

SUSTAINABLE DEVELOPMENT REPORT 2015

Combining Sustainable Mobility and Sustainable Management

The Sustainable Development Report at a glance

Priorities of the Sustainable Development Plan 2020	Achievements	Challenges and issues
<p>PRIORITY 1</p> <p>Improve service to maximize the benefits of public transit</p>	<ul style="list-style-type: none"> • Sense of security (bus and metro) up slightly, to 94% • Improved location of BIXI docking stations next to metro stations (89% under 200 m) • Increase in usage rate for bicycle stands near stations, to 45% 	<ul style="list-style-type: none"> • Slight decline (0.3%) in seat-km • Ridership down by 0.9%
<p>PRIORITY 2</p> <p>Make public transit accessible to as many people as possible</p>	<ul style="list-style-type: none"> • 10 stations equipped with elevators (three elevators added at Jean-Talon station) • Start of rollout of new signage (Beaubien station) • 4.9% increase in paratransit trips • Savings of \$1.4 million through optimized use of paratransit vehicle resources • Cost of monthly pass the lowest of major Canadian cities 	<ul style="list-style-type: none"> • Capping of government contribution to paratransit
<p>PRIORITY 3</p> <p>Contribute to urban planning</p>	<ul style="list-style-type: none"> • Planning of the public transit network coordinated with major urban development projects and local transportation plans • 7% increase in bus priority measures, for a total of 223.7 km • Pilot project for reserved bus/bike lane 	
<p>PRIORITY 4</p> <p>Optimize the STM's economic contribution and performance</p>	<ul style="list-style-type: none"> • Credit ratings: Standard & Poor's raised to AA- and Moody's maintained at Aa2 • \$643 million in acquisitions of goods and services, 48% of which were produced in Québec 	<ul style="list-style-type: none"> • Asset maintenance deficit estimated at \$4.1 billion
<p>PRIORITY 5</p> <p>Reduce our ecological footprint</p>	<ul style="list-style-type: none"> • LEED Gold certification awarded to the Stinson bus garage • 3.4% decrease in average energy consumption of surface buildings • Progress made in implementing an environmental management system (EMS) based on the ISO 14001 standard 	<ul style="list-style-type: none"> • Delay in implementing the EMS despite substantial progress; 76% compared with the target of 100% for 2015 • Rate of residual-material diversion from disposal 64%, 6 points below target

Priorities of the Sustainable Development Plan 2020	Achievements	Challenges and issues
<p>PRIORITY 6</p> <p>Limit our atmospheric emissions</p>	<ul style="list-style-type: none"> • 3.5% decrease in total greenhouse gas (GHG) emissions • 2.6% decrease in GHG emissions per passenger-km • Purchase of 27 hybrid buses delivered in 2016 • Progress of work on City Mobility electrification project • Tender call issued for electric vehicles for tunnel work (locotracors) 	<ul style="list-style-type: none"> • Increase in electricity costs (loss of Hydro-Québec's Rate L for the Montréal metro in 2014)
<p>PRIORITY 7</p> <p>Practise sustainable procurement</p>	<ul style="list-style-type: none"> • Sustainability criteria included in 74% (in terms of value) of contracts in progress, compared with 2015 target of 60% • Award for our sustainable procurement approach, presented at the Montréal environment and sustainable development recognition gala • Two agreements with social enterprises: Certex for the recovery of uniforms and Insertech for the recovery of electronic equipment 	<ul style="list-style-type: none"> • Number of contracts in progress that include sustainability criteria: 27% versus 2015 target of 50%
<p>PRIORITY 8</p> <p>Act as a responsible employer</p>	<ul style="list-style-type: none"> • Various initiatives for promoting an inclusive workplace • A major forum held on intergenerational diversity • Health and safety prevention activities included in all sectors • CSST Grand Prix for workplace health and safety and annual Prix Phare awarded by the Société québécoise de psychologie du travail et des organisations 	<ul style="list-style-type: none"> • Work-related accident frequency higher than target • Work-related accident severity rate up 8%
<p>PRIORITY 9</p> <p>Train and equip our employees and raise their awareness</p>	<ul style="list-style-type: none"> • Sustainability workshops offered to about 200 professionals and managers • Launch of a checklist for integrating sustainable development into projects • Coup de cœur (people's choice) award presented to Réchaud-bus by Radio-Canada employees 	
<p>PRIORITY 10</p> <p>Engage our stakeholders</p>	<ul style="list-style-type: none"> • Adoption of a sector guideline and reference framework on projects' social acceptability • Some 15 external presentations on sustainability and sustainable mobility 	

N.B.: The changes shown in the preceding table are a comparison between 2014 and 2015. The Complete Table of Indicators provides this information for the years 2011 to 2015.

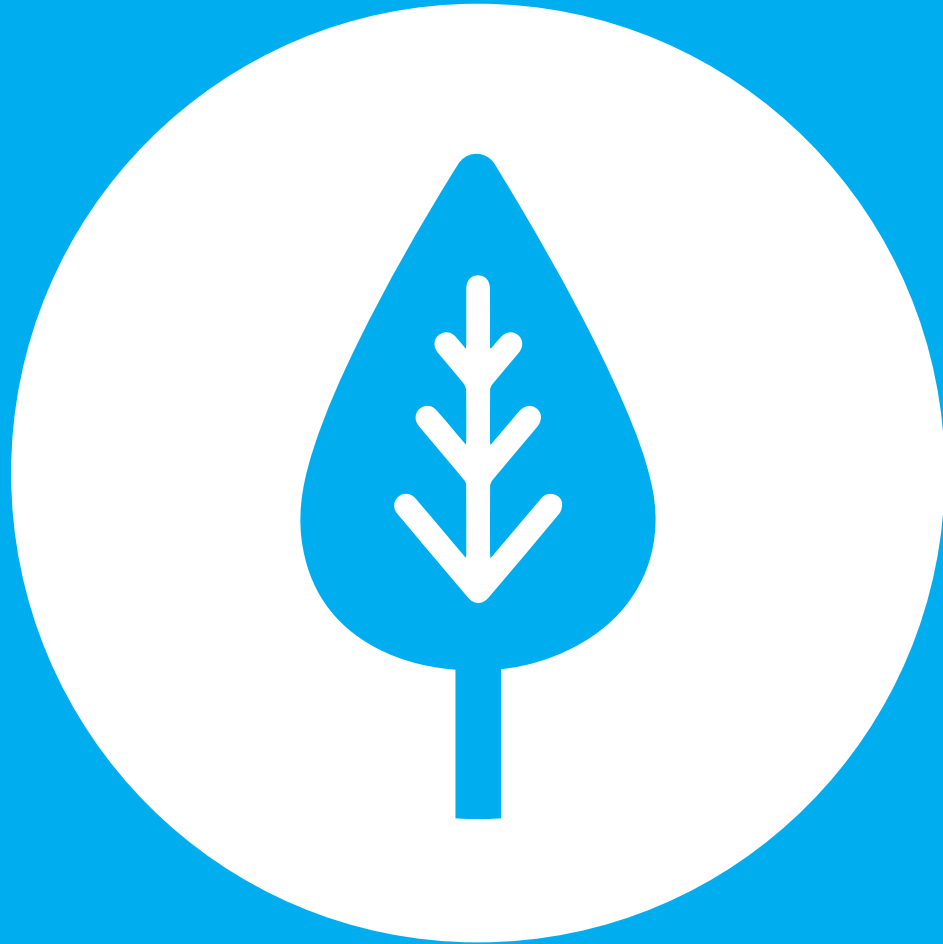


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Message from the Director General



Combining Sustainable Mobility and Sustainable Management

GA-1

For more than 10 years now, the STM has been committed to placing sustainable development at the centre of its corporate values and its priorities. The efforts expended in the last few years by both management and employees have enabled us to make this commitment a reality. The many measures implemented have resulted in a tangible improvement in our environmental, social and economic performance. We are pleased to present our eighth sustainable development report that describes that performance.

Recognizing the critical role played by the STM in the fight against climate change, in 2015 we maintained our efforts to contribute to sustainable mobility by improving service quality. We have added more bus priority measures, for example, which improve service reliability and punctuality while reducing atmospheric emissions wherever they are implemented.

We also made substantial progress in sustainable management by continuing to incorporate sustainable development into our operations and decision-making processes. Through the combined efforts of all sectors in the company to reduce our greenhouse gas (GHG) emissions, GHG emissions per seat-km fell by 3.1%, reflecting the fact that our service now has a smaller carbon footprint.

We are especially proud of having earned LEED Gold certification for the Stinson bus garage, a first in Québec for this type of building. This major achievement clearly demonstrates the environmental, social and economic benefits of such an approach. It further confirms that carrying out a project according to the principles of sustainable development is motivating and profitable!

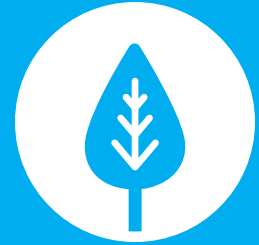
Thanks to our sustainable procurement approach, 74% (in terms of value) of contracts in progress in 2015 included sustainability criteria. In addition, we established two partnerships with social enterprises: Certex for the recovery of uniforms and Insertech for the recovery of electronic equipment.

Our sustainability initiatives garnered seven awards and honours. *Corporate Knights* magazine ranked the STM third among Canada's most responsible mid-size corporations. The STM was also honoured for its sustainable procurement approach at the Montréal environment and sustainable development recognition gala.

Bolstered by these successes, the STM is more determined than ever to keep up its efforts to make sustainable development a central component of its operations and projects, and thereby consolidate its position as a leader in sustainable mobility and sustainable management.

Luc Tremblay
Director General





About this Sustainable Development Report

G4-3, G4-5,
G4-6, G4-8

The Société de transport de Montréal (STM) provides public transit service for the entire Montréal urban agglomeration, covering a territory of 500 km² with approximately 1.7 million inhabitants. The users of its network come from all over the greater Montréal area (about 8,000 km² and 4 million inhabitants).

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G4-30

Continuing from the 2008 to 2014 sustainable development reports, the *Sustainable Development Report 2015* discusses the STM's environmental, social and economic performance. It revolves around the 10 priorities of the *Sustainable Development Plan 2020*.

This report has been drawn up in compliance with the STM's corporate policy on sustainable development and *Sustainable Development Plan 2020*, the Global Reporting Initiative G4 guidelines (Core in Accordance) and the Sustainable Development Charter of the International Association of Public Transport (UITP).

G4-13, G4-20, G4-21, G4-23,
G4-28, G4-32, G4-33

The *Sustainable Development Report 2015* covers the period from January 1 to December 31, 2015. It has not been audited by an external third party. However, certain sustainable development indicators were verified by the STM Auditor General's team in 2011 and 2014. All of the STM's sites and activity sectors are included in the report, except the commercial subsidiary Transgesco. During this period, no major change occurred in the company's size, structure or capital.

All of the indicators presented in this report and the Complete Table of Indicators that accompanies it have been calculated using a documented method and have undergone a stringent collection and validation process. These steps ensure the accuracy and traceability of all the data. Whenever the information is available, the different indicators for the years 2011 to 2015 are shown.

This report is intended for all of the STM's stakeholders. To complement the report, the following information is available on the STM website at www.stm.info/en/sd.

- [Complete Table of Indicators 2011-2015](#)
- [GRI G4 Content Index](#)
- [Sustainable Development Plan 2020](#)
- History of our sustainable development approach
- Corporate policy on sustainable development
- Sustainable development governance
- Glossary

G4-31

For any questions about the *Sustainable Development Report 2015*, contact dd@stm.info.

http://www.stm.info/sites/default/files/pdf/en/a-rdd2015_gri.pdf

Materiality analysis

G4-27

Consultation of internal and external stakeholders, namely groups or individuals that have an interest in the STM or may be affected by our decisions, is a major component of our sustainable development approach. We conducted an initial external consultation in 2009 and a second one in 2013, focusing mainly on this approach. In 2014, we once again consulted our internal and external stakeholders regarding the issues to be prioritized in our sustainable development reporting. A list of 27 issues validated by internal and external stakeholders was then the subject of a wide-ranging consultation. In all, nearly 300 internal stakeholders and more than 2,400 external stakeholders prioritized the issues via an electronic survey in January 2015. For further details on this consultation, go to www.stm.info/en/sd.

Results of the materiality analysis

In view of the results of the materiality analysis, it was decided to address 25 of the 27 issues in the sustainable development report. These results enabled us to adjust the report content on the basis of the information priorities identified by the internal and external stakeholders.

The following figure presents the results of the materiality analysis. The issues are ranked according to the 10 priorities in the *Sustainable Development Plan 2020*.



PRIORITY 1

Improve service to maximize the benefits of public transit

Compared to single-occupant car travel, public transit offers many environmental, social and economic benefits for society as a whole. Our mission is to provide our customers with reliable, fast, safe and comfortable service that is increasingly competitive and attractive.

In order to promote a modal shift from automobiles to public transit and active transportation, we also strive to facilitate intermodality and complementarity with sustainable modes of transportation such as walking, cycling, carpooling, car sharing, taxis and trains.

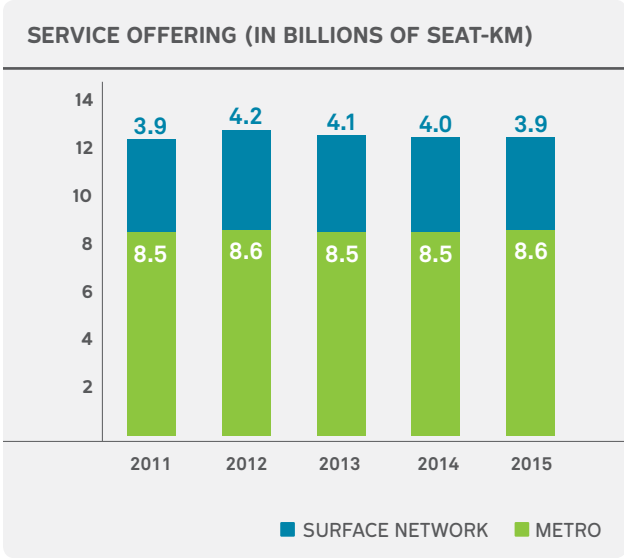


Service offering

Service offered on the metro network, measured in seat-km, grew by 0.7% in 2015. Improved car maintenance enabled us to increase the frequency of rush-hour service. During the year, out-of-service testing continued on the new Azur metro cars with a view to gradual commissioning starting in early 2016. The 52 new trains will be quieter and more comfortable, and also feature 8% more capacity, which will allow us to provide increased service.

In 2015, a number of bus lines were added or improved. However, a harsh winter that led to increased breakdowns, as well as reliability problems on some of the buses and work in progress at certain maintenance shops meant more buses were immobilized. We also had to deal with a shortage of drivers, and 65% of bus lines were affected by one or more of the approximately 400 construction sites on the road network. The result was a 2.7% decrease in seat-km of bus service relative to 2014.

Our total service offering consequently saw a 0.3% decline in seat-km compared with 2014.



Ridership

G4-9

Ridership for 2015 totalled 413.3 million trips, a slight, 0.9% decline from 2014, in line with a widespread trend observed by the country's transit authorities.

For the STM, this decline is attributable to certain economic conditions that are not favourable to public transit, including higher unemployment rates and lower-cost gasoline. Additionally, an ever greater range of alternatives to single-occupant car travel is available.

Customer experience

Work continued in preparation for the start-up of the iBUS real-time bus tracking and communication system, with rollout slated for 2016. Customers will have continuous, real-time information on the exact time buses will arrive, whether on their mobile devices, on passenger information terminals or at the digital bus shelters.

In 2015, we launched the “100% more active” campaign encouraging customers to increase their daily exercise when taking public transit—for example, by walking up the stairs.

We play an active part in reducing GHG emissions by convincing more Montrealers to travel by public transit, reducing our own emissions and switching to electric vehicles.

Operating safety and security

The American Public Transportation Association (APTA) awarded our safety and control department the annual Certificate of Merit for Security for its inspector training program, developed with Québec's police college, the École nationale de police du Québec. APTA commended the inspectors' increased professionalism, the recognition of the importance of their role and the greater sense of security among customers and employees.

As evaluated by a customer survey, the sense of security was 94% for the bus network and the metro network, while the target set for 2015 was 93%. The overall rate of customer satisfaction returned to the 2013 level, declining from 87% to 85%.

Considering the risks related to climate change, we have taken different measures to limit the network's vulnerability, ensure customer security and maintain service in case of inclement weather. With this in mind, we collaborated on the drafting of the *Climate Change Adaptation Plan for the Agglomeration of Montréal 2015–2020*, in which we present the measures taken by the STM during heat waves, heavy rainfalls and destructive storms.

GHG emissions avoided

Since transportation accounts for 43% of greenhouse gas (GHG) emissions in Québec, the city of Montréal and the Québec government have set targets of 30% and 25%, respectively, for GHG reduction by 2020. We play an active part in achieving these goals by convincing more Montrealers to travel by public transit, reducing our own emissions and switching to electric vehicles.

The 413.3 million public transit trips made in 2015 make a significant contribution to reducing transportation-related GHG emissions in metropolitan Montréal. However, quantifying the emissions avoided by users of public transit is a complex matter. We have therefore initiated efforts to establish a precise, recognized calculation methodology, in collaboration with the players concerned (MTQ, MDDELCC, ATUQ, AMT, Ville de Montréal, other transit authorities). The results of these efforts will be revealed in 2016.



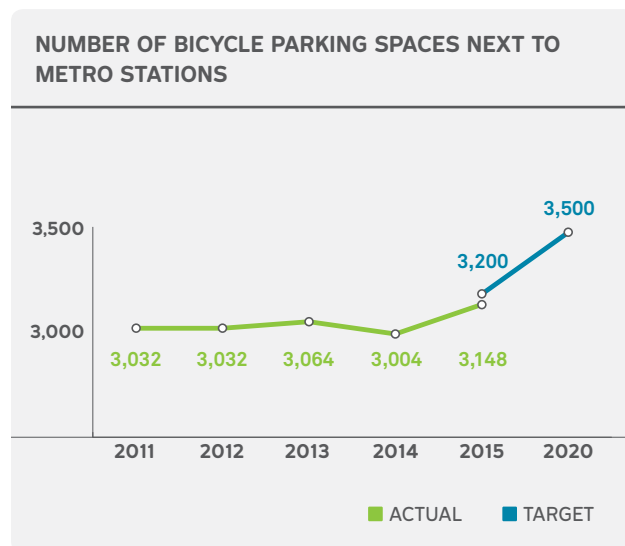
Integrated mobility

Improved integration of public and active transit modes makes customer travel easier.

A joint BIXI-STM working committee was set up in 2015. This led to better locating of BIXI docking stations, in particular with respect to major work going on around metro entrances. As well, the docking stations near six metro stations were brought closer to the entrances and the number of BIXI bike docks was increased next to four stations. During the 2015 BIXI season, 100% of metro stations in the BIXI territory had a docking station within a walking distance of 400 m or less, and 89%, within 200 m or less.

In 2015, we worked with the Netlift smart phone app for multimodal carpooling in order to improve integration of the STM network into its algorithm.

Field surveys were also carried out to make an inventory of bicycle stands next to stations in the network, determine their rate of use and improve that rate. Including city of Montréal bike stands near metro stations, the number of bicycle parking spaces totalled 3,148, or nearly 5% more than the previous year, and 1.7% short of the 2015 target of 3,200 spaces. The bicycle stand usage rate for the network as a whole increased from 41% in 2014 to 45% in 2015.



100% of metro stations in the BIXI territory had a docking station within a walking distance of 400 m or less, and 89%, within 200 m or less.

OUTLOOK FOR 2016

- Optimization of distribution of bicycle stands to improve their usage rate
- Commissioning of new AZUR metro cars
- Rollout of iBUS passenger information and operational support system
- Arrival of 27 new hybrid-propulsion buses
- Pilot project for boarding buses by all doors
- Drafting of a climate change adaptation action plan

PRIORITY 2

Make public transit accessible to as many people as possible

To fulfil its social role, the STM aims to make its service accessible to as many people as possible. In so doing, it enhances each individual's ability to contribute to the social, economic and cultural life of metropolitan Montréal.



Universal accessibility

G4-DMA INDIRECT ECONOMIC IMPACTS

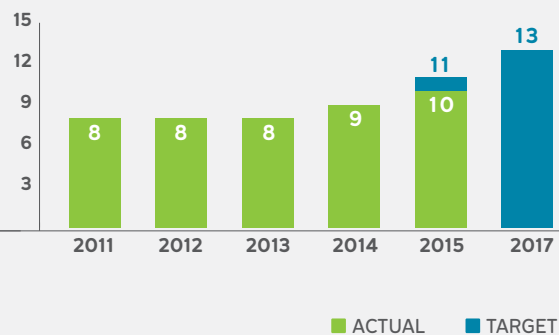
Since the metro system was not originally designed to become universally accessible, adding elevators to the stations poses greater technical complexity and calls for substantial investments. In 2015, three elevators went into operation at Jean-Talon station, bringing to 10 the number of stations equipped with elevators, whereas the target for 2015 was 11 stations. This target will be achieved in 2016 with the addition of elevators at Rosemont and Snowdon stations, where work is still in progress. It should also be noted that while the STM has installed elevators at Bonaventure station, that station is not fully accessible.

The new signage at Beaubien station has helped improve its universal accessibility for people with visual or cognitive limitations. This initiative will continue at stations undergoing refurbishment.

To facilitate bus access for people with reduced mobility, the procedure for opening out the ramp was expanded to include all customers with a mobility aid (walker, cane, etc.) who request it.

This was a year of strategic planning for universal accessibility. In addition to internal consultations, meetings held by the Board subcommittee for universal accessibility, the associations committee for universal accessibility and the technical committee for universal accessibility contributed to the process. Over the year, we consulted a number of associations to specify the needs of customers with functional limitations as part of the project on the changing role of ticket booth attendants. This project is intended to improve customer service outside the ticket booth by offering more direct contact with customers.

NUMBER OF METRO STATIONS EQUIPPED WITH ELEVATORS

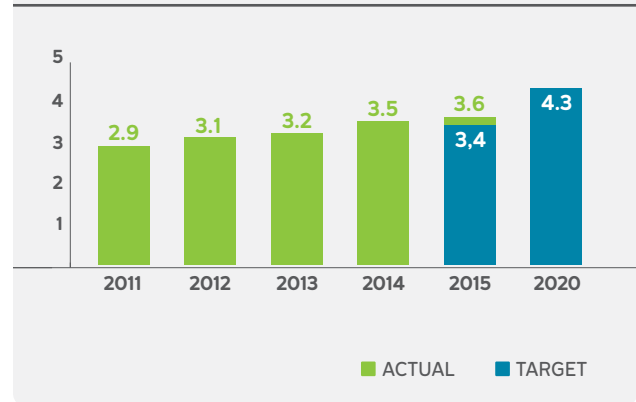


Paratransit

The STM offers door-to-door paratransit service to people with functional limitations that prevent them from using the regular network. In 2015, nearly 29,000 people made use of this service. With mobility needs and the aging of the population leading to growing demand from this customer segment, paratransit trips have exceeded predictions, increasing by 4.9% relative to 2014 to reach 3.63 million trips.

As the Québec government's paratransit subsidy program has been capped since 2012, the STM on its own must absorb the substantial growth in trips by this customer segment; this will mean an additional \$3.5 million in 2016, when the service will reach 3.8 million trips.

NUMBER OF PARATRANSIT TRIPS
(IN MILLIONS)



To better absorb this demand growth, boost paratransit performance and enhance the customer experience, implementation of the EXTRA project will continue. This project improves passenger information management while increasing service delivery efficiency through better trip planning. In this way, it cuts customer wait time, fuel consumption and atmospheric emissions (GHGs and pollutants).

In 2015 alone, Phase 1 of EXTRA yielded savings of more than \$1.4 million through optimized use of vehicle resources.

A tender call was issued in 2015 to equip paratransit minibuses with vehicle terminals. These will be needed for the introduction, in 2017–2018, of a real-time operational support system for minibuses and taxis offering paratransit service.

Fare affordability

Fares are also a key component in making our network accessible to as many people as possible. Reduced fares are available for such segments as students and seniors, who accounted for 32.2% of trips in 2015.

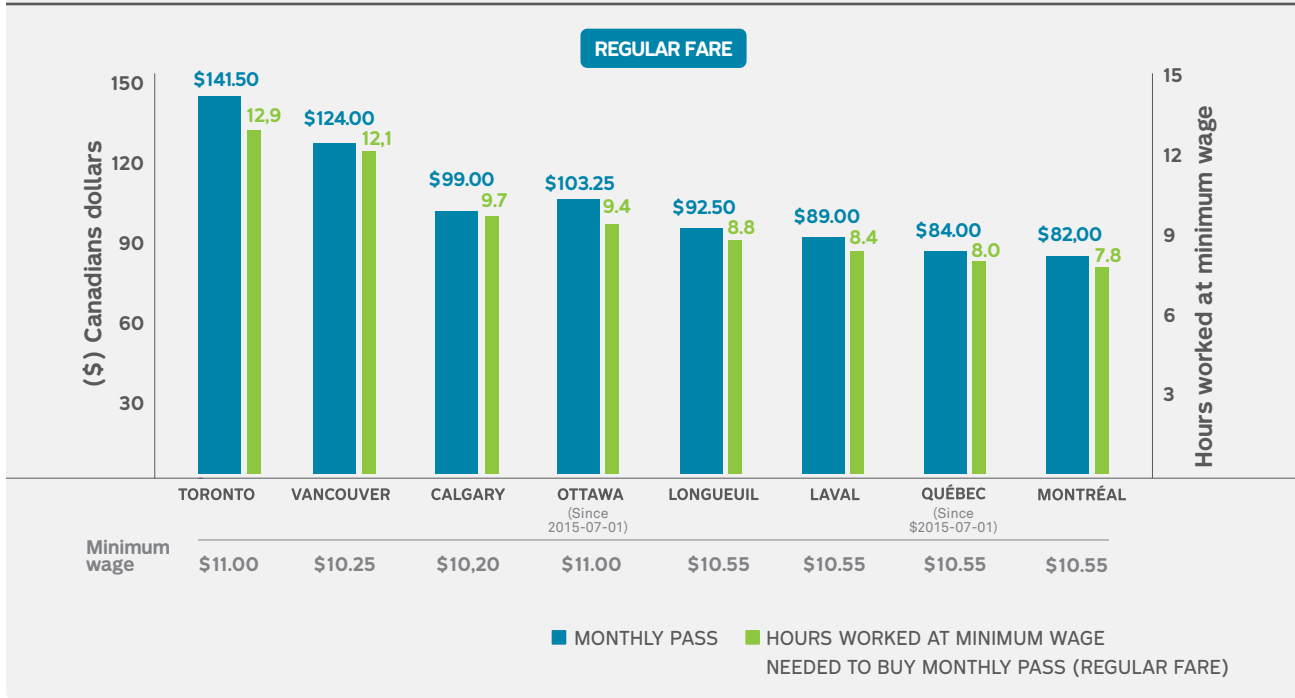
In addition, free transportation is offered for children age five and under at all times, as well as for children age 6 to 11 under the *Family Outings* program.

To evaluate the affordability of the Montréal network, we compare the number of hours worked at minimum wage that are needed to buy a monthly pass. According to this analysis, the STM's regular and reduced fares were, once again this year, the lowest for major Canadian cities.

In view of the current economic context and bus service delivery difficulties experienced in 2015, we announced, in introducing our 2016 budget, that fares for the first six months of the year would be frozen at 2015 levels.

In 2015, we launched the Opus online service, which allows remote reloading of transit cards and makes it easier for customers of the regular network and paratransit service to obtain them.

COMPARISON OF THE COST OF A MONTHLY PASS



OUTLOOK FOR 2016

- Identification of new sources of paratransit funding
- Project for electronic billing for paratransit travel by taxi
- Continuation of the EXTRA project
 - Introduction of a customer reminder service the day before the scheduled trip
 - Call to customer in case of cancellation beyond our control (e.g., streets blocked)
 - Confirmation of funding of Phase 2 of the EXTRA project by the MTQ
- Improved introductory process for new paratransit customers
- Universal accessibility: Technical feasibility study for equipment alternatives to elevators in metro stations
- Continuation of strategic planning and drafting of the *Universal Accessibility Development Plan 2016–2020*
- Commissioning of elevators at Rosemont and Snowdon metro stations

PRIORITY 3

Contribute to urban planning

Urban planning is central to sustainable mobility. The STM consequently plays a leading role in ensuring that major land-use planning and development projects include conditions that are favourable to public transit.



Contribution to metropolitan projects

G4-DMA LOCAL COMMUNITIES

In 2015, we took part in drafting a number of key documents related to Montréal urban planning and development, and to local transportation plans for Saint-Léonard, LaSalle, St-Michel/Villeray/Parc Extension, Ville-Marie and Montréal-Nord. In addition, the city of Montréal commissioned us to conduct an opportunity and feasibility study for a river shuttle between Pointe-aux-Trembles and downtown Montréal.

Following acceptance of the opportunity studies for bus rapid transit (BRT) service on Boulevard Pie-IX, we are working with the project office set up to prepare the business case.

Finally, the STM is a member of the technical committee for the extension of the blue line and the Caisse de dépôt et placement du Québec committee on integrating public transit into the new bridge over the Saint-Laurent (St. Lawrence river), which is working toward intermodality and network integration. We are also involved in major urban development projects, including Royalmount, Griffintown and the Hippodrome.

In 2015, reserved lanes were introduced on Acadie and Des Sources boulevards and on Rue Beaubien. As well, 25 new priority traffic lights were installed.

Bus priority measures

We make use of bus priority measures (reserved lanes and priority traffic lights) to improve our surface network. BPMs are inexpensive to set up, and increase bus service reliability and punctuality while reducing travel time by 10% to 20%. These measures also help reduce atmospheric emissions from buses on the corridors where they are used, and so make the bus even more competitive compared with car travel.

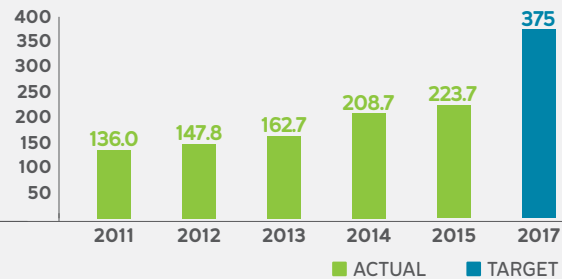
In 2015, reserved lanes were introduced on Acadie and Des Sources boulevards and on Rue Beaubien. As well, 25 new priority traffic lights were installed.

In December 2015, the network included 223.7 km of priority measures, a 7% increase over 2014.

It is estimated that the 4.3 km of reserved lanes added on Beaubien will benefit 6,700 public transit trips at rush hour, or more than the number of trips made by car for the same periods and on the same stretch.

Following the success of the bus/bike reserved-lane pilot project on Viau, which demonstrated that under certain conditions these two modes can cohabit effectively and safely, we are studying the possibility of launching two more pilot projects in 2016.

BUS PRIORITY MEASURES (KM)



OUTLOOK FOR 2016

- Continuation of opportunity study for river shuttle
- Continued involvement in various committees for extending the blue line, BRT on Pie-IX and light-rail transit (LRT) along the route of the new bridge over the Saint-Laurent
- Contribution to work on an LRT system for the West Island, with the Caisse de dépôt et placement du Québec
- Participation in different planning initiatives related to major urban development projects on the island of Montréal
- Finalization of BPM studies on 15 corridors and launch of studies on 12 new corridors
- Introduction of new reserved lanes and addition of about a hundred priority traffic lights

PRIORITY 4

Optimize the STM's economic contribution and performance

By offering public transit service and incorporating sustainable development into its activities, the STM improves economic and social conditions in Montréal and across the province. In this way, it creates shared value for society as a whole. In addition, the STM strives to practise sound management in order to maintain a solid economic performance.



Economic performance and efficiency

G4-DMA ECONOMIC PERFORMANCE

In 2015, the STM's careful management was once again recognized with very good credit ratings. Moody's, which evaluates the quality of financial-risk management, including refinancing risks, awarded the STM Aa2 rating for the seventh consecutive year. Standard & Poor's, for its part, acknowledged the STM's stringent financial management and the control of its operating expenses by revising the company's credit rating upward, to AA-.

Over past decades, the STM has accumulated an asset maintenance deficit evaluated in 2015 at \$4.1 billion. That is why 73% of the \$2.8 billion in its three-year capital plan 2016–2018 will be invested in maintaining and upgrading its facilities and equipment, a basic condition for offering quality service.

The majority of investments will go to the metro network, part of which was inaugurated in 1966. Five major projects are under way: the Réno-Systèmes program, the Réno-Infrastructures program, refurbishment of Berri-UQAM station, replacement of MR-63 metro cars and reconstruction of the Crémazie complex.

While the asset maintenance deficit is substantial and funding sources are limited, a number of partners are at hand to support the STM in spite of the difficult economic conditions. Currently, most of the projects approved are eligible for subsidies (ranging from 50% to 100%). The provincial and federal governments, along with the Montréal urban agglomeration, will thus provide funding for the next three years of more than \$2.2 billion, or 79% of the STM's capital expenditure for asset maintenance.

48% of goods and services acquired in 2015 were produced in Québec. Our procurement expenditure helped sustain 3,555 jobs in addition to those of the STM's 9,506 permanent and temporary employees.

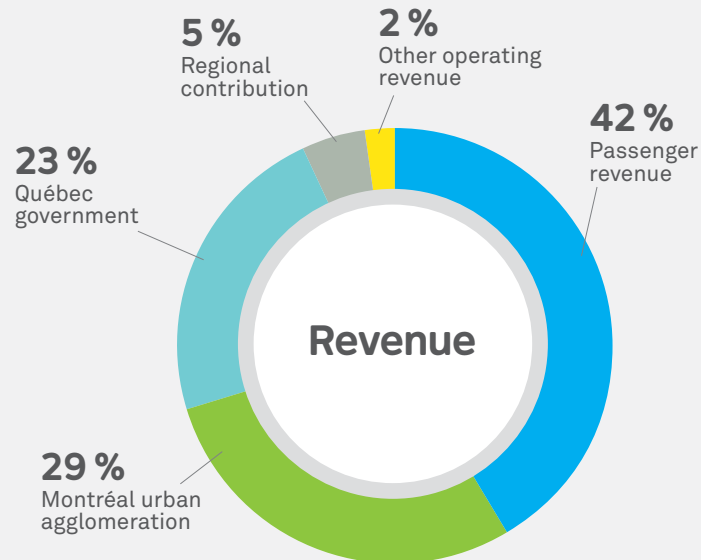
Funding of public transit

The Montréal urban agglomeration upheld its commitment to public transit by raising its basic contribution to the STM to \$409.1 million, a 6.5% increase over 2014.

However, a dedicated, indexed and recurring source of funding remains necessary to meet the growing demand for public transit. We consequently tabled a memorandum as part of the 2015–2016 pre-budget consultations of Québec's Ministère des Finances.

In fall 2015, the Québec government presented Bill 76 modifying the organization and governance of public transit in the Montréal metropolitan area. This reform should allow a new governance and a financing policy to be established.

BREAKDOWN OF STM OPERATING REVENUE IN 2015



Economic contribution

Investments in public transit help generate wealth, create jobs and stimulate Québec's economy. In 2015, acquisitions of goods and services amounted to \$643 million, up from \$586 million in 2014, for a 10% increase. This amount varies from year to year, depending on major projects, among other factors. The main projects that contributed to increased procurement this year include the acquisition of the new AZUR metro cars, the iBUS real-time bus tracking and communication system, the reconstruction of the Crémazie complex and the Réno-Infrastructures program.

To measure its contribution to the Québec economy, the STM uses the input/output model of the Québec government's Institut de la statistique. According to this model, 48% of goods and services acquired in 2015 were produced in Québec. Our procurement expenditure helped sustain 3,555 jobs in addition to those of the STM's 9,506 permanent and temporary employees.

INDICATOR	2011	2012	2013	2014	2015
Acquisition of goods and services (\$M)	665	578	709	586	643
Percentage of acquisitions of goods and services produced in Québec (%)	43%	47%	48%	50%	48%
Number of jobs sustained by acquisitions of goods and services	3,476	3,397	4,200	3,344	3,555
Tax spinoffs attributable to acquisitions of goods and services (\$M)	76	73	94	76	85
Tax spinoffs attributable to employee salaries (\$M)	146	156	159	136	147

PRIORITY 5

Reduce our ecological footprint

While public transit is an effective means of helping to fight climate change and reducing congestion, operating a bus and metro network generates impacts on the water, air, soil and resources. The STM is aware of this issue and has consequently implemented numerous measures to reduce these impacts responsibly.

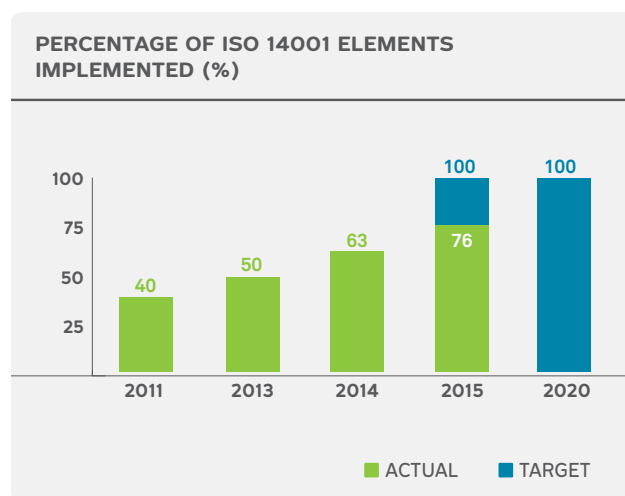


Green roof at the Stinson bus garage

Improving the environmental management system

We continued to improve our environmental management system based on the ISO 14001 standard. Over the year, the significant environmental aspects were identified for the company as a whole. We also finalized the register of legal and voluntary requirements and the procedure for identifying and updating them. Objectives were established for the metro, bus and corporate divisions, and the bus division adopted its action plan.

In 2015, the percentage of ISO 14001 elements implemented rose from 63% to 76%, compared with a target of 100%. This is attributable to a delay in the start of work due to a lack of resources and the addition of our commercial subsidiary Transgesco to the scope of the EMS.



Environmental non-compliance notices

In 2015, we received one environmental non-compliance notice for exceeding the standards for garage wastewater disposal. Corrective measures were taken for changing maintenance frequency for the interceptor and separator.

Of the 10 environmental non-compliance notices received in 2014, eight were settled in 2015, while the two remaining notices will be resolved in 2016.

Drinking water

A project to install anti-backflow devices and to plan for the installation of water meters was prioritized in response to city of Montréal by-laws and the regulations of the Régie du bâtiment du Québec. Ultimately, this project will enable us to draw up a portrait of drinking water consumption for all our buildings and establish a reduction plan.

Soil contamination

Under the *Environmental Intervention Plan 2014–2017*, which covers all actions related to contaminated soil, various operations proceeded in 2015:

- We completed studies on the monitoring of groundwater quality at the Anjou, St-Denis, LaSalle, Mont-Royal, Frontenac and Legendre bus garages, and at Plateau Youville.
- A preliminary characterization was made at the St-Michel, Legendre, Anjou and Frontenac bus garages.
- As part of the projects to expand the Angrignon and Honoré-Beaugrand garages, we conducted a preliminary characterization and geotechnical study.
- A geotechnical study and characterization were also carried out for the reconstruction of the Crémazie complex, expansion of the shop at Viau station and the Vendôme station project.

We established a program for periodic refurbishment of our petroleum and used-oil equipment. This enables us to significantly reduce the risks of spills and soil contamination by installing double-walled tanks and systems for measuring fluid levels and issuing alerts in the event of leaks or spills. In addition, the oil-insulated transformers at the Snowdon rectifier station were replaced with dry-type models, reducing the risks of soil contamination.

Sustainable infrastructure

G4-DMA ENERGY

We are continuing our efforts to improve the energy performance of our infrastructure. In 2015, the average energy consumption of our surface buildings was 592.7 kJ/m²/degree-days of heating, down 3.4% from 2014.

Stinson bus garage

The Stinson bus garage received LEED Gold certification, a Québec first for this type of building. This project is an exemplary sustainable initiative that shows the way for our future buildings. The heat recovery system, acquired at a cost of \$4.1 million, generates recurring annual energy savings of nearly \$1 million. This represents a 60% reduction in energy consumption compared with our other bus garages. Its green roof, measuring 800 m² in area— equivalent to one and a half football fields—is one of the largest, if not the largest, in Québec.

In 2015, the project added two more awards to its many honours:

- Project of the Year, construction and engineering category, at the Project Management Institute's Elixir awards gala
- Grand prix of the Génie-conseil québécois / mechanical and electrical construction category

The heat recovery system, acquired at a cost of \$4.1 million, generates recurring annual energy savings of nearly \$1 million.



PRIORITY 5

Crémazie complex

G4-DMA ENERGY

Work on the plans and specifications for rebuilding the Crémazie complex got under way, with a view to a 2016 tender call for the construction, scheduled to proceed from 2016 to 2019.

This new 40,000-m² building, which will be designed to LEED Gold standard, will house bus maintenance, supply chain, training, infrastructure maintenance and bus engineering teams.

Metro infrastructure projects

For some infrastructure projects related to the metro network, we have decided to use the new sustainability certification, Envision. Developed by the Institute for Sustainable Infrastructure — which includes the American Society of Civil Engineers among its members — and Harvard University's Zofnass program, this rating system is better suited to metro infrastructure projects than LEED certification. In 2015, we undertook to achieve Envision certification for three projects, at Côte-Vertu, Vendôme and Viau. The project to extend the metro's blue line, under the direction of the AMT, also aims for Envision certification.

Energy efficiency

The Hermine mechanical ventilation station was commissioned in 2015. The new equipment is 250% more efficient than the original facility, which dated from 1966. In spite of its considerable size, the new station emits very little noise. High-performance acoustic silencers keep the sound level at below 50 decibels, the equivalent of a household dishwasher. The network's 80 mechanical ventilation stations supply the metro with fresh air and regulate the ambient temperature.



Hermine mechanical ventilation station



We also initiated operations to improve our buildings' energy efficiency. Optimization of heating, ventilation and air-conditioning (HVAC) at the Legendre bus garage cut energy consumption by 300,000 kWh of electricity and 108,000 m³ of natural gas, or the equivalent of 204 tonnes of CO₂e.

During refurbishment work at Berri-UQAM station, 20 fan convector units were replaced by three central ventilation units, reducing maintenance needs and improving system performance.



Management of residual materials

G4-DMA EFFLUENTS AND WASTE

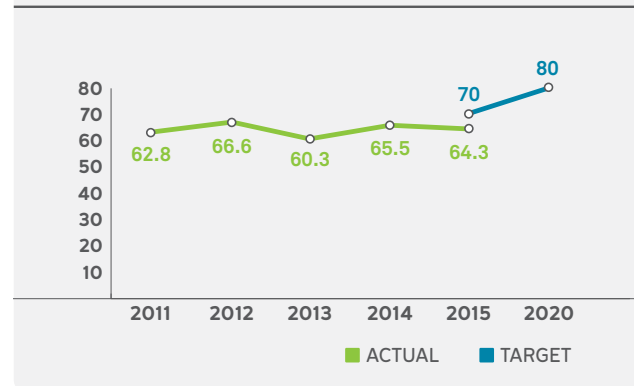
The rate of residual-material diversion from disposal was 64% in 2015, compared with a target of 70%. The trend for this indicator has been relatively stable since 2011; any changes have been related in part to certain non-recurring activities in a given year (disposal of rolling stock at the end of its service life, materials resulting from construction/renovation/demolition projects, etc.) and fluctuations in the quantities of waste collected from metro customers.

Preparations continued on the [sustainable reclamation plan](#) for our 333 MR-63 metro cars, which will be gradually withdrawn from the network starting in 2016 and replaced by the new AZUR metro cars. A study confirmed that we will be able to reuse some parts from MR-63 cars for maintenance on MR-73 cars.

A call for proposals for the reclamation of the MR-63 cars was launched in 2015. The company selected will be tasked with collecting, transporting, dismantling and reclaiming (by recycling, in particular) residual materials according to the 4R principle. Bidders will be evaluated by a selection committee on the basis of specific evaluation criteria, including sustainability.

In addition, a call for proposals to give some MR-63 cars, or some of their components, a second life will be issued in 2016.

RATE OF RESIDUAL-MATERIAL DIVERSION FROM DISPOSAL (%)



Management of residual hazardous materials

The quantity of residual hazardous materials recovered rose by 13.8% relative to 2014.

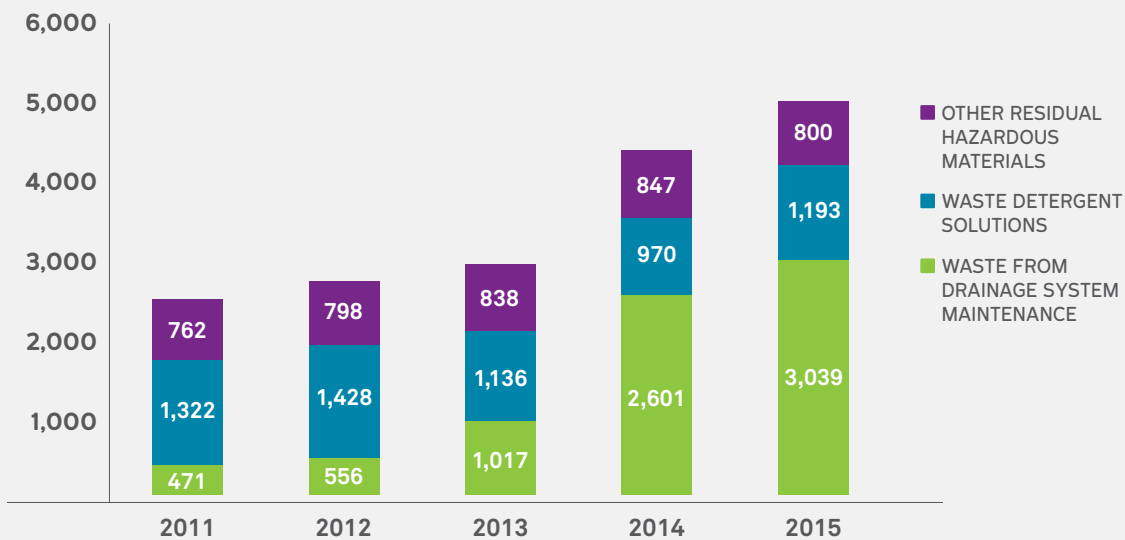
A number of factors account for this increase. Since the middle of 2014, settlement of drainage waste takes place at the suppliers' facilities, whereas previously this process occurred in situ and only the solid portion was counted in the residual hazardous materials.

A further contributing factor was maintenance performed in 2015 on the drainage system at the Stinson bus garage after its first year in operation. The variation in volumes of waste generated is also due to more thorough cleaning carried out to improve the overall drainage system maintenance process with a view to controlling effluent quality more effectively.

Finally, new parts-washing units were installed at the metro car major overhaul shop, following the removal from service of some machines in 2013. Although the new machines are more efficient, the increase in the number of parts washed and the running-in period of the new equipment generated a larger volume of waste detergent solutions.

PRIORITY 5

RESIDUAL HAZARDOUS MATERIALS RECOVERED (TONNES)



OUTLOOK FOR 2016

- Start of reconstruction of the Crémazie complex, targeting LEED Gold certification
- Initial drafting of plans and specifications for Envision certification for the Côte-Vertu, Vendôme and Viau projects
- Commissioning of centralized air compressors at the metro car major overhaul shop in order to recover heat in the building and eliminate water consumption
- LED lighting pilot project at De Castelnau station
- Ongoing work to improve the environmental management system and initial implementation of action plans for all sectors



PRIORITY 6

Limit our atmospheric emissions

Atmospheric emissions represent a significant environmental impact for the STM. Even though public transit has less impact than automobile travel, we are determined to reduce our emissions of GHGs and atmospheric contaminants. In this way, we contribute to achieving the GHG reduction objectives of the city of Montréal and the province of Québec.

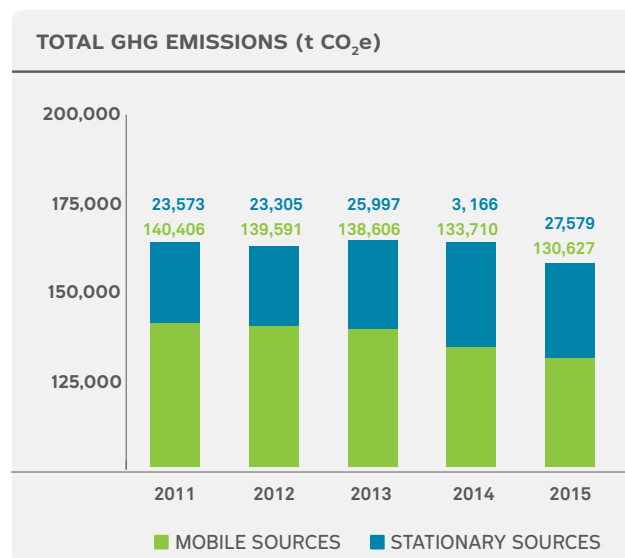


GHG emissions of the STM

Direct emissions

G4-EN15

Our total GHG emissions declined by 3.5% between 2014 and 2015. Emissions from stationary sources were down 8.6%. We achieved this decrease by reducing natural-gas consumption and partially replacing a degreasing product used for mechanical maintenance operations with an eco-friendly product. The 2.3% drop in emissions from mobile sources is attributable to a reduction in bus kilometres travelled and increased use of biodiesel compared with 2014.



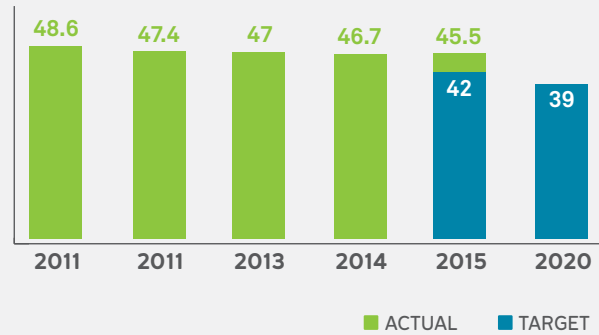
Our total GHG emissions declined by 3.5% between 2014 and 2015 mainly due to a reduction of our natural-gas consumption, a reduction in bus kilometres travelled and increased use of biodiesel compared with 2014.

PRIORITY 6

GHG emission intensity

It is clear that, for any public transit authority, GHG emissions are heavily influenced by the service offering. Accordingly, the STM has established indicators for tracking changes in its emissions by relating them to operating units. These indicators are:

- kilometres travelled by bus and by metro cars during the year
- seat-km offered to customers, namely the number of places (sitting and standing) available over the distance travelled by buses and metro cars during the year
- passenger-km, namely the total distance travelled by customers on the network during the year.

TOTAL GHG EMISSIONS PER PASSAGER-KM (g CO₂e)

GHG emissions per passenger-km declined by 2.6% compared with 2014. This improvement stems mainly from the decrease in total GHG emissions. Since 2006, this indicator has improved steadily, falling a total of 13%, to 45.5 g CO₂e. Despite these positive results, we were not able to reach the GHG reduction target for 2015, largely as a result of the delay in integrating hybrid buses into the bus fleet and a lower-than-forecast number of passenger-km.

The indicators per km travelled and per seat-km fell by 2.7% and 3.1%, respectively, relative to 2014. This trend illustrates a decrease in the carbon footprint entailed in offering service, owing to the efforts made in all of the company's sectors to reduce our GHG emissions.

	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015
Total GHG emissions per km travelled (g CO ₂ e)	1,012	968	982	1,005	978	-2.7%	-3.4%
Total GHG emissions per seat-km (g CO ₂ e)	13.2	12.7	13.0	13.1	12.7	-3.1%	-4.1%



Actions to reduce emissions

G4-DMA ENERGY, G4-DMA EMISSIONS

In 2015, we worked with our supplier Nova Bus and with other transit authorities to optimize the next hybrid buses.

The 27 hybrid buses that will be delivered in 2016 will feature the following new technologies:

- They will all be equipped with an automatic engine shut-off system that is activated when the bus is in parking position (waiting at the end of the line) for more than three minutes and the outside temperature is above -10° Celsius, which will cut GHG emissions by 2%.
- Ten of them will be equipped with the series E option, which also allows the engine to be turned off when the bus is immobilized and the doors are open (at a busy stop, for example). This will yield a further GHG reduction of 3% to 5%. In addition, these buses will be able to travel in all-electric mode for a distance of 1 km.
- Twenty of them will be air-conditioned, so that we can evaluate the impact on customer satisfaction, maintenance costs and fuel consumption. This trial follows a pilot project conducted on air-conditioned diesel buses from 2011 to 2013. At that time, the STM decided to pursue the study on other types of systems that could improve customer comfort while also limiting the environmental and economic impact.

Finally, we continued to improve our fleet of small service vehicles with the addition of three plug-in hybrid Toyota Prius vehicles and one all-electric Nissan Leaf. The fleet's average GHG emission rate improved by 3.6% in 2015 compared with 2014.

Transportation electrification

In order to contribute to the government transportation electrification effort, we have set an ambitious objective, namely to acquire only electric vehicles from 2025 on and to aim for a target of zero emissions for our vehicles by 2040. We are consequently involved in several projects designed to speed up the transition to electric vehicles.

However, the STM lost access to Hydro-Québec's Rate L in 2014, and since then we have been subject to rate increases for heritage pool electricity. This accelerated increase in electricity prices imposes a growing additional burden, both on current metro operating costs (an extra cost of \$700,000 in 2016 and nearly \$2 million in 2020) and for the profitability of future electrification projects.

In 2015, 69.5% of trips on our network were made using electricity, compared with a target of 75%. The discrepancy stems from the delay in integrating hybrid buses into our vehicle fleet.

PRIORITY 6

City Mobility

Montréal's City Mobility project is a partnership between Québec's Ministère des Transports, the STM and Nova Bus. This program has been rolled out in nine cities around the world so as to pool the expertise of public and private players in a joint transportation electrification project. Montréal is the first North American city to take part.

In 2015, in collaboration with Nova Bus, we completed the contractual documentation for acquiring electric buses, charging stations and other equipment. The process of drawing up detailed plans and specifications for preparatory work for installing the electrical equipment has begun. We have announced the installation of two fast-charge stations on line 36 – Monk for the commissioning of three 100% electric Nova LFSe buses. Fast-charge stations will be delivered in fall 2016 for installation at Square Victoria and the Angrignon terminus. Various tests will be run from fall 2016 to the end of 2019.



Electric locotracors

A tender call was issued in 2015 for the replacement of some diesel locotracors, which are vehicles used for nighttime tunnel work. Through extensive research and consultations, we were able to confirm that it is possible to develop an autonomous, fully electric model that meets our operating requirements. This model will have a longer service life and will cut operating costs while improving tunnel working conditions. The electric locotractor project, a further example of how we are stimulating innovation, was a 2015 finalist in the Novae awards for corporate citizenship.

OUTLOOK FOR 2016

- City Mobility project: out-of-service testing of electric buses in 2016, followed by start-up of customer service in early 2017
- Adjustment of transmission programming on 600 buses; estimated 2% reduction in fuel consumption, or 300,000 litres



PRIORITY 7

Practise sustainable procurement

We are aware of the leverage our procurement represents for maximizing the benefits of sustainable development, and we are committed to improving our social, economic and environmental performance through our procurement processes.



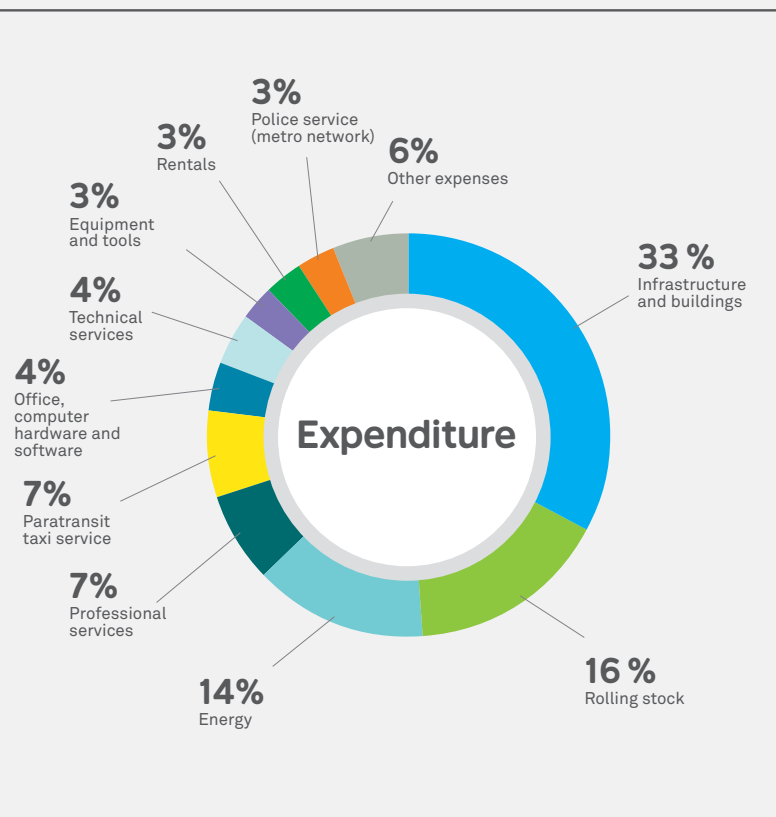
Description of the supply chain

G4-12, G4-EC9

The supply chain team is in charge of the process of procuring all of the STM's goods and services. In 2015, expenditure on the acquisition of goods and services totalled \$643 million.

We deal with numerous suppliers throughout the world, but we carry out most of our procurement in Québec, thereby supporting more than 2,300 suppliers based in 13 of the province's regions. ²

EXPENDITURE ON GOODS AND SERVICES (OPERATIONS AND INVESTMENTS) ^{1 2}



¹ STM expenditure, excluding the financial expenses, taxes and expenses of Transgesco, a commercial subsidiary of the STM

² 2014

PRIORITY 7

Sustainable procurement indicator

Since 2014, we have had sustainable procurement guidelines to maximize the environmental, social and economic performance of the STM and its suppliers.

Every year, the STM awards nearly 500 contracts. Our approach in recent years has consequently focused primarily on contracts of greater value. In 2015, we stepped up our efforts to increase the number of contracts that include sustainability criteria. As a result, 27% of contracts in progress during the year included sustainability criteria, compared with 21% in 2014.

Since most of the contracts the STM awards are for services, in 2015 we integrated a greater number of sustainability criteria into the weighting grids. The percentage of service contracts in progress that were awarded with a preferential margin for sustainability consequently rose from 10% to 25%.

These efforts meant that the number of contracts in progress that included sustainability criteria rose faster than the contracts' value, which increased from 73% in 2014 to 74%. Note that for goods, 85% of the value of contracts in progress in 2015 already included sustainability clauses.

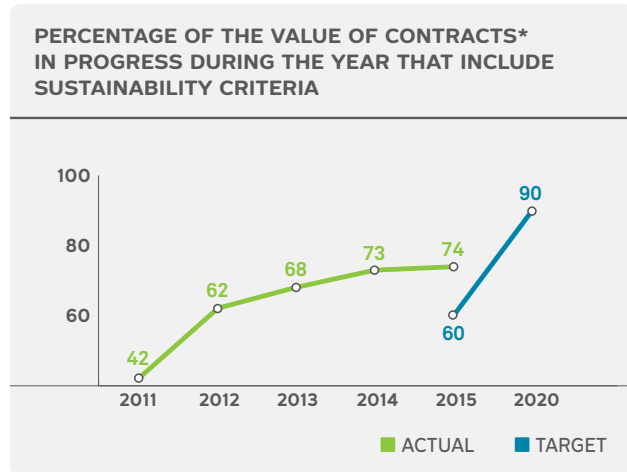
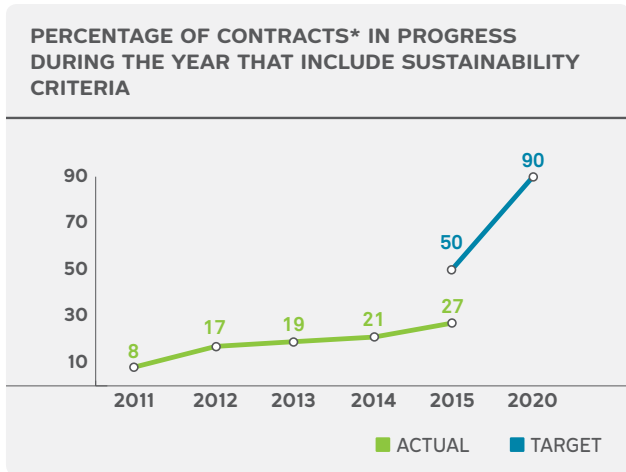
Tender call for multifunction printers

Under the tender call for multifunction printers launched in 2015, bidders had to:

- be rated ISO 14001 and be a signatory of the Global Compact (with regard to international labour standards)
- supply a report on recycling cartridges in North America, as well as old multifunction printers
- supply multifunction printers:
 - with specific certifications (EPEAT, Energy Star, etc.)
 - made in compliance with the European ROHS directive on hazardous substances
 - made from recycled material
 - pull-print enabled, a feature for avoiding prints that are unwanted, abandoned or yet to be revised.

G4-DMA PROCUREMENT PRACTICES, G4-DMA SUPPLIER ENVIRONMENTAL ASSESSMENT, G4-DMA SUPPLIER ASSESSMENT FOR LABOR PRACTICES, G4-DMA FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING, G4-DMA SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY

G4-ENT



* Goods not held in inventory valued at \$50,000 or more, goods in inventory valued at \$100,000 or more, and services valued at \$25,000 or more. These figures do not include Transgesco's expenses.



An award-winning approach

Thanks to the efforts and collaboration of the supply chain and sustainable development teams, the STM was honoured for its [sustainable procurement approach](#) at the Montréal environment and sustainable development recognition gala. This approach was also a finalist in the Novae awards for corporate citizenship.

Supporting the social economy

For the STM, practising sustainable procurement also means calling on social enterprises. In 2015, we established two major projects with Insertech and Certex.

Disposing of electronic waste while helping young people

Since electronic waste contains large quantities of heavy metals, its disposal is regulated. But the STM wanted to do more, and decided to partner with Insertech, a Montréal social enterprise established in 1998 at Technopole Angus.

Insertech offers a professional service for the recovery and ecological disposal of electronic equipment and the destruction of the data it contains. However, it aims first to reuse the equipment by extending its service life by three years on average, thereby limiting its environmental impacts.

Moreover, as a social enterprise, Insertech hires and trains young adults who have difficulty joining the labour market. Since 1998, the company has trained more than 850 young adults.

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Recovering old uniforms with Certex

Colourful bins with a hip urban look appeared at the STM in 2015 to collect employees' old uniforms and personal clothing items.

The clothing gathered is sent on to Certex, a Montréal-area social enterprise that recovers and sorts used textiles. In addition to giving clothes a second life, Certex offers permanent jobs to people with various limitations. Depending on the quality of the clothes, they may be sold on the local market, exported or cut up into cleaning cloths. Through the clothing donations it receives, Certex diverts over 6,000 tonnes of textile materials from disposal every year.

The STM's donation bins are decorated by Dose Culture, a social enterprise that promotes legal graffiti expression.



OUTLOOK FOR 2016

- Sustainable procurement training for buyers and contract administrators
- Establishment of a tool for prioritizing goods and services on the basis of sustainable procurement

PRIORITY 8

Act as a responsible employer

For the STM, offering its employees a healthy, safe and inclusive working environment is a priority. As a responsible corporation, we want to continually improve our practices with respect to human resources and workplace health and safety.



Diversity and equal employment opportunity

The STM's very first Equal Employment Opportunity Program was introduced in 1987, well before the government required public corporations to institute such programs. In 2015, 25% of our employees were women or were from visible or ethnic minorities. In its sector report on Québec's transit authorities, published in September 2015, the Commission des droits de la personne et de la jeunesse observed that the STM was a leader in this regard. The Commission added that the STM is the transit authority that has seen the strongest growth in representation of all the targeted groups thanks to its proactive approach to attracting and hiring members of those groups.

DIVERSITY OF PERMANENT WORKFORCE	2011	2012	2013	2014	2015
Percentage of women	24.1%	24.3%	24.4%	24.7%	24.8%
Percentage of visible and ethnic minorities	20.3%	21.8%	22.6%	23.3%	24.7%
Percentage of employees with a disability	0.5%	0.5%	0.4%	0.4%	0.4%
Percentage of Aboriginal employees	0.4%	0.5%	0.5%	0.5%	0.5%



STM analyst Salvator Birikundavyi received an honorary mention from the Comité d'adaptation de la main-d'œuvre (CAMO) for people with disabilities, at the *Mon parcours! Ma carrière!* awards. This event recognizes outstanding employment paths achieved by people with disabilities.

During the year, we adopted the 2015–2017 program of activities for fulfilling the commitments of the Declaration for Diversity and Inclusion.

A number of initiatives helped promote an inclusive working environment.

- Testimonials by managers who relied on diversified teams were posted on the Intranet zone reserved for managers.
- During La Grande tournée SST (workplace health and safety week), a booth was set up to raise employees' awareness of the different forms disabilities can take in the workplace and to encourage people living with a disability to ask the company for support.
- We met with 30 or so organizations that help people from minorities join the labour market, in order to present the STM's diversity policy.
- The STM's diversity and inclusion commitments were posted on social media.
- Some 20 managers took part in various awareness activities held outside the company on the topic of diversity, such as co-development meetings organized by Nexus; they then passed on the lessons learned to their colleagues.

In addition to our program of in-house activities, we received 150 people from 57 companies of every kind at a major forum on intergenerational diversity. More than 90% of participants said that the talks and workshops enabled them to draw important connections with their own working environments and the issues they are facing. Four of the STM's six unions were also represented.

In 2015, 25% of our employees were women or were from visible or ethnic minorities. The Commission des droits de la personne et de la jeunesse observed that the STM was a leader in this regard. The Commission added that the STM is the transit authority that has seen the strongest growth in representation of all the targeted groups thanks to its proactive approach to attracting and hiring members of those groups.

Mobilization

In 2015, the “Leader à bord” (Leader on Board) leadership development program organized in collaboration with the Université de Sherbrooke’s Centre universitaire de formation concluded. Altogether, 767 managers benefited from this program designed to strengthen their management capabilities. A study of the program’s impacts conducted in collaboration with HEC Montréal showed that 96% of respondents found it a learning experience and 91% observed an improvement in their management practices. On the strength of this success, a follow-up to the program will get under way in 2016. The program garnered the annual Prix Phare awarded by the Société québécoise de psychologie du travail et des organisations.

The STM’s management and the Syndicat du transport (CSN – entretien) jointly organized a number of talks on the topic of preventing workplace harassment. The goal was to make certain stakeholders—in both management and union—more aware and provide them with tools to recognize conflicts and prevent them before they degenerate into a situation of intimidation or harassment. A booth on preventing psychological harassment was also set up during workplace health and safety week.

Note that we did not measure employee mobilization in 2015, owing to a change in methodology. The new approach will be developed in 2016.

The “Leader à bord” leadership development program garnered the annual Prix Phare awarded by the Société québécoise de psychologie du travail et des organisations.

Workplace health and safety

More than ever, managers are incorporating accident prevention activities into their daily practices.

Once again this year, we held La Grande tournée SST at more than 20 different work sites. Several booths manned by employees proud of their innovations and keen to share their knowledge and their experience within the company were presented. The subjects covered ranged from tunnel work to ergonomic handling techniques to fire prevention and the machine safety program.

A project for stationary-equipment maintenance was the regional winner of the CSST’s Grands Prix santé et sécurité au travail.

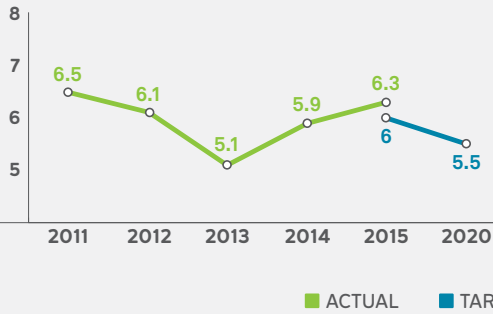
Prevention activities related to health and safety are a feature in all of the STM’s sectors. The prevention program continued in 2015 with the drafting of programs for lockout systems (in collaboration with the CSN’s health and safety committee), electrical hazards and respiratory protection. With a view to preventing assaults on drivers, “Sécuribus 3” training was developed and validated by union and management.

Our employees were invited to meet the Défi Santé 5/30 Équilibre challenge. This six-week event has three objectives: eat better, move more and take a break in order to achieve a better life balance.

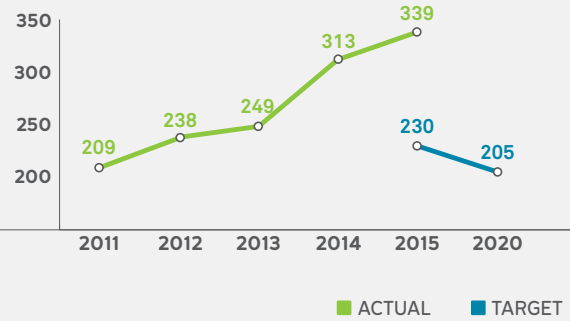
In spite of all these efforts, the frequency of work-related accidents was 6.3 in 2015, versus a target of 6. The severity of work-related accidents was 338.8, compared with a 2015 target of 230. The majority of accidents are ergonomic in nature or involve falls, or else are linked to violent incidents related to customers. The STM takes this seriously and is establishing appropriate measures to remedy the situation.

PRIORITY 8

WORK-RELATED ACCIDENT FREQUENCY



WORK-RELATED ACCIDENT SEVERITY



OUTLOOK FOR 2016

- Launch of Phase 2 of “Leader à bord” program
- Development of a new methodology for measuring employee mobilization
- Ongoing implementation of the workplace health and safety management program, which encompasses commitment, empowerment, compliance with legal obligations and implementation timetable.



PRIORITY 9

Train and equip our employees and raise their awareness

The STM's sustainable development commitment calls for employees' buy-in and mobilization, and the development of their skills. By equipping them and increasing their environmental, social and economic awareness, the STM enables them to make sustainability best practices an integral part of their work.



Training and awareness

In 2015, some 200 professionals and managers completed a three-hour workshop on sustainable development. A review of the main concepts related to sustainable development was followed by a description of the STM's commitments and the tools for integrating sustainability into the decision-making processes available. The satisfaction rate was 95%.

In addition, various engineering and major projects teams took part in meetings to familiarize them with Envision, a sustainability certification for infrastructure projects. We are aiming for this new certification, developed by the ISI (Institute for Sustainable Infrastructure), for the Vendôme, Côte-Vertu garage and Viau projects.

Over the year, a dozen or so articles on sustainability initiatives were published in the company's internal media. As well, we often refer to the sustainability aspect of the different articles published throughout the year, recalling the contribution made by each sector to the company's sustainable development objectives.

We have developed a series of tools to facilitate the integration of sustainability into decision-making processes. In 2015, we introduced a checklist for integrating sustainable development into projects, called the *Aide-mémoire sur l'intégration du développement durable dans les projets*.

Tools for integrating sustainability into practices

We have developed a series of tools to facilitate the integration of sustainability into decision-making processes. In 2015, we introduced a checklist for integrating sustainable development into projects, called the *Aide-mémoire sur l'intégration du développement durable dans les projets*. Five questions accompanied by examples and possible solutions are designed to foster careful thought about a project's potential environmental and social impacts right from its definition phase. A scoring grid also allows projects to be evaluated and prioritized on the basis of their contribution to sustainable development.

A tour was conducted of management committees in the company's different sectors in order to promote these tools.

Generosity campaign

The STM held the 53rd edition of its workplace generosity campaign, which collects donations from the company's employees and retirees. On top of the employees' voluntary contributions, the amounts collected were boosted by fundraising activities intended for customers, including the Christmas basket operation which mobilized more than 600 employee volunteers.

The 2015 campaign raised \$860,759, which was distributed to four organizations—Centraide/United Way, the Red Cross, PartenaireSanté Québec and Réchaud-bus—in addition to allowing Christmas baskets to be handed out. Despite a 2% increase in the number of employees that made donations, these results represent a 1.7% decrease in the amount raised relative to 2014.

Réchaud-bus, an initiative of retired STM employees, celebrated its 20th anniversary in 2015 and received the Radio-Canada Coup de cœur (people's choice) award in the Gens de cœur contest.

As well, around a hundred volunteers took part in the 30th annual work bee at Camp Papillon for disabled children.

OUTLOOK FOR 2016

- Additional sustainability workshops
- Further presentations on Envision certification
- Sustainable procurement training



PRIORITY 10

Engage our stakeholders

Stakeholders are crucial to the STM's success. By working with them, we are better able to understand their needs and concerns. From planning to implementation, this dialogue gives the company's initiatives real added value.

It is also through dialogue and cooperation with our stakeholders that we contribute to the advancement of sustainable development and sustainable mobility.



Stakeholders and projects' social acceptability

In view of the impact of our projects on the community as a whole, it is important for us to take our stakeholders' needs and concerns into account. In 2015, we issued a sector guideline and a reference framework on projects' social acceptability. These publications are tools for structuring and facilitating the consideration of stakeholders in connection with our projects.

The STM, a key player in social development

Through the nature of its operations, the STM is a major player in social development and inclusion. By offering accessible services, it enables citizens to move about the city so that they can participate in social, economic and cultural life. Its contribution takes many other forms, including incorporating environmental and social criteria into its tender calls, the support it provides for the social economy and the generosity campaigns of its employees and retirees.

Additionally, in 2015 :

- We set up, with the Juripop legal clinic, a consultation service in the metro where citizens had access to free 15-minute sessions with lawyers and notaries for all kinds of legal questions.
- On November 4, 2015, the Chairman and the members of the STM's Board of Directors sold the magazine *L'Itinéraire* in the metro. Under our partnership with *L'Itinéraire*, we also offer free transit fare to the vendors travelling to their points of sale.

Through the nature of its operations, the STM is a major player in social development and inclusion.

Dialogue with stakeholders

G4-24, G4-26

We continued our discussions with our stakeholders in 2015. As part of the review of our Strategic Plan, we called upon our customers to contribute to the deliberation process and to determine the actions that will be priorities leading us toward 2025. Whether through the panel *Ma voix Ma STM* or directly on the STM website, customers were able to share their ideas about tomorrow’s public transit.

Given the extent of our activities, our stakeholders are extremely varied. We therefore make use of various tools to keep up the dialogue. The following table presents the principal means of communication used in 2015 with the different categories of stakeholders.

		MEANS OF COMMUNICATION											
		STM website	Media (press releases, media relations, public forums)	STM intranet	Satisfaction surveys	Public Board meetings	Formal consultations (public meetings, etc.)	Social networks (Facebook, Twitter, LinkedIn)	Meetings and discussions	Internal and external working groups and committees	Briefs	Work with associations	Partnerships
STAKEHOLDERS	Employees			X		X		X	X	X			
	Cus-tomers	X	X		X	X	X	X	X				
	Higher levels of government		X			X			X	X	X		
	Municipali-ties		X			X			X	X	X		X
	Civil society	X	X			X	X	X	X	X	X	X	X
	Other institutional partners	X	X			X	X		X	X		X	X



Contribution to the advancement of sustainable development and sustainable mobility

G4-15, G4-16

The STM has contributed for a number of years to the advancement of sustainable development and sustainable mobility by working with different partners and discussing best practices with them.

In 2015, we maintained our involvement in various committees (city of Montréal, International Association of Public Transport, American Public Transportation Association, Espace québécois de concertation sur les pratiques d'approvisionnement responsable, Association du transport urbain du Québec, Conseil patronal de l'environnement du Québec, Association québécoise des transports).

We also shared our tools and our experience in sustainable mobility and integrating sustainable development at around 15 conferences and committees, and outlined the contribution of public transit to reducing GHG emissions at the URBA 2015 meeting.

Finally, we are active on the review committee for Envision sustainability certification for infrastructure projects.

Fighting homelessness

The homelessness service point in operation in five metro stations in downtown Montréal offers assistance to homeless individuals. As part of its activities, the service point provides psychosocial interventions carried out by a team of social workers from two community organizations. In 2015, the four social workers made 1,791 interventions in the five stations covered, bringing the number of interventions since the project's inception in December 2012 to 3,588.

For winter 2014–2015, a shuttle service offered at Bonaventure station at the metro's closing time transported 472 homeless people to shelters so that they could spend the night there, if that is what they wanted.

The homelessness service point in operation in five metro stations in downtown Montréal offers assistance to homeless individuals.

OUTLOOK FOR 2016

- Establishment, with different organizations, of the "Pair aidant" (peer support) pre-employment pilot project, intended for homeless individuals in the Montréal metro





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