



SETTING THE WHEELS
OF TOMORROW'S
MOBILITY
IN MOTION TODAY

Sustainable Development Report 2013
GLOBAL REPORTING INITIATIVE INDEX (3.0)

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GRI	Description	Reported	Sustainable Development Report 2012	Sustainable Development Plan 2020	Activity Report 2012	Financial Report 2012	Table of Sustainable Development Indicators 2006-2012	Code of ethics	Other
	Legend : ● Fully reported ● Partially reported ● Non reported	Pages were the information can be found							
1.0 Strategy and Analysis									
1.1	Statement from the most senior decisionmaker of the organization	●	3	2, 10					
1.2	Description of key impacts, risks, and opportunities	●	14-17	X					
2.0 Organizational Profile									
2.1	Name of the organization.	●	5-6		6				
2.2	Primary brands, products, and/or services.	●	5-6		6				
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	●	5-9		51-64	8-13			
2.4	Location of organization's headquarters.	●	5						
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	5						
2.6	Nature of ownership and legal form.	●			51-64	8-13			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	●	5						
2.8	Scale of the reporting organization.	●	5		6-11				
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	●	13						
2.10	Awards received in the reporting period.	●	23; 27; 37; 39		iii				

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3.0 Report Parameters									
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	●	13						
3.2	Date of most recent previous report (if any).	●	13						
3.3	Reporting cycle (annual, biennial, etc.)	●	13						
3.4	Contact point for questions regarding the report or its contents.	●	48						
3.5	Process for defining report content.	●	14						
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	●	13						
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	●	13						
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	●	13						
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	●	13						
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	●	13				9		

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3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●					9		
3.12	Table identifying the location of the Standard Disclosures in the report.	●							Index table GRI2013.doc
3.13	Policy and current practice with regard to seeking external assurance for the report.	●	13						
4. Governance, Commitments, and Engagement									
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	●	6;8	9	51-64	8-13			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	●				8-12			
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	●	8;10		51-64	8-13			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	40-41						
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	●			51-64				

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4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●			64			X	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	●	8;10	8-9					
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	●	6;7;9	8-10				X	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	●	8-9	8-10					Available in French only : Politique d'accessibilité universelle; Politique corporative de développement durable; Gestion contractuelle; Gestion des opérations de trésorerie
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●			51-64				
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	29-33	16-18					
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	7; 42	8; 12-14					

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4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	●	7; 34; 42	8					
4.14	List of stakeholder groups engaged by the organization.	●	14; 40-43	3; 51					
4.15	Basis for identification and selection of stakeholders with whom to engage.	●	14; 40-43	3; 51					
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	14; 40-43	3; 51					
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	●	14; 40-43	3; 51					
5. Disclosures on Management Approach (DMAs)									
Disclosure on Management Approach EC									
	Economic performance	●	27		6-7	34-72			
	Market presence	●	5		6-7				
	Indirect economic impacts	●	28; 34-35		6-7				
Disclosure on Management Approach EN									
	Materials	●	34-35	42-43					
	Energy	●	30	40-41					

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	Water	●	30	38-39					
	Biodiversity	●							
	Emissions, effluents and waste	●	29-33	38-41					
	Products and services	●	18-19; 31-33; 35		22-23				
	Compliance	●					4	5	
	Transport	●	29-33		10; 29-44				
	Overall	●		38-39					
Disclosure on Management Approach LA									
	Employment	●	36-37	44-46	45-47		LA		
	Labor/management relations	●			47		LA	7	
	Occupational health and safety	●	37				LA	7	Available in French only : Principes directeurs santé & sécurité au travail
	Training and education	●	38-39	48-49	45-47		LA		
	Diversity and equal opportunity	●	36	44-46	46		LA		Available in French only : Déclaration en matière de diversité et d'inclusion
Disclosure on Management Approach HR									
	Investment and procurement practices	●	34-35	42-43					
	Non-discrimination	●	36	44-46	46				Available in French only : Déclaration en matière de diversité et d'inclusion
	Freedom of association and collective bargaining	●						6	

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	Child labor	●							
	Forced and compulsory labor	●							
	Security practices	●	36-39	44-46					Available in French only : R-036 (Règlement concernant les normes de sécurités et de comportement des personnes dans le matériel roulant et les immeubles exploités par ou pour la STM)
	Indigenous rights	●						8	
Disclosure on Management Approach SO									
	Community	●	40-43	50-51					Available in French only : Politique de corporative consultation publique – réseau métro
	Corruption	●						5-6	Available in French only : Gestion contractuelle
	Public policy	●						11	
	Anti-competitive behavior	●							
	Compliance	●						5	
Disclosure on Management Approach PR									
	Customer health and safety	●							Available in French only : R-036 (Règlement concernant les normes de sécurités et de comportement des personnes dans le matériel roulant et les immeubles exploités par ou pour la STM)

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	Product and service labelling	●							
	Marketing communications	●							
	Customer privacy	●							Available in French only : Engagement de protection des données personnelles
	Compliance	●	18-20						
Performance indicators Economic									
Economic performance									
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	●	28		7	34-35	1;8		
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	●		12-14; 40-41					
EC3	Coverage of the organization's defined benefit plan obligations.	●				19			
EC4	Significant financial assistance received from government.	●			7	34	3		
Market presence									
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	●							
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●	28; 34-35				3		
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	●							

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Indirect economic impacts									
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	●	18-24		29-44		2		
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	●	24; 28; 34-35; 39				3		
Environmental									
Materials									
EN1	Materials used by weight or volume.	●	34-35						
EN2	Percentage of materials used that are recycled input materials.	●							
Energy									
EN3	Direct energy consumption by primary energy source.	●	30				4		
EN4	Indirect energy consumption by primary source.	●							
EN5	Energy saved due to conservation and efficiency improvements.	●							
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	●	31-33		22-23				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	●							
Water									
EN8	Total water withdrawal by source.	●							

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EN9	Water sources significantly affected by withdrawal of water.	●							
EN10	Percentage and total volume of water recycled and reused.	●							
Biodiversity									
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	●							
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	●							
EN13	Habitats protected or restored.	●							
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	●							
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	●							
Emissions, effluents and waste									
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	31-33				6		
EN17	Other relevant indirect greenhouse gas emissions by weight.	●							
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	●							
EN19	Emissions of ozone-depleting substances by weight.	●							

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EN20	NOx, SOx, and other significant air emissions by type and weight.	●	31-33				5		
EN21	Total water discharge by quality and destination.	●							
EN22	Total weight of waste by type and disposal method.	●	29				5		
EN23	Total number and volume of significant spills.	●					4		
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	●							
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	●							
Products and services									
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●	29-33						
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	●							
Compliance									
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	●					4		
Transport									
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	●	31-33				6		

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Overall									
EN30	Total environmental protection expenditures and investments by type.	●							
Social: Labor Practices and Decent Work									
Employment									
LA1	Total workforce by employment type, employment contract, and region.	●			8		7		
LA2	Total number and rate of employee turnover by age group, gender, and region.	●					7		
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	●							
Labor/management relations									
LA4	Percentage of employees covered by collective bargaining agreements.	●			47		7		
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	●							
Occupational health and safety									
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	●					7		
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	●	37				7		

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LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	37						
LA9	Health and safety topics covered in formal agreements with trade unions.	●							
Training and education									
LA10	Average hours of training per year per employee by employee category.	●			48		8		
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●							
LA12	Percentage of employees receiving regular performance and career development reviews.	●							
Diversity and equal opportunity									
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	●					7		
LA14	Ratio of basic salary of men to women by employee category.	●							
Human Rights									
Investment and procurement practices									
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	●							

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HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	●							
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	●							
Non-discrimination									
HR4	Total number of incidents of discrimination and actions taken	●							
Freedom of association and collective bargaining									
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	●							
Child labor									
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	●							
Forced and compulsory labor									
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	●							
Security practices									
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	●					1		
Indigenous rights									
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	●							

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Society									
Community									
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	●					2-3		
Corruption									
SO2	Percentage and total number of business units analyzed for risks related to corruption.	●							
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	●							
SO4	Actions taken in response to incidents of corruption.	●							
Public policy									
SO5	Public policy positions and participation in public policy development and lobbying.	●	14; 40-43	17; 27					Available in French only : Politique corporative consultation publique - réseau métro
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	●							
Anti-competitive behavior									
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	●							
Compliance									
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	●							

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Social: Product Responsibility									
Customer health and safety									
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	●	22-24; 35				1-2		
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	●							
Product and service labelling									
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	●							
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	●							
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	●	20	26-27	33-34		1		Web site : "Working together to improve service"
Marketing communications									
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	●	23						
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	●							
Customer privacy									
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	●			37		4		

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Compliance									
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	●							