



# An Historic Year

## Sustainable Development Report

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## 2007-2011 SUSTAINABLE DEVELOPMENT ACTION PLAN

### Sustainable Mobility

The current or planned actions that are intended to improve people's mobility by offering optimized public transit services, to contribute to the development of the Montréal community and to improve the environment and quality of life.

#### AREA 1

##### Objectives

1. Contribute to the fight against global warming and to improving the environment and quality of life
2. Apply universal accessibility measures
3. Contribute to economic vitality at the local, regional and provincial levels
4. Influence urban planning and management to better integrate public transit

### Sustainable Management

The actions the STM accomplishes or intends to accomplish to perform all of its activities responsibly, taking into account their impacts on the environment, society and the economy.

#### AREA 2

##### Objectives

5. Manage environmental impacts
6. Improve the energy efficiency of our assets
7. Practise sustainable procurement
8. Plan, design and carry out projects, while taking their environmental, social and economic impacts into account
9. Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers

### Promotion of Sustainable Development

Actions the STM performs or plans to ensure its sustainable development leadership and encourage its employees, customers and the general public to adopt increasingly responsible environmental, social and economic behaviours.

#### AREA 3

##### Objectives

10. Increase employee awareness of sustainable development
11. Position the STM as a responsible, committed company
12. Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances



**Michel Labrecque**

Chairman of the Board of Directors

## MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE CHIEF EXECUTIVE OFFICER

The Société de transport de Montréal plays a vital role in Montréal's sustainable development. Since 2007, the STM has followed a structured approach that allows the company to contribute even more to sustainable development and to measure it. Accordingly, it gives us great pleasure to publish our fourth Sustainable Development Report, for the year ended December 31, 2011.

The STM provides over 80% of trips by public transit (PT) in the greater Montréal area and helps avoid large quantities of greenhouse gas (GHG) emissions. In this way, it plays a part in reaching the reduction objectives of the Québec government and the city of Montréal.

### AN HISTORIC YEAR

In 2011, the STM passed the 400-million-trip mark for the first time since 1947. This record ridership of 404.8 million trips is the product of the remarkable improvement we have made since 2006 in service provided. For the bus network, this has meant a 21.6% increase in service, amounting to 15 million kilometres, while for the metro, the increase totals 28.9%, or an additional 17.2 million kilometres. Between 2007 and 2011, the increase in ridership translates into 80,000 tonnes in GHG emissions avoided on the island of Montréal—equal to the QPTP's anticipated energy savings for the entire province. During the same period, while ridership has increased by 25%, total direct GHG emissions per passenger-kilometre fell by 7%. STM continues its efforts to reduce its own GHG emissions through various initiatives.

The STM's acquisitions of goods and services in 2011 totalled \$595 million, which sustained nearly 3,300 jobs among our suppliers. Altogether, close to 13,000 direct and indirect jobs are linked to the STM's activities and projects.



**Yves Devin**

Chief Executive Officer

## MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE CHIEF EXECUTIVE OFFICER (cont'd)

Our success with regard to sustainable development would not have been possible without the ongoing efforts of our employees. On behalf of the Board of Directors and the Management Committee, we salute the work carried out by all our employees, who have successfully integrated sustainability into their daily activities and who enable the STM to stand out as a responsible, committed company. Two examples illustrate their commitment:

- Top ranking in the Défi Climat challenge, for best employee participation, in the category Company with 5,000 or more employees
- The Special Merit Award for Commitment to the Environment, presented by MetroRail in Milan, for the second year in a row

### A STRATEGIC YEAR

Yet another highlight of 2011 was the launch of the STM's Strategic Plan 2020. Even more than the 2007–2011 business plan, it emphasizes management's commitment to sustainable development. Indeed, it makes sustainability the cornerstone of all our decisions.

The Plan is spread over 10 years. It proposes to provide for Montrealers' mobility needs by offering the most efficient public transit system in North America. Sustainable development is central to our concerns and decisions as we work with the Québec government and the city of Montréal toward achieving their goal of reducing GHG emissions and oil consumption. Combined with a series of measures designed to curb single-occupant car use, this strategy will enable us to increase ridership by 40% and reach 540 million trips in 2020, for a 5% modal transfer from automobiles to public transit. Overall, the STM's actions will result in some 760,000 tonnes in greenhouse gas emissions avoided between now and 2020.

# COMPANY PROFILE

## VISION

“Provide for Montrealers’ mobility needs by offering the most efficient public transit system in North America, in order to play a part in making the Montréal urban agglomeration a place known for its quality of life and as a prosperous, environmentally respectful hub of economic activity.

Achieving this performance is based on an enhanced customer experience with respect to frequency, speed, punctuality and comfort. It is supported by major investments in equipment maintenance and strategic investments targeting growth of over 30% in service provided, and diversification and electrification of means of transportation. As of 2025, the STM fleet will consist exclusively of 100% electric vehicles.

Combined with a series of measures designed to curb single-occupant car use, which will be implemented with assistance from the city of Montréal and the Québec government, this approach will enable us to increase ridership by 40% and reach 540 million trips in 2020, while considerably reducing automobile dependency.”

## MISSION

The STM is a driver of economic development in the Montréal area and contributes to citizens’ quality of life and to sustainable development. It develops and operates an integrated transit system for users, and provides fast, reliable, safe and comfortable transportation via bus and metro as well as through its paratransit services. Passengers, employees, and institutional and business partners are all proud to be associated with the STM, which is known for delivering quality services at a fair price.

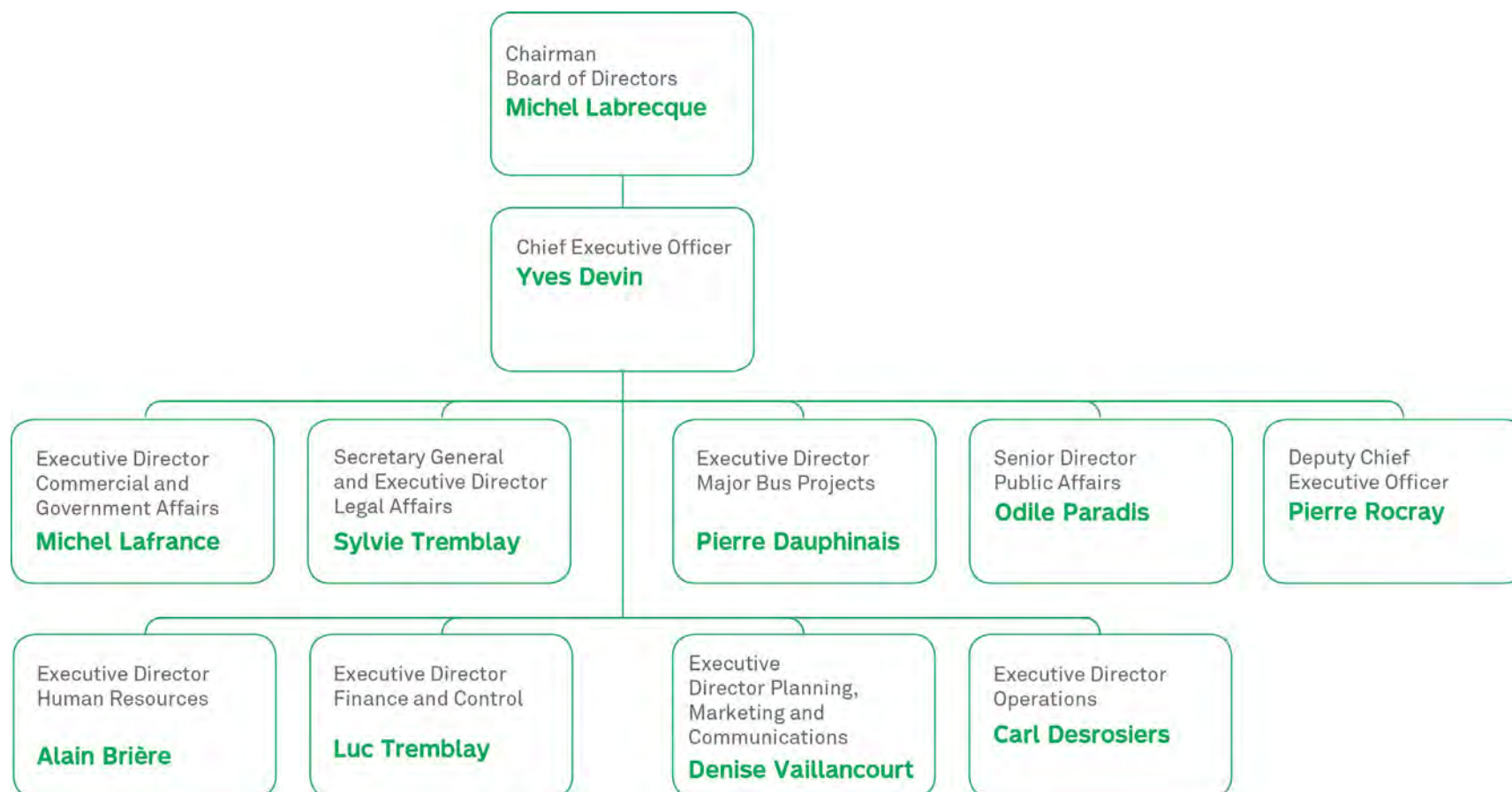
## BOARD OF DIRECTORS

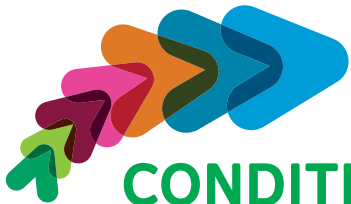
The STM’s Board of Directors is made up of nine members. Acting through its agglomeration council, city of Montréal appoints seven members from within its own regular council and the councils of other municipalities located within the agglomeration’s territory. In addition, it chooses two members from among agglomeration residents: one representative of public transit users and one representative of users of paratransit, that is, transit for people with functional limitations.

The Board’s membership reflects the values of diversity and plurality advocated by the STM: it consists of three women and six men, three of whom are members of cultural communities. Board meetings are public; they are accessible by webcast, and the public and interested parties may participate.

The STM uses 86 minibuses for its paratransit service. It also calls upon the services of 16 taxi companies; 12 of these have conventional vehicles and the other 4 have accessible vehicles (160 accessible taxis). In 2010, more than 2.6 million trips were made, for an average of over 7,200 trips per day.

## ORGANIZATION CHART





# CONDITIONS FOR THE SUCCESS OF THE STRATEGIC PLAN 2020

To carry out the Strategic Plan, the STM has identified four winning conditions: dedicated, indexed, recurring financing, governance that facilitates decision making and project implementation, urban development favourable to public transit and management of single-occupant car trips.

## DEDICATED, INDEXED FINANCING

The Québec Public Transit Policy (QPTP), which concluded at the end of 2011, supplied the STM with strong financial support drawn from the Green Fund of Québec's 2006–2012 Climate Change Action Plan. Coupled with funding from the city of Montréal, this support enabled us to exceed our targeted increase in service provided (25% compared with 16%) and in ridership (11.4% versus 8%) between 2007 and 2011. This increase alone amounts to 80,000 tonnes in GHG emissions avoided in 2011, and is equal to the QPTP's anticipated energy savings for the entire province.

Carrying out the Strategic Plan 2020 requires additional financing starting in 2012. In 2020, this financing requirement will total \$262 million. The STM must therefore be able to count on an increase from its current sources, or even the establishment of new financing sources that are dedicated, indexed and recurring.

In 2011, the Québec government adopted the *Regulation respecting a cap-and-trade system for greenhouse gas emission allowances*, which provides for the establishment of a carbon market as of January 2013. This will mean a sizable increase in the amounts allocated to the Green Fund, two-thirds of which will be invested in public transit.

## URBAN PLANNING AND DEVELOPMENT

As a public transit expert, the STM presented a brief in September 2011 as part of the consultation conducted by the Communauté métropolitaine de Montréal on the draft version of its land-use plan, the *Plan métropolitain d'aménagement et de développement*. This development plan for the greater Montréal area states that one of the keys to success for a public transit corporation is tied to the urban configuration, planning and development of the area to be served. A public transit system must serve a high-density territory to be efficient, rapid and punctual, and to offer affordable fares. Accordingly, the STM proposes that increasing density on the island of Montréal be made a priority.

Like the Montréal urban agglomeration and the Communauté métropolitaine de Montréal, the STM believes that only a comprehensive, integrated approach will allow the region to be developed sustainably. By focusing first on revitalizing and increasing the density of areas located around the transit system and infrastructures (TOD – Transit Oriented Development), this approach helps limit costs and environmental, economic and social impacts. Ultimately, the development model advocated will improve quality of life throughout the Montréal region.

The 14th-largest company in Québec, the STM has a workforce of 9,042 employees, half of whom are in direct contact with customers, to provide approximately 1.1 million trips per day. To achieve this, the company owns, manages and develops a bus and metro network throughout the island of Montréal. In addition, it supplies paratransit service to people with functional limitations by means of minibuses and by calling on the services of taxi companies. It also offers public transit service by taxi in areas where demand is insufficient to warrant bus service.



## ABOUT THE STM

The STM operates a fleet of 1,696 buses, 8 of which are hybrid and 202, articulated. The bus network covers the island of Montréal, or nearly 500 km<sup>2</sup>. It comprises 213 lines, 160 of which are wheelchair-accessible and 23 of which are dedicated to night service. As well, 136 km of reserved lanes facilitate rapid transit. In 2011, service provided on the bus network amounted to 84.9 million kilometres, an increase of 22% compared with 2006.

The metro, which was inaugurated in 1966, is made up of four lines (71 km altogether) and 68 stations. Our fleet of rolling stock comprises 759 cars, which covered nearly 77 million kilometres in 2011.

The STM offers door-to-door paratransit service for people with functional limitations. Through this service, more than 22,000 customers make more than 2.8 million trips annually on and around the island of Montréal, using the STM's minibuses and 16 suppliers of both regular and accessible taxi services.

In addition to having a key part in Montréal's economic growth for the last 150 years, the STM plays a leading role in the city's sustainable development. By providing safe, reliable transportation, it contributes to environmental protection and citizens' quality of life.

### METRORAIL WINNER

The STM's positioning as a responsible, committed company earned it a number of distinctions in 2011, including the prestigious MetroRail Special Merit Award for Commitment to the Environment, for a second consecutive year. It received this honour for its leadership in sustainable development and its strategy for obtaining recognition of the use of public transit as a significant gesture in support of the environment. The company was up against 70 metro systems in 40 countries. The other finalists were Calgary Transit, Delhi Metro Rail Corporation, Seoul Metro, Singapore Mass Rapid Transit and Warsaw Metro.





## SOME INDICATORS OF THE SYSTEM'S GROWTH

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	GRI INDICATOR
Number of trips: Ridership (millions)	363	368	383	383	389	405	LT3
Bus service provided (thousands of km)	69,790	69,721	72,144	77,335	81,128	84,878	LT3
Metro service provided (thousands of km)	59,839	64,296	75,149	76,232	76,541	77,129	LT3
Total number of bus lines	192	190	196	202	209	213	EC8
Number of wheelchair-accessible bus lines	154	154	154	155	156	159	EC8
Capital investment in developing infrastructure and improving PT efficiency (\$'000)	40,485	49,885	143,692	148,644	269,900	219,647	EC1
Reserved bus lanes (km)	61	61	63	99	101	136	LT6

## ABOUT THIS REPORT

This report has been drawn up in compliance with the STM's sustainable development policy, GRI guidelines and the Sustainable Development Charter of the UITP (International Association of Public Transport), of which the STM is a full signatory. The STM undertakes to produce an annual sustainable development report describing :

- Our actions in terms of environmental protection, social responsibility and economic spinoffs, relative to our *Plan d'affaires 2007–2011* (business plan), whose central theme is making sustainable development an integral part of our practices
- Progress made on the Sustainable Development Action Plan 2007–2011, which translates the principal areas of intervention laid out in the business plan into sustainable development actions. A grid shows how each of these actions matches up with a priority in the business plan, and a table of all the indicators is also available on the STM Web site.

The Sustainable Development Report 2011 continues from the reports from 2008 to 2010. It covers the issues and impacts associated with STM activities carried out between January 1 and December 31, 2011. During that period, no significant change occurred in the company's size, structure or capital. The report has not been audited by an external party.

The Sustainable Development Report comprises two main sections. The first presents a summary of the information and the second, a description of the actions associated with each of the 12 objectives that come under the three focus areas laid out in the Sustainable Development Action Plan.

Whenever the data are available, the progress of our performance relative to the indicators is shown for the years 2006 to 2011. Unless otherwise indicated, all the STM locations and areas of activity are covered.

In keeping with our environmental practices, we have chosen to publish the Sustainable Development Report in an electronic version only. Our Web site, [www.stm.info](http://www.stm.info), also provides the complete list of sustainable development indicators and other documents available. In addition, a limited number of copies of a summary of the report's highlights are available in print form.

The STM brought out its Sustainable Development Action Plan 2007–2011 in 2008, and presented its approach to integrating sustainable development in the Sustainable Development Report 2008. That report thus acts as a reference document for readers wanting full details of the company's sustainable development practices and objectives.

Finally, the STM's Strategic Plan 2020, covering the period from 2011 to 2020, has now been published on the company's Web site. This Strategic Plan follows up on the 2007–2011 business plan and includes sustainable development as one of its six stated priorities. A new Sustainable Development Plan continuing from the Sustainable Development Action Plan 2007–2011 will be presented in 2012.

## OUR REFERENCES


### FOR THE CHOICE OF INDICATORS:

- Global Reporting Initiative (GRI)
- International Association of Public Transport (UITP)

### FOR THE RELEVANCE OF THE ISSUES COVERED AND INCLUSION OF STAKEHOLDERS :

- AA1000 AccountAbility Principles Standard 2008

## SUSTAINABLE DEVELOPMENT APPROACH AT THE STM

2005	Signatory of pledge to UITP Charter	
2006	Inclusion of sustainable development in our mission and 2007–2011 business plan	First Action Plan 2007–2011
2007		
2008	Responsibility assigned to the Strategic Plan	
2009	SD Report 2008	
2010	<ul style="list-style-type: none"> <li>• SD Policy</li> <li>• SD Report 2009</li> <li>• Full signatory of UITP Charter</li> </ul>	
2011	SD Report 2010	Strategic Plan 2020
2012	Second Sustainable Development Plan 	

# STAKEHOLDERS

At the STM, public transit is considered a vital component of sustainable development. On a daily basis, we and our customers together help make Montréal a city where people can breathe easier. As a committed company, the STM is increasingly seen by its stakeholders as a source of sustainability inspiration. Through our promotional and collaborative activities, we publicize the contribution that public transit makes to sustainable development. Our partnerships allow us to combine our efforts with those of our peers in order to bring about real change toward sustainable development. The STM maintains an ongoing dialogue with stakeholders that may be affected by its activities. Since anyone can be a customer, everyone is a stakeholder.

## EXAMPLES OF INTERACTIONS WITH STAKEHOLDERS

### ► PRESENTATION OF A BRIEF ON URBAN DEVELOPMENT

As a public transit expert, the STM presented a brief in September 2011 as part of the consultation conducted by the Communauté métropolitaine de Montréal on the draft version of its *Plan métropolitain d'aménagement et de développement*. This development plan for the greater Montréal area states that one of the keys to success for a public transit corporation is tied to the urban configuration, planning and development of the area to be served. A public transit system must serve a high-density territory to be efficient, rapid and punctual, and to offer affordable fares. Accordingly, the STM proposes that increasing density on the island of Montréal be made a priority.

### ► IMPROVEMENT OF UNIVERSAL ACCESSIBILITY TO THE SYSTEM

In 2011, the STM continued its efforts to improve the accessibility of its bus and metro system. To achieve this, the STM works with associations representing people with functional limitations in order to ensure that these customers' needs are fully integrated into all our public transit

projects. In addition, the MPM-10 metro cars that will be arriving in 2014 are a further step toward attaining our universal accessibility objectives, because of their interior layout, the circulation between cars and the planned modifications to the platforms, among other features. At every stage in the project, the associations concerned are consulted and their universal accessibility concerns are incorporated.

### ► CONSULTATION WITH SOCIAL, DISCUSSION AND CUSTOMER GROUPS, AND VISIBLE MINORITIES

As part of our study of a prototype of future metro cars, the STM consulted with various social groups, discussion groups, customer groups and groups of visible minorities with a view to choosing the design of passenger seats and determining the layout of grab bars and the intercom system.

### ► COOPERATION WITH THE TAXI INDUSTRY

Taxi companies are the STM's most important partners in providing customer service. This partnership allows us to tailor the service we offer to customers with specific needs and in areas where either demand or the urban network is not conducive to establishing regular bus service. In 2011, the STM drew up its business strategy in accordance with its needs, while also reflecting the objectives adopted and announced by Montréal's taxi industry.

# STAKEHOLDERS (cont'd)

## MEANS USED TO PROMOTE DISCUSSION WITH STAKEHOLDERS – 2011

Stakeholders	Examples of objectives	Examples of means
General public and customers	Open up a dialogue on actions taken by the STM. Take needs into account in our different areas of operation. Track changes in satisfaction based on actions taken.	<ul style="list-style-type: none"> <li>► Web site <a href="http://www.mouvementcollectif.org/en">www.mouvementcollectif.org/en</a></li> <li>► Customer satisfaction survey</li> <li>► Public meetings of the Board of Directors</li> <li>► Transportation studies, with community consultation, on the development of new bus routes and new services</li> <li>► Presence on Twitter and Facebook</li> <li>► Improvements to AUTOBUS telephone system</li> <li>► Consultation with customers on design of passenger seats, grab bars and intercom system.</li> </ul>
Associations representing customers with functional limitations	Take recommendations into account in projects and implement measures.	<ul style="list-style-type: none"> <li>► Meetings by statutory committees with various associations to determine the needs of people with functional limitations.</li> </ul>
Employees	Increase employee awareness of sustainable development. Ensure employee mobilization. Involve employees in the continuous-improvement process. Track changes in satisfaction based on actions taken.	<ul style="list-style-type: none"> <li>► Meetings between the Chief Executive Officer and employees</li> <li>► Meetings between managers and employees</li> <li>► Support for environmental and social initiatives by employees</li> <li>► Opinion surveys on various initiatives</li> <li>► Publication of team portraits in the company newsletters to highlight employees' commitment</li> <li>► Employee recognition activities</li> <li>► Consultation with operators of rolling stock on the design of the new driver's cab.</li> </ul>
Ville de Montréal	Understand mutual needs in terms of service and infrastructure development.	<ul style="list-style-type: none"> <li>► Architectural and heritage studies on integrating a metro entrance into a new building</li> <li>► Improvements around the metro entrance and in local bus circulation</li> <li>► Brief submitted to the CMM as part of consultation on the <i>Plan métropolitain d'aménagement et de développement</i>.</li> </ul>
Ville de Longueuil	Understand mutual needs in terms of service and infrastructure development.	<ul style="list-style-type: none"> <li>► Meetings and discussions with city representatives to identify needs, expectations and concerns connected with the refurbishment of Place Charles-Lemoyne in order to produce a more harmonious concept.</li> </ul>
Government	Ensure that our projects are funded and carried out in accordance with the Québec Public Transit Policy. Position public transit as a solution for sustainable urban development.	<ul style="list-style-type: none"> <li>► Meetings with different government departments</li> <li>► Presentation to the House of Commons Standing Committee on Transport as part of consultation on draft legislation on the development of a national public transit policy</li> <li>► Strategic partner in consultations on the overhaul of the Québec Public Transit Policy by the province's Ministère des Transports.</li> </ul>
Associations and business community	Support the STM's sustainable development approach.	<ul style="list-style-type: none"> <li>► Participation in sustainable development committees</li> <li>► Participation or collaboration in events focusing on sustainable development (conferences, fairs, etc.).</li> </ul>
Communities on the island of Montréal	Work in harmony with communities.	<ul style="list-style-type: none"> <li>► Communication with communities affected by our projects</li> <li>► Public consultations and presentation of projects to boroughs</li> <li>► Information for residents near job sites on the length and impact of project work.</li> </ul>
Suppliers	Discuss best practices and challenges involved in sustainable procurement.	<ul style="list-style-type: none"> <li>► Participation in working sessions of the Espace québécois de concertation sur les pratiques d'approvisionnement responsable</li> <li>► Continuous-improvement committee with the taxi industry.</li> </ul>
Partners	Promote sustainable transportation. Help sector-based associations advance.	<ul style="list-style-type: none"> <li>► Partners in more than 100 events in 2011, including Ecocity 2011, Earth Day, In Town Without My Car, Montréal Bike Fest, Montréal Museums Day, Journées de la culture</li> <li>► Participation in sustainable development committees of different sector-based associations (transportation, business community, etc.).</li> </ul>








# PART 1

Summary of Issues and Actions Associated  
with Each of the 2007–2011 Objectives in the  
*Sustainable Development Action Plan*

Progress Table

# 2011 SUMMARY

The three focus areas in the Sustainable Development Action Plan 2007–2011 are expressed in 12 objectives, each responding to a sustainable development issue. The following table presents the objectives, issues and progress made with respect to the action plan.





AREA 1 – Sustainable Mobility				
Objective	Why is it important?	Action plan and progress made		2011 highlights
1. Contribute to the fight against global warming and to improving the environment and quality of life	➤ Because global warming is the top environmental issue, and because in Québec, the transportation industry is the main source of greenhouse gas (GHG) emissions and other airborne contaminants. The use of public transit helps avoid emissions and, as a result, makes increased ridership and service a priority for the STM and its financial partners in government.	Expand service in order to increase ridership		➤ Ridership totalled 404.8 million trips in 2011, a 4.2% increase over 2010 and 2.9% above the target.  ➤ The net environmental benefit related to ridership amounted to 536,000 tonnes in GHG emissions avoided.  ➤ Overall customer satisfaction was 89%, up two points relative to 2010.  ➤ Night bus service increased 75% over 2010.  ➤ We launched a pilot project that added bicycle racks on two bus lines, the 140 – Fleury and 180 – Salaberry.
		Adapt the network and service to the needs of developing sectors		
		Increase customer loyalty through a flexible fare strategy		
		Develop programs that are tailored to the needs of different customers		
		Step up implementation of the Public Transit Service Improvement Program		
		Set up a continuously accessible, real-time bus information system for customers		
		Refine our estimation of greenhouse gas emissions avoided on the island of Montréal		



## AREA 1 – Sustainable Mobility

Objective	Why is it important?	Action plan and progress made		2011 highlights
<b>2. Apply universal accessibility measures</b>	<p>► Because universal accessibility promotes a similar use, by all, of public services and infrastructures, and applies to all areas of STM activities. As a transit corporation, the STM endeavours to ensure that citizens can enjoy the use of public services at all times and in the same manner. As an employer, the company strives for equal access for all its workers. As a partner, it works with various groups and associations to clearly define the needs. As a company, it develops universal accessibility planning tools.</p>	Develop an integrated universal accessibility policy and vision	✓	<p>► Paratransit: 2.86 million trips in 2011, up 6.5% compared with 2010. Between 2007 and 2011, growth totalled 45.5%.</p> <p>► Overall paratransit customer satisfaction was 93%.</p> <p>► We completed all scheduled work and planned the work required to apply universal accessibility measures to the entire metro system under the Réno-station II program.</p>
		Draw up a universal accessibility development plan	✓	
		Continue expanding Navette Or service	➡	
<b>3. Contribute to economic vitality at the local, regional and provincial levels</b>	<p>► As the 14th-largest company in Québec, the STM plays a key economic role in terms of sustainable development. Adequate financing for a growing project portfolio is an essential condition for this economic contribution.</p>	Promote local economic spinoffs in accordance with laws, regulations and agreements	➡	<p>► The number of jobs sustained by acquisitions of goods and services was down 14% compared with 2010, largely as a result of the end of the bus fleet renewal program (2007–2011).</p> <p>► We maintained excellent credit ratings with Moody's (Aa2) and Standard &amp; Poor's (A+).</p> <p>► We acquired goods and services worth \$595 million; 35% of these goods and services were produced in Québec.</p>
		Maintain excellent credit ratings	➡	
		Measure economic spinoffs	➡	
<b>4. Influence urban planning and management to better integrate public transit</b>	<p>► The efficiency of public transit depends heavily on urban planning and management, which can act to cut wait or travel times or allow buses to move more freely.</p>	Implement preferential measures for buses	➡	<p>► Seven new reserved bus lanes were created, totalling 35.3 km.</p> <p>► We filed a brief as part of the consultation conducted by the Communauté métropolitaine de Montréal on the <i>Plan métropolitain d'aménagement et de développement</i>.</p> <p>► Enhancements were made at a number of metro stations—a host of small improvements that customers definitely appreciate.</p>
		Participate in implementing the Montréal Transportation Plan	➡	
		Disseminate the STM's land use guidelines for bus transit	✓	
		Continue implementation of the Network Development Plan	➡	
		Play a larger part in urban development projects by working with real estate developers, for example	➡	

## AREA 2 – Sustainable Management

Objective	Why is it important?	Action plan and progress made		2011 highlights
<b>5. Manage environmental impacts</b>	The very nature of its activities means that the STM faces major environmental issues over which it must exert effective control. We have had an environmental protection policy for a number of years and have established an environmental protection plan. Implementing and improving this plan are important goals for the company.	Carry out the Environmental Protection Plan		<ul style="list-style-type: none"> <li>► We have completed 63% of the Environmental Protection Plan, compared with 54% in 2010.</li> <li>► Under the plan to manage residual materials in the metro (PGMR Métro), multi-material recycling bins were installed in all our metro stations.</li> <li>► Residual hazardous materials recovered totalled 2,555 tonnes, a 3% decrease relative to 2010.</li> <li>► Residual non-hazardous materials: quantities generated increased (from 6,836 to 7,689 tonnes), as did quantities recovered (from 4,048 to 4,826 tonnes). The overall recovery rate rose from 59% to 63% compared with 2010.</li> <li>► Since 2006, CO<sub>2</sub> emissions have risen 11% as a result of growth in bus service. Emissions of VOC, NO<sub>x</sub>, SO<sub>2</sub> and particulate matter have declined by 32%, 21%, 76% and 35%, respectively. This decrease is associated with the use of new technologies and the modernization of the bus fleet.</li> </ul>
		Comply with environmental laws and regulations		
		Improve our environmental management system		
		Establish and maintain a dynamic, systematic legal monitoring process		







## AREA 2 – Sustainable Management

Objective	Why is it important?	Action plan and progress made		2011 highlights
<b>6. Improve the energy efficiency of our assets</b>	<p>► By expanding service in order to boost ridership, the STM adds to its own GHG emissions. Although this is an unavoidable situation, we are stepping up our efforts to cut emissions from our vehicles and improve the energy efficiency of our buildings. This will enable us to reduce our GHG emissions, resource consumption and operating costs.</p>	Monitor technology and carry out pilot projects	➡	<p>► The reduction in GHG emissions from mobile sources as a result of new bus technologies totalled 6,061 t CO<sub>2</sub> eq.—19% more than in 2010—as a result of the installation of transmission programmers on 404 buses, and of electric fans on 239 buses, as well as the use of hybrid buses and the addition of biodiesel to bus fuel.</p> <p>► GHG emissions per passenger-kilometre were cut by 8% compared with 2006, thanks to an 11.4% increase in ridership and the greater number of buses equipped with new technologies.</p> <p>► We launched a tender call for 160 hybrid buses.</p> <p>► Preferential measures were implemented, increasing average bus speed by 15% to 30% and so reducing customers' travel time.</p>
		Adopt measures to reduce vehicle fuel consumption and GHG emissions	➡	
		Improve energy efficiency	➡	
		Incorporate sustainable design criteria into calls for tenders for building construction or renovation	➡	
		Improve the environmental performance of our buses through new technologies	➡	
<b>7. Practise sustainable procurement</b>	<p>► The STM is a major contractor and, as such, makes sizable acquisitions of goods and services. In addition to managing the impacts of our own activities, we are concerned with the environmental impacts of our acquisitions. As a socially responsible company, we must therefore ensure that our suppliers, domestic or foreign, adopt responsible practices.</p>	Integrate sustainable development criteria into certain calls for tenders	➡	<p>► We continued to work with the Espace québécois de concertation sur les pratiques d'approvisionnement responsable (<a href="http://www.ecpar.org">www.ecpar.org</a>). The STM is a member of the organization's Board of Directors.</p> <p>► Progress was made in developing a responsible procurement guideline and guides for employees and suppliers.</p> <p>► Sustainable development criteria were gradually incorporated into various tender calls.</p>
		Establish partnerships with other major contractors	➡	
		Develop and implement sustainable procurement practices	⏻	
		Adopt a sustainable procurement policy	⏻	

## AREA 2 – Sustainable Management

Objective	Why is it important?	Action plan and progress made		2011 highlights
8. Plan, design and carry out projects while taking their environmental, social and economic impacts into account	<p>► The STM is growing rapidly and, consequently, carries out large-scale projects to improve service and to maintain and upgrade its built and technological assets. It is also concerned with mitigating the environmental and social impacts of its projects and enhancing the positive spinoffs.</p>	Mitigate the negative environmental and social impacts of our projects	↻	<p>► Sustainable development was incorporated into STM projects and the relevant sustainability elements selected were validated using a grid of overall criteria. In 2011, 56% of projects in progress underwent a sustainability assessment, relative to 48% in 2010.</p> <p>► A guide for integrating sustainability into project management was drawn up. Its launch, originally scheduled for 2011, was postponed to 2012.</p>
		Develop appropriate sustainable development criteria for each decision-making stage in the project portfolio management process	✓	
		Systematize project assessment based on sustainable development	↻	
9. Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers	<p>► Sustainable development encompasses fair and responsible management of human capital. To be sustainable, a company must be able to rely on motivated, competent employees who adhere to its values. It is also becoming increasingly important, especially for young people, to work for an employer that addresses sustainable development issues.</p>	Promote the STM as an employer of choice	↻	<p>► The Board of Directors adopted a health and safety policy.</p> <p>► The work-related accident frequency dropped 8.6% compared with 2010. The improvement since 2006 has been dramatic: 41.8%.</p> <p>► The percentage of our workforce belonging to visible and ethnic minorities is 21%, up from 19% in 2010. The percentage of women remained stable, at 24%.</p> <p>► The publication <i>Sustainable Development – Highlights 2010</i> was handed out to all new employees.</p> <p>► We participated in more than 30 job fairs targeting young people, Aboriginals and people with functional limitations.</p> <p>► We continued information sessions for maintenance employees on the subject of harassment prevention.</p>
		Motivate employees	↻	
		Increase the representation of target groups and promote diversity within the workforce	➡	
		Ensure the health and safety of all employees	↻	
		Promote employee health	➡	
		Strengthen the approach to diversity and respect for people	↻	
		Focus on renewing the workforce	➡	

## AREA 3 – Promotion of Sustainable Development

Objective	Why is it important?	Action plan and progress made		2011 highlights
10. Increase employee awareness of sustainable development	<p>► The success of our sustainable development approach depends in large part on how well we mobilize our employees around the question of sustainable development, how familiar they are with the issues involved and how they factor it into their own work.</p>	Support employee initiatives		<p>► More than \$1 million raised by our employees was donated to such organizations as Réchaud-bus, Centraide/United Way, the Red Cross, Partenairesanté-Québec and Le Garde-Manger Pour Tous.</p>
		Mobilize employees and pensioners to provide community support		<p>► CEO Yves Devin's blog for employees covered such sustainability-related subjects as transportation electrification, LEED Gold certification of the Stinson transportation centre and the In Town Without My Car day.</p>
		Establish a sustainable development awareness program		<p>► Défi Climat 2011: we were ranked first of all participating Québec companies.</p> <p>► Awareness plan: we engaged outside professional services at the end of 2011. The program is scheduled to get under way in 2012.</p>
11. Position the STM as a responsible, committed company	<p>► In addition to offering all its customers an opportunity to take action in support of the environment and sustainable development in Montréal, the STM is concerned with informing its stakeholders about the ways in which it carries out its mission in accordance with the principles of sustainable development.</p>	Establish <i>Breathe Easy</i> as the company motto.		<p>► For the second year in a row, the STM received MetroRail's Special Merit Award for Commitment to the Environment, in recognition of its commitment to sustainable development.</p>
		Maintain dialogue with stakeholders		<p>► We took part in the Grande Corvée solidarity movement to help flood victims in the Montérégie region.</p>
		Contribute to greater collective awareness of the environmental impact of public transit		<p>► The mouvementcollectif.org Web site publicized green actions by the STM and published a presentation by Michel Labrecque on transportation electrification.</p>

## AREA 3 – Promotion of Sustainable Development

Objective	Why is it important?	Action plan and progress made		2011 highlights
12. Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances	<p>► To fulfil its mission, the STM works with many different partners. By combining its efforts with those of other stakeholders, it increases the pace of change toward sustainable development.</p>	Maintain close relations with our peers	➡	<p>► We announced the OPUS &amp; Cie program for companies.</p> <p>► We launched the CAMPUS program for students who are registered full-time at Université de Montréal and are Montréal residents.</p> <p>► We provided public transit service to and from the U2 shows.</p> <p>► A number of events were held celebrating 150 years of public transit in Montréal, focusing on the theme <i>150 ans et toujours vert</i>.</p> <p>► For Earth Day, the STM invited customers holding valid transit fares to take advantage of a promotion that let them bring along a friend of their choice on the bus and metro networks, free of charge, for the entire day of April 22.</p> <p>► As a partner in the Montréal Bike Fest, the STM welcomed all event participants on the metro. Our partnership with Vélo Québec is now 27 years old.</p>
		Work with the different government authorities	➡	
		Establish business partnerships that are profitable for both the STM and its suppliers	➡	
		Forge strategic alliances with the business community	➡	
		Partner with others in organizing cultural, sporting and environmental events	➡	
		Join together with universities in fields of importance to public transit and the development of the STM's networks	➡	
		Increase awareness by the corporate and business community of the advantages of public transit	➡	
		Take advantage of opportunities offered by educational institutions to improve knowledge and practices	➡	

# PART 2

Details of Issues and Actions Associated  
with the *Sustainable Development Action Plan*



# 2007-2011 SUSTAINABLE DEVELOPMENT ACTION PLAN

## Sustainable Mobility

### AREA 1

The current or planned actions that are intended to improve people's mobility by offering optimized public transit services, to contribute to the development of the Montréal community and to improve the environment and quality of life.

#### Objectives

1. Contribute to the fight against global warming and to improving the environment and quality of life
2. Apply universal accessibility measures
3. Contribute to economic vitality at the local, regional and provincial levels
4. Influence urban planning and management to better integrate public transit

## Sustainable Management

### AREA 2

The actions the STM accomplishes or intends to accomplish to perform all of its activities responsibly, taking into account their impacts on the environment, society and the economy.

#### Objectives

5. Manage environmental impacts
6. Improve the energy efficiency of assets
7. Practise sustainable procurement
8. Plan, design and carry out the projects, taking into account their impacts on the environment, society and the economy
9. Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers

## Promotion of Sustainable Development

### AREA 3

Actions the STM performs or plans to ensure its sustainable development leadership and encourage its employees, customers and the general public to adopt increasingly responsible environmental, social and economic behaviours.

#### Objectives

10. Increase employee awareness of sustainable development
11. Position the STM as a responsible and committed company
12. Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances

# SUMMARY OF INDICATORS

THE FOLLOWING TABLE LISTS ALL THE INDICATORS COVERED IN THIS PART OF THE REPORT.

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	GRI INDICATOR
<b>OBJECTIVE 1</b> Contribute to the fight against global warming and to improving the environment and quality of life							
Service provided (thousands of kilometres travelled)	129,629	134,017	147,294	153,566	157,669	162,007	LT3
Bus	69,790	69,721	72,144	77,335	81,128	84,878	LT3
Metro	59,839	64,296	75,149	76,232	76,541	77,129	LT3
Passenger-kilometres (millions)	2,820	2,852	2,969	3,190	3,239	3,374	LT3
Ridership (millions of trips)	363.4	367.5	382.5	382.8	388.6	404.8	LT3
Number of routes on which Navette Or service is offered	0	0	3	7	10	10	EC8
Number of buses equipped with bicycle racks	0	0	0	0	0	15	
Number of metro stations where bicycle racks have been installed (out of 68 stations)	not available	not available	not available	not available	not available	56	
<b>OBJECTIVE 2</b> Apply universal accessibility measures							
Number of metro stations with elevators (out of 68 stations)	0	3	3	6	8	8	EC8
Percentage of metro stations with warning tiles on the platforms (%)	0	4	12	35	46	47	EC8
Percentage of buses with low floor and/or front ramp (%)	65	69	73	79	90	100	EC8
Number of paratransit trips	1,941,066	2,084,909	2,257,459	2,411,208	2,640,972	2,803,584	EC8
<b>OBJECTIVE 3</b> Contribute to economic vitality at the local, regional and provincial levels							
Acquisitions of goods and services (\$M)	380	397	526	622	740	595	EC1
Number of jobs sustained by acquisitions of goods and services	2,163	2,369	2,942	3,011	3,838	3,308	EC6
Percentage of acquisitions of goods and services produced in Quebec (%)	45	45	49	42	50	35	EC6
Tax spinoffs attributable to acquisitions of goods and services (\$M)	46	45	57	61	76	69	EC1
Tax spinoffs attributable to employee salaries (\$M)	120	117	113	115	134	146	EC1

## SUMMARY OF INDICATORS (cont'd)

THE FOLLOWING TABLE LISTS ALL THE INDICATORS COVERED IN THIS PART OF THE REPORT (cont'd).

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	GRI INDICATOR
<b>OBJECTIVE 5</b> Manage environmental impacts							
Percentage of Environmental Protection Plan completed (cumulative %)	not available	9	28	43	54	63	
Number of accidental spills reported during the year	2	0	4	0	8	12	EN23
Residual hazardous materials recovered (tonnes)	2,494	2,586	2,177	2,757	2,632	2,555	EN22
Residual non-hazardous materials recovered (tonnes)	1,959	1,577	3,168	3,121	4,048	4,826	EN22
Recovery rate of residual non-hazardous materials (%)	not available	41	55	59	59	63	EN22
Number of legal notices for environmental non-compliance	0	1	3	0	5	1	EN28
Direct emissions of airborne contaminants (tonnes)							
NOx from mobile sources	967.66	918.6	950.17	1021.42	1073.3	757.2	
SO <sub>2</sub> from mobile sources	13.78	13.04	13.48	14.5	15.3	2.79	
VOC from mobile sources	35.67	38.02	36.74	38.48	38.98	27.1	
CO from mobile sources	297.97	312.21	323.15	329.26	323.3	201.8	
Total particulates from mobile sources	40.28	38.05	39.38	42.25	44.64	25.68	
<b>OBJECTIVE 6</b> Improve the energy efficiency of our assets							
Total direct GHG emissions (t CO <sub>2</sub> eq.)	147,624	145,737	146,698	156,791	159,632	163,979	EN16
Reduction in GHG emissions through the use of biodiesel (t CO <sub>2</sub> eq.)	0	99	3,536	4,513	4,555	4,601	EN18- LT5
Percentage of energy consumed from renewable sources (%)	34	36	38	36	36	35	EN3 - LT4
Number of hybrid buses	0	0	8	8	8	8	EN18- LT3
Number of articulated buses	0	0	0	22	140	202	EN18- LT3
<b>OBJECTIVE 9</b> Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers							
Total workforce	7,932	7,996	8,398	8,603	8,985	9,346	LA1
Permanent	7,495	7,606	8,036	8,247	8,680	9,042	
Temporary	437	390	362	356	305	304	
Percentage of women in permanent workforce (%)	21.7	22.5	23.1	23.2	23.9	24.1	LA13
Percentage of visible and ethnic minorities (%)	12.1	13.7	15.9	18	19.1	21	LA13
Average length of employment (years)	13.71	13.29	12.4	11.35	11.14	10.35	LA2
Work-related accident frequency	11	10	9.5	7.7	7	6.4	LA7

The STM measures other sustainable development indicators, published on its Web site in a document entitled Complete Table of Indicators 2011. This table also offers readers the necessary explanations for understanding changes made to results from previous years as a result of continual improvement in data collection and calculation methods.

## AREA 1 Sustainable Mobility

1

Current or planned actions that are intended to improve people's mobility by offering optimized public transit services, to contribute to the development of the Montréal community and to improve the environment and quality of life.

### OBJECTIVE 1

Contribute to the fight against global warming and to improving the environment and quality of life.

Public transit is a sustainable solution that simultaneously helps satisfy different transportation needs, limit air pollution and its impacts on public health, and improve traffic conditions. Compared with automobile transportation, it emits substantially lower levels of pollutants and has a footprint one-sixth the size. In addition, its accident-related costs amount to as little as one-tenth of those associated with car travel.

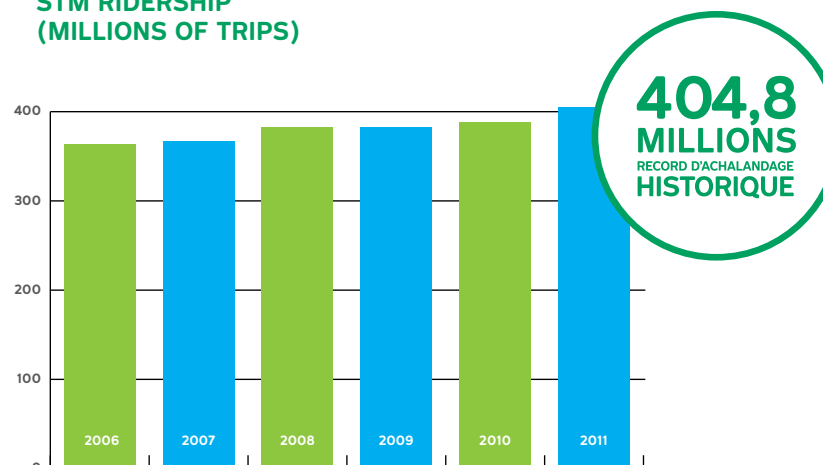
#### 2011 highlights

- Ridership: 404.8 million trips in 2011, a 4.2% increase over 2010 and 2.9% above the target. Growth since 2006 totals 11.4%, exceeding the QPTP target of 8%.
- Service provided: 162 million kilometres travelled, up 2.8% from 2010. Growth since 2006 totals 25%, compared with the QPTP target of 16%.
- We launched a pilot project that added bicycle racks on two bus lines, the 140 – Fleury and the 180 – Salaberry. These lines were chosen, in consultation with Vélo Québec, in particular because they cross very popular bike paths.
- The net environmental benefit related to ridership amounted to a total of 536,000 tonnes in GHG emissions avoided, if all trips had been made by car instead of public transit.
- Overall customer satisfaction was 89%, up two points relative to 2010.
- Night bus service increased 75%. Trip speed and safety were also improved. Today, 95% of island of Montréal residents have access to a night bus line within a kilometre of their home.



## OBJECTIVE 1 (cont'd)

STM RIDERSHIP  
(MILLIONS OF TRIPS)



### INDICATORS (units of measure)

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	VARIATION (%)	
							2010-2011 (%)	2006-2011 (%)
OBJECTIVE 1 Contribute to the fight against global warming and to improving the environment and quality of life								
Service provided (thousands of kilometres travelled)	129,629	134,017	147,294	153,566	157,669	162,007	2.8	25
Bus	69,790	69,721	72,144	77,335	81,128	84,878	4.6	22
Metro	59,839	64,296	75,149	76,232	76,541	77,129	0.8	29
Passenger-kilometres (millions)	2,820	2,852	2,969	3,190	3,239	3,374	4	20
Ridership (millions of trips)	363.4	367.5	382.5	382.8	388.6	404.8	4.2	11.4
Number of routes on which Navette Or service is offered	0	0	3	7	10	10		
Number of buses equipped with bicycle racks	0	0	0	0	0	15		
Number of metro stations where bicycle racks have been installed (out of 68 stations)	not available	not available	not available	not available	not available	56		



COMME DEUXIÈME AUTO,  
OPTEZ POUR LE BUS.

stm.info

MOUVEMENT COLLECTIF  stm



LE TRANSPORT COLLECTIF  
ÉMET 20 FOIS MOINS  
DE CO<sub>2</sub> QUE L'AUTO

stm.info

MOUVEMENT COLLECTIF  stm

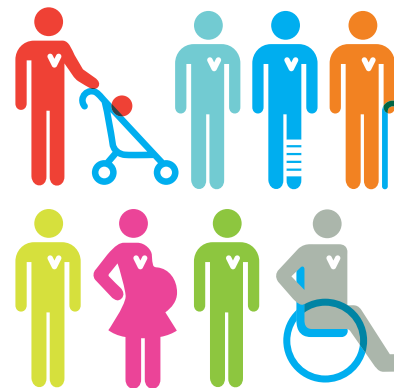
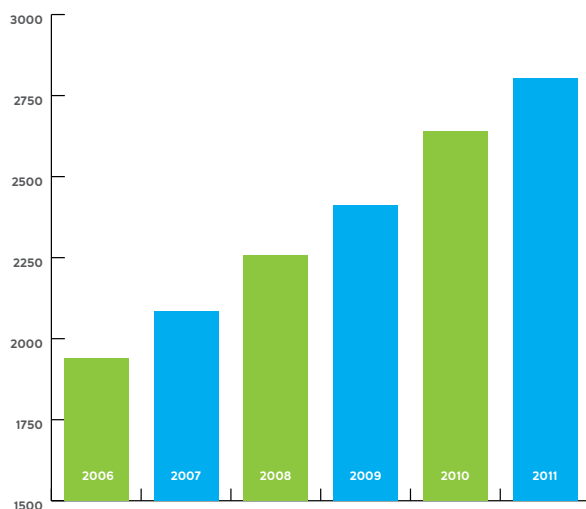
## OBJECTIVE 2

### Apply universal accessibility measures

Since 2009, the STM has had a universal accessibility policy, which specifies that “universal accessibility touches upon all aspects of urban life and is open to everyone. All citizens are entitled to its benefits, at the same time and in the same manner.” In conducting its daily activities, the company integrates those elements that promote and encourage universal accessibility, whether this involves infrastructure, vehicles or any other equipment and installations, as well as in the services it provides to the public, while respecting the resources at its disposal.

### 2011 highlights

- New in paratransit: we acquired minibuses equipped with pneumatic suspension for greater customer and driver comfort. In addition to being air-conditioned, they are urea-fuelled, like all our standard buses acquired since 2010.
- Number of paratransit trips: 2.86 million, up 6.5% compared with 2010. Between 2007 and 2011, growth totalled 45.5%.
- Overall paratransit customer satisfaction was 93%.
- We modified our first-generation metro cars (MR-63) to improve the visibility of grab bars and increase passenger capacity as well as the number of seats reserved for people with reduced mobility, among other changes.
- Dedicated spaces for people with reduced mobility are included in the layout of our next-generation metro cars (MPM-10); people in wheelchairs tested various models, and their needs were taken into account.



OBJECTIVE 2 (cont'd)

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	VARIATION (%)	
							2010-2011 (%)	2006-2011 (%)
OBJECTIVE 2    Apply universal accessibility measures								
Number of metro stations with elevators (out of 68 stations)	0	3	3	6	8	8	0	
Percentage of metro stations with warning tiles on the platforms (%)	0	4	12	35	46	47		
Percentage of buses with low floor and/or front ramp (%)	65	69	73	79	90	100		
Number of paratransit trips	1,941,066	2,084,909	2,257,459	2,411,208	2,640,972	2,803,584	6	44





## OBJECTIVE 3

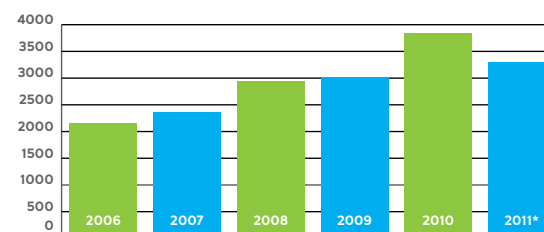
### Contribute to economic vitality at the local, regional and provincial levels

Expenditure on transportation—particularly public transit—generates sizable spinoffs in the Québec economy. Indeed, according to a study conducted by the Board of Trade of Metropolitan Montreal in 2010, the economic impact of public transit is nearly three times greater than that of private automobile transportation, both in financial and fiscal terms, and in terms of jobs sustained. This is partly explained by the fact that Québec is a major producer and exporter of public transit equipment, and a major importer of automobiles.

### 2011 highlights

- We acquired goods and services worth \$595 million; 35% of these goods and services were produced in Québec.
- 3,308 jobs were sustained by our acquisitions of goods and services, down 14% compared with 2010, largely as a result of the end of the bus fleet renewal program (2007–2011).
- The STM metro was ranked the most productive subway system in the world for a third consecutive year in Imperial College of London's benchmarking exercise.
- We maintained excellent credit ratings with Moody's (Aa2) and Standard & Poor's (A+).

### JOBS SUSTAINED BY ACQUISITIONS OF GOODS AND SERVICES (NUMBER)



### INDICATORS (units of measure)

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	VARIATION (%)	
							2010-2011 (%)	2006-2011 (%)
OBJECTIVE 3    Contribute to economic vitality at the local, regional and provincial levels								
Acquisitions of goods and services (\$M)	380	397	526	622	740	595	-20	56
Number of jobs sustained by acquisitions of goods and services	2,163	2,369	2,942	3,011	3,838	3,308	-1,469	-927
Percentage of acquisitions of goods and services produced in Quebec (%)	45	45	49	42	50	35	-14	53
Tax spinoffs attributable to acquisitions of goods and services (\$M)	46	45	57	61	76	69	-10	50
Tax spinoffs attributable to employee salaries (\$M)	120	117	113	115	134	146	9	22

## OBJECTIVE 4

### Influence urban planning and management to better integrate public transit

Worldwide, we are witnessing the emergence of new cities planned on the basis of proximity to services and organized around public transit. The promotion of public transit rather than private transportation and compact urban development rather than urban sprawl both help reduce energy expenditure and pollution, and enhance citizens' well-being and quality of life.

Integrating public transit into the urban fabric poses a challenge. The *Plan métropolitain d'aménagement et de développement* (PMAD), titled "Un grand Montréal, attractif, compétitif et durable," was approved on December 8, 2011. This development plan for the metropolitan community follows on the major urban planning exercises initiated in 2010 by the Communauté métropolitaine de Montréal (CMM) and the city of Montréal.

### 2011 highlights

- Seven new reserved bus lanes were created, totalling 35.3 km:
  - Louis-Hippolyte-La Fontaine: 4.6 km (in collaboration with Québec's Ministère des Transports)
  - Boulevard Saint-Joseph: 4.8 km
  - Rue Saint-Patrick: 6.9 km (Turcot interchange)
  - Rue Notre-Dame Ouest: 4.5 km (Turcot interchange)
  - Rue Sherbrooke Est: 7.1 km
  - Highway 20: 2.2 km (in collaboration with Québec's Ministère des Transports)
  - Rue Jean-Talon: 5.2 km

- We developed an architectural concept for the future Stinson transportation centre, which will be designed to LEED Gold standard. This new centre, scheduled to start up in August 2013, will allow us to handle the expected expansion of the bus fleet and the growth in service projected in the STM's Strategic Plan.
- Enhancements made at a number of metro stations included sidewalk repairs, paving, painting, landscaping, cleaning and installation of benches—a host of small improvements that customers definitely appreciate.



## AREA 2 Sustainable Management

Actions the STM carries out or intends to carry out in order to conduct all of its activities responsibly, taking their environmental, social and economic impacts into account.

### OBJECTIVE 5

#### Manage environmental impacts

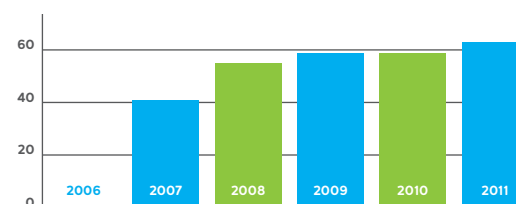
The STM takes steps to protect the environment on a daily basis. The next Sustainable Development Plan will help improve the environmental management system.

#### 2011 highlights

- PGMR Métro, the plan to manage residual materials in the metro: following a successful pilot project in 2010, multi-material recycling bins were installed in all our metro stations. These bins are set up near exits, and replace garbage containers and paper recycling bins on the platforms.
- Residual non-hazardous materials: quantities generated increased (from 6,836 to 7,689 tonnes), as did quantities recovered (from 4,048 to 4,826 tonnes). The overall recovery rate rose from 59% to 63%. These results stem from the addition of plastic, glass and metal recovery to the PGMR Métro program, the larger number of metro tires that reached the end of their service lives and the inclusion of recovered concrete.
- Under the 2009–2013 plan for comprehensive action on contaminated land, we awarded a contract for environmental assessment (phases 1 and 2), description and decontamination of sites. It includes a dozen or so interventions on eight major sites owned by the STM.
- A water recirculation system was installed at the bus wash at Frontenac transportation centre, adding to that already in operation at Legendre transportation centre.
- Residual hazardous materials recovered total 2,555 tonnes, a 3% decrease relative to 2010. The quantities of sludge produced by drainage system maintenance declined as a result of the increase in quantities of solid matter recovered by sweeper-scrubbers, among other factors.

- Average paper consumption per employee amounted to 9 kg, comparable to the 2010 level.
- In 2011, out of 2,428 litres of spilled product, 43% was recovered and disposed of. The spills reported in 2011 mainly involved wastewater containing detergents, diesel fuel, used oil and antifreeze. The incidents were caused by equipment breakage, breakage on buses or during various operations.
- Since 2006, CO<sub>2</sub> emissions have risen 11% as a result of growth in bus service. Emissions of VOC, NO<sub>x</sub>, SO<sub>2</sub> and particulate matter have declined by 32%, 21%, 76% and 35%, respectively. This decrease is associated with the use of new technologies and the modernization of the bus fleet.
- We have completed 63% of the Environmental Protection Plan. In 2011, the emphasis was on environmental measures identified as priorities in 2010.

#### RESIDUAL NON-HAZARDOUS MATERIALS RECOVERY RATE (%):



## OBJECTIVE 5 (cont'd)

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	VARIATION (%)	
							2010-2011 (%)	2006-2011 (%)
ORIENTATION 5    Manage environmental impacts								
Percentage of Environmental Protection Plan completed (cumulative %)	not available	9	28	43	54	63	100	2011
Number of accidental spills reported during the year	2	0	4	0	8	12		
Residual hazardous materials recovered (tonnes)	2,494	2,586	2,177	2,757	2,632	2,555		
Residual non-hazardous materials recovered (tonnes)	1,959	1,577	3,168	3,121	4,048	4,826		
Recovery rate of residual non-hazardous materials (%)	not available	41	55	59	59	63	70	2015
Number of legal notices for environmental non-compliance	0	1	3	0	5	1		
Direct emissions of airborne contaminants (tonnes)								
NOx from mobile sources	967.66	918.6	950.17	1,021.42	1,073.3	757.2		
SO2 from mobile sources	13.78	13.04	13.48	14.5	15.3	2.79		
VOC from mobile sources	35.67	38.02	36.74	38.48	38.98	27.1		
CO from mobile sources	297.97	312.21	323.15	329.26	323.3	201.8		
Total particulates from mobile sources	40.28	38.05	39.38	42.25	44.64	25.68		



## OBJECTIVE 6

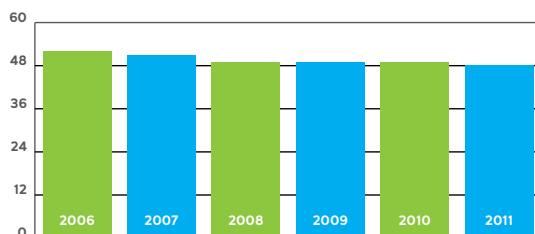
### Improve the energy efficiency of our assets

The STM made sustainable development a priority in its 2007–2011 business plan. We are aware that our activities necessarily give rise to GHG emissions, and are making every effort to improve the energy efficiency of our assets.

#### 2011 highlights

- The average age of our bus fleet was 4.4 years in 2011, compared with 8.3 years in 2006. The new vehicles perform better in terms of energy and environment (standard buses equipped with transmissions with optimized programming, particle filters, urea-fuelled engines, etc.).
- The reduction in GHG emissions from mobile sources as a result of new bus technologies totalled 6,061 t CO<sub>2</sub> eq., a 19% improvement over 2010. Reasons include the installation of transmission programmers on 404 buses, and of electric fans on 239 buses, as well as the use of hybrid buses and the addition of biodiesel to bus fuel.
- GHG emissions per passenger-kilometre were cut by 8% compared with 2006, thanks to 11.4% growth in ridership and the increase in the number of buses equipped with new technologies.
- We launched a tender call for 160 hybrid buses.
- A pilot project tested an automatic shut-off system for bus engines after three minutes of idling.
- Two electrification pilot projects were announced for 2012: one to establish a tourist circuit in Old Montréal with all-electric midibuses, the other to operate an all-electric bus by installing a quick-charging system at Parc Jean-Drapeau on Île Sainte-Hélène.
- Service vehicles: we acquired some 15 energy-efficient vehicles, including two Chevrolet Volts. These vehicles make a significant contribution to reducing atmospheric emissions from our service vehicles.

**TOTAL DIRECT  
GHG EMISSIONS  
PER PASSENGER-  
KILOMETRE\*  
(G CO<sub>2</sub> EQ.)**





## OBJECTIVE 6 (cont'd)



### DID YOU KNOW THAT...

“Metro car brake shoes are made of wood? And did you know that they are treated with peanut oil, which is the oil best able to handle the high temperatures experienced during braking? That’s why you can smell wood and peanuts when a train has to stop suddenly.”

### A REMARKABLE EMPLOYEE INITIATIVE!

Refurbishing the machine that manufactures and repairs metro car brake shoes took three years. The results are impressive:

- Operations are now automated. This means that the operator is no longer a prisoner to the machine, but can attend to other tasks while overseeing the process.
- On an environmental level, the refurbishment cut daily water consumption by the system from 23,000 to 2,600 litres, and daily electricity consumption from 173 to 22 kilowatts.
- From a safety standpoint, the operator is now protected by various mechanisms. In addition, clear, well-documented working procedures reduce the risk of accidents.

### INDICATORS (units of measure)

	2006	2007	2008	2009	2010	2011	TARGET	
							2010-2011 (%)	2006-2011 (%)
<b>ORIENTATION 6</b> Improve the energy efficiency of our assets								
Total direct GHG emissions (t CO <sub>2</sub> eq.)	147,624	145,737	146,698	156,791	159,632	163,979	3	11
Emissions per passenger-kilometre (g CO <sub>2</sub> eq.)	52	51	49	49	49	49	-1	-7
Reduction in GHG emissions through the use of biodiesel (t CO <sub>2</sub> eq.)	0	99	3,536	4,513	4,555	4,601	1	s.o.
Percentage of energy consumed from renewable sources (%)	34	36	38	36	36	35	-13 pb	94 pb
Number of hybrid buses	0	0	8	8	8	8	0	s.o.
Number of articulated buses	0	0	0	22	140	202	44c	s.o.

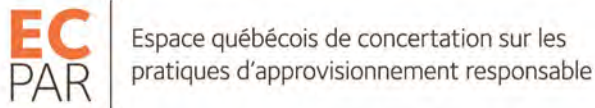
## OBJECTIVE 7

### Practise sustainable procurement

The STM is concerned about the environmental and social impacts of its acquisition of goods and services. By incorporating sustainability criteria into our calls for tenders, we minimize the negative impacts of our activities and encourage suppliers to adopt responsible practices.

### 2011 highlights

- We continued to work with the Espace québécois de concertation sur les pratiques d'approvisionnement responsable ([www.ecpar.org](http://www.ecpar.org)). The STM is a member of the Board of Directors of this organization dedicated to promoting sustainable procurement.
- Further progress was made in developing a responsible procurement guideline and guides for employees and suppliers.
- Sustainable development criteria were gradually incorporated into various tender calls. Calls for the MPM-10 project (infrastructures for the new metro cars) include clauses regarding sustainable development.





## OBJECTIVE 8

### Plan, design and carry out projects while taking their environmental, social and economic impacts into account

In fulfilling its mission, the STM carries out large-scale projects to improve service and to maintain and upgrade its built and technological assets. It is also concerned with mitigating the environmental and social impacts of its projects and enhancing the positive spinoffs. The company is consequently developing the necessary tools to take sustainable development into account in its various projects.

#### 2011 highlights

- Sustainable development criteria are being incorporated into the project portfolio management process. As a result, 56% of projects in progress in 2011 underwent a sustainability assessment, relative to 48% in 2010.
- We opted to design the new Stinson transportation centre, in the borough of Saint-Laurent, to LEED Gold standard. Start-up is scheduled for 2013.

On average, the STM carries out more than a hundred projects, of all sizes, every year. The following table presents, for different types of projects, the aspects of sustainable development that have generally been incorporated since 2009. New projects in 2011 are shown in *italics*.

#### Aspects of sustainable development for different types of projects

Type of project	Main aspects of sustainable development included in documents used for decision making (project portfolio management)
Construction or refurbishment of bus terminals	<p>In addition to the goal of improving public transit service, the following aspects are systematically taken into consideration in these projects:</p> <ul style="list-style-type: none"> <li>➤ Energy consumption (terminal and building lighting)</li> <li>➤ Low-flow water systems (toilets, drinking fountains)</li> <li>➤ Use of recycled materials</li> <li>➤ Landscaping to counter the effects of urban heat islands</li> </ul>
Partial refurbishment of metro stations or buildings	<ul style="list-style-type: none"> <li>➤ Preservation of architectural heritage</li> <li>➤ Recovery of recyclable materials</li> <li>➤ Improved energy efficiency</li> <li>➤ <i>Local production of replacement architectural components</i></li> <li>➤ <i>Waste management requirements included in contracts, with a provision for reporting by the contractor</i></li> </ul>

## OBJECTIVE 8 (cont'd)

### Aspects of sustainable development for different types of projects

Replacement of service vehicles	<ul style="list-style-type: none"> <li>➤ Testing of heavy vehicles that use hybrid propulsion (diesel-electric)</li> <li>➤ Use of hybrid vehicles (in downtown area) or low-fuel-consumption vehicles (in outlying areas) for operations monitoring and inspection</li> <li>➤ Acquisition of two Chevrolet Volt electric cars</li> </ul>
Maintenance, replacement or refurbishment of electrical systems (cabling, lighting, public address and fire alarm systems, etc.)	<ul style="list-style-type: none"> <li>➤ Management and elimination of polychlorinated biphenyls (PCBs)</li> <li>➤ Recovery and responsible disposal of <i>electrical and</i> electronic components</li> <li>➤ Use of more easily recycled new components</li> <li>➤ Energy efficiency and reduced electricity consumption</li> </ul>
Replacement of mechanical equipment	<ul style="list-style-type: none"> <li>➤ Recovery of recyclable and reusable materials</li> <li>➤ Prevention of petroleum product spills</li> </ul>
Replacement of hydraulic jacks	<ul style="list-style-type: none"> <li>➤ Recovery of recyclable materials</li> <li>➤ Careful management of petroleum products and other hazardous materials, <i>including contaminated concrete</i></li> <li>➤ Soil and groundwater characterization and appropriate treatment</li> </ul>
Replacement of compressors (HVAC systems: heating, ventilation and air-conditioning)	<ul style="list-style-type: none"> <li>➤ Reduction in drinking-water consumption</li> <li>➤ Responsible management of recovered components</li> </ul>
Program to improve office space	<ul style="list-style-type: none"> <li>➤ Improvement in ambient-air quality</li> <li>➤ Use of environment-friendly materials for partitions</li> <li>➤ Construction based on LEED standards</li> <li>➤ Application of principles laid out in the corporate policy on universal accessibility</li> <li>➤ Recovery and recycling of replaced materials</li> </ul>

## OBJECTIVE 8 (cont'd)

### Aspects of sustainable development for three major projects

Name and nature of project	Measures incorporating sustainable development
<p>Major refurbishment of Berri-UQAM station Phase I</p> <p>Cost: \$90.2 million</p> <p>Berri-UQAM station is one of the busiest in the metro system. Its current condition calls for a complete refurbishment</p>	<ul style="list-style-type: none"> <li>➤ We consulted stakeholders to integrate their concerns into project planning, design and execution</li> <li>➤ The site was organized to take activities in the surrounding neighbourhood into account</li> <li>➤ Tender documents included requirements for reducing nuisances (noise, dust, encroachment, etc.)</li> <li>➤ We examined LEED solutions</li> <li>➤ Needs to improve universal accessibility were taken into consideration</li> <li>➤ Components were chosen so as to optimize service life</li> </ul>
<p>Réno-Infrastructure Phase I</p> <p>Cost: \$250 million</p> <p>Program of major refurbishment of several metro stations</p>	<p>To follow up the major refurbishment project at Berri-UQAM station:</p> <ul style="list-style-type: none"> <li>➤ We consulted stakeholders to integrate their concerns into project planning, design and execution</li> <li>➤ The site was organized to take activities in the surrounding neighbourhood into account</li> <li>➤ Tender documents included requirements for reducing nuisances (noise, dust, encroachment, etc.)</li> <li>➤ We examined LEED solutions</li> <li>➤ Needs to improve universal accessibility were taken into consideration</li> <li>➤ Components were chosen so as to optimize service life</li> <li>➤ We restored artworks and architectural heritage</li> </ul>
<p>MPM-10 – Shops and infrastructures component</p> <p>Cost: \$268.1 million</p> <p>Operating and maintaining new metro cars calls for major modifications to our Plateau Youville shops and our stations</p>	<ul style="list-style-type: none"> <li>➤ We consulted stakeholders to integrate their concerns into the planning, design and execution of the work</li> <li>➤ Components were chosen so as to optimize service life</li> <li>➤ More energy-efficient mechanical and electrical solutions were applied</li> <li>➤ Tender documents included environmental and sustainability requirements</li> <li>➤ Station platforms were modified to make the cars universally accessible and improve safety of embarking and disembarking</li> </ul>

# AREA 2

## Sustainable Management

### OBJECTIVE 9

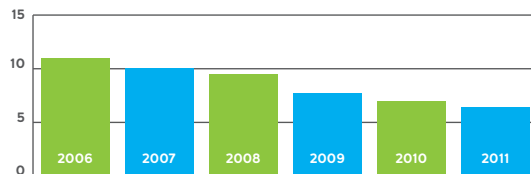
**Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers**

To be sustainable, a company must be able to rely on motivated, competent employees who adhere to its values. It is also becoming increasingly important, especially for young people, to work for an employer that addresses sustainable development issues.

#### 2011 highlights

- The Board of Directors adopted a health and safety policy that reflects management's commitment to continue developing a culture of workplace health and safety.
- The work-related accident frequency dropped 8.6% compared with 2010. The improvement since 2006 has been dramatic: 41.8%.
- The percentage of our workforce belonging to visible and ethnic minorities is 21%, up from 19% in 2010. The percentage of women remained stable, at 24%.
- The publication *Sustainable Development – Highlights 2010* was handed out to all new employees.
- A poster campaign promoting employment at the STM focused on quality of life, environment and new technologies.

#### WORK-RELATED ACCIDENT FREQUENCY



#### INDICATORS (units of measure)

INDICATORS (units of measure)	2006	2007	2008	2009	2010	2011	TARGET	
							2010-2011 (%)	2006-2011 (%)
ORIENTATION 9    Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers								
Total workforce	7,932	7,996	8,398	8,603	8,985	9,346	4	18
Permanent	7,495	7,606	8,036	8,247	8,680	9,042	4	21
Temporary	437	390	362	356	305	304		-30
Percentage of women in permanent workforce (%)	21.7	22.5	23.1	23.2	23.9	24.1	s.o.	s.o.
Percentage of visible and ethnic minorities (%)	12.1	13.7	15.9	18	19.1	21	s.o.	s.o.
Average length of employment (years)	13.71	13.29	12.4	11.35	11.14	10.35	-7	-25
Work-related accident frequency	11	10	9.5	7.7	7	6.4	-9	-42

## AREA 3 Promotion of Sustainable Development

The STM performs or plans actions to ensure its sustainable development leadership. It also strives to encourage its employees, customers and the general public to adopt increasingly responsible environmental, social and economic behaviours.

### OBJECTIVE 10

#### Increase employee awareness of sustainable development

The success of our sustainable development approach depends in large part on how well we mobilize our employees around the question of sustainable development, how familiar they are with the issues related to sustainable development and how they factor it into their own work.

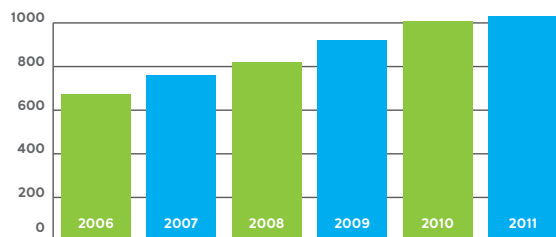
At the STM, there are numerous opportunities to involve employees and increase their awareness, because of the diversity of our operations and customer services.

#### 2011 highlights

- More than \$1 million raised by our employees was donated to such organizations as Réchaud-bus, Centraide/United Way, the Red Cross, Partenairesanté-Québec and Le Garde-Manger Pour Tous.
- CEO Yves Devin's blog for employees covered such sustainability-related subjects as transportation electrification, LEED Gold certification of the Stinson transportation centre and the In Town Without My Car day.

- Défi Climat 2011: we were ranked first of all participating Québec companies. About 2,300 STM employees rose to the challenge, for a total of 2,857 tonnes in GHG emissions reduction.

DONATIONS DISTRIBUTED  
BY EMPLOYEES (\$'000)



## OBJECTIVE 11

### Position the STM as a responsible, committed company

In addition to offering all its customers an opportunity to take action in support of the environment and sustainable development in Montréal, the STM is concerned with informing its stakeholders about the ways in which it carries out its mission in accordance with the principles of sustainable development.

### 2011 highlights

- We took part in the Grande Corvée solidarity movement to help flood victims in the Montérégie region.
- The “Every Passenger Counts for the Planet” campaign notes that all individual gestures, put together, become agents of *Society in Motion*. Information on each of our promotional campaigns can be found at: [www.mouvementcollectif.org/en](http://www.mouvementcollectif.org/en).
- The [mouvementcollectif.org](http://mouvementcollectif.org) Web site publicized green gestures by the STM and published a presentation by Michel Labrecque on transportation electrification.
- For the second year in a row, the STM received MetroRail’s Special Merit Award for Commitment to the Environment, in recognition of its commitment to sustainable development.



*L'arbre de vie*, a work by Joseph Rifesser in Lionel-Groulx metro station, was restored and relocated.

## OBJECTIVE 12

**Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances**

To fulfil its mission, the STM works with many different partners. By combining its efforts with those of other stakeholders, it increases the pace of change toward sustainable development. By pursuing involvement in partnerships, the STM can reach more citizens who use or are likely to use public transit.

### 2011 highlights

- We announced the OPUS & Cie program for companies. Participating employers pledge to contribute at least 4.16% of the cost of transportation passes for their employees. The STM agrees to match that contribution, to a maximum of 10%. For two months, Québec's Ministère des Transports added a bonus to the program by offering the 12th month free.
- We launched the CAMPUS program for students who are registered full-time at Université de Montréal and are Montréal residents. Eligible students enjoy one of the best public transit fares and unlimited access to the STM system.
- We partnered with more than 100 events (Igloofest, Grand Prix du Canada, U2, Tennis Canada, Montréal Bike Fest, Osheaga Music and Arts Festival 2011, etc.).
- We provided public transit service to and from the U2 shows and issued a special transit fare for \$5.
- A number of events were held celebrating 150 years of public transit in Montréal, focusing on the theme *150 ans et toujours vert*. Among other activities, two photo exhibitions paid tribute to workers from yesterday to today, and five metro cars were painted in colours of the past and present.

U2 MONTRÉAL  
2011



## INDEX OF GLOBAL REPORTING INITIATIVE PERFORMANCE INDICATORS

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## Statement GRI Application Level Check

GRI hereby states that **Société de transport de Montréal** has presented its report "Sustainable Development Report 2010" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 22 June 2011

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 14 June 2011. GRI explicitly excludes the statement being applied to any later changes to such material.*



## SUSTAINABLE DEVELOPMENT

### CORPORATE POLICY

**Société de transport de Montréal (STM) contributes to sustainable development and is committed to mobilizing its employees, clients and suppliers to make sustainable development a reality.**

As a partner in the strategic plan for sustainable development for the Montréal community (Plan stratégique de développement durable de la collectivité montréalaise), prepared by Ville de Montréal, STM is committed to:

- Sustaining its efforts toward offering public transit services that are reliable, safe, fast and accessible to all people;
- Creating and supporting a movement for sustainable mobility for the purpose of fighting climate change, improving the competitiveness of the agglomeration of Montréal, as well as the quality of life of residents;
- Ensuring continuous improvements to its social, economic and environmental performance regarding:
  - The treatment of employees and clients;
  - The operation of its transit networks and installations;
  - The planning, designing and realization of its projects;
  - The procurement process;
  - The state of its relations with stakeholders\* concerned by its activities.
- Informing and mobilizing its employees, clients and suppliers in the application of sustainable development principles;
- Working in cooperation with other sustainable development stakeholders at the local, regional, national and international levels;
- Complying with, even surpassing whenever possible, its commitments and the requirements of any applicable laws.

**For Société de transport de Montréal, sustainable development is based on a continuous improvement process, including a management review, as well as annual internal and external reporting.**

\* Stakeholders: Group or individual having a more or less direct interest in the business of a corporation or likely being affected by decisions taken by said corporation. Such a definition includes not only its partners, but also those who, without being partners, can influence STM activities.



## List of Acronyms

ECPAR:	Espace québécois de concertation sur les pratiques d'approvisionnement responsable (a Québec organization dedicated to promoting sustainable procurement)
GHG:	greenhouse gas
GRI :	Global Reporting Initiative
PMAD :	Plan métropolitain d'aménagement et de développement (land-use development plan for the metropolitan community)
QPTP:	Québec Public Transit Policy
PT:	Public transit
TOD:	Transit Oriented Development
UITP:	International Association of Public Transport

## DOCUMENTS AVAILABLE ON OUR WEB SITE, [www.stm.info](http://www.stm.info)

[Table of Sustainable Development Indicators 2011](#)

[Sustainable Development Report 2011 – Highlights](#)

[Plan d'affaires 2077–2011 \(business plan – available in French only\)](#)

[Activity Report 2011](#)

[Financial Report 2011](#)

## OTHER PUBLICATIONS YOU MAY CONSULT

[Réinventer Montréal, Montréal's 2008 Transportation Plan, Ville de Montréal](#)

[Montréal Community Sustainable Development Plan 2010–2025 \(abridged version in English, entire document in French only\), Ville de Montréal](#)

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Division Développement durable,  
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