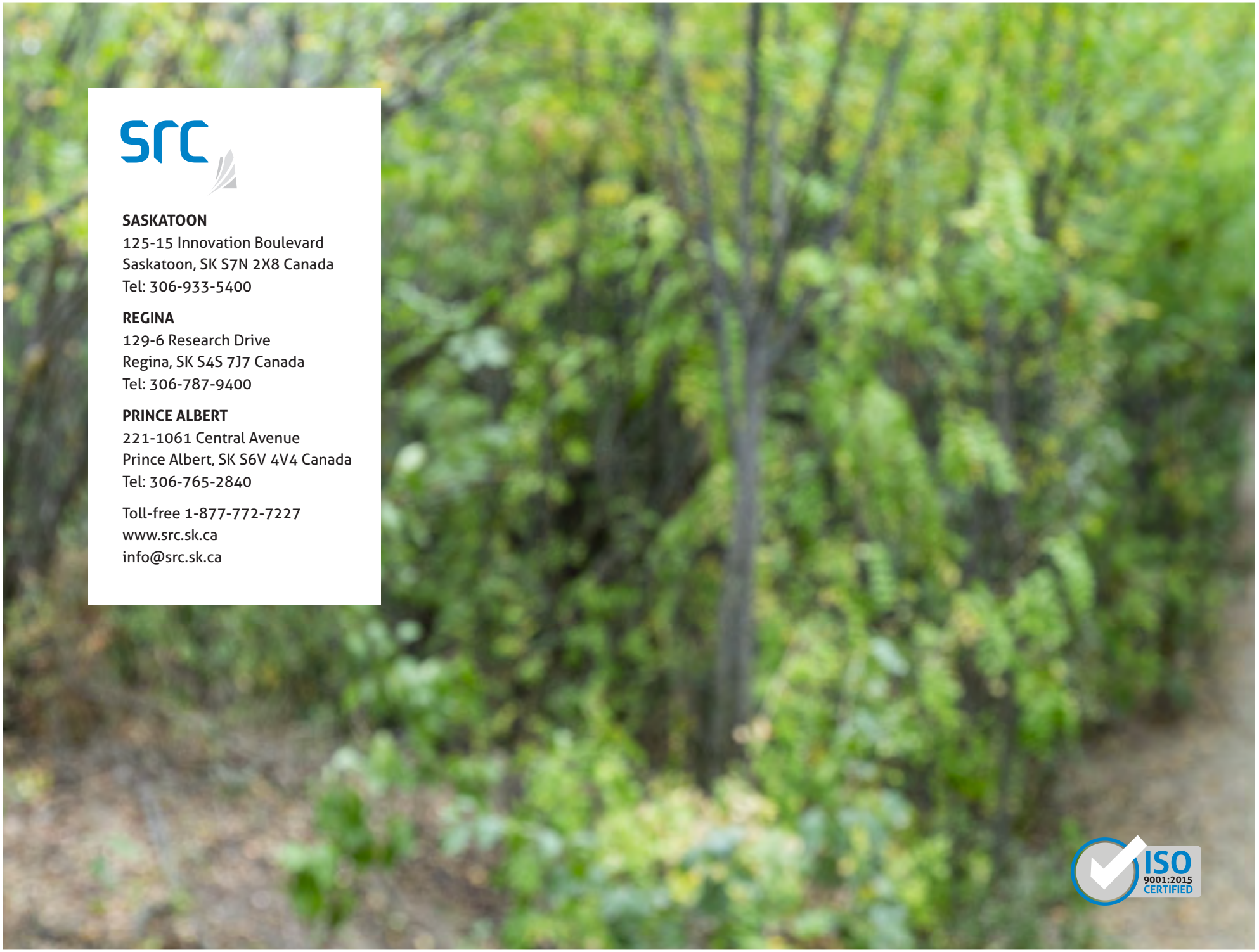
GRI CONTENT INDEX

GRI Standard	Disclosure	Page Number(s)	Omission
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	102-1 Name of the organization	7	No omissions
	102-2 Activities, brands, products and services	7	No omissions
	102-3 Location of headquarters	7	No omissions
	102-4 Location of operations	7	No omissions
	102-5 Ownership and legal form	5	No omissions
	102-6 Markets served	7	No omissions
	102-7 Scale of the organization	7	No omissions
	102-8 Information on employees and other workers	40	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
	102-12 External initiatives	8	No omissions
	102-13 Membership of associations	8	No omissions
	102-14 Statement from senior decision-maker	3	No omissions
	102-16 Values, principles, standards and norms of behavior	10	No omissions
	102-17 Mechanisms for advice and concerns about ethics	10	No omissions
	102-18 Governance structure	10	No omissions
	102-40 List of stakeholder groups	9	No omissions
	102-41 Collective bargaining agreements	0% of employees are covered by collective bargaining agreements	No omissions
	102-42 Identifying and selecting stakeholders	9	No omissions
	102-43 Approach to stakeholder engagement	9	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	5-6	No omissions
	102-48 Restatements of information	There were no restatements of information	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	6	No omissions
	102-54 Claims of reporting in accordance with the GRI standards	4	No omissions
	102-55 GRI content index	46	No omissions
	102-56 External assurance	47	No omissions
Material Topics			
Economic Performance			
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 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	14	No omissions
	201-4 Financial assistance received from government	14	No omissions
Market Presence			
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 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	43	No omissions
Indirect Economic Impacts			
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 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	14-15	No omissions
Energy			
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	22	No omissions
	302-2 Energy consumption outside of the organization	22	No omissions
	302-3 Energy intensity	22	No omissions
Emissions			
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	22	No omissions
	305-2 Energy indirect (Scope 2) GHG emissions	22	No omissions
	305-4 GHG emissions intensity	22	No omissions
Employment			
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 401: Employment 2016	401-1 New employee hires and employee turnover	40-41	No omissions
	401-3 Parental leave	41-42	No omissions
Occupational Health and Safety			
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	44	No omissions
	403-2 Types of injury and rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities	44	No omissions
Training and Education			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6	No omissions
	103-2 The management approach and its components	6	No omissions
	103-3 Evaluation of the management approach	6	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	42-43	No omissions
	404-3 Percentage of employees receiving regular performance and career development reviews	43	No omissions
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6	No omissions
	103-2 The management approach and its components	6	No omissions
	103-3 Evaluation of the management approach	6	No omissions
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	43	No omissions
	405-2 Ratio of basic salary and remuneration of women to men	43	No omissions
Local Communities			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6	No omissions
	103-2 The management approach and its components	6	No omissions
	103-3 Evaluation of the management approach	6	No omissions
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	44	No omissions



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