













"E"	Environmental	Comment
	<p>Greenhouse gases</p>	<p>The NEST project has a strict no idling policy in place for staff and subcontractors in order to reduce greenhouse gases and to minimize the use of fossil fuels.</p> <p>The Operator’s fleet idling is closely monitored by using fleet tracking software. Weekly reports are distributed to all staff to show results and as a reminder to reduce \ eliminate idling.</p> <p>The Operator implemented the use of tow-plows for winter operations, along with the new metal plows, increasing the efficiency of plowing operations while reducing the carbon footprint. New light vehicles added to the fleet are continually looked at for economical and environmental efficiencies. This will also include the possibility of upgrading the fleet to liquid propane gas vehicles in the near future.</p> <p>A dozen hybrid vehicles have been added to the Operator’s fleet and benefits are being evaluated.</p> <p>In addition to the foregoing, the Operator currently has two electric vehicles on a trial basis. They also have reduced the size of their fleet of F150, F250, and F350’s to include more fuel-efficient vehicles such as Toyota RAV4, Chevrolet BOLT, and Ford Edge vehicles.</p> <p>The Operator uses of 2 remote control spider mowers for vegetation control which has proved beneficial for the environment as well as employee safety. The equipment is very lightweight thus reducing fuel usage and by extension the carbon footprint of the project.</p> <p>The Operator and its parent company have the goal to reduce their overall carbon footprint by 30% before 2030. The facility in Calgary, Alberta has electric car chargers and retrofitted the building to LED lighting. Design is completed for implementation of solar-powered systems in the facility.</p> <p>Project Co developed and implemented a full LED retrofit in NEST for the entire lighting system of both Existing and New Infrastructures. The combined annual CO<sub>2</sub> reductions directly associated with the new lighting systems are estimated at 2,400 tonnes per year.</p>

		
	<p>Waste</p>	<p>The Operator 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 project asphalt rehabilitation plans include the use of asphalt mixes that have as much as 15% of recycled asphalt in them</p> <p>Also, the rehabilitation plan for their granular bases allow the use of Reclaimed Asphalt Pavement – RAP. If done properly, the scheduled pavement rehabilitations will be done with virtually zero asphalt waste.</p>

	<p>Water</p>	<p>The Operator continues to increase the use of calcium chloride, resulting in more efficient snow/ice removal and less use of salt. They also implemented the use of 2 metal plows that utilize segmented blades providing the ability for the plow to better conform to the road surface. This results in removal of more snow in one pass, leaving less for rework which helps in minimizing the use of de-icing agents that inevitably end up in the waterways.</p> 
	<p>Land Use</p>	<p>As part of the project, tens of hectares of ponds were created to allow native vegetation and birds to flourish as naturally as possible. This work was implemented in close collaboration with the Fisheries and Oceans Canada and Alberta Environment and Parks to mitigate the impact of the projects on the native wetlands. The interconnected pond systems deliver an optimal compensation solution and provides a natural habitat three times greater than the wetlands directly impacted by the alignments. The natural landscapes created drew wildlife and vegetation back to the area and favoured optimal drainage of the corridor.</p>
	<p>General Factors</p>	<p>Nothing to report at this time.</p>

“S”	Social	Comment
	Workforce Diversity	Nothing to report at this time.
	Safety Management	The Operator and Project Co both hold a Certificate of Recognition from the Alberta Construction Safety Association for their comprehensive health and safety programs they have in place.
	Customer Engagement	The project has regular, periodical operational performance review meetings with the contracting authority, and in addition periodical liaison meetings, where the Project Manager is attending.
	Communities	<p>The Operator donates annually to Enbridge Ride to Conquer Cancer, MS Society annual bike race, donation and occasionally volunteers to the Calgary Drop-In Center.</p> <p>The Operator and its parent company have an innovation platform called Eureka, where they spend considerable time and effort developing and fostering innovations that can be applied in the future. They organize competitions and grant innovation awards for the best innovations. The Operator is actively participating in local communities through charitable events, many donations in kind are made where they trade services to aid certain charities. In Calgary for instance, they provide traffic accommodations services to the MS Walk and Enbridge Ride for Cancer.</p> <p>The Operator are co-founders of the Hope Run (Cancer fund raiser) and participate in local Toy and Food Drives for less fortunate families in the area.</p>
	General Factors	Nothing to report at this time.



"G"	Governance	Comment
	Structure and Oversight	<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 MSA provider and the board of directors.</p> <p>Project Co has the following policies in place:</p> <ul style="list-style-type: none"> <li>- Code of conduct (incl. bribery &amp; corruption)</li> <li>- Health &amp; Safety</li> <li>- Rapid Escalation Plan</li> <li>- Environmental, Social and Governance (ESG)</li> <li>- Cyber Security</li> <li>- Tax</li> <li>- Authority delegation matrix</li> <li>- Modern Anti-slavery</li> <li>- Whistle Blower policy</li> </ul>
	Code and Values	Project Co and the Operator have both Code of Conduct and Code of Ethics respectively in place to ensure professional, respectful and ethical behaviour of all staff.
	Transparency and Reporting	<p>The Operator self-reports on a monthly basis:</p> <ul style="list-style-type: none"> <li>• Health and Safety Incidents</li> <li>• Traffic Collisions</li> <li>• Salt Usage</li> <li>• Wildlife Impacted by Traffic</li> <li>• Quality Issues</li> <li>• Traffic Control Incidents</li> <li>• Weather-related issues</li> </ul>
	Cyber risk and Systems	<p>The Operator continuously performs information risk analysis and develops mitigating measures. They have a robust and comprehensive IT backup system in place.</p> <p>Project Co has implemented a cyber security system to preserve the integrity of all the project information.</p>
	General Factors	Nothing to report at this time.

