

SUSTAINABLE DEVELOPMENT REPORT 2015

# Complete Table of Sustainable Development Indicators 2011-2015

GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 1: Improve service to maximize the benefits of public transit</b>											
	Service offering (thousands of km travelled)	162,007	168,278	167,679	162,981	161,724	-0.8%	-0.2%	173,300	206,200	
	<i>Metro</i>	77,129	78,162	77,993	77,681	78,257	0.7%	1.5%	77,900	97,200	1
	<i>Surface network</i>	84,878	90,116	89,686	85,300	83,468	-2.1%	-1.7%	95,400	109,000	
	Service offering (billions of seat-km)	12.4	12.8	12.7	12.5	12.5	-0.3%	0.6%			2
	<i>Metro</i>	8.5	8.6	8.5	8.5	8.6	0.7%	1.3%			
	<i>Surface network</i>	3.9	4.2	4.1	4.0	3.9	-2.7%	-0.8%			
	Ridership (millions of trips)	404.8	412.6	416.5	417.2	413.3	-0.9%	13.8%	423	540	
	Passenger-kilometres (millions)	3,374	3,438	3,503	3,509	3,476	-0.9%	3.0%			1 and 3
	Modal share (all modes) of public transit on the island of Montréal	32%	32%	31%	31%	31%	0.0%	-1.0%			3
	Modal share (all modes) of public transit toward downtown, morning rush hour	63%	63%	66%	66%	66%	0.0%	3.0%			3
G4-PR1	Sense of security – bus survey (%)	93%	94%	94%	93%	94%	1.0%	1.0%	93%	93%	
G4-PR1	Sense of security – metro survey (%)	93%	92%	93%	92%	94%	2.0%	1.0%	93%	93%	
G4-HR7	Percentage of security officers trained in the company's human rights policies or procedures applicable to their activities	100%	100%	100%	100%	100%	0.0%	0.0%			4
G4-PR5	Customer satisfaction (satisfied and very satisfied) (%)	89%	88%	85%	87%	85%	-2.0%	-4.0%	88%	90%	
	Network coverage rate (%)										
	% of dwellings within 500 m – morning rush hour	99.3%	99.4%	99.3%	98.9%	98.9%	0.0%	-0.4%			
	% of dwellings within 500 m – day	98.7%	98.8%	98.8%	98.3%	98.3%	0.0%	-0.3%			
	% of dwellings within 500 m – evening	98.5%	98.5%	98.5%	98.0%	98.0%	0.0%	-0.5%			
	% of dwellings within 500 m – Saturday	98.6%	98.6%	98.6%	98.1%	98.1%	0.0%	-0.5%			
	% of dwellings within 500 m – Sunday	98.5%	98.6%	98.6%	98.1%	98.1%	0.0%	-0.5%			
	% of dwellings within 1,000 m – night	94.7%	94.7%	94.7%	94.4%	94.4%	0.0%	-0.2%			
G4-EC1 G4-EC7	Capital investment in developing infrastructure and improving public transit (\$M)	220	213	300	159	200	25.9%	-9.1%			
G4-PR1	Average age of metro cars (years)	40	41	42	43	44	2.3%	10.0%			
G4-PR1	Average age of bus fleet (years)	4.4	5.3	6.2	6.9	7.8	13.0%	79.3%			
	Total number of buses in fleet	1,680	1,712	1,730	1,767	1,721	-2.6%	2.4%	1,868	2,089	
	Number of articulated buses	202	202	220	257	257	0.0%	27.2%			
G4-PR1	Number of buses with bicycle racks	12	22	45	45	45	0.0%	275.0%			5
G4-PR1	Number of bicycle parking spaces next to metro stations	3,032	3,032	3,064	3,004	3,148	4.8%	3.8%	3,200	3,500	6

GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 2: Make public transit accessible to as many people as possible</b>											
G4-EC7	Number of metro stations with elevators	8	8	8	9	10	11.1%	25.0%	11	13	7
G4-EC7	Percentage of metro stations with elevators	12%	12%	12%	13%	15%	1.5%	2.9%			7
G4-EC7	Percentage of metro stations with escalators	88%	88%	88%	88%	88%	0.0%	0.0%			
G4-EC7	Percentage of wheelchair-accessible bus lines	75%	74%	95%	95%	95%	0.0%	20.4%			
G4-EC7	Percentage of buses with front ramp	51%	52%	52%	53%	55%	1.4%	3.9%			
G4-EC7	Number of paratransit trips (thousands of trips)	2,859	3,056	3,233	3,460	3,628	4.9%	26.9%	3,400	4,300	8
G4-EC7	<i>By minibus</i>	395	400	396	435	437	0.5%	10.6%			8
G4-EC7	<i>By accessible taxi</i>	635	723	767	848	903	6.5%	42.3%			8
G4-EC7	<i>By taxi</i>	1,828	1,933	2,069	2,177	2,288	5.1%	25.1%			8
G4-EC7	Paratransit service – number of trips by type of customer (thousands of trips)	2,859	3,056	3,233	3,460	3,628	4.9%	26.9%			8
G4-EC7	<i>Ambulatory customers</i>	1,631	1,784	1,896	1,987	2,083	4.8%	27.7%			8
G4-EC7	<i>Wheelchair users</i>	408	389	375	388	383	-1.2%	-6.2%			8
G4-EC7	<i>Variable</i>	820	883	961	1,086	1,163	7.1%	41.8%			8
G4-EC7	Paratransit service – total number of customers	22,322	23,996	25,541	27,032	28,885	6.9%	29.4%			9
G4-EC8 G4-SO1	Number of hours worked at minimum wage needed to buy a monthly pass	7.54	7.63	7.59	7.83	7.77	-0.8%	3.1%			
G4-EC8 G4-SO1	Percentage of reduced-fare trips	32.2%	31.6%	31.6%	31.9%	32.2%	0.3%	0.0%			
G4-EC8 G4-SO1	Number of free trips (millions)	1.3	1.9	2.3	2.2	2.4	18.4%	84.2%			

GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 3: Contribute to urban planning</b>											
G4-SO1	Bus priority measures (km)	136.0	147.8	162.7	208.7	223.7	7.2%	64.5%	375 (in 2017)		
	Average journey speed (km/h)	18.1	18.2	18.1	18.0	17.9	-0.8%	-1.4%			10
GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 4: Optimize the STM's economic contribution and performance</b>											
	Standard & Poor's credit rating	A+	A+	A+	A+	AA-	--	--	A+	A+	
	Moody's credit rating	Aa2	Aa2	Aa2	Aa2	Aa2	--	--	Aa2	Aa2	
G4-9	Total operating revenues (\$M)	1,163	1,321	1,372	1,260	1,314	4.3%	13.0%			
G4-EC1	Passenger revenue (\$M)	533	564	581	599	613	2.4%	15.0%			
G4-EC1	Contribution from the Montréal urban agglomeration (\$M)	388	373	403	384	418	8.8%	7.8%			
G4-EC4	Subsidies from the Québec government (\$M)	134	260	274	155	175	12.9%	30.2%			11 and 12
G4-EC4	Regional contributions and contributions from municipalities outside Montréal (\$M)	71	82	84	84	66	-21.6%	-6.7%			12
G4-EC4	Other revenue and surpluses (deficits) carried forward (\$M)	36	43	29	37	41	11.0%	13.6%			11 and 12
G4-EC1	Payroll (\$M)	639	691	737	736	745	1.2%	16.6%			
G4-EC1	Tax spinoffs attributable to employee salaries (\$M)	146	156	159	136	147	7.9%	0.7%			
G4-EC1	Acquisitions of goods and services (\$M)	665	578	709	586	643	9.6%	-3.4%			13
G4-EC1	Operations	267	288	297	282	284	0.9%	6.6%			
G4-EC1	Investments	398	290	412	304	358	17.6%	-10.1%			13
G4-EC1	Tax spinoffs attributable to acquisitions of goods and services (\$M)	76	73	94	76	85	11.4%	11.1%			13
G4-EC8	Number of jobs sustained by acquisitions of goods and services	3,476	3,397	4,200	3,344	3,555	6.3%	2.3%			13
G4-EC9	Percentage of acquisitions of goods and services produced in Québec	43%	47%	48%	50%	48%	-2.0%	5.1%			13
	Average operating cost per trip (bus and metro) (\$)	2.41	2.55	2.63	2.56	2.69	5.1%	11.6%	2.66	2.83	
	Percentage of projects over \$1 million that have undergone a sustainable development assessment	n/a	70%	100%	100%	100%	0.0%	n/a	100%	100%	

GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 5: Reduce our ecological footprint</b>											
	Percentage of ISO 14001-based elements implemented	40%	n/a	50%	63%	76%	13.0%	36.0%	100%	100%	
G4-EN3	Total energy consumption (PJ – 1015 joules)	3.9	3.9	3.9	4.0	3.9	-1.1%	1.4%			
G4-EN3	<i>From non-renewable sources</i>	2.4	2.4	2.4	2.5	2.4	-3.3%	-2.3%			
G4-EN3	<i>From renewable sources</i>	1.4	1.5	1.5	1.5	1.5	2.5%	7.6%			
G4-EN3	Percentage of energy consumed from renewable sources	37%	38%	38%	38%	39%	1.4%	2.3%			
G4-EN3	Breakdown of energy consumption (TJ)	3,861	3,854	3,915	3,958	3,914	-1.1%	1.4%			
G4-EN3	<i>Diesel</i>	1,997	1,981	1,974	1,898	1,856	-2.2%	-7.1%			
G4-EN3	<i>Gasoline</i>	24	28	24	27	25	-7.2%	2.9%			
G4-EN3	<i>Natural gas</i>	404	391	443	527	490	-7.0%	21.3%			
G4-EN3	<i>Propane</i>	1	n/a	n/a	n/a	n/a	n/a	n/a			
G4-EN3	<i>Hydropower</i>	1,368	1,385	1,407	1,437	1,468	2.2%	7.3%			
G4-EN3	<i>Biodiesel</i>	67	69	66	69	76	10.1%	13.4%			
G4-EN5	Total energy consumption per passenger-km (MJ)	1.14	1.12	1.12	1.13	1.13	-0.2%	-1.6%			3
G4-EN7	Total energy consumption per seat-km (MJ)	0.31	0.30	0.31	0.32	0.31	-0.8%	0.8%			
G4-EN5	Total energy consumption per million km travelled (GJ – 109 joules)	23,830	22,904	23,346	24,284	24,204	-0.3%	1.6%			
G4-EN5	Energy consumption (electricity and gas) of surface buildings (kJ/m <sup>2</sup> /degree-day of heating)	607.7	614.8	597.8	613.3	592.7	-3.4%	-2.5%			
G4-EN5	Gas consumption of surface buildings (kWh/m <sup>2</sup> /degree-day of heating)	109.8	110.5	114.0	115.7	108.2	-6.5%	-1.5%			
	Total area of sites investigated that belong to the STM	629,270	630,290	630,290	634,255	634,255	0.0%	0.8%			
	Total area of contaminated sites investigated that belong to the STM	39,456	41,283	41,433	42,463	46,191	8.8%	17.1%			
	Percentage of sites investigated that show contamination	6%	7%	7%	7%	7%	0.6%	1.0%			
	Quantity of contaminated soil treated during the year (tonnes)	3,760	22,254	4,980	34	0	-	-			14
G4-EN24	Number of spills reported during the year	12	10	11	1	8	700.0%	-33.3%			
G4-EN24	Quantity of spilled products (litres)	2,314	587	3,050	100	4,590	4490.0%	98.4%			
G4-EN24	Recovery rate of spilled products (%)	41%	74%	97%	95%	74%	-21%	34%			
G4-EN29	Number of environmental non-compliance notices	1	2	4	10	1	-90%	0%			15

GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 5: Reduce our ecological footprint (continued)</b>											
G4-EN23	Residual non-hazardous materials recovered (tonnes)	4,826	4,003	3,512	3,591	3,614	0.6%	-25.1%			18
G4-EN23	<i>Newspapers in the metro</i>	994	1,422	1,357	1,149	991	-13.8%	-0.4%			17
G4-EN23	<i>Household paper and cardboard</i>	245	267	292	278	283	1.6%	15.4%			17
G4-EN23	<i>Household plastic, glass and metal</i>	6	6	35	43	58	34.7%	863.2%			17
G4-EN23	<i>Plastic, glass and metal from the metro network</i>	6	31	30	22	19	-14.0%	208.3%			17
G4-EN23	<i>Metal</i>	2,583	799	753	828	986	19.1%	-61.8%			17
G4-EN23	<i>Construction/renovation/demolition (CRD) waste</i>	550	976	506	503	377	-25.0%	-31.4%			17 and 18
G4-EN23	<i>Bus and car tires</i>	181	305	318	526	654	24.2%	261.1%			17
G4-EN23	<i>Metro tires</i>	133	83	84	117	115	-1.9%	-13.6%			17
G4-EN23	<i>Other rubber</i>	n/a	n/a	23	19	15	-20.1%	n/a			17
G4-EN23	<i>Wood</i>	115	96	115	89	106	19.4%	-7.5%			17
G4-EN23	<i>Mechanical, electrical and electronic components</i>	11	18	0	10	11	n.d.	-1.5%			17
G4-EN23	<i>Glass</i>	2	0	0	7	0	n.d.	-			17
G4-EN23	Residual materials disposed of (tonnes)	2,863	2,006	2,313	1,889	2,007	6.3%	-29.9%			18
G4-EN23	Total residual materials generated (tonnes)	7,689	6,009	5,825	5,480	5,621	2.6%	-26.9%			18
G4-EN23	Rate of residual-material diversion from disposal (%)	62.8%	66.6%	60.3%	65.5%	64.3%	-1.2%	2%	70%	80%	18
G4-EN23	Residual hazardous materials (RHMs) recovered (tonnes)	2,555	2,782	2,991	4,419	5,031	13.8%	96.9%			
G4-EN23	<i>Used detergent solutions</i>	1,322	1,428	1,136	970	1,193	22.9%	-9.8%			17
G4-EN23	<i>Sludge from drainage system maintenance</i>	471	556	1,017	2,601	3,039	16.8%	545.1%			17
G4-EN23	<i>Waste oil and solvents, oily water in tanks</i>	423	436	448	417	385	-7.7%	-9.0%			17
G4-EN23	<i>RHMs in containers (solvents, antifreeze, paint, etc.)</i>	235	267	290	313	319	1.8%	35.6%			17
G4-EN23	<i>Lead storage batteries</i>	84	72	75	89	72	-19.3%	-14.1%			17
G4-EN23	<i>Lights containing mercury waste</i>	19	23	25	28	23	-15.1%	22.2%			17
G4-EN23	Percentage of residual hazardous materials diverted from disposal	23%	23%	61%	88%	88%	0.5%	65.2%			

GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 6: Limit our atmospheric emissions</b>											
G4-EN15	Total direct GHG emissions (t CO <sub>2</sub> e)	163,979	162,896	164,603	163,877	158,206	-3.5%	-3.5%			19
G4-EN15	Direct GHG emissions from stationary sources (t CO <sub>2</sub> e)	23,573	23,305	25,997	30,166	27,579	-8.6%	17.0%			
G4-EN15	Direct GHG emissions from mobile sources (t CO <sub>2</sub> e)	140,406	139,591	138,606	133,710	130,627	-2.3%	-7.0%			
G4-EN18	Total GHG emissions per km travelled (g CO <sub>2</sub> e)	1,012	968	982	1,005	978	-2.7%	-3.4%			
G4-EN18	Total GHG emissions per passenger-km (g CO <sub>2</sub> e)	48.6	47.4	47.0	46.7	45.5	-2.6%	-6.4%	42.0	39.0	3
G4-EN27	Total GHG emissions per seat-km (g CO <sub>2</sub> e)	13.2	12.7	13.0	13.1	12.7	-3.1%	-4.1%			
G4-EN18	Bus GHG emissions per passenger-km (g CO <sub>2</sub> e)	111.2	108.5	108.3	103.9	102.3	-1.6%	-8.0%			3
G4-EN27	Bus GHG emissions per seat-km (g CO <sub>2</sub> e)	34.6	32.0	32.4	32.4	32.4	0.14%	-6.3%			
G4-EN18	Bus GHG emissions per km travelled (g CO <sub>2</sub> e)	1,591	1,491	1,493	1,509	1,503	-0.4%	-5.5%			
G4-EN27	Percentage of passenger-km travelled in electric mode	64.0%	64.0%	64.7%	64.7%	64.7%	0.0%	0.7%			3
G4-EN27	Trips using electricity	68.9%	68.9%	69.6%	69.6%	69.5%	0.0%	0.7%	75%	86%	3
G4-EN21	Direct emissions of atmospheric contaminants (tonnes)										19
G4-EN21	NOx emissions	780.99	775.64	778.02	751.59	736.50	-2.0%	-5.7%			
G4-EN21	Percentage of NOx emissions from mobile sources	97.0%	97.1%	96.2%	96.1%	96.2%	0.2%	-0.7%			
G4-EN21	SO <sub>2</sub> emissions	3.31	3.27	3.58	3.24	3.17	-2.1%	-4.3%			
G4-EN21	Percentage of SO <sub>2</sub> emissions from mobile sources	84.2%	84.8%	77.0%	82.1%	82.3%	0.1%	-2.0%			
G4-EN21	VOC emissions	42.93	42.51	40.02	40.08	35.88	-10.5%	-16.4%			
G4-EN21	Percentage of VOC emissions from mobile sources	63.1%	64.0%	66.7%	65.8%	71.7%	5.9%	8.6%			
G4-EN21	CO emissions	217.80	229.45	225.24	233.91	224.52	-4.0%	3.1%			
G4-EN21	Percentage of CO emissions from mobile sources	92.7%	93.3%	91.8%	91.2%	91.5%	0.2%	-1.2%			
G4-EN21	Total particulates (total PM)	26.46	26.28	26.52	25.41	24.91	-2.0%	-5.9%			
G4-EN21	Percentage of total PM from mobile sources	97.1%	97.2%	95.8%	96.4%	96.5%	0.1%	-0.5%			
G4-EN21	Particulates (PM10)	26.38	26.21	26.51	25.41	24.91	-2.0%	-5.6%			
G4-EN21	Percentage of PM10 from mobile sources	97.4%	97.4%	95.8%	96.4%	96.5%	0.1%	-0.8%			
G4-EN21	Particulates (PM2,5)	23.45	23.29	23.61	22.59	22.14	-2.0%	-5.6%			
G4-EN21	Percentage of PM2,5 from mobile sources	96.7%	96.8%	95.3%	96.0%	96.1%	0.1%	-0.6%			
G4-EN27	Bus NOx emissions per passenger-km (g)	0.61	0.60	0.59	0.57	0.56	-1.1%	-7.3%			3
G4-EN27	Bus NOx emissions per seat-km (g)	0.19	0.18	0.18	0.18	0.18	0.6%	-5.6%			
G4-EN27	Total bus particulate emissions per passenger-km (g)	0.02	0.02	0.02	0.02	0.02	-1.1%	-7.3%			3
G4-EN27	Total bus particulate emissions per seat-km (g)	0.01	0.01	0.01	0.01	0.01	0.6%	-5.6%			
	Number of hybrid buses	8	8	8	8	8	0.0%	0.0%			
	Percentage of hybrid or electric small service vehicles	n/a	n/a	8%	8%	9%	1.4%	n/a			
	Average intensity of GHG emissions from small service vehicles (g CO <sub>2</sub> e / km)	265.9	262.3	246.6	224.0	216.0	-3.6%	-18.8%			

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<b>Priority 7: Practise sustainable procurement</b>											
G4-EN32	Percentage of contracts in progress during the year that include sustainability criteria	8%	17%	19%	21%	27%	6.4%	18.9%	50%	90%	
G4-EN32	Percentage of the value of contracts in progress during the year that include sustainability criteria	42%	62%	68%	73%	74%	1.0%	32.3%	60%	90%	
G4-EN32	Percentage of contracts in progress awarded with a preferential margin linked to sustainability	0%	6%	5%	10%	25%	15.5%	25.0%			
G4-EN32	Percentage of the value of contracts in progress during the year awarded with a preferential margin linked to sustainability	0%	61%	79%	80%	81%	0.9%	80.5%			



GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 8: Act as a responsible employer</b>											
G4-9	Total workforce	9,344	9,777	9,775	9,544	9,506	-0.4%	1.7%			20
G4-10	Permanent	9,044	9,415	9,374	9,199	9,149	-0.5%	1.2%			20
G4-10	Temporary	300	362	401	345	357	3.5%	19.0%			20
G4-10	Percentage of permanent employees	97%	96%	96%	96%	96%	-0.1%	-0.5%			
G4-10	Breakdown of workforce by age bracket (%)										
G4-10	1992 to present (Generation C)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
G4-10	1980 to 1991 (Generation Y)	10.1%	11.6%	12.6%	13.7%	14.5%	0.9%	4.4%			
G4-10	1965 to 1979 (Generation X)	43.3%	45.6%	46.9%	48.2%	50.4%	2.2%	7.0%			
G4-10	1945 to 1964 (Baby Boomer)	46.3%	42.7%	40.4%	38.0%	35.0%	-3.0%	-11.3%			
G4-10	1944 and earlier (Veteran)	0.3%	0.2%	0.1%	0.1%	0.1%	0.0%	-0.2%			
G4-LA1	Diversity of permanent workforce										
G4-LA1 G4-10	Percentage of women	24.1%	24.3%	24.4%	24.7%	24.8%	0.1%	0.7%			20
G4-LA1	Percentage of visible and ethnic minorities	20.3%	21.8%	22.6%	23.3%	24.7%	1.4%	4.4%			20
G4-LA1	Percentage of employees with disabilities	0.5%	0.5%	0.4%	0.4%	0.4%	0.0%	-0.1%			20
G4-LA1	Percentage of Aboriginal employees	0.4%	0.5%	0.5%	0.5%	0.5%	0.0%	0.1%			20
G4-LA12	Diversity of permanent management employees										
G4-LA12	Percentage of women	27.4%	29.7%	30.6%	33.5%	35.3%	1.7%	7.9%			20
G4-LA12	Percentage of visible and ethnic minorities	4.9%	5.6%	5.5%	6.1%	7.8%	1.7%	2.9%			20
G4-LA12	Percentage of employees with disabilities	0.7%	0.7%	0.3%	0.3%	0.3%	0.0%	-0.3%			20
G4-LA12	Percentage of Aboriginal employees	0.3%	0.3%	0.3%	0.6%	0.7%	0.0%	0.4%			20
G4-LA1	Average length of employment (years)	10.4	10.1	10.3	10.7	11.2	4.3%	8.2%			20
G4-LA1	Employee turnover (% of employees who leave the STM)	5.1%	4.8%	4.1%	3.5%	4.1%	0.6%	-0.9%			20
G4-LA6	Work-related accident frequency	6.5	6.1	5.1	5.9	6.3	6.8%	-3.1%	6.0	5.5	21
G4-LA6	Work-related accident severity	208.5	237.6	248.6	313.4	338.8	8.1%	62.5%	230.0	205.0	21
G4-LA6	Absenteeism rate	7.6%	7.5%	7.8%	8.5%	8.7%	0.2%	1.1%			
G4-11	Percentage of unionized employees	89%	90%	91%	89%	90%	0.4%	0.1%			
G4-LA5	Percentage of workforce represented on occupational health and safety committees	89%	90%	91%	89%	90%	0.4%	0.1%			22

GRI	Indicator	2011	2012	2013	2014	2015	Change 2014-2015	Change 2011-2015	Target 2015	Target 2020	Note
<b>Priority 9: Train and equip our employees and raise their awareness</b>											
	Employee mobilization (points)	n/a	n/a	+27	n/a	n/a	n/a		+ 30	+ 40	
G4-LA9	Expenditure on training (\$M)	13	12	10	9	10	6.5%	-24.5%			
G4-LA9	Percentage of payroll devoted to training	2.0%	1.8%	1.4%	1.2%	1.3%	0.1%	-0.7%			
G4-LA9	Employee training (person-hours)	248,629	237,166	149,876	133,452	145,740	9.2%	-41.4%			
G4-LA9	Average number of training hours per employee	28.8	26.1	16.3	14.7	16.4	11.8%	-42.9%	29	30	
G4-LA9	<i>Executives – operations</i>	48.3	38.3	35.3	40.9	24.0	-41.3%	-50.3%			
G4-LA9	<i>Divisional clerks</i>	55.2	57.3	41.0	74.5	51.8	-30.4%	-6.0%			
G4-LA9	<i>Managers</i>	5.3	5.1	8.3	7.0	5.3	-24.5%	-1.3%			
G4-LA9	<i>Unionized professionals</i>	10.7	10.8	10.5	8.8	13.6	54.7%	26.9%			
G4-LA9	<i>Non-unionized professionals</i>	0.3	0.2	0.3	0.3	0.1	-57.4%	-58.9%			
G4-LA9	<i>Foremen</i>	17.1	12.2	14.2	28.4	22.7	-20.2%	32.3%			
G4-LA9	<i>Inspectors</i>	35.7	78.4	47.6	22.9	26.0	13.5%	-27.2%			
G4-LA9	<i>Adm., tech. and prof. employees</i>	5.5	5.5	4.6	3.8	7.2	90.4%	31.3%			
G4-LA9	<i>Drivers</i>	33.2	34.6	15.8	10.9	17.9	65.0%	-46.0%			
G4-LA9	<i>Maintenance employees</i>	33.2	20.8	17.9	17.5	15.6	-11.0%	-53.0%			
G4-EC1	Donations (\$)	1,028,115	1,086,255	1,109,164	875,471	860,759	-1.7%	-16.3%			

