



SUSTAINABLE  
DEVELOPMENT REPORT  
2016

## Complete Table of Sustainable Development Indicators 2011-2016

SOCIETY  
IN MOTION





GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
<b>Priority 1: Improve service to maximize the benefits of public transit</b>											
	Service offering (thousands of km travelled)	162,007	168,278	167,679	162,981	161,724	163,265	1.0%	0.8%	206,200	1
	<i>Metro</i>	77,129	78,162	77,993	77,681	78,257	79,299	1.3%	2.8%	97,200	1
	<i>Surface network</i>	84,878	90,116	89,686	85,300	83,468	83,965	0.6%	-1.1%	109,000	1
	Service offering (billions of seat-km)	12.4	12.8	12.7	12.5	12.5	12.6	1.0%	1.7%		2
	<i>Metro</i>	8.5	8.6	8.5	8.5	8.6	8.7	1.3%	2.6%		
	<i>Surface network</i>	3.9	4.2	4.1	4.0	3.9	3.9	0.4%	-0.5%		
	Ridership (millions of trips)	404.8	412.6	416.5	417.2	413.3	416.2	0.7%	2.8%	540	1
	Passenger-kilometres (millions)	3,374	3,438	3,493	3,499	3,467	3,491	0.7%	3.5%		3
	Modal share (all modes) of public transit on the island of Montr	32%	32%	31%	31%	31%	31%	0.0%	-1.0%		
	Modal share (all modes) of public transit toward downtown, m	63%	63%	66%	66%	66%	66%	0.0%	3.0%		
G4-PR1	Sense of security – bus survey (%)	93%	94%	94%	93%	94%	94%	0.0%	1.0%	93%	
G4-PR1	Sense of security – metro survey (%)	93%	92%	93%	92%	94%	92%	-2.0%	-1.0%	93%	
G4-HR7	Percentage of security officers trained in the company's human rights policies or procedures applicable to their activities	100%	100%	100%	100%	100%	100%	0.0%	0.0%		4
G4-PR5	Customer satisfaction (satisfied and very satisfied) (%)	89%	88%	85%	87%	85%	88%	3.0%	-1.0%	90%	
	Street network coverage rate (%)										
	% of streets – morning rush hour	n/a	n/a	n/a	91.6%	91.6%	91.5%	0.0%	n/a		5
	% of streets – weekday	n/a	n/a	n/a	91.7%	91.7%	91.7%	0.0%	n/a		5
	% of streets – weekend day	n/a	n/a	n/a	86.5%	86.4%	86.3%	-0.1%	n/a		5
G4-EC1 G4-EC7	Capital investment in developing infrastructure and improving public transit (\$M)	220	213	300	159	200	359	80.0%	63.7%		
G4-PR1	Average age of metro cars (years)	40	41	42	43	44	38	-12.8%	-4.1%		
G4-PR1	Average age of bus fleet (years)	4.4	5.3	6.2	6.9	7.8	8.7	11.5%	100.0%		
	Total number of buses in fleet	1,680	1,712	1,730	1,767	1,721	1,771	2.9%	5.4%		
	Number of articulated buses	202	202	220	257	257	257	0.0%	27.2%		
G4-PR1	Number of buses with bicycle racks	12	22	45	45	45	45	0.0%	275.0%		
G4-PR1	Number of bicycle parking spaces next to metro stations	3,032	3,032	3,064	3,004	3,148	3,089	-1.9%	1.9%	3,500	

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Priority 2: Make public transit accessible to as many people as possible											
G4-EC7	Number of metro stations with elevators	8	8	8	9	10	12	20.0%	50.0%	13 (en 2017)	6
G4-EC7	Percentage of metro stations with elevators	12%	12%	12%	13%	15%	18%	2.9%	5.9%		6
G4-EC7	Percentage of metro stations with escalators	88%	88%	88%	88%	88%	88%	0.0%	0.0%		
G4-EC7	Percentage of wheelchair-accessible bus lines	75%	74%	95%	95%	95%	95%	0.0%	20.4%		
G4-EC7	Percentage of buses with front ramp	51%	52%	52%	53%	55%	56%	1.2%	5.1%		
G4-EC7	Number of paratransit trips (thousands of trips)	2,859	3,056	3,233	3,460	3,628	3,809	5.0%	33.3%	4,300	1
G4-EC7	<i>By minibús</i>	395	400	396	435	437	438	0.0%	10.7%		
G4-EC7	<i>By accessible taxi</i>	635	723	767	848	903	922	2.1%	45.3%		
G4-EC7	<i>By taxi</i>	1,828	1,933	2,069	2,177	2,288	2,450	7.1%	34.0%		
G4-EC7	Paratransit service – number of trips by type of customer (thousands of trips)	2,859	3,056	3,233	3,460	3,628	3,809	5.0%	33.3%		
G4-EC7	<i>Ambulatory customers</i>	1,631	1,784	1,896	1,987	2,083	2,222	6.7%	36.3%		
G4-EC7	<i>Wheelchair users</i>	408	389	375	388	383	375	-2.0%	-8.0%		
G4-EC7	<i>Variable</i>	820	883	961	1,086	1,163	1,212	4.3%	47.9%		
G4-EC7	Paratransit service – total number of customers	22,322	23,996	25,541	27,032	28,885	30,329	5.0%	35.9%		
G4-EC8 G4-SO1	Number of hours worked at minimum wage needed to buy a monthly pass	7.54	7.63	7.59	7.83	7.77	7.72	-0.6%	2.4%		
G4-EC8 G4-SO1	Percentage of reduced-fare trips	32.2%	31.6%	31.6%	31.9%	32.2%	32.0%	-0.2%	-0.2%		
G4-EC8 G4-SO1	Number of free trips (millions)	1.3	1.9	2.3	2.2	2.4	2.5	4.4%	92.3%		

GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
Priority 3: Contribute to urban planning											
G4-SO1	Bus priority measures (km)	136.0	147.8	162.7	208.7	223.7	287.5	28.5%	111.4%	375 (en 2017)	
	Average journey speed (km/h)	18.1	18.2	18.1	18.0	17.9	17.7	-0.6%	-2.0%		

GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
Priority 4: Optimize the STM's economic contribution and performance											
	Standard & Poor's credit rating	A+	A+	A+	A+	AA-	AA-	n.a.	n.a.	A+	
	Moody's credit rating	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2	n.a.	n.a.	Aa2	
G4-9	Total operating revenues (\$M)	1,163	1,321	1,372	1,260	1,324	1,352	2.1%	16.2%		7
G4-EC1	Passenger revenue (\$M)	533	564	581	599	613	620	1.1%	16.3%		
G4-EC1	Contribution from the Montréal urban agglomeration (\$M)	388	373	403	384	418	431	3.2%	11.2%		
G4-EC4	Subsidies from the Québec government (\$M)	134	260	274	155	175	180	3.0%	34.2%		
G4-EC4	Regional contributions and contributions from municipalities outside Montréal (\$M)	71	82	84	84	66	72	8.5%	1.2%		
G4-EC4	Other revenue and surpluses (deficits) carried forward (\$M)	36	43	29	37	51	48	-6.1%	32.7%		7
G4-EC1	Payroll (\$M)	639	691	737	736	745	767	3.0%	20.1%		
G4-EC1	Tax spinoffs attributable to employee salaries (\$M)	146	156	159	136	147	147	0.0%	0.6%		
G4-EC1	Acquisitions of goods and services (\$M)	665	578	709	586	643	790	22.9%	18.7%		
G4-EC1	Operations	267	288	297	282	284	278	-2.1%	4.4%		
G4-EC1	Investments	398	290	412	304	358	511	42.7%	28.3%		
G4-EC1	Tax spinoffs attributable to acquisitions of goods and services (\$M)	76	73	94	76	85	104	22.6%	36.2%		
G4-EC8	Number of jobs sustained by acquisitions of goods and services	3,476	3,397	4,200	3,344	3,555	4,003	12.6%	15.2%		
G4-EC9	Percentage of acquisitions of goods and services produced in Québec	43%	47%	48%	50%	48%	46%	-1.8%	3.3%		
	Average operating cost per trip (bus and metro) (\$)	2.41	2.55	2.63	2.56	2.69	2.66	-1.0%	10.5%		
	Percentage of projects over \$1 million that have undergone a sustainable development assessment	n/a	70%	100%	100%	100%	100%	0.0%	n/a	100%	

GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
Priority 5: Reduce our ecological footprint											
	Percentage of ISO 14001-based elements implemented	40%	n/a	50%	62%	75%	80%	5.0%	40.0%	100%	8
G4-EN3	Total energy consumption (PJ – 1015 joules)	3,860.1	3,848.7	3,901.1	3,945.8	3,879.5	3,873.1	-0.2%	0.3%		9
G4-EN3	From non-renewable sources	2,425.3	2,399.8	2,440.6	2,446.1	2,361.1	2,378.7	0.7%	-1.9%		9
G4-EN3	From renewable sources	1,434.8	1,448.9	1,460.5	1,499.7	1,518.3	1,494.4	-1.6%	4.1%		9
G4-EN3	Percentage of energy consumed from renewable sources	37%	38%	37%	38%	39%	39%	-0.6%	1.4%		9
G4-EN3	Breakdown of energy consumption (TJ)	3,860	3,849	3,901	3,946	3,879	3,873	-0.2%	0.3%		9
G4-EN3	Diesel	1,997	1,981	1,974	1,898	1,856	1,872	0.9%	-6.3%		9
G4-EN3	Gasoline	24	28	24	27	25	26	5.6%	8.7%		9
G4-EN3	Natural gas	404	390	443	521	480	480	-0.1%	18.9%		9
G4-EN3	Hydropower	1,368	1,380	1,394	1,431	1,442	1,434	-0.6%	4.8%		9
G4-EN3	Biodiesel	67	69	66	69	76	60	-20.4%	-9.7%		9
G4-EN5	Total energy consumption per passenger-km (kJ)	1,144	1,119	1,117	1,128	1,119	1,110	-0.8%	-3.0%		9
G4-EN7	Total energy consumption per seat-km (kJ)	311	301	308	315	311	307	-1.2%	-1.3%		9
G4-EN5	Total energy consumption per million km travelled (GJ – 109 joules)	23,827	22,871	23,265	24,210	23,988	23,723	-1.1%	-0.4%		9
G4-EN5	Energy consumption (electricity and gas) of surface buildings (kJ/m <sup>2</sup> /degree-day of heating)	607.7	614.8	597.8	613.30	592.7	630.3	6.3%	3.7%		
G4-EN5	Gas consumption of surface buildings (kWh/m <sup>2</sup> /degree-day of heating)	109.8	110.5	114.0	115.8	108.2	116.3	7.4%	5.9%		
	Total area of sites investigated that belong to the STM	629,270	630,290	630,290	634,255	634,255	665,323	4.9%	5.7%		
	Total area of contaminated sites investigated that belong to the STM	39,456	41,283	41,433	42,463	46,191	47,240	2.3%	19.7%		
	Percentage of sites investigated that show contamination	6.3%	6.5%	6.6%	6.7%	7.3%	7.1%	-0.2%	0.8%		
	Quantity of contaminated soil treated during the year (tonnes)	3,760	22,254	4,980	34	18,624	0	-	-		10
G4-EN24	Number of spills reported during the year	12	10	11	1	8	7	-12.5%	-41.7%		
G4-EN24	Quantity of spilled products (litres)	2,314	587	3,050	100	4,590	5,900	28.5%	155.0%		
G4-EN24	Recovery rate of spilled products (%)	41%	74%	97%	95%	74%	79%	4%	38%		
G4-EN29	Number of environmental non-compliance notices	1	2	4	10	1	5	400%	400%		

GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
Priority 5: Reduce our ecological footprint (continued)											
G4-EN23	Residual non-hazardous materials recovered (tonnes)	4,826	4,003	3,512	3,591	3,614	4,329	19.8%	-10.3%		
G4-EN23	Newspapers in the metro	994	1,422	1,357	1,149	991	854	-13.7%	-14.0%		
G4-EN23	Household paper and cardboard	245	267	292	278	283	222	-21.6%	-9.5%		
G4-EN23	Household plastic, glass and metal	6	6	35	43	58	66	13.4%	992.5%		
G4-EN23	Plastic, glass and metal from the metro network	6	31	30	22	19	30	61.7%	398.5%		
G4-EN23	Metal	2,583	799	753	828	986	1,867	89.3%	-27.7%		
G4-EN23	Construction/renovation/demolition (CRD) waste	550	976	506	503	372	365	-2.0%	-33.7%		11
G4-EN23	Bus and car tires	181	305	318	526	654	642	-1.8%	254.5%		
G4-EN23	Metro tires	133	83	84	117	115	92	-20.2%	-31.0%		
G4-EN23	Other rubber	n.d.	n.d.	23	19	15	18	17.9%	n.d.		
G4-EN23	Wood	115	96	115	89	106	123	15.2%	6.6%		
G4-EN23	Mechanical, electrical and electronic components	11	18	0	10	11	40	270.8%	265.1%		
G4-EN23	Glass	2	0	0	7	5	11	107.8%	458.0%		11
G4-EN23	Residual materials disposed of (tonnes)	2,863	2,006	2,313	1,889	2,007	1,601	-20.2%	-44.1%		
G4-EN23	Total residual materials generated (tonnes)	7,689	6,009	5,825	5,480	5,621	5,930	5.5%	-22.9%		
G4-EN23	Rate of residual-material diversion from disposal (%)	62.8%	66.6%	60.3%	65.5%	64.3%	73.0%	8.7%	10.2%	80%	
G4-EN23	Residual hazardous materials (RHMs) recovered (tonnes)	2,555	2,782	2,991	4,419	5,031	5,256	4.5%	105.8%		
G4-EN23	Used detergent solutions	1,322	1,428	1,136	970	1,193	1,235	3.5%	-6.6%		
G4-EN23	Sludge from drainage system maintenance	471	556	1,017	2,601	3,039	3,111	2.4%	560.4%		
G4-EN23	Waste oil and solvents, oily water in tanks	423	436	448	417	385	405	5.2%	-4.2%		
G4-EN23	RHMs in containers (solvents, antifreeze, paint, etc.)	235	267	290	313	319	365	14.4%	55.1%		
G4-EN23	Lead storage batteries	84	72	75	89	72	120	66.7%	43.2%		
G4-EN23	Lights containing mercury waste	19	23	25	28	23	21	-12.0%	7.5%		
G4-EN23	Percentage of residual hazardous materials diverted from disposal	23%	23%	61%	88%	88%	98%	9.6%	74.7%		

GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
Priority 6: Limit our atmospheric emissions											
G4-EN15	Total direct GHG emissions (t CO <sub>2e</sub> )	167,613	164,378	167,631	166,740	160,604	160,044	-0.3%	-4.5%		9
	Direct emissions from mobile sources	141,505	140,707	141,104	136,100	132,970	134,161	0.9%	-5.2%		9
	Direct emissions from stationary sources	20,872	20,119	23,088	26,929	24,854	24,884	0.1%	19.2%		9
	Direct emissions from processes	2,695	3,136	2,921	2,827	2,330	543	-76.7%	-79.8%		9
	Direct fugitive emissions	71	71	92	248	49	58	18.7%	-18.6%		9
	Indirect emissions related to electricity consumption	2,470	345	426	636	401	398	-0.6%	-83.9%		9
G4-EN18	Total GHG emissions per km travelled (g CO <sub>2e</sub> )	1,035	977	1,000	1,023	993	980	-1.3%	-5.3%		9
G4-EN18	Total GHG emissions per passenger-km (g CO <sub>2e</sub> )	49.7	47.8	48.0	47.7	46.3	45.9	-1.0%	-7.7%	39.0	3 et 9
G4-EN27	Total GHG emissions per seat-km (g CO <sub>2e</sub> )	13.5	12.8	13.2	13.3	12.9	12.7	-1.4%	-6.1%		9
G4-EN18	Bus GHG emissions per passenger-km (g CO <sub>2e</sub> )	112.1	109.4	111.8	107.2	105.5	106.1	0.6%	-5.3%		3 et 9
G4-EN27	Bus GHG emissions per seat-km (g CO <sub>2e</sub> )	34.9	32.2	33.0	33.0	33.0	33.3	0.88%	-4.52%		9
G4-EN18	Bus GHG emissions per km travelled (g CO <sub>2e</sub> )	1,604	1,503	1,520	1,537	1,531	1,541	0.6%	-3.9%		9
G4-EN18	Percentage of passenger-km travelled in electric mode	64.0%	64.0%	65.1%	65.1%	65.1%	65.1%	0.0%	1.1%		3
G4-EN27	Trips using electricity	68.9%	68.9%	69.6%	69.6%	69.5%	69.5%	0.0%	0.7%	86%	
G4-EN21	Direct emissions of atmospheric contaminants (tonnes)										
G4-EN21	NOx emissions	780.99	775.58	778.02	751.34	736.10	737.95	0.3%	-5.5%		9
G4-EN21	Percentage of NOx emissions from mobile sources	97.0%	97.1%	96.2%	96.1%	96.3%	96.1%	-0.2%	-0.9%		9
G4-EN21	SO <sub>2</sub> emissions	3.31	3.27	3.58	3.24	3.17	3.27	3.2%	-1.3%		9
G4-EN21	Percentage of SO <sub>2</sub> emissions from mobile sources	84.2%	84.9%	77.0%	82.2%	82.3%	79.9%	-2.5%	-4.4%		9
G4-EN21	VOC emissions	42.93	42.51	40.02	40.06	35.85	36.96	3.1%	-13.9%		9
G4-EN21	Percentage of VOC emissions from mobile sources	63.1%	64.0%	66.7%	65.8%	71.8%	69.5%	-2.3%	6.3%		9
G4-EN21	CO emissions	217.80	229.44	225.23	233.70	224.18	234.11	4.4%	7.5%		9
G4-EN21	Percentage of CO emissions from mobile sources	92.7%	93.3%	91.8%	91.3%	91.6%	88.0%	-3.6%	-4.6%		9
G4-EN21	Total particulates (total PM)	26.46	26.28	26.52	25.41	24.90	25.06	0.6%	-5.3%		9
G4-EN21	Percentage of total PM from mobile sources	97.1%	97.2%	95.8%	96.5%	96.5%	96.2%	-0.4%	-0.9%		9
G4-EN21	Particulates (PM10)	26.38	26.28	26.51	25.40	24.90	25.06	0.6%	-5.0%		9
G4-EN21	Percentage of PM10 from mobile sources	97.4%	97.2%	95.8%	96.5%	96.5%	96.1%	-0.4%	-1.2%		9
G4-EN21	Particulates (PM2,5)	23.45	23.35	23.61	22.59	22.13	22.30	0.7%	-4.9%		9
G4-EN21	Percentage of PM2,5 from mobile sources	96.7%	96.8%	95.3%	96.0%	96.1%	95.7%	-0.4%	-1.0%		9
G4-EN18	Bus NOx emissions per passenger-km (g)	0.61	0.60	0.60	0.58	0.57	0.57	-0.2%	-6.3%		3 et 9
G4-EN27	Bus NOx emissions per seat-km (g)	0.19	0.18	0.18	0.18	0.18	0.18	0.1%	-5.5%		9
G4-EN27	Total bus particulate emissions per passenger-km (g)	0.02	0.02	0.02	0.02	0.02	0.02	-0.2%	-6.3%		3 et 9
G4-EN27	Total bus particulate emissions per seat-km (g)	0.01	0.01	0.01	0.01	0.01	0.01	0.1%	-5.5%		9
	Number of hybrid buses	8	8	8	8	8	59	637.5%	637.5%		
	Percentage of hybrid or electric small service vehicles	n/a	n/a	7.8%	7.9%	9.3%	10.3%	1.0%	n/a		
	Average intensity of GHG emissions from small service vehicles (g CO <sub>2e</sub> / km)	265.9	262.3	246.6	224.0	216.0	209.0	-3.2%	-21.4%		

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Priority 7: Practise sustainable procurement											
G4-EN32	Percentage of contracts in progress during the year that include sustainability criteria	8%	17%	19%	21%	27%	41%	14.0%	32.9%	90%	
G4-EN32	Percentage of the value of contracts in progress during the year that include sustainability criteria	42%	62%	68%	73%	74%	77%	2.8%	35.2%	90%	
G4-EN32	Percentage of contracts in progress awarded with a preferential margin linked to sustainability	0%	6%	5%	10%	25%	41%	15.7%	40.7%		
G4-EN32	Percentage of the value of contracts in progress during the year awarded with a preferential margin linked to sustainability	0%	61%	79%	80%	81%	69%	-11.8%	68.7%		



GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
Priority 8: Act as a responsible employer											
G4-9	Total workforce	9,344	9,777	9,775	9,544	9,506	9,651	1.5%	3.3%		
G4-10	Permanent	9,044	9,415	9,374	9,199	9,149	9,298	1.6%	2.8%		
G4-10	Temporary	300	362	401	345	357	353	-1.1%	17.7%		
G4-10	Percentage of permanent employees	97%	96%	96%	96%	96%	96%	0.1%	-0.4%		
G4-10	Breakdown of workforce by age bracket (%)										
G4-10	1992 to present (Generation C)	0.0%	0.0%	0.1%	0.1%	0.1%	0.3%	0.1%	0.3%		12
G4-10	1980 to 1991 (Generation Y)	11.1%	12.9%	13.8%	14.6%	15.5%	16.9%	1.4%	5.8%		12
G4-10	1965 to 1979 (Generation X)	43.3%	45.4%	46.8%	48.2%	50.2%	52.0%	1.8%	8.6%		12
G4-10	1945 to 1964 (Baby Boomer)	45.3%	41.5%	39.2%	37.0%	34.1%	30.8%	-3.3%	-14.4%		12
G4-10	1944 and earlier (Veteran)	0.3%	0.2%	0.1%	0.1%	0.1%	0.1%	0.0%	-0.2%		12
G4-LA1	Diversity of workforce										
G4-LA1 G4-10	Percentage of women	24.1%	24.3%	24.4%	24.6%	24.7%	24.3%	-0.4%	0.2%		12
G4-LA1	Percentage of visible and ethnic minorities	20.5%	22.1%	23.0%	23.6%	24.9%	27.0%	2.1%	6.5%		12
G4-LA1	Percentage of employees with disabilities	0.5%	0.5%	0.5%	0.4%	0.4%	0.4%	0.0%	-0.1%		12
G4-LA1	Percentage of Aboriginal employees	0.5%	0.5%	0.5%	0.5%	0.5%	0.6%	0.0%	0.1%		12
G4-LA12	Diversity of permanent management employees										
G4-LA12	Percentage of women	19.1%	20.5%	20.4%	21.5%	21.4%	22.4%	1.0%	3.4%		12
G4-LA12	Percentage of visible and ethnic minorities	9.8%	10.9%	11.5%	12.2%	13.3%	13.8%	0.4%	4.0%		12
G4-LA12	Percentage of employees with disabilities	0.5%	0.5%	0.6%	0.5%	0.4%	0.8%	0.3%	0.3%		12
G4-LA12	Percentage of Aboriginal employees	0.5%	0.7%	0.7%	0.8%	0.7%	0.7%	0.0%	0.2%		12
G4-LA1	Average length of employment (years)	10.4	10.1	10.3	10.7	10.9	10.8	-0.4%	4.5%		12
G4-LA1	Employee turnover (% of employees who leave the STM)	5.0%	4.3%	3.8%	4.4%	4.4%	4.7%	0.2%	-0.3%		12
G4-LA6	Work-related accident frequency	Indicator under revision						-	-		13
G4-LA6	Work-related accident severity	Indicator under revision						-	-		13
G4-LA6	Absenteeism rate	7.6%	7.5%	7.8%	8.5%	8.7%	8.6%	-0.1%	1.0%		12
G4-11	Percentage of unionized employees	89%	90%	89%	89%	89%	90%	0.3%	0.2%		12
G4-LA5	Percentage of workforce represented on occupational health and safety committees	89%	90%	89%	89%	89%	90%	0.3%	0.2%		14

GRI	Indicator	2011	2012	2013	2014	2015	2016	Change 2015-2016	Change 2011-2016	Target 2020	Note
Priority 9: Train and equip our employees and raise their awareness											
	Employee mobilization (points)	n/a	n/a	+27	n/a	n/a	n/a	n/a	n/a	+ 40	
G4-LA9	Expenditure on training (\$M)	13	12	10	9	10	13	37.6%	3.8%		
G4-LA9	Percentage of payroll devoted to training	2.0%	1.8%	1.4%	1.2%	1.3%	1.7%	0.4%	-0.3%		
G4-LA9	Employee training (person-hours)	248,629	237,166	149,876	133,452	145,740	213,979	46.8%	-13.9%		
G4-LA9	Average number of training hours per employee	28.8	26.1	16.3	14.7	16.4	23.9	45.5%	-17.1%		
G4-LA9	Executives – operations	48.3	38.3	35.3	40.9	24.0	22.6	-5.7%	-53.1%		
G4-LA9	Divisional clerks	55.2	57.3	41.0	74.5	51.8	32.8	-36.8%	-40.7%		
G4-LA9	Managers	5.3	5.1	8.3	7.0	5.3	6.0	13.9%	13.9%		
G4-LA9	Unionized professionals	10.7	10.8	10.5	8.8	13.6	10.0	-26.2%	-6.2%		
G4-LA9	Non-unionized professionals	0.3	0.2	0.3	0.3	0.1	7.4	7279.0%	2359.7%		
G4-LA9	Foremen	17.1	12.2	14.2	28.4	22.7	14.9	-34.4%	-12.9%		
G4-LA9	Inspectors	35.7	78.4	47.6	22.9	26.0	34.4	32.3%	-3.6%		
G4-LA9	Adm., tech. and prof. employees	5.5	5.5	4.6	3.8	7.2	5.1	-29.3%	-7.4%		
G4-LA9	Drivers	33.2	34.6	15.8	10.9	17.9	36.0	101.2%	8.5%		
G4-LA9	Maintenance employees	33.2	20.8	17.9	17.5	15.6	16.1	3.2%	-51.5%		
G4-EC1	Donations (\$)	1,028,115	1,086,255	1,109,164	875,471	860,759	658,310	-23.5%	-36.0%		

G4-22 G4-23	Explanatory notes
1	The Strategic Plan 2020 targets are under revision. The new targets for Ridership and Service offering will be presented in the Organizational Strategic Plan 2025.
2	The seat-km indicator is based on customer-service kilometres travelled and STM rolling stock load factors.
3	Historic data were corrected due to an error in the previous passenger-km calculation method.
4	All our inspectors receive training at Québec's École nationale de police. This includes human rights and diversity training in keeping with the STM's internal guidelines.
5	The network coverage rate, used until the Sustainable Development Report 2015, has been replaced by the road network coverage rate. The previous indicator referred to dwellings located at a distance calculated as the crow flies. The new indicator refers to the road network coverage rate and allows economic and industrial activity zones to be included. Distances are now calculated in a linear fashion along the road network.
6	Remark: At one of the stations with elevators (Place Bonaventure), the platforms are not connected to the street. While this station is equipped with an elevator, it therefore cannot be considered universally accessible.
7	Some data from 2015 have been revised so that their presentation will be in line with that adopted during the year.
8	The calculation had to be adjusted following the merger of two divisions.
9	In 2016, we revised our GHG inventory methods. The main changes are as follows: - inclusion of indirect emissions associated with electricity - exclusion of indirect emissions associated with rented buildings (due to incomplete information) - exclusion of propane consumption considered marginal - emission factors from more recent national inventories For full disclosure of comparable information, the energy consumption and atmospheric contaminant inventories from previous years were also corrected using the same methodology, with the exception of emission factors.
10	Following receipt in 2016 of a report related to the Stinson bus garage construction, 2015 data was modified (18,624 tonnes added).
11	In the Sustainable Development Report 2015, 5 tonnes of glass were recorded as CRD waste. This mistake has been corrected in the 2016 report.
12	In the Sustainable Development Report 2016, some indicators have been revised to include temporary employees. Previous reports reported on permanent employees only.
13	Due to the discovery of a glitch in the work-related accident tracking tool, we are in the process of revising all data. New data will be released in the Sustainable Development Report 2017.
14	The provisions of every union's collective agreement call for health and safety committee meetings to be held. Every unionized employee is thus represented on a health and safety committee.