2011 SUSTAINABLE DEVELOPMENT HIGHLIGHTS
ABOUT THIS REPORT

Our founding fathers planted the seeds for our commitment to Sustainable Development, with a vision for a multigenerational firm built on technical excellence, client relationships and employee ownership. These principles are as integral to our success today as they were fifty-two years ago. During this time our experience has taught us that achieving our Sustainable Development goals requires a deep cultural change in the organisation, and a full commitment from the Leadership of the affiliated operating companies.

And so over the past year, in consultation with internal and external stakeholders, we created a ‘desired state for sustainable development,’ which outlines a path forward. This journey encompasses our commitment to the sustainable operation of our organisation, the growth of our people, the needs of our clients and our contributions to the communities where we live and work.

This, our first-ever Sustainable Development report, represents a benchmark of the progress that we have already made on our journey towards our desired state. This is also the first time that we have measured against external indicators in accordance with the sustainability reporting guidelines prescribed by the Global Reporting Initiative™ (GRI). Understanding where we are today will help us to determine our actions for the future.

TABLE OF CONTENTS

03  From Our Leadership
04  Our Commitments
05  Governance
06  People
08  Operations
10  Clients
12  Communities
14  Performance Scorecard
19  For More Information
For more than 50 years, Golder’s unique culture and employee ownership structure have enabled us to work toward a sustainable business. Today, our purpose, vision and values provide the compass to align our operations with sustainable development and incorporate its principles into our projects for clients.

BUILDING A SUSTAINABLE ORGANISATION

Our purpose, vision, and culture – and the extraordinary people of Golder – provide the foundation, knowledge, and passion we need to succeed in sustainable development.

As you will read in this summary and our full online report, Golder's sustainable development “desired state” commitments are guiding our sustainable development journey. I am proud of our progress to date, including:

- Overall employee engagement exceeding 79% and continued growth in the number of women holding leadership positions
- An outstanding health and safety program, which has improved safety performance by 26% in one year
- Implementation of the Golder Integrated Management System to monitor our sustainable development performance
- Specialised expertise in climate change impacts and adaptation, energy management, greenhouse gas management, sustainable water stewardship, life cycle assessment, stakeholder engagement, and many other disciplines
- Ongoing success of the Golder Trust for Orphans, which has helped over 1,500 children in Africa

As we look to 2015 and beyond, I am confident we are prepared to take on the challenges of sustainable development.

Brian H. Conlin, P.Eng
President and Chief Executive Officer

VIEW IT ONLINE

- From Our Leadership
- Board feedback
Golder’s Charter is a representation of our culture. Beginning with our purpose, it combines what we aspire to be and our destination with how we behave to get there.

**OUR PURPOSE**
Engineering Earth’s development, Preserving Earth’s integrity.

**OUR VISION**
The freedom to excel. The knowledge to find the answers. The passion to make a difference.

**OUR VALUES**
- Integrity
- Excellence
- Teamwork
- Caring
- Ownership

**OUR CODE OF CONDUCT**
Rooted in our values, the code governs our people’s interaction with clients, suppliers, society and each other. The full code can be viewed [here](#) on Golder.com

**OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT**
- We are a responsible organisation
- We provide our people with the opportunity to grow and be successful
- We have a sustainable governance model
- We are committed to continuous improvement
- We help our clients to find more sustainable solutions
- We support local communities

**VIEW IT ONLINE**
- Purpose, Vision, Values
- Code of Conduct
As a 100% employee-owned, multi-generational organisation, our governance model gives us a solid platform in which to embed the principles of sustainable development. Led by an engaged community of Principals and Associates, our employee-owners are active participants in key decisions that shape our business.

The Golder group of companies consists of seven affiliated operating regions and subsidiary offices in 37 countries. We prefer decisions to be made close to where their impact will be felt.

This is carried out by Principals and Associates and Managers, who include group and office managers, regional and national presidents or managing directors, and our global president. The Board of Directors is a focal point for corporate governance. Together, our leadership supports the success of our people.

**OWNERSHIP**

Employee ownership reflects pride in the organisation and the desire to be part of a successful group of companies. Golder’s ownership fosters active participation in key decisions.

**PRINCIPALS & ASSOCIATES**

As the guardians of our culture and sustainable development commitments, Golder’s Principals and Associates are responsible for achieving our purpose, vision, and strategic goals. They have the technical excellence and leadership ability to direct and manage projects, interface with clients, mentor other employees and do what is right for our clients, our local operations, and the organisation as a whole.

**CODE OF CONDUCT**

Our code of conduct collectively commits us to:

- Fair, honest and respectful conduct toward our people
- Equitable and courteous conduct
- Professional, ethical, and legal conduct toward the industry
- Prudent, effective and appropriate conduct regarding operating company assets
- Transparency in communicating business ethics concerns
- Conduct that reflects our responsibilities as a member of society
Our people are the heart of our success and the foundation of our organisation. More than 8,000 strong in 37 countries, they embrace our purpose and live our values. By providing every employee with the freedom to excel, helping them pursue the knowledge to find the answers, and encouraging their passion to make a difference, we allow them to thrive.

Journeys aren’t always about distances. As an environmental scientist, my passion for engaging with people and promoting cultural change was a passport to a different journey at Golder.

Rebecca Bolton, Environmental Systems Coordinator, Australia

Golder’s entrepreneurial culture is key to our success as an employer and a business. We look for employees who share our values, and we work to build and maintain motivating workplaces where acknowledgement inspires everyone to excel. Golder employees emphasise three factors that contribute to their sense of engagement:

- The type of work they get to do, along with the meaning, value, and reward it provides
- Our organisational culture, which provides both support and freedom
- The clarity and uniting force of our vision and values

Golder’s ownership model has created an organisation of highly engaged employees.
DIVERSITY
Golder is made up of talented people with diverse technical backgrounds, expertise, and career development goals. We are committed to offering every employee equal opportunities to achieve their career goals and earn compensation based on job function, experience, performance, and location. The organisation also values the perspectives and insights we gain from a diverse leadership team.

Over the last five years, more women have been recognised as Principals or Associates through the peer-nominated system.

Since 2006:
- The number of female Principals has increased by 160%
- The number of female Associates has increased by 104%

Aspire! for growth and development
Aspire! is a dedicated site where employees can explore and apply for job opportunities within Golder.

Aspire! makes it easy to identify internal opportunities around the world.

Aspire! links to Golder’s Career Development Framework to help employees match their skills and goals to job openings.

Training and development
Focused and effective training is key to helping employees achieve their career goals and support broader company objectives. We recently committed to deliver training more effectively, aligned with business needs and career development opportunities. We are transitioning from face-to-face training to more innovative learning opportunities, and developing curricula for each of our major disciplines. This enables employees to understand the expectations of different disciplines, which supports career planning.

We are beginning to embed sustainable development principles in the development and design of our learning programs.

HEALTH AND SAFETY
Our commitment to the wellbeing of our employees, clients, and team members is as much a moral obligation as it is a workplace responsibility. Golder’s health and safety policy is a key part of our code of conduct, and our health and safety leadership culture applies to every employee, regardless of job function and work location. Employees must complete training and refresher courses related to their job function and projects, including any specialised work situations.

6
client safety awards

25,347
health and safety training hours completed by employees in 2011

26%
one-year improvement in health & safety total recordable case rate

VIEW IT ONLINE
- Workplace Awards
- Employee Diversity
- 2011 Golder U Investment Canada
- 2011 Health & Safety Performance
- Health & Safety Excellence on ExxonMobil Projects
- Health & Safety Culture Survey
- Recognising Our Employees
Although our most significant impact on sustainable development is through our projects for clients, we recognise our responsibility to run our own operations sustainably. Informed by our purpose, vision and values, we strive to continuously improve how we conduct our business. As a result, Golder has achieved record growth over the past decade. Our total revenue in 2011 was USD $1,266.4 million, a 16% increase over 2010.

INTEGRATED MANAGEMENT FOR CONTINUOUS IMPROVEMENT

Every operating company is organised so that the technical, administrative, and human development factors affecting our operations and our services to minimise risk and enhance client satisfaction. The Golder Associates Integrated Management System (GAIMS) encompasses our Health and Safety, Environmental, Sustainability and Quality policies and reflects our application of global standards such as ISO 14001 and OSHAS 18001.

ENERGY AND CLIMATE

Our energy consumption and related emissions derive from our offices, travel, and vehicles. We are measuring our performance using available data, beginning with our larger offices, and conducting efficiency studies to identify energy reduction opportunities. We own very few facilities, making it difficult to track energy consumption, but we estimate that Golder’s 180 offices occupy approximately 160,000 square metres of space, with an average energy intensity of 183kWh per square metre.

Emissions from Golder’s fleet of cars and trucks – which comprises several hundred vehicles globally – and the cars we hire for site visits and other travel, total 1.18 tCO2e per employee. In 2011 we completed a global commuting survey and calculated average emissions of 1.20 tCO2e per person annually. This will serve as a baseline for measuring future progress.

2011 EMISSIONS

<table>
<thead>
<tr>
<th>Source</th>
<th>tCO2e/ full-time employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1</td>
<td>0.66</td>
</tr>
<tr>
<td>Scope 2</td>
<td>1.11</td>
</tr>
<tr>
<td>Scope 3</td>
<td></td>
</tr>
<tr>
<td>Business travel (air)</td>
<td>2.35</td>
</tr>
<tr>
<td>Staff commute</td>
<td>1.20</td>
</tr>
<tr>
<td>Hire vehicles</td>
<td>0.52</td>
</tr>
<tr>
<td>Total emissions</td>
<td>5.86</td>
</tr>
</tbody>
</table>

These Scope 1 and 3 emissions represent the fuel emissions of the vehicles based on the rated efficiency of the particular vehicle and the annual distance driven.

GOAL

Reduce per-person energy consumption and associated carbon dioxide emissions by 20% compared to 2009
ENERGY INITIATIVES

Turin, Italy - Photovoltaic array can generate up to 40,000 kWh per year.
- Avoids an average of 16.7 MtCO2e annually, powers the Golder office, and contributes 2 to 5% of its output to the local electrical grid

Gainesville, Florida, United States - Photovoltaic array can generate 17,000 kWh per year.
- Avoided emissions of 11.2 MtCO2e in 2011

Golder’s office in Drammen, Norway earned the “Environmental Lighthouse” designation in 2011 because it:
- Moved to a location more easily accessible by public transport and purchased an electric car for project work
- Procures ecologically friendly products and uses only detergents, hand soaps, toilet paper and paper towels certified to the Nordic Swan eco-label
- Requires suppliers to use documented environmental management systems and follow Golder’s guidelines for environmental consideration during field work

Solar installations at two Golder facilities in Italy and the U.S. avoid an estimated 27.9 MtCO2e annually.

WASTE MANAGEMENT
In 2011 we worked on approximately 29,500 projects, generating memoranda, plans, reports, designs, drawings, and other documents. Where appropriate, we provide electronic deliverables to reduce paper use. We are also defining global electronic filing protocols to further limit the volume of paper filing and will pilot a program in 2012. Many of our offices purchase recycled paper, print double-sided, use electronic documents, participate in recycling programs for office waste and electronics, and use washable dishes. Going forward, we will minimise waste production by sourcing recyclable and secondary material office supplies, and by working with suppliers to recover used items.

Environmental Responsibility in Golder’s Largest Office

- Golder’s office in Calgary, Alberta, Canada:
  - Uses environmentally friendly products for its washrooms
  - Purchases catering supplies that are recyclable, reusable, or compostable
  - Uses paper that contains 50% recycled content
  - Provides recycle bins in each kitchen so employees can easily recycle bottles, cans, plastics, and compostables

1 Using 443 g CO2/kWh for Italy and 611 g CO2/kWh for Florida.
One of our most important business objectives is to use our knowledge and talents to address sustainable development challenges in the work we do for our clients.

We support our clients’ sustainable development in two primary ways:

1. Embedding sustainable development principles into project planning, design and execution to deliver environmentally sound, socially responsible and technically innovative solutions
2. Providing specialised services and support, from developing global policies to implementing local sustainable development-focused projects

SPECIALISED SERVICES

These services reflect client needs for evolving water management, reuse, energy conservation, and social management planning support. Our specialised services include:

- Sustainable development policy and planning, audits and certification
- Metrics and reports
- Stakeholder engagement
- Environmental and social impact assessment
- Energy management
- Climate change impacts and adaptation
- Greenhouse gas emissions/carbon management
- Life cycle assessment and green supply chain
- Customised tools for risk analysis and decision-making

CLIENT SATISFACTION

“Golder Excellence” is our goal to ensure technical and client service excellence in our client projects. As a result, we have invested in three initiatives: Client Relationship Management, Project Management Excellence, and Technical Development, to ensure our people have the resources, training, and tools they need to deliver excellence.

"Optimum Coal would like to sincerely thank you and your team from Golder for the contribution they made to assist with the construction of the Optimum Water Reclamation Plant. The plant is an important milestone in the company’s history. This facility will still operate, serving the surrounding community, long after the active mining operation has ceased – a proud monument to everybody who played a part in it."

Vic Cogho, Optimum Coal, South Africa
Energy Management Program for a Steel Manufacturer

Golder has been working with a steel manufacturer in Waratah, Australia, to help implement an energy management program. Our services have included investigation, implementation, training, mentoring, and reporting. As a result, the site has reduced greenhouse gas emissions by approximately 13,000 tpa to date.

First-Ever Biofilter in a Refinery in Brazil

Golder worked with a Brazilian oil and gas company to design and install Brazil’s first refinery biofilter, which uses waste materials to biologically degrade 80% of volatile organic compounds and 100% of hydrogen sulfide in air emissions. The system provides ease of operation and increased efficiency over traditional technologies. Local environmental regulators have recommended the system for other regions in Brazil.

Energy Efficiency for a Copper Mine

In 2011, Golder undertook a comprehensive energy and carbon management assessment for a mine operation in Australia. This included a review of the operating equipment and the identification of viable projects for retrofit, as well as the development of management practice improvements that ensured the long-term sustainability of improvements. The mine is also undertaking a review of the viability of utilising the old mine tailings facilities as a potential area for solar power generation.

Efficient Operations at a Solar Power Plant

Golder assessed and validated certain technical and quality-related assumptions that could influence the productivity of a future photovoltaic facility in Montalto de Castro, Italy, and provided plant inspection and assessment during construction. Golder is currently supervising the plant’s daily operations and management for the 51MW facility.

Helping a Railway Company Embed Sustainability in Wastewater Projects

Golder worked with Canadian National Railways to develop the GoldSET-CN-SR tool for building sustainable decision-making into site remediation projects. A second module focusing on wastewater management incorporates environmental, social, technical, and economic dimensions. It provides a framework to ensure a thorough analysis of options for every wastewater project to help make sure the proposed solutions are sustainable and reflect sound engineering.
An important part of our commitment to sustainable development is supporting the communities where we live and work.

BUILDING STRONG COMMUNITIES
We are supporting local communities by:

- Maintaining a strong culture of caring
- Contributing to sustainable local economic development through local hiring
- Sharing our knowledge, resources, and passion through volunteering and in-kind service
- Supporting charities and other organisations dedicated to improving quality of life for local peoples and cultures around the world
- Proactively addressing potential community impacts in our projects
- Actively participating in professional associations and academic alliances

IMPROVING LIVES THROUGH THE GOLDER TRUST FOR ORPHANS

www.goldertrust.org

Our employees formed the Golder Trust for Orphans to provide support to children and families in Africa who have been orphaned or displaced by the AIDS pandemic. The Trust, which is funded mainly by contributions from Golder’s operating companies and employees, focuses on support to improve the self-sufficiency of organisations caring for and counseling families and dependents of people living with HIV/AIDS. Since 2003, USD $2.26 million has been donated to the Trust and passed on to our projects.
As Golder has expanded globally, we have reaffirmed our commitment to hire local talent for our projects – a key source of strength and sustainable business growth. In 2011, 97% of our 2,500 new employees joined in local positions and 71% of Golder Management Team members were from the region they lead. And because our projects often take us into or near the lands of indigenous peoples or other vulnerable communities, we educate our employees to demonstrate respect and cultural sensitivity, and to seek the local community’s social license to operate.

Beyond our projects, community service and development are integral to our charter. Golder generally supports initiatives that are promoted and embraced by employees instead of initiating corporate volunteering initiatives. This allows employees the freedom to make a difference in the volunteer opportunities of their choosing.

Our office in Jakarta, Indonesia recently presented the local elementary school with a new computer classroom, library facility, and hygiene and sanitation facilities. Golder’s ongoing support is helping to break the poverty cycle through local education.

**SUPPORTING LOCAL COMMUNITIES**

**VIEW IT ONLINE**
- Community support in Denver, Colorado, USA
- Terwilliger Elementary School in Gainesville, Florida, USA
- Dennis Becker, Fellow of the Canadian Academy of Engineering
- World Ocean Council
- World Petroleum Council
- Business and Biodiversity Offsets Program
- Golder Trust for Orphans
- Trust donations
- Monies donated to projects
We want to present our performance in a way that is transparent, understandable to all stakeholders and comparable to other companies. Therefore we have chosen to report according to the Global Reporting Initiative standard, aiming to achieve a Level B report.

The performance metrics refer to the calendar year 2011 and follow the GRI definitions which may be different from our internal operating metrics. Unless otherwise indicated, the information contained in this report includes all Golder companies operating worldwide in all offices owned or leased by Golder. Joint ventures, temporary project offices, and subsidiaries have not been included in this report.

To reduce paper consumption, we have simply referenced which area of the report you can visit in order to see the actual data.

<table>
<thead>
<tr>
<th>1. STRATEGY AND ANALYSIS</th>
<th>ONLINE SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Statement from the most senior decision-maker of the Organisation.</td>
<td>From our leadership</td>
</tr>
</tbody>
</table>
| 1.2 Description of key impacts, risks, and opportunities. | About this report  
Our strategy  
Materiality analysis  
Energy and emission management |
<table>
<thead>
<tr>
<th>2. ORGANISATIONAL PROFILE</th>
<th>ONLINE SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Name of the Organisation.</td>
<td>About this report</td>
</tr>
<tr>
<td>2.2 Primary brands, products, and/or services.</td>
<td>What we do</td>
</tr>
<tr>
<td>2.3 Operational structure of the Organisation, including main divisions, operating companies, subsidiaries, and joint ventures.</td>
<td>Operating structure</td>
</tr>
<tr>
<td>2.4 Location of Organisation’s headquarters.</td>
<td>Operating structure</td>
</tr>
<tr>
<td>2.5 Number of countries where the Organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.</td>
<td>Operating structure</td>
</tr>
<tr>
<td>2.6 Nature of ownership and legal form.</td>
<td>Ownership</td>
</tr>
<tr>
<td>2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).</td>
<td>Developing and maintaining our client base</td>
</tr>
<tr>
<td>2.8 Scale of the reporting Organisation.</td>
<td>Total Workforce Operating structure Financial performance</td>
</tr>
<tr>
<td>2.9 Significant changes during the reporting period regarding size, structure, or ownership.</td>
<td>Total Workforce Operating structure Financial performance</td>
</tr>
<tr>
<td>2.10 Awards received in the reporting period.</td>
<td>Representative Workplace Award 2011</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. REPORT PARAMETERS</th>
<th>ONLINE SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Reporting period (e.g., fiscal/calendar year) for information provided.</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.2 Date of most recent previous report (if any).</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.3 Reporting cycle (annual, biennial, etc.)</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.4 Contact point for questions regarding the report or its contents.</td>
<td>Contacts</td>
</tr>
<tr>
<td>3.5 Process for defining report content.</td>
<td>Materiality analysis</td>
</tr>
<tr>
<td>3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.7 State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between Organisations.</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.12 Table identifying the location of the Standard Disclosures in the report.</td>
<td>GRI Index</td>
</tr>
<tr>
<td>3.13 Policy and current practice with regard to seeking external assurance for the report.</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td></td>
<td>GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>4.1</td>
<td>Governance structure of the Organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or Organisational oversight.</td>
</tr>
<tr>
<td>4.2</td>
<td>Indicate whether the Chair of the highest governance body is also an executive officer.</td>
</tr>
<tr>
<td>4.3</td>
<td>For Organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.</td>
</tr>
<tr>
<td>4.4</td>
<td>Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.</td>
</tr>
<tr>
<td>4.5</td>
<td>Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the Organisation’s performance (including social and environmental performance).</td>
</tr>
<tr>
<td>4.6</td>
<td>Processes in place for the highest governance body to ensure conflicts of interest are avoided.</td>
</tr>
<tr>
<td>4.7</td>
<td>Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.</td>
</tr>
<tr>
<td>4.8</td>
<td>Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.</td>
</tr>
<tr>
<td>4.9</td>
<td>Procedures of the highest governance body for overseeing the Organisation’s identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.</td>
</tr>
<tr>
<td>4.10</td>
<td>Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.</td>
</tr>
<tr>
<td>4.11</td>
<td>From our leadership</td>
</tr>
<tr>
<td>4.12</td>
<td>Externally developed economic, environmental, and social charters, principles, or other initiatives to which the Organisation subscribes or endorses.</td>
</tr>
<tr>
<td>4.13</td>
<td>Memberships in associations (such as industry associations) and/or national/international advocacy Organisations in which the Organisation: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.</td>
</tr>
<tr>
<td>4.14</td>
<td>List of stakeholder groups engaged by the Organisation.</td>
</tr>
<tr>
<td>4.15</td>
<td>Basis for identification and selection of stakeholders with whom to engage.</td>
</tr>
<tr>
<td>4.16</td>
<td>Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.</td>
</tr>
<tr>
<td>4.17</td>
<td>Key topics and concerns that have been raised through stakeholder engagement, and how the Organisation has responded to those key topics and concerns, including through its reporting.</td>
</tr>
</tbody>
</table>
### 5. MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

#### ONLINE SECTION

**A) ECONOMIC**

**ASPECT: ECONOMIC PERFORMANCE**

<table>
<thead>
<tr>
<th>EC1</th>
<th>Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC2</td>
<td>Financial implications and other risks and opportunities for the Organisation’s activities due to climate change.</td>
</tr>
</tbody>
</table>

**ASPECT: MARKET PRESENCE**

| EC7 | Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. |

**ASPECT: INDIRECT ECONOMIC IMPACTS**

| EC8 | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. |

**B) ENVIRONMENTAL**

**ASPECT: ENERGY**

<table>
<thead>
<tr>
<th>EN3</th>
<th>Direct energy consumption by primary energy source.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EN4</td>
<td>Indirect energy consumption by primary source.</td>
</tr>
<tr>
<td>EN5</td>
<td>Energy saved due to conservation and efficiency improvements.</td>
</tr>
<tr>
<td>EN6</td>
<td>Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</td>
</tr>
<tr>
<td>EN7</td>
<td>Initiatives to reduce indirect energy consumption and reductions achieved.</td>
</tr>
</tbody>
</table>

**ASPECT: BIODIVERSITY**

| EN12 | Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. |

**ASPECT: EMISSIONS, EFFLUENTS AND WASTE**

<table>
<thead>
<tr>
<th>EN16</th>
<th>Total direct and indirect greenhouse gas emissions by weight.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EN17</td>
<td>Other relevant indirect greenhouse gas emissions by weight.</td>
</tr>
<tr>
<td>EN18</td>
<td>Initiatives to reduce greenhouse gas emissions and reductions achieved.</td>
</tr>
<tr>
<td>EN23</td>
<td>Total number and volume of significant spills.</td>
</tr>
</tbody>
</table>

**ASPECT: COMPLIANCE**

| EN28 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations. |

**ASPECT: TRANSPORT**

| EN29 | Significant environmental impacts of transporting products and other goods and materials used for the Organisation’s operations, and transporting members of the workforce. |
### C) **SOCIAL**

#### LABOUR PRACTICES AND DECENT WORK

##### ASPECT: EMPLOYMENT

<table>
<thead>
<tr>
<th>LA1</th>
<th>Total workforce by employment type, employment contract, and region, broken down by gender.</th>
<th>Productive and thriving workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA2</td>
<td>Total number and rate of new employee hires and employee turnover by age group, gender, and region.</td>
<td>Productive and thriving workplace</td>
</tr>
</tbody>
</table>

##### ASPECT: OCCUPATIONAL HEALTH AND SAFETY

| LA7 | Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender. | Health and safety policy |
| LA8 | Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases. | Health and safety culture and training |

##### ASPECT: TRAINING AND EDUCATION

| LA10 | Average hours of training per year per employee by gender, and by employee category. | Training and education |
| LA12 | Percentage of employees receiving regular performance and career development reviews, by gender. | Engagement |

##### ASPECT: DIVERSITY AND EQUAL OPPORTUNITY

| LA13 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. | Equal opportunity and diversity |

#### HUMAN RIGHTS

##### ASPECT: NON-DISCRIMINATION

| HR4 | Total number of incidents of discrimination and actions taken. | Ethics and compliance |

#### SOCIETY

##### ASPECT: CORRUPTION

| SO3 | Percentage of employees trained in Organisation’s anti-corruption policies and procedures. | Ethics and compliance |
| SO4 | Actions taken in response to incidents of corruption. | Ethics and compliance |

#### PRODUCT RESPONSIBILITY

##### ASPECT: PRODUCT AND SERVICE LABELLING

| PR5 | Practices related to customer satisfaction, including results of surveys measuring customer satisfaction. | Developing and maintaining our client base |

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**VIEW IT ONLINE**

Performance scorecard
This summary provides highlights of our sustainable development commitments as well as our performance during 2011. For more information, please visit our online 2011 Sustainable Development Report: www.golder.com/SDReport2011

FOR MORE INFORMATION

GO ONLINE FOR ADDITIONAL DATA, FEATURES, AND VIDEOS, AS WELL AS COMPLETE INFORMATION ABOUT:
- Our organisation
- Our approach to sustainable development, including how we determined the issues that are material to Golder
- How we are embedding sustainable development into our projects for clients
- And much more

Share Your Feedback
We welcome input on our sustainable development approach and this report. We will use your feedback to sharpen our understanding of Golder’s material issues, inform our decisions, and refine our actions.
Contact us at: sustainable@golder.com