

MOVE ACHIEVE SUCCEED

Sustainable Development Report 2012

HIGHLIGHTS

SOCIETY IN MOTION  **stm**

PROFILE OF THE STM

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.

SUSTAINABLE DEVELOPMENT AT THE STM

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.

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.

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.

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
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2013

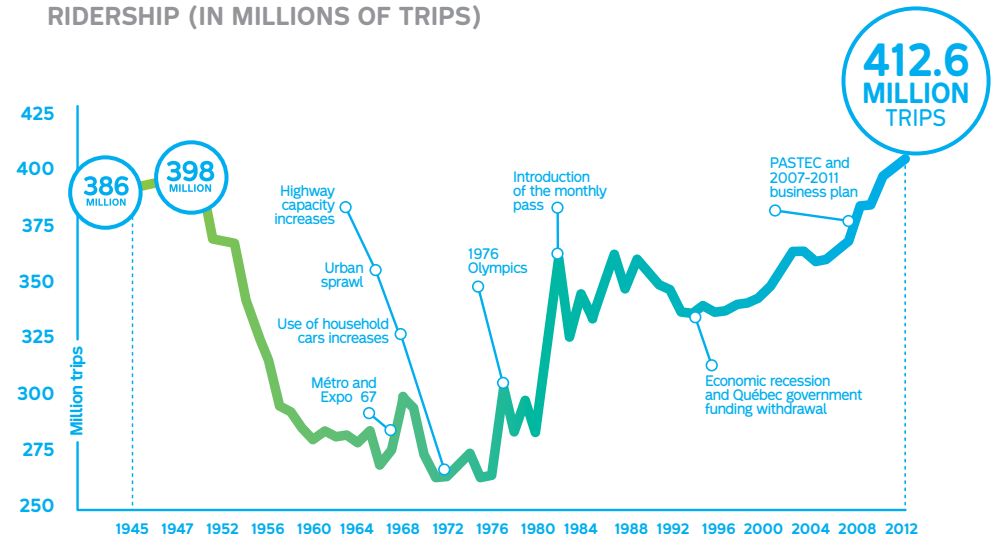
- Sustainable Development Plan 2020
- Sustainable Development Report 2012

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)



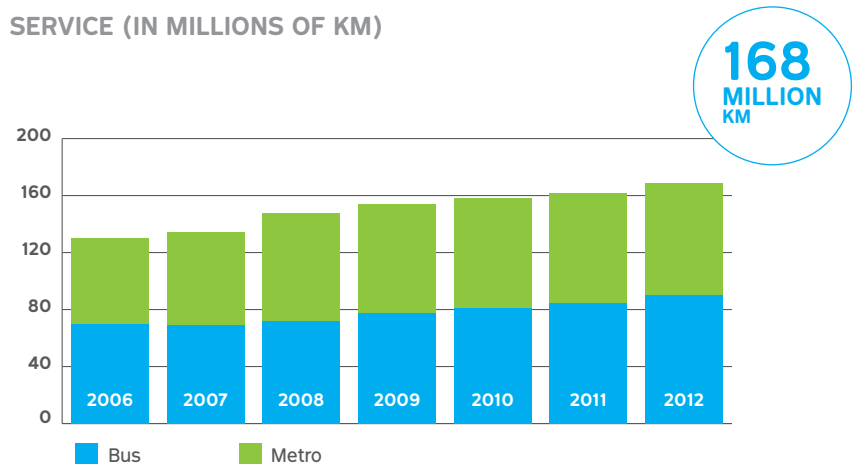
SERVICE

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)

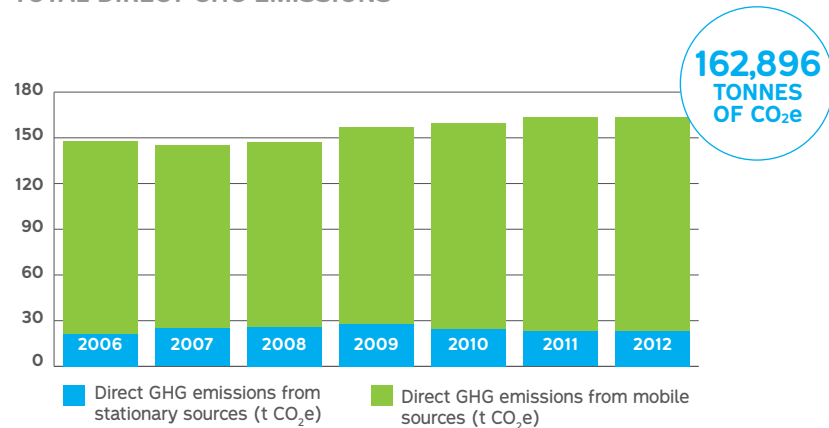


CLIMATE CHANGE

DIRECT GHG EMISSIONS BY THE STM

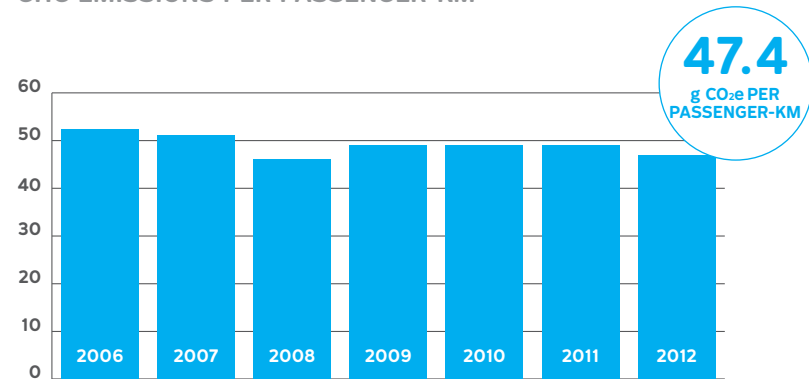
Public transit is an effective means of fighting climate change: a trip made by public transit generates lower GHG emissions than the same trip made by car. The STM's activities nevertheless produce GHG emissions, which the company is striving to gradually reduce through new technologies and changes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

TOTAL DIRECT GHG EMISSIONS



Total direct GHG emissions declined slightly in 2012, from 163,979 tonnes of CO₂e 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.

ELECTRIFICATION

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.

Our objective is to acquire only zero-emission buses as of 2015. Several projects are consequently under way to help us achieve this goal:

- All-electric midibuses in Old Montréal
- A study on establishing a trolleybus network
- Showcase projects for fast-charge buses, etc.

In addition, all new service vehicles (cars and light trucks) are chosen with a view to reducing GHG emissions and improving fuel consumption.

URBAN PLANNING AND DEVELOPMENT

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).

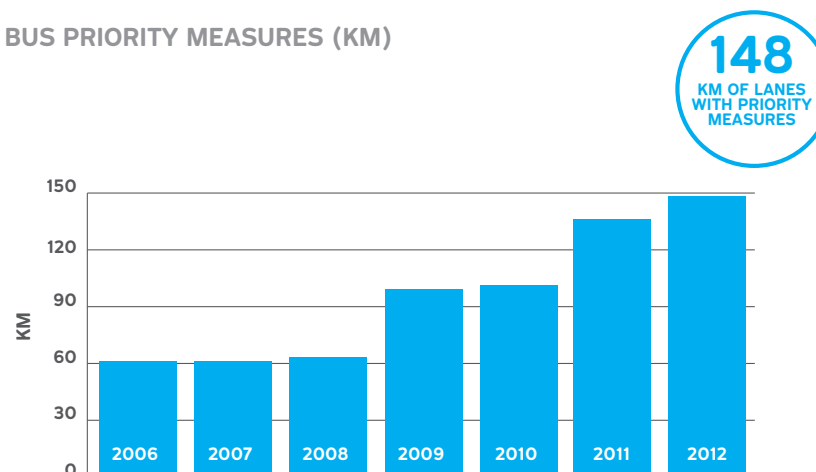
To improve service flow and journey speed, and reduce airborne emissions from STM buses, in the past year we added 12 kilometres of bus priority measures (BPM), namely reserved lanes and priority traffic lights.

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)



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

PARATRANSIT

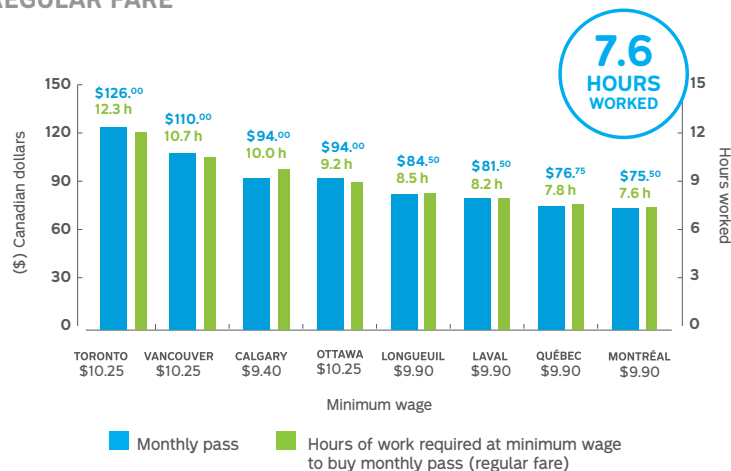
The STM offers door-to-door service, by reservation, to people eligible for paratransit service. Ridership topped 3 million trips in 2012. Every year, close to 24,000 customers call upon STM minibuses and the services of 14 regular taxi companies for their travel needs. The number of customers who used 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

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



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.

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.

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.

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.

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 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 m² 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.



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



OUR HUMAN RESOURCES

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.

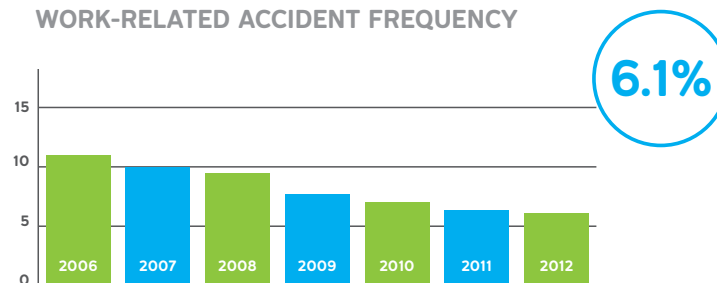
In 2012, the percentage of women in our workforce remained stable, at 24%, while the percentage of employees belonging to visible and ethnic minorities rose to 23%, up from 21% in 2011 and 12% in 2006. Efforts to maintain and improve the equal access to employment program established several years ago 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.

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



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

SIGNIFICANT ENVIRONMENTAL ASPECTS

ATMOSPHERIC EMISSIONS

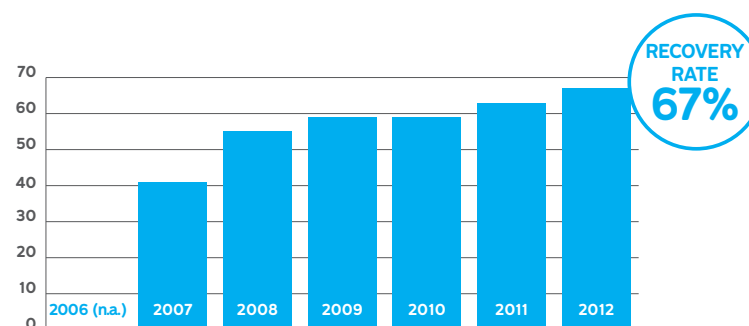
The great majority of emissions of atmospheric pollutants stem from our mobile sources, namely buses and, to a lesser extent, service vehicles. Between 2011 and 2012, quantities of pollutants emitted remained more or less stable, even though our bus service grew 6.2%. Our new engines equipped with particle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

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%.



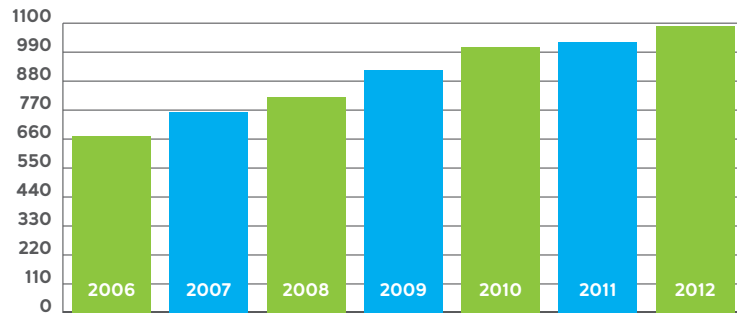
INDICATOR	2006	2007	2008	2009	2010	2011	2012
NOx from mobile sources (tonnes)	967.7	918.6	950.2	1,021.4	1,073.3	757.2	752.8
SO ₂ from mobile sources (tonnes)	13.8	13.0	13.5	14.5	15.3	2.8	2.8
VOC from mobile sources (tonnes)	35.7	38.0	36.7	38.5	39.0	27.1	27.2
CO from mobile sources (tonnes)	298.0	312.2	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 ²)	–	–	–	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

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.

DONATIONS DISTRIBUTED BY EMPLOYEES (\$'000)



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.

➤ 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.

DOCUMENTS AVAILABLE ON OUR WEB SITE

Sustainable Development Report 2012
GRI Index (2012)
Complete Table of Sustainable Development Indicators
2006–2012
Sustainable Development Plan 2020
Strategic Plan 2020
Activity Report 2012
Financial Report 2012

Limited quantities have been printed of the Highlights only, with vegetable-based ink on 100% recycled paper made in Québec.

To obtain a printed copy, or for questions contact:
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Division Développement durable,
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