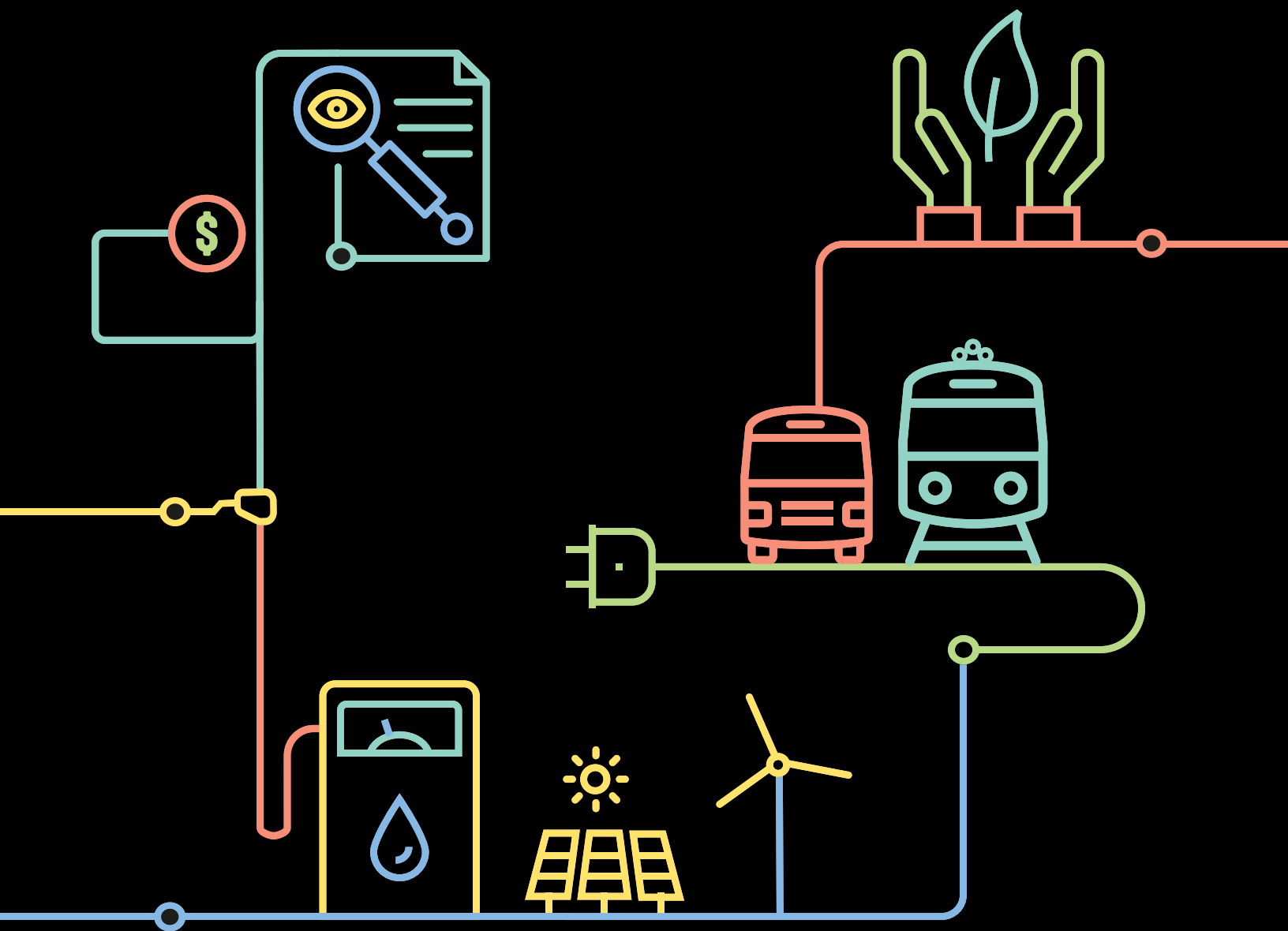


# Metrolinx Environmental, Social Governance Report



# Message from the CEO



As a Crown agency, Metrolinx's mandate extends beyond providing transportation services. It is about creating widespread benefits for the residents of our region. This involves connecting communities - bringing people closer together, linking neighborhoods and facilitating easier access to work, education and leisure destinations. Our services stitch the fabric of the region together, making distances shorter and travel simpler. This is achieved through comprehensive planning and the development of efficient, reliable, and integrated transit networks. Whether it is expanding rail and bus services, developing new transit lines or improving existing routes, every effort is aimed at enhancing connectivity and accessibility.

Environmental, Social, and Governance (ESG) aspects are fundamental to Metrolinx's successful operation. These are not just effective business practices, they are also beneficial for the communities we serve. Implementing optimal transit solutions is at the core of our work at Metrolinx. We are shaping sustainable transit systems that will serve our communities for the next century and beyond. This is integral to our decision-making processes, and we always aim to contribute more than we receive. This involves close collaboration with the communities affected by our construction projects, ensuring that they can continue their lives and work around these sites with minimal disruptions. Our efforts are dedicated to minimizing any adverse impact on their daily routines and environments.

Public transit is inherently sustainable. This principle is reflected in all our actions at Metrolinx. Even prior to implementing ESG tracking, our operations have conformed with its principles.

We have now integrated ESG into our planning and reporting routines. This comprehensive report will enable us to track future progress, fostering a culture of continuous improvement. Our organization fosters a strong performance management culture, where teams actively measure their outcomes against clearly defined Key Performance Indicators (KPIs). The same meticulous approach is applied to meet ESG criteria as we strive for compliance with the Global Reporting Initiative (GRI) standards.

ESG reporting introduces an additional dimension of accountability to our public beneficiaries, and it increasingly influences the work undertaken at Metrolinx. ESG guidelines complement our efforts to build capacity, expand services, and cater to a region projected for significant growth in the coming decades. Public transit, being the most sustainable mass transportation mode, will make commutes to workplaces, educational institutions, and leisure activities affordable and accessible, naturally contributing to a reduced carbon footprint.

By providing regular train and bus services, launching new subway and light rail lines and progressing on the extensive GO Expansion project, we will continue to lower our Greenhouse Gas (GHG) emissions. Innovative technologies and practices are also being explored, which will change our operations in the upcoming years. As highlighted in this report, our pilot test of zero-emission battery electric GO Buses marked an advancement in our innovative efforts.

In addition to our services and capital initiatives, ESG principles are visible throughout the organization. We are fostering an inclusive

environment where we believe diversity, inclusion, and equity will help us better mirror the changing demographics of our region. From the percentage of women in senior management roles, to our track record in reducing Lost Time Injury Frequency Rate, this report reflects the positive outcomes of our ongoing efforts to create a safe, inclusive, innovative, and engaged organization. Metrolinx has been recognized as one of Canada's Safest Employers and we were awarded Canada's Greenest Employer as well.

While there is much more to do to fully incorporate ESG principles into our work, I am confident that staying true to these principles makes us a stronger business and a better partner, focused on the things that are truly important - now, and in the future.

Keep well,

Phil Verster



# Land Acknowledgement



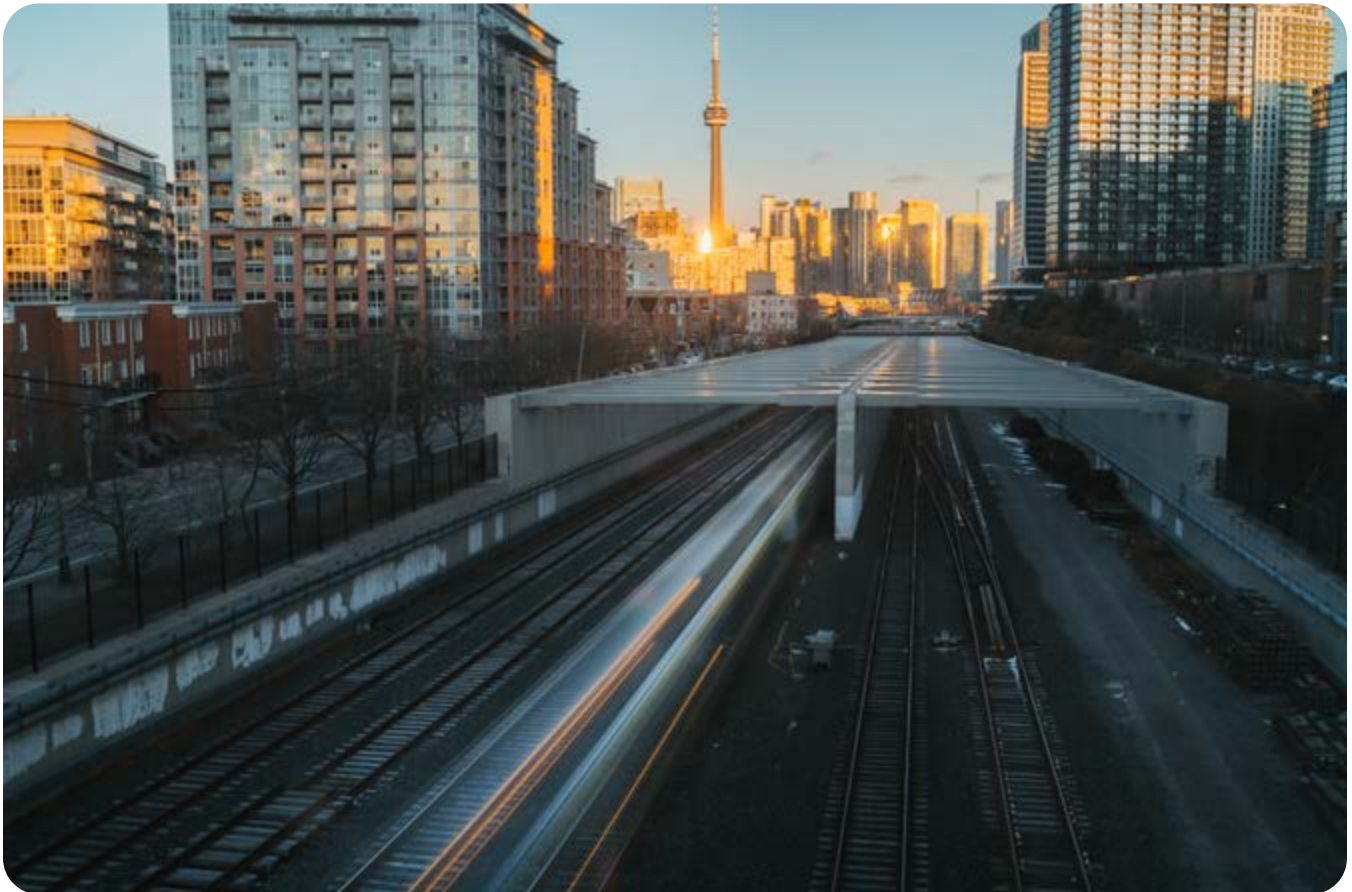
MetroLinx acknowledges that it operates on lands that have been, and continue to be, home to many Indigenous peoples including the Anishnabe, the Haudenosaunee and the Huron-Wendat peoples.

We are all Treaty people. Many of us have come here as settlers, as immigrants or involuntarily as part of the trans-Atlantic slave trade, in this generation, or generations past.

We acknowledge the historic and continued impacts of colonization and the need to work towards meaningful reconciliation with the original caretakers of this land.

We acknowledge that MetroLinx operates on territories and lands covered by many treaties that affirm and value the rights of Indigenous communities, and peoples.

We understand the importance of working towards reconciliation with the Indigenous peoples. At MetroLinx, we will conduct business in a manner that is built on a foundation of trust, respect and collaboration.



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# Introduction



Metrolinx, an agency of the Government of Ontario, was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area. While operating GO Transit, UP Express and PRESTO, Metrolinx is undertaking the most extensive transportation investment in Ontario's history. This presents a unique opportunity to plan, build, operate and connect transportation in the Greater Golden Horseshoe, transcending municipal borders and fostering new possibilities within communities.



# Indigenous Relations



Metrolinx is committed to meaningful engagement and consultation with Indigenous communities. Metrolinx also works with urban Indigenous organizations. Engagement with Indigenous communities consists of sharing environmental and archeological reports for review and receiving and considering feedback on Metrolinx projects and work. Metrolinx consults with Indigenous communities about potential adverse impacts of its projects on established and credibly asserted Aboriginal and treaty rights, as well as potential accommodation measures to avoid, minimize or mitigate adverse impacts to rights. Metrolinx also invites Indigenous monitors to participate in environmental and archeological fieldwork and holds regular meetings with Indigenous communities within the Metrolinx operating area.

Finally, in April 2023, Metrolinx revised its internal structures to focus the work of the Indigenous Relations Office from a matrix model to a relationship model. This approach provides a one-window contact with Indigenous communities where issues, requests and communications are responded to quickly and with an understanding of the nuances and cultural preferences of the individual communities. Also, as part of its commitment to reconciliation, Metrolinx has implemented Indigenous awareness training to all staff in June 2023. The training is mandatory and is part of onboarding training for new hires.







# ESG Performance Summary

Since 2019, Metrolinx has publicly disclosed Scope 1 and 2 Greenhouse Gas Emissions and Criteria Air Contaminants, first using 2017-2018 reporting data. Scope 1 Greenhouse Gas Emissions directly result from diesel, natural gas, and gasoline consumption, while Scope 2 Greenhouse Gas Emissions result indirectly from purchased electricity. The GHG emissions and CAC inventory includes GO Bus, GO Rail, UP Express, Non-Revenue Fleet, and Facilities.

	2019-20	2020-21	2021-22	2022-23
<b>Environmental</b>				
Energy Consumption (GJ)	4,211,879	2,730,108	3,171,823	3,687,260
Energy Intensity (GJ/MRSK)	316	535	376	334
Scope 1 Greenhouse Gas Emissions (Tonnes CO2e)	281,371	144,108	184,841	223,314
Scope 2 Greenhouse Gas Emissions (Tonnes CO2e)	4,622	5,257	4,036	4,204
Greenhouse Gas Emission Intensity (g CO2e/RSK)	20	29	22	21
Criteria Air Contaminant Emissions (kg)	2,218,794	1,074,789	1,350,375	1,774,868
Criteria Air Contaminant Intensity (kg/MRSK)	162	210	160	161
<b>Social</b>				
Women as a % of Metrolinx	33.7%	34.9%	36.8%	38.6%
Women as a % Sr. Managers & above	37.5%	39.8%	39.0%	40.0%
Employee Engagement	78%	82%	80%	81%
Employee Lost Time Injury Frequency Rate (LTIFR) per 200,000 hours worked	2.8	0.70	0.40	0.59
Public Meetings Held	75	89	127	27
<b>Governance</b>				
Public Board Meetings Held	7	4	5	4
Board Reports Published	139	98	38	55
Investment Panel Meetings Held	18	22	25	20
Number of Investment Panel Submissions	177	183	202	187

Note: Scope 1 Greenhouse Gas Emissions directly result from diesel, natural gas, and gasoline consumption, while Scope 2 Greenhouse Gas Emissions result indirectly from purchased electricity. The GHG emissions and CAC inventory includes GO Bus, GO Rail, UP Express, Non-Revenue Fleet, and Facilities.

# Environmental



Everybody knows taking transit is better for the environment than driving a car. Getting people on board for a cleaner ride is only the starting point for Metrolinx's journey towards a greener Ontario. The transit agency is looking to the future by using new technologies, techniques and best practices that will reduce greenhouse gas emissions, build resilience, and make transit even more sustainable.

Metrolinx's mission to connect communities, combined with its vision to move people better, faster, and easier aims to reduce reliance on personal vehicles and increase transit ridership. Metrolinx projects and operations are expansive, and Metrolinx recognizes it is uniquely positioned to make improvements to benefit the natural environment.

There are two key groups at Metrolinx dedicated to environmental stewardship: the Environmental Management Office, responsible for oversight of the Environmental Management System; and the Pre-construction Services team, responsible for ensuring environmental compliance through the capital projects planning and construction. These teams are focused on identifying opportunities and leveraging projects and operations to improve the environment. The work they undertake propels Metrolinx and all its divisions to identify ways to work together to reduce greenhouse gas emissions from our operations and build sustainable and climate resilient infrastructure, both topics of material concern for Metrolinx.

# Environmental Management System



The Environmental Management System (EMS) is a framework by which operational activities are reviewed, and those that could have a significant impact on the environment are identified. The impacts of those activities are systematically mitigated through structured programs and procedures. It further drives opportunities for continual improvements by looking at past performance and trends and setting improvement objectives with measurable targets.

Metrolinx's EMS was developed in alignment with the International Organization for Standardization (ISO) 14001:2015 standard. A plan is in development to progress organizational awareness of the EMS and prepare for obtaining Registrar certification to validate the structure and impact of the EMS.

Metrolinx was awarded Canada's Greenest Employer for 2023. The EMS and the programs within it, such as recycling and waste diversion, and energy management and reduction programs, were a large contributor to this success. In addition to its own EMS, Metrolinx has written an EMS requirement into the contract governing On Corridor Works - the largest capital infrastructure project in the GO Expansion program - so that construction partners will deliver those projects under the same EMS controls and rigour.

Metrolinx's EMS is supported by a robust internal environmental audit program that ensures divisional work aligns with environmental performance standards, and

training requirements. Technical guidance is conveyed through training, work aids and the Environmental Working Group. Cross organizational collaboration ensures Metrolinx remains in compliance with all regulatory obligations, and highlights areas for continuous improvement.



## CONSTRUCTION SOIL REUSE

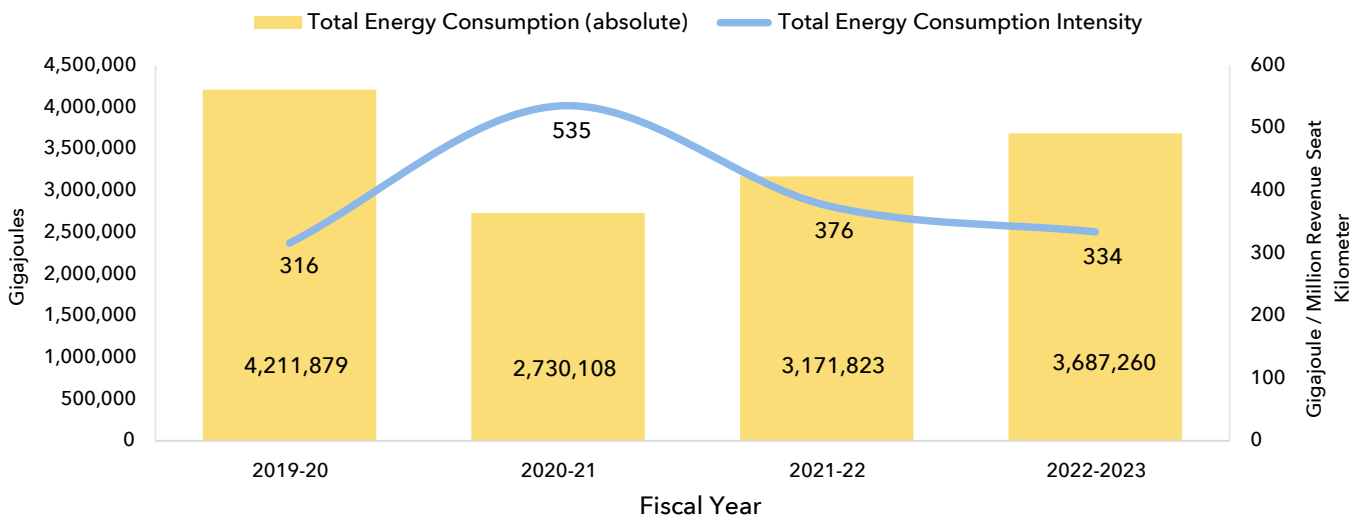
To improve its ability to manage soil across capital projects, in 2022 Metrolinx undertook a procurement to obtain a soil tracking software that will be used organization wide to track the percentage of soil reused onsite, the percentage being reused off site and the quantity of soil shipped. The procurement process wrapped up in the spring of 2023, with use of the software launching shortly thereafter. It will be used by all new projects as they are initiated and will allow Metrolinx to have greater oversight of the volumes of soil being re-used or disposed of.

# Greenhouse Gases & Criteria Air Contaminants (GRI 305 & GRI 302)



In 2022-23 Metrolinx's operations comprised more than 60 customer facing stations, 12 maintenance facilities, a rail fleet of 91 locomotives and 64 in-service consists, a bus fleet of 445, and a non-revenue support fleet of 440 vehicles. Natural gas and electricity are used to power, heat, and cool facilities, while the revenue fleet utilizes diesel propulsion systems, the non-revenue fleet largely consumes gasoline, and propane is consumed by facility-based equipment such as forklifts. Graph 1 and Table 2 outline energy consumption volumes and energy intensity of the Metrolinx network and operations annually from 2019-20 to 2022-23. These consumption volumes illustrate why reductions in greenhouse gas (GHG) emissions and criteria air contaminants (CAC) are identified as top material issues. Metrolinx contributes to lowering GHG and CACs by getting people out of their automobiles and onto mass transit; however, the carbon-based propulsion of the current fleet results in GHG and CAC emissions, impacting air quality.

## Graph 1: 2022-23 Energy Consumption and Intensity



## Table 2: 2022-23 Speciated Energy Consumption

		2019-20	2020-21	2021-22	2022-2023
Diesel	GJ	3,197,477	1,581,846	2,062,878	2,594,761
Natural Gas	GJ	446,213	498,948	561,201	522,127
Electricity	GJ	547,143	630,854	518,965	540,552
Gasoline	GJ	21,046	18,460	21,016	22,144
Propane	GJ	–	–	7,762	7,676

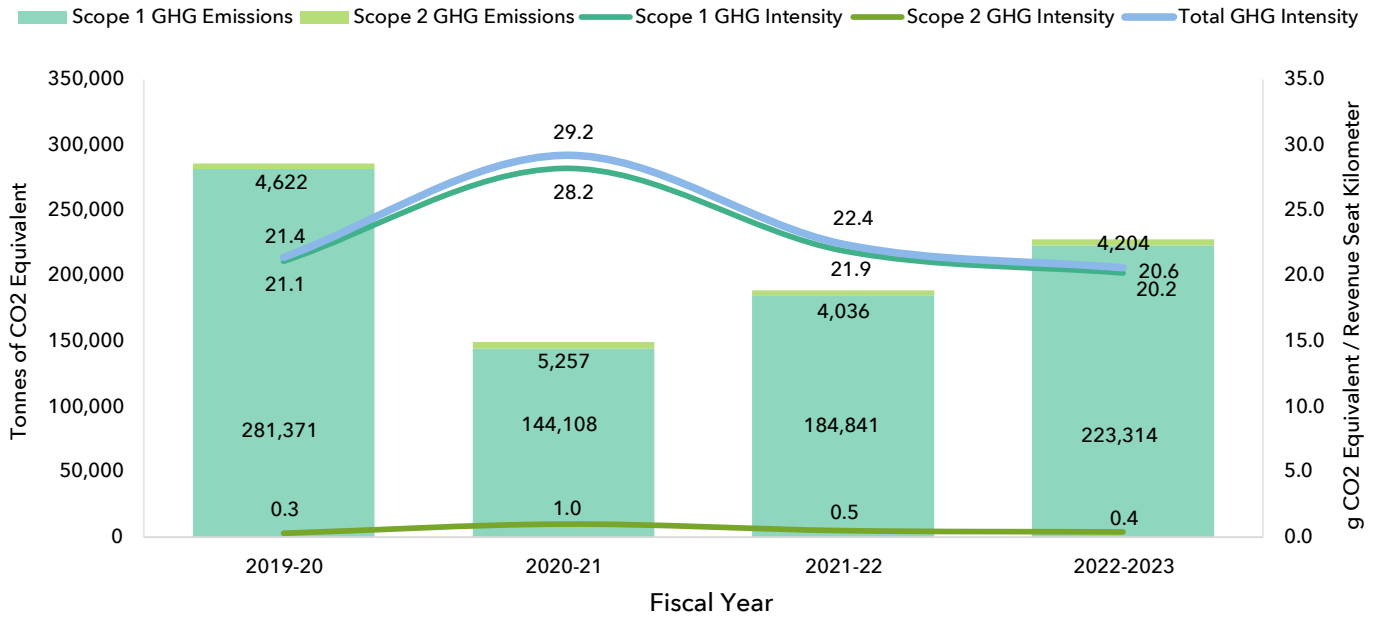
Canada Energy Regulators - Energy Conversion Tables were used for energy conversion

The Metrolinx Sustainability Strategy was developed in 2015, and subsequently updated in 2021. Under this strategy, a commitment was made to developing a GO Bus zero emission fleet strategy and investigating ways to improve energy intensity.

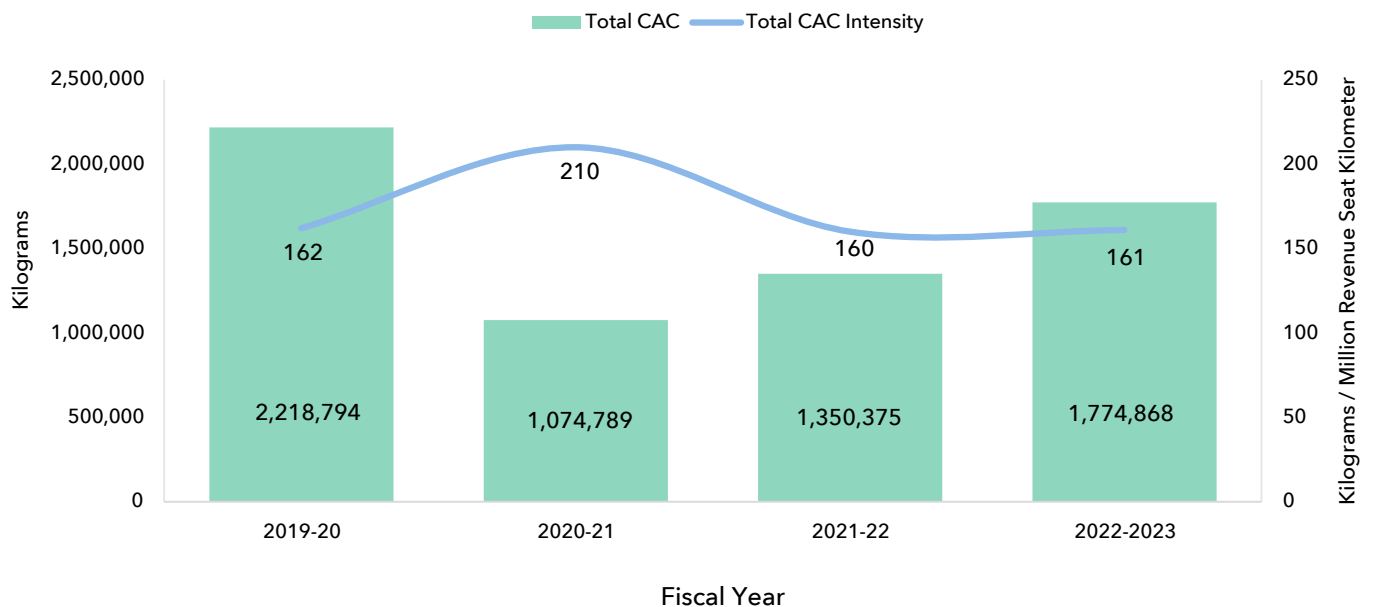
The Energy Management Guide provides support throughout Metrolinx for identifying energy performance improvement opportunities. This helps staff identify areas that need improvements in energy consumption and set goals over a specific timeframe to implement solutions. It also introduces potential technologies to help increase renewable energy generation, reduce energy consumption and GHG and criteria air contaminants emissions within operations. The updated Energy Reduction Plan was developed in 2022 and is currently being finalized. The plan will contain structured actions plans for continued efforts to reduce energy within our facilities and across our network.

Graph 2 outlines Metrolinx’s direct (Scope 1), indirect (Scope 2) GHG emissions and intensity. Graph 3 and Table 3 show CAC emissions and intensity annually from 2019-20 through to 2022-23. Overall Metrolinx emissions are lower than the base year of 2019-20 and similar to 2021-22. GO services levels in 2021-22 and 2022-23 were considerably lower than that offered in 2019-20 which is contributing to the large reduction in emissions. However, service offerings in 2022-23 were higher than those of 2021-22, indicating that advancements have been made in reducing overall emissions. Efforts to improve fleet efficiency with the retirement of over 100 aged buses and work to re-install seats on buses to increase bus capacity have contributed to this improvement in emission intensity.

### Graph 2: 2022-23 Greenhouse Gas Emissions and Emission Intensity



### Graph 3: 2022-23 Criteria Air Contaminants Emissions and Emission Intensity



**Table 3: 2022-23 Speciated Criteria Air Contaminant Emissions**

Speciated CACs (Kg)	2019-20	2020-21	2021-22	2022-23
Nitrogen Oxides (NOx)	1,584,667	775,348	961,259	1,277,703
Sulphur Oxides (SOx)	57,712	36,823	36,340	40,128
Particulate Matter (PM10/PM)	35,075	20,195	24,327	20,764
Hydrocarbons (HC)	54,076	33,744	42,535	58,172
Carbon Monoxide (CO)	476,093	202,482	279,239	370,679
Volatile Organic Compounds (VOC)	10,714	6,198	6,675	7,422

CAC and GHG emission factors sources include Railway Association of Canada (RAC) 2021 - Railway Locomotive Emissions Monitoring Report - 2021 Emission Factors for locomotives; (S&T)2 Consultants Inc. GHGenius 502 2023 and Environment and Climate Change Canada National Inventory Report (NIR) 2021 - Part 2 Table A6.1-14 Emission Factors for Energy Mobile Combustion Sources - Heavy-duty Diesel Vehicles (HDDVs) - Advanced Control for buses; Ontario - National Inventory Report 1990 - 2020 A6.1-14 Emission Factors for Energy Mobile Combustion for non-revenue vehicles; Ontario - National Inventory Report 1990 - 2020, Electricity Generation and GHG Emission Details for Ontario 2022 and Ontario - National Inventory Report 1990 - 2020 Natural Gas A6.1-3 CH4 and N2O Emission Factors for Natural Gas and Table A6.1-1 CO2 Emission Factors for Marketable Natural Gas, Propane Table A6.1-4 Emission Factors for Natural Gas Liquids (All other uses) for facilities. Global warming potential were taken from the Intergovernmental Panel on Climate.

Over the course of 2022-23, significant research and design work was completed through a pilot program that saw two battery electric buses travel over 10,000 km. While not operating under revenue service, they travelled GO Transit's extensive bus network collecting performance data in varying conditions measuring responses to changes in weather conditions, topography, and passenger loading. In 2023-24, the pilot will expand to place these buses into revenue service with a total of 10 planned trips per day. Data collected from this testing phase will be used to improve the accuracy of distance range predictions and understanding of battery degradation, while providing a trial of new technology for the next generation of buses.

Information from the pilot is further being used for the development of specifications for the next generation propulsion system as part of the GO Bus zero emission fleet strategy. An initial business case exploring alternative propulsion systems to meet GO Transit's needs has been in development over the course of 2023. Key challenges are being evaluated by the project team, such as the reduced operating range of battery electric buses

versus the current diesel fueled buses, and new and upgraded infrastructure requirements to support alternative fuels and technologies. The case is expected to be completed this year, with a goal of initiating procurement for introduction of low or zero emissions buses into the GO bus fleet by 2027.

Metrolinx also released a specification for new locomotives, and in 2022-23 the winning proponent offered a solution which includes an electric locomotive platform. Metrolinx has worked to align requirements with the proposed solution and develop a consolidated technical electric locomotive specification document. A modification program for the legacy fleet is in development to enable existing assets to be paired with electric locomotives if introduced to the fleet.

Under its strategic objectives, Metrolinx has committed to achieving a further 3% reduction of GHG emissions across GO Transit and UP Express fleets compared to 2022-23 emission rates. This will be achieved by restoring seats on buses and reducing deadhead trips - passenger-less bus trips which are typically used to position the vehicle for its next



scheduled trip. To accommodate COVID-19 physical distancing, seating capacity was reduced by an average of 14% across the bus fleet. In September 2022, work began to reinstall seats, increasing revenue seat kilometers. A total of 850 seats have been re-installed to date, increasing seating capacity by 7%, with a further 800 to be completed by September 2023.

For the spring season (April 8 to June 23, 2023) the planned deadhead trips represent 14.8% of total operated kilometers. This is a decrease from 18.3% in the previous year and it represents 7,025 km. Further reductions are planned for the September service offering targeting university and college routes which account for 53% of standard bus routes (not including route variants).

The On-Corridor project contract includes a requirement for ISO 14064-1 GHG compliant quantification and reporting. This means, as Metrolinx expands and improves the network with infrastructure and asset upgrades, GHG emissions tracking will become increasingly more robust. The scope of work includes construction of civil works, signals and electrification infrastructure, acquisition of new train fleet and the operations, maintenance, and selective lifecycle of the GO Rail network.

As Metrolinx advances capital programs and looks to future operations, there will be the introduction of electric light rail vehicles on the Finch West, Eglinton Crosstown, Hazel McCallion and Hamilton lines, all of which will improve emission intensity as more people travel across the region with greener modes of transit.



### **GO TRANSIT IS CHARGING AHEAD WITH ELECTRIC-POWERED BUSES**

In 2022-23, Metrolinx pilot-tested its first two electric buses. Each is powered by nine batteries and can be fully charged in approximately three to four hours. Testing showed the EV GO buses can travel about 225 km in colder temperatures and about 300 km in warmer temperatures without needing a charge. The success of the project prepared to put the two buses into customer service in Q1 of 2023-24. The electric bus pilot supports Metrolinx's commitment to sustainability by exploring how this technology can contribute to a reduction in greenhouse gas emissions while also reducing operating costs. Metrolinx continues to monitor the performance of the EV GO Buses and will use that information to determine potential future expansion of the program.



# Sustainable and Resilient Infrastructure



## Infrastructure Design

With its large scale of capital programs, Metrolinx recognizes its responsibility to stay abreast of the changing climate and opportunity to build infrastructure that lessens environmental impact and is capable to withstand extreme weather events. In 2015, Metrolinx undertook a climate risk and vulnerability assessment to deepen understanding of climate projections and system vulnerability.

Metrolinx subsequently released the Climate Adaptation Strategy in 2018 with 40 key actions - some of which are completed, with the remainder continuing to be implemented. Responsibility for enhancing climate resiliency is held with each business unit across Metrolinx. Technical design and build standards, aligned to widely recognized sustainable design standards, provide guidance to the organization for improving infrastructure resiliency and sustainability, and are used in all major procurements.

Contracts to support Metrolinx's GO Expansion program contain requirements to conduct assessments and take findings into account as infrastructure upgrades are planned and undertaken. Metrolinx is additionally working to mature organizational awareness in resilient infrastructure life cycle management.

The same GO Expansion contracts also contain a requirement for use of Forestry Steward Certified (FSC) wood. FSC ensures trees are harvested in a responsible manner to ensure there is no net loss of forest, plant and animal species are protected during harvest, local communities are consulted, all workers' safety is protected, and fair wages are paid to them. Low emission concrete is also being explored for use in the GO Expansion program, with a feasibility study underway to evaluate the extent of its use in the program.



### NEW RESERVED BIKE PARKING ROOMS AT GO STATIONS

Customers can now register for a spot in one of the new reserved bike rooms at Whitby, Stouffville, Weston, Burlington, Scarborough, Guildwood, Streetsville, and West Harbour GO stations, in addition to reserved bike rooms at Centennial, Cooksville, East Gwillimbury, Hamilton, Pickering and Rutherford GO stations. The goal is to increase station access with a variety of travel preferences - so, those who live too far to walk and don't want to drive now have another option. This has put a focus on reducing congestion, encouraging transit use, and helping promote active transportation.

Metrolinx has been certifying stations and facilities to Canadian Green Building Council's Leadership in Energy and Environmental Design (LEED) standard since 2009. LEED is a green building certification program used worldwide, and is divided into four certification levels: Certified, Silver, Gold, and Platinum. Metrolinx has numerous stations and facilities that are certified Silver or higher. These buildings contain sustainable features such as live roofs, photovoltaic solar panels, rainwater collection and reuse systems, electric vehicle charging, bicycle storage and LED lighting.

In 2022, the Cooksville GO Station certified as a LEED Silver facility. The facility grounds are planted with native species approved by the local conservation authority, Credit Valley Conservation, flowering plants in clusters to encourage pollinator habitats and landscape trees in clumps to reduce wind gusts. The parking garage has a water reuse cistern to harvest runoff from the parking and roof structure which is primarily used for irrigation of soil cells and planters. The station also employs stormwater management for flood protection to reduce impacts to receiving waters. This includes infiltrating, evaporating, or re-using the first 5 mm of run-off over the area of the parking structure, bus loop, kiss-and-ride and associated landscaped areas. The building structure, pedestrian bridge windows and façade are designed to receive maximum daylight.

The Eglinton Crosstown LRT Maintenance and Storage Facility, which supports a battery storage system for LRT line backup and emergency power for up to four hours, received LEED Silver certification in January 2023. The facility's features include high energy and water efficiency, green roofs, solar-reflective paving, glazing to minimize bird collisions, and vehicle charging stations for electric vehicles.

Goals for 2023-24 include securing LEED Silver certification for Ontario Line, Eglinton Crosstown West Extension and Scarborough Subway Extension stations, and Toronto Green Standard Tier 1 for both stations and stops.

Some Metrolinx facilities can put power back into the grid through solar power installations at stations. Currently, there are seven systems operating which reduce peak day electrical demand at the times when GHG's are highest from Ontario grid power. Over the course of 2022-23, 754,000 kilowatt hours were produced and fed back into the electrical system.

All Metrolinx infrastructure projects are subject to the Investment Panel (IP) process described later in this report under the Governance - Indirect Economic Impacts section. As part of the final stages of the project lifecycle, benefits are assessed and presented to IP. For large scale projects, this is done through a Post In-Service Business Case which evaluates assets after they are in service and monitors the benefits and costs, identifying opportunities for enhancements and lessons learned. This cycle allows Metrolinx to evaluate the investments it is making and determine if improvements or changes are necessary.



# Greenspace Preservation & Enhancement



In a built-up and growing region, some trees need to be removed to make room for new transit lines. To offset these removals, Metrolinx follows a detailed, science-based plan for planting new trees and keeping the region green.

A vegetation guideline was developed and is currently undergoing its second iteration with input from Indigenous communities, and conservation authorities. It specifies how many trees need to be planted when any tree is removed. The range is from 1 to 50 new trees based on the size and location of the one being removed. Metrolinx's goal is always to keep the number of trees removed to a minimum.

This approach involves partnering with municipalities, conservation authorities and Indigenous communities and Nations across the region, often exceeding the requirements of local environmental regulations. Metrolinx works to enhance the health of local ecosystems and increase the vegetation cover in the region, advancing restoration projects wherever possible.

Metrolinx's strategy is based on the principles of the Toronto Region Conservation Authority (TRCA) Guideline for Determining Ecosystem Compensation, which looks at how a tree absorbs carbon and removes pollution so that trees planted to replace it provide the same or greater level of benefit to the ecosystem while also allowing the new trees time to grow.

Metrolinx helps manage dead and hazardous trees and the growth of invasive plants and trees, planting only native and pollinator species to help improve the health of local ecosystems.



## COMMUNITY TREE GIVE-AWAY

Last June hundreds of residents went home with free trees and shrubs after a pair of community events. Approximately 1,000 plants were distributed by Metrolinx in an initiative to give back to the communities where trees are being removed to make room for new transit projects.

Red Oak, Hackberry, and Pin Oaks were among the species of trees given to the Riverside/Leslieville and Smalls Creek communities. Grey Dogwood, Nannyberry, and Ninebarks shrubs were also popular choices among residents.

Metrolinx is also working with the City of Toronto to coordinate improvements in local ravines, such as the Don Valley and Small's Creek, as the GO Expansion and Ontario Line projects are delivered. This includes introducing measures to:

- Help prevent flooding
- Manage the growth of invasive plant & tree species
- Promote the growth of native trees
- Restore wetlands to improve water quality in the Don River
- Close gaps within the trail system

The vegetation management program diverts wood waste from landfills by hosting firewood give away events in the community. The GO Expansion program has involved removal of vegetation and trees along tracks in York Region to prepare for the electrification of the network. The removed trees were cut into firewood and given back to the surrounding community. To replace those removed, we have replanted more than 25,000 native trees and shrubs.



## HABITAT CREATION

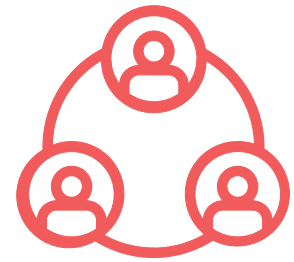
Metrolinx is working with its conservation partners to increase the habitats of several at-risk bats in the region. So far, 22 rocket boxes (bat houses) have been installed with 100 more planned for installation through 2023 and 2024.

As part of this work, Metrolinx will work with the Toronto Region Conservation Authority (TRCA) to plant vegetation suitable for bat roosting across a 3.9 hectare area within the Claireville Conservation Area in Peel region next year.

Metrolinx additionally partnered with the TRCA to reuse native tree materials as wildlife habitat. Metrolinx works with TRCA to identify and collect native tree materials and deliver them to natural areas. Harvested tree limbs and branches are then used to create natural habitats for birds, small mammals, and reptiles to use as dens, nesting spots, and food.



# Social



With so many trains, tracks and buses it can be easy to forget that transit is more than infrastructure – it’s about people. Keeping everybody safe, customers and employees alike, is the top priority. Metrolinx is building a culture of belonging. For riders and neighbours, the result is that Metrolinx is always welcoming, inclusive and looking for new ways to benefit communities.

Metrolinx has a forward-looking approach to delivering transit. As new lines are conceived, designed and built, the team engages with its neighbours across the Greater Golden Horseshoe (GGH) with the shared goal of creating long-term benefits that do more to improve life in these communities in addition to making faster, more convenient trips possible.

Metrolinx is working to transform our region with expanded transit that supports the growth expected across the region, the social benefits that good transit brings. Transit provides everyone with the freedom to connect with job opportunities, education, social interactions, and recreational activities that matter to them. This is especially critical for lower income and equity deserving communities where transit functions

as an essential mobility service.

Social responsibility goes beyond delivering transit services. It involves Metrolinx serving as a contributor and part of the communities it serves. Through transparent interactions with the community, Metrolinx can mitigate the impacts of construction projects and deliver a variety of long-term benefits to the communities – not just delivering transit but also revitalizing and enhancing community spaces.

At the core of Metrolinx’s work is a focus on equity, diversity, and inclusion (EDI) and this starts with building a culture of belonging in the organization. Understanding the importance of this work, in 2022, Metrolinx established the standalone Inclusion & Engagement Office dedicated to informing, influencing, and promoting EDI-related efforts. The Office reports into the newly established role of Chief Inclusion Officer to ensure EDI is represented at the senior leadership level.

The establishment of this Office demonstrates Metrolinx’s commitment to further build on Metrolinx’s EDI journey in driving awareness, building competency, and identifying and



## FINCH WEST LRT TEAM HELPS OUT LOCAL SCHOOL

There’s more to transit building than just the tracks, trains, and stations. Mosaic Transit Group joined forces with a local organization to build and donate picnic tables for Elmbank Junior Middle Academy. Members of Mosaic’s traffic team delivered the new picnic tables in April 2022.



addressing barriers in policies, programs and initiatives that work to build a more equitable, diverse, and inclusive organization.

MetroLinx has set an ambitious set of strategic objectives for the organization. Each year, specific targets are set, and these targets are reported on each month within the divisions and to the Senior Management Team.

In 2022-23, this was MetroLinx’s dedicated diversity and inclusion strategic objective: “Continue to build an inclusive culture and achieve an inclusion index score of 78% while achieving gender balance for senior managers and above to a minimum of 40% and 39% across MetroLinx.” These targets were exceeded.

The Inclusion index score was 80% - the highest MetroLinx has achieved within the last five years.

MetroLinx anticipates maintaining these targets through 2023-24. Progress has been made in achieving gender balance targets due to a variety of ongoing initiatives to enhance the employee and prospective employee experience, including recruitment and retention initiatives such as gender balance policies. These include the Maternity & Parental Leave Top-Up Policy, recognizing pregnancy loss and IVF failure and the introduction of a new Menopause Policy announced on International Women’s Day 2023.



Engagement is an important indicator of Metrolinx's commitment to ensuring every employee feels welcome and included in the workplace. In 2022-23, Metrolinx exceeded its Strategic Objective engagement target of 80%, achieving a score of 81%, an increase of 9% from the Annual 2022 survey.

Initiatives in 2022-23 have included:

- Enhancing EDI knowledge by building on three foundational training programs introduced in 2019 and 2021 with a new unconscious bias e-learning module, the Call it Out module on racism and discrimination, and anti-Black racism training in Customer Protective Services; and in 2023, the development and launch of Indigenous awareness training for all employees
- Expanding supports for dates of significance, of which 48 are now recognized
- Launching an EDI climate survey
- Introducing inclusion as a leadership competency
- Launching a new inclusive recruitment guide; incorporating EDI-related questions in all people leader interviews, integrating inclusive language in internal and external job postings
- Launching the Metrolinx Mental Health Strategy

To support and promote the diversity of lived experiences, cultures and identities within the organization, 10 Employee Resource Groups (ERGs) have been established. ERGs are groups of employees from equity-deserving groups who voluntarily meet to support one another. The groups provide a sense of community within the larger organization and a chance for employees and allies to network, share and provide expertise to the organization around how to build a more equitable and inclusive workplace. Currently, there are groups providing support to Black and Muslim employees, women, persons with diverse abilities, 2SLGBTQ+ persons, Indigenous persons, and emerging leaders. 2023-24 will see the launch of an ERG for South Asian employees, and the Healthy Minds ERG, which will foster a community that promotes positive mental wellbeing and provide support and advocacy for employees who are directly or indirectly impacted by mental strains.

ERGs operate under a governance model with chairs and executive sponsors, who further represent their groups at the Metrolinx Diversity & Inclusion Council, which is responsible for providing support as necessary to the individual groups. In 2023-24 the Council will initiate ERG showcases to spread awareness of their activities and the support they offer to employees.

## **NIGHT MARKET TORONTO TO HOST HALAL FOOD TOUR AT GO STATIONS**

It's not easy for people with dietary restrictions to find accessible options. That's what sparked the inspiration for Canada's first-ever Halal food tour, an event centred around themes of inclusion and community.

There's no pork or alcohol at any of Night Market Toronto's stops, making it a 100% Halal event - supporting the team's vision of a more inclusive set of food options in the GTHA.

The event is also a celebration of cultures, featuring music and festivities. Not only has this event benefited the Muslim community, but it's also a great opportunity for vendors to make their options more accessible.

In fact, multiple vendors at Night Market Toronto have become Halal-friendly specifically for this event. Four out of eight events on the Halal food tour are taking place at GO stations.

Over the past two years, concrete steps were taken to show commitment to diversity and inclusion within brand and marketing content. Actions have been taken to develop a better understanding of customers and new audiences, thoughtfully expand partnerships to broader cultural events, develop a renewed ambassador strategy, and bring marketing to multicultural audiences and newcomers.

MetroLinx is in the final stages of preparing a Marketing team reference and resource guide which will deepen understanding and strengthen multicultural marketing capability. Investment in multicultural marketing has been embedded as a standard for all brand campaigns. Building on the gains realized in 2021, over 50 multicultural campaigns have been delivered in the past 12-months across the GO, UP, PRESTO and MetroLinx brands in nine languages. These have received industry recognition. Partnerships and customer event engagement with multicultural audiences continue to increase, with 25% having a

multicultural audience focus. Research studies continue to capture learning and insights from diverse audiences. Of MetroLinx media investments, 23% are consistently allocated to multicultural media.

An EDI survey with demographic data was undertaken in 2022. Going forward, demographic data will be included in annual engagement surveys to inform action planning. In late 2022, work was initiated to better understand the current state, identify opportunities for change and develop a strategic plan to inform the organization's EDI efforts over the next three years with a focus on colleagues, customers and communities.

Applying EDI principles inside MetroLinx helps the organization to reflect the diversity of the communities it serves. This work is essential to truly understanding and delivering affordable, accessible, and reliable transit that unites communities and connects them with destinations that are important to them.



### **METROLINX WELCOMING NEW CANADIANS AT ANNUAL TORONTO NEWCOMER DAY**

MetroLinx is working to deliver a more integrated & inclusive transit network.

Newcomers are a vital part of how the region is growing and thriving. That's why MetroLinx is working to ensure everyone can travel to work, school and explore the Greater Toronto and Hamilton area easily and affordably on public transit.

People visiting the Toronto Newcomer Day Information Fair were invited to check out the MetroLinx booth featuring a digital installation of the MetroLinx transit network map. The map allowed attendees to see how transit can easily connect them to the things that matter most – such as hospitals, Service Ontario locations and immigration centres, fun getaway spots, local attractions and tourist destinations.

Visitors also learned about the perks of having a PRESTO card, which include discounts on lots of attractions.



# Transit-Oriented Communities & Connecting Key Destinations



The Government of Ontario is committed to a multibillion-dollar expansion of the transit network across the Greater Golden Horseshoe. As part of this historic opportunity, Metrolinx is creating partnerships to deliver Transit Oriented Communities (TOC) at new and existing transit stations.

TOC is higher density, mixed-use development that is connected, next to or within a short walk of transit stations and stops. This type of development is designed to increase ridership, reduce traffic congestion, increase housing and jobs with access to transit, catalyze complete communities based on good planning

principles, and provide positive value capture to maximize transit investment while reducing taxpayer burden. The TOC program leverages the experience of third-party partners to make it easier and faster for riders to get to the places that matter most.

It is easy to see the long-term community and environmental benefits of TOC. To help achieve these benefits, Metrolinx has a strategic objective to achieve 50 critical milestones across its capital program by the end of 2023-24, while continuously improving on ways to reduce customer and community impacts.



## THE ROUGE RIVER BRIDGE REHABILITATION

The Rouge River Bridge is 118 years old and provides a connection for the Lakeshore East GO Line over the Rouge River, between Toronto and Pickering.

Ontario designated the bridge as a provincial heritage property because of its ashlar stone masonry substructure (the stone that supports the bridge on either side of the river) and steel deck truss superstructure (the steel structure that supports the train tracks running across the bridge).

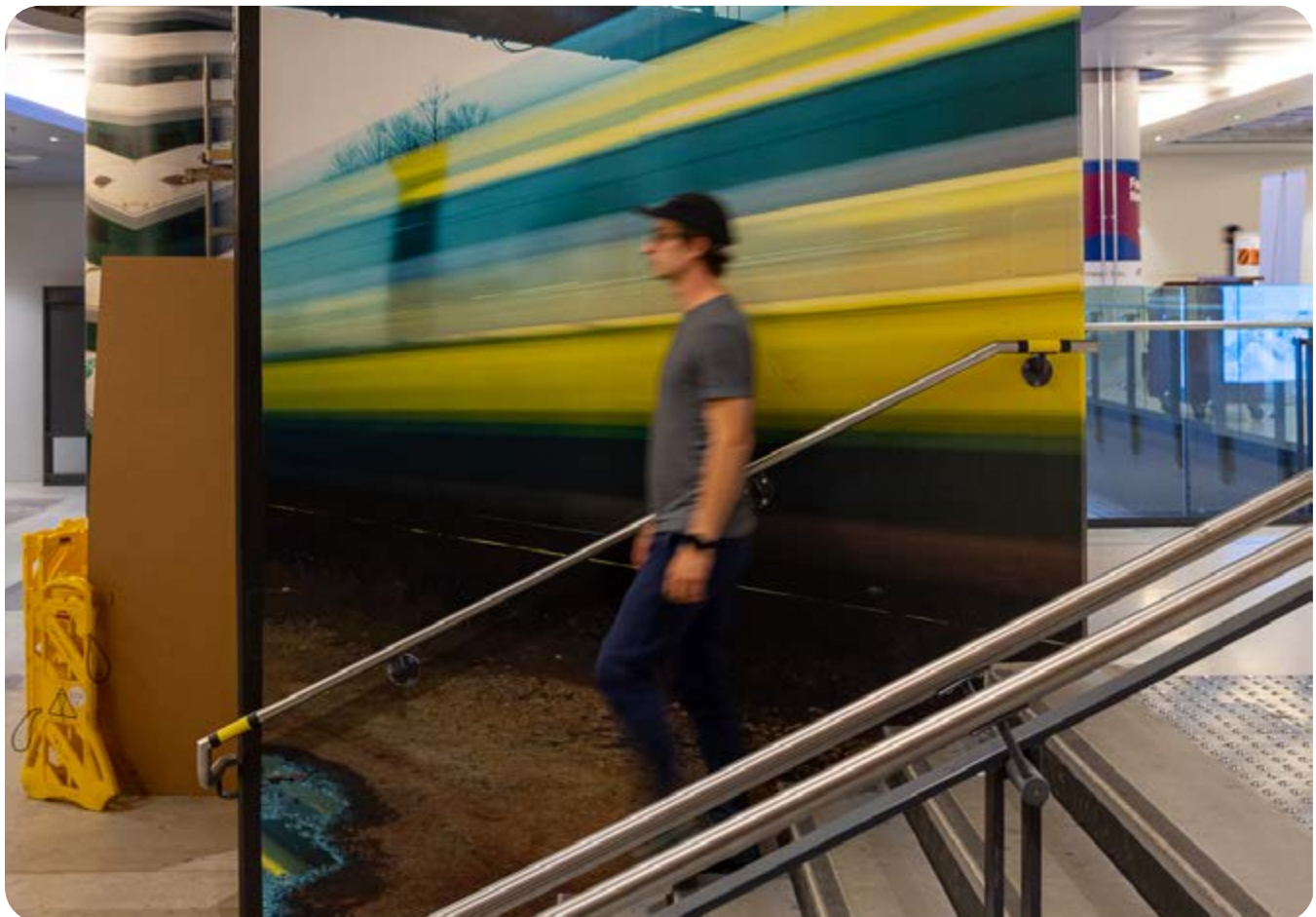
Metrolinx rehabilitated the bridge, which will allow future generations to enjoy this local landmark and give the bridge a new lease on life.

TOC is already in action at the Mimico GO Station on the Lakeshore West line, where improvements were made to deliver trains every 15 minutes or better. Metrolinx will deliver an improved station with a modern, accessible, and comfortable customer experience, including access facilities, a building on the north side of the rail corridor, platform improvements and an access building on the south side of the rail corridor. Once complete at this station, TOC will deliver:

- Two station access points
- A new, fully accessible main station building on the east side of Royal York Road
- A new entrance via tunnel on the east side of the station by Newcastle Street
- 300 underground, dedicated GO parking spaces
- 96 spaces for bicycle storage including secured and covered parking

- An integrated transit plaza with pick-up and drop-off facilities
- Extension of the multi-use greenway path for pedestrians and cyclists to access the station

Metrolinx has also partnered with the Woodbine Entertainment Group (WEG) to build a new GO station along Highway 27, on the Kitchener GO rail line. WEG has development plans that will bring new jobs, housing, and entertainment opportunities to the area around the station, which will be fully accessible and barrier-free, and have direct road, bicycle, and sidewalk access. Further activities undertaken by Metrolinx over the 2022-23 year in support of TOC are described with the Annual Report ([metrolinx.com/en/about-us/annual-reports](https://www.metrolinx.com/en/about-us/annual-reports)).



# Affordable, Accessible & Reliable Transit



PRESTO

Affordable, accessible, and reliable transit is always top of mind when people make travel choices and consider using public transit, and it goes hand in hand with developing transit-oriented communities. Metrolinx continues to find ways to make that choice easier.

## Accessibility

Metrolinx is continuously working to improve the network and transit services and has established the Accessibility Advisory Committee (ACC) to make transit affordable, accessible, and equitable. It consists of volunteers from across the region and provides input on a wide range of initiatives including Metrolinx design standards, new PRESTO offerings and accessibility-related policies and procedures. The AAC is also represented on the Metrolinx Design Review Panel, providing recommendations on universal design and accessibility early in the design process for selected capital projects.

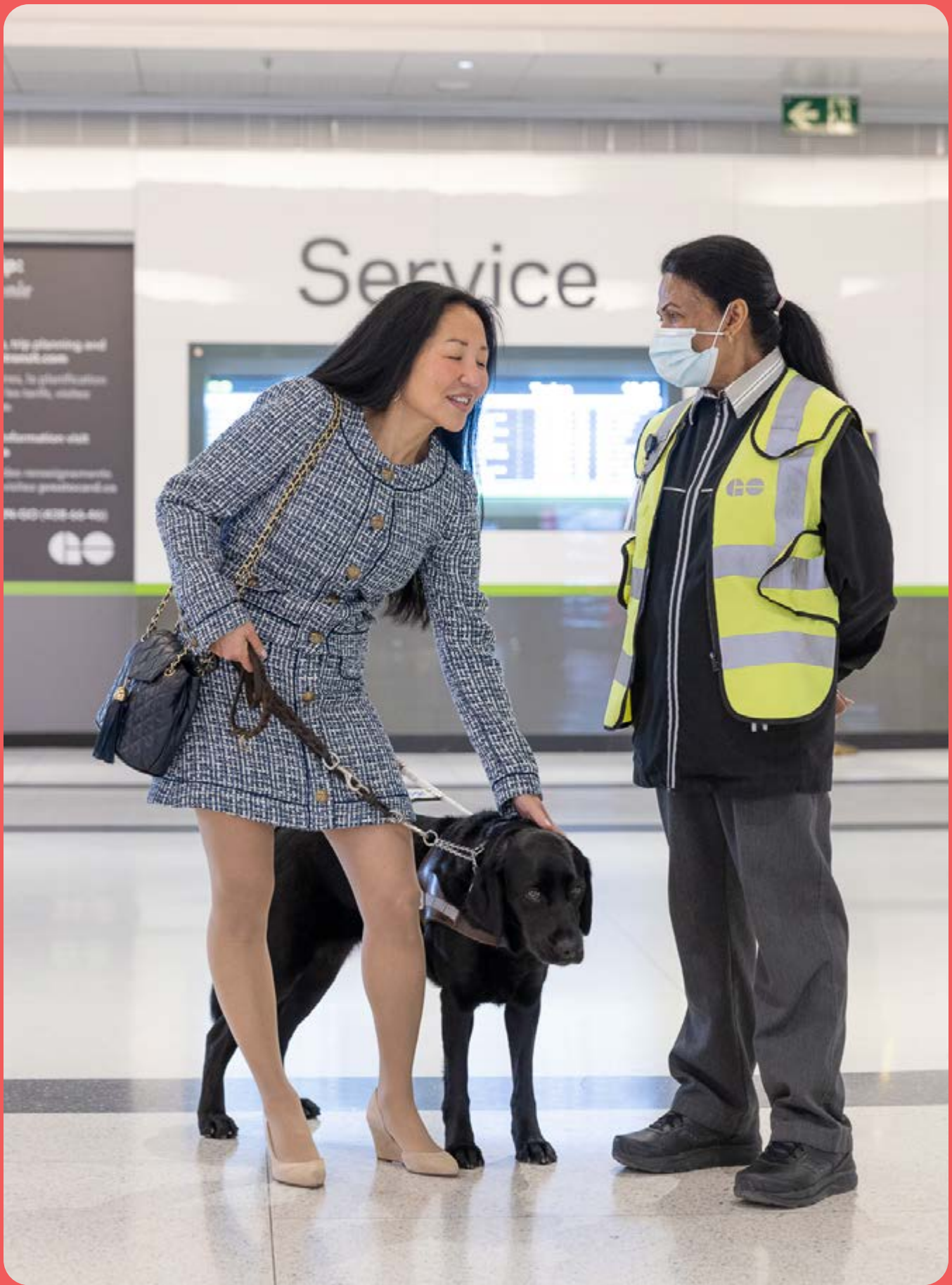
Through consultation with the AAC, annual accessibility public consultation and accessibility assessments of the network, Metrolinx developed a multi-year accessibility plan. It outlines numerous capital programs for station upgrades to improve accessibility and new stations and services with accessible features. The plan also discusses service enhancement like PRESTO improvements and the automated stop announcement system used on GO buses and trains. Areas of focus identified for 2022-23 included:

- Completion of elevator upgrades and installation of tactile attention indicator tiles along platform edges at various GO stations
- A survey of customers who have disabilities to seek their input on the next generation GO Bus

- A network-wide accessibility audit of public-facing GO Transit facilities which is expected to be complete by December 2023
- Expansion of PRESTO Contactless credit card payments to include all 905 PRESTO participating transit agencies along with GO Transit and UP Express
- Continued accessibility improvements across PRESTO channels

The new generation of PRESTO fare payment and vending machines offers more diverse accessibility features including high contrast labels, raised symbols, raised indicators for where to tap, Braille labels and audio mode and tones. They are easy to use sitting or standing and they include a colourful display that shows fare, balance, transfer validity and much more. Accessible how-to videos and other supports are also available.







Accessibility of new payment options is further supported through PRESTO digital channel and device design, including audio mode for in-station fare payment devices.

Annual reports are posted on Metrolinx's website. ([metrolinx.com/en/about-us/accessibility](https://www.metrolinx.com/en/about-us/accessibility))

### **METROLINX MAKES TRANSIT EASIER FOR THOSE WITH VISION LOSS**

Metrolinx is taking major steps to make travel accessible for all passengers because it's not always easy to navigate transit - especially for people with disabilities.

When creating navigation and information systems, Metrolinx applies the principles of Universal Design, which is about treating all customers as equals - instead of singling out people based on their needs. It's a fundamental condition of good design that reflects the diversity of people who use it and does not impose barriers of any kind.

Metrolinx is working on complementing the International Symbol of Access with references to the amenity - such as elevators and ramps - in system signage. This will make systems more inclusive of other people who may need an elevator or ramp - including those using strollers and canes.

The transit agency is also working with municipalities throughout the region to implement special bus stop poles that make a distinct sound when tapped, in efforts to accommodate people with vision loss.

To make stations more accessible in places where text is needed, Metrolinx will be installing new signage with messages in multiple formats, like raised text in English and French, and Braille in English and French.

Instead of focusing only on elements such as Braille signs, Metrolinx is working to implement features that may be more practical for people with vision loss. Tactile directional wayfinding tiles are made up of a different pattern than the yellow ones used along the edges of platforms. They are installed into the ground surface to facilitate wayfinding in open areas and indicate a direct route that may be taken by cane users.

### **ACCESSIBILITY CAMPAIGN LAUNCHES ON GO TRANSIT AND UP EXPRESS**

Public transit is for everyone. Getting around on GO Transit or UP Express should be equitable for people of all needs -- including those travelling with a cane or a support animal.

Metrolinx partnered with the Ontario Public Transit Association (OPTA) to raise awareness about accessibility on transit.

Through the EnAbling Change campaign, which launched on GO Transit and UP Express in March 2022 OPTA and transit agency partners across the province are raising awareness of transit accessibility features, encouraging customers to consider the needs of others and promoting compliance with Ontario's accessibility standards.

Advisory committees on accessibility across the province, including Metrolinx's Accessibility Advisory Committee, were consulted as the campaign materials were being developed to ensure that the messaging and visuals were appropriate and clear.

The campaign is spearheaded by the Ontario Public Transit Association, a member-driven trade organization whose objective is to raise awareness of the importance of public transit to communities, social inclusion, environmental sustainability, and the economy.

## Equitable & Affordable

Metrolinx also has a responsibility to make transit affordable for all. Local transit fares (with 12 participating agencies) are now free to the customer when paying for GO and transferring with a participating service - available automatically to customers paying with their PRESTO cards. This was announced in March 2022 and outlined in the Government of Ontario's 2023 Budget.

This is a major development for a transit region that has traditionally been siloed by municipal boundaries and separate transit services that made cross-region travel more difficult. Broader fare integration can help businesses address staffing shortages by making it easier to travel from one municipality to another. Metrolinx and the province have been working to expand this initiative in 2023-24 to support people transferring between GO and the TTC. In 2019, Metrolinx and the TTC made 65,000 free PRESTO cards available via the Toronto Public Library for people in need, such as newcomers and the financially vulnerable. These cards continue to remain available through select public libraries.

A bulk PRESTO Tickets sales program with TTC has also been successful. More than 2.3 million fare tickets have been ordered from about 275

organizations that participate in the program to enable easy distribution of free TTC rides to underserved residents.

Metrolinx offers discount rates for youth and post-secondary students when paying with PRESTO, programs to distribute free PRESTO cards to newcomers to the region, and a pilot program offering a 50% fare rebate to riders enrolled in Peel Region's Affordable Transit Program and paying with PRESTO.

Last year also saw completion of the TTC device refresh program, which included the installation of 5,000 new PRESTO fare payment devices across 200 streetcars and 1,990 buses. This was needed to enable the TTC to launch new payment methods including contactless payment with credit, debit and PRESTO in Mobile Wallet. This will provide more choice for customers who may not want to purchase a PRESTO card or load and hold funds on one. These devices are also equipped with the same accessibility capabilities as those used by 905 agencies, GO and UP.

Finally, Metrolinx fostered growth of PRESTO use on municipal accessible transit beyond the GTHA to include Ottawa's Para Transpo.





# Our Commitment to Safety



At Metrolinx, safety never stops. Customers and employees must be safe while they travel and work on the transit network. Metrolinx is proud to be a recipient of Canada's Rail Safety Award in 2022 for implementation of a system safety assurance program which contains a safety risk model and easy-to-use online significance assessment tool to inform risk-based decision-making. Certification and performance committees were formed to facilitate acceptance processes and to obtain and maintain approvals (consent to operate).

In October 2022, Metrolinx's Phil Verster was named CEO of the Year as part of Canada's Safest Employers Awards. This recognized a safety culture revolution that reduced the organization's Lost Time Injury Frequency Rate (LTIFR) from 4.8, five years before, to 0.6.

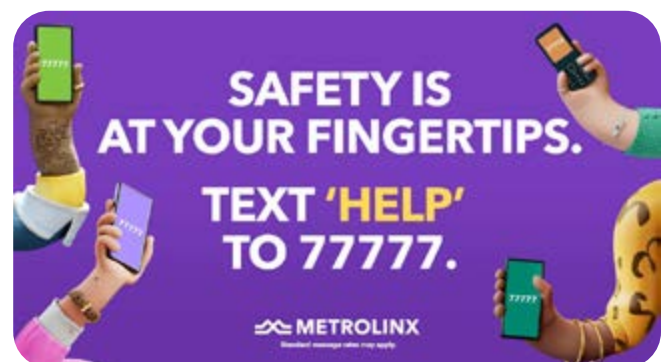
At the close of the 2022-23, the LTIFR was 0.59 per 200,000 hours worked. This was achieved through a multi-faceted approach that included implementing a safety management system with 28 standards, workshops conducted in preparation for ISO 45001 certification, delivery of a suite of 11 courses from the Infrastructure Health & Safety Association, mandatory first aid training for all employees, and continuation of the Safety Engagement Tour program which engages all leaders at director-level and above. LTIFR performance is discussed in greater detail in the Metrolinx 2022-23 Annual Report. ([www.metrolinx.com/en/about-us/annual-reports](http://www.metrolinx.com/en/about-us/annual-reports))

These activities fostered a shared responsibility for a safe culture and increased awareness of safety programs across the organization. For 2023-24, Metrolinx's Strategic Objectives include

commitments to further reducing LTIFR, reducing the incidents of threats and violence against Metrolinx employees and customers, and to implement a near-miss program.

Metrolinx's attention to safety extends beyond employees, reaching customers, and the surrounding community. Over the course of 2022-23, Metrolinx established an independent committee to oversee and provide an objective review of all use of force incidents and an arrest review committee. Both offer unbiased oversight to influence positive changes in behaviour, introduce greater accountability and a formalize professional standards.

Metrolinx mobilized a Naloxone Tool and Training program for all frontline officers. 95% of frontline officers have completed the training and are equipped with the skills and tools necessary to respond to any incidents that arise on the Metrolinx transit network.



On February 1, 2023, Metrolinx introduced the Text for Help program. Customers can text “help” to 77777 for assistance on GO, UP and at stations if they feel threatened. A reply will be received within 90 seconds. The responding team will converse with the person to understand the concern. If needed, they can dispatch support or local police services. This provides a discreet, fast, and effective way to request assistance while on board or at stations without drawing attention in moments when one may feel vulnerable.

Metrolinx is working to improve safety at places where tracks cross roads. A level-crossing baseline data collection program has been completed. Data will be used to inform a level-crossing enforcement program. In addition, a grade crossing risk model was created to improve understanding of risks and further strengthen mitigation plans.

In July 2021, Metrolinx established the Safety Regulatory Oversight Office (SROO). This group is responsible for conducting independent rail safety assessments and inspections through our Internal Audit function. Each year, the

office prepares and publishes detailed reports summarizing key assessment and inspection results. In 2022-23, the SROO completed its first full year of operations. Based on a risk-based program for rail safety, the following five areas were reviewed:

- Yard switching and operations
- Safe train operations at stations
- Trespassing on Metrolinx rail corridors
- Track worker safety within the Union Station Rail Corridor (USRC)
- Work planning for track maintenance within the USRC

Detailed reports for these audit engagements with findings and recommendations were prepared. The SROO monitors progress on the safety action taken to address the identified deficiencies and areas of concern. As part of third-line oversight, the SROO improves safety through risk reduction in Metrolinx’s rail operation and construction/maintenance activities to help establish a strong proactive safety culture at Metrolinx that demonstrates continuous improvement.

## NEW THOMAS & FRIENDS BOOKS HELP TEACH KIDS ABOUT RAIL SAFETY



Thomas the Tank Engine is synonymous with all things train. Whether you played with the little blue train as a child or bought the toys for the kids in your life - it feels like the Thomas & Friends series has been around forever.

In fact, it goes back to 1984, and the story keeps growing. Operation Lifesaver teamed up with Mattel Canada, CP Rail and Metrolinx to launch two new safety-focused Thomas & Friends books for Rail Safety Week in 2022.

The books - titled Stay Safe with Thomas and Stand Back - are meant to teach kids about the dangers of not stopping at rail crossings and of standing too close to the platform edge at train stations. They were officially launched at Toronto’s Union Station on Sept. 17, 2022.

He may not be green and white like a GO Train, but Thomas’ friend Percy does sport the GO colours and he happens to be on the cover of Stay Safe with Thomas. Metrolinx staff were out in the community reading this book to kids as part of Rail Safety Week.

# Positive mental health isn't just being happy.

It's about experiencing a range of emotions and responding to them in helpful ways.



## MENTAL WELLNESS MATTERS

Metrolinx recognizes that wellness and safety go beyond the physical. As part of its overall wellness plan to support a psychologically healthy and safe workforce, a mental health strategy was introduced. The goals are to reduce stigma around mental illness, create an overall culture of support, to support employees who have been exposed to trauma, and assist in their recovery.

In addition to the supports provided by the Employee Family Assistance Program, Peer Support Program and Employee Resource Groups, the strategy introduced mandatory e-learning courses for all employees and people leaders. The Not Myself Today Mental Health Awareness Program, targeting stigma associated with mental health, was launched along with a pilot for suicide intervention training, and mental health first aid training to people leaders. To further build an inclusive environment of empathy and understanding, all employees will be trained in The Working Mind, a Mental Health Commission of Canada program.

The Employee Care Office (ECO) is a safe, confidential space for all employees as they go through life's challenges. Employee Care Advisors provide solution focused coaching and education to support employees in reaching desired goals and connect them to resources. The ECO supports all employees who are impacted by traumatic incidents by conducting on-going well-being checks. It also supports employees transitioning into alternate occupations due to permanent accommodation needs.



# Governance



As a Crown agency, Metrolinx is held to high standards of accountability. It is not enough to simply deliver transit - work must be done the right way. Transparency, community input, ethics, business case planning, innovation - together, these direct how Metrolinx makes decisions, builds and operates. The governance section of this report outlines steps taken to protect and advance the public's interest.

Metrolinx is building for the future. With the region's population continuing to grow, Metrolinx is adding more capacity to the transit network so it can deliver expanded service, which will attract more riders. Governance structure is critical for future-proofing the organization and ensuring it can deliver on an increasingly complex mandate.

Metrolinx is accountable to Ontario's Minister of Transportation and governed by a Board of Directors (the Board) appointed under the Metrolinx Act, 2006. The Board currently consists of 13 members, including the Chair of the Board and Metrolinx's President and Chief Executive Officer, but may contain up to 15 members ([www.metrolinx.com/en/about-us/the-board](http://www.metrolinx.com/en/about-us/the-board)).

The Board is responsible for setting Metrolinx's strategic direction, identifying, managing and monitoring key risks, as well as providing oversight to operations. Board members are appointed, based on their expertise and interest, to committees focused on specific topics for overall effectiveness and efficiency.

These committees include:

- Audit, Finance and Risk Management
- Capital Oversight

- Customer Experience
- Human Resources and Compensation
- Governance
- Payments
- Real Estate
- Executive Committee

In some cases, stakeholder committees report into the Board committees, providing a conduit. In addition, Metrolinx welcomes stakeholder input into materials presented at open meetings of the Board. Email addresses for the Chair and CEO are listed on the Metrolinx website, which stakeholders may use to submit comments for consideration during Board meetings. Members of the public are invited to view livestreaming of all public sessions of the Board on our website, [metrolinx.com](http://metrolinx.com)

In 2022-23, Metrolinx held four public sessions of the board and published 55 reports. Public materials for board meetings are posted five business days in advance of the meeting, and agendas are shared on a quarterly basis.

Except for the Chief Executive Officer (CEO) who is a paid full-time employee, all members of the Board are part-time. The CEO is the highest paid individual in the organization with remuneration, as a per annum salary, being determined by the Lieutenant Governor in Council, which is publicly released through the Government of Ontario's Public Sector Salary Disclosure Act. Table 4 below, details the CEO's salary in comparison to organizational compensation.



**Table 4: CEO Total Compensation Comparison to Organization’s Medium Total Compensation**

	<b>Annual 2022-23 Salary</b>	<b>% Change from Previous FY</b>
CEO	\$869,458	2.06%
Organization Median	\$98,661	4.01%
CEO ratio to Organization Median	8.8	0.5

Remuneration for the remaining members of the Board is determined by Schedule A, Level 2 of the Province of Ontario’s Agencies and Appointments Directive, which outlines per diem remuneration rates of up to \$200 per day for Members, \$250 per day for Vice-Chairs and \$350 per day for Chairs. Annual Board member compensation is disclosed in Metrolinx’s published annual report.

# Strategic Planning



The Ministry of Transportation (MTO) outlines strategic direction for the year, providing the framework of Metrolinx’s annual business plan. Through this process, Metrolinx, its Board, and the MTO maintain responsibility and oversight authority for ESG at Metrolinx. Metrolinx has embedded an ESG focus into the organization’s annual business strategy and planning, which involves review and updating of the corporation’s mission, vision, values, behaviours, Strategic Objectives and key success factors. These items are presented to the Board for review, input, and approval before being cascaded throughout the organization in support of annual employee performance management and annual fiscal planning cycles.

At a staff level, the Senior Management Team (SMT) members collectively guide their teams to align with Strategic Objectives. These objectives provide us with a balanced scorecard of clearly defined targets and goals. Strategic Objectives are used to maintain focus, drive decision making and monitor progress in the organization. Strategic Objectives are published to Metrolinx’s

intranet and are prominently posted throughout offices and workspaces.

The 2041 Regional Transportation Plan (RTP) is Metrolinx’s 25-year vision for the region’s integrated transit network. It was developed over three years through extensive collaboration with municipalities and residents across the region. For 2023-24, Metrolinx is working to refresh and update the RTP in coordination with MTO. The update will take stock of changes and progress that has occurred since the RTP was published in 2018 and extend the plan to the 2051, in alignment with MTO’s Greater Golden Horseshoe (GGH) Transportation Plan.

Metrolinx is developing and embedding a formal ESG strategy into established business planning and decision-making processes. The 2023-24 Strategic Objectives reflect the planned evolution towards the development of an overarching Metrolinx ESG framework, incorporating all three pillars of ESG. The objectives include improved customer and employee safety, expanding equity, diversity,

and inclusion (EDI) programs with an EDI strategy, advancing progress in reducing greenhouse gas emissions, investing in stronger partnerships, and the development of Indigenous Nation agreement framework, while continuing to deliver critical capital programs, operational excellence, and a high level of customer satisfaction.

Looking to the future, divisional 2025 transformation plans will shape targets and performance as Metrolinx progresses forward and pushes to evolve and be ready for future growth as an organization.

Metrolinx has a presence on the Canadian Standardization Advisory Committee of the Standards Council of Canada (SCC) on Environmental, Social, and Governance. The SCC drives collaboration, promotes Canadian priorities, and connects stakeholders to global networks and resources. Within this committee, Metrolinx is working to scale new standardization strategies, align and promote eventual outcomes within the Canadian context. As one of the largest transportation agencies in Canada, Metrolinx representation at this table ensures that the nuances of transportation in Ontario are represented in the development of national and global standards.

# Business Conduct & Behaviours



Metrolinx values playing as a team, thinking forward and serving with passion. To embody these values, employees are encouraged to explore new ideas, look for opportunities to improve the business, hold each other accountable, while behaving inclusively, supporting one another, and actively listening with willingness to learn from challenges and varying points of view. To further embed these behaviours and ways of working, the annual employee Performance Management Program includes a mandatory review of employee performance specifically relating to the corporation's values.

The Board has three key documents which govern business conduct and behaviours: the Board Charter, the Code of Business Conduct and Ethical Behaviours for Directors and the Metrolinx Conflict of Interest Policy. Additional information on these documents can be found at [www.metrolinx.com/en/about-us/the-board/board-governance](http://www.metrolinx.com/en/about-us/the-board/board-governance).

The Board Charter confirms the Board's general stewardship function and defines its roles and responsibilities for operational and financial matters, management oversight and succession planning, and the evaluation of Board and committee effectiveness. The Charter reflects the Board's responsibilities as set out in the Metrolinx Act, 2006 and the Memorandum of Understanding (MOU) with the Minister of Transportation. A copy of the MOU is posted at [www.metrolinx.com/en/about-us/the-board/board-governance](http://www.metrolinx.com/en/about-us/the-board/board-governance).

The Code of Business Conduct and Ethical Behaviour for Directors helps define the Board's culture of integrity by describing the standards of conduct and ethical behaviour expected from Metrolinx's Board members. The Code mirrors Metrolinx's Employee Code of Business Conduct and Ethical Behaviour and reinforces each Board member's responsibilities under the Public Service of Ontario Act, 2006, drawing particular attention to the regulation of conflicts of interest,

disclosure of wrongdoing, and confidentiality obligations.

Board Members and employees must comply with Metrolinx's Conflict of Interest Policy (February 19, 2010) which incorporates the requirements of the Public Service of Ontario Act, 2006, has been approved by Ontario's Integrity Commissioner, and is posted on the Integrity Commissioner's website. This policy provides guidance on circumstances which may give rise to actual or potential conflicts, such as accepting gifts, and regulates disclosure and management of conflict situations.

To identify and manage actual or potential conflicts of interest, Board Members are routinely canvassed for such issues, declared conflicts are recorded, and steps are taken to ensure that any actual or potential conflict is managed, such as restricting access to relevant materials and excluding Board Members from discussions relating to the issue. Board Members annually attest to the obligations of the Board Code of Conduct, which includes compliance with Metrolinx's Conflict of Interest Policy. The Board Governance Committee annually reviews the Board Charter and the Board Code of Conduct, benchmarking these documents to industry and recommending revisions to the Board for approval.

These policies and codes of conduct are cycled down through the organization through annual reviews of the Conflicts of Interest Policy and Gifts and Hospitality Guidelines, which are followed by a required annual attestation of being conflict-free for Manager and up leadership levels.

Employees who identify conflict of interest concerns are responsible to bring the item to the attention of the Ethics Executive for review and determination of whether or not the employee is in conflict. At Metrolinx, the CEO is the Ethics Executive for employees. The

Ethics Executive has broad powers to make determinations on matters brought to their attention, and give any direction considered appropriate in order to address the conflict of interest, which may include changes to an employee's role and responsibilities, transfer of ownership or control of an asset to a neutral third party, or where warranted, direct disciplinary measures, including suspension or dismissal.

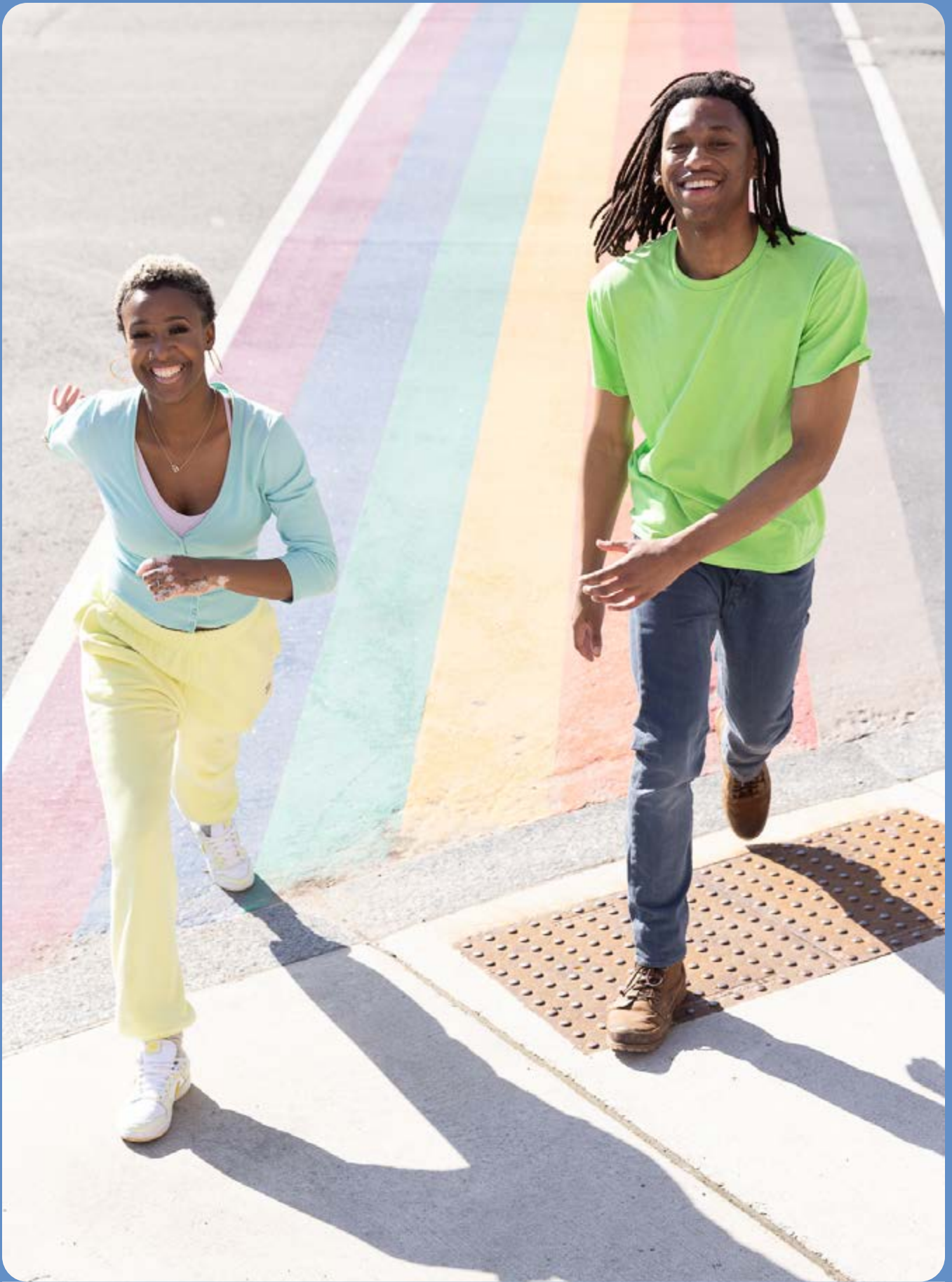
Over the course of 2022-23, there were four investigations into reported possible conflicts of interest. Two of the investigations were unsubstantiated, while the other two were still under investigation as of March 31, 2023.

During the same period, 17 concerns were brought to attention by either an employee, a prospective employee or their manager with possibly being in a conflict of interest. The nature of these concerns is categorized as follows:

- Political nature - 4
- Employees attending events (accepting paid meals) - 2
- Employees accepting to be part of other organization's Board of Directors - 2
- Employees declaring spouses working at organizations that may or may not have conflicts with Metrolinx - 3
- Employees with possible part-time jobs or being consultants to other organizations - 3
- Others - 3

At the time this report was written, all but one individual has received a response.

The Office of the Auditor General of Ontario (OAGO) adds an important layer of audit and accountability to which Metrolinx must comply. Metrolinx actively works to ensure responses are provided to all OAGO recommendations.



# Risk Management

The Office of the Chief Risk Officer (OCRO) established guidelines, processes, training, and tools to support Metrolinx and its business units to identify risks to achieving its strategic objectives. Metrolinx maintains a full Enterprise Risk Management (ERM) Policy and framework to ensure robust processes for risk identification, mitigation, monitoring and reporting at all levels up to and including Senior Management and the Board. The ERM Policy is based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM Integrated Framework 2017 and International Organization for Standardization (ISO) 31000.

Metrolinx continues to enhance its ERM program to help guide the organization's risk management activities and support risk-informed decision-making, assess opportunities, and ensure compliance with the Government of Ontario Enterprise Risk Management Directive that provincial agencies use a risk-informed approach in managing their business.

The OCRO has refreshed the enterprise management framework aligning taxonomy and scoring to the requirements of the Government of Ontario Enterprise Risk Management Directive. Recognizing a need for general organization understanding of risk and risk elevation, OCRO introduced Risk Management Fundamentals and Risk Management Process training in 2022-23 across the organization. To date, approximately 700 staff have been trained in this first module. A deep dive will follow in Module 2, later in 2023.

Metrolinx risk escalation is based on risk impact and likelihood scoring which progressively elevates risks to higher levels of the organization depending on exposure levels. Risk review,

evaluation and updates are conducted monthly by the business, Metrolinx Senior Management Team, Board Committees and quarterly reviews by the Audit, Finance and Risk Management Committee (AFaRM), which is a committee of delegated authority by the Board. The process allows the business to identify actions for mitigation and evaluate the effectiveness of actions in lowering risk severity with the goal of reducing risk severity to business as normal.

Metrolinx's 2022-23 Annual Report further discusses Enterprise Risk Management at Metrolinx and provides an overview of key organizational risks, including mitigation actions taken and planned. ([www.metrolinx.com/en/about-us/annual-reports](http://www.metrolinx.com/en/about-us/annual-reports)).

Progressing forward, OCRO is working to deliver a quantitative analysis program to align risk management practices and speak common risk management language across the organization while enabling information and data analysis to provide a forward-looking outlook on business performance to inform and support effective decision making.

Understanding that business units across Metrolinx need to work together to holistically and seamlessly manage cross divisional risks to drive more efficient and effective outcomes, OCRO is continuing to encourage collaboration across the organization by establishing risk related key performance indicators and rolling out risk integration training at a rate of three departments per month.

# Indirect Economic Impacts & the Community (GRI 203)

Metrolinx transit projects will connect new, established, and emerging communities across the Greater Golden Horseshoe. Our projects will bring long term social, environmental, and economic benefit to the region. Metrolinx is responsible for the planning and construction of these extensive programs and careful consideration for impacts initiating from the planning stages and carrying through to delivery of our capital programs is paramount as we work towards delivering on our mission to connect communities. Our capital programs include:

- Hazel McCallion Light Rail Transit
- Eglinton Crosstown Light Rail Transit
- Finch West Light Rail Transit
- Hamilton Light Rail Transit
- Durham Scarborough Bus Rapid Transit
- Proposed Dundas Bus Rapid Transit
- Proposed Queen Street Highway 7 Bus Rapid Transit
- Scarborough Subway Extension
- Eglinton Crosstown West Extension
- Yonge North Subway Extension
- Ontario Line
- GO Expansion, including station renovations, expansions and improvements, grade separations, bridge and tunnel expansions and maintenance facilities to provide all-day, 15 minutes or better rail service

## WHY UNLOCKING FUTURE GO SERVICE MEANS INTERRUPTING SERVICE TODAY

As Metrolinx builds an expanded transit network for the future and conducts maintenance on existing lines for continuing operations, construction-related service interruptions are occasionally necessary to make time for this vital work.

While some work is done during regular service, crews must stop frequently to let trains pass. This takes between five and 10 minutes each time. Because that doesn't leave enough time for major work, sometimes construction leads to weekend service reductions.

Before making such a decision, Metrolinx will look at all options to see if work can be done safely while keeping some tracks open, even if it means less frequent service for a short time.

These decisions are typically made months in advance. This allows Metrolinx to get the word out to sports teams, concert promoters and other event planners. Internally, it provides time to schedule replacement buses and prepare customer notifications.

Detailed descriptions of Metrolinx projects can be found online ([www.metrolinx.com/en/projects-and-programs](http://www.metrolinx.com/en/projects-and-programs)) and within the Annual Report ([www.metrolinx.com/en/about-us/annual-reports](http://www.metrolinx.com/en/about-us/annual-reports)). In total, Metrolinx is responsible to deliver more than \$80 billion in capital investments. This year it had a capital budget of \$5 billion and an operating budget of \$1.5 billion to support GO Transit, UP Express and PRESTO services. Capital projects comprise over 90% of the corporate capital budget. Due to this and the scale of Metrolinx programs and operations, indirect economic impacts have been identified as being of material concern.



Providing reliable, safe, and accessible public transportation brings environmental and social benefits. These benefits of new transit lines include reduced GHG emissions, improved air quality, less traffic congestion, and broader access to jobs, markets, education, healthcare, and social opportunities – but before they can open, construction is necessary.

Construction can affect the lives of customers and community residents alike. Temporary disruptions may include a reduced flow of traffic in the area which may have an indirect effect on the earnings for local businesses. Traffic Management Plans are designed with efficiency in mind to minimize the likeliness of disruption, wherever possible. Neighbours may raise questions about noise, vibration, and air quality; construction notices with key details about upcoming work are canvassed and posted online so communities can be kept up to date. Across its capital program, Metrolinx works with project delivery partners to lessen the impacts of construction. At any time, customers and residents can bring forward questions or issues related to Metrolinx projects via the Community Engagement team.

Metrolinx's major infrastructure investments are improving lives in the communities it is being constructed within. The Metrolinx Community Benefits Program brings people from the community to the table from the start of projects, providing opportunities to residents such as employment, training, apprenticeship and local supplier and social procurement opportunities, wherever possible. The program is being implemented within the Eglinton Crosstown and Hamilton LRTs and the subway program. It sets a standard for how projects are being integrated into communities and offers a range of opportunities for historically disadvantaged communities and equity-deserving groups.

Throughout project lifecycles, Metrolinx provides opportunities to connect with communities through a suite of engagement resources. Engagement forums such as community liaison committees, walking tours, door-to-door canvassing, and pop-up information tables offer communities access to project teams and project information. For example, through early work engagement for the Ontario Line Joint Corridor, communities expressed how important green space is to them. As a result, project plans were adjusted to preserve and enhance both park and green spaces where possible – and even unlock some additional spaces.

Metrolinx further engages in regular consultations with members of the community to share project plans and receive concerns and comments. In 2022-23, Metrolinx hosted 27 public meetings, with more than 6,515 people participating and held 830 pop up events which fostered interactions with more than 38,000 people. Outreach includes use of modern online tools (with more than 1 million e-blast circulations and over 9,400 emails) and grassroots community canvassing that supported the delivery of more than 2 million printed and electronic notices. Community Engagement activities are further discussed with more details in the Annual Report ([www.metrolinx.com/en/about-us/annual-reports](http://www.metrolinx.com/en/about-us/annual-reports)).

Metrolinx is improving relationships with surrounding communities by launching a community-based, multi-year youth strategy and a Community Experience Tours Program. Our goal is to maintain a positive community presence and be seen as a trusted and valued community partner.



# Investment Panel, Responsible Planning & Design



Introduced in 2017, the Investment Panel (IP) is Metrolinx management's accountable financial governance oversight body for benefits management of projects across their entire lifecycle. The nine senior executive voting members represent Metrolinx and Infrastructure Ontario and make decisions for projects seeking project stage gate progression, including initiating new projects and changing the scope, schedule and budget of established projects. The panel also approves all project related submissions to the Metrolinx Board of Directors and Ontario's Treasury Board.

The IP approvals process requires the development of a Business Case for large transit projects, business case rationale for small projects or an Asset Management Plan for State of Good Repair expenditures. Business cases progress from the Initial Business Case to the Preliminary Design Business Case, the Full Business Case, and then ultimately the Post-In-Service Business Case. These represent a comprehensive collection of evidence and analysis. They set out the rationale for why an investment should be implemented to solve a problem or address an opportunity. Together, they explain the contribution of a proposed investment to organizational objectives and help to ensure that a particular investment is a good use of public funds. All initiatives are required to apply an appropriate level of rationale for the type and size of the project for the purpose of supporting investment choices. Metrolinx has two guidance documents that detail how consistent and comparable cases are developed for projects. These documents are available to the public online ([www.metrolinx.com/en/about-us/doing-business-with-metrolinx/business-cases](http://www.metrolinx.com/en/about-us/doing-business-with-metrolinx/business-cases)).

Metrolinx's Planning & Development Office maintains business case guidance which outlines expected content, including investment options, strategic, economic and financial case evaluations, as well as evaluation of deliverability and, operation and maintenance plans. To maintain transparency with those impacted by our programs and operations, Metrolinx posts business cases of its projects on its website.

In the 2019 ESG materiality assessment, application of the triple bottom line in planning and design was identified as being of high importance. The triple bottom line concept asks companies to apply a broader perspective when evaluating projects by including more extensive consideration for social and environmental well-being, as well as corporate governance, which is in turn, believed to create greater business value. Business cases are required to include strategic and economic cases that align with Metrolinx's strategic objectives and the RTP and encompasses social and environmental concerns. Following the operationalization and close-out of certain capital projects, a Post-In-Service evaluation is required. This must occur between six and eighteen months following project close-out to allow for relevant operational data to be collected. This process identifies opportunities for enhancement and lessons learned that may be applied in other or future projects.

During the 2022-23 fiscal year, the IP, supported as required by its change control board subcommittees, received 187 submissions over the course of 20 meetings.

# Sustainable Procurement (GRI)



Given the depth of Metrolinx’s capital programs and operating envelope, Metrolinx is supported by an expanse of suppliers. As an agency of the Government of Ontario, Metrolinx must establish and abide by its own procurement policy and the mandatory sections of the Ontario Public Service Procurement Directive, ensuring publicly funded goods and services are procured in a manner that is open, fair, transparent, geographically neutral and accessible to qualified vendors. Metrolinx publicly posts procurement opportunities on MERX, a third-party electronic tendering platform.

Metrolinx has over 150 suppliers and vendors who have reached the \$1 million threshold over the life of the business relationship. The supply chain consists of a wide range of goods and services required to support operations and infrastructure development. Some of the key components of the supply chain include the following:

- Contracting with a variety of construction and engineering firms for the design and construction of transportation infrastructure, including railways, stations, bridges, and highways
- Purchasing and maintaining a fleet of trains, buses, and other vehicles to transport passengers
- Information technology services required to support operations, including hardware, software, networking, and security services
- Ongoing maintenance and repair services for vehicles, infrastructure, and facilities
- Logistics and transportation services to support the movement of goods and materials required for operations
- Contracts with a range of licensed professional services firms for legal, financial, land surveying, engineering, and architectural services
- Consulting services such as management, information technology, technical, research and development, policy, and communications

With the sustainable procurement program set to launch, Metrolinx will be looking to engage with Indigenous-owned and diverse vendors to increase opportunities for underrepresented communities to do business with Metrolinx. A primary component of the sustainable procurement program will be an Indigenous procurement strategy which will detail how Metrolinx plans to engage with Indigenous communities throughout Ontario and increase opportunities for business interactions. With the size of the Metrolinx vendor community and extensive supply needs, there is a unique opportunity to remove barriers and create an economically viable diverse pool of vendors to do business with. As such, establishing a sustainable procurement program has been identified as a topic of material importance.

Metrolinx holds its vendors to high standards and is working to implement procurement processes that will improve participation with diverse vendors and provide increased opportunities for equity-deserving groups. In 2022-23, a dedicated sustainable procurement program manager was hired to focus on the implementation of the sustainable procurement program. This provides Metrolinx with the opportunity to grow ongoing outreach and training to diverse suppliers. The goal is to achieve 20% diverse vendor participation in annual invitational procurement opportunities, in selected categories, by 2026.

Notably in 2022-23, Metrolinx gained formal membership with the Canadian Aboriginal and Minority Supplier Council (CAMSC) and is in the process of formally joining the Canadian Council for Aboriginal Businesses (CCAB).



# Transit Procurement Initiative



Metrolinx stakeholders and partners have identified that “ensuring transit is affordable” is a material issue. Metrolinx’s Transit Procurement Initiative (TPI) was formed to focus on helping Metrolinx and its transit partners meet that objective. TPI has proved tangible value through customer service, procurement management, contract management and value for money, allowing municipalities to maximize transit dollars, resulting in savings to Ontario taxpayers. This program has saved municipalities an estimated \$46.5 million.

TPI has become one of North America’s most innovative transit procurement programs. Since the program began, TPI has conducted 26 joint procurements for 54 transit agencies. The program team is comprised of industry-experienced staff who develop performance-based technical specifications, create and release tender documents, and manage contracts with vendors for the entire project lifecycle. TPI saves tax-payer dollars through:

- Increased purchasing power & economies of scale
- Increased procurement efficiencies
- Decreased capital and operational costs
- Access to procurement and industry experts
- Synergies and networking amongst transit partners
- Technical specifications based on best practices and lessons learned

A governance agreement between Metrolinx and participating municipalities outlines the principles of facilitating joint procurements and both parties’ roles and responsibilities. Each project establishes its own steering committee with representatives from participating transit agencies. This structure fosters a strong link between TPI’s project team and the steering committee, enabling effective and strategic

procurement decision making. Program participation helps municipalities use transit funding options such as the Zero Emission Transit Fund, Investing in Canada Infrastructure Program and Gas Tax Program to deliver more transit services with new bus purchases, zero emissions planning studies and other related bus products.

During the 2022-23 fiscal year, the TPI program awarded three new joint procurement contracts, closed three existing contracts and prepared new joint procurements for the upcoming year. TPI’s transit partners made \$71.9 million worth of purchases through the program, adding to the overall contract value of \$1.07 billion since the program’s inception.

TPI is also working on releasing a procurement for 12-metre city transit battery electric buses, a joint procurement for charging systems, and specialized electric buses, as the next phase of the Battery Electric Bus Joint Procurement Roadmap.

## A FUTURE WITH BATTERY ELECTRIC BUS TRANSIT FLEETS

For local transit agencies to deliver on the promise of green technology, it will take more than just good intentions. Each one must have a plan – not just to buy zero emission buses, but also to retrofit their garages. On behalf of 14 agencies, Metrolinx has contracted with HDR, an engineering, architecture and consulting firm. Each agency will receive a customized report outlining a plan to prepare their fleet for conventional battery electric city buses. This will open the door for local transit agencies to go beyond small pilot projects and start working towards electrifying entire fleets.

## About Metrolinx

In 2006, the Government of Ontario established Metrolinx as a Crown agency, absorbing the pre-existing Greater Toronto Transit Authority, which is now known as GO Transit. Metrolinx works to improve the coordination of all transportation modes in the Greater Golden Horseshoe, in accordance with provincial transportation policies and plans, to support a high quality of life, a sustainable environment, and a strong economy. The agency's responsibilities include the procurement of local transit system vehicles, equipment, technologies, and facilities on behalf of Ontario municipalities, as well as the operation of the regional transit system.

Metrolinx delivers services through the GO Transit, Union Pearson (UP) Express and PRESTO brands. GO Transit is the agency's largest operating division, providing an extensive network of thirty-nine bus routes and seven rail lines. The UP Express, operational by 2015, is North America's first dedicated

air-rail link, connecting Toronto's two largest transportation hubs. PRESTO is an electronic payment system that simplifies transit fares across local transit in the Greater Toronto, Hamilton, and Ottawa areas.

The Capital Projects Group is Metrolinx's capital delivery team, building transit for the future. It is responsible for designing and constructing transit projects to deliver a \$6 billion capital portfolio.

Metrolinx's core mission is to enhance community connections, providing improved, efficient, and seamless transportation services. While Environment, Social, and Governance (ESG) principles have consistently influenced Metrolinx's work for years, significant strides were taken in 2022-23 to align reporting with the Global Reporting Initiative (GRI) standards and integrate a formal ESG strategy into Metrolinx's business.



# Stakeholders

Metrolinx engages with elected and non-elected stakeholders and partners through a variety of means including community meetings, council presentations, public town hall meetings, door-to-door neighborhood engagement, and e-newsletters. The frequency of engagement depends on the forum, topic, and stakeholder, and in some cases is defined in a Terms of Reference document.

**Table 5: Metrolinx Stakeholder Forums**

<b>Customer Experience Advisory Panel</b>	A panel of volunteer riders who convene with the Metrolinx Customer Insights team to discuss their experiences riding the transit network and provide feedback on areas of improvement to drive customer satisfaction
<b>Customer Care Contact Centre</b>	Staffed with GO Transit Customer Care representatives available 24/7 to receive and address customer inquiries, concerns, or complaints
<b>Project Evaluation Advisory Panel</b>	A panel of volunteer members of the academia and consulting fields invited to review and provide input on early Metrolinx project business cases.
<b>Construction Liaison Committees</b>	Multiple groups formed from volunteers as a conduit to provide information on the status of Metrolinx’s capital projects, receive community feedback on project impacts on their homes and daily lives, and to work together to resolve project and construction related concerns
<b>Metrolinx Accessibility Advisory Committee (AAC)</b>	A committee of Metrolinx customers with a wide range of disabilities, seniors, and staff from agencies that support people with disabilities whose main purpose is to provide input on policy, planning and procedures wherever accessibility and/or universal design issues may occur with GO Transit, PRESTO, UP Express or future Rapid Transit
<b>Regional Round Table</b>	Collaboration between Metrolinx and its partnering municipalities and transit agencies regarding capital projects and seamless transit service around the Greater Golden Horseshoe
<b>Town Halls</b>	Chief Executive Officer virtual Town Halls conducted quarterly providing a forum for business updates and a platform for employees to post questions which are answered live by the Metrolinx Senior Management Team and Division Town Halls to enable discussions within specific areas of our business
<b>Employee Engagement Surveys</b>	Distributed semi-annually drawing feedback on employee’s satisfaction on a variety of subjects ranging from employee well-being, health and safety, equity, diversity and inclusion, continuous improvement, and leadership engagement & support

These forums provide on-going communication with key stakeholders based on the four pillars of Metrolinx’s strategic objectives - Satisfied Customer, Everyone Safe, Engaged People, and Trusted Business Partner. Currently, stakeholders are engaged through existing operations, initiatives, service, construction, and future projects within Metrolinx. Key topics and concerns are addressed through ongoing business efforts, including key performance indicators, action items and regular reporting.

## About this Report

In today's business landscape, ESG reporting and strategies have become increasingly prevalent across various industries. These practices are recognized as critical components of business planning, acknowledging that a company's governance, operational performance, and approach to social and environmental impacts are vital in establishing and sustaining a viable

business. Metrolinx has always prioritized the development and advancement of programs that fall under the ESG pillars. Since there are clear benefits to be gained by embedding ESG into all facets of the business, Metrolinx has undertaken a refresh, maturation, and integration of ESG practices throughout the organization.

## Material Topics

In September 2019, Metrolinx conducted a materiality survey to identify the social, environmental, and governance topics most material to internal and external stakeholders. These key topics became a focus for Metrolinx's sustainability objectives over the last several years and were updated at Metrolinx Regional Reference Panels hosted in June 2019 and March 2020. Material topics were also informed and updated through an internal advisory committee that met five times between September 2019 and October 2020.

Issues of highest material importance included:

- Using the triple-bottom line (see page 49) in planning and design
- Establishing a sustainable procurement policy
- Reducing GHG emissions through alternative fuels and renewable energy
- Building sustainable and resilient infrastructure adapted to climate change impacts

- Building transit-oriented communities
- Connecting key destinations through transit
- Ensuring transit is affordable, accessible, and reliable

Building on that work, Metrolinx is undertaking an updated materiality assessment in order to focus its maturing ESG work. This assessment has increased stakeholder engagement, to bolster participation from groups such as academia, federal and provincial bodies, vendor and supplier communities, diverse supplier councils, as well as members of Metrolinx's Senior Management Team and Board of Directors.

Metrolinx's material topics will be updated following the completion of this updated assessment, which is in-market at the time of writing. Results will be embedded into forward-looking business plans.

## Assurance

This report and its Global Reporting Initiative (GRI) disclosures are self-declared. Through the Metrolinx Audit, Regulatory Compliance Controls (ARCC) office an external compliance assessment against the Global Reporting Initiative (GRI) requirements will be completed. This review will provide findings on areas of

improvement for Metrolinx to apply in future reporting, with the goal of third-party assurance on compliance to the GRI standard. ESG also continues to be a regular theme of discussion during the ARCC's annual audit planning activity, whereby it is regularly assessed for review in their risk-based audit plan.

# GRI Content Index

## GRI 102: General Disclosures 2016

GRI ref.	Disclosure	Related United Nations SDGs	Disclosure response 2022-2023
102-1	Name of the Organization	N/A	Metrolinx
102-2	Activities, Brands, Products and Services	Goal 9: Industry, Innovation and Infrastructure  Goal 11: Sustainable Cities and Communities	About Metrolinx Pg. 53 Metrolinx Overview: <a href="http://www.metrolinx.com/en/about-us">www.metrolinx.com/en/about-us</a>  2041 Regional Transportation Plan: <a href="http://www.metrolinx.com/en/projects-and-programs/regional-transportation-plan">www.metrolinx.com/en/projects-and-programs/regional-transportation-plan</a>  Projects and Programs: <a href="http://www.metrolinx.com/en/projects-and-programs">www.metrolinx.com/en/projects-and-programs</a>
102-3	Location of Headquarters	N/A	About Metrolinx Pg. 53 Toronto, Ontario, Canada
102-4	Location of Operations	N/A	About Metrolinx Pg. 53 Greater Toronto and Hamilton Area (Golden Horseshoe)
102-5	Ownership and Legal Form	N/A	About Metrolinx Pg. 53 Agency of the Provincial Government
102-6	Markets Served	Goal 9: Industry, Innovation and Infrastructure  Goal 11: Sustainable Cities & Communities	About Metrolinx Pg. 53  Transit Services: <a href="http://www.gotransit.com/en/trip-planning/system-and-route-map">www.gotransit.com/en/trip-planning/system-and-route-map</a> <a href="http://www.upexpress.com">www.upexpress.com</a>  Fare System: <a href="http://www.prestocard.ca/en/about/new-to-presto">www.prestocard.ca/en/about/new-to-presto</a>
102-7	Scale of the Organization	Goal 8: Decent Work and Economic Growth	About Metrolinx Pg. 53  See Metrolinx 2022/23 Annual Report - Financial Highlights, Pg. 12 <a href="http://www.metrolinx.com/en/about-us/the-board/board-meetings">www.metrolinx.com/en/about-us/the-board/board-meetings</a>
102-8	Information on Employees and Other Workers	Goal 8: Decent Work and Economic Growth	There are a total of 6,027 active employees (excluding students, co-op and interns) working across 97 locations as of March 31, 2023.  Total number of employees by employment type, by gender: • Fulltime F: 2,266, M: 3,639. • Part time: F: 58, M: 64  Data was extracted from the Human Resources System of Records.



102-9	Supply Chain	<p>Goal 8: Decent Work and Economic Growth</p> <p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 12: Responsible Consumption and Production</p>	<p>Sustainable Procurement (GRI 204) Pg. 50</p> <p>In 2022-23, Metrolinx continued the administration of the Community Benefits/Community Supports program including the Community Benefit Agreements for Eglinton Crosstown, Finch West and Hurontario LRT projects.</p>
102-10	Significant Changes to the Organization and its Supply Chain	<p>Goal 8: Decent Work and Economic Growth</p> <p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 12: Responsible Consumption and Production</p>	<p>Sustainable Procurement (GRI 204) Pg. 50</p> <p>No changes to report in 2022-2023.</p>
102-11	Precautionary Principle or Approach	<p>Goal 8: Decent Work and Economic Growth</p> <p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 12: Responsible Consumption and Production</p>	<p>Investment Panel and Responsible Planning and Design Pg. 49</p> <p>Metrolinx is regulated by the Federal and Provincial government and the enabling legislation is the Metrolinx Act, 2006.</p>
102-12	External Initiatives	<p>Goal 8: Decent Work and Economic Growth</p> <p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 12: Responsible Consumption and Production</p>	<p>Sustainable Procurement (GRI 204) Pg.50</p> <p>Transit Procurement Initiative Pg. 52</p>
102-13	Membership of Associations	<p>Goal 17: Partnerships for the Goals</p>	<p>American Public Transit Association (APTA)</p> <p>Association of Certified Fraud Examiners (ACFE)</p> <p>Association of Train Operating Companies Rail Delivery Group (ATOC)</p> <p>Canadian Council for Public-Private Partnerships (CCPPP)</p> <p>Canadian Marketing Association (CMA)</p> <p>Canadian Urban Transit Association (CUTA)</p> <p>Chartered Professional Accountants (CPA)</p> <p>Canada Construction Users Roundtable (CURT)</p>

102-13	Membership of Associations	Goal 17: Partnerships for the Goals	<p>Government Audit Group Canada (Association of IIA)  Information Security Forum (ISF)  Information Systems Audit and Control Association (ISACA)  Institute of Corporate Directors (ICD)  Institute of Internal Auditors (IIA)  International Association of Chiefs of Police (IACP)  Law Society of Ontario (LSO)  Ontario Association Chiefs of Police (OACP)  Ontario Construction User Council (OCUC)  Ontario Public Transit Association (OPTA)  Rail Safety Standards Board (RSSB)  Railway Association of Canada (RAC)  Tourism Toronto  Transportation Association of Canada (TAC/ATC)</p> <p>Note that Metrolinx's list of active memberships is continuously evolving and subject to change. A list of currently active memberships can be provided upon request.</p>
102-14	Statement from Senior Decision- Maker	<p>Goal 8: Decent Work and Economic Growth</p> <p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p>	Message From the CEO Pg.2
102-15	Key Impacts, Risks and Opportunities	<p>Goal 8: Decent Work and Economic Growth</p> <p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p>	<p>Risk Management Pg. 45</p> <p>Indirect Economic Impacts and the Community (GRI 203) Pg.46</p>
102-16	Values, Principles, Standards and Norms of Behaviour	<p>Goal 8: Decent Work and Economic Growth</p> <p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p>	Business Conduct and Behaviours Pg. 42

102-17	Mechanisms for Advice and Concerns about Ethics	Goal 8: Decent Work and Economic Growth	Business Conduct and Behaviours Pg. 42
102-18	Governance Structure	Goal 8: Decent Work and Economic Growth  Goal 9: Industry, Innovation and Infrastructure  Goal 11: Sustainable Cities and Communities	Governance Pg. 40  <a href="http://www.metrolinx.com/en/about-us/the-board/board-governance">www.metrolinx.com/en/about-us/the-board/board-governance</a>
102-19	Delegating Authority	N/A	Strategic Planning Pg. 41
102-20	Executive - level responsibility for economic, environmental and social topics.	N/A	Strategic Planning Pg. 41
102-22	Composition of the highest governance body	N/A	Governance Pg. 40  <a href="http://www.metrolinx.com/en/about-us/the-board">www.metrolinx.com/en/about-us/the-board</a>
102-23	Chair of the highest governance body	N/A	Governance Pg. 40  <a href="http://www.metrolinx.com/en/about-us/the-board">www.metrolinx.com/en/about-us/the-board</a>
102-24	Nominating and selecting the highest governance body	N/A	Governance Pg. 40
102-25	Conflicts of Interest	Goal 8: Decent Work and Economic Growth	Business Conduct and Behaviours Pg. 42
102-26	Role of highest governance body in setting purpose, values and strategy	N/A	Strategic Planning Pg. 41
102-27	Collective knowledge of highest governance body	N/A	Material Topics Pg. 55 Strategic Planning Pg. 41  <a href="http://www.metrolinx.com/en/about-us/the-board/board-governance">www.metrolinx.com/en/about-us/the-board/board-governance</a>

102-28	Evaluating the highest governance body's performance	Goal 8: Decent Work and Economic Growth	Material Topics Pg. 55 Strategic Planning Pg. 41  <a href="http://www.metrolinx.com/en/about-us/the-board/board-governance">www.metrolinx.com/en/about-us/the-board/board-governance</a>
102-29	Identifying and managing economic, environmental and social impacts	Goal 8: Decent Work and Economic Growth  Goal 9: Industry, Innovation and Infrastructure  Goal 11: Sustainable Cities and Communities	Material Topics Pg. 55 Strategic Planning Pg. 41
102-30	Effectiveness of risk management process	Goal 8: Decent Work and Economic Growth	Risk Management Pg. 45
102-31	Review of economic, environmental and social topics	Goal 8: Decent Work and Economic Growth  Goal 9: Industry, Innovation and Infrastructure  Goal 11: Sustainable Cities and Communities	Material Topics Pg. 55 Strategic Planning Pg. 41
102-32	Highest governance body's role in sustainability reporting	Goal 8: Decent Work and Economic Growth  Goal 9: Industry, Innovation and Infrastructure  Goal 11: Sustainable Cities and Communities	Material Topics Pg. 55 Strategic Planning Pg. 41
102-33	Communicating critical concerns	N/A	Governance Pg. 40  Metrolinx 2022/23 Annual Report - Enterprise Risk Management, Pg. 53 <a href="http://www.metrolinx.com/en/about-us/annual-reports">www.metrolinx.com/en/about-us/annual-reports</a>
102-34	Nature and total number of critical concerns	N/A	Governance Pg. 40 <a href="http://www.metrolinx.com/en/about-us/the-board/board-meetings">www.metrolinx.com/en/about-us/the-board/board-meetings</a>  Metrolinx 2022/23 Annual Report - Enterprise Risk Management, Pg.53 <a href="http://www.metrolinx.com/en/about-us/annual-reports">www.metrolinx.com/en/about-us/annual-reports</a>

102-35	Nature and total number of critical concerns	N/A	Governance Pg. 40
102-36	Remuneration policies	N/A	Governance Pg. 40
102-37	Process for determining remuneration	N/A	Governance Pg. 40
102-38	Stakeholders' involvement in remuneration	N/A	Governance Pg. 40
102-39	Annual total compensation ratio	Goal 8: Decent Work and Economic Growth	Governance Pg. 40
102-40	Percentage increase in annual total compensation ratio	N/A	Governance Pg. 40
102-41	List of Stakeholder Groups	Goal 8: Decent Work and Economic Growth	Governance Pg. 40
102-42	Identifying and Selecting Stakeholders	Goal 17: Partnerships for the Goals	Our Stakeholders, Pg. 54
102-43	Approach to Stakeholder Engagement	Goal 17: Partnerships for the Goals	Our Stakeholders, Pg. 54 Indirect Economic Impacts and the Community (GRI 203) Pg. 46
102-44	Key Topics and Concerns Raised	Goal 17: Partnerships for the Goals	Material Topics Pg. 55 Our Stakeholders, Pg. 54 Indirect Economic Impacts and the Community (GRI 203) Pg. 46
102-45	Entities Included in Consolidated Financial Statements	Goal 10: Reduced Inequalities	Indirect Economic Impacts and the Community (GRI 203) Pg. 46
102-46	Defining Report Content and Topic Boundaries	N/A	Material Topics Pg. 55 Indirect Economic Impacts and the Community (GRI 203) Pg. 46

102-47	List of Material Topics	Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation and Infrastructure Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 14: Life Below Water Goal 15: Life on Land Goal 17: Partnerships for the Goals	Material Topics Pg. 55
102-48	Restatements of Information	N/A	No material restatements provided.
102-49	Changes in Reporting	N/A	About this Report, Pg.55 About Metrolinx Pg. 55
102-50	Reporting Period	N/A	This report is based on the 2022/23 fiscal year (April to March)
102-51	Date of Most Recent Report	N/A	This is Metrolinx's first publicly reported ESG report
102-52	Reporting Cycle	N/A	Reporting is conducted on an annual basis.
102-53	Contact Point for Questions Regarding the Report	N/A	For feedback, questions or additional information about this report please contact us at 416-869-3200
102-54	Claims of Reporting in accordance with GRI	N/A	About this Report, Pg. 55
102-55	GRI Content Index	N/A	This table serves as our GRI Content Index, with the inclusion of corresponding United Nations Sustainable Development Goals.
102-56	External Assurance	N/A	Assurance, Pg. 55

## GRI 203: Indirect Economic Practices 2016

GRI ref.	Disclosure	Related United Nations SDGs	Disclosure response 2022-2023
103-1	Explanation of the material topic and its boundary	<p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p> <p>Goal 12: Responsible Consumption and Production</p>	Indirect Economic Impacts and the Community (GRI 203) Pg. 46
103-2	The management approach and its components	<p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p> <p>Goal 12: Responsible Consumption and Production</p>	Indirect Economic Impacts and the Community (GRI 203) Pg. 46
103-3	Evaluation of the management approach	<p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p> <p>Goal 12: Responsible Consumption and Production</p>	Indirect Economic Impacts and the Community (GRI 203) Pg. 46
203-1	Infrastructure investments and services supported	<p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p> <p>Goal 12: Responsible Consumption and Production</p>	Indirect Economic Impacts and the Community (GRI 203) Pg. 46
203-2	Significant indirect economic impacts	<p>Goal 9: Industry, Innovation and Infrastructure</p> <p>Goal 11: Sustainable Cities and Communities</p> <p>Goal 12: Responsible Consumption and Production</p>	Indirect Economic Impacts and the Community (GRI 203) Pg. 46

## GRI 204: Procurement Practices 2016

GRI ref.	Disclosure	Related United Nations SDGs	Disclosure response 2022-2023
103-1	Explanation of the material topic and its boundary	Goal 12: Responsible Consumption and Production	Material Topics, Pg. 55 Sustainable Procurement (GRI 204), Pg. 50
103-2	The management approach and its components	Goal 12: Responsible Consumption and Production	Sustainable Procurement (GRI 204), Pg. 50 Transit Procurement Initiative, Pg. 52
103-3	Evaluation of the management approach	Goal 12: Responsible Consumption and Production	Sustainable Procurement (GRI 204), Pg. 50 Transit Procurement Initiative, Pg. 52
204-1	Proportion of spending on local suppliers	Goal 12: Responsible Consumption and Production	Sustainable Procurement (GRI 204), Pg. 50 Transit Procurement Initiative, Pg. 52  91% of purchase orders were issued to vendors within Ontario; and 85.9% of purchase orders were issued with the GTHA

## GRI 305: Emissions 2016

GRI ref.	Disclosure	Related United Nations SDGs	Disclosure response 2022-2023
103-1	Explanation of the material topic and its boundary	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Material Topics, Pg. 55 Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
103-2	The management approach and its components	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Environmental Management System, Pg. 12 Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
103-3	Evaluation of the management approach	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Environmental Management System, Pg. 12 Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
305-1	Direct (Scope 1) GHG emissions	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13



305-2	Energy indirect (Scope 2) GHG emissions	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
305-4	GHG emissions intensity	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
305-5	Reduction of GHG emissions	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
305-6	Emissions of ozone-depleting substances (ODS)	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Metrolinx did not have ODS emissions
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13

## GRI 302: Energy 2016

GRI ref.	Disclosure	Related United Nations SDGs	Disclosure response 2022-2023
103-1	Explanation of the material topic and its boundary	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Material Topics, Pg. 55 Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
103-2	The management approach and its components	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Environmental Management System, Pg. 12 Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
103-3	Evaluation of the management approach	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Environmental Management System, Pg. 12 Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
302-1	Energy Consumption within the organization	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
302-2	Energy Consumption within the organization	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
302-3	Energy intensity	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
302-4	Reduction of energy consumption	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13
302-5	Reduction in energy requirements of products and services	Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land	Greenhouse Gases and Criteria Air Contaminants (GRI 305 & GRI 302), Pg. 13

