



# SUSTAINABLE DEVELOPMENT PLAN 2025

Excellence in Mobility

# Table of contents

Message from Senior Management	3
Mission	4
Value chain and sustainable development	4
The STM's contribution to sustainable development	5
History and Recognition	6
Corporate Policy on Sustainable Development	7
The STM's main sustainability achievements	8
Organizational Strategic Plan 2025	9
Prioritization of issues	10
The nine priorities of the Sustainable Development Plan 2025	11
<b>Priority 1:</b> Decarbonize public transit in order to contribute to air quality and the fight against climate change	12
<b>Priority 2:</b> Build and operate sustainable, resilient buildings and infrastructures	13
<b>Priority 3:</b> Maintain our position as a responsible employer	14
<b>Priority 4:</b> Reduce resource consumption and production of residual materials	15
<b>Priority 5:</b> Prevent and reduce water and soil contamination	16
<b>Priority 6:</b> Strengthen our sustainable procurement approach	17
<b>Priority 7:</b> Engage external stakeholders and expand ties with local communities	18
<b>Priority 8:</b> Increase the STM's economic and social contribution	19
<b>Priority 9:</b> Consolidate the STM's sustainability governance	20

## Message from Senior Management

The Sustainable Development Plan 2025 (SDP 2025), which arises out of our Organizational Strategic Plan 2025 (Plan stratégique organisationnel – PSO 2025), is the third such plan the company has produced. It is based on more than 10 years of work, during which the Société de transport de Montréal (STM) has placed sustainable development at the centre of its mission and its operations. The sustained commitment shown by all our employees has led to significant progress and made the STM a key player in Montréal and in Québec as a whole.

The 15<sup>th</sup>-largest company in Québec, the STM is an economic force, with more than 13,500 direct and indirect jobs and over 2,200 suppliers in 13 regions. In 2016, a total of \$363 million in acquisitions of goods and services was injected into the economy. For each of its acquisitions, the STM ensures that it makes sustainable, responsible choices.

The STM is also an instrument of social and urban development. It performs a vital role in transporting hundreds of thousands of people to their places of work or study every day. During morning rush hour, 66% of people heading downtown choose to go by bus, train or metro. Public transit also means that the metropolitan region can achieve three to four times greater urban density. This density allows more efficient use of infrastructures and services, in addition to providing a foundation for a healthy, diversified and dynamic living environment.

It should also be pointed out that for every tonne of greenhouse gases (GHGs) emitted by the STM, 20 tonnes are avoided in the Greater Montréal area. The public transit trips made by our customers help take 475,000 vehicles off the road network and avoid the emission of 2.3 million tonnes of GHGs annually—the equivalent of 20.7% of GHG emissions of the entire Montréal metropolitan community. Since the transportation sector on its own accounts for 41% of greenhouse gas emissions in Québec, achieving the reduction objectives set by the city of Montréal and the Québec government inevitably calls for a modal shift of drivers to public transit. The increase in service level and improvement in customer experience laid out in the PSO 2025 will contribute to making public transit more competitive, while the transition to electromobility will enable us to reduce our carbon footprint.

The STM is well aware of the role it plays. With our PSO 2025 and our SDP 2025, we have given ourselves the means to reach even higher in contributing to a greener, more accessible and more equitable metropolis.



**Philippe Schnobb**  
Chairman of the  
Board of Directors



**Luc Tremblay, CPA, CA**  
Director General





## Mission

As a public transportation enterprise, the STM is at the heart of the Montréal region's sustainable development. At a reasonable cost, the STM establishes, operates and maintains an efficient, integrated transit network while contributing to its development.

With its committed team of employees and partners, the STM provides services that are safe, reliable, timely, customer focused and accessible.

## Value chain and sustainable development

The STM has more than 9,500 employees, over half of whom work directly with customers.

The company's various activities create value for the community as a whole. For each of its activity sectors, it takes into account the main sustainability issues and establishes a suitable approach and appropriate measures, based on solid sustainability governance.

The STM has developed a process architecture for its value chain. The main activity sectors that pertain to sustainability issues are:

- Planning and contributing to product and service development
- Delivering bus, metro and paratransit service
- Managing assets
- Providing support for operations

Find out more about the STM's [sustainability issues and value creation](#).

# The STM's contribution to sustainable development

The STM's services generate numerous environmental, social and economic benefits for society as a whole. Here are the main benefits.



## Environmental

### Reduced GHG emissions

Every year, the STM helps avoid greenhouse gas (GHG) emissions totalling 2.3 million tonnes—the equivalent of 20.7% of Montréal's GHG emissions overall.\*

For every tonne of GHGs emitted by the STM, [20 are avoided](#) in the Greater Montréal area.

\*11.08 million tonnes (GHG inventory for Montréal [2013])

### Reduced dependence on hydrocarbons

Over 69% of trips on the STM network are made using clean electricity, thereby reducing Montréal's dependence on hydrocarbons.

### Urban densification of the Montréal region

The density of the Montréal region is three to four times greater as a result of public transit, which reduces distances travelled, road infrastructure needs and emissions of GHGs and air pollutants.



# The STM's contribution to sustainable development

The STM's services generate numerous environmental, social and economic benefits for society as a whole. Here are the main benefits.

## Social

### Transportation for all

Paratransit service and universal accessibility measures help make the STM's service more widely accessible to as many people as possible, thereby improving the ability of each and every individual to contribute to the social, economic and cultural life of the metropolitan region.

### Public health

Compared with car travel, public transit helps reduce noise, improve air quality and enhance road safety. In Montréal it has a risk of accident 20 times lower than that of private cars.

### Physical activity

An average user of Montréal's public transit walks more than 2 km in a day, which contributes to reaching the recommended daily level of physical activity.



# The STM's contribution to sustainable development

The STM's services generate numerous environmental, social and economic benefits for society as a whole. Here are the main benefits.



## Economic

### Reduced road congestion

By taking 475,000 vehicles off the road network, the STM helps reduce the impacts of congestion, which cost an estimated \$1.85 billion (2008).

### Contribution to economic development

Investments in public transit generate economic spinoffs three times greater than those associated with automobiles.

Spinoffs generated by the STM for Québec as a whole:\*

- Over \$320 million in acquisitions of goods and services
- More than 13,000 direct and indirect jobs supported
- Over \$230 million in government taxes paid

\* Average for 2013 to 2016

### Reduction in households' transportation costs

The annual cost of fares on the STM is 6 to 12 times lower than that of owning a car.

\*Based on a 2013 CAA study and the 2013 Origin-Destination survey



# History



## Recognition

The STM's efforts to integrate sustainable development into its projects and decision-making processes have been [recognized many times](#) in recent years.



Corporate Knights





# Corporate Policy on Sustainable Development

## Statement

Through its mission and its public transit activities, the Société de transport de Montréal contributes directly to the community's sustainability efforts. The company is committed to mobilizing its employees, customers and partners in order to maximize the social, environmental and economic spinoffs of its activities.

Adopted in May 2010, revised in October 2014

## Principles

As a key player in sustainable mobility for Montréal and Québec as a whole, the STM is committed to:

- Maintaining its efforts to offer public transit service that is safe, reliable, timely and accessible to all
- Placing sustainable development at the centre of its decisions
- Continuously improving its social, economic and environmental performance in:
  - relations with employees and customers
  - operation and maintenance of its transit networks and facilities
  - planning, design and execution of its projects
  - procurement processes
  - relations with stakeholders, that is, the individuals, groups or organizations concerned by the company's activities
- Informing and mobilizing its employees, customers and suppliers so that they adhere to the principles and requirements of sustainable development
- Maintaining its efforts to prevent and reduce pollution, and to minimize its ecological footprint, through means such as its environmental management system
- Meeting or even exceeding legal requirements and other commitments related to the environmental, social and economic aspects of its activities, products and services, according to the resources available
- Working in partnership with other players in sustainable development at the local, regional, national and international levels
- Creating and maintaining a collective movement aimed at fighting climate change, improving the competitiveness of the Montréal urban agglomeration and enhancing its residents' quality of life ● Contribuer au développement socio-économique local et régional.
- Contributing to local and regional socio-economic development.

# The STM's main sustainability achievements

Over the last several years, the STM has introduced a number of initiatives designed to limit the environmental impacts of its activities and maximize their economic and social benefits.

## Bus network

**BIODIESEL** Since 2013, the STM has fuelled its buses with B5 biodiesel based on waste oil and animal fat. The use of biodiesel enables the company to avoid the emission of more than 4,000 tonnes of GHGs per year.

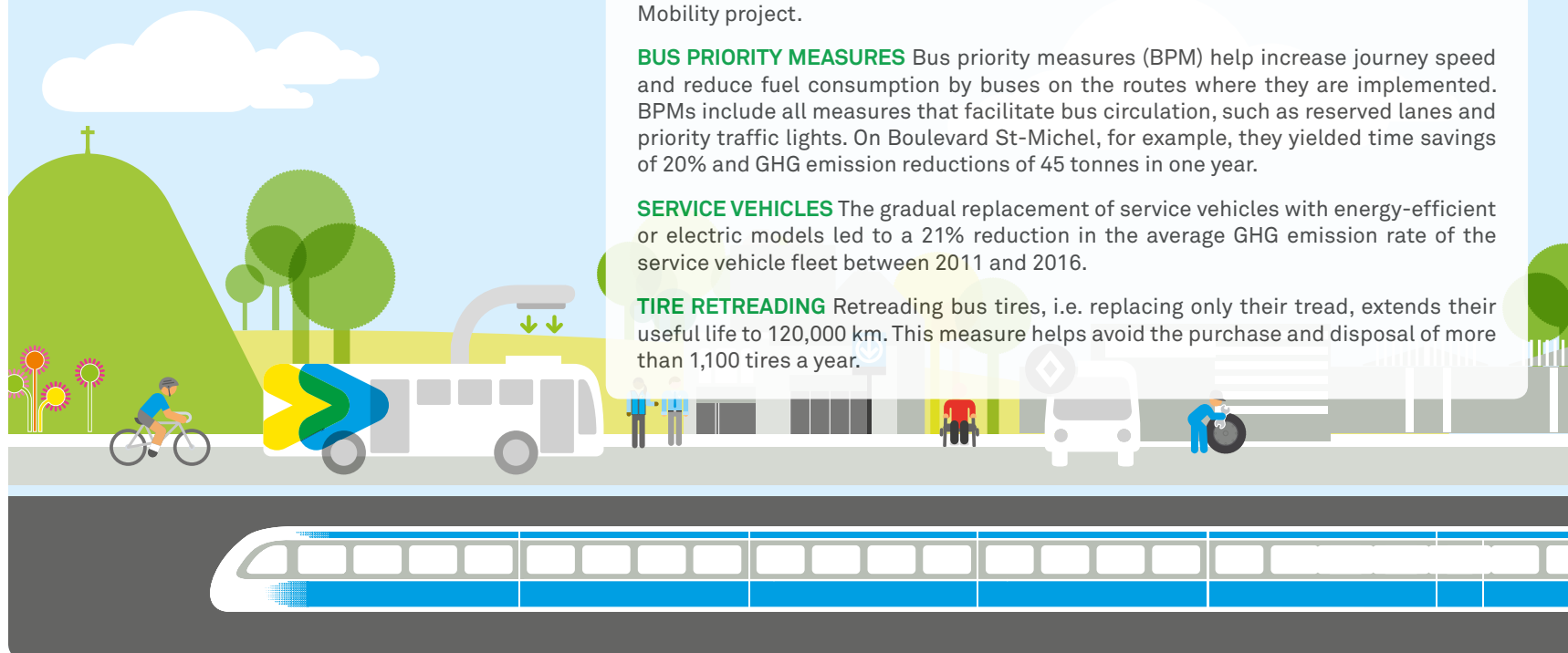
**BUS ENERGY EFFICIENCY** The STM's buses are gradually integrating technologies that can reduce fuel consumption by as much as 25%. These include TopoDyn transmissions, the replacement of hydraulic fans with electric fans and automatic engine shut-off.

**HYBRID AND ELECTRIC BUSES** From 2025, at the latest, the STM intends to acquire only 100% electric buses. Until that time, it will continue to use hybrid buses, introduced in 2008, which have allowed fuel savings of up to 30%. The company has also been testing three electric buses in customer service since 2017 under the City Mobility project.

**BUS PRIORITY MEASURES** Bus priority measures (BPM) help increase journey speed and reduce fuel consumption by buses on the routes where they are implemented. BPMs include all measures that facilitate bus circulation, such as reserved lanes and priority traffic lights. On Boulevard St-Michel, for example, they yielded time savings of 20% and GHG emission reductions of 45 tonnes in one year.

**SERVICE VEHICLES** The gradual replacement of service vehicles with energy-efficient or electric models led to a 21% reduction in the average GHG emission rate of the service vehicle fleet between 2011 and 2016.

**TIRE RETREADING** Retreading bus tires, i.e. replacing only their tread, extends their useful life to 120,000 km. This measure helps avoid the purchase and disposal of more than 1,100 tires a year.



# The STM's main sustainability achievements

Over the last several years, the STM has introduced a number of initiatives designed to limit the environmental impacts of its activities and maximize their economic and social benefits.

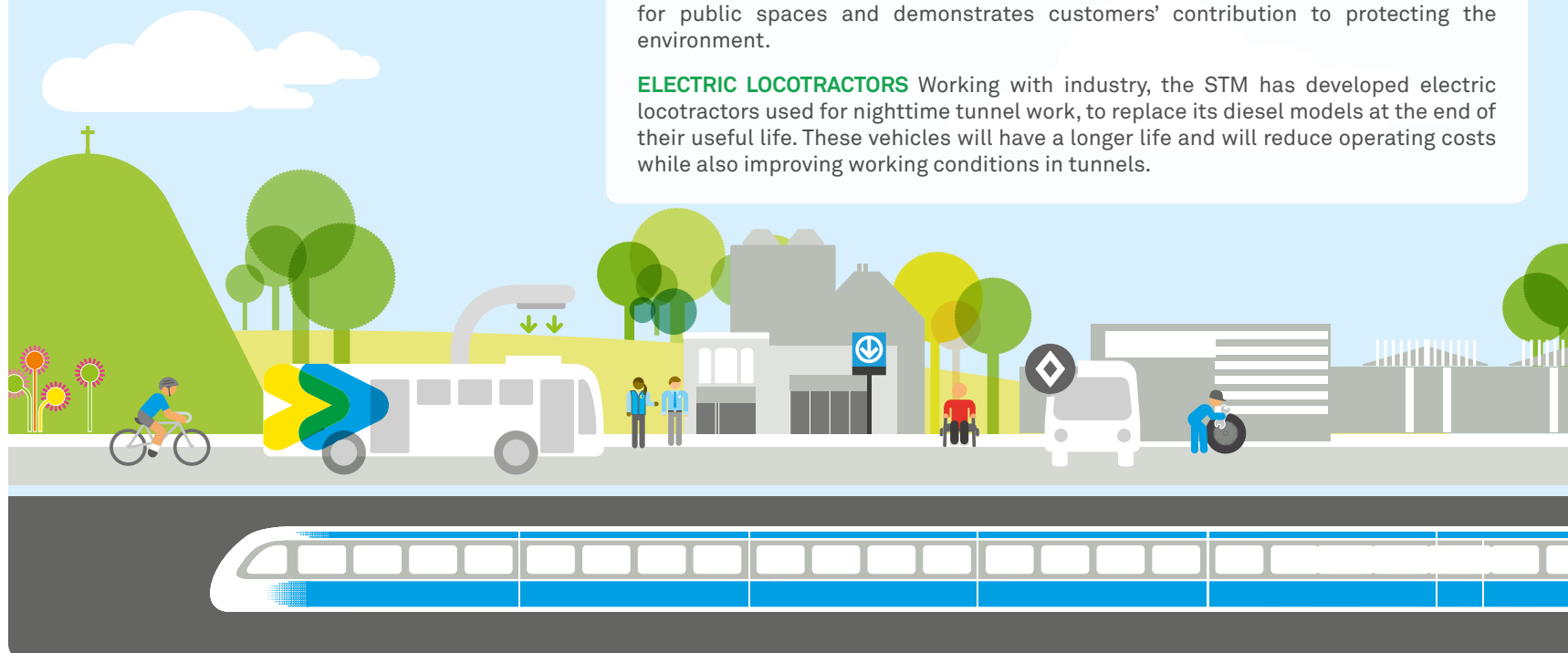
## Metro network

**ZERO EMISSIONS** The metro runs on energy that is 99% renewable, and the cars are equipped with a brake energy recovery system. In addition, the new AZUR metro cars that went into operation starting in 2016 offer 8% more capacity.

**RECLAMATION OF MR-63 CARS** Reclamation of the 333 MR-63 metro cars that had reached the end of their useful life was maximized by special projects, reuse of parts and recycling. More than 85% of the 8,200 tonnes of materials will be diverted from landfill.

**MANAGEMENT OF RESIDUAL MATERIALS** The average in-station recovery rate is approximately 75%. The quality of sorting at source in the recovery bins by customers is excellent, with a contamination rate of 3.9%. This is an exceptionally good rate for public spaces and demonstrates customers' contribution to protecting the environment.

**ELECTRIC LOCOTRACTORS** Working with industry, the STM has developed electric locotracors used for nighttime tunnel work, to replace its diesel models at the end of their useful life. These vehicles will have a longer life and will reduce operating costs while also improving working conditions in tunnels.



# The STM's main sustainability achievements

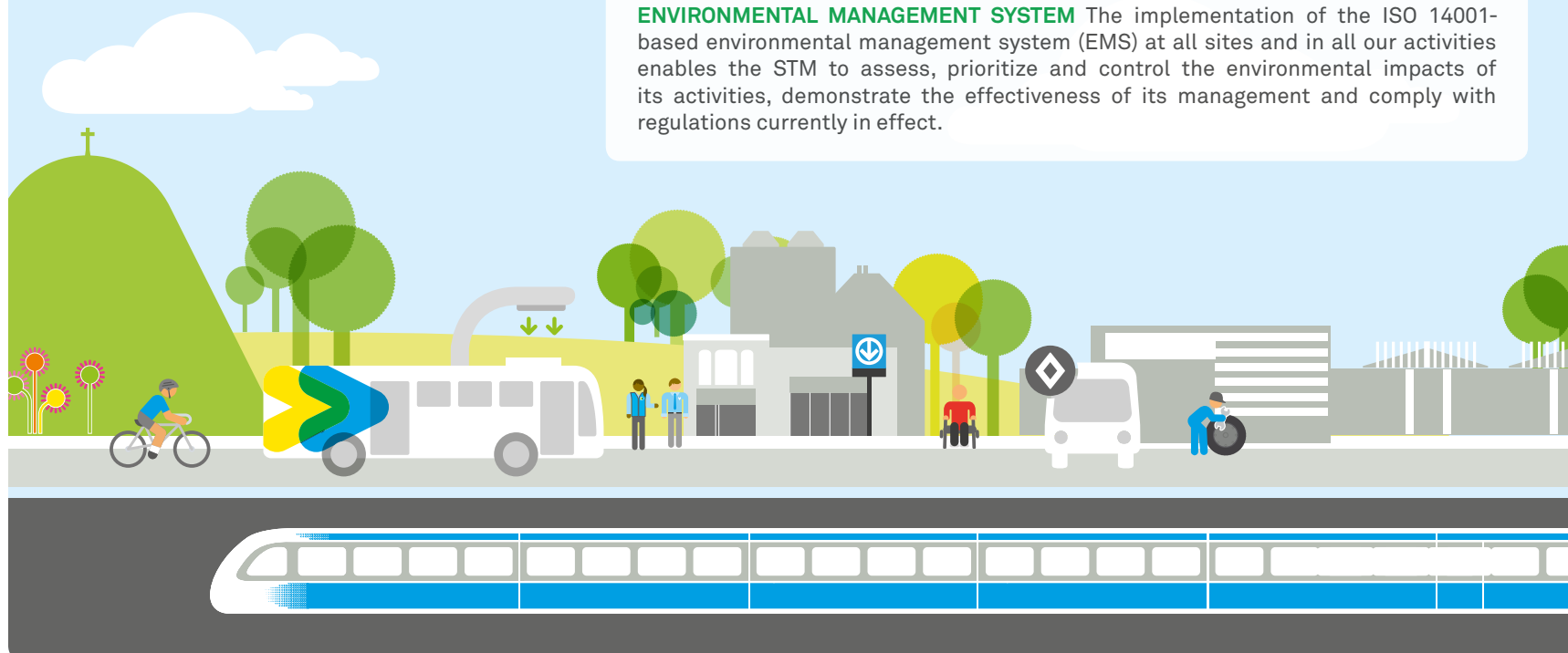
Over the last several years, the STM has introduced a number of initiatives designed to limit the environmental impacts of its activities and maximize their economic and social benefits.

## Buildings and infrastructures

**STINSON BUS GARAGE CERTIFIED LEED GOLD** The Stinson bus garage was awarded LEED Gold certification in 2015, a first in Québec for this type of building. The heat recovery system, acquired at a cost of \$4.1 million, generates recurring annual energy savings of nearly \$1 million. Its green roof, measuring 8,000 m<sup>2</sup>—equal to one and a half football fields—is one of the largest in Québec.

**ECO-FRIENDLY CLEANING SOLUTIONS** Since 2014, the STM has used eco-friendly cleaning solutions in all maintenance sectors. This practice has yielded major environmental, social and economic gains. For example, 77% of volatile organic compounds, or 14 tonnes per year, have been eliminated, greatly enhancing employees' comfort.

**ENVIRONMENTAL MANAGEMENT SYSTEM** The implementation of the ISO 14001-based environmental management system (EMS) at all sites and in all our activities enables the STM to assess, prioritize and control the environmental impacts of its activities, demonstrate the effectiveness of its management and comply with regulations currently in effect.





# The STM's main sustainability achievements

Over the last several years, the STM has introduced a number of initiatives designed to limit the environmental impacts of its activities and maximize their economic and social benefits.

## Social contribution

**30 YEARS OF DIVERSITY** The STM established an equal employment opportunity program in 1987. In 2016, 27% of its employees were from visible and ethnic minorities, and women made up 24% of its workforce.

**HOMELESSNESS SERVICE POINT** The homelessness service point is in operation in some metro stations in downtown Montréal in order to assist homeless individuals. Since December 2012, more than 5,000 interventions have been carried out by the team of social workers.

**GENEROSITY CAMPAIGN** For more than 50 years, the STM has run a generosity campaign, benefiting various organizations, conducted by volunteer employees who collect donations from the company's employees and retirees. Réchaud-Bus, an initiative of retired STM employees, celebrated its 20th anniversary in 2015. This bus converted into a canteen offers meals to schoolchildren in disadvantaged neighbourhoods.

**SUSTAINABLE PROCUREMENT AND SOCIAL ECONOMY** In 2014, the STM adopted sector guidelines on sustainable procurement. Two years later, 77% of the value of all contracts in progress included sustainability criteria. In addition, it has reached agreements with three social enterprises:

- **Certex**, for the recovery and reclamation of old uniforms
- **Formetal**, for the making of recycling stations
- **Insertech**, for the recovery and reclamation of electronic equipment

**PARATRANSIT** Since 1980, the STM has offered reliable, safe, punctual and courteous paratransit service, which contributes to the social, professional and economic inclusion of people living with functional limitations that have a significant and persistent impact on their mobility.

**PUBLIC MARKETS AROUND METRO STATIONS** With the range of healthy and mainly local products that they offer, these markets are operated by non-profit organizations. They improve the availability of fresh, local and affordable products in various neighbourhoods.



# Organizational Strategic Plan 2025

The STM is well aware of the key role it performs, and plays an active part in the sustainable development of its community and in the fight against climate change. The efforts made by the company and its customers already allow the emission of 2.3 million tonnes of GHGs per year to be avoided and more than 475,000 vehicles to be taken off the road.

In its [Organizational Strategic Plan 2025 \(PSO 2025\)](#), the STM has committed to consolidating its leadership position in the areas of mobility and sustainable development.

## The PSO 2025 revolves around four strategic orientations:

- 1 Improve the customer experience
- 2 Adapt the organization to the evolving governance structure
- 3 Manage financials
- 4 Attract, develop and mobilize talent

From the sustainable development perspective, the STM's greatest contribution is to offer its customers a transportation alternative to single-occupant car travel. In this regard, the PSO 2025 forecasts 20% growth in the company's total service offering by 2025, which should lead to a 6.5% increase in ridership and boost the STM's modal share to 28.1%. Paratransit trips are expected to rise by an estimated 53% over 10 years.

Indicator	2015	Target 2020	Target2025
Metro service offering (revenue km)	77.9 M	91.4 M	99.1 M*
Bus service offering (revenue km)	66.8 M	71.2 M	74.8 M
STM ridership (trips)	413.3 M	422.8 M	440.0 M
STM modal share (24 hours)	27.2%	27.4%	28.1%

The STM is also committed to maintaining its efforts to increase the economic, social and environmental benefits of its activities through its Sustainable Development Plan 2025.

Three plans complement the PSO 2025: the [Universal Accessibility Development Plan 2016–2020](#), the [Equal Employment Opportunity Plan 2015-2020](#) and the Sustainable Development Plan 2025.



“The STM will continue its efforts to make sustainable development a central element of its operations and projects, and in so doing consolidate its position as a leader in this field.”

PSO 2025, page 29

## New governance

The new public transit governance structure led to the creation of the Autorité régionale de transport métropolitain (ARTM) in 2017. The STM's roles and responsibilities have been reviewed and modified accordingly.

### ARTM

- Determine public transit service offered by operators
- Fund public transit services
- Establish the fare structure
- Draw up a strategic plan for public transit development

### STM

- Plan and provide the public transit services agreed upon with the ARTM
- Collect fare revenue
- Draw up an organizational strategic plan
- Carry out metro extensions



# Prioritization of issues

The STM consulted with its stakeholders in order to identify the priority sustainability issues in preparation for its new Sustainable Development Plan 2025.

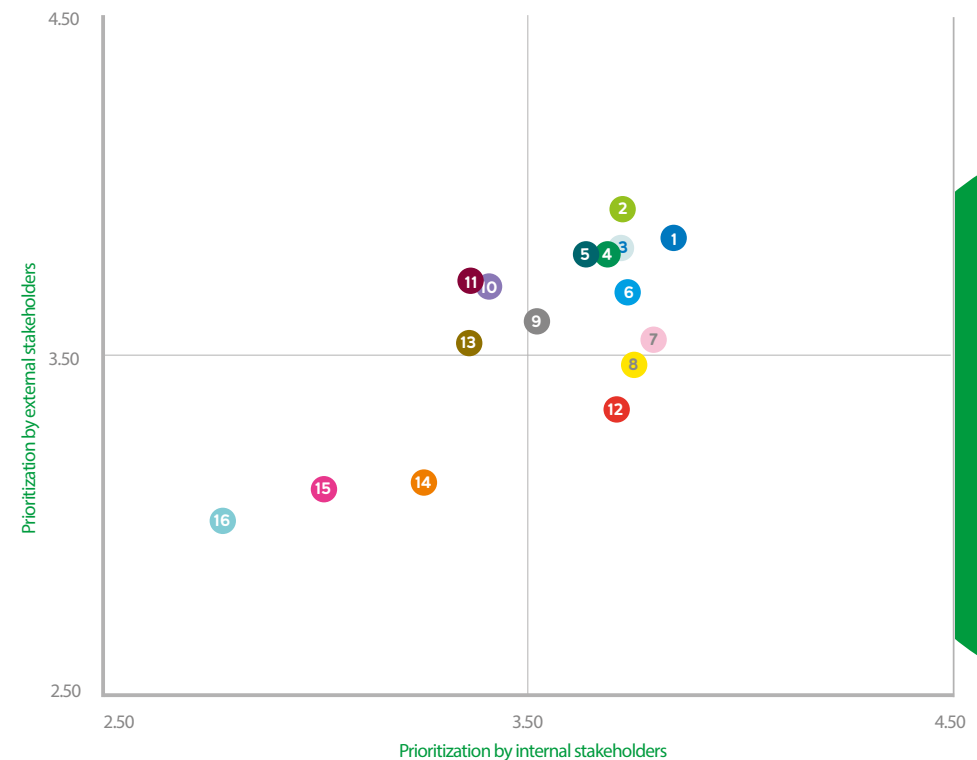
First, a list of issues was submitted to internal and external stakeholders to ensure that they were relevant, complete and clearly stated. This list was drawn up from the assessment of the Sustainable Development Plan 2020, emerging trends and sustainability guidelines.

Then, more than 3,600 people answered the question: “In your opinion, how relevant is it for the STM to take the following issues into account when shaping its Sustainable Development Plan?” The results obtained, as shown below, illustrate a correlation between internal and external stakeholders. It should be noted that certain issues are discussed in the Organizational Strategic Plan 2025 (PSO 2025) and the Universal Accessibility Development Plan 2016–2020 and are not covered in this Plan.

This exercise of prioritizing the issues helped us develop the nine priorities in the Plan.

Find out more about the [materiality analyses conducted by the STM](#).

1	Energy efficiency and renewable energy
2	Climate change and air pollution
3	Ridership, service offering, integrated mobility, customer experience (PSO 2025)
4	Universal accessibility (UADP Plan 2016–2020)
5	Safety, resilience, climate change adaptation
6	Workplace health and safety, mobilization, diversity
7	Resources and residual materials
8	Soil and groundwater contamination
9	Economic efficiency and performance (PSO 2025)
10	Environmental, social and economic impacts of the supply chain
11	External stakeholder dialogue and social acceptability
12	Water consumption, wastewater disposal and rainwater management
13	Economic spinoffs, responsible investment
14	Revegetation, biodiversity, heat island reduction
15	Community involvement, fight against homelessness
16	Promotion of works of art and heritage of the STM (not retained)





# The nine priorities of the Sustainable Development Plan 2025

## Priority 2

Build and operate sustainable, resilient buildings and infrastructures



## Priority 3

Maintain our position as a responsible employer



## Priority 4

Reduce resource consumption and production of residual materials



## Priority 5

Prevent and reduce water and soil contamination



## Priority 6

Strengthen our sustainable procurement approach



## Priority 7

Engage external stakeholders and expand ties with local communities



## Priority 8

Increase the STM's economic and social contribution



## Priority 9

Consolidate the STM's sustainability governance







## Priority 1:

### Decarbonize public transit in order to contribute to air quality and the fight against climate change

The STM is a major player in the fight against climate change. For every tonne of GHGs emitted by its activities, it allows 20 tonnes to be avoided in the Greater Montréal area. In addition to this regional contribution, the STM aims to serve as an example by reducing its own emissions and being a leader in electromobility.

As a result of its 100% electric metro network and growing fleet of hybrid buses, 69.5% of STM trips in 2015—or 287.4 million trips—were made using electricity. To help reach GHG reduction objectives, the STM intends to increase this percentage to 88.6% in 2025. The arrival of the AZUR cars, with 8% more capacity than current cars, and the addition of 14 trains by 2018 will expand its metro service offering.

The STM will continue its electrification efforts on the bus network. Diesel buses at the end of their useful life will be replaced by hybrid or electric models until 2025 at the latest, when the company aims to acquire only 100% electric buses. The STM is the only transit authority in North America to take part in the City Mobility project. Under this project, it is testing three electric buses, which will each allow a reduction of 285 tonnes of GHGs annually. The STM has set a target of zero emissions in 2040 for its buses.

Until then, various measures are reducing its vehicles' fuel consumption. The company is also aiming to electrify its paratransit minibuses, and vehicles and equipment used for tunnel work.

All these efforts will have an impact on air quality and contribute to a healthier living environment.

## Main actions

- Increase the number of seats available in our metro service offering, most notably by adding 14 new AZUR trains
- Maximize the use of second-generation biodiesel (such as animal fat and waste oil) in buses
- Continue electrification demonstration projects
- Replace diesel buses at the end of their useful life with hybrid or electric models
- Acquire only 100% electric buses by 2025 at the latest in order to achieve zero emissions in 2040
- Reduce GHG emissions of paratransit trips by initiating a demonstration project with a view to eventually electrifying minibuses
- Replace vehicles and equipment used for tunnel work that have reached the end of their useful life with electric technologies
- Reduce average consumption of small service vehicles by 40% relative to 2015
- Favour the use of materials with a low carbon footprint (concrete, steel, etc.) in major projects

Indicator	2015	Target 2020	Target 2025
Percentage of trips made using electricity	69.5 %	79.7%	88.6%
Bus GHG emissions per seat-km (g CO <sub>2</sub> e)	33.0	32.3	31.0
GHG emissions per passenger-km (g CO <sub>2</sub> e)	47.4	46.2	44.7
Average GHG emissions from small service vehicles (g CO <sub>2</sub> e)	216	155	130



## Priority 2:

### Build and operate sustainable, resilient buildings and infrastructures

Renovation and construction of buildings and infrastructures are essential activities in maintaining assets and expanding our service offering, and generate substantial impacts on the Montréal community and the environment.

The STM is mindful of building quality facilities, reducing its impact on the environment and maximizing benefits for society as a whole. It is therefore committed to designing its buildings and major infrastructure projects with a view to obtaining recognized sustainability certifications (such as LEED, BOMA Best and Envision).

In the face of risks related to climate change, including the hazards of heavy rainfalls, floods, heat waves and destructive storms, the STM takes various measures to limit the vulnerability of its network, ensure customer safety and maintain service in adverse weather.

To combat the heat island effect, the STM integrates green measures as much as possible into its construction and renovation projects.

## Main actions

- Aim for LEED certification for new buildings and Envision certification for new infrastructures
- Obtain operational sustainability certification for certain existing buildings (BOMA Best pilot project for one bus garage and one metro station by 2020)
- Develop and implement a climate change adaptation plan for STM buildings and infrastructures
- Increase efforts to improve our facilities' energy efficiency
- While taking technical and maintenance-related constraints into account, maximize the greening of STM facilities

Indicator	2015	Cible 2020	Cible 2025
Number of new buildings and infrastructures with sustainability certification	1	3	8
Number of buildings (owned or rented) and infrastructures with operational sustainability certification	3	5	To be determined after the pilot projects
Percentage of stations vulnerable to flood risks	NA	Targets to be determined by a working group	
Gas consumption of surface buildings (kWh/m <sup>2</sup> /degree-day of heating)	108.2	101.8	73.0



## Priority 3:

### Maintain our position as a responsible employer

For the STM, offering employees a mobilizing, safe and inclusive working environment is a priority. As a responsible corporation, we want to continually improve our practices with respect to human resources and workplace health and safety.

The STM has stood out for its diversity and inclusion for 30 years now thanks to recruitment strategies that diversify the pool of candidates for the various job categories, increased awareness by employees and managers, and the development of managers' skills with respect to diversity. In order to preserve its leadership position, the company will maintain its commitment to ensuring that the makeup of its workforce reflects its customer base and Montréal.

For 20 years, the STM has incorporated best practices in prevention as a means of ensuring respect for people. By increasing the awareness of employees and managers, and offering advice, mediation services and climate assessment, the STM promotes a working environment that is free from harassment, intimidation and violence. The company will maintain its support for employees experiencing difficult situations by offering an employee assistance program (EAP), developing workplace peer support groups, supporting employees suffering from dependencies and collaborating on initiatives related to mental health in the workplace.

Finally, the STM will maintain its support for a culture of workplace health and safety, and for managers' accountability, and will continue to develop prevention programs.

## Main actions

- Uphold the commitments of the declaration on diversity and inclusivity
- Roll out the diversity program, including the Equal Employment Opportunity Plan
- Offer managers a range of strategies fostering the development of leadership, and specifically skills related to employee mobilization
- Implement the mobilization approach and measure mobilization on a recurring basis
- Continue the effort to make managers more accountable for health and safety, and encourage employee engagement
- Roll out sector action plans for prevention in workplace health and safety
- Uphold the commitments of the policy regarding the protection of a person's physical and psychological integrity
- Promote best practices in terms of respect for people

Indicator	2015	Target 2020	Target 2025
<b>Diversity of workforce*</b>			
Percentage of women	24.7%	24.7%	27%**
Percentage of visible and ethnic minorities	24.9%	27.9%	28.6%
Percentage of employees with a disability	0.4%	0.5%	0.6%
Percentage of Indigenous employees	0.5%	0.6%	0.7%
<b>Frequency of work-related accidents</b>	6.0	5.8	5.7
<b>Severity of work-related accidents</b>	339	300	275

\* The STM has chosen not to apply the measure of preferential hiring. Its recruitment efforts are designed to attract pools of candidates representative of the market and fill positions solely on the basis of competence.

\*\* A number of jobs at the STM are traditionally male. This rate will reflect the availability of women on the labour market with the necessary qualifications to fill these jobs.



## Priority 4:

### Reduce resource consumption and production of residual materials

The STM wants to promote, in all its activity sectors, a culture of sound resource management that reflects the 4R principle (reduce at source, reuse, recycle, reclaim). This is how it can contribute to the circular economy and limit the impact of its projects and activities throughout their life cycle.

Whether for major projects or in operating its bus and metro networks, resource management is one of the company's concerns. The STM has consequently instituted various measures that apply to both its operations and its projects.

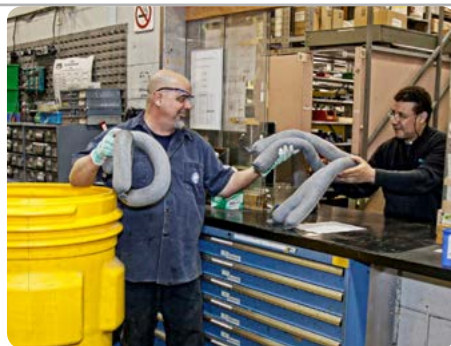
In the coming years, for example, the company plans to step up its efforts to reduce its consumption of drinking water by installing low-flow equipment, and by using rainwater and recirculated water for its bus and metro car washes.

## Main actions

- Integrate and apply the 4R principle in projects and operations
- Optimize management of construction, renovation and demolition waste (CRD)
- Use life-cycle analysis in the choice of certain materials, products and equipment
- Maximize the reclamation of goods and equipment, such as buses and metro cars, at the end of their useful life
- Draw up a portrait of drinking water and reduce consumption

Indicator	2015	Target 2020	Target 2025
Rate of diversion from disposal	64.3%	75%	80%
Rate of CRD waste diversion from disposal	NA	75%	80%
Percentage of water meters installed in our buildings	8%	100%	100%
Average drinking water consumption per bus washed (litres)	324	276	147





## Priority 5:

### Prevent and reduce water and soil contamination

The STM's activities are potential sources of water and soil contamination. The company has consequently established a number of programs and measures to prevent and reduce this contamination.

The development of an ISO 14001-based environmental management system (EMS) has allowed the company to focus on the activities that create the greatest risks and environmental impacts for each of its activity sectors and to institute a continuous-improvement approach. All of the STM's sectors will be called upon in the coming years to establish and maintain different measures for preventing and reducing water and soil contamination.

Under its EMS, the STM also conducts various awareness campaigns for its employees on the environmental impact of their activities and on good practices to be adopted to minimize those impacts.

Finally, the STM makes sure to comply with its obligations and apply regulations related to environmental management of sites for which it is responsible.

## Main actions

- Establish an action plan for the management of hazardous materials
- Maintain the action plan for the prevention and management of hazardous material spills
- Draw up guidelines for environmental site management
- Improve recovery of water from washing concrete slabs in metro stations

Indicator	2015	Target 2020	Target 2025
Non-compliance notices	4 *	Objective zero	Objective zero
Number of hazardous material spills	8	Objective zero	Objective zero
Percentage of investigated sites that show contamination	7.3%	7%	7%

\*Only one notice in 2015, which was exceptional.  
The average for 2012 to 2016 is four.



## Priority 6:

### Strengthen our sustainable procurement approach

The STM's procurements represent a powerful tool for maximizing the environmental, social and economic benefits provided by the company and its suppliers. We will continue to rely on the sustainable procurement approach introduced in 2008 and the sector guidelines adopted in 2014 to further extend this approach.

As a result of its many tender calls that include environmental, social and economic criteria, the STM is a source of inspiration for other Montréal and Québec organizations, as well as other transit authorities around the world.

Prioritizing categories of goods and services on the basis of their environmental and social impacts over their entire life cycle will enable the company to be even more strategic in including environmental and social requirements in its tender calls. We also plan to ensure our suppliers' performance in terms of social responsibility through a code of conduct.

#### An approach consistent with ISO 20400: 2017

The approach applied by the STM since 2008 is based on the reduction of the environmental, social and economic impacts of goods acquired throughout their life cycle, respect for human rights and the principles of the International Labour Organization (ILO), local and regional procurement, suppliers' sustainability commitment, and eco-design and innovation.

This approach reflects the principles and concepts laid out in the sustainable procurement guidelines of the new international standard ISO 20400: 2017.

## Main actions

- Include sustainability clauses in contracts for goods and services that have been prioritized on the basis of their environmental and social impacts
- Strengthen our suppliers' approach
  - Include the STM suppliers' code of conduct in all new contracts
  - Evaluate suppliers' sustainability performance
- Maintain the sustainable procurement training and awareness program
- Apply the total cost of ownership approach
- Promote the holding of sustainable events

Indicator	2015	Target 2020	Target 2025
Percentage of the value of contracts in progress* during the year that include sustainability criteria	74%	80%	85%
Percentage of contracts in progress* during the year for goods and services prioritized on the basis of environmental and social impacts that include sustainability criteria	27%	45%	50%

\* Goods not held in inventory valued at \$50,000 or more, goods in inventory valued at \$100,000 or more and services valued at \$25,000 or more.



## Priority 7:

### Engage external stakeholders and expand ties with local communities

To be able to meet mobility needs and minimize the negative impacts of its activities, the STM has established numerous mechanisms for informing and consulting its stakeholders on its activities and projects. As a responsible public corporation, the STM thus ensures that it properly understands the needs and concerns of its customers and stakeholders, and that it takes them into account.

To facilitate public participation in the STM's governance, citizens may attend and take part in public meetings of the Board of Directors or view by webcasting. Meetings of the Customer Service Committee are also held publicly in various boroughs.

From the customer experience perspective, the STM employs many tools, such as customer panels, surveys and the complaints and comments service, to test and adapt its service offerings to its customers' needs.

Moreover, the STM has set up mechanisms for informing and consulting stakeholders in connection with its projects. The company adopted sector guidelines on projects' social acceptability in 2015, and a public consultation policy for metro projects in 2012.

## Main actions

- Strengthen the implementation of the sector guidelines on projects' social acceptability
- Maintain public participation in the STM's governance
- Review the public consultation policy for metro projects
- Continue to develop mechanisms for informing and consulting external stakeholders

Indicator	2015	Target 2020	Target 2025
Percentage of construction projects valued at \$15 million or more in progress during the year that have undergone an external stakeholder analysis and/or strategy	75%	90%	100%



## Priority 8:

### Increase the STM's economic and social contribution

As a public corporation, the STM has an important social role to play that goes beyond offering safe, reliable, timely, user-friendly and accessible public transit service.

The STM's careful management of its financial resources earned it an AA-credit rating from Standard & Poor's and Aa2 from Moody's in 2016. The company will maintain its efforts to optimize costs and processes, while remaining conscious of maximizing the economic and social contribution of its activities. It therefore plans to increase the number of agreements and contracts with social enterprises, for example. In addition to providing an excellent service, these enterprises generate significant social and environmental benefits.

Homeless individuals in the metro are part of the daily reality of the STM's operations. That is why the homelessness service point was set up in collaboration with the Société de développement social in December 2012. This service, under which social workers carry out support and mediation interventions in five metro stations in the downtown area, has become a model for other transit systems in North America. The STM wishes to play a more active role in connection with causes that are closely linked to its activities, such as homelessness in the metro network.

A key player in sustainable mobility, the STM will continue to take part in major public transit and development projects and will contribute to achieving the modal share objective of the Montréal Urban Agglomeration Land Use and Development Plan. Under the new public transit governance structure, it will be the project manager of the blue line extension.

## Main actions

- Include environmental, social and governance (ESG) factors in the analysis of pension plan investments
- Uphold the STM's commitment to the social and local economy
- Increase collaboration with services providing psychological and social interventions in order to maintain an approach of support and mediation with homeless individuals in the metro network
- Continue the employee generosity campaign
- Contribute to the execution of major urban development and public transit projects

Indicator	2015	Target 2020	Target 2025
Value of contracts and agreements with social enterprises	\$20,000	\$60,000	\$100,000
Amount of projects in progress funded through Green Bonds issued by the Québec government	NA	\$1.0 billion	\$1.2 billion
Number of support and mediation interventions under the homelessness service point program	1,791	2,500	5,000
Average operating cost			
Cost per metro revenue km	\$5.78	\$6.03	\$6.50
Cost per bus revenue km	\$10.71	\$11.47	\$12.88
Cost per paratransit trip	\$21.68	\$21.08	\$22.90





## Priority 9:

### Consolidate the STM's sustainability governance

The success of the STM's sustainability approach is closely related to its senior management's strong, clear commitment since 2005. This commitment is essential for successfully placing sustainable development at the centre of its decisions.

The STM relies on strong, integrated [sustainability governance](#) at all levels of decision making.

The approach adopted by the company is to target existing decision-making processes and integrate a sustainability component in order to allow greater accountability by managers and employees. In addition to the environmental management system (EMS), the STM has integrated sustainability into the process for prioritizing projects valued at over \$1 million, design standards and criteria, procurement and recommendations to the Board of Directors and the Director General. Tools for helping to identify sustainability issues and solutions have been developed in collaboration with internal stakeholders.

This approach has also enabled the STM to contribute to the advancement of sustainable development and to receive [numerous awards and distinctions](#).

In the coming years, the STM plans to consolidate the integration of sustainability processes and tools in all its activity sectors. This governance is essential to maintaining its position as a leader in sustainable development.

## Main actions

- Strengthen the integration of sustainability in decision-making processes
- Continue to produce a sustainable development report based on Global Reporting Initiative (GRI) guidelines, and an annual management review of sustainable development
- Continue to integrate sustainability into recommendations to the Director General and the Board
- Implement and maintain the environmental management system (based on ISO 14001)
- Maintain our status as signatory of the UITP Charter, the Montréal community sustainable development plan and the APTA Sustainability Commitment
- Contribute to the advancement of sustainable development by taking part in various committees (APTA, UITP, ATUQ, ECPAR, city of Montréal, etc.)
- Continue the employee training program on sustainability

Indicator	2015	Target 2020	Target 2025
Percentage of projects valued at over \$1 million that have undergone a sustainability assessment	100%	100%	100%
Percentage of employees that have completed an awareness workshop or training related to sustainability in the last five years	22%	30%	35%
Rate of completion of annual EMS action plans	NA	60%	75%

**Published by the Société  
de transport de Montréal**

800, rue de La Gauchetière Ouest  
Montréal (Québec) H5A 1J6

Legal deposit  
Bibliothèque et Archives nationales du Québec, 2017

Comments or suggestions  
[dd@stm.info](mailto:dd@stm.info)

