



2014 – 2017
Environmental Strategy

The ultimate test of man's conscience may be his willingness to sacrifice something today for future generations whose words of thanks will not be heard.

-Gaylord Nelson, former governor of Wisconsin,
founder of Earth Day

Cover photo:
SaskTel's Gordon Bay tower site taken by
SaskTel employee Jenna Tokaruk

Overview

In 2005, SaskTel began developing one of the first sustainability strategies among Saskatchewan Crown Corporations. The SaskTel Eco(logical) Strategy was innovative in its approach, laying out specific and aggressive goals for the organization to strive towards. It looked to the future to explore what were, at the time, some of the most advanced environmental management practices available to the corporation.

In the eight years since this initial environmental strategic direction was laid out, there has been significant change in the sustainability field: Greenhouse Gas (GHG) emissions; carbon footprints; carbon credits; and carbon off-set programs are now broadly understood. Green and bio-energy technology has advanced and, today, initial design phases of commercial products routinely consider environmental impact.

In this same period, the Strategy pointed the company in the right direction – implementing measurement and monitoring systems as a foundation for the future, while educating departments, employees and consumers about their ability to positively impact the environment and reduce their collective footprint. SaskTel developed initiatives and recommendations to slow and, in some cases, maintain or reduce its consumption of non-renewable resources through evaluation of internal processes, placement of more efficient equipment alternatives and education to alter employee usage habits.

Today SaskTel is positioned to take the next step in environmental sustainability and stewardship. The company has a solid foundation, with organizational practices aligned to environmental policies and an Environmental Management System (EMS) based on International Standard ISO 14001. This allows SaskTel to manage environmental aspects of its business effectively and move sustainability initiatives forward through accurate measurement and identification of their impact. In total, these actions make SaskTel a more efficient and socially responsible corporate citizen.

“As one of Saskatchewan’s premier corporations and largest employers, SaskTel is firmly committed to the environment and sustainable practices.”
-Ron Styles, President & CEO

Contents

1.0	Business Case for Sustainability	3
2.0	SaskTel Eco(logical) Strategy, 2006 - 2010 Review	5
3.0	The SaskTel Environmental Management System.....	7
4.0	The SaskTel Environmental Strategy - Phase II.....	8
5.0	Strategic Focus I: Comply with Regulations	9
6.0	Strategic Focus II: Prevent Pollution	10
7.0	Strategic Focus III: Continuous Improvement	11
	Appendix A: SaskTel EMS Elements and Current Status 2014	13

1.0 Business Case for Sustainability

SaskTel's commitment to the environment and sustainability derives from Triple Bottom Line (TBL) theory. The TBL concept comes from Corporate Social Responsibility (CSR) practices and holds that three factors must be considered in all corporate activities: the community (People), the environment (*Planet*) and revenue (*Profit*).

A sustainable corporation is one that creates profit for its shareholders while protecting the environment and improving the lives of those with whom it interacts; it operates with the interests of business, the environment and society overlapping.

Consequently, TBL holds a company responsible to 'stakeholders' rather than just shareholders. Stakeholders include anyone who is influenced directly or indirectly by the actions of the organization. In this regard, business takes all interests into account, instead of just considering short-term profits.

People Bottom Line

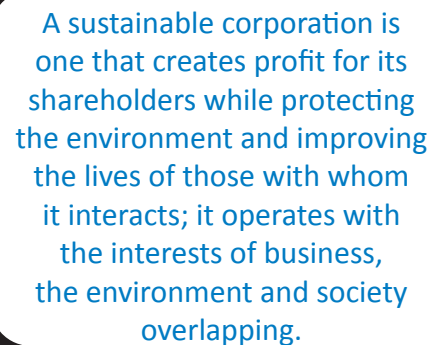
Environmentally conscious behaviours, like resource conservation, are becoming increasingly important. They can affect work routines, purchasing choices and business decisions which must recognize change. Social campaigns are increasingly pressuring corporations and governments to make global awareness and environmental sustainability a vital part of the decision-making process.

Planet Bottom Line

In 2000, the United Nations *Millennium Ecosystem Assessment* warned that human activity is putting such an intense strain on the Earth that it jeopardized the planet's ecosystem and ability to sustain future generations. Since then, evidence suggests the impact may be happening at a more profound and faster rate than predicted.

However, changes in individual and collective consumption activities can slow or possibly reverse the trends of environmental change. Since 2005, SaskTel has created opportunities and initiatives for improved environmental performance within the organization including:

TBL practices are the "long-game" of improved profitability – they develop intangible assets like corporate reputation, innovative culture, strategic partnerships and, finally, improved employee and public engagement. This is to say, when a TBL business model is implemented properly, people and planet objectives do not interfere with profitability; instead they increase or protect profit through improved processes and business opportunities.



A sustainable corporation is one that creates profit for its shareholders while protecting the environment and improving the lives of those with whom it interacts; it operates with the interests of business, the environment and society overlapping.

For consumers and employees alike, an organization's environmental reputation is increasingly a differentiator:

- In a Saskatchewan-based survey conducted by Vision Critical in 2010, Environmental Protection was consistently listed as one of the top 3 social issues between employees, consumers and small and medium business partners.
- Phones for a Fresh Start – a customer cell phone recycling initiative that has diverted over 41,000 cellular phones from landfills and provided support for local women's shelters.
- Reduced paper usage by 50% in five years by shifting corporate culture and creating awareness.
- SaskTel has explored the use of alternative energy sources, such as wind and solar, in different areas of business. This remains an ongoing area of exploration and potential.

Profit Bottom Line

Good corporate citizenship has always demanded more than just profits of business. CSR requires long-range thinking and strategic planning for the future. This includes accepting that, at times, regulation and demand will lag behind the best interests of industries, customers and communities. The companies with the best CSR and sustainability practices will suffer the least when legislation and consumer demand fundamentally alter the business case in favour of strong environmental management.

Organizations that integrate comprehensive environmental programs into their operations do so because they recognize the significant return for their investment. For example, worthwhile benefits to operational budgets result from reductions in consumption of fuel or electricity. Alternatively, reduced packaging or streamlined production and logistics activities make operations leaner and more efficient, saving organizations millions of dollars. Additionally, the ability to promote an organization as a leader in environmental stewardship can result in greater market share and overall brand value.

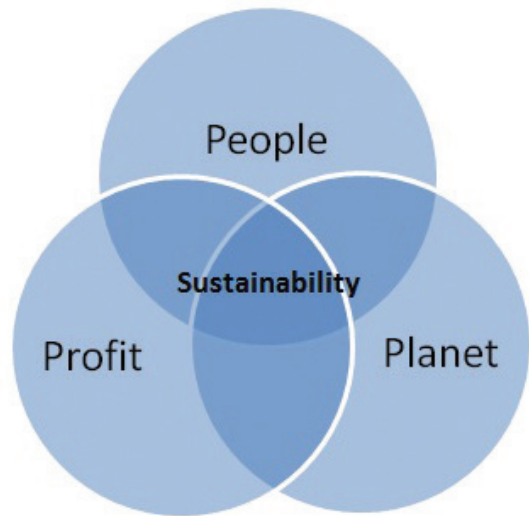
In order for SaskTel to be a leader in this area the company must tie sustainability activities to financial performance and ground them in strategic business planning processes where they can integrate into the daily processes, procedures and activities of the organization. Through leveraging and innovation these measures can drive direct increases to revenue through enhanced brand recognition, cost savings through operational efficiency or indirect returns through improved employee engagement and retention.

Environmental stewardship benefits to profit bottom line include:

- Globescan’s 2003 CSR Monitor found 8 in 10 Canadians agree they would be willing to pay more for a product if produced in a socially and environmentally

responsible manner. A recent Vision Critical survey conducted on SaskTel customers, employees and small-to-medium business customers confirms a similar sentiment in the Saskatchewan marketplace.

- A Harvard University 11-year study of corporations which emphasized stakeholder management found socially responsible and sustainable corporations experienced sales growth 4 times and employment growth 8 times that of “shareholder first” companies.
- According to NYSE Euronext, the Dow Jones Sustainability Index (DJSI) outperformed the Dow Jones Industrial Index (DJIA) from 2000 to 2010. In addition, the average trading of The World’s Most Ethical Companies outperformed the Standard and Poor (S&P) 500 from 2007 to 2011. At the same time, 93% of 766 global CEOs surveyed believe that sustainability will be “important” or “very important” to the success of their business, according to A New Era of Sustainability, a study conducted in 2010 by Accenture and the United Nations.



Business Case - Conclusion

For SaskTel, being a sustainable company is about protecting future generations by making the environment a strategic factor in all business decisions, setting an example for other Saskatchewan organizations.

Sometimes our efforts come together perfectly to positively impact the entire TBL – people, planet and profit – as in the case of SaskTel’s We See You Program. SaskTel’s We See You initiative diverts thousands of

tons of medical supplies and second hand goods from local landfills and re-distributes them to third-world destinations that lack medical facilities and supplies, creating an environmental and social benefit while supporting the SaskTel International brand in communities SaskTel International has and may continue to do business in.

2.0 SaskTel Eco(logical) Strategy, 2006 - 2010 Review

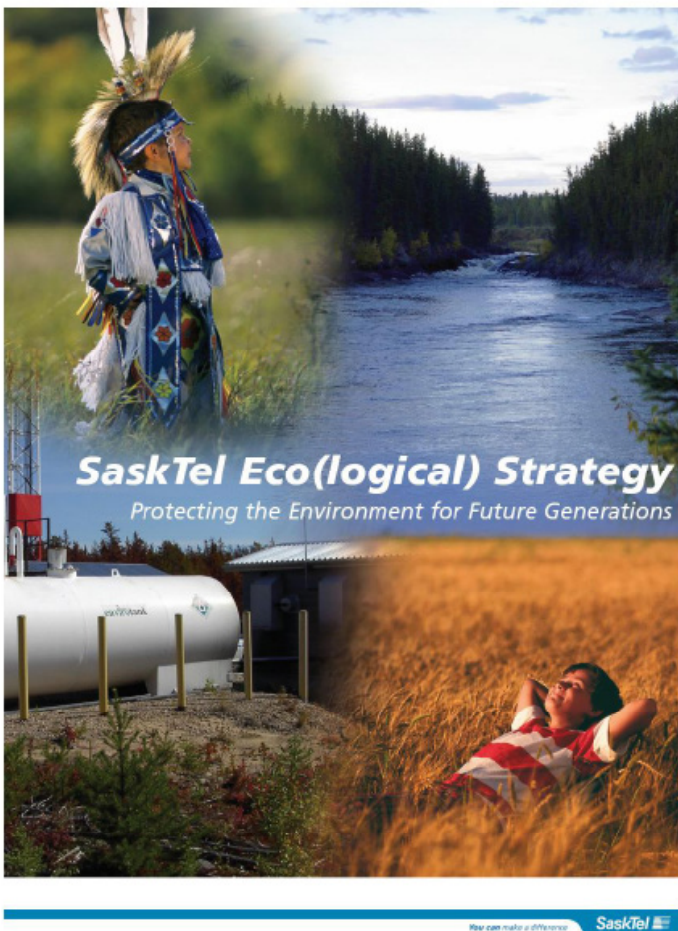
SaskTel has committed to take a leadership role in environmental stewardship. With the establishment of the SaskTel Corporate Environment Group in the 1990s, the company has made significant progress in environmental measures and initiatives. This success has culminated in external recognition including being named one of Canada's Greenest Employers for five consecutive years (2009 to 2013).

In 2006, SaskTel released its first environmental strategy - the SaskTel Eco(logical) Strategy - in response to evolving industry, government and customer focus on the environment. This initial strategy was based on an organizational gap analysis of environmental practices and procedures and resulted in a series of recommendations and corporate policy enhancements which were integrated into corporate operations.

The SaskTel Eco(logical) Strategy identified three key areas of focus for the organization:

- I. Manage environmental aspects effectively by implementing an ISO 14001 aligned Environmental Management System (EMS);
- II. Encourage innovation by raising awareness, educating and engaging all employees. The environment was to be considered in every decision at all levels;
- III. Influence others such as suppliers, contractors, partners and customers to also improve their environmental performance.

The five year plan successfully drove the achievement of nearly every goal it set out. SaskTel created a solid foundation of environmental measurement, education and performance as part of its organizational culture. Now, based on the success of this initial work, SaskTel is in a position to implement a new phase of strategy that will create and leverage better reporting standards, scientific data and government direction. These include advancements in technology and social awareness, both of which will compliment SaskTel's strength in this area.

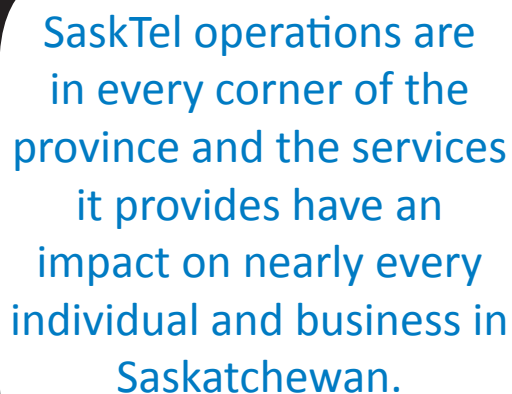


Current State

Today, SaskTel continues to leave a significant environmental footprint due mostly to the size of its operations. The company is one of the largest employers in the province, with over 4,000 employees operating one of Saskatchewan's largest corporate fleets with approximately 1,000 vehicles on the road. SaskTel is also one of the province's largest property owners with over 1,700 locations across the province – and one of the most significant purchasers of consumer goods. SaskTel operations are in every corner of the province and the services it provides have an impact on nearly every individual and business in Saskatchewan.

SaskTel's environmental accomplishments since 2005 include:

- Implementation of a high level environment strategy that affirms commitment and lays out tactics to achieve goals.
 - Establishment of an Environmental Policy for SaskTel and its subsidiaries.
 - Implementation of an ISO 14001 aligned Environmental Management System (EMS) for operations to ensure that all environmental impacts are managed effectively.
 - Implementation of a Greenhouse Gas Management Plan to reduce emissions.
 - Establishment of environmental performance indicators on the corporate scorecard in order to ensure the Environmental Strategy was reflected in division, department and corporate plans.
 - Joined the North American Climate Registry in conjunction with Crown Investments Corporation (CIC) to ensure emissions reporting is completed in a transparent and consistent manner.
- Internal and third party EMS and compliance audits to move SaskTel towards ISO 14001 certification readiness and ensure regulatory compliance.
 - Waste audits resulted in improved performance with location specific recommendations based on site observations.
 - Improved employee awareness, education and engagement regarding the Environmental Strategy, EMS and Greenhouse Gas Management Plan.
 - Recognized as one of Canada's Greenest Employers for five consecutive years.



SaskTel operations are in every corner of the province and the services it provides have an impact on nearly every individual and business in Saskatchewan.

Desired Future State

Building on the success of the SaskTel Eco(logical) Strategy, the corporation needs to continue to position itself as a leader in environmental sustainability and stay ahead of evolving regulations, public expectations and

competition. Although SaskTel's existing EMS system is aligned with ISO 14001 standards, it is not yet certified by an official registrar. Work is ongoing to improve SaskTel's EMS towards certification readiness.

3.0 The SaskTel Environmental Management System

The key to SaskTel's Environmental Strategy in the first phase of implementation was the creation of a fully functioning EMS, which allowed the measurement of impacts from corporate activities. The alignment of this system with ISO 14001 International Standard ensures that SaskTel implements and continues to maintain an effective tool for environmental stewardship.

SaskTel's EMS is a group of interrelated policies and procedures that help the organization control its impact on the environment. SaskTel leverages the EMS to monitor day-to-day operational processes to ensure alignment with legislative requirements and deliver on its Environmental Strategy.

The EMS is an organizing framework that allows management of and response to changing internal and external factors. ISO 14001 is the world's most recognized EMS framework. Based on the Plan-Do-Check-Act cycle, ISO 14001 specifies the most important requirements to identify control and monitor the environmental aspects of any organization. It also provides the tools to manage and improve the system.

Through the use of this cycle process, SaskTel can monitor and improve overall corporate sustainability while continuing to identify process improvement opportunities and set priorities.

SaskTel's EMS is divided into 17 core elements which are outlined in Appendix A: SaskTel EMS Elements and Current Status. Some key factors include training, awareness, competence, control, records management, auditing and review.



SaskTel's McKenzie Falls Tower Site



ISO 14001 Plan, Do, Check, Act Cycle

4.0 The SaskTel Environment Strategy - Phase II

An Evolution in Focus Areas

In 2005 the Strategy sought the implementation of an Environmental Management System. The goals set out in this Strategy represent the next stage of planning with stable, long-range goals and targets.

Moving forward, SaskTel will focus on three key areas of environmental stewardship. The three focus areas of this Strategy were developed to align the Strategy, SaskTel's Environmental Policy and EMS. The three focus areas are:

I. Comply with Regulations

SaskTel will continue to monitor global, federal and provincial changes in environmental regulations, reporting and policy. SaskTel's strategic direction will adapt to comply whenever necessary.

II. Prevent Pollution

SaskTel will focus on minimizing resource usage and waste creation through efficiencies and policies.

III. Continuously Improve

SaskTel will continue to further streamline processes, leverage technology, influence suppliers and educate employees and customers on behalf of sustainable practices. SaskTel's commitment to innovation and the environment will provide benefits to the business and communities in which it operates.



External Considerations

Provincial and Federal Legislation

The Saskatchewan Ministry of Environment is in the process of developing a results based regulatory process, the Environmental Code. This process will require companies to show due diligence in their compliance

efforts with the Ministry monitoring performance. It is slated as a more stringent regulatory framework. SaskTel's EMS will ensure compliance and consistency within the new system.

Green House Gas Legislation

In 2010, the Government of Saskatchewan launched legislation (Bill C126 – The Management and Reduction of Greenhouse Gases Act) that aligns to federal protocols and provides a Saskatchewan focused implementation plan. The Act defines Saskatchewan targets and includes

protocols, guidelines and motivation for Saskatchewan based participants. Although not yet proclaimed it is SaskTel's understanding the legislation will only cover large emitters in the province and participation would be voluntary.

Consumer Impacts

Customers, potential employees and the general public have made it clear they are increasingly attracted and loyal to companies that demonstrate environmental

leadership. This highlights the need for SaskTel to continuously enhance environmental performance and to maintain a leadership role.

Competitor Impacts

The ICT industry, including TELUS, MTS, Aliant, Rogers and Bell Canada, have placed emphasis on their environment programs in the context of corporate

social responsibility and continue to emphasize their commitment and investment towards environmental sustainability.

5.0 Strategic Focus I: Comply with Regulations

Compliance with regulation – whether federal, provincial or municipal– protects SaskTel from prosecution and financial penalties. This is the only portion of the Strategy that is considered to be non-voluntary. Proposed initiatives for Focus I include:

Complete Formal Audits on All Significant Aspects

With increasing focus on the environment, evolving regulatory frameworks and the number of SaskTel projects and facilities there is a need to have a mechanism in place to ensure awareness of all regulatory obligations and demonstrate compliance. Periodic audits of significant environmental aspects will ensure and confirm regulatory compliance and encourage discussion and exploration of more efficient equipment and management processes.

Continue to Report SaskTel Environmental Activity within a Formal SaskTel Corporate Social Responsibility Report

Honesty and integrity are core values within SaskTel's corporate culture and the transparency of SaskTel's initiatives and environmental impact are critical to accountability and evaluation of our initiatives compared to our peers around the world.

Submission of an annual CSR Report, allows SaskTel to transparently provide annual environmental reporting. The CSR report measures SaskTel against the Global Reporting Initiative, an internationally recognized organization dedicated to best practice reporting within the CSR and environment areas.

6.0 Strategic Focus II: Prevent Pollution

By adopting a broad method of environmental stewardship, SaskTel can curb corporate consumption, thereby reducing its collective footprint while creating a culture of awareness. SaskTel employees will also understand that activities in and around our facilities and the properties of our customers can have an impact on the environment. In this regard, pollution prevention must be a part of everything we do. Proposed initiatives for Focus II include:

Enhance Corporate Waste Management Initiatives

SaskTel performs a number of waste management initiatives both internally through initiatives such as paper recycling, battery recycling, copper wiring and fluorescent light recycling that diverts literally tons of refuse from Saskatchewan landfills and prevents the leaking of toxic chemicals into the soil thereby contaminating water sources. Externally, SaskTel continues to support initiatives such as phone book recycling, Phones for a Fresh Start and other activities that redirect used resources and recycle or reuse them.

Continue to explore alternative energy options for SaskTel Sites

The wind turbine installed in 2011 on a 130 ft out-of-use radio tower near Belle Plaine, Saskatchewan was a trial to evaluate the potential for small scale electrical power generation through alternative energy sources. Although alternative energy sources are unlikely to be the sole source of power generation at any site in the near future, SaskTel has an interest in examining the potential of alternative energy sources to supplement other energy sources either permanently or temporarily.

Explore Opportunities to Increase the Efficiency of the Fleet

With the deployment of a fleet of nearly 1,000 vehicles across the province to deliver SaskTel services, there is an opportunity to reduce fossil fuel consumption resulting in reduced GHG emissions and potentially significant cost savings. Some of the initiatives being considered will reduce environmental impacts through fleet logistics.

Evaluating the possibility of enhanced efficiencies in work order planning to maximize travel efficiencies, utilization of smaller, more efficient vehicles when replacing fleet vehicles, leveraging technologies such as video and teleconferencing, and other potential opportunities contribute to a lower level of environmental impact, increase customer service levels and reduce costs associated with fleet operations.

Continue to Explore Opportunities to Increase Efficiency of Our Buildings

An element of the initial SaskTel Eco(logical) Strategy was evaluation of several aspects of our business to identify possible efficiencies that may provide corporate reductions in environmental and financial costs. Removal and replacement of antiquated equipment with newer, more efficient systems, changes in processes that reduce energy consumption and the elimination of activities that negatively impacted the corporate carbon footprint were all completed in the initial phase of the Strategy.

With renovation initiatives in several of SaskTel's buildings planned over the next few years, this provides an opportunity to evaluate and evolve the operations within SaskTel buildings with the goal of improving efficiencies.

Continue to Identify Opportunities to Market Green Initiatives to Our Employees

SaskTel employees continue to be the single greatest influence of environmental impact within the organization and the need for further education and integration of sustainability philosophy within the corporate culture is apparent.

Exploring opportunities to raise awareness through numerous channels of communication, executive support, employee engagement and participation will remain a priority for the Strategy as it moves ahead.

Explore ways to Market Green Initiatives to Our Customers

Creating process improvements, such as the launch of e-billing services in lieu of mailed paper copies, reduces environmental impacts for SaskTel and creates awareness of the company's environmental commitment. Creating other opportunities to raise awareness within the SaskTel customer base would provide a greater public understanding of our activities and result in greater customer loyalty and support.

7.0 Strategic Focus III: Continuous Improvement

Environmental initiatives, activities and supporting technologies are moving at an unprecedented rate of innovation. Today's best practices, in many cases, become tomorrow's obsolete activities as industries work towards creating higher levels of environmental performance.

As such, it is critical for SaskTel to remain vigilant in understanding and exploring new opportunities and identifying prospective changes to process, equipment and policy through a focus on continuous improvement. Proposed initiatives for Focus III include:

Develop Mechanisms to Track Improvements to Facilities, Procedures and Policies

SaskTel is proud of its commitment to the environment and the sustainable improvements that have been made to date. The development of a mechanism to better track and promote the achievements already made will improve awareness and provide examples of what can be accomplished.

Encourage Innovative Ideas from Employees

There are mechanisms in place for employees to send environmentally related ideas or comments to the Environment Department. It is important to encourage ideas from employees as they are familiar with their work and can identify and encourage sustainable choices throughout the organization.

Promote and Leverage New Programs Developed for Non-Environmental Considerations

Many changes to new and existing infrastructure and procedures are initially completed for financial or business reasons beyond environmental considerations. It is important for the organization and our employees to recognize the frequent and unintended environmental benefits of these changes. They serve to demonstrate how environmentally conscious decisions are frequently driven by other factors. Recent SaskTel examples include:

- **Employee Self Serve** makes it easier for employees to access and update their information quickly and efficiently through an online portal while eliminating many paper forms.
- **Paperless pay stubs** make it quicker, easier and cheaper for employees to receive and store their pay stubs while eliminating the paper form.
- **Night-watchmen Software** allows IT staff to more efficiently update multiple computer systems simultaneously while also facilitating the ability to automatically shutdown desktop computers when not in use.

Continue to Grow and Develop the Environmental Management System

As SaskTel's key environmental stewardship tool, the EMS is critical to measuring and maintaining SaskTel initiatives at ISO standards. Although successfully implemented, the measurement tool is one that should be continually monitored and periodically evaluated to provide effective direction for the organization's environmental management in response to changing internal and external factors.

Maintenance, development and audit tactics within this area include:

- **Address EMS Implementation Gaps**

The SaskTel 2013 Management Review reports all 17 elements of EMS are developed and implemented. Procedures are maintained up to date and managed as part of official SaskTel corporate documentation. The Review reports that while the SaskTel EMS is generally aligned to ISO 14001 there are areas requiring attention. Items of concern are in the areas of education, awareness, training and motivation of employees involved in EMS programs and processes. The Review also points to audit findings that state additional resources are likely required to achieve the education, awareness and training levels required for certification.

To address these findings the environment group will identify, train and engage representatives in each area where the EMS requires improvement. These representatives will be responsible to ensure EMS processes and actions are fulfilled in their area. Directors and Vice Presidents will be asked to sponsor this plan, participate in the selection of the representatives and receive progress reports from the environment group to help remove barriers.

- **Continue to Maintain the Core Manual**

We have established a Core Operating Manual that documents the corporate control mechanisms and procedures that describe accountabilities, procedures and operating practices necessary to provide complete management control. Roles, responsibilities and authorities for personnel managing environmental issues are being reviewed and revised, documented and communicated within SaskTel. The Core Manual is based on recognized EMS and ISO 14000:2004 standards.

- **Continue Environmental Aspects Reviews**

Business activities of all business units and subsidiaries will be analyzed to identify where and how SaskTel impacts the environment. These environmental aspects will be evaluated to determine which can have significant impacts on the environment.

- **Continue Annual EMS Audits and Management Reviews**

Annual EMS audits to ensure the effectiveness and performance of the system will be conducted. Recommendations for improvements will be made through the Management Review process in an effort to continuously improve the quality of the system and the benefits to SaskTel.

- **Continue to Support Program Development**

Practices and procedures will be developed to address each of the significant environmental aspects that were identified. Goals, targets and key performance indicators will be set and results will be tracked and reported. Programs will be developed in accordance with recognized EMS and ISO standards.

- **Advance Support Program Implementation**

Practices and procedures will be implemented within business units, including training and development of SaskTel staff. Ongoing support for individual business units will be introduced to allow the identification and removal of systemic barriers.

- **Continue to Supplement Supporting Programs**

EMS practices and procedures will be adjusted based on audit results. Management review and continuous improvement are critical factors that must be met if SaskTel is to meet ISO 14000:2004 standards.

- **EMS Certification Readiness**

SaskTel has developed a high level of internal EMS expertise which is required to maintain the EMS at the current level and to lead efforts required to bring the EMS to a state of readiness for registration and certification. SaskTel will continue to work towards EMS certification readiness. Steps toward certification

readiness include closing gaps identified by EMS audits and by conducting annual EMS readiness reviews in preparation for the certification process when applied by an official registrar. The Environment Group is working towards being fully prepared for certification in 2016.



SaskTel SmartCar at Reed Lake, SK.

Appendix A: SaskTel EMS Elements and Current Status - 2014

EMS	REQUIREMENTS	CURRENT STATUS	ACTION PLAN
1. Environmental policy	An environmental policy should be developed that includes the company's commitment to continual improvement and prevention of pollution. The policy must also include a commitment to comply with applicable environmental laws and regulations, and a framework for setting and reviewing environmental objectives and targets.	The policy has been developed, documented and copies posted in all SaskTel and subsidiary locations in the province and one in Manitoba (SecurTek). The policy statement contains the three key commitments: <ul style="list-style-type: none"> • Prevention of pollution • Compliance with legal and other requirements • Continual improvement The policy has been posted on SaskTel.com and in some stores as a means of being available to the public. The annual management review keeps it current by making reviews when needed.	Awareness campaigns continue to all employees especially knowledge of the key commitments.
2. Environmental aspects	Environmental aspects of activities, products or services that the organization can control must be established, maintained and kept to date in order to determine which can have significant impacts on the environment.	<ul style="list-style-type: none"> • The procedure was developed and documented and is located on the Source. It includes how to determine significance. • All environmental aspects that relate to SaskTel operations have been identified together with their significance rating. • Environmental programs to manage all the significant environmental aspects have been developed and documented. 	Aspects management programs should be updated in 2014 with departmental input and ownership.
3. Legal and other requirements	Procedures to ensure that the company can identify legal and other environmental requirements are required to be established and maintained.	A procedure is in place that states how legal and other requirements are identified. A legal and other requirements database has been developed and is updated on a quarterly basis. Annual subscriptions are maintained with the Canadian Centre for Occupational Health and Safety (CCOHS) legislation updates. In the event of a significant change in legislation, affected departments are informed immediately and guidance given on how to best comply with the changes.	Continue to explore ways and means of monitoring changes to codes, standards and by-laws.
4. Objectives and targets	Documented environmental objectives and targets for each relevant function and level within the organization are required to be established and maintained.	Relevant objectives and targets have been established and are reviewed annually by the EMS Management Review Committee.	Departmental input to objectives and targets will be pursued in 2014.
5. Environmental management programs	A program(s) for achieving set objectives and targets is required to be established and maintained. The program must include designated responsible parties for achieving objectives and targets at each relevant function and level of the organization and the means and timeframe by which the objectives and targets are to be achieved.	Environmental management programs have been established with current objectives and targets.	An update on all programs is due in 2014 and will require departmental primes' participation and input.

<p>6. Structure and responsibility</p>	<p>Roles, responsibilities and authorities are required to be defined, documented and communicated to facilitate effective environmental management.</p>	<p>Key roles and responsibilities have been defined and documented</p>	<p>Communicate roles and responsibilities to all affected personnel and seek their involvement in the EMS program.</p>
<p>7. Training, awareness and competence</p>	<p>Appropriate training for all personnel whose work may create a significant impact on the environment must be identified.</p>	<p>An EMS training plan was developed which identifies training needs in response to significant environmental aspects and/or legal and other requirements.</p>	<p>Engage departments to complete all EMS related training and awareness.</p>
<p>8. Communication</p>	<p>Procedures for internal communication between levels and functions of the company are required to be established and maintained. Procedures must also be developed for receiving, documenting and responding to relevant communication from external parties.</p>	<p>An EMS communication plan and procedure were developed and implemented. They describe the types of communication and those responsible to make the communication.</p>	<p>Continue to evolve the communication process with the help of Corporate Communications</p>
<p>9. Environmental management system documentation</p>	<p>Information describing core elements of the management system and their interaction is required to be established and maintained. The information must also provide direction to related documentation.</p>	<p>All key EMS documents have been developed in electronic and print form in line with the ISO 14001 standard.</p>	<p>Continue to monitor all EMS documentation to ensure compliance to ISO 14001.</p>
<p>10. Document control</p>	<p>Procedures for controlling all documents are required to be established and maintained.</p>	<p>Adequate document control measures have been completed and include:</p> <ul style="list-style-type: none"> • Master list of all EMS documents • Control box for traceability • Description in the core manual • Numbering 	<p>Review processes to identify any process controls that do not have procedures. Review existing procedures or practices for any changes or updates.</p>

12. Emergency preparedness and response	Procedures to identify potential for and respond to accidents and emergency situations are required to be established and maintained.	The handling of hazardous spills was identified as the key SaskTel environmental emergency issue. A procedure was developed to address hazardous spills emergency response.	Incorporate environmental emergency response into corporate emergency procedures.
13. Monitoring and measurement	Procedures to regularly monitor and measure the key characteristics of operations and activities that can have significant impacts on the environment are required to be established and maintained	Measurement and monitoring activities have been established in areas with significant environmental aspects with clear deliverables in place.	Continue to review all monitoring and measurement processes to ensure adequacy and effectiveness.
14. Non-conformance and corrective and prevention action	Procedures for defining responsibility and authority for handling and investigating non-conformance, taking action to mitigate any environmental impacts, and for corrective and preventative action completion, are required to be established and maintained.	A procedure was developed that defines how non-conformances are handled including preventive action. As a result, an environmental incidents and non-conformances database was developed to make follow-up and closure of these manageable. A summary of non-conformances from past audits is reviewed by the executive quarterly.	Continue to monitor closure of non-conformances and environmental incidents.
15. Records	Procedures for identification, maintenance and disposition of environmental records are required to be established and maintained.	A procedure dealing with control of records was established and is being maintained. A master list is in place to give needed control.	Work with relevant departments to ensure environmental training records are maintained and accessible.
16. Environmental management system audit	A program and procedures for conducting periodic environmental system audits are required to be established and maintained.	A procedure that provides for internal audits and describes how to determine scope, responsibilities, planning and conducting audits was established and documented.	Implement the audit schedule as planned.
17. Management review	Top management is required to review the environmental management system at specified intervals to ensure its continuing stability, adequacy and effectiveness.	Management reviews are conducted on an annual basis and has senior management representation.	Involve other departmental managers, Directors and VPs in management review meetings.



2014 – 2017
Environmental Strategy