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	Greenhouse gases	<p>The ORB project has a strict no idling policy in order to reduce greenhouse gases and to minimize the use of fossil fuels.</p> <p>Project Co self-performs the O&M services and is actively looking at ways to reduce its carbon footprint during operations.</p> <p>Project Co has made significant investments in the last years and bought new state of the art commercial vehicles and pick-up trucks with latest emission control compliant technology.</p> <p>BBGi in coordination with Project Co continues to evaluate LED conversion for all project lighting and has put forward a proposal to the client to investigate it further.</p>
	Waste	<p>Project Co recycles as much waste as possible from their own consumables and from debris that is collected along the roadway. From cardboard to plastics and tires to asphalt.</p> <p>The ORB pavement rehabilitation plan has been designed to minimize the amount of rehabilitation works with high performance concrete put in place for most of the highway and the structures thereby minimizing the use of construction material over time.</p>
	Water	<p>To minimize water pollution, the project uses brine, a sodium chloride with corrosion inhibitors added as an anti-icing and de-icing agent. All solid salt is pre-wet with the brine, relating to a 40% reduction in the amount of salt used that otherwise would have ended up in waterways and lands negatively affecting vegetation and wildlife.</p>
	Land Use	<p>The design of the intersections along the highway was optimized to reduce the amount of land use and earthwork to be moved during</p>



		<p>construction. It also helped to increase traffic flows for vehicles going on and off the mainline highway, thereby increasing the safety of the travelling public.</p> 
	<p>General Factors</p>	<p>The project shortens travel times across the Ohio River significantly.</p> <p>The bridge was designed to last an exceptionally long time - more than 100 years. To achieve this a special concrete was used and more reinforcement was applied to the bridge and the concrete pavement of the road.</p> <p>The project addresses cross-river mobility challenges in the Louisville Metropolitan Area, improves safety, alleviates traffic congestion, and integrates with existing highways, while stimulating the economy of the Louisville-Southern Indiana region. The Ohio River Bridges – East End Crossing project is one of the highest value transportation projects and achieved the Platinum award of the Institute of Sustainable Infrastructure in 2016. For further information please refer to https://sustainableinfrastructure.org/project-awards/ohio-river-bridges-east-end-crossing/</p>

"S"	Social	Comment
	<p>Workforce Diversity</p>	<p>Project Co actively promotes the employment of a diverse workforce across gender, age, nationality or religion. Through Project Co's Employment Program, they are currently providing</p>

		<p>employment to some of their younger members giving them new skills and training within the highway maintenance and construction fields.</p> <p>Project Co invests significant amount of time, resources and funds to increase the well-being of its employees:</p> <ul style="list-style-type: none"> • Health insurance for employees including family members incl. medical, dental and visions • 401k matching • Health and wellness program for employees including free membership to a gym • Private health and wellness lessons on site
	Safety Management	The project is proud to consistently exceed local and international safety performance requirements. It actively invests in regular safety trainings and safety audits.
	Customer Engagement	The project holds frequent stakeholder / customer meetings to promote collaboration, coordination and integration of operations with municipalities and local contractors to ensure seamless operations, maximum efficiencies and to and minimize disruption to the travelling public. From winter maintenance to street sweeping and emergency responses the ORB project staff always works in coordination with other local maintenance operations, municipalities and emergency responders. The project maintains a public facing web site at www.eastendcrossing.com
	Communities	<p>Project Co works closely with all communities in the area during emergency events.</p> <p>ORB Project Co also sponsors the “Newspapers in Education” (NIE). This is an international program that promotes and increases our children’s literacy by using the newspaper as a teaching tool. NIE is a unique way for schools, businesses and the local newspaper to work together in a partnership that benefits all of us - now and in the future. Through the use of daily news, editorial, features and even advertising, students at all grade levels can learn math and cost comparison skills, geography and meteorology, history and current events and how they shape our world, all while improving reading and comprehension. The NIE program helps motivate and teach students with a textbook as fresh as each day’s news. This program originated in the 1930’s.</p>

		 <p>Project Co also started a discussion for a potential cooperation with Habitat for Humanity in Q4 2019.</p>
	<p>General Factors</p>	<p>Nothing to report at this time.</p>

"G"	Governance	Comment
	<p>Structure and Oversight</p>	<p>The project has a rigorous governance structure in place centered around quarterly board meetings and administration and services linked to clear and structured delegation and reporting. An authority matrix has been put in place to distinguish between responsibilities and authority between the SPC management, the FSA provider and the board of directors.</p>
	<p>Code and Values</p>	<p>The project has the following policies in place which are reviewed annually:</p> <ul style="list-style-type: none"> - Code of conduct (incl. bribery & corruption) - Health & Safety - Rapid Escalation Plan - Environmental, Social and Governance (ESG) - Cyber Security - Tax - Whistleblower - Anti Slavery and Human Trafficking
	<p>Transparency and Reporting</p>	<p>The project utilises a quarterly board pack, reporting to the Board of directors on the operational and financial performance of the project and compliance with its obligations and regulation/legislation, including the policies.</p>

	<p>Cyber risk and Systems</p>	<p>Project Co continuously performs information risk analysis and develops mitigating measures. They have a robust and comprehensive IT backup system in place.</p> <p>There is an active multi-layer system of checks and balances put in place whereby the external FSA provider oversees all payments to and from Project Co.</p>
	<p>General Factors</p>	<p>Nothing to report at this time.</p>