
















"E"	Environmental	Comment
	<p>Greenhouse gases</p>	<p>The SEST 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. 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.</p> <p>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>Project Co together with the Operator are evaluating the potential opportunity to implement a full LED retrofit for the entire lighting system which will provide significant CO₂ reductions.</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.</p> <p>The project asphalt rehabilitation plans include the use of asphalt mixes that have as much as up to 30% of recycled asphalt in them.</p> <p>Also, the rehabilitation plan for their granular bases allow the use of Reclaimed Asphalt Pavement – RAP. It is expected that 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.</p> <p>Meetings with the local county have been initiated to begin the process of getting approvals to use overflow pond for brine production (2020-21). This is instead of using vacuum trucks to remove excess and dump to storm water drains and using our local well water as a source.</p>
	<p>Land Use</p>	<p>As part of the SEST 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 compensation solution is based on a three-times impacted area ratio and includes interconnected pond systems and enhanced natural habitats. 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>The Operator reviewed presentations and proposals to swap conventional diesel light towers and gensets to more eco friendly solar units for overnight operations and repairs. This is an early stage initiative.</p>

“S”	Social	Comment
	Workforce Diversity	Nothing to report at this time.
	Safety Management	Project Co and the Operator 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	Regular meetings with the customer are scheduled quarterly that include full site tours and feedback sessions. Minutes for all meeting are approved by all attendees.
	Communities	Nothing to report at this time.
	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. The Project Co management is governed by an authority matrix, which provides for clear guidance on their day-to-day responsibilities and authorities. The Project Co management is led by a General Manager who reports to a supervisory board on a regular basis with meetings to take place every 2 months.</p>
	Code and Values	<p>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. In addition, the following policies are in place:</p> <ul style="list-style-type: none"> • Health & Safety • Code of Conduct / Anti-Bribery • Environmental and Social Governance • Business resilience and recovery program • Global Tax Compliance • Cyber Security • Whistle blower • Modern day human slavery
	Transparency and Reporting	<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. We have a culture in place whereby errors, threats or opportunities are to be highlighted to the board of directors without delay.</p> <p>The operator self-reports on a monthly basis:</p> <ul style="list-style-type: none"> • Health and Safety Incidents • Traffic Collisions • Salt Usage • Wildlife Impacted by Traffic • Quality Issues • Traffic Control Incidents • Weather-related issues

	<p>Cyber risk and Systems</p>	<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>General Factors</p>	<p>Nothing to report at this time.</p>