



# MOVE ACHIEVE SUCCEED

Sustainable  
Development Report  
2012



## TWO MERCURIADES AWARDS FOR THE STM!

The STM performed particularly well in the 32nd Mercuriades competition organized by the Fédération des chambres de commerce du Québec. The company received two Mercure awards for public administration, in the *Increased Productivity* and *Sustainable Development* categories.

More than 800 members of the business community were in attendance for the gala event held at Montréal's Palais des congrès on April 12, 2012, presided over by Honorary Chair Monique F. Leroux, President and CEO, Desjardins Group. Yves Devin, who was the STM's Chief Executive Officer at the time, was presented with the prestigious awards by Alain Paquet, then Minister for Finance.

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# MESSAGE FROM SENIOR MANAGEMENT



**Michel Labrecque**  
Chairman of the Board

The Société de transport de Montréal has clearly declared its desire to be a leader in sustainable development and social responsibility. This leadership is backed by real efforts made by all of the company's sectors to improve its practices and contribute to the major environmental, social and economic issues. As stated in our Strategic Plan 2020, we are working above all to make sustainable development central to all our decisions, at all levels of the company.

In 2012, the STM's initiatives were recognized by a number of prizes and honours from the business community and various associations, including:

- Two Mercuriades awards from the Fédération des chambres de commerce du Québec, for increased productivity and sustainable development.
- Green CEO of the Year 2012, awarded to Yves Devin, then Chief Executive Officer of the STM, in the government corporation category.
- Mathieu Da Costa Award, presented by the Black Coalition of Québec to the STM for its equal access to employment program based on the theme "Bâtir une société plus juste" (Building a More Equitable Society).
- Excellent credit ratings, once again, from the American agencies Standard & Poor's (A+) and Moody's (Aa2).



**Carl Desrosiers**  
Chief Executive Officer

## SUSTAINABLE DEVELOPMENT REPORT 2012: PROVIDING A TRANSITION

While the Sustainable Development Report 2012 continues from the reports from 2008 to 2011, it plays a special role in providing a transition between the Sustainable Development Action Plan 2007–2011 and the Sustainable Development Plan 2020, which was approved on April 3, 2013 by the STM's Board of Directors. This fifth Sustainable Development Report covers the period from January 1 to December 31, 2012.

# MESSAGE FROM SENIOR MANAGEMENT

## OUR EFFORTS TO FIGHT GLOBAL WARMING

The STM plays a key part in reducing greenhouse gas (GHG) emissions by offering a viable alternative to single-occupant car use, as well as in shrinking its own carbon footprint. That is why we attach great importance to improving service and boosting ridership. In 2012, ridership totalled a record 412.6 million trips, a new high in the history of public transit in Montréal, while the satisfaction rate held steady at 88%.

The company also kept up its efforts to cut its own emissions by using advanced technologies and gradually electrifying its surface network. With this in mind, we launched a tender call in 2012 for the purchase of 203 hybrid buses (biodiesel-electric) and 7 electric midibuses.

Between 2011 and 2012, our emissions of pollutants remained stable—as did total direct GHG emissions—in spite of a 6.2% increase in bus service.

## AIMING HIGH FOR 2020

With the aim of reducing its GHG emissions, the STM will begin testing its first electric buses in 2013. Then, starting in 2014, it will gradually add electric buses with rechargeable batteries to its regular lines. Electrification projects, such as the electric bus, midibus and trolleybus, and optimization of the fleet of service vehicles will also be on the agenda in the coming years.

## SOUND MANAGEMENT

For many years, the STM has ranked among the best-managed transit authorities in North America. In recognition of the company's sound, careful management, Moody's maintained its Aa2 credit rating in 2012. We intend to continue applying sound internal management and making wise strategic choices.

In 2012, the STM continued to implement workplace health and safety management practices based on recognized international standards. Sadly, one bus driver died as a result of a traffic accident. Nevertheless, the frequency of work-related accidents has declined steadily since 2006, from 11.0% to 6.1%. This record reflects the many initiatives we have taken to improve employees' health and safety.

## A SHARED RESPONSIBILITY

One of the challenges facing the STM entails maintaining an ongoing dialogue with stakeholders that may be affected by its activities. In line with the most stringent international reporting standards, we use our Sustainable Development Report to describe the actions and results stemming from our dialogue with stakeholders.

The STM relies on a competent, committed team, without which it would quite simply be impossible to exert a positive influence on public transit behaviours. Our productive dialogue with stakeholders has also guided our decisions and enabled us to meet each one's needs to the fullest extent possible.

On our own behalf and on behalf of the entire Board of Directors and management, we extend our heartfelt gratitude to each and every team member.

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# **PART ONE**

# **THE STM**

# PROFILE OF THE STM

The STM provides public transit service for the entire Montréal urban agglomeration, covering a territory of 500 km<sup>2</sup>. Approximately 1.7 million people live in the agglomeration, but the STM's customers come from all over the greater Montréal area (about 8,000 km<sup>2</sup> and 4 million inhabitants).

The company's headquarters are in downtown Montréal. The STM also rents or owns a large number of buildings (office buildings, eight transportation centres, bus and metro maintenance facilities) located throughout the island of Montréal.

## SOME STATISTICS

**14<sup>th</sup>**

LARGEST COMPANY IN QUÉBEC

**9,409**

PERMANENT EMPLOYEES

ANNUAL BUDGET

**\$1,297 M**

REPLACEMENT VALUE  
OF ASSETS

**\$14.5 B**

TOTAL ANNUAL RIDERSHIP

**412.6 M**

## BUS NETWORK



The STM operates a fleet of 1,712 buses, 8 of which are hybrid and 202, articulated, as well as 102 urban minibuses. The surface network comprises 219 lines, 161 of which are wheelchair-accessible and 23 of which are dedicated to night service. In addition, 147.8 km of bus priority measures, including 130.9 km of reserved lanes, help shorten travel times. In 2012, service on the bus network totalled 90.1 million km.

## METRO NETWORK



Montréal's metro is made up of four lines that cover 71 km altogether and serve 68 stations. Its fleet of rolling stock comprises 759 cars—336 MR-63s and 423 MR-73s—which travelled 78.2 million km in 2012.

## PARATRANSIT



The STM provides door-to-door paratransit service for people with functional limitations who meet the requirements of Québec's Paratransit Eligibility Policy. Every year, nearly 24,000 customers make use of the STM's minibuses and the services of 14 regular and wheelchair-accessible taxis for over 3.1 million trips on and around the island of Montréal..



# PROFILE OF THE STM

## VISION

“Fulfil the public’s mobility needs by operating North America’s top public transit system and, in so doing, contribute to the Montréal urban agglomeration’s renown as a prosperous and environmentally friendly hub of economic development.”

## MISSION

The STM’s mission is to serve people’s mobility needs within its territory. It operates and continues to develop an integrated metro and bus system and paratransit service for its customers. A key player in economic development in the Montréal region, it provides fast, reliable, safe and comfortable transportation, thereby contributing to citizens’ quality of life and to sustainable development.

## BOARD OF DIRECTORS

The company’s Board of Directors is selected by the city of Montréal agglomeration council from among the members of the city’s regular council and the councils of other municipalities located within the agglomeration. In addition, three Board members are chosen from among agglomeration residents: two public transit customers—at least one of whom must be under 35 when appointed—and one paratransit customer.

The Board of Directors reflects the diversity and inclusiveness advocated by the STM. In 2012, it consisted of six municipal elected officials and three customer representatives, and comprised three women and six men.





# PROFILE OF THE STM

## THE STM'S SUSTAINABLE DEVELOPMENT COMMITMENTS

In 2005, the STM signed its pledge to the Sustainable Development Charter of the International Association of Public Transport (UITP). As of 2007, the company made sustainable development an integral part of its mission and the underlying theme of its *Plan d'affaires 2007–2011* (business plan).

In 2008, responsibility for sustainable development was assigned to our Direction de la Planification stratégique (strategic planning department) and a dedicated team was formed. We also set up a sustainable development committee, representing all our departments, to coordinate the implementation and follow-up of our Sustainable Development Action Plan.

In 2010, the STM established a corporate policy on sustainable development, which was adopted by the Board of Directors. The policy provides the guidelines for our approach, while the Sustainable Development Plan is intended to ensure its implementation.

Consultation with external stakeholders is a major component of the STM's sustainable development approach. Our initial consultation, conducted in 2009, focused mainly on this approach.

In January 2013, we consulted 15 companies and organizations about the Sustainable Development Plan 2020 which was then being drafted.

The STM has also made a number of external commitments:

- It is an active, involved partner in the 2010–2015 sustainable development plan for the Montréal community.
- It is a partner in Montréal's Transportation Plan and the future Montréal Development Plan, "Montréal for Tomorrow."
- It is a member of the sustainable development committee of the Association du transport urbain du Québec (ATUQ), where it provides support and coordination.

Furthermore, the STM takes inspiration from Québec's *Sustainable Development Act* and the resulting Government Sustainable Development Strategy 2008–2013, even though it is not subject to them.

### 2005

- Signatory of pledge to UITP Sustainable Development Charter

### 2006 and 2007

- Sustainable development included in our mission and 2007–2011 business plan

### 2008

- Responsibility assigned to strategic planning department
- Sustainable development committee established
- Sustainable Development Action Plan 2007–2011

### 2009

- First Sustainable Development Report 2008

### 2010

- Corporate Policy on Sustainable Development
- Sustainable Development Report 2009

### 2011

- Sustainable Development Report 2010

### 2012

- Strategic Plan 2020
- Sustainable Development Report 2011

### 2013

- Sustainable Development Plan 2020
- Sustainable Development Report 2012

# SUSTAINABLE DEVELOPMENT GOVERNANCE

Sustainable development is practised at every level of the organization and is guided by the Corporate Policy on Sustainable Development, the Environmental Management Policy and the Sustainable Development Plan.

The sustainable development team and sustainable development committee provide overall coordination and the necessary expertise, and perform a functional role. Among their other responsibilities, members of the sustainable development committee ensure follow-up in their respective administrative units and keep company management informed.

The STM's Management Committee is made up of the Chief Executive Officer, all of the company's executive directors and the Senior Director, Public Affairs. Once a year, for the publication of the Sustainable Development Report, the Management Committee is required to formulate an opinion on our sustainable development performance and approve the report. The Management Committee is likewise responsible for giving first approval to the Sustainable Development Plan.

In 2012, the STM introduced an integrated risk-management approach that includes environmental, social and corporate governance risks (ESG risks).

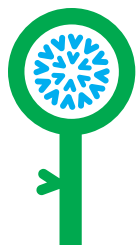
## ROLE OF THE BOARD OF DIRECTORS

The Board of Directors also exercises high-level governance with respect to issues related to sustainable development and social responsibility. The main characteristics of this governance are as follows:

- The Board approves the STM's Sustainable Development Plan.
- A Board committee, the Asset Maintenance, Major Projects and Environment Committee (AMMPEC), reviews all projects and recommendations submitted to the Board in these areas and provides oversight of aspects related to sustainable development before these cases are presented to the Board.
- AMMPEC receives the annual Sustainable Development Report for information and review purposes, and comments on it before it is sent to the Board.
- The Board's Audit Committee receives and analyses due diligence reviews carried out by the General Auditor on environmental and sustainable development matters.

At a more operational level, the company has integrated sustainable development criteria into its design criteria for surface buildings, project execution, tender calls and event management.

As well, since 2012, all recommendations submitted to the Board of Directors must contain details demonstrating that they fulfil the commitments of the sustainable development policy.



# 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<sup>1</sup> 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.

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*Adopted by the Board of Directors  
in May 2010*

<sup>1</sup> 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.

# ABOUT THIS REPORT



This report has been drawn up in compliance with the STM's sustainable development policy, the guidelines of the Global Reporting Initiative (GRI) and the Sustainable Development Charter of the International Association of Public Transport (UITP), of which the STM is a full signatory.

Each of the indicators is accompanied by a data collection template, which includes a tab explaining the collection method for basic data and the quality assurance process for ensuring the traceability of the information.

The Sustainable Development Report 2012 covers the period from January 1 to December 31, 2012. It has not been audited by an external third party. During this period, no significant change occurred in the company's size, structure or capital. However, it should be noted that on May 3, 2012, the Board of Directors appointed Carl Desrosiers to the position of Chief Executive Officer of the STM, replacing Yves Devin, who retired.

## STRATEGIC PLAN 2020: PLACING SUSTAINABLE DEVELOPMENT AT THE CENTRE OF ALL OUR DECISIONS

While the underlying theme of the STM's business plan 2007–2011 was to integrate sustainable development into the company's practices, the new Strategic Plan 2020, which continues from the business plan, makes sustainable development one of its six stated priorities, placing it at the centre of all business decisions.

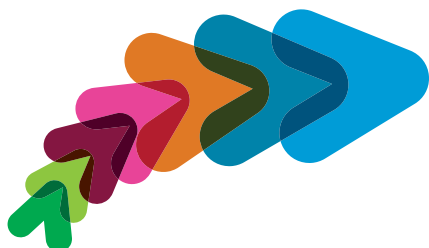
A new Sustainable Development Plan 2020, replacing the Sustainable Development Action Plan 2007–2011, was made public in May 2013. Approved on April 3, 2013 by the Board, the new Plan ties in with the Strategic Plan 2020.

## SUSTAINABLE DEVELOPMENT REPORT 2012: PROVIDING A TRANSITION

While the Sustainable Development Report 2012 continues from the reports from 2008 to 2011, it plays a special role in providing a transition between the Action Plan 2007–2011 and the Sustainable Development Plan 2020. It describes the company's actions in terms of environmental protection, social responsibility and economic spinoffs under the Action Plan 2007–2011, but it also paves the way for the next Sustainable Development Report (2013), while adhering to the Sustainable Development Plan 2020.

Whenever the data are available, the progress of our performance relative to the indicators is shown for the years 2006 to 2012. Unless otherwise indicated, the performance described covers all STM locations and areas of activity.

In keeping with our environmental practices, we have chosen to publish the Sustainable Development Report in an electronic version only. In its complete version, the report is intended primarily for stakeholders of the STM, as well as for all those who wish to understand the STM's process and performance. Our Web site, [www.stm.info](http://www.stm.info), also provides the complete list of sustainable development indicators, for a specialized readership. In addition, a limited number of copies of the report's highlights are available in print form.



# ISSUES

The issues presented in this section arise out of the Sustainable Development Plan 2020. They were first identified from contextual elements, priorities in the STM's Strategic Plan 2020 and results of the Sustainable Development Action Plan 2007–2011. They were discussed and confirmed through various meetings with internal and external stakeholders as well as through observation of major trends and current realities connected with sustainable development as practised by public transit authorities.

This process has assured us of the relevance of the issues selected. In addition, since this report is intended to reflect the transition between the previous Action Plan and the new Sustainable Development Plan, we have used these issues to establish the content and indicators presented in Part 2. The pertinent issues are listed at the top of each section.

## MONTREAL ISSUES

### OPERATIONAL SAFETY AND SECURITY

The safety of STM customers and employees, as well as that of all citizens, is a prime concern, even though the risk of accident when travelling by public transit in Montréal is one-twentieth that of car travel. The STM intends to continue optimizing the safety of its vehicles and facilities.

### URBAN PLANNING AND DEVELOPMENT

The effectiveness and efficiency of public transit services are largely dependent on urban form, land-use planning and development, and territorial governance. The STM operates in a North American context, where urban and suburban expansion in recent decades has promoted a level of density and a built environment that have led to significant dependence on automobiles. The STM wishes to influence land-use planning and contribute to development that encourages the use of public transit. It also aims to ensure that its facilities and services are harmoniously integrated into the urban environment.

### ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES

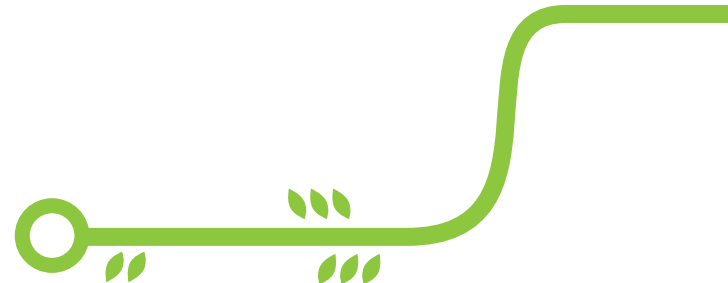
The STM ensures that the great majority of citizens can use its services. This undertaking requires sizable investments, which are needed to implement universal accessibility measures, establish fares and services that are suited to specific customer groups, and guarantee optimal service frequency and network coverage. The STM must also provide service that is user-friendly, comfortable and efficient, while maintaining its property assets and aging equipment.

### GOOD NEIGHBOURLINESS

The STM's facilities and vehicles can be found all over the island of Montréal. We consequently endeavour to limit nuisances related to our activities, such as noise or soil contamination. Various measures act to reduce these effects on customers, area residents and the public at large.

### HEAT ISLANDS

Concern over heat islands is growing in Montréal. The facilities that the STM requires to operate its substantial bus fleet occupy large paved surfaces, often located in recognized heat island areas. Greening and the use of white surfaces are among the measures applied to reduce these heat islands.



# ISSUES

## PROVINCIAL AND NATIONAL ISSUES

### DEDICATED, INDEXED AND RECURRENT FUNDING

To meet its service improvement objectives in the coming years, the STM's Strategic Plan 2020 calls for investments totalling \$11.5 billion for asset sustainment and for optimizing and developing the metro, bus and tramway networks. In order to carry out the Plan, the STM is counting on continued contributions from its financial partners as well as the establishment of new revenue sources dedicated to public transit that are indexed and recurrent. A large portion of this revenue will come from the Green Fund, established under the 2013–2020 Climate Change Action Plan.

At the municipal level, funding could come from metropolitan road pricing, a parking tax or land value capture. At the federal level, the STM has recommended that the Canadian government allocate all money from the federal gas excise tax (10¢/litre) to the Gas Tax Fund.

### SHORTAGE OF SKILLED LABOUR

Québec is experiencing an overall labour shortage. In Montréal, recruiting skilled workers is particularly challenging. The STM therefore aims to develop strategies to attract and retain labour, as well as to position itself as a responsible and committed organization.

### AGING POPULATION

According to Québec's Institut de la statistique, the percentage of people aged 65 and over living on the island of Montréal will rise from 15% to 21% between 2006 and 2031. The transportation needs of tomorrow's seniors will go beyond the accessibility, ease of use and speed of public transit. Future generations of senior citizens could have more varied needs in terms of mobility and transportation, where autonomy and choice will be prime criteria.

In order to serve an aging population, we will have to continue to be attentive to the needs of this customer segment. Given trends in demographics and mobility, paratransit demand can be expected to increase at an annual rate of 6.3%, reaching 4.3 million trips in 2020.

## GLOBAL ISSUES

### CLIMATE CHANGE

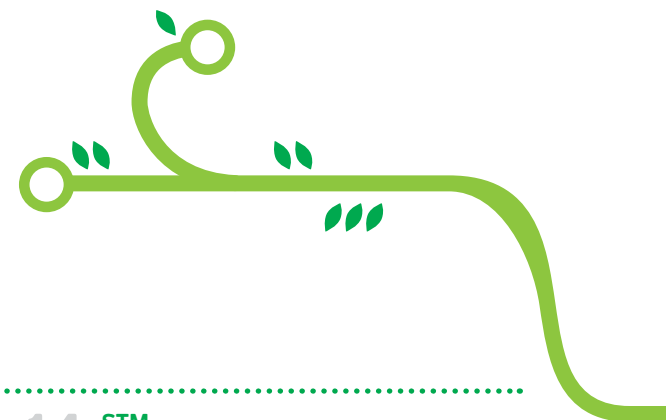
By improving service provided on its bus and metro networks, the STM can convince a larger number of citizens to opt for public transit over car travel, thereby avoiding the emission of large quantities of GHGs. However, the STM does not want the increased service to lead to a spike in its own GHG emissions. We must therefore optimize our bus fleet and adopt less polluting fuels and modes of propulsion. Bus priority measures, such as reserved lanes that reduce fuel consumption and associated emissions, must also be maximized.

### WATER, AIR AND SOIL CONTAMINATION

A number of the STM's activities involved in operating a growing bus and metro network have impacts on water, air and soil. This has been a matter of concern for us for many years. Accordingly, we ensure that the sources of these impacts are identified and carefully managed. Atmospheric emissions (GHGs and the main airborne contaminants) are the chief source of the STM's environmental impact.

### RESOURCE CONSUMPTION

As a responsible company, the STM is concerned about the consumption of resources needed for all of its activities. This concern is integrated into our procurement, work methods and project management. We also strive for strict application of the 4R principles.







# DIALOGUE

## WITH STAKEHOLDERS

In conducting its planning and implementation activities, the STM maintains an ongoing dialogue with its stakeholders. For the STM, every individual is a potential customer. Consequently, every individual is considered a stakeholder, in addition to our employees, suppliers, the various levels of government, civil society and institutional partners.

The stakeholders' viewpoint is essential to the success of the STM's initiatives and allows us to more clearly define their concerns and needs. It further enables us to respond to stakeholders' expectations, as far as the available means allow, as is illustrated by the examples provided in Appendix 1.

The STM employs a wide range of means to identify its stakeholders, first of all, and then to maintain a dialogue with them. In the normal course of its activities, each administrative unit identifies its stakeholders using the appropriate methods. The following table presents the means applied to maintain dialogue with stakeholders.

MEANS OF COMMUNICATION	CATEGORIES OF EXTERNAL STAKEHOLDERS					
	EMPLOYEES AND MANAGERS	CUSTOMERS	HIGHER LEVELS OF GOVERNMENT	MUNICIPALITIES	CIVIL SOCIETY	OTHER INSTITUTIONAL PARTNERS
STM Web site		√			√	√
STM Intranet	√					
Satisfaction surveys	√	√				
Public Board meetings	√	√	√	√	√	√
Formal consultations (public meetings, etc.)		√			√	√
Social networks (Facebook, Twitter, LinkedIn)	√	√			√	
Meetings and discussions		√	√	√	√	√
Internal and external committees and working groups	√		√	√		√
Briefs			√	√	√	
Work with associations					√	√
Partnerships		√		√	√	√

With a view to continuous improvement, the STM stated in Priority 10 of its Sustainable Development Plan 2020 its intention to establish a management framework for better identifying and fulfilling stakeholders' expectations.

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**PART TWO**

**MAIN RESULTS  
OF 2012**

# RIDERSHIP AND SERVICE

## ISSUES:

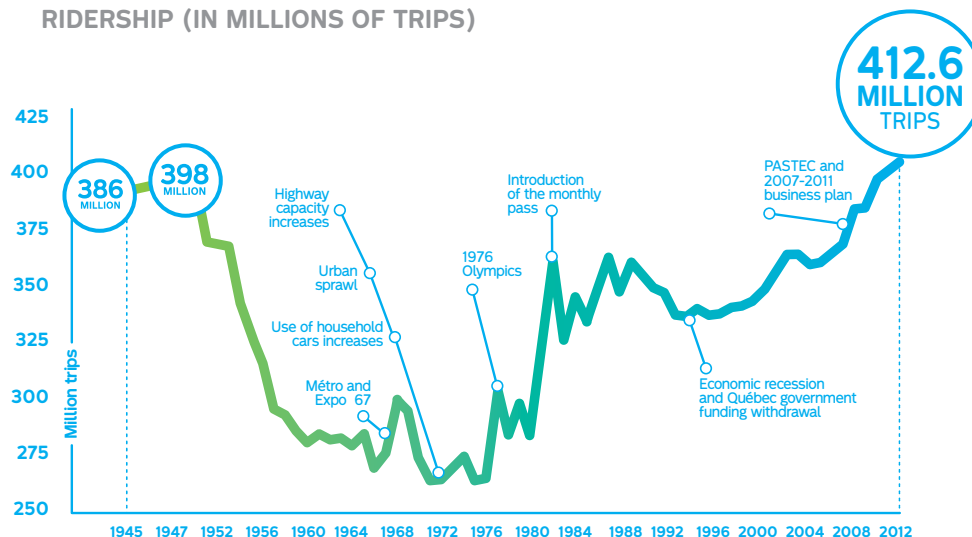
➤ CLIMATE CHANGE ➤ OPERATIONAL SAFETY AND SECURITY ➤ ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES

## RIDERSHIP

In 2012, ridership reached a record 412.6 million trips, a new high in the history of public transit in Montréal. This outstanding result means that the STM has posted growth of 13.6% since the Public Transit Service Improvement Program (known as PASTEC) was introduced in 2007, and 1.9% since 2011.

- 1.3 million trips per weekday, on average: 40% by metro, 31% by bus and 29% by both modes of transportation. The metro network provides an average of 895,000 trips per weekday, and the bus network, 784,000.
- 3.1 million paratransit trips, a 6.9% increase over 2011.
- Overall customer satisfaction rate: 88% in 2012, up from 84% in 2006.

RIDERSHIP (IN MILLIONS OF TRIPS)





# RIDERSHIP AND SERVICE

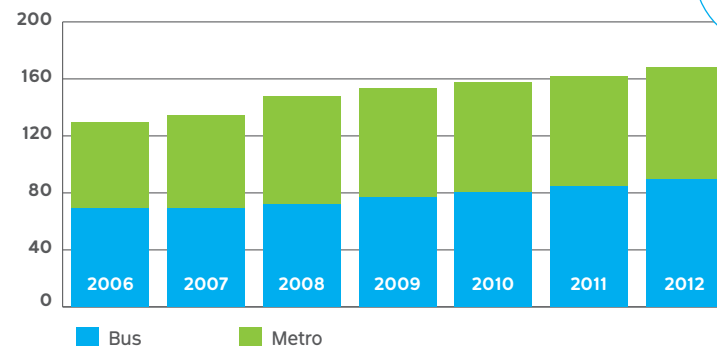
## SERVICE

In 2012, STM service grew by 4%, from 162 million kilometres to 168.2 million. Compared to 2007, the increase amounted to 29.1% for the bus network, or an additional 20.3 million kilometres, and 30.6%, or 18.3 million kilometres, for the metro. Among the year's main service improvements, the following lines were introduced:

- 71 Pointe Saint-Charles
- 405 Express Bord-du-Lac
- 425 Express Anse-à-l'Orme
- 485 Express Antoine-Faucon
- 475 Express Dollard-des-Ormeaux
- Shared-taxi service for seniors in Île des Sœurs, Pointe-Claire and Dorval

It is noteworthy that the STM managed to increase its metro service even though it had planned for a levelling off in 2012–2013 pending the arrival of the new metro cars.

SERVICE (IN MILLIONS OF KM)



**168**  
MILLION  
KM



# CLIMATE CHANGE

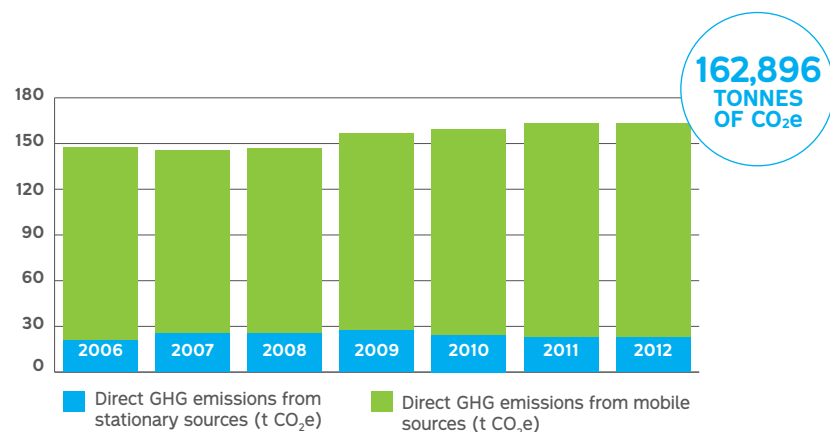
ISSUE:

► CLIMATE CHANGE

## DIRECT GHG EMISSIONS BY THE STM

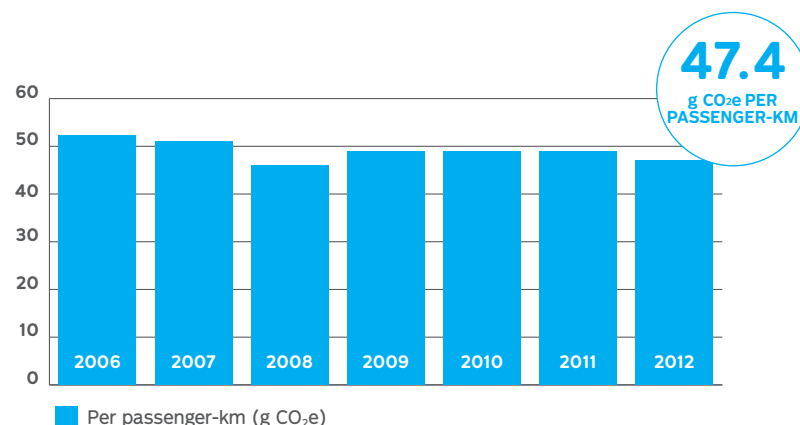
Public transit is an effective means of fighting climate change: a trip made by public transit generates lower GHG emissions than the same trip made by car. The STM's activities nevertheless produce GHG emissions, which the company is striving to gradually reduce through new technologies and changes in behaviour.

### TOTAL DIRECT GHG EMISSIONS



Total direct GHG emissions declined slightly in 2012, from 163,979 tonnes of CO<sub>2</sub>e to 162,896 tonnes. This decrease is not regarded as significant, however, given the many parameters involved in calculating GHG emissions. We therefore consider our GHG emissions in 2012 to be relatively stable compared to the two previous years.

### GHG EMISSIONS PER PASSENGER-KM



In 2012, GHG emissions per kilometre travelled and per passenger-kilometre declined by about 2.5% compared to 2011. The total decrease relative to the baseline year (2006) is 9.4%, and is the result of efforts made to cut bus emissions and modernize the fleet. These results are in line with the targets announced in the STM's Strategic Plan 2020.

INDICATOR	2006	2007	2008	2009	2010	2011	2012
GHG emissions per km travelled (g CO <sub>2</sub> e)	1,139	1,083	992	1,021	1,012	1,012	968
Reductions in emissions attributable to: (t CO <sub>2</sub> e)							
Use of biodiesel	0	99	3,536	4,513	4,555	4,601	4,763
Use of hybrid propulsion	n. a.	n. a.	300	300	300	260	183
Installation of TopoDyn transmission programmer	n. a.	n. a.	40	70	125	600	11,376
Use of EMP electric fans	n. a.	n. a.	20	20	125	600	5,511
New engines with particle filters (government requirement)	—	—	—	—	—	—	3,269



# CLIMATE CHANGE

## EMISSIONS AVOIDED BY PUBLIC TRANSIT IN MONTRÉAL

While there is no method for precisely calculating the GHG emissions avoided by its services, the STM is able to illustrate its contribution by calculating the emissions that would be produced if all STM trips were made by car, and subtracting its own direct GHG emissions. For 2012, this calculation yields a total of 555,000 tonnes of GHG emissions avoided.

## ELECTRIFICATION

The Québec government is promoting the development of electric transportation. Its Electric Vehicles 2011–2020 Action Plan aims to have 95% of public transit trips powered by electricity by 2030. The STM plans to step up its efforts to electrify its system in the coming years. It has pledged that, starting in 2025, all new vehicles it acquires will be electric-powered. Accordingly, the company plans to introduce new modes of electric transportation that generate low levels of GHG emissions and airborne contaminants. Electrification is actually already a partial reality, since 50% of public transit trips in Québec are made by Montréal's electric-powered metro.

## HYBRID BUSES

In 2011, the STM began the transition to electrifying its bus network by launching a tender call, on behalf of the province's nine public transit authorities, for the purchase of biodiesel-electric hybrid buses. Under the contract awarded in 2012, the STM will acquire 203 of these buses, which offer average fuel savings of 30% compared to diesel buses.



## ELECTRIC MIDIBUSES

In May 2012, the STM awarded a contract to the manufacturer Design Line for the purchase of seven all-electric midibuses. Measuring 9.8 metres in length and holding up to 45 passengers (22 of them seated), the midibuses will begin serving customers on the Old Montréal/Old Port corridor in 2014. These zero-emission buses, which are practically silent, will replace the biodiesel models that currently serve Old Montréal. They will each be equipped with a low-floor ramp for easier access by people with reduced mobility. The midibuses will allow us to offer customers even greener and more sustainable public transit service, and so will help protect the heritage value of this historic neighbourhood that is much visited by Montrealers and tourists alike. In addition, they will be equipped to facilitate evaluation of their performance in terms of both operations and customer satisfaction.

## STUDY ON ESTABLISHING A TROLLEYBUS NETWORK

With a view to establishing a trolleybus network, the STM initiated a study in 2012 that is scheduled for completion and publication in 2013. Trolleybuses are driven by all-electric engines. They draw their energy directly from the electric power grid via two overhead wires. The objective of the study is to define the optimal network and implementation parameters in order to establish a network of some one hundred trolleybuses on the island of Montréal by 2016–2017. More than 370 cities in 47 countries use this means of transportation.

# CLIMATE CHANGE

## ENERGY SAVINGS THROUGH ENERGY EFFICIENCY MEASURES IN BUILDINGS

A number of projects carried out between 2007 and 2011 incorporated electronic building automation, which offered greater energy efficiency by, among other things, optimizing and monitoring control sequences in new heating, ventilation and air-conditioning (HVAC) systems from a centralized computer workstation.

To manage electromechanical equipment more efficiently and so improve energy performances, in 2012 the STM's Division Ingénierie Infrastructures (infrastructure engineering division) recommended establishing a master plan for electronic building automation at the STM. This master plan sets design and use criteria in terms of centralized control and management. In addition to ensuring compatibility, interoperability and data sharing between the various systems, the plan may offer savings through the use of common infrastructures.

## A QUÉBEC FIRST: ENCOURAGING THE USE OF ENERGY-EFFICIENT VEHICLES

In April 2012, the STM added sustainability clauses to its contracts for external vehicle leasing. The lessor must consequently demonstrate that the vehicles offered have a GHG emission rating equal to or less than 3,000 kg/vehicle-year. This rating will decrease by 2.3% every subsequent year, to reach 2,733 kg/vehicle-year in 2016.

If the GHG emissions of leased vehicles exceed the annual rating established, the lessor must then buy offsetting carbon credits, based on the number of excess tonnes. The credits will be bought from organizations accredited by the STM.

Based on the usual leasing choice of a Dodge Caravan, which has a 2013 emission rating of 4,640 kg /year, we plan to reduce GHG emissions from our leased vehicles by at least 35% in 2012–2013.

## OPERATION OF TWO EXTENDED-RANGE ELECTRIC VEHICLES

The STM is a Québec leader in using electric vehicles. It was one of the first companies to acquire Chevrolet Volts, in 2011. These vehicles were driven extensively in 2012 by a large pool of employee-users at our Plateau Youville facilities. Annual emissions to date are estimated at 0.82 tonnes of GHGs per vehicle.

The STM experience with respect to electric service vehicles is attracting attention from the province's network of vehicle fleet managers. The company's sustainability approach has earned it a number of articles published in trade papers and requests to share its experience at public presentations on this topic.



# URBAN PLANNING AND DEVELOPMENT

## ISSUES:

### ► URBAN PLANNING AND DEVELOPMENT ► CLIMATE CHANGE

The STM endeavours to influence the various authorities concerned with urban planning and promotes development that encourages public transit. The company also ensures that its own facilities and services are harmoniously integrated into the urban environment.

## BUS PRIORITY MEASURES

Growing traffic congestion and extensive road work have a significant impact on the performance of the STM bus network, particularly punctuality and journey speed. At present, the average journey speed on our bus network is 18.2 km/h, with some line segments registering less than 12 km/h (e.g.: 121 Sauvé-Côte-Vertu, 45 Papineau).

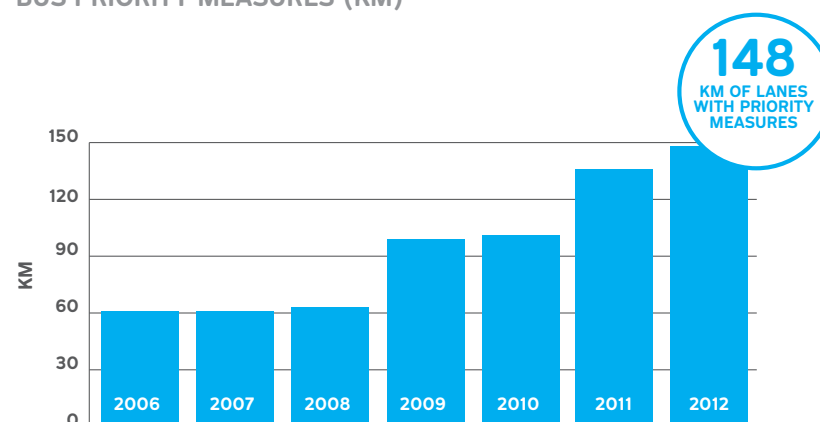
To improve service flow and journey speed, and reduce airborne emissions from STM buses, in the past year we added 12 kilometres of bus priority measures (BPM), namely reserved lanes and priority traffic lights.

Four new reserved lanes were introduced on the Saint-Jean, Sherbrooke West, Pie-IX and Léger corridors. The BPM network now comprises more than 148 kilometres on the island of Montréal; the target for 2020 is 370 km.

## EXAMPLES OF GAINS ACHIEVED IN THE SAINT-MICHEL CORRIDOR PILOT PROJECT:

- More than 40,000 trips per day enhanced by these measures (weekdays, lines 67 and 467)
- Time savings of 15% to 20%, depending on the time of day, representing a reduction in customer travel time of 6 to 8 minutes
- Greater flexibility, freeing up 2 buses per day
- Punctuality rate of 94.6%
- GHG emissions reduction of 45 tonnes for the STM

## BUS PRIORITY MEASURES (KM)



The STM considers bicycle transportation to be complementary to public transit and part of the transportation mix, or cocktail. More than 3,000 bicycle parking spaces are currently provided next to metro stations.

We are also working to increase the number of bicycle racks on certain buses to facilitate intermodality. In 2012, we added bike racks to line 146; they are already available on lines 140 and 180.

INDICATOR	2006	2007	2008	2009	2010	2011	2012
Average journey speed (km/h)	17.8	17.8	17.8	17.8	17.8	18.1	18.2
Buses with bicycle racks	0	0	0	0	0	15	30
Metro stations with bicycle stands	n.a.	n.a.	n.a.	n.a.	n.a.	56	59

# ACCESSIBILITY

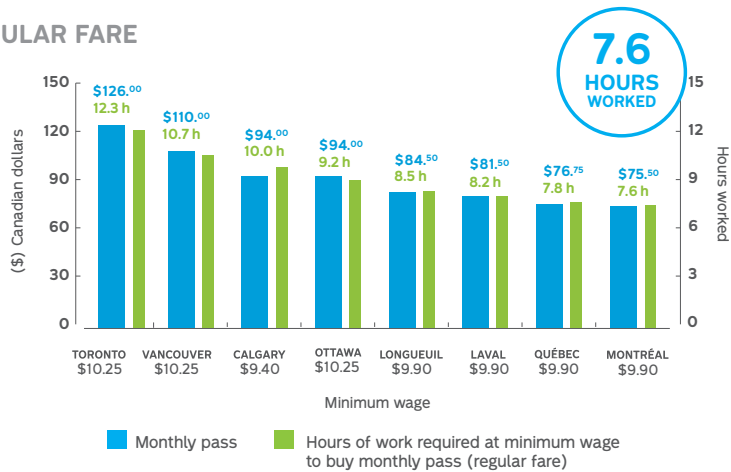
## ISSUES:

➤ ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES ➤ AGING POPULATION

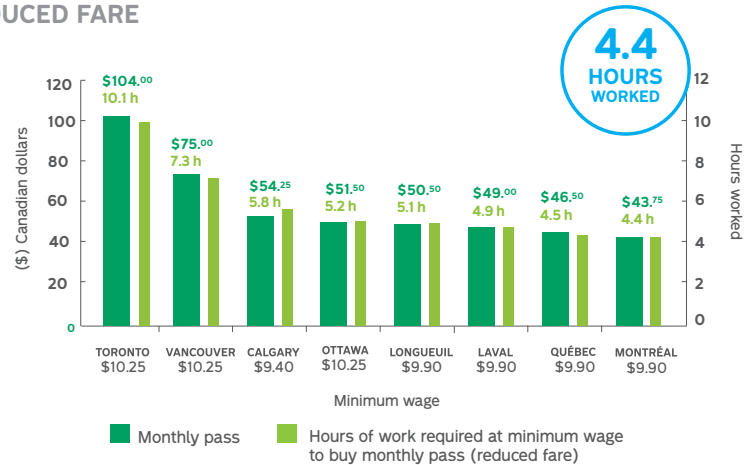
## LOW FARES

Once again this year, the STM posted regular and reduced fares that are among the lowest for large Canadian urban centres. Montréal is also the city where it takes the fewest hours worked at minimum wage to buy a monthly transit pass (7.6 hours for regular fare and 4.4 hours for reduced fare).

### REGULAR FARE



### REDUCED FARE





# ACCESSIBILITY

## DIVERSITY OF FARE PRODUCTS

Over the past year, the STM kept up its efforts to improve its fare products, mainly through the following programs:

### FAMILY OUTINGS PROGRAM



This program was enhanced in 2012 and is now valid during the week of March Break and throughout the summer, from June 24 to Labour Day, bringing to 174 the number of days it is applicable. The program allows up to five children aged 11 and under to ride at no cost during the designated periods, when accompanied by an adult with a valid transit pass.

### OPUS & CIE



Launched in fall 2011, the *OPUS & Cie* program targets Montréal companies that wish to encourage their employees to take public transit. Under this program, customers receive at least one month of free travel, paid for by their employer and the STM. Since the Transport Québec promotion also applies to these customers, the program has become more attractive than ever, and the number of subscribing customers has grown to 3,500.

### CAMPUS PROGRAM



The CAMPUS pilot project wound up in April 2012 with the end of term at the Université de Montréal. While all three parties remained willing, it became impossible to run a CAMPUS program for the 2012–2013 school year, given the university timetable with two different start dates for the new term as a result of the student strike. Efforts are now focused on optimizing the process so as to yield a permanent, logistically simple project that could more easily be extended to other institutions.

### CUSTOMIZED FARES FOR MAJOR EVENTS



Occasional smart cards for use during the Grand Prix and Osheaga were produced in 2012, making it easier for customers to attend these events. Smart cards can be validated much faster than conventional magnetic cards and offer greater fluidity and optimal management of metro ridership. In an innovative pilot project, microchips containing transit fares were incorporated into tickets for certain major events. A number of ticketholders to the Grand Prix and the Rogers Cup were thus able to use a single ticket to validate their transit pass on our system and gain access to the site of the event.

### PUBLIC TRANSIT: BRINGING CONFERENCE ATTENDEES TOGETHER



With the adoption, in February, of a conference fare schedule providing volume discounts and intended for organizers of private events in Montréal, the STM is helping to establish Montréal as a green conference destination, a quality that is increasingly valued by conference organizers. The occasional smart card produced for these transit fares bears the evocative name *Rendez-vous Montréal*.

### WIDER RANGE OF FARES FOR OCCASIONAL CUSTOMERS



Out of a desire to offer the full range of its fare products at all points of sale, the STM introduced a pilot project in June 2012 at about 24 outlets in Plateau-Mont-Royal borough to allow the sale of transit fares on the Occasional card, a non-rechargeable smart card. Encouraged by this experience, we extended the project to all our points of sale in December. Since over 20% of customers use only the bus network, an alternative to paying cash on board for customers who do not hold OPUS cards seems appropriate.

# ACCESSIBILITY

## UNIVERSAL ACCESSIBILITY

In 2012, in its ongoing efforts to improve system accessibility, the STM adopted its Universal Accessibility Development Plan 2012–2015. The Plan is intended to ensure that universal accessibility considerations form an integral part of the STM's decision-making process and all the projects it plans, and calls for investments of approximately \$87 million by 2015 to increase universal accessibility. It covers all of the company's activities as transit provider, employer, partner and social stakeholder.

The STM has also set up a universal accessibility committee. Made up of representatives of the STM and people with functional limitations, the Regroupement des usagers du transport adapté et accessible de l'Île de Montréal (RUTA) and Québec's Office des personnes handicapées, this committee provides regular project follow-up and takes the needs of people with functional limitations into account.

In addition, we have joined with the city of Montréal and RUTA to ask the Québec government to establish a new program dedicated to universal accessibility on the regular public transit network in Montréal.

## METRO ACCESSIBILITY

Escalators and elevators help maintain and improve accessibility to Montréal's metro stations. In 2012, 60 of the network's 68 metro stations had escalators, and 8 had elevators.

Nearly half the 68 stations had warning tiles along the edge of platforms, a 2% increase over 2011. All stations are now equipped with marker strips on the first and last steps of staircases. A contract was awarded in 2012 for the installation of warning tiles in all stations where they were lacking. Under the contract, work at these stations will continue until 2013. At Berri-UQAM station, however, work on the platforms must be finished before the warning tiles can be installed, delaying that operation until after 2013.

## BUS ACCESSIBILITY

As of 2012, all buses now have low floors, and 74% of lines are wheelchair-accessible. The accessible bus fleet currently consists of vehicles with two types of ramp: front (flip, 46%) and rear (telescoping, 54%). Low-floor buses with rear ramps first went into operation in 1997; given the uncertain reliability of these ramps, the STM has been systematically introducing buses with front ramps since January 2009.

### FEASIBILITY STUDY: UNIVERSAL ACCESS TO TWO METRO STATIONS BASED ON THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT

For Jean-Talon station, the study set out to define the best concept for meeting the needs of all types of customers accessing the station via the south entrance. This universal access is enhanced by the installation of glass-enclosed elevators, among other features.

The principles of sustainable development guided all the criteria and decisions related to this project: choice of materials, high-energy-efficiency lighting, universal signage, safety features, air quality, white-membrane roof, landscaping, etc.

At Snowdon station, the social aspect of sustainable development proved to be of prime importance in this project to define the optimal concept for meeting the needs of all customer categories and the STM's operating requirements. Here, universal access includes the integration of easily accessible elevators, safe pedestrian access, improved flow of transit users, all-glass façades, etc. Combining this work with the refurbishment of Snowdon electrical distribution station ensures more efficient management and reduces disruption time.



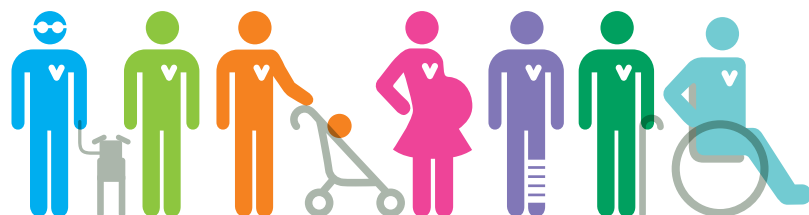
# ACCESSIBILITY

## SPECIAL NEEDS SERVICES

### PARATRANSIT

The STM offers door-to-door service, by reservation, to people eligible for paratransit service. Ridership topped 3 million trips in 2012. Every year, close to 24,000 customers call upon STM minibuses and the services of 14 regular taxi companies for their travel needs. The number of customers who used paratransit service at least once during the year rose by 6% compared with 2011. The overall satisfaction rate for this service is 94%.

INDICATOR	2006	2007	2008	2009	2010	2011	2012
Number of paratransit trips ('000)	1,965	2,107	2,281	2,439	2,685	2,859	3,056



### NAVETTE OR AND TAXI OR: SERVICE TAILORED TO THE NEEDS OF SENIOR CITIZENS

As is the case for many communities in the Western world, the population of Montréal is aging. To better serve its customers, the STM has developed the Taxi Or concept, introduced in three pilot projects in 2012. This is a local service for seniors, who are picked up by taxis that stop at the major destinations in their neighbourhood. The three projects were launched in Île des Sœurs, in February, and in Dorval and Pointe-Claire, in September. Altogether, the STM now offers 13 Navette Or and Taxi Or routes.



# ECONOMIC SPINOFFS AND INVESTMENTS

ISSUE:  
➤ DEDICATED, INDEXED AND RECURRENT FUNDING

## CREDIT RATINGS

For many years, the STM has ranked among the best-managed transit authorities in North America. In recognition of the company's sound, careful management, Moody's maintained its Aa2 credit rating. The STM's total expenditure for 2012 amounted to more than \$1,345 million and the replacement value of its assets now totals \$14.5 billion.

## ECONOMIC SPINOFFS

The value of our acquisitions of goods and services varies from year to year, depending mainly on expenditure on STM projects and the nature of the activities carried out. In 2012, the STM's acquisitions of goods and services totalled \$578 million, down 15% from the previous two years. The levels posted in 2009, 2010 and 2011 were tied in with the purchase of a large number of buses, a process that allowed us to replace much of the fleet and acquire articulated buses.

## JOBS SUSTAINED

Annual fluctuations are related to the nature of the goods and services acquired. For example, expenditure on infrastructure construction and asset maintenance is likely to generate more jobs. The project to acquire AZUR metro cars creates jobs and is reflected in an increase in the percentage of Québec-produced goods and services acquired since 2010.

The calculation method uses the input/output model of the Québec government's Institut de la statistique. Acquisitions of goods and services in 2012 helped sustain 3,397 jobs. Including the figures for the STM's workforce, the company thus sustained some 13,169 jobs in 2012.

INDICATOR	2006	2007	2008	2009	2010	2011	2012
Acquisitions of goods and services (\$M)	380	397	526	622	796	665	578
Percentage of acquisitions of goods and services produced in Québec (%)	45	45	49	42	41	43	47
Number of jobs sustained by acquisitions of goods and services	2,163	2,369	2,942	3,011	3,753	3,476	3,397
Tax spinoffs attributable to acquisitions of goods and services (\$M)	46	45	57	61	82	76	73
Tax spinoffs attributable to employee salaries (\$M)	120	117	113	116	134	146	156

## SUSTAINABLE PROCUREMENT

Increasingly, the contract documents drawn up by STM buyers and contract administrators include sustainability requirements. Often inspired by the principles of life-cycle analysis, these provisions are also intended to ensure that the suppliers themselves act responsibly.

In 2012, such clauses were integrated into 17% of contracts in progress, representing 33% of the total value of contracts awarded by the STM. This includes the three-year supply contract for diesel and biodiesel fuel awarded in October 2012.

The success of our sustainable procurement approach calls for a well-structured internal organization, including a guideline, internal guides and tools. These different tools have been in development for many months and are scheduled for implementation early in 2014.

Furthermore, the company is actively involved in the work of the Espace québécois de concertation sur les pratiques d'approvisionnement responsable (ECPAR), notably as a member of its board of directors. This association dedicated to promoting sustainable procurement offers access to such tools as environmental, social and economic procurement criteria and data sheets on various product lines.

# SUSTAINABLE PROJECTS

## ISSUES:

- CLIMATE CHANGE ➤ RESOURCE CONSUMPTION ➤ DEDICATED, INDEXED AND RECURRENT FUNDING
- GOOD NEIGHBOURLINESS ➤ HEAT ISLANDS ➤ ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES

To achieve its service and ridership objectives, the STM must be able to count on efficient infrastructures, both those it already owns and those it needs in order to accommodate and maintain its new rolling stock. It must consequently carry out a host of projects, which it aims to complete in a spirit of sustainable development.

Our previous sustainable development reports include an indicator detailing the number of projects in progress during the year that underwent a sustainability assessment. In 2012, this indicator reached the maximum, namely 100% of projects.

The following sections provide details on activities carried out in 2012 in connection with certain major projects.

## NEW STINSON TRANSPORTATION CENTRE

The Stinson project calls for the construction of a transportation centre to accommodate and maintain 200 standard buses and 100 articulated buses. Located in Saint-Laurent borough, the two-storey building has a total area of 38,400 m<sup>2</sup> and will be able to accommodate more than 750 employees. It is the only transportation centre where the vehicles will circulate entirely inside the building. It is also the STM's first building where principles of universal accessibility have been integrated right from the construction stage. We are aiming for LEED Gold accreditation, which would be a Canadian first for this type of building.

The project is proceeding in phases. The first was completed in 2012, on time and on budget. It involved preparing and decontaminating the site, and building the foundations. The second phase got under way in late 2012. It includes the construction and landscaping of the building with a view to commissioning in January 2014.

The following water, air and soil contamination control activities were carried out on the site in 2012:

- The site was decontaminated.
- A waste sorting container was installed for the recovery of construction and demolition waste; 87% of the materials from buildings demolished were recovered/reused (recycled), for a total of 15,078 tonnes recovered out of 17,272 tonnes of waste.
- 113 trees were temporarily transplanted for future replanting on the site once construction is complete.

- Nearly 2 km of underground pipes were laid for the rainwater holding tank.
- Site cleanliness: The site was cleaned up and restored as the work progressed.
- Gravel blankets and a geotextile barrier were installed to prevent erosion and the spread of dust.
- The soil was protected so that it could be reused.
- The neighbourhood was protected from jobsite dust and adjacent streets were cleaned periodically with a mechanical sweeper to keep the roadway clean.
- Hazardous materials were disposed of in compliance with current standards.
- Scrap material from cleaning concrete mixers on the site was recovered.
- Rock and concrete removed during on-site crushing and demolition of previous buildings were recovered for reuse in the foundations of future parking garages.
- Particles and dust produced during crushing were controlled.
- Vehicles with site access were inspected for leaks.
- A weekly erosion control report was written up.







# SUSTAINABLE PROJECTS

## AZUR / MPM-10

Montréal's new metro cars are expected in 2014. To accommodate them, a number of alterations have to be made to the existing infrastructures (shops, stations, tunnels). Proper sustainability considerations are being taken into account in the improvements made to the maintenance shop, as they were for the acquisition of the cars themselves. In 2012, the following measures were applied:

- A platform at Snowdon station was raised to make boarding AZUR cars easier for people with reduced mobility.
- The needs of people with functional limitations were taken into account in the presentation of the final model of the AZUR passenger compartment.

- The principles of universal accessibility were applied for employees.
- Contaminated soil was managed.
- Environmental criteria were integrated into four contracts:
  - wood ties: environmental treatment product
  - construction and installation of equipment: environmental protection program
  - metro car washing system: environmental management system
  - metro car wash: use of treated wastewater and rainwater



# SUSTAINABLE PROJECTS

## RÉNO-INFRASTRUCTURE

For several years, the STM has been involved in a vast undertaking to repair and maintain the network of 71 km of tunnels and the 68 stations that make up Montréal's metro system. This program, known as Réno-Infrastructure, calls for investments of \$250 million over seven years. A number of sustainability measures have been integrated into the work planned under this program. Here are a few examples for 2012:

- Lighting in the Saint-Mathieu entrance to Guy station was refurbished to improve the sense of security.
- The travertine tiles at McGill station were removed and recovered, then restored (cleaned and polished) and reinstalled in the station after the work was finished.
- Materials were recovered and sorted during demolition work when the staircases in six stations were replaced.

## RÉNO-SYSTÈMES

The project office in charge of stationary metro equipment carries out maintenance and improvement work on stationary equipment needed to operate the underground network. Here are the main sustainability activities completed in 2012:

- High-efficiency tunnel lighting was installed.
- The land next to Champ-de-Mars station was decontaminated.
- A traffic study was conducted to identify the mitigation measures to be implemented to counter the impact of construction of the Hermine and Snowdon mechanical ventilation stations.

In terms of economic spinoffs, the project office has calculated that its activities have generated the equivalent of around 9,600 person-years of work since it was established in 2001.





# OUR HUMAN RESOURCES

The STM must be able to count on competent, committed human resources. That is why the company deploys strategies to attract, retain and mobilize talent, and does everything it can to uphold its position as an employer of choice. We make sure to maintain and improve our workplace health and safety and human resources practices, and implement initiatives to create a safe, inclusive working environment, free from discrimination and harassment.

## DIVERSITY

The Board of Directors adopted the STM's declaration on diversity and inclusivity in 2012. Under this declaration, the STM pledges to, among other things, create and maintain an inclusive work environment that stresses the importance of teamwork, respect, diligence, accountability and transparency, and to promote an accurate representation of the diversity of the population at all levels of the organization.

In 2012, the percentage of women in our workforce remained stable, at 24%, while the percentage of employees belonging to visible and ethnic minorities rose to 23%, up from 21% in 2011 and 12% in 2006. Efforts to maintain and improve the equal access to employment program established several years ago have certainly contributed to this trend. The program includes innovative hiring strategies and the fostering of managers' diversity skills. It is also worth noting that the employee turnover rate has declined steadily since 2008, when it was 6.7%, to 4.3% in 2012; employees aged over 50 accounted for 30% of the workforce at the end of 2012.



### ISSUES:

- SHORTAGE OF SKILLED LABOUR
- AGING POPULATION

## THE EAEP: AN EFFECTIVE ... AND REWARDING PROGRAM

To ensure that everyone has the same access to employment, to ensure that women, visible and ethnic minorities, Aboriginal people and people with disabilities can perform a job at the STM and integrate professionally, the company established its Equal Access to Employment Plan (EAEP) in 1987. After 26 years, the EAEP is a source of pride for us all, and has yielded convincing results. The Black Coalition of Québec recognized the STM's contribution to the promotion of human rights, social justice and the integration of communities of diverse origins into Montréal society by presenting it with the 2012 Mathieu Da Costa Award for the company's EAEP.

While all job categories are now included in the EAEP, in 1987 it targeted three job categories in particular: drivers, maintenance employees and safety and control inspectors. A comparison of the percentage of women and visible and ethnic minorities among drivers reveals that, in 1987, 3.5% of bus drivers were women and 4.4% belonged to visible or ethnic minorities. In 2012, this proportion rose to 25.7% for women and 24.6% for visible and ethnic minorities.

JOB CATEGORY	TARGET GROUP	1987	2012
Drivers	Women	3.5%	25.7%
	VEM	4.6%	24.6%
Maintenance employees	Women	5%	33.6%
	VEM	12.2%	31.4%
Inspectors	Women	3.7%	13.7%
	VEM	4.3%	29.2%

VEM: Visible and ethnic minorities

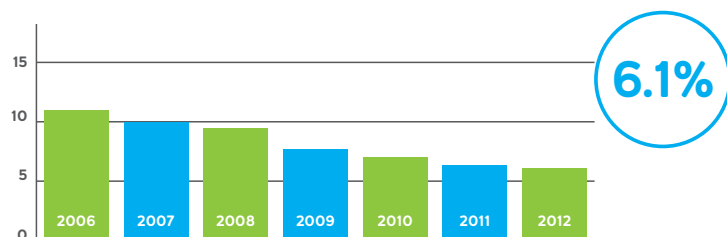
# OUR HUMAN RESOURCES

## WORKPLACE HEALTH AND SAFETY

The STM takes all necessary efforts to ensure its employees' health and safety. Absenteeism remains a daily issue in ensuring efficient service delivery.

The work-related accident frequency has been declining steadily since 2006, from 11.0% to 6.1%. This progress reflects the many initiatives taken by the STM to improve employee health and safety. The degree of severity has also gone down since 2006, although it is up relative to 2011, an exceptional year in this regard. While the overall results are improving, one of our drivers regrettably died as a result of a traffic accident.

WORK-RELATED ACCIDENT FREQUENCY



## TRAINING

The STM inaugurated its very first centre for online learning and metro driving simulation on November 28, 2011. The centre has welcomed apprentice metro operators since January 2012. It is a first for us: up to now, these two components have never been brought together on the same site. New York and Toronto are the only other North American cities with such a facility.

This facility yields gains in time and in training quality, reducing the period it takes to train a metro operator to 22 days from 36. In addition, the efficiency of the instruments available allows operators to acquire the necessary skills rapidly and to be ready to take on the job as soon as their training is complete. The trainees can handle all the functionalities of the MR-73 metro cars and, soon, those of the AZUR cars.







# OUR HUMAN RESOURCES

INDICATOR	2006	2007	2008	2009	2010	2011	2012
Description of workforce							
Number of employees	7,932	7,996	8,398	8,603	8,985	9,346	9,772
Percentage of permanent employees (%)	94	95	96	96	97	97	96
Percentage of women (%)	22	23	23	23	24	24	24
Percentage of visible and ethnic minorities (%)	12	14	16	18	19	21	23
Payroll (\$M)	502	510	548	574	598	639	691
Overall average length of employment (years of service)	14	13	12	11	11	10	10
Employee turnover (% of employees who leave the STM)	6.1	6.6	6.7	5.6	5.4	5.0	4.3
Percentage of unionized employees (%)	92	91	91	90	90	89	90
Work-related accident frequency	11.0	10.0	9.5	7.7	7.0	6.4	6.1
Work-related accident severity	316.0	341.5	339.7	281.2	254.5	212.2	251.2
Number of days lost following a work-related accident or disease	20,564	22,251	23,094	19,534	18,225	16,294	20,325
Number of deaths caused by a work-related accident or disease	0	0	0	0	0	0	1
Absenteeism rate	7.61	7.59	7.72	7.21	7.42	7.53	7.53
Employee training (person-hours)	180,187	217,619	239,284	215,861	248,847	241,382	232,586
Expenditure on training (\$M)	11	11	11	10	12	13	12
Percentage of payroll devoted to training (%)	2.2	2.2	2.0	1.8	2.1	2.0	1.8

# SIGNIFICANT ENVIRONMENTAL ASPECTS

## ISSUES:

➤ CLIMATE CHANGE ➤ WATER, AIR AND SOIL CONTAMINATION ➤ RESOURCE CONSUMPTION ➤ GOOD NEIGHBOURLINESS

## ATMOSPHERIC EMISSIONS

Atmospheric emissions are the main sources of the STM's environmental impact and have for many years been a matter of concern to the company, which ensures that they are identified and carefully managed. The STM, Québec's largest public transit authority, is naturally involved in the government effort to electrify transportation. Shifting gradually to electricity as mode of propulsion significantly reduces the atmospheric emissions and noise generated by each vehicle. Moreover, the STM's engine suppliers are subject to stringent regulations in terms of emissions of airborne contaminants.

The great majority of emissions of atmospheric pollutants stem from our mobile sources, namely buses and, to a lesser extent, service vehicles. Between 2011 and 2012, quantities of pollutants emitted remained more or less stable, even though our bus service grew 6.2%. Our new engines equipped with particle filters are responsible for much of this strong performance.

The large discrepancy between 2010 and 2011 is partly explained by the changes made to the emission factors issued by Transport Canada. These emission factors, which are specific to each contaminant, are used in calculating airborne contaminant emissions. They are reviewed every five years.

INDICATOR	2006	2007	2008	2009	2010	2011	2012
NOx from mobile sources (tonnes)	967.7	918.6	950.2	1,021.4	1,073.3	757.2	752.8
SO <sub>2</sub> from mobile sources (tonnes)	13.8	13.0	13.5	14.5	15.3	2.8	2.8
VOC from mobile sources (tonnes)	35.7	38.0	36.7	38.5	39.0	27.1	27.2
CO from mobile sources (tonnes)	298.0	312.2	323.2	329.3	323.3	201.8	214.0
Total particulates (total PM) from mobile sources (tonnes)	40.3	38.1	39.4	42.3	44.6	25.7	25.5
Area of STM sites contaminated beyond use criteria (m <sup>2</sup> )	–	–	–	41,301	44,764	39,456	41,283
Quantity of soil treated during the year (tonnes)	–	–	–	5,724	315	3,760	18,516
Number of spills	2	0	4	0	8	12	10
Recovery rate of spilled products (%)	98	0	100	0	98	43	74
Number of environment-related complaints	n. a.	n. a.	n. a.	167	297	383	309
Number of environment-related legal non-compliance notices	0	1	3	0	5	1	2



# SIGNIFICANT ENVIRONMENTAL ASPECTS

## CONTAMINATED SITES

The 2009–2013 plan for comprehensive action on contaminated land continued. It includes a dozen or so interventions on eight major sites owned by the STM. In 2012, the contaminated soil excavated as part of our construction projects and handled at a treatment centre totalled 18,516 tonnes, including 18,425 from the Stinson project.

The area of the contaminated sites represents around 7% of the total area of STM properties that have undergone an investigation.

Spilled products reported in 2012 are mainly diesel fuel, oil and antifreeze. Out of 587 litres of spilled product, 74% was recovered and disposed of; 80% of the incidents involved bus mechanical fluids (diesel, oil, antifreeze) and 70% of the spills totalled less than 100 litres. The incidents were generally caused by bus component breakage, impact between bus components and objects on public roadways, or during various operations. It is also notable that, since this past year, all 1,712 buses in the STM fleet are equipped with anti-spill spouts which limit the risks of spills during refuelling.

Further to efforts to make stakeholders aware of the importance of reporting environmental emergencies, we have observed that more events are reported and the incidents are increasingly well managed. Stakeholders more readily report all spills, small or large. Every occurrence is brought under control and the environmental impact is minimized through appropriate intervention.

## WATER MANAGEMENT

The STM does not currently have an exact portrait of its drinking water consumption. Studies were begun in 2011 at sites including our Plateau Youville facilities, two transportation centres and one metro station. The Sustainable Development Plan 2020 calls for the portrait of drinking water consumption for the company as a whole to be completed by the end of 2014, and a consumption reduction plan to be instituted in 2015.

Even without a portrait of drinking water consumption, the STM has already taken steps to reduce its consumption. For example, the forthcoming AZUR metro car wash will use rainwater in its wash/rinse cycle. The company is also considering collecting rainwater and using it for the facilities at its future Stinson transportation centre.

## ENVIRONMENT-RELATED COMPLAINTS

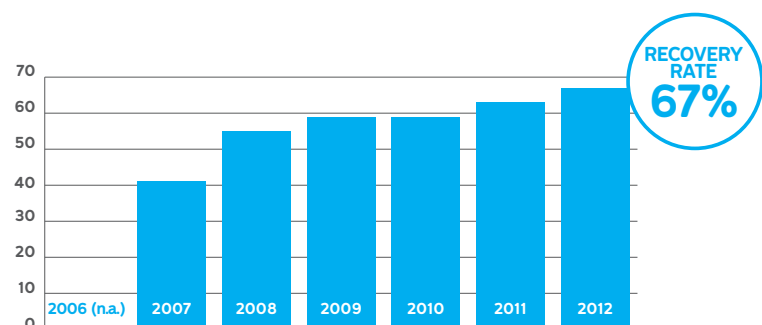
Most complaints concerning the environment are related to engines left idling when buses are stopped. To attempt to correct this situation, the STM tested an automatic shut-off system for bus engines after three minutes of idling when the outdoor temperature is above -10 degrees Celsius. In addition to reducing the number of complaints, this measure can potentially cut fuel consumption by an estimated 1 million litres of diesel annually, if applied to the entire bus fleet.

# SIGNIFICANT ENVIRONMENTAL ASPECTS

## RESOURCE CONSUMPTION

The STM is concerned with the quantity of resources it uses to carry out its activities. The company's procurement, work methods and project management reflect this desire to consume responsibly. As regards recovery of residual materials, we are aiming for the objectives set by the Québec Policy on Residual Materials. To achieve this goal, we are improving our systems and practices for reduction at source, reuse, recycling and reclamation (4R).

Out of 6,009 tonnes of residual materials generated in 2012, 4,026 tonnes were recovered and thereby diverted from landfill, for a recovery rate of 67%.



## LEGAL ENVIRONMENTAL COMPLIANCE

In 2012, two notices of exceedance of industrial wastewater disposal standards at sanitation facilities were issued by the city of Montréal. The notices concerned an excess of oil and mineral grease observed at the LaSalle and Mont-Royal transportation centres.

When non-compliance notices are issued by the city or when exceedances are noted by internal monitoring programs, corrective measures are applied to avoid a repetition of these occurrences. Action must be initiated within a maximum of five days and an up-to-date record of the corrective measures is kept. Accordingly, an action plan to standardize the acquisition and use of detergents was introduced to avoid a repeat of oil and mineral grease exceedances, which are mainly attributable to the use of detergent containing surface active agents during washing operations at transportation centres.



# A COMMITTED COMPANY

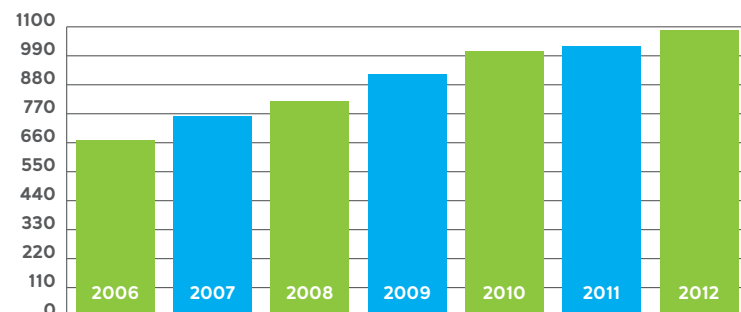
## COMMUNITY INVOLVEMENT

The STM has conducted a workplace fundraising campaign for more than 50 years. Over the years, the campaign has grown steadily as a result of increased contributions from employees and retirees, and a highly varied program of canvassing activities. In 2012, the generosity campaign was a great success, raising \$1,086,255—\$58,140 more than in 2011. The substantial increase in donations in the 2012–2013 campaign is largely attributable to operational changes made to the canvassing method, combined with sustained communications coverage. The donations collected from employees and retirees are passed on to the following organizations: Réchaud-bus, Centraide/United Way, the Red Cross and Partenairesanté Québec.

Hundreds of employees and retirees took part in canvassing in metro stations on November 17, 22 and 23 for our Christmas baskets operation, which raised \$61,500 from our customers. Ticket sales for a big draw for employees brought in an additional \$12,660. Our teams of volunteers turned these precious donations into food that was delivered to 650 needy families in Montréal.

Beyond the tremendous success of the 2012 generosity campaign, we should note the STM's new procedures that comply with the principles of sustainable development. For example, the printed leaflet that traditionally accompanied the registration form was eliminated in favour of electronic information. The usual launch activity gave way to "Generosity Blitz" days, an approach that helped raise even more money.

### DONATIONS DISTRIBUTED BY EMPLOYEES (\$'000)



### ISSUES:

- ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES
- GOOD NEIGHBOURLINESS

## COMING TO THE AID OF THE HOMELESS

The past year saw the start of a collaborative endeavour between the STM and the Société de développement social de Ville-Marie (SDSVM), along with various other stakeholders in Montréal's health and social services community. The inauguration of a continuously open day centre for homeless people is one of the first results of this collaboration. Located under the red roof of the Saint Michael's Mission (in the Church of St. John the Evangelist near Place-des-Arts station), this new service centre will meet the growing needs of homeless people who take shelter in Montréal's metro.

With the help of the STM and its partners, the day centre will offer new features, such as a health specialist consultation room, the services of a social worker who will work directly with the inspectors at Place-des-Arts station and an art therapy program.









# A COMMITTED COMPANY

## RECOGNITION: AWARDS AND NOMINATIONS

### ➤ TWO MERCURIADES AWARDS: INCREASED PRODUCTIVITY AND SUSTAINABLE DEVELOPMENT

In 2012, in the prestigious Mercuriades competition of the Fédération des chambres du commerce du Québec, the STM won two Mercure awards—for increased productivity and sustainable development—in the public administration category. The members of the selection committee, all senior managers in large corporations, recognized the STM's methods as a model of performance at a time when it is increasing service in order to boost ridership. They also rewarded the STM's strategic approach of placing sustainable development at the centre of its business model. The various sustainability awareness campaigns conducted among customers and the efforts expended to help reduce GHG emissions earned it this honour coveted by many large Québec organizations.

### ➤ GREEN CEO OF THE YEAR 2012

Yves Devin, then Chief Executive Officer of the STM, was honoured as Green CEO of the Year 2012 in the government corporation category. This competition, organized by *Les Affaires* magazine and TREBORA Conseil, recognizes the commitment and excellence of Québec senior executives in defending and promoting sustainable initiatives within their organizations. The award highlights an executive's leadership, clear-sighted vision, ability to create value within the organization and passion for excellence.



## GREEN GESTURES IN ORGANIZING EVENTS

Throughout the year, the STM and its employees organize various types of events and gatherings. Depending on the context, different gestures and steps are taken to reduce their ecological footprint and enhance their social impact:

- ➊ As far as possible, eliminate paper: e-mail invitations, reusable signage, etc.
- ➋ Provide sustainable food and beverage management: local suppliers, fair-trade, organic products, pitchers of water instead of bottles, leftover food donated to organizations, reduced packaging, rented or compostable dishes, on-site recycling bins.
- ➌ Select environment-friendly decorative items: cloth tablecloths and napkins, energy-efficient LED lighting, rented rather than specially made decorative items.

These measures constitute a first step for the STM toward eventual certification under Québec's BNQ 9700-253 standard, "Sustainable Development – Responsible Event Management."





# INDICATORS

## SUMMARY OF INDICATORS PRESENTED IN THE SDR 2012

GRI INDICATOR	INDICATOR (UNIT OF MEASUREMENT)	2006	2007	2008	2009	2010	2011	2012
<b>ECONOMIC PERFORMANCE</b>								
EC1	Tax spinoffs attributable to acquisitions of goods and services (\$M)	46	45	57	61	82	76	73
EC1	Tax spinoffs attributable to employee salaries (\$M)	120	117	113	116	134	146	156
EC1	Acquisitions of goods and services (\$M)	380	397	526	622	796	665	578
EC6	Percentage of acquisitions of goods and produced in Québec (%)	45	45	49	42	41	43	47
EC6	Number of jobs sustained by acquisitions of goods and services	2,163	2,369	2,942	3,011	3,753	3,476	3,397
EC1	Payroll (\$M)	502	510	548	574	598	639	691
EC1	Donations (\$)	670,037	760,109	819,431	920,295	1,007,931	1,028,116	1,086,255
EC8	Number of paratransit trips	1,964,779	2,107,204	2,281,446	2,438,722	2,684,746	2,858,573	3,055,937
<b>ENVIRONMENTAL PERFORMANCE</b>								
EN11	Area of investigated sites that were contaminated (m <sup>2</sup> )	–	–	–	41,301	44,764	39,456	41,283
EN11	Quantity of contaminated soil treated during the year (tonnes)	–	–	–	5,724	315	3,760	18,516
EN16	Direct GHG emissions from stationary sources (t CO <sub>2</sub> e)	21,314	25,557	25,833	27,839	24,397	23,573	23,305
EN16	Direct GHG emissions from mobile sources (t CO <sub>2</sub> e)	126,310	120,180	120,865	128,952	135,235	140,406	139,591
EN16	Total direct GHG emissions (t CO <sub>2</sub> e)	147,624	145,737	146,698	156,791	159,632	163,979	162,896
EN16	Direct GHG emissions per km travelled (g CO <sub>2</sub> e)	1,139	1,083	992	1,021	1,012	1,012	968
EN16	Direct GHG emissions per passenger-km (g CO <sub>2</sub> e)	52.3	51.1	46.0	49.1	49.3	48.6	47.4
EN18	Initiatives to reduce GHG emissions and reductions achieved through:							
EN18 / LT5	Use of biodiesel (t CO <sub>2</sub> e)	0	99	3,536	4,513	4,555	4,601	4,763
EN18 / LT5	Use of hybrid buses (t CO <sub>2</sub> e)	n.a.	n.a.	300	300	300	260	183
EN18 / LT5	Installation of TopoDyn transmission programmer (t CO <sub>2</sub> e)	n.a.	n.a.	40	70	125	600	11,376
EN18 / LT5	Use of EMP electric fans (t CO <sub>2</sub> e)	n.a.	n.a.	20	20	125	600	5,511
EN18 / LT5	New engines with particle filters (t CO <sub>2</sub> e)	–	–	–	–	–	–	3,269
EN18 / LT5	Total various initiatives (t CO <sub>2</sub> e)	0	99	3,896	4,903	5,105	6,061	25,102
EN20	NO <sub>x</sub> from mobile sources	967.7	918.6	950.2	1,021.4	1,073.3	757.2	752.8
EN20	SO <sub>2</sub> from mobile sources	13.8	13.0	13.5	14.5	15.3	2.8	2.8
EN20	VOC from mobile sources	35.7	38.0	36.7	38.5	39.0	27.1	27.2
EN20	CO from mobile sources	298.0	312.2	323.2	329.3	323.3	201.8	214.0
EN20	Total particulates (total PM) from mobile sources	40.3	38.1	39.4	42.3	44.6	25.7	25.5
EN22	Recovery rate of residual non-hazardous materials (%)	n.a.	41	55	59	59	63	67
EN23	Number of spills reported during the year	2	0	4	0	8	12	10
EN23	Recovery rate of spilled products (%)	98	0	100	0	98	43	74
EN28	Number of environment-related legal non-compliance notices	0	1	3	0	5	1	2

# INDICATORS

## SUMMARY OF INDICATORS PRESENTED IN THE SDR 2012

GRI INDICATOR	INDICATOR (UNIT OF MEASUREMENT)	2006	2007	2008	2009	2010	2011	2012
<b>SOCIAL PERFORMANCE: LABOUR PRACTICES AND DECENT WORK</b>								
LA1	Total workforce	7,932	7,996	8,398	8,603	8,985	9,346	9,772
LA1	Percentage of permanent employees (%)	94	95	96	96	97	97	96
LA2	Average length of employment (years)	14	13	12	11	11	10	10
LA2	Employee turnover (% of employees who leave the STM)	6.1	6.6	6.7	5.6	5.4	5.0	4.3
LA4	Percentage of unionized employees (%)	92	91	91	90	90	89	90
LA7	Work-related accident frequency	11.0	10.0	9.5	7.7	7.0	6.4	6.1
LA7	Work-related accident severity	316.0	341.5	339.7	281.2	254.5	212.2	251.2
LA7	Number of days lost following a work-related accident or disease	20,564	22,251	23,094	19,534	18,225	16,294	20,325
LA7	Number of fatalities caused by a work-related accident or disease	0	0	0	0	0	0	1
LA7	Absenteeism rate	7.61	7.59	7.72	7.21	7.42	7.53	7.53
LA10	Employee training (person-hours)	180,187	217,619	239,284	215,861	248,847	241,382	232,586
LA10	Expenditure on training (\$M)	11	11	11	10	12	13	12
LA10	Percentage of payroll devoted to training (%)	1.4	1.3	1.2	1.1	1.2	1.1	1.0
LA13	Percentage of women (%)	22	23	23	23	24	24	24
LA13	Percentage of visible and ethnic minorities (%)	12	14	16	18	19	21	23
<b>SOCIAL PERFORMANCE: COMMUNITY</b>								
SO1	Number of Navette Or and Taxi Or routes	0	0	3	7	10	10	13
<b>PRODUCT RESPONSIBILITY</b>								
PR1	Number of buses with bicycle racks	0	0	0	0	0	15	30
PR1	Number of metro stations with bicycle stands (out of 68 stations)	n.a.	n.a.	n.a.	n.a.	n.a.	56	59
PR5	Customer satisfaction (satisfied and very satisfied) (%)	84	82	82	86	87	89	88
PR8	Number of environment-related complaints	n. a.	n. a.	n. a.	167	297	383	309
<b>LOGISTICS AND TRANSPORTATION SECTOR SUPPLEMENT</b>								
LT3	Service provided (thousands of km travelled)	129,629	134,513	147,860	153,587	157,690	162,007	168,278
LT3	Bus	69,790	69,721	72,144	77,335	81,128	84,878	90,116
LT3	Metro	59,839	64,792	75,715	76,253	76,563	77,129	78,162
LT3	Average journey speed (km/h)	17.8	17.8	17.8	17.8	17.8	18.1	18.2
LT6	Lanes with bus priority measures (km)	61	61	63	99	101	136	148

# ABBREVIATIONS

AMMPEC	Asset Maintenance, Major Projects and Environment Committee
ATUQ	Association du transport urbain du Québec (Québec urban transit association)
B	Billion
BPM	Bus priority measures
CHUM	Centre hospitalier de l'Université de Montréal
EAEP	Equal Access to Employment Program
ESG	Environmental, social and corporate governance risks
GHG	Greenhouse gas
GJ	Gigajoule
GRI	Global Reporting Initiative
HVAC	Heating, ventilation and air-conditioning
kWh	Kilowatt/hour
LEED	Leadership in Energy and Environmental Design
M	Million
MUHC	McGill University Health Centre
n.a.	Not available
RHM	Residual hazardous materials
RMMP	Residual materials management program
RUTA	Regroupement des usagers du transport adapté et accessible de l'Île de Montréal (Island of Montréal association of users of accessible transit and paratransit)
SDP2020	STM's Sustainable Development Plan 2020
t	Tonne
UITP	International Association of Public Transport

## GRI Certification



**Global Reporting Initiative™**

**Statement**  
**GRI Application Level Check**

GRI hereby states that **Société de transport de Montréal** has presented its report "2012 Sustainable Development Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

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. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

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

Amsterdam, 3 July 2013

  
Neimara 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 17 June 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

# GLOSSARY

## DIVERSITY

The range of visible and invisible differences related to gender, age, social and cultural background, race and ethnic origin, or physical ability (Source: European Commission).

## FUNCTIONAL LIMITATIONS

According to the Office des personnes handicapées du Québec (OPHQ), these are restrictions or lack of ability in the execution of certain movements, certain gestures or certain activities. Functional limitations may be compensated for by specific equipment or devices or palliative services that allow individuals to perform activities in a manner that is different from others but that allows them to achieve the same result (Source: OPHQ). Paratransit customers may have the following functional limitations: intellectual, motor, psychological or visual disability (Source: STM Universal Accessibility Development Plan 2012–2015).

## GOVERNANCE

System by which an organization makes decisions and implements them to achieve its goals. Organizational governance is of central importance as it allows the organization to take responsibility for the impacts of its decisions and activities, and to integrate social responsibility within the organization and in its relationships.

## PARATRANSIT

Transportation of persons who are unable to use conventional means of public transit, in particular disabled persons with reduced mobility (Source: Office québécois de la langue française, 2000).

## SOCIAL RESPONSIBILITY

Responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organization and practised in its relationships. (Source: BNQ, 2010).

## STAKEHOLDER

A person or group with a more or less direct interest in the life of an organization or that is likely to be affected by decisions made by an organization (Source: Grand dictionnaire terminologique de l'OQLF).

## SUSTAINABLE DEVELOPMENT

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is based on a long-term vision which takes into account the inextricable nature of the environmental, social and economic dimensions of development activities (Article 2 of the Sustainable Development Act adopted by the Québec government – Source: R.S.Q., Chapter D-8.1.1).

## SUSTAINABLE TRANSPORTATION

According to the Centre for Sustainable Transportation, a sustainable transportation system is one that:

1. Allows the basic access needs of individuals and societies to be met safely and in a manner consistent with human and ecosystem health, and with equity within and between generations.
2. Is affordable, operates efficiently, offers choice of transport mode and supports a vibrant economy.
3. Limits GHG emissions and waste within the planet's ability to absorb them, minimizes consumption of non-renewable resources and limits consumption of renewable resources to the sustainable yield level.
4. Reuses and recycles its components, and minimizes the use of land and the production of noise.

# GLOSSARY

## TRANSPARENCY

Property of an organization that provides information on its operations, practices, intentions, objectives and results. Transparency strengthens the relationship of trust with citizens by enabling them to understand the logic that determines administrative actions (Office québécois de la langue française, 2003).

## UNIVERSAL ACCESSIBILITY

The concept of universal accessibility is primarily related to building or site design, whereby all visitors, or “users,” have equal access throughout public buildings or other public areas. In concrete terms, universal accessibility allows for unfettered physical access to public buildings or sites; allows all visitors to find their way around independently; allows for freedom of movement; ensures that services are accessible by all visitors or users; and ensures that all visitors or users experience the same treatment and benefit from opportunities offered in equal measure... at the same time, in the same way. (Source: Definition developed by the universal accessibility follow-up committee of the Montréal Summit, made up of Altergo, CRADI, ROPMM, Société Logique and Ville de Montréal, April 2003).



# APPENDIX I

## DIALOGUE WITH STAKEHOLDERS

STAKEHOLDER	MAIN CONCERNS IN 2012	STM ACTIONS IN 2012
Customers	Bus punctuality, metro reliability, customer information, cleanliness	We instituted new service quality standards. The rate of customer satisfaction stood at 88%.
Employees	New collective agreements	Collective agreements were signed that will run for six years.
Higher levels of government	Reduction in greenhouse gas emissions	GHG emissions per km travelled fell by 2.5%, mainly through modernization of the bus fleet.
	Electrification of public transit	We purchased 203 hybrid buses and 7 electric midibuses, in keeping with the STM's 2025 electrification strategy.
	Implementation of mitigation measures in connection with the project to rebuild the Turcot interchange	We launched four new express lines (405, 425, 485 475) and four new reserved lanes.
Municipalities	Universal accessibility of the bus and metro networks	The Universal Accessibility Development Plan 2012–2015 was adopted and implemented.
	Reconstruction of the Crémazie complex	Concerns expressed by Ahuntsic-Cartierville borough were integrated into the project (zoning, parking, urban integration).
	Development of bicycle infrastructure	Some 30 buses are now equipped with bicycle racks and a planning concept was developed for a mixed bus/taxi/bicycle reserved lane on the Viau corridor.
Civil society	Universal accessibility of the bus and metro networks	The Universal Accessibility Development Plan 2012–2015 was adopted and implemented.
	Rate affordability	Regular and reduced fares that are the lowest among major North American cities were maintained. The Family Outings program was enhanced.
	Expansion and improvement of bus service	Requests were analysed and follow-up was provided to the requesters.
Other institutional partners	Connection of new hospital centres to the metro network	Work got under way to connect the CHUM with Champ-de-Mars station and a scenario for a temporary and a permanent connection to Vendôme station for the MUHC was proposed.
	Refurbishment of Place Charles-Le Moyne in Longueuil	The planning concept was completed and validated by the various partners.
	Construction above Côte-Des-Neiges station	An architectural and heritage study was conducted and the planning concepts were validated.
	Integration of STM facilities into the Outremont campus project	A pre-feasibility study was conducted on integrating STM facilities into the Outremont campus project.
	Urban integration and environmental performance of the new Stinson transportation centre in Saint-Laurent borough	Work got under way on Stinson transportation centre, designed to LEED Gold standard.
	Research and development project for a Québec electric bus	We took part in the working group for the development of an electric bus.
	Transportation for day camps and students on school outings	A program was developed for the rental of shuttle buses for day camp and school outings.

## AS AT DECEMBER 31, 2012



## DOCUMENTS AVAILABLE ON OUR WEB SITE

GRI Index (2012)

Complete Table of Sustainable Development Indicators 2006–2012

Highlights – Sustainable Development Report 2012

Strategic Plan 2020

Sustainable Development Plan 2020

Activity Report 2012

Financial Report 2012

## 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,

Direction principale Planification stratégique et innovations

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To obtain a printed copy, or for questions, comments and suggestions, contact: [dd@stm.info](mailto:dd@stm.info).

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