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	<p>Greenhouse gases</p>	<p>NCP encourages staff and subcontractors to not idle vehicles in order to reduce greenhouse gases and to minimize the use of fossil fuels.</p> <p>In an effort to reduce \ eliminate idling, several pieces of equipment in the Operator's fleet will automatically shut-down if the equipment is left idling without an operator present.</p> <p>The Operator implemented the use of segmented plow blades in their primary plow/sanding unit for winter operations. This increases the efficiency of plowing operations while reducing the carbon footprint.</p> <p>New light vehicles added to the fleet are continually looked at for economical and environmental efficiencies.</p> <p>The project has LED lighting utilized throughout the project. 65 watt LED luminaires were used replacing 250 watt high pressure sodium fixtures. The energy savings with the use of LED equates to 969 kilowatt hours per fixture per year. The combined annual CO<sub>2</sub> reduction compared to traditional HPS lamps are expected to be 270 tonnes.</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 advanced, segmented blade system used by the primary plow/sanding truck consists of a wearing edge sandwiched and bolted between three rubber mountings. As these pieces can be separated, the metal and rubber parts are 100% recyclable.</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 an advanced, segmented blade system used by the primary plow/sanding truck 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>After studying the various wildlife in the area of the project, it was designed to install vegetated swale crossing culverts with the bottom portion covered in earth to allow small amphibians and other animals to cross the roadway using the culvert.</p> <p>As part of the project, several hectares wetlands impacted by the new roadway were designed and constructed to allow native vegetation and birds to flourish as naturally as possible. This work was implemented in close collaboration with the City of Saskatoon and the Meewasin Valley Authority to mitigate the impact of the projects on the native wetlands. The project's drainage systems creates natural landscapes created to draw wildlife and vegetation back to the area and favoured optimal drainage of both corridors.</p>
	<p>General Factors</p>	<p>Nothing to report at this time.</p>

“S”	Social	Comment
	Workforce Diversity	<p>Currently the Operator does not have a formal workforce diversity policy. A good work ethic is the primary consideration for employment. This hiring strategy has resulted in an extremely diverse workforce.</p>
	Safety Management	<p>The Operator holds a Certificate of Recognition from the Heavy Construction Safety Association of Saskatchewan for their comprehensive health and safety.</p>
	Customer Engagement	<p>There are regular operation meetings held with the Client to discuss project performance, future interventions and gain feedback on the quality of the service and rehabilitation works provided.</p>
	Communities	<p>The project has reduced traffic on existing bridges, resulting in positive traffic impacts city-wide. This will result in up to nine percent reduction in existing traffic using the Circle Drive North Bridge, with additional reductions in traffic across the City’s other river bridges.</p> <p>The Parkway Bridge is also pedestrian and bicycle friendly, as it includes a two-metre-wide bikeway on the north side and a three and a half metre multi-use pathway on the south side. It also provides an important, improved link for residents and commuters between downtown and the residential areas in the south part of the City for pedestrians, and cyclists.</p> <p>In addition, the City indicated a desire to use the Traffic Bridge for community events. Project Co devised a solution of removable panels in the bridge roadway barriers. With drop-in ramps these then integrate the pedestrian and cyclist path with the closed roadway providing an enhanced user experience.</p>

	General Factors	<p>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. Over \$380,000 in cash/or services has been donated in the past year.</p> <p>Our consortium was able to provide the client with value for money savings of \$69.4 million – 19% lower than the public sector comparator and over double the savings the client anticipated in its business case.</p>
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“G”	Governance	Comment
	Structure and Oversight	The project has a rigorous governance structure in place centered around quarterly board meetings. The MSA provider is governed by an authority matrix, which provides for clear guidance on their day-to-day responsibilities and authorities
	Code and Values	The projects have the following policies in place which are reviewed annually: <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>
	Transparency and Reporting	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.
	Cyber risk and Systems	The Operator continuously performs information risk analysis and develops mitigating measures. They have a robust and comprehensive IT backup system in place.

	General Factors	Nothing to report at this time.