At Golder Associates, we recognise that our success, and the success of our clients, is increasingly dependent on embedding sustainable development principles in our projects and activities. Our purpose, “Engineering Earth’s Development, Preserving Earth’s Integrity,” reflects our commitment to sustainable development, which is commonly defined as “…development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

In working with our clients, we recognise that many projects have the potential to change and sometimes transform local environmental and social conditions, generating both positive and negative effects. Our role is to provide engineering and scientific expertise to support our clients in addressing sustainable development challenges, working within a framework in which the use of natural capital and the creation of economic and social capital will be achieved in a balanced way, in the interest of existing and future generations.

From our Leadership

Navigating Rugged Terrain – Any journey worth taking will present both peaks and valleys. That’s a truth that hit home for me in 2013 while hiking El Camino de Santiago in Spain with my son, a trek that was not only a personal aspiration but also a fundraiser for the Golder Trust for Orphans. More than any particular incline or precipitous stretch, the biggest challenge for me was the trail’s sheer scope. While I didn’t have time to traverse the full 800 kilometres, my 320 kilometre journey was a challenge nonetheless. And it reminded me just how far we can go when we move forward with purpose, one step at a time, 25 kilometres each day. Whenever I felt daunted by the distance that lay ahead, I reminded myself of just how far my son and I had already progressed. One more step wouldn’t take me to the conclusion of the trail, but it would take me one step closer to it.

That same spirit also carried Golder through some rugged terrain in 2013. The slowing and in some cases contraction in several of the markets we serve—particularly the mining industry—required us to shift some priorities and postpone pursuing some of our sustainable development goals as vigorously as we would have liked. We remain committed to the objectives and directions laid out in previous sustainable development reports and in Golder’s 2015 Desired State. However, we acknowledge that the timeframe for achieving some of those goals may need to be revised, depending on our market realities.

In 2014, Golder will take a closer look at our sustainable development targets to make sure we continue focusing on the right priorities for our business, our people, our clients, and our communities.

Two factors allow me to be especially optimistic about our ability to maintain our sustainable development progress. First, the maturity of our key client programme has helped to moderate the impact of the market downturn on our business. And, perhaps even more significantly, it’s abundantly clear that Golder’s people still care deeply about the communities where they live and work. Despite difficult times, in 2013 employees around the world raised more money for the Golder Trust for Orphans in 2013 than in any previous year: a total of USD$617,458.26. As we look to the coming years, I’m confident that our prudent approach to business, coupled with the passion of our people, create a combination that allows us to successfully navigate the terrain ahead—one step at a time.

Brian H. Conlin
President and CEO
Golder Associates Corporation
Everywhere we operate, we strive to create inclusive and inspiring workplaces where employees have the opportunity to contribute fully in an environment that fosters innovation and excellence. The total experience of working at Golder makes us an employer of choice.

During 2013, difficult market conditions required us to streamline operations throughout the business, and led to (net) staff reductions in every region, a very difficult process for all involved. The effect of these reductions, partially offset by organic growth in stronger parts of our business, resulted in a net reduction of our workforce of approximately 6% worldwide. Golder provided caring support to those who left the company – and the colleagues who remained – and leadership has been actively involved in the process.

Diversity in Leadership

Strong leadership is essential in supporting a diverse and inclusive workplace. In 2012, we conducted needs assessments as the foundation to refining our approach to diversity. Golder’s Australasia region piloted diversity monitoring in 2013, and our global Human Development team is preparing a company-wide diversity strategy for 2015, building on the learnings from the work in Australasia.

Progress was also made among leadership – the positions that most influence our direction and growth. Consistently for the last five years, more women have been recognised as Principals or Associates through the peer-nominated system. During 2013:

- The number of women who are Principals increased by 10% over 2012
- The number of women who are Associates increased by 16% over 2012

Focusing on What’s Most Important to Our People

During 2013, we continued monthly “Pulse” surveys, collecting real-time employee feedback so actions could be taken as quickly as possible to address areas of potential concern. We focus on specific actions to improve our people’s experience rather than simply increasing a number for the enterprise.

Over the years, the Pulse surveys have identified four key factors that contribute the most to Golder employee engagement: opportunity, clarity about performance expectations and results, our values and our reputation in an employee’s specific market. These factors are central themes in our human resources and development programmes.

Golder provided caring support to those who left the company – and the colleagues who remained – and leadership has been actively involved in the process.

Diversity

We value diversity and recognise its importance in achieving our purpose and vision, upholding our values, and driving our business success in cultures throughout the world. We are committed to offering equal opportunities to achieve employee career goals and earn rewards based on job function, experience, performance and location.

Karen Dingley, Mining Sector Leader for Golder in the UK, has been named to the 100 Global Inspirational Women in Mining list for 2013. Compiled and published by Women in Mining UK, the list is an international collaboration between women in mining groups from the UK, Australia, Canada, South Africa and the United States.

Karen was recognised for leading the UK mining sector at Golder, responsible for supporting the delivery of £20 million worth of business across Europe and Africa. As a Principal Civil (Water) Engineer, she provides senior technical leadership and project direction for mine-water-related projects. She also oversees, mentors, and inspires a team of 160 people delivering services to the mining sector and has developed programmes to support staff and engineering students.
Learning & Development

In 2013, we focused our delivery on critical training programs around Health & Safety, Leadership & Management, as well as Anti-Corruption & Anti-Bribery.

<table>
<thead>
<tr>
<th>REGION</th>
<th>NUMBER OF EMPLOYEES</th>
<th>TARGET NUMBER OF LEARNINGS (3PP)</th>
<th>NUMBER 2013</th>
<th>% TO 3PP/YR</th>
</tr>
</thead>
<tbody>
<tr>
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<td>1080</td>
<td>518</td>
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<tr>
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<td>786</td>
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</tr>
<tr>
<td>GLOBAL TOTAL</td>
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<td>25482</td>
<td>18945</td>
<td>74%</td>
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</tbody>
</table>

Our focus on this training was part of our ongoing support to live our Values, manage risks in the enterprise and support the unique culture we have in Golder.

Engaging Employees in Health & Safety

Golder’s biennial Health and Safety Culture Survey gives employees opportunities to provide input that shapes our focus and planning around health and safety. Golder Associates has now undertaken three Global Safety Culture Surveys (in 2009, 2011 and 2013) as a means to benchmark employee engagement in health and safety. Comparison between the results from each year allows us to continuously monitor our health and safety engagement levels and track our progress. In 2013, 63% of our employees completed the survey.

Overall results from the survey are representative of an organisation with an effective safety culture: with low injury rates, a low number of significant incidents and where teams of employees feel ownership for safety and take responsibility for themselves and others. As our scores improve, it is indicative of a safety culture where staff do not take risks or accept low standards. They believe true improvement is achieved by working collectively and that zero harm is an attainable goal.

In 2013, we implemented several changes and new programmes that provide opportunity for, and celebration of, employee engagement in health and safety, as well as investment in others:

- Identification and communication of high-value behaviours that all employees can demonstrate as an investment in health and safety
- Creation of a new Health and Safety Award entitled “Care for Our Future” that recognises projects and individuals demonstrating overall care through significant investment in mentoring, coaching and instruction (distinct from company sponsored training) for our new or young colleagues or subcontractors
- Participation in educational events with MySafeWork, a not-for-profit organisation that partners with organisations like Golder to promote young and vulnerable worker awareness

Health & Safety - Work Safe, Home Safe

Ensuring a healthy and safe environment for our employees, partners, and the public starts with embedding our “Work Safe, Home Safe” motto throughout our culture. Key elements supporting this include:

- Collectively expressing our re-commitment to health and safety through annual review of our global policy
- Demonstrating strong leadership and improvement in health and safety as we serve our clients
- Assessing health and safety risks associated with our work and identifying and implementing effective control measures through the use of our Health, Safety and Environment Planning tool
- Maintaining a robust Learnings Database and sharing relevant learnings with all stakeholders with a view to preventing injury, illness and loss
- Establishing and communicating appropriate controls for high-risk locations and working conditions in order to keep our people and other stakeholders safe
- Focusing on “high-value behaviours” to be demonstrated by all Golder employees and thereby meaningfully investing in the continued health and safety of individuals and teams
- Conducting a biennial Health & Safety Culture Survey, giving all employees an opportunity to provide feedback on health and safety so we can make continuous improvements

Golder participated alongside MySafeWork in several health and safety leadership events at high schools, reaching more than 1,000 students.
GOVERNANCE

Golder offers an opportunity to WORK at a great company but also the chance to OWN a part of the company. Owners take on a responsibility to help care for the company and we all have different stories to share about what ownership means to us. As a 100% employee-owned 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. We recognise that we are responsible to a broad range of stakeholders, including employees, employee-owners, clients, suppliers, business partners, competitors, regulators, communities, NGOs and the media. We will strive to establish long-term relationships with them through active collaboration and engagement.

100% Employee Ownership

Golder’s ownership model allows full-time employees of the operating subsidiaries to own shares in the global organisation. We are, and have always been, 100% employee owned. Shares can be purchased through the annual general offering or through enrollment in a payroll share purchase plan. Our established process for the orderly generational transfer of shares provides for long-term management of share availability and the sustainability of the organisation.

Ethics & Integrity in our Business

Our values reflect what we stand for. Our code of conduct stipulates the behaviours we expect of ourselves. The code 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 company assets
- Transparency in communicating business ethics concerns

Promoting Compliance Throughout the Organisation

Golder employees can report code of conduct compliance concerns to an internal contact, or to an external “whistleblower” service provider. All reports are treated as confidential and the individual reporting can track the concern throughout the process. Employees may report issues related to internal controls in the areas of finance, accounting, banking, and anti-corruption, as well as areas like health and safety, workplace harassment, misuse of resources, and others. During 2013, the first full year the whistleblower hotline was in place, we received 20 potential allegations of breaches of the Code of Conduct. Nineteen have been resolved and one is still being investigated.

Several important recommendations emerged through consultation, two of which will be addressed in 2014:
- The release of a comprehensive Ownership Manual to give employees a better understanding of the philosophy and mechanics of purchasing and owning shares
- The introduction of a loan program to make it easier for employees to finance lump sum purchases of shares
**OPERATIONS**

The financial health of our business is directly related to the satisfaction of our clients and our people, as well as to prevailing market conditions. Over the past year, we have proven that even in the face of the rough terrain of challenging market conditions, our strong governance and effective business operations – especially factors such as the maturity of our key client programme – created positive financial health. Our global gross revenue in 2013 was USD$1,400,000, a 1.3% decrease over 2012. Also during 2013, we made community investments totalling USD$855,000, a 13% increase over 2012.

**Sound Strategy in a Challenging Market**

During 2013, faced with difficult market conditions in mining and other sectors, we streamlined operations and were compelled to reduce our workforce in line with market conditions. We also delayed the implementation of some of our tactical priorities in favour of those that will support long-term success, such as implementing a new client relationship management system and implementing a global accounting system to support project managers.

Going forward, we are confident that our strategy is sound. To ensure sustainable growth well into the future, we will continue to focus on growing our relationships and revenues with key clients, matching the spending and the size of the business to our projected revenues, and improving our efficiency and effectiveness through business innovation, technical excellence, client service, strong project management, and programmes that support our people.

**INFORMATION SECURITY**

Golder is committed to ensuring the confidentiality, integrity and availability of the information entrusted to us by our stakeholders, including clients, management, staff, suppliers and other business partners. In late 2013 we introduced an information security programme to formalise and further strengthen our existing controls around the security of our IT services and the way that we handle information. Our goal is to ultimately align with ISO 27000, the global guideline for Information Security.

As part of this programme, we established an Information Security Office with responsibility for:

- Working with the business and our IT function to embed information security in our key processes
- Investing in protective technologies to help protect our IT infrastructure and equipment
- Raising awareness among employees about information security in general, and their specific accountabilities for protecting client and employee information

These activities will be deployed across Golder in 2014 under the leadership of our Chief Information Security Officer.

Managing our Operations Responsibly

Informed by our core values, vision and purpose, we strive to manage all of our operations as good corporate citizens. We comply with all applicable laws in the jurisdictions within which we operate and are proud of our compliance track record and commitment to doing business with the highest ethics and integrity.

Golder’s integrated management system, known as GAIMS, embodies Golder’s Health and Safety, Environmental, Sustainability and Quality policies. It applies to all elements addressed in ISO 9001 (Quality Management), ISO 14001 (Environmental Management) and OHSAS 18001 (Health and Safety Management), and is based on seven procedures that are reviewed periodically:

- GP1 - Project Management
- GP2 - Continual Improvement
- GP3 - Calibration and Maintenance of Equipment
- GP4 - Management of Human Resources
- GP5 - Management of Environmental Issues
- GP6 - Management of Health and Safety
- GP7 - Business Development

Golder pursues formal certification according to the needs of the local business and our clients. In some offices, this includes certification to ISO 9001, an environmental management system certified to ISO 14001, and/or a health and safety system that is OHSAS 18001-certified.

Globally, we work with an external certification auditor and also carry out our own internal management system audits to measure performance against established standards and our quality, environment and health and safety management policies.
Environmental Management

Golder’s commitment to protect the environment and prevent pollution is an integral part of our Global Health, Safety and Environment Policy, which encompasses how we manage our own operations as well as how we deliver projects to our clients. As a services company, the work we do for our clients offers us a great opportunity to address impacts that can lead to climate change, water scarcity and water quality issues, biodiversity losses, desertification, and many other issues. At the same time, we are equally committed to minimising the environmental impacts of our own operations.

Managing Energy Use & Carbon Emissions

Golder’s operations and work activities require the use of energy and fuels for a variety of purposes, including personal and commercial travel (by air, rail, road and ship); fleet vehicle travel; as well as office, laboratory and warehouse utilities. At the end of 2013, Golder had 8,500 employees in 175 offices and 35 countries. Our staff facilities occupied approximately 200,000 square metres around the world.

Across our operations, we are committed to the responsible use of energy and energy resources. We are also committed to the continual improvement of our facilities to optimise energy consumption. This is evident in the planning, design, construction and operation of new Golder offices in Canada and Africa, which opened in 2013. In each of our geographic regions, environmental leaders and teams track energy use in offices to the extent that this information is available in our leased facilities.

Despite these efforts, energy use increased by 4% in 2013 (as compared to the 2012 baseline). This is primarily due to extreme global weather conditions that existed in 2013. Summer temperatures in North America, Australia and Western Europe were some of the highest on record. Similarly, winter temperatures in the United Kingdom, Canada and the midwest / eastern USA were colder than average, while the winter temperatures in the southwestern USA were the sixth highest on record.

In 2013, Golder generated an estimated 52,800 tonnes (as CO2 equivalents) of greenhouse gas (carbon) emissions from our global operations and work activities. Slightly less than half (39%) of these emissions are associated with employee business travel (in airplanes, vehicles, trains, and other transport modes). An additional 26% of emissions stem from employee commuting.

Employee Travel – Business & Commuting

During the year, we travelled approximately 190 million kilometres to conduct and support work for our clients. This compares to 225 million kilometres (approx.) in 2012. In 2013, Golder management implemented an internal target to reduce annual air travel by 10% per year. This was supported in mid-year by a financially driven directive to minimise non-client related air travel for the remainder of the year. As a result, 2013 global air travel kilometres were reduced by 22%, or approximately 3,600 kilometres per person. This reduction in global air travel was off-set somewhat by a global increase in vehicle travel (6% over 2012 levels). This accounts for a 1,100 kilometre/person increase in vehicle travel.

To facilitate business travel and to improve the safety, maintenance and environmental sustainability of increased vehicle travel, Golder maintains a growing fleet of vehicles. Carbon emissions associated with the fleet operations increased by 16% in 2013. Travel in personal and rental vehicles was reduced accordingly. Business travel by air and employee commute kilometres account for almost half of the carbon emissions produced as a result of our operations’ activities. As a result, we are implementing programs focused on reducing our footprint in these specific areas. The SD ‘Published Target Working Groups’ will be recommending plans for achieving the following published targets associated with business travel and commuting:

- A commuting plan in place for all offices with more than 100 people
- A vehicle selection policy in place for all operating regions
- Target non-project travel to be reduced by 30%
We care about meeting the needs of our clients; we provide independent advice and work closely with them to solve their business challenges. We are striving to achieve “Golder Excellence” – the combination of technical quality and client service that sets us apart. Internally, we are investing in programmes to support technical development and innovation in our areas of expertise as well as build our project management capabilities. We are also investing in Client Relationship Management skills, tools and processes to build long term, stable and sustainable relationships. Together, these programmes will help to ensure our people have the resources and capabilities they need to deliver technically superior solutions to our clients on time and on budget.

Global Sector & Key Client Programmes
Our ability to meet our clients’ needs depends in part on our knowledge and understanding of their specific business challenges.

To ensure we develop and maintain this knowledge, we established a client sector programme more than 10 years ago. During 2012, we consolidated eight sectors into five: Mining, Oil & Gas, Power, Manufacturing, and Urban Development & Infrastructure (UD&I). This refined approach has allowed us to better deliver services, increased opportunities for collaboration, and improved our efficiency.

Project Management Excellence
Each year, we manage more than 30,000 projects for our clients, and we take pride in the quality of the scientific, engineering and construction work we do on their behalf. We know we must continuously improve our project management practices to meet our clients’ changing needs. We are on a journey to improve the quality of our client service and enhance our reputation for consistently planning, managing and delivering our clients’ projects. Our global project management procedure is accredited to ISO 9001, and 39% of offices are compliant with this system, toward our 2015 goal of 100%.

Strong project teams bring together the right people with the right range of skills, experience and interests needed to deliver the project. In 2013, Golder’s 3,000+ Project Managers completed assessments of their project management capabilities. This process helps to set our Project Managers up for success by aligning the project complexity with their skills and capabilities, and enhances client satisfaction by ensuring that all projects have an appropriately skilled Project Manager. This is also an important step in establishing a framework for performance and career progression discussions, providing a clearer pathway for skill and career development in Project Management.

The client sector teams share their knowledge and understanding of the trends, opportunities and challenges within the client sectors with their colleagues within Golder.

Linked to our sector approach is our global Key Client Programme. Dedicated client relationship managers serve selected clients within each sector, so that we can better understand their business needs and then work with them to meet those needs. This approach aims to build lasting relationships and stable revenues, based on selling more diverse services to our clients.

Technical Development
Our Technical Development initiative provides the resources, systems and structures to engage and enable our technical professionals to share knowledge and innovative practices as part of our service delivery around the globe. This initiative comprises several integrated elements, such as knowledge management, technical policies and procedures, and technical communities.

As of 2013, we had 44 technical communities (TC), each made up of a global network of practitioners who share approaches, knowledge, and innovative ideas to offer the best solutions to clients, as well as consider the sustainability of the approach proposed. The communities are built on principles of collaboration, communication, mentoring, excellence, and consistency, and represent powerful tools for supporting our clients. Of particular note in 2013, the introduction of online discussion boards has increased the amount of communication and collaboration within the communities.

Personal PROFILES
One of our primary needs is to find the right people to help us deliver to our clients. Online collaboration and networking tools help us look beyond our local business units and borders for knowledge and resources, and increase the speed with which we can build teams or respond to requests for help. In July 2013 we introduced PROFILES, an online tool to help our people connect with colleagues around the Golder world to learn, share, grow and collaborate. By the end of 2013, more than 50% of employees had completed their PROFILE.
Delivering Sustainable Solutions to Our Clients

Our services are evolving to meet our clients’ needs for more sophisticated solutions to problems like water, waste and energy and build more equitable societies. We also provide a range of specialised services and tools. To learn more about our sustainable solutions visit golder.com.

BUILDING RAINWATER HARVESTING AND WATER RECLAMATION SYSTEMS

The University of British Columbia challenged Golder to design rainwater harvesting and wastewater reuse systems for UBC’s Centre for Interactive Research on Sustainability (CIRS) that could serve as a “world-class showcase of green construction...and have minimal impact on the environment.” Our team of water and wastewater treatment engineers worked with UBC’s team to develop systems to generate potable water for the building and its coffee shop. In addition, a plant-based wastewater treatment and reclamation facility was constructed to generate non-potable water for toilet and urinal flushing, as well as irrigating the building’s green roof, living wall and landscaped areas.

Our work contributed to the CIRS building being awarded Leadership in Energy and Environmental Design (LEED) Canada 1.0 Platinum Certification – the highest honours in green building performance – receiving 7 out of 7 possible water-related points for this landmark facility.

FLOOD WAVE MODELLING ASSISTS WITH STORM PROTECTION

CHALLENGE

Along the German North Sea coast, there are more than 200 “polders” – reclaimed land created for agricultural purposes and flood protection since the 18th century. Dykes have been essential to coping with the massive damage caused to this low-lying land by large storm floods. With concerns over anticipated sea-level rise and more frequent extreme weather events, the German government commissioned a study to look at how sophisticated predictive models can play a useful role in assessing flood risk and understanding general polder filling behaviour in the event of a storm surge.

SOLUTIONS

Golder used a computational model to examine the propagation of a flood wave in four selected polders following a levee breach.

The model simulates flow paths over time in two dimensions and makes use of a so-called finite element technology to speed up computational times while still differentiating between low and high flow velocity zones. By predicting the maximum flooding depth in a polder, it is possible to assess whether a second set of existing back-up levees are high enough to protect the inland areas behind it.

OUTCOMES

The ability to predict the water depth at any location at any time after a levee is breached is also a valuable tool for emergency services and disaster planning. Modelling technology can also help predict and coordinate the impact to at-risk infrastructure, such as nuclear or chemical plants, as well as hospitals and retirement homes.

The same techniques can be used for modelling any flooding scenario where protected or valuable land lies behind a set of dykes or levees. For example, once the failure mechanism of the breach has been determined, the time-varying propagation of a flood wave due to storm surges in low-lying areas such as New Jersey or New Orleans in the United States, both of which suffered heavy losses in recent hurricanes, can be simulated and mapped.
IMPROVING EFFICIENCY, REDUCING RISK WITH ERGONOMICS

CHALLENGE
Clients have been increasingly seeking help to reduce physical workplace risk factors that may lead to musculoskeletal disorders. In addition to their health and safety benefits, ergonomic improvements can also highlight opportunities to increase efficiency and productivity, as well as reduce product defects.

SOLUTIONS
Golder industrial hygienists performed an on-site assessment that included using photographs and video to document work tasks in detail, taking equipment measurements and conducting employee interviews for five new packaging lines. Golder’s Fort Collins, Colorado, USA, office assisted in completing the ergonomic analyses and developing recommendations; such recommendations might include line or equipment redesign and engineering and administrative controls, including training.

For the Shanghai operation, we proposed lift-assist devices (to eliminate handling of heavy loads), load-levelling equipment (to maintain products at waist height), and box erectors (to eliminate a manual process). Suggested administrative controls included systematic job rotation, with workers alternating between tasks that use different body parts and muscular efforts, and stretching before and during work shifts.

Other recommendations included the addition of flexible extension conveyors and anti-fatigue mats, as well as replacing existing stools with more appropriately designed sit/stand stools.

OUTCOMES
Many of our ergonomics services are conducted for manufacturing clients, but Golder also provides ergonomics consulting to oil and gas, mining, and government clients. Clients with multi-national operations especially appreciate our ability to share resources and ergonomics expertise between Golder’s trained personnel in Asia and the US, as well as multiple ergonomists in Canada that were recently added to our team.

AID IN BUILDING FIRST-EVER SEWAGE TREATMENT PLANTS IN HAITI

CHALLENGE
While coping with massive sanitation challenges made worse by the 2010 earthquake, Haiti began experiencing a cholera epidemic that has affected more than half a million people. The excrement from over one million inhabitants of temporary camps in the quake’s aftermath was being disposed of in an open pit at a solid waste landfill on the outskirts of Port-au-Prince.

DINEPA, the government agency responsible for potable water and sanitation created just one year before the earthquake, went into emergency mode following the earthquake and subsequent outbreak of disease. Construction of a disposal and treatment facility to serve the capital city’s metropolitan area started in November 2010. The original site called Titanyen had to be temporarily abandoned due to a property ownership dispute, so work on an alternate site at Morne a Cabri began about six months later.

SOLUTIONS
Golder’s consulting work for these projects has been contracted to DINEPA and has included construction management for a treatment system that utilises waste stabilisation ponds. Our role has involved planning and finalising the design, preparing and reviewing budgets and overseeing activities by UNOPS, the operational arm of the United Nations for aid and development projects, on behalf of DINEPA. Morne a Cabri received its first desludging truck in September 2011, and final construction was completed in June 2012.

OUTCOMES
A number of international agencies worked to restart construction at the first site and succeeded in this disposal and treatment facility opening in April 2012. Since then design and construction has also taken place at three other smaller facilities, and there are hopes of constructing 13 more.

Golder has been on-the-ground for nearly four years performing numerous management roles for:
- Earthquake debris removal and processing
- Re-establishing priority drainage channels in Port-au-Prince
- Developing a solid waste program for a large residential commune
- Providing solid waste diagnostic analysis and strategic planning in sanitation for the Haitian government
SAVING THE WORLD’S LEMURS, PRESERVING BIODIVERSITY

Lemurs are the most threatened mammal group on earth, with 94% of lemur species now facing extinction. The primate group – which represents more than 20% of the world’s total primate species – can only be found in Madagascar, one of the world’s poorest countries.

An article published in the journal Science, “Averting Lemur Extinctions amid Madagascar’s Political Crisis”, offers hope for the lemur’s survival, with a site-specific, 3-year emergency conservation action plan. Golder’s Heather Peacock, a GIS Analyst in Calgary, Alberta, co-authored the article.

“The plan highlighted in the article identifies priority sites for conservation. It suggests a combination of new protected areas, local community conservation, and a strong researcher presence to help protect the forest and the lemur,” says Heather.

Heather used her talents in GIS mapping and analytics, having done many habitat models for environmental impact assessments with Golder, to create a map for the article that shows the distribution of lemur diversity and the 30 priority conservation areas in Madagascar, where the estimated extinction risk is highest.

“We need to get the local people to become stewards for the forest and to support community conservation through eco-tourism,” Heather says. “Lemurs represent such incredible biological, cultural and economic richness.”

SOUTH AFRICA WASTE DISPOSAL FACILITY SITED ON FORMER PIT MINE

CHALLENGE

Rustenburg, a local municipality in South Africa, had undergone a long selection process to seek a new regional waste disposal facility (WDF) location with sufficient capacity for the next 30 years. At the same time, the owner of a former platinum open cast mine in the district would eventually face a significant rehabilitation process to comply with mining environmental laws.

SOLUTIONS

These two “needs” were able to converge. A proposed WDF is now being constructed on the brownfield mining site, which was rezoned to accommodate the new use. By leasing this site, the municipality saves the cost of acquiring land for the disposal facility, and the mine operation avoids the substantial expense of rehabilitation.

Due to declining airspace and environmental and social non-compliance issues at an existing disposal area in Rustenburg, the local government identified nine potential candidate sites and Golder evaluated them for economic, social, technical and environmental suitability. A site known as Waterval emerged as the preferred choice.

OUTCOMES

Since there had been some understanding from the start of mining activities that this location could eventually be developed into a WDF, most of the excavated mining material was formed into a berm that surrounds the site.

Phase I of the project, now under construction, includes two large specially designed waste disposal cells with landfill liner and drainage systems, a rubble disposal cell, a leachate pond and contaminated stormwater pond, roads, water reticulation and sewer and stormwater systems. There is also space set aside for materials recovery and possible composting facilities to promote recycling. Golder has been involved with this project for several years and has delivered consulting services for the licensing and engineering design stages, and is currently providing construction supervision.
Around the world, Golder strives to support the communities where we live and work. Whether volunteering to clean up a stream near a Golder office or leading hands-on capacity-building projects that benefit orphans of the HIV/AIDS pandemic in Africa, Golder employees are generous with their time and talents. We support our people in donating their time and resources to charitable organisations and encourage volunteerism in their local communities, with our own Golder Trust for Orphans, or with other national and international NGOs. We also encourage employees to participate in professional and industry associations and to seek leadership opportunities when possible. Wherever we operate, community service and development is integral to our charter.

A Decade of Making a Difference to Children in Africa

The Golder Trust for Orphans reached a significant milestone in 2013 – its 10th birthday. For any charity to survive – and thrive – for 10 years, it requires a clear purpose, inspiring vision, and commitment from a caring and passionate group of people. The Golder Trust for Orphans has had the benefit of all of those things since the beginning.

The Trust was created with the purpose to “improve lives through sustainable solutions”, and its vision is to help as many children as possible, while supporting the charities who care for them to become self-sustaining. In providing funding and resources to help charities establish and run sustainable enterprises, the Trust was an early proponent of a support model that has since become the norm in global development circles.

From the start, the Golder Trust for Orphans has been managed, supported and grown almost solely through the contributions of the employees of Golder Associates. While the corporation has covered administrative expenses, the success of the Trust lies in the commitment from employees, who have enthusiastically given their time, creativity and money to help families and children affected by the HIV/AIDS pandemic.

Building Strong Communities

When local people have opportunities to work in and for their communities, the communities flourish. One result of this community-centric philosophy is our employees’ enthusiastic involvement in local initiatives. Rather than initiating corporate volunteer opportunities, our corporate approach is to support community initiatives that are promoted and embraced by employees. Local managers provide the framework for supporting volunteer activities, considering the aspirations of our people, alignment with our purpose and vision, and the needs of the business.

Highlights from some of our local activities include:
- Talking about sustainability issues and career opportunities with children at an orphanage in India
- Supporting access to technology in Saskatoon schools
- Donating clothing and electrical items to the Salvation Army in Singapore
- Making Christmas a reality for disadvantaged children in Peru and Australia

We also respond to requests from our employees to coordinate regional and global responses to humanitarian crises. Following Typhoon Haiyan, Golder raised more than USD$92,000 in support of relief efforts – a combination of employee donations and corporate matching funds. Funds were also raised in support of tornado-ravaged Oklahoma, as well as flood relief efforts in Colorado and Calgary respectively.

COMMUNITIES

| 1300 | MONTHLY EMPLOYEE DONORS |
| 128  | PAYROLL DONORS, 72 MORE THAN 2012 |
| 15%  | MONTHLY EMPLOYEE DONORS |
| 2500+| CHILDREN BENEFITTING FROM THE TRUST |
| 14   | ORGANISATIONS RECEIVING FUNDING |
| 7    | COUNTRIES WHERE PROJECTS ARE LOCATED |
| 1:1  | THE RATIO OF DOLLARS DONATED AND DIRECTED TO PARTNERS |
| USD$3.44 million | AMOUNT DONATED TO PROJECTS SINCE 2003 |
| 21    | MOST DONATIONS IN A SINGLE YEAR, USD$617,458 TO THE GOLDER TRUST FOR ORPHANS |
To see the 2013 Report in its entirety or to see our progress towards our 2015 targets, visit the online version of the Report at sustainabledevelopment.golder.com.