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OUR CHARTER
Golder’s Charter informs our culture and contributes to our Sustainable Development journey. Beginning with our purpose, our Charter combines what we aspire to be with how we need to 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 - We are honest, reliable, ethical and trustworthy in our work and relationships.
Excellence - We pursue excellence in our technical solutions and our service to clients and colleagues.
Teamwork - We are a connected community, actively sharing knowledge and experience to bring value to our clients.
Caring - We respect and care about our people, clients, communities and the environments in which we live and work.
ABOUT GOLDER

Founded in 1960, Golder Associates is a global, employee-owned organisation driven by our purpose to Engineer Earth’s Development while Preserving Earth’s Integrity. With approximately 9,000 employees, we operate from locations throughout Africa, Asia, Australasia, Europe, North America and South America. Golder delivers design, construction, ground engineering and environmental solutions that help our clients worldwide achieve their business and sustainable development goals.
FROM OUR LEADERSHIP

Breaking New Ground – When I reflect on 2012, one truth stands out: we are operating in an era in which the social and environmental performance of organisations is just as important as their financial performance.

At Golder, we embrace the Brundtland definition of sustainable development — meeting the needs of the present without compromising the ability of future generations to meet their own needs. Living up to this definition is not only about doing the right thing socially and environmentally. It’s also about running a competitive business. A business that has the resources to invest in people, technical quality, client service, and innovation. Going forward, being even more sustainable in everything we do, both internally and externally, will simply make us a better organisation.

To me, this approach aligns with the dreams of our founder, Hugh Golder, when he and Vic Milligan began to build our company as a multigenerational firm. They wanted to meet the needs of the current generation of employees so that the next generation would have the ability to shape their futures.

We recognise that our greatest positive impacts are achieved by bringing sustainable development principles to the strategy, design and implementation of our projects and by delivering specialised services. This presents a world of opportunity for our company, and our people, to fulfil our purpose and build an even stronger business for future generations. By focusing our efforts on our strategic priorities and remaining aligned and disciplined, I’m confident we will make a difference. We have already broken the ground, and together, we will build a bright future.

Brian H. Conlin
President and CEO
Golder Associates Corporation
Where Have We Been and Where Are We Going?

Last year, we clarified our position and commitments with respect to sustainable development (SD) to continue aligning our business with our Purpose, Vision and Values. While many of our SD targets had already been identified in our five-year strategy, we have made some adjustments based on the clarity provided by our desired state and incorporated them into our 2013-2015 Global Business Plan. Our key actions for the next three years include:

- **Sustainable Solutions:** Introducing more sustainable solutions in our core services through a connected and vibrant sustainable development technical community.

- **Environmental and Social Risk Assessment:** Incorporating environmental and social considerations in project risk and opportunity assessment, along with an approach to evaluate our contribution to the sustainability of our clients’ projects.

- **Training:** Introducing a range of online programmes, including training related to embedding sustainable development principles into the work we do for our clients and into our leadership programmes.

- **GAIMS:** Updating the Golder Associates Integrated Management System (GAIMS) with guidelines for sustainable office management.

- **Carbon Footprint:** Recognising the impact that the collective actions of 9,000 people can have on reducing our greenhouse gas emissions and reducing air travel by at least 10%, increasing the efficiency of our vehicle fleet and improving office energy efficiency.

We have made encouraging progress in a number of areas. We assessed our environmental impacts and took initial steps to reduce their biggest sources — air travel and commuting. We added air travel to our balanced scorecard and conducted our first annual Global Commuter Survey to help us calculate our carbon emissions and identify opportunities to improve. We conducted our second commuter survey in early 2013 to gather data for this report. Work also continued on our Total Rewards project, designed to achieve greater global transparency and consistency in compensation, benefits, recognition and other issues our employees care most about.

We broke new ground in some areas, but not as much as we would have liked. Momentum on some of our sustainable development targets has slowed due to economic headwinds and the challenges they pose to our clients and our own business. For instance, we had hoped to be further ahead in increasing our capacity to provide energy and water management solutions to our clients. Internally, workload constraints have prevented us from making significant progress in updating the GAIMS with sustainable office management guidelines and developing foundational sustainable development training for our employees. We will advance this work in 2013 and over the next two years with a view to meeting most of our sustainable development goals by 2015. Others, however, may take longer. The important thing is that we continue to move forward, building on our successes and learning from our challenges.
The total experience of working at Golder — culture, opportunity, continued learning and benefits — makes us an employer of choice. Golder has grown rapidly for the past five years. Since the start of 2007, we have expanded from about 5,100 people to more than 9,000 at the end of 2012. The vast majority of our hires, over 95%, are local, and during 2012, five of the seven operating region presidents/managing directors were citizens of the regions they led.

**Focusing on What’s Most Important to Our People**

In 2012, we introduced the Pulse Survey, a monthly engagement survey to enable Golder employees to provide real-time feedback to help us improve our performance and culture.

The surveys have identified three key factors that contribute the most to Golder employee engagement:

1. Opportunity
2. Clarity about performance expectations and results
3. Golder’s values and our reputation in an employee’s specific market

These three factors are central themes in our development programmes and are being incorporated into our balanced scorecard and communications. For instance, in 2012 we began a global project to evaluate and refine our Total Rewards approach, including salary, development, work life, culture and other considerations to make sure we are rewarding people consistently and fairly across Golder.

We identified 11 countries as priorities for initial changes to compensation and benefits based on industry benchmarks.

Turnover during the year was a 12-month rolling average of 13%. In 2013, we will implement a dashboard to better track and manage voluntary turnover.
Diversity
Golder is an organisation populated by talented people with diverse backgrounds, expertise, career development goals and cultural heritage. We are committed to offering equal opportunities to employees to help them achieve their career goals and earn rewards based on job function, experience, performance and location.

Diversity In Leadership
Strong leadership is essential in supporting a diverse and inclusive workplace. Consistently for the last five years, more women have been recognised as Principals or Associates through our peer-nominated system. During 2012:
- The number of women who are Principals increased by 23% over 2011.
- The number of women who are Associates increased by 14% over 2011.

FEMALE PRINCIPALS AND ASSOCIATES

Alexandra (Alex) Blood, an ESIA practitioner and Principal in Golder’s Australian operation, was recognised by the Environmental Institute of Australia and New Zealand as the Environmental Practitioner of the Year in 2012.
Learning and Development

We strive to make Golder a workplace of advancement, progression and multiple career paths. In 2012, we reviewed our approach to learning, began revising our technical training curriculum and made plans to launch four new management courses in the coming years. In 2013, we will implement an enterprise-wide learning management system that logs all training and shows what courses are available, who is taking them and what courses an employee might need to take in order to pursue his or her career development goals.

GOLDER U

Golder U is a formal internal skills development and training framework that aligns with our strategy, helps develop our people and complements on-the-job experience, mentoring, coaching and other training. In 2012:

- 366 Golder U events facilitated in Canada
- Approximately 37,000 learning hours provided in Canada

Below: Since its inception in 2004, 331 of our people have developed their leadership skills through Leadership Agenda, our internal professional development programme, including 47 in 2012 alone.
Health & Safety (H&S) - Work Safe, Home Safe

The health and safety of our employees and those around us is embedded in our culture. Our Global Health, Safety and Environment (HSE) Policy expresses our commitment to the safety and well-being of our employees, subcontractors, clients and the public. Three systems help to safeguard all who work on our projects:

1. Learnings Database where employees enter observations, injuries and illnesses, environmental incidents, near misses and hazards, and commendations.
2. Health, Safety and Environment Plan (eHASeP), a global application through which we assess risks and implement controls for every project.
3. Controls for high-risk locations that help to keep our people safe in high-risk conditions.

During 2012, we took many steps to build an even stronger H&S programme:

- Introduced an improved learnings database that is easier to use and provides more robust reporting
- Revised our Global HSE Policy to expand on our commitment to the environment and provide more clarity around employees’ H&S responsibilities based on role
- Identified HSE-related non-conformances for inclusion in the non-conformance report database
- Updated global procedures for Management of Environmental Issues and Management of H&S and began auditing to these internal standards
- Revised our global procedures pertaining to International Work and Travel.
- Launched several initiatives related to travel safety — the highest risk to employees:
  - Began developing global standards for Journey Management, Fatigue and Fit for Duty, Aviation Safety, Duty of Care and International Travel
  - Identified and communicated key behaviours reflective of leadership and employee engagement
GOVERNANCE

The Board of Directors is the highest governance body in the organisation, with distributed decision-making carried out by two groups — Principals and Associates at a local, regional or global level, and Managers, which includes group and office managers, national or regional presidents or managing directors, global corporate service vice-presidents and our global president. The current Board structure consists of the president, eight directors selected by the shareholders from around the world, one internal Board-selected director and two external directors. The Board is organised into four committees: (1) Governance and Compensation, (2) Finance and Audit, (3) Investment, and (4) Risk and Health & Safety.

Ethics and Integrity in Our Business

Our values reflect what we stand for and our Code of Conduct stipulates the behaviours we expect of ourselves. We provide the code to all prospective employees, explain the code to every new employee within their first 90 days, and provide confidential internal and external channels through which employees can raise potential compliance concerns.

In 2012 we introduced a global Anti-Corruption and Anti-Bribery (ACAB) Policy that is linked to our values and gives further guidance to our people about how to do business ethically – and how to respond when confronted with difficult situations that test our values. We provided anti-corruption/anti-bribery training to 15% of our global employees, specifically in Asia and the United States, and have made plans to introduce new online training to all employees starting in 2013.
100% Employee Ownership

Ownership reflects a personal commitment and pride in the company. Golder’s ownership model allows full-time employees of the company’s operating subsidiaries to own shares in the global organisation. We are, and have always been, 100% employee owned. At the close of 2012, 54% of full-time employees owned shares; Principals and Associates collectively represented about 76% of the ownership.
OPERATIONS

The financial health of our business is directly related to the satisfaction of our clients and our people, strong governance and effective management of the business. Our success in these areas has driven Golder’s impressive growth and stable business operations over the past decade. Our total revenue in 2012 was USD $1,417.6 million, a 12% increase over 2011. We also made community investments totalling USD $760,000.

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.

Our integrated management system, known as GAIMS, embodies Golder’s Health, Safety, and Environment; Human Development; 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 six procedures that are reviewed periodically. Globally, we work with a certification auditor and carry out internal audits to measure performance against our commitments. As of 2012, 52 offices are ISO 9001 certified, 25 offices are ISO 14001 certified, and 23 offices are OSHAS 18001 certified.

In 2012 we began to update a comprehensive set of policies and procedures for managing our operations. For 2012 and 2013, much of our focus is on improving environmental management, project management and health and safety. In addition, in 2012 we implemented a Risk and Opportunity Assessment Tool for use during the proposal stage to assess project-related environmental, social and reputational risks. Project managers can then put in place any necessary risk mitigation measures before beginning work.
Environmental Management

Our commitment to the environment is clearly expressed in our Global Health, Safety and Environment Policy. Our operations create environmental impacts through energy consumption, water use and wastewater generation, procurement of goods, generation of solid waste, air travel and commuting. During 2012, we identified the two activities that contribute the most to our environmental footprint - air travel and commuting - and are setting targets for improvement.

We also took steps to make sure we have the right people in place to guide us toward more sustainable operations, building on the work of our Global Health, Safety and Environment (HSE) Team. During the year, Golder’s seven regional Environmental Leaders convened for the first time, established a common workspace for knowledge sharing, began collaborating with smaller working groups, identified resources to support environmental protection in our regions and collected and analysed relevant environmental data and many other activities.
Energy Use and Emissions

We have set ambitious goals to improve energy management, efficiency, and renewable energy, as well as change behaviours. Achieving these goals starts with a good understanding of our current performance. In 2012, as in 2011, we estimated the carbon footprint for our global operations using the scope definitions used by the Greenhouse Gas Protocol. We continue to use Manage CO₂ to collect consumption and emissions data.

In 2012, the measured carbon emissions from Golder operations and work activities totaled 6.7 mtCO₂e per person. Our global electrical energy use totalled 92,732 gigajoules, an average of 2,850 kWh per person. This represents energy used in our offices, which occupy approximately 180,000 square metres around the world. Our average energy intensity was 0.8GJ per square metre.

Our Mississauga, Ontario office applied for LEED-certification in 2012.
Reducing Air Travel

During 2012, we took initial steps to reduce one of our biggest impact areas — air travel:

- Added air travel to our balanced scorecard to measure improvement, with 2012 as a baseline
- Asked the Golder Management Team, Board of Directors and all Corporate Services teams to commit to eliminating at least one face-to-face meeting in 2013
- Expanded the use of Microsoft Office Lync to all employees globally during 2012 so they can hold “virtual” face-to-face meetings

In late 2013 or 2014, our operations in Canada will adopt a centralised travel system that will track whether travel is related to client work.

Annual Commuter Survey

We recently completed our second Golder Commuter Survey to calculate our 2012 commuting-related emissions and identify additional ways to reduce impacts. Average emissions per person were 1.4 mtCO₂e per person annually and represent 22% of our total emissions. In the coming years, we aim to develop commuting plans for all of our major offices and define incentives to support options that reduce commuting impacts, including carpooling, working from home, job-sharing, desk-sharing, satellite offices or subsidies for certain types of commuting travel.

Note: Early in 2013 we determined that the methodology used to calculate our Greenhouse Gas Emissions was not replicable. The global Environmental Leaders team has addressed the problem. Moving forward, data collected in 2012 will serve as our baseline.
CLIENTS

We care about meeting the needs of our clients, working closely with them to solve their business challenges. We are striving to achieve “Golder Excellence” – the combination of technical quality and client service that, together, sets us apart. Internally we are investing in programmes to support technical development and innovation as well as build our project management capabilities. We are also investing in Client Relationship Management skills, tools and processes. The realisation of these programme benefits will help ensure our people have the resources and capabilities they need to deliver technically superior solutions to our clients on time and on budget.

85%

GLOBAL CLIENT SATISFACTION SCORE, AN INCREASE OVER 2011

25

GLOBAL KEY ACCOUNT MANAGERS AND KEY CLIENT SPONSORS ADDED IN 2012

Client Relationship Management

Our Client Relationship Management initiative helps to ensure clients receive the resources, expertise, and responsiveness they expect from Golder, regardless of service or location. We monitor performance in part through annual client surveys, which measure our clients’ satisfaction with Golder and provide feedback about innovation and alternative approaches. In 2012, we finalised a uniform, global process for obtaining feedback. The process was approved by the Golder Management Team in early 2013 and will be implemented across our organisation commencing in 2014.
Global Sector and Key Client Programme

To ensure our people have the most up-to-date information needed to best serve our clients, we maintain a client sector programme to which we dedicate full-time personnel who develop and share specialised knowledge regarding each sector’s specific trends and challenges. Similarly, Golder’s global Key Client Programme features dedicated client sponsors and key account managers who serve specific clients, helping project teams determine how Golder can best help these clients achieve their business and sustainable development objectives.

Project Management Excellence

Our clients tell us that the easiest way for us to increase their satisfaction is to deliver our solutions to them on time and on budget. We are on a journey to enhance our reputation for consistently planning, managing and delivering projects. Our global project management procedure is accredited to ISO 9001. At the close of 2012, 39% of Golder’s offices held ISO 9001 certification.

In 2012, Golder focused on reviewing our performance and finalising support requirements and tools to help us manage our risks for large, complex projects. We made good progress on that action and have established the criteria and tools to ensure we can build project teams with the right skills and experiences to meet our clients’ needs. We also developed three new standardised training programmes that are starting to be delivered globally. In addition, we developed an online project management knowledge base and released it across all operating regions.

Technical Development

Our Technical Development initiative provides the resources, systems and structures to help our technical professionals share their knowledge and innovative practices so that we can serve our clients consistently around the globe. The initiative comprises a number of integrated elements, such as knowledge management, technical policies and procedures, and technical communities.

Technical Communities - We have 40 technical communities, including a growing sustainable development community focused on advanced SD consulting through a range of specialties. In 2012 we conducted a global survey to identify ways to engage more employees in technical communities.

Golderpedia - In January 2012, we launched Golderpedia – an internal wiki where all employees can share technical knowledge and business experience with their colleagues. Golderpedia is a repository of knowledge that is not stored elsewhere and cannot be stored otherwise. At the end of 2012, Golderpedia had grown to include nearly 2,000 pages of content, along with 27 newsletters.

Awards - Golder’s 2012 Sustainable Development Awards contest included 28 entries — almost double the 2011 number.
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 management; biodiversity conservation; climate change and social issues. Our goal is to embed sustainable principles and practices into the work we do for our clients, helping them minimise the environmental impact of their activities 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.

Here are some of the projects we undertook in 2012 that highlight the type of work we are doing for our clients, both with respect to how we embed sustainable development principles into our projects as well as the specialised services we offer.

GOLDER CONSTRUCTION PROJECT IN PERU EMBEDS SD PRINCIPLES INTO SERVICES

Pucamarca is a gold mine (greenfield project) situated at 13,000 feet in the Tacna region of southern Peru. Golder provided construction management services applied to the civil and electro-mechanical components of the mine and also represented the client in the administration of the construction and supply contracts, ensuring that the objectives were met while preserving the design criteria.

As part of Golder’s management of the construction project, sustainable development principles helped drive the following results:

- The client purchased a second-hand crusher in the U.S. that was recycled for use in Peru
- People from the local community were hired whenever possible to work on the project
- Local suppliers were the first point of contact for needs related to all basic services

This was the first integrated engineering and construction management services contract of this type for Golder in South America.
PRO BONO COMMUNITY CONSULTATION FOR THE SHAI HILLS RESOURCE RESERVE ENHANCEMENT PROJECT IN GHANA


The initial project is at the Shai Hills Resource Reserve, a small and neglected national park that features at-risk biodiversity and is a cultural heritage site sacred to the Shai people. The vision is to bring together conservation organisations and businesses to rehabilitate the reserve in a sustainable fashion. Lessons learned from this project will be applied to two larger projects. Golder helped establish communications with local communities, raising awareness about the park’s value as a heritage site that needs protecting for their grandchildren.

HELPING TO PROTECT COMMUNITY WATER SOURCES FOR COCA-COLA

Helping to protect community access to water supplies is required by Coca-Cola’s internal Water Resource Sustainability Standard. Every facility within the Coca-Cola system must adhere to this Standard, with compliance verified through audits. There are three sections of the Standard that address community water access:

**Detailed Vulnerability Assessments**
Every bottling plant is required to complete a detailed source vulnerability assessment (SVA) that evaluates risks to water resources supplying their facility and surrounding communities. Golder has been conducting SVAs for Coca-Cola in various countries since 2007, and conducted approximately 25 in 2012.

**Source Water Protection Planning**
Bottling plants must develop a source water protection plan (SWPP) detailing the actions, roles, responsibilities, projects, and funding to address challenges at the watershed level. Information gathered from the SVAs conducted by Golder is used in this process.

**Locally Relevant Water Resource Sustainability**
The SWPP must also detail actions to mitigate any adverse effects the facility’s water use has on the availability and quality of water for the people in the local community. Golder’s SVAs provide data that the plants use to determine relevant action plans.

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Innovative Tools for Sustainable Development

We have developed industry-leading software that allows us to provide advanced SD solutions. GoldSET is an analytical tool to evaluate engineering projects with respect to environmental, social, and economic dimensions. In 2012, the online GoldSET Option Analysis tool was applied to 45 projects, more than 500 practitioners used GoldSET and we began a new GoldSET application — Project Monitoring and Evaluation — which will be available in 2013.
AUSTRALIAN MINE SEeks TO REDUCE ENERGY OPERATING COSTS

A copper mining operation in New South Wales (NSW), Australia recognised the urgency of taking action to reduce energy consumption when faced with a rise in energy prices between 50 and 70 percent over the next few years.

The mining site wanted studies done to map and report its energy and carbon footprint, as well as a review of operations to identify a range of energy-saving opportunities. These would not only cut costs but also meet various reporting requirements under state and federal mechanisms.

Golder’s review process identified more than a 10% potential reduction in energy consumption, which makes the site well-placed to deliver improvements in energy performance.

The mine is currently implementing many of Golder’s recommendations. We continue to help the site improve energy performance, including the assessment of management practice improvements that deliver long-term benefits through behavioural change and engaging the workforce to ensure the savings achieved are sustainable.

GEOTHERMAL ENERGY STUDY FOR U.S. COMMUNITY

Geothermal energy can be an attractive approach given the growing demand for power, rising energy prices, desire to move away from greenhouse gas emission-intensive generation, and lack of natural gas. Charles County, Maryland, in the mid-Atlantic region of the U.S., is considering a geothermal district energy system as a way to convert to renewable energy for future heating and cooling needs.

The county needed to understand how geothermal technologies could apply to the built environment and the design of future communities. Golder surveyed the county from a below-ground geological perspective as well as an above-ground building structure and urban development perspective to understand the supply and demand. We used computer-modeling tools to produce concept designs for various sizes and types of building structures, including geothermal district energy systems for a proposed new residential subdivision and redevelopment of an existing downtown core area.

Several economic and environmental business cases were produced that, if approved, could be the basis for detailed feasibility studies, or preliminary and detailed design and, ultimately, construction.

EnvisionTM – A Cutting-Edge Infrastructure Rating System

As a participant in the Zofnass Program for Sustainable Infrastructure at Harvard University, Golder, along with the Institute for Sustainable Infrastructure and others, is helping to develop and pilot EnvisionTM. The system provides a holistic framework for rating the community, environmental and economic benefits of civil infrastructure projects.
COMMUNITIES

We continually strive to make positive contributions and give back to the communities where we live and work. We work to build strong relationships with our communities and maximise our positive economic impact by using local suppliers and hiring local people wherever possible. We encourage our people to donate their time and resources and provide opportunities to take time off to volunteer in and for local communities, our own Golder Trust for Orphans and other non-governmental organisations (NGOs). As an extension of our community engagement, we also encourage our people to participate in industry and professional associations and seek leadership opportunities when possible.

$555,789
(USD) IN DONATIONS TOWARD 12 GTO PROJECTS

1,172
MONTHLY EMPLOYEE DONORS

56
OFFICES HELD FUNDRAISERS FOR THE TRUST IN 2012

Making a Difference for Children in Africa

The Golder Trust for Orphans provides support to children and families in Africa who have been orphaned or displaced by the AIDS pandemic. Founded in 2003 by Golder employees, the Trust is funded mainly by contributions from Golder’s operating companies and employees. It focuses on organisations caring for and counselling families and dependents of people living with HIV/AIDS, providing support to organisations of all religions and ethnic groups. The Trust directs most of its donations toward projects that help organisations fund their own activities and generate revenue to become self-sustaining.

2003 – 2012
USD $2.69 million donated to projects since 2003
1500+ Children benefitting from the Trust
12 Organisations receiving funding
7 Countries where projects are located
180 Days employees have volunteered at Trust projects since 2003
1:1 Ratio of funds donated and directed to partners
Building Strong Communities

Communities benefit when local people are working in and for the community. Golder generally supports initiatives promoted by employees instead of initiating corporate volunteer initiatives. 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. In 2012, local activities ranged from making donations to an underfunded school in Italy and buying holiday gifts for children in Australia, to hosting a “Fun with Nature” day at a children’s home near Pretoria, South Africa and offering hands-on work experiences to students interested in engineering and environmental science in the United Kingdom.

We also respond to requests from our employees to coordinate regional and global responses to humanitarian crises. For instance, in 2012, U.S. based employees and the company donated over USD $61,900 to help those affected by Hurricane Sandy.

Sharing Knowledge through Professional Communities

Golder employees around the world pursue professional development and share their knowledge outside of the company by participating on association boards and committees, speaking at conferences and other activities. For example, in 2012 Golder employees in the U.K. collaborated with 14 academic institutions as guest lecturers and participated in events hosted by nine industry associations and committees. In addition, Golder in Australia supported a number of local universities and faculties, from sponsoring two research chairs and funding scholarships and awards, to making in-kind donations for lecturing and advisory panels. Golder specialists in Latin America are collaborating with faculty at nine universities in four countries.
## PROGRESS TOWARD 2015

<table>
<thead>
<tr>
<th>SDR 2011 PUBLISHED ACTIONS</th>
<th>ACHIEVED</th>
<th>ON TRACK</th>
<th>DELAYED OR POSTPONED</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sign the UN Global Compact</td>
<td>X</td>
<td></td>
<td></td>
<td>An analysis of requirements and commitments is ongoing</td>
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<tr>
<td>Participate in 2013 UN Leaders Summit</td>
<td>X</td>
<td></td>
<td></td>
<td>Reporting system is being refined to meet the deadline for submission</td>
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<tr>
<td>Annual report to Carbon Disclosure Project</td>
<td>X</td>
<td></td>
<td></td>
<td>Australasia piloting diversity monitoring in 2013.</td>
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<tr>
<td>Monitor gender diversity</td>
<td>X</td>
<td></td>
<td></td>
<td>Global HD is preparing strategy for diversity for 2014.</td>
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<tr>
<td>Develop a gender diversity plan in 3 Regions</td>
<td>X</td>
<td></td>
<td></td>
<td>Training modules being developed and training scheduled for 2014.</td>
</tr>
<tr>
<td>Sustainable Development 101 training delivered to 80% of our employees by 2015</td>
<td>X</td>
<td></td>
<td></td>
<td>Conceptual level programme developed</td>
</tr>
<tr>
<td>Sustainable Development for Project Managers delivered to 500 people</td>
<td>X</td>
<td></td>
<td></td>
<td>Organisation-wide project plan to be presented to GMT for approval in Q3 2013.</td>
</tr>
<tr>
<td>Sustainable Development module embedded in Leadership Agenda programme</td>
<td>X</td>
<td></td>
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<td>No current plans</td>
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<tr>
<td>Healthy lifestyle programmes launched in 3 regions</td>
<td>X</td>
<td></td>
<td></td>
<td>The environmental team is taking responsibilities to implement part of the sustainability agenda</td>
</tr>
<tr>
<td>Maintain employee ownership above 50% of full time employees</td>
<td>X</td>
<td></td>
<td></td>
<td>Sustainability is being addressed regularly by the Board.</td>
</tr>
<tr>
<td>P&amp;A meetings addressing sustainable development</td>
<td>X</td>
<td></td>
<td></td>
<td>Training modules have been developed in 15 languages. Two pilots have been run and training will be available by late-Q3 2013.</td>
</tr>
<tr>
<td>Regional Sustainable Development Leader appointed in all regions</td>
<td>X</td>
<td></td>
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<td>No current plans</td>
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<tr>
<td>Annual review of our sustainable development performance conducted by the Board</td>
<td>X</td>
<td></td>
<td></td>
<td>No current plans</td>
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<tr>
<td>SDR 2011 PUBLISHED ACTIONS</td>
<td>ACHIEVED</td>
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<tr>
<td>Sustainable Procurement policy implemented globally</td>
<td></td>
<td>X</td>
<td></td>
<td>Two regions are moving ahead with creating a national approach to procurement in 2013.</td>
</tr>
<tr>
<td>Document management policy implemented globally</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
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<tr>
<td>Commuting plan in place for all offices with more than 100 people</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
</tr>
<tr>
<td>Vehicle selection policy in place for all regions</td>
<td></td>
<td>X</td>
<td></td>
<td>Three regions have a vehicle selection policy in place. Global Journey Management standard will include requirements for vehicle selection and use.</td>
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<tr>
<td>GHG emissions reduction of 20% on 2009 emissions</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
</tr>
<tr>
<td>Waste reduction plans in place for all offices with more than 100 people</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
</tr>
<tr>
<td>Biannual client survey on Sustainable Development</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
</tr>
<tr>
<td>Annual Sustainable Development Report</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
</tr>
<tr>
<td>Global system to consider sustainable development risks and opportunities at the proposal stage</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
</tr>
<tr>
<td>System to measure sustainable development performance of our projects introduced in all regions</td>
<td></td>
<td>X</td>
<td></td>
<td>No current plans</td>
</tr>
</tbody>
</table>
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 2012 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.

<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>
<tr>
<td>1.2 Description of key impacts, risks, and opportunities.</td>
<td>From our leadership, Our strategy, Focus on our sustainable development journey, Materiality, Compliance, GAIMS</td>
</tr>
</tbody>
</table>

<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>Who we are</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, Countries we operate in</td>
</tr>
<tr>
<td>2.6 Nature of ownership and legal form.</td>
<td>Nature of ownership, Advantages of ownership</td>
</tr>
<tr>
<td>2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).</td>
<td>Client service excellence, Global sector and key client programme</td>
</tr>
<tr>
<td>2.8 Scale of the reporting Organisation.</td>
<td>Operating structure, Financial performance, Workplace</td>
</tr>
<tr>
<td>2.9 Significant changes during the reporting period regarding size, structure, or ownership.</td>
<td>Operating structure, Financial performance, Workplace</td>
</tr>
<tr>
<td>2.10 Awards received in the reporting period.</td>
<td>Workplace award and recognition, Towards greater diversity in leadership, Clients recognise our health &amp; safety excellence, Sharing knowledge through professional communities</td>
</tr>
</tbody>
</table>
### 3. REPORT PARAMETERS

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Online Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Reporting period (e.g., fiscal/calendar year) for information provided.</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.2</td>
<td>Date of most recent previous report (if any).</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.3</td>
<td>Reporting cycle (annual, biennial, etc.).</td>
<td>Reporting parameters</td>
</tr>
<tr>
<td>3.4</td>
<td>Contact point for questions regarding the report or its contents.</td>
<td>Contact us</td>
</tr>
<tr>
<td>3.5</td>
<td>Process for defining report content.</td>
<td>Materiality</td>
</tr>
<tr>
<td>3.6</td>
<td>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</td>
<td>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</td>
<td>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</td>
<td>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>3.11</td>
<td>Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.</td>
<td>Energy use &amp; emissions</td>
</tr>
<tr>
<td>3.12</td>
<td>Table identifying the location of the Standard Disclosures in the report.</td>
<td>GRI index</td>
</tr>
<tr>
<td>3.13</td>
<td>Policy and current practice with regard to seeking external assurance for the report.</td>
<td>Reporting parameters</td>
</tr>
</tbody>
</table>

### 4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Online Section</th>
</tr>
</thead>
<tbody>
<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>
<td>Board structure &amp; performance Golder Management Team</td>
</tr>
<tr>
<td>4.2</td>
<td>Indicate whether the Chair of the highest governance body is also an executive officer.</td>
<td>Board structure &amp; performance</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>
<td>Board structure &amp; performance Diversity among leadership</td>
</tr>
<tr>
<td>4.4</td>
<td>Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.</td>
<td>Board structure &amp; performance Diversity among leadership</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>
<td>Board structure &amp; 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>
<td>Board structure &amp; performance Code of conduct &amp; reporting</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>
<td>Board structure &amp; performance</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>
<td>Living our charter</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>
<td>Board structure &amp; performance</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>
<td>Board structure &amp; performance</td>
</tr>
<tr>
<td>4.11</td>
<td>Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.</td>
<td>About this report</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>
<td>Sharing knowledge through professional communities</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>
<td>Workplace award and recognition Towards greater diversity in leadership Sharing knowledge through professional communities</td>
</tr>
<tr>
<td>4.14</td>
<td>List of stakeholder groups engaged by the Organisation.</td>
<td>Stakeholders</td>
</tr>
<tr>
<td>4.15</td>
<td>Basis for identification and selection of stakeholders with whom to engage.</td>
<td>Stakeholders</td>
</tr>
<tr>
<td>4.16</td>
<td>Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.</td>
<td>Engaging our people Stakeholders</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>
<td>Materiality</td>
</tr>
</tbody>
</table>

5. MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>ONLINE SECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) ECONOMIC</strong></td>
</tr>
</tbody>
</table>

**ASPECT: DISCLOSURES ON MANAGEMENT APPROACH**

| EC1 | 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. | Financial performance |
| EC2 | Financial implications and other risks and opportunities for the Organisation’s activities due to climate change. | Energy use & emissions Specialised services & tools Energy services Climate change services |

**ASPECT: ECONOMIC PERFORMANCE**

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

**ASPECT: MARKET PRESENCE**

| EC8 | Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement. | The Golder Trust for Orphans Building strong local communities Responding to global crises |
### Environmental

#### Aspect: Disclosures on Management Approach
- Operating structure
- Code of conduct & reporting

#### Aspect: Energy
- EN3 Direct energy consumption by primary energy source.
  - Energy use & emissions
  - Office waste management
- EN4 Indirect energy consumption by primary source.
  - Energy use & emissions
  - Commuting
- EN5 Energy saved due to conservation and efficiency improvements.
  - Energy use & emissions
  - Optimising office efficiency
- EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.
  - Delivering sustainable solutions to our clients
  - Specialised services & tools
- EN7 Initiatives to reduce indirect energy consumption and reductions achieved.
  - Toward local, sustainable sourcing
  - Energy use & emissions
  - Commuting

#### Aspect: Emissions, Effluents and Waste
- EN16 Total direct and indirect greenhouse gas emissions by weight.
  - Energy use & emissions
  - Commuting
  - Office waste management
- EN17 Other relevant indirect greenhouse gas emissions by weight.
  - Energy use & emissions
  - Commuting
- EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.
  - Energy use & emissions
  - Optimising office efficiency
  - Commuting

#### Aspect: Compliance
- EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.
  - Code of conduct & reporting

#### 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.
  - Code of conduct & reporting
  - Energy use & emissions
  - Office waste management

### Social

#### Labour Practices and Decent Work

#### Aspect: Disclosures on Management Approach
- Workplace
- Workplace award & recognition
- Towards greater diversity in leadership
- Learning & development
- Work safe, home safe
- Health & safety (H&S) performance

#### Aspect: Employment
- LA1 Total workforce by employment type, employment contract, and region, broken down by gender.
  - Workplace
  - Diversity strengthens our organisation
- LA2 Total number and rate of new employee hires and employee turnover by age group, gender, and region.
  - Hiring the best people in the industry
  - Keeping our people

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<table>
<thead>
<tr>
<th>ASPECT: OCCUPATIONAL HEALTH AND SAFETY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.</td>
<td>Health &amp; safety (H&amp;S) performance</td>
</tr>
<tr>
<td>LA8 Education, training, counseling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.</td>
<td>Work safe, home safe Training - an integral part of our H&amp;S culture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASPECT: TRAINING AND EDUCATION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>LA10 Average hours of training per year per employee by gender, and by employee category.</td>
<td>Golder U</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Diversity strengthens our organisation Towards greater diversity in leadership</td>
</tr>
</tbody>
</table>

**HUMAN RIGHTS**

<table>
<thead>
<tr>
<th>ASPECT: DISCLOSURES ON MANAGEMENT APPROACH</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity strengthens our organisation</td>
<td></td>
</tr>
</tbody>
</table>

**SOCIETY**

<table>
<thead>
<tr>
<th>ASPECT: DISCLOSURES ON MANAGEMENT APPROACH</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting our shared global community</td>
<td></td>
</tr>
</tbody>
</table>

**ASPECT: CORRUPTION**

<table>
<thead>
<tr>
<th>SO3 Percentage of employees trained in Organisation’s anti-corruption policies and procedures.</th>
<th>Code of conduct &amp; reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO4 Actions taken in response to incidents of corruption.</td>
<td>Code of conduct &amp; reporting</td>
</tr>
</tbody>
</table>

**PRODUCT RESPONSIBILITY**

<table>
<thead>
<tr>
<th>ASPECT: DISCLOSURES ON MANAGEMENT APPROACH</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Client service excellence Technical communities</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASPECT: PRODUCT AND SERVICE LABELLING</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.</td>
<td>Increasing client satisfaction Global sector &amp; key client programme</td>
</tr>
</tbody>
</table>
Feedback from our stakeholders is integral to our sustainable development journey. Please contact us at sustainable@golder.com for more information and to share your input about our 2012 sustainable development report or performance.