

2022

SUSTAINABILITY REPORT

ITR CONCESSION COMPANY LLC



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Message from THE CEO



A stylized, handwritten signature of Nic Barr in white ink.

Nic Barr
Chief Executive Officer

Dear stakeholders:

As we welcome a new year, we're laying the groundwork for more distant horizons. I present our 2022 Sustainability Report on behalf of ITR Concession Company (ITRCC) with pride in the care and dedication of our teams and the smart investments we're making to build a better future. Emerging with a renewed sense of stability after the day-to-day uncertainty of the past couple of years, I remain grateful to our employees, our partners and vendors, the motorists who trust us with their journeys along the Indiana Toll Road, and the communities we connect.

In the following pages, we highlight the people and priorities that shaped ITRCC in 2022. We earned industry-wide recognition for our safety standards and worked to empower our teams on and off the Toll Road with the tools and trust they need to achieve their goals. We continued to roll out modern technologies and innovative programs, and made changes both large and small to offset the harms of climate change and achieve our commitment of reducing our carbon footprint with science-based targets — a 50% reduction by 2030 and carbon neutrality by 2050.

Every month, our management team conducts safety walks on the floor of our maintenance barn to ensure our road-crew team have the opportunity to share their firsthand experiences and observations. For those working along the active roadway, our investments in machinery and equipment like new guardrail trimmers, pothole patchers, and litter pickers improve the efficiency of our roadway maintenance while further reducing the risk of workplace injuries.

Expanding our investments in a smooth and efficient journey for motorists along the Toll Road, we upgraded our toll systems with an embrace of new technologies, from Automatic Toll Payment Machines to new transponder readers. For motorists, we made payments even easier and faster with tap-to-pay rollouts, integrating with major digital payment platforms from Apple and

Google. To better equip our internal systems to prevent or manage the risks posed by cyber threats, we enacted several critical cybersecurity enhancements and continue to remain vigilant.

In working toward reaching our long-term emissions-reduction goals, we established hybrid vehicles as the standard option for reducing emissions as we gradually replace our fleet. As the supply of electric vehicles increases to cope with extremely high demand, we also intend to build up a greater percentage of electric vehicles in our fleet. We're replacing older natural gas systems in our facilities with electrified buildings and expanding our investments in renewable energy, including a partnership for more solar energy installations at 16 roadway locations. And drivers of electric vehicles are making great use of our EV charging stations along their routes.

Lastly, I'd like to draw your attention in particular to three employees we spotlight in this year's report. Environmental health and safety analyst Brian Bass led an initiative that brought Occupational Safety and Health Administration certification trainings in-house to ITRCC, sharing his own expertise to equip colleagues with mandatory safety knowledge. Customer service agent Brittany Harvey expanded the care and inclusivity we're able to provide, supporting others who also experience hearing impairment through her fluency in American Sign Language (ASL). And Municipal Storm Sewer System coordinator Matthew McLaughlin drew from his upbringing on a family farm when dedicating himself to improve our communities' soil, water, and air quality.

Our employees make ITRCC the company what it is today. Our staff graciously volunteer their time to support those in need, whether in partnering with organizations like Habitat for Humanity or collecting and donating items like pet food, school supplies, and nonperishable foods. Their stewardship within the communities where they work and live set a model for others to follow.

About ITRCC

Established in 2006, ITRCC is responsible for the construction, maintenance, repair, and operation of the 157-mile Toll Road. Headquartered in Elkhart, the Toll Road spans Northern Indiana, linking Chicago with the Eastern Seaboard. Designated as part of Interstate 80/90, the Toll Road serves as a vital transportation link in the Midwest.



Our INVESTORS

ITRCC is owned by a group of world-leading pension funds and other like-minded investors with a focus on long-term and sustainable investment commitments, combined with strategies to deliver results that directly support millions of public employees, retirees, and their families.



Board of DIRECTORS



Dennis
Oklak
*Independent
Chairperson*



Eve
Bernèche



Renae
Conley



Ken
Daley



Lisa Greer
Quateman



Michael
Kulper



May
Soh



SAFETY

Whether out along the Toll Road or at our Elkhart headquarters, safety is constantly evolving and always essential. Motorists rely on us around the clock to reach their destinations safely, and it's critical that our staff have the tools and support they need to remain safe at work. ITRCC encourages a workplace culture that takes a dynamic approach to these priorities, committed to investing in modern equipment, innovative technologies, employee empowerment, and other best practices to minimize the risks along the roadway. A safe environment protects everyone.

Moving the right direction on wrong-way driving

In 2022, the International Bridge, Tunnel and Turnpike Association (IBTTA), a global industry association, honored ITRCC with its IBTTA Toll Excellence Award for Safety. This distinction recognized the progress we've made in creating a wrong-way driver detection and alert system designed and deployed to mitigate the rare but extremely dangerous risks of wrong-way drivers.

More than three years ago, we first reached out to trusted partners to develop a new system to be able to detect any drivers entering the Indiana Toll Road in the wrong direction. Most incidents are the result of intoxication, distraction, or confusion. In 2020, we began to install a range of high- and low-tech safety enhancements — from new signage and LED lighting to thermal detectors and automated warnings — along the ramps of two popular toll plazas.

These initial updates not only immediately notified any drivers who inadvertently approached the entrance of the Toll Road from the wrong way on an exit ramp, but also they provided a rapid, real-time alert to our Traffic Management Center (TMC), ITRCC's management team, and the Indiana State Police. In 2022, we rolled out our system across an additional four toll plazas.

Our wrong-way driver detection works by establishing three zones: an initial detection zone, a self-correction zone, and an alert zone. If any motorist along the Toll Road enters the detection zone going the wrong direction, our system of thermal detectors, high-speed cameras, and automated warnings activate to inform the driver of the error and to turn around immediately. A notification also puts the TMC, ITRCC management, and the State Police on high alert.

If the driver does not change direction within the distance of the self-correction zone, the TMC issues a dynamic message on high-visibility signage that warns other motorists along



the roadway of the impending risk ahead. The warning system also enables first responders, the State Police, and TMC operators to spring into action with an urgent, real-time response.

While these instances remain infrequent along the Toll Road, an increase in the total number of passenger vehicles traveling on the roadway followed a Covid-19 slowdown in 2020 and 2021. As a result, in 2022 we saw not only more motorists, but also more motorists beginning to travel the wrong direction. Of 97 cases, 95 of these drivers self-corrected. Only two drivers in 2022 continued driving the wrong-way past the self-correction stage — a 75% decrease from 2021.

Any occurrences of wrong-way driving are still too many, but until driver intoxication, distraction, and confusion go away altogether, such critical safety measures set an example. As we continue this investments, we appreciate IBTTA's industry-wide recognition in naming ITRCC amongst "the very best projects and programs the international tolling industry has to offer."

"I've seen firsthand the devastating impact of wrong-way driving events and applaud ITRCC's initiative and investment in improving safety for all of us. We look forward to seeing a further rollout of this technology as part of the ongoing effort to save the lives of motorists in Indiana."

— Ted Bohner, Public Information Officer
Indiana State Police

Building a culture of safety beyond certification

To promote a safe and healthy work environment, the Occupational Safety and Health Administration (OSHA) provides a certification program known as OSHA 30 — confirming an employee's completion of 30 hours of safety training authorized by the U.S. regulatory body.

Developed to ensure employees with supervisory duties are fully equipped to identify, understand, and manage — as well as predicting and avoiding — the kinds of hazards they may experience in their workplace, the OSHA 30 coursework covers basic and advanced safety and health practices and concludes with a certification card issued by the U.S. Department of Labor.

In past years, ITRCC relied on independent services to lead our trainings. In 2022, we invested in-house instead. Brian Bass, a member of our Environmental Health and Safety team, shared his six years of experience as an OSHA trainer to educate our team members. Applying his knowledge of both the Indiana Toll Road and the requisite course material, Brian was able to deliver customized insights into general safety topics and those most relevant to the Toll Road. With OSHA 30 expertise now at ITRCC, we're able to provide this education on demand and serve as a resource for other local agencies and organizations seeking to deliver the same.

While the OSHA 30 program ensures an important baseline of knowledge at a wide range of employers across the United States, certification is only a starting point for ITRCC. Our ultimate goal is for our team leads and team members to implement the lessons they've learned to their day-to-day responsibilities and further advance our culture of safety, maintaining a safer environment for all of our employees and everybody who travels along the Toll Road.

"Success would be to retain what you've been taught and bring your knowledge to work."

— Brian Bass, Environ. Health & Safety Analyst
ITRCC



PREPARING FOR WINTER WEATHER

From snow squalls to outright blizzards, from rain-slick roadways to hard-to-see "black ice," from foggy conditions to the blinding reflections of sunlight — winters in Indiana can pose an array of challenges for motorists. To improve safety on roadways across the state, ITRCC teamed up with the Indiana Department of Transportation and the State Police in support of Indiana Governor Eric Holcomb's campaign to remind drivers to be aware, prepared, and cautious.

Officially declaring November 6th to November 12th as Winter Preparedness Week in Indiana, Governor Holcomb's initiative informed new residents and reminded longtime locals of the hazards of the winter season. While the Indiana Toll Road is dedicated to helping motorists reach their destinations without worry year-round, during winter storm events we staff for safety:

- Roughly 90 employees are deployed on 12-hour shifts
- Our vehicle fleet includes 42 trucks built for heavy snow conditions
- Our Traffic Management Center (TMC) monitors traffic and road conditions around the clock

With an active line open to state agencies and first responders, we approach emergency weather situations with utmost care. More than 40 roadside cameras enable real-time response, and the TMC alerts motorists of weather conditions, hazardous traffic, snow plows on the roadway, and other essential information using dynamic messaging signs in all seven counties.

Upgrading machinery for employee safety

With advances in modern road equipment, working along the Toll Road no longer needs to involve the kinds of risks our road crew historically had to confront along an active roadway. By investing in new machinery with greater mechanical functionality and safety precautions, our employees now spend less time on or near ongoing traffic, which reduces their risk of injuries.

FOR INSTANCE, WE RECENTLY ADDED THE FOLLOWING TO OUR TOOLS OF THE TRADE:



ROAD RAKE LITTER COLLECTOR: When debris obstructs any part of the Toll Road, motorists face an immediate risk. So too do the ITRCC employees who respond rapidly to clear the debris from the roadway. While our dynamic messaging signs have already been informing drivers of the potential problem ahead, we also invested in a Road Rake Litter Collector, a new machine that assists our road crew in collecting objects on the road in a dumpable conveyor system while enabling staff to remain safely inside the vehicle’s cab.



GUARDRAIL TRIMMER: Cutting weeds, grass, and other plants along the roadway has long been a manual job completed by our road crew putting “boots on the ground.” Walking along the edge of the Toll Road to trim back the natural growth, they faced increased risks from the environment, their handheld equipment, and motorists. The addition of a large-scale Guardrail Trimmer has enabled us to enhance productivity, improve the visibility of the roadside work, and keep staff safer, again from within the vehicle’s cab.



POTHOLE PATCHER: To patch potholes and remedy pavement damage in the past, two team members needed to work together with a shovel and hand tamper along the mainline and shoulder of the Toll Road. With the aid of an advanced Pothole Patcher, it’s now more efficient and safer for a single person to clean, fill, and seal potholes without needing to leave the vehicle, while protected by a team set up in barrier trucks.

Complementing our ongoing Pavement Upgrade for a Superior Highway (PUSH) project, these technology improvements — in 2022, like in preceding years — contributed to great progress in completing essential roadway maintenance and other important work while significantly reducing the amount of time members of our staff are exposed along the roadway.



Leadership team during monthly Safety Walk

Welcoming feedback on a monthly walk

Every month, road-crew members at maintenance barns along the Toll Road welcome a group of expected guests: ITRCC’s leadership team. The on-site visit from CEO Nic Barr, other senior executives, and various managers is part of an internal open-door policy designed to maintain and strengthen trust and safety throughout the organization by welcoming honest feedback.

On these monthly Management Safety Walks, ITRCC’s broader leadership team see firsthand the facilities, safety apparatuses, and emergency preparedness from the ground

level. The road crew and other employees at all levels are encouraged to join in person to ask and answer questions, explain safety features and other details that fall within their expertise, and raise any concerns they may have about their working conditions or anything they need to succeed.

By both walking the walk and talking the talk when it comes to identifying and discussing safety deficiencies and strategies for improvement, ITRCC’s leadership and non-leadership employees alike have highlighted the value of the opportunities afforded by these regular conversations.

STOPPING FOR SAFETY

When it comes to safety along the Toll Road, it’s always better to be safe than sorry. To help empower our employees, ITRCC introduced a “See Something, Say Something” action plan. As part of this effort, road-crew members carry “Stop Work Authority” cards — giving them the authority to demand work to stop if at any point they see anything that may be unsafe. If an employee presents one of these cards and identifies concerns about how a job is potentially being conducted, an immediate work stoppage goes into effect until a safety official can assess the situation and make any corrections to protect the health and safety of all involved.



Stop any work or behavior you deem unsafe to yourself or coworkers.

STOP WORK AUTHORITY



You will **never** be penalized for stopping unsafe work or speaking up about hazards and injuries.

EHS@indianatollroad.org
EHS Department
574-904-2697
Brian Taylor





EMPLOYEES

The care and commitment of our teams in delivering a world-class service to the travelers and communities who depend on the Toll Road are what makes ITRCC an employer of choice in the region. In 2022, we entered into a new partnership to hire and support employees with special needs, introduced American Sign Language lessons in the workplace, and continued to invest in the future with our internship program and leadership academy. Our ongoing efforts to nurture a diverse, inclusive, and welcoming workplace lead to even greater employee engagement.



Brittany Harvey outside the Indiana Toll Road Administration Building

Partnering toward greater inclusion

Based on calculations by the National Institute on Deafness and Other Communications Disorders, an estimated 13% of people in the United States aged 12 years or older have hearing loss in both ears — with disabling hearing loss increasing significantly with age. To better support travelers along the Toll Road with hearing impairments, in 2022 we established a new partnership with TradeWinds Services, a nonprofit serving people with special needs.

Based in Merrillville, Indiana, TradeWinds seeks to increase the employment rate of people with disabilities by focusing on their abilities. As a result of our relationship, every ITRCC employee attended a deafness-sensitivity course developed as a collaboration between TradeWinds and our human resources and communications departments. Upon the request of our employees, we also developed our first American Sign Language (ASL) class. After 30 ITRCC team members completed this initial program, we began to develop a second semester of ASL classes that will be available in 2023 to the families and friends of ITRCC employees as well.

With recruitment and onboarding support from TradeWinds, last summer ITRCC welcomed Brittany Harvey as a customer service agent. Brittany uses ASL to communicate — and TradeWinds provided interpreters at our Elkhart headquarters and at her home office to help set her up for success throughout orientation. In her role, Brittany manages customer email inquiries and also provides support to travelers and others who are hard of hearing.

“We could not be more thankful for this opportunity to promote Deaf Awareness,” said Lisa Tatina, Director of Development at TradeWinds Services. “The experience thus far with Brittany has been flawless due to her dedication and the exceptionally conscientious ITRCC staff.”

Made possible by IFM Investors’ Community Grants Program, ITRCC’s partnership with TradeWinds provides a roadmap for onboarding future employees and creating new opportunities that support underrepresented and underserved communities in Indiana.

“My time working with ITRCC has been nothing but positive. Everyone has been so flexible, patient, and, most importantly, accommodating. They don’t set limits, and they’re working for equality. I hope to see more deaf people joining the business, and that my experience sets an example for other organizations on how to be a truly equal opportunity employer.”

— Brittany Harvey, Call Center / Digital Media Agent
ITRCC

Interning as a two-way street

To attract new talent and stay competitive in the regional employment market, ITRCC offers a competitive internship program for undergraduate and graduate students that provides higher wages compared to other employers in the surrounding area.

In 2022, our interns came from Indiana-based schools like Ball State University, Indiana University, and University of Notre Dame, as well as from Grand Canyon University in

Arizona and Bethel University in Minnesota. These students applied their studies to real-world tasks while working across our engineering, IT, communications, and human resources departments.

Our internship program provides a two-way street: ITRCC benefits from fresh perspectives and business insights, and our interns gain experience in their fields and learn our culture of safety.

2022 interns:



Dastan T.
Major: Environmental Engineering
School: University of Notre Dame
Department: Engineering

On company culture:
The environment was very supportive, and every member of the engineering team was helpful throughout the entire experience. I was able to pick up multiple new skills in the engineering field as well as see what a management position is like.



Carlos J.
Major: Engineering & Management
School: Bethel University
Department: Engineering

On real experience:
I learned a lot about engineering, networking, construction management, and the importance of efficiency along every facet of the company. From Project Bifrost to Skywalker, I was able to see firsthand what Civil Engineering is all about.



Marco E.
Major: Computer Science
School: Indiana University
Department: IT

On company culture:
I have been able to work and learn about the company’s values and what ITRCC stands for. I have realized that this company truly cares for their employees.



Paola P.
Major: MBA candidate
School: Grand Canyon University
Department: Human Resources

On real experience:
I was able to learn many aspects of the human resources field, including the hard work behind the scenes and the effort that the team puts into making ITRCC a great company to work for. I have been offered a position, and that wouldn’t have been possible without the knowledge I gained from ITRCC.



Sydney D.
Major: Public Relations
School: Ball State University
Department: Communications

On professional growth:
I am very thankful for my time as a PR intern and know that I have grown as a professional because of the guidance and direction from my supervisor and the ITRCC team.

Protecting soil, water, and air quality

Spotlighting MS4 coordinator Matthew McLaughlin

As ITRCC’s coordinator of the Municipal Separate Storm Sewer System (MS4), Matthew McLaughlin manages the systems used for the collection of stormwater and its discharge into public water bodies. These can be quite complex or as simple as drainage systems, gutters, and ditches, much like those found along the 157-mile expanse of the Indiana Toll Road. And while Matt is an expert in his field, his knowledge covers soil and air quality too. When ITRCC’s operations team has questions about handling trees that obstruct traffic cameras or concerns about local deer populations, we rely on Matt for his analysis and recommendations.

As an undergraduate at Ball State University in Muncie, Indiana, Matt studied environmental science and geographic information systems. He joined ITRCC in 2007, where he has continuously invested in building community connections and collaborating on environmental efforts. He meets regularly with the Northwest Indiana Storm Water Advisory Group to share best practices and learn about new regulations and emerging issues.

As MS4 coordinator, Matt ensures our operations and those of our contractors comply with federal, state, and local regulations. These include regularly monitoring construction and repair activities, filing reports with regulatory agencies, and staying up-to-date on emerging topics of concern. Matt also monitors septic systems, maintains plans for hazardous materials, and works to prevent gullies and erosion. These efforts improve the soil, water, and air quality of our communities, and, if necessary, enable us to identify and rapidly mitigate any negative impacts.

Beyond his MS4 responsibilities, Matt has taken the lead as a pivotal organizer in ITRCC’s tree-planting campaigns. He regularly shares his knowledge of native species to best match the appropriate tree with the surrounding environment



Matt McLaughlin at the tree-planting volunteer event

and soil type necessary for its success. In part thanks to Matt’s guidance, in May 2022 our employees planted 375 new Eastern red cedar trees, bringing the total number of trees now along the Toll Road corridor to more than 1,000. Matt selected the cedar for its overall hardiness, its evergreen quality throughout all four seasons, and the importance of the berries it produces for the diets of migratory songbirds.

People who bump into Matt along the Toll Road are often greeted with a firm handshake and a smile. His conversations with colleagues and travelers alike touch on everything from state water policy to soil chemistry to the merits of different types of safety gear. When asked about how he developed such a passion for natural resources, McLaughlin pointed to his upbringing.

“It’s simple: I was raised on a farm,” he said. “I had the best mom in the world, and she taught us how to use a one-acre garden to feed the family. My dad worked in a factory but also had an 80-acre farm, raising hogs, cattle, geese, corn, and beans. Hunting helped put meat on the table. It was a lot of work, but it was worth it. I’ve never lost that appreciation of the outdoors.”

Developing future leaders

Preparing for the future can’t wait for the future. Every quarter, ITRCC’s leadership and executive teams meet with human resources to update the company’s succession plan. This strategy document identifies potential successors for key positions and outlines the education, training, certifications, and other preparations these candidates may require to succeed.

Put on hold on account of Covid-19 policies in 2020 and 2021, we reintroduced the ITRCC Leadership Academy during our Q1 2022 Roadshow as a means of renewing our focus and investment on employee development — especially those eager to advance within the organization. The Leadership Academy develops these current and future leaders while providing a clear pathway to fill key positions, should they become vacant for any reason.

Those participating in the two-year Leadership Academy program must become active members on an employee committee, such as our Events, ESG (Environmental, Social, and Governance), Wellness, Safety, and/or Diversity committees. They must also engage in furthering their education, exploring topics and trainings that have tangible outcomes, such as a certificate of higher education, competency testing measurements, or survey results.



2022 Leadership Cohort

The program’s foundational leadership trainings are delivered through an ongoing partnership with the nationally ranked Kelley School of Business at Indiana University. Concluding with a capstone presentation to ITRCC’s Executive Committee, participants prepare elements of a formal project management outline, such as identifying stakeholders, risks, budgets, value returns, and potential operational improvements. This holistic learning experience enables ITRCC employees to prepare and apply their skill sets across all aspects of our business. By supporting a diverse, committed, and experienced group as ITRCC’s next generation of leaders, we have also seen an increase in opportunities for new kinds of creativity and problem-solving.

PUTTING DIVERSITY FIRST

With more than 60% of ITRCC’s employees in 2022 identifying as minorities, women, and/or veterans, we’ve seen how a culture of diversity and inclusion not only helps promote equality but also reduces employee turnover and leads to more creative and empathetic approaches to business. A more diverse workforce better understands employee and customer needs by drawing from a wider range of experiences and perspectives that can inform decision making.

To advance these aims, ITRCC uses the DiversityFIRST certification program as a tool to instill an understanding of the myriad ways diversity and inclusion can benefit not only our workplace but also how we can best



support the motorists and communities who rely on the Toll Road.

Blending both theory and practice through a five-day intensive curriculum and followed by ongoing opportunities for professional development, the DiversityFIRST program provides professional skills that help advance more equitable environments. Many of our managers and leadership teams have now obtained, or are actively working toward, this certification.



CUSTOMERS

The success of the Indiana Toll Road depends most of all on the quality of our customers' experiences, regardless of whether the motorists who travel along our roadway are living and commuting locally, visiting the region, or passing through on long-haul routes. As they trust us with their journeys, we're working to get them where they're going as safely and efficiently as possible. We continue to see our investments in tolling improvements, new payment systems, back-end security enhancements, and other innovative technologies lead to measurable results.



Speeding up the tolling experience

In 2022, we expanded our investments in a multi-year lane refresh project, designed for a more efficient experience that saves motorists time as they travel along the Toll Road. As part of our efforts to modernize in-lane equipment and deliver enhanced tolling, we rolled out new Automatic Toll Payment Machines (ATPMs), transponder readers, and traffic cameras. On the back-end — unseen by motorists, but essential to their experience on the roadway — we continued to rework and modernize our internal systems to improve speed and functionality.

For motorists, the impact of these investments was seen most of all in a reduction of the length of time they spent at the toll gate. For ITRCC, the rollout of new equipment helped drive

greater operational efficiencies while reducing the costs and time required for maintenance and repairs.

As we approach the conclusion of this phase of our ongoing lane refresh project, we will soon have a fully upgraded system that's robust, simplified, and user-friendly. At the conclusion of 2022, 83% of a targeted 140 installations were completed at exit lanes along the Toll Road. We anticipate completing 100% of the lane installations as soon as March 2023. Furthermore, we're investing in the process of increasing the number of machine-enabled lanes available by 17%. Each ATPM will also be equipped with information approved by the Americans with Disabilities Act (ADA) guiding motorists toward additional resources if they require further assistance.

17% increase in machine-enabled lanes

83% of exit lanes completed by December 2022

Tapping into the future

With each passing year, fewer and fewer motorists pay their tolls with cash. In response to this change in customer behavior and expectation, the Indiana Toll Road is continuing to invest in modern electronic payment systems that further expedite the travel experience on the roadway.

Toll lanes along the Toll Road now offer the option of contactless payments, also known as “tap-to-pay.” This option allows motorists to use credit cards equipped with a contactless chip by simply holding the card close to the card reader at the toll gate. We also integrated the ability to make a toll payment using Apple Pay or Google Pay directly from mobile phones enabled with Near Field Communication (NFC) technology. The results are significant, especially when considered at scale: tap-to-pay reduces an individual's time at the toll between 40% and 75% when compared to the time required to swipe a credit card using its magnetic strip.

While staying abreast of further industry innovations in payment technologies, we're also investing in maintaining and enhancing our security protocols around payment transactions. Our new roadway systems implement point-to-point encryption (P2PE), an encryption standard required by the PCI (Payment Card Industry) Security Standards Council. The standard ensures the algorithmic encryption of cardholder information, starting immediately at the point of payment through to the payment processing system. This further secures private customer data.

While E-ZPassSM transponders remain the fastest method of tolling due to designated lanes, our new options will help each lane move quickly, regardless of motorists' payment preferences.



IN CASE OF EMERGENCY

ITRCC invested in offline credit card readers in the event the internet goes out. These handheld backup devices will keep the Indiana Toll Road running for up to 72 hours.



Measuring our forward progress

Since 2019, ITRCC has measured customer satisfaction and community perceptions along the Toll Road corridor using an evolving measurement process. That first year, we surveyed a total of 12,000 travelers to identify the priorities they valued most: better road safety, faster travel times, higher-quality road conditions, and their overall customer experience. Since beginning this initiative, we've collected insights and constructive feedback from 25,000 surveys, which have informed our investments in technology, incident response, and capital upgrades.

At the start of 2022, we launched the NPS (Net Promoter Score) E-ZPass Customer Survey to more deeply understand individual responses as well as overall trends in customer sentiment. NPS is a universal marketing indicator captured through a single question posed to a recent customer: "On a scale of 1-10, how likely are you to recommend a product or service?" The NPS then reflects a company's customer promoters in relation to its detractors. For two decades, this measure has been a leading indicator for operational health and the potential for growth within an industry. ITRCC has also converged on NPS as a key performance indicator.

Within the first half of 2022, ITRCC's net promoter score from our NPS E-ZPass Customer Survey achieved a remarkable +23 — higher than most other companies in transportation and public services. Our commitment to customer service, respect, excellence, stewardship, and teamwork is reflected in the sentiments of respondents who champion the same values.

What makes our 2022 survey unique beyond the NPS is

81%

indicated cleanliness as Excellent/Good at travel plazas

the inclusion of questions to gauge granular insights into customers' satisfaction along the Toll Road, including whether they noticed improvements and changes, experienced delays at a toll gate, and other important observations that most commonly shape customer satisfaction. With more than 7,500 surveys completed within the first six months of the year, we were encouraged by the initial set of results:

- 75% reported satisfaction with the ease of travel through the Toll Road's toll plazas
- 71% reported satisfaction with the condition of operations at toll gates
- 59% reported noticeable improvements along the Toll Road within three years

Respondents identified enhancements to pavement conditions and overhead dynamic messaging signs in particular. One out of every four motorists reported stopping at the Toll Road travel plazas during their travels, which provided another rich vein of customer feedback:

- 81% rated the cleanliness of the Toll Road's travel plazas as "Excellent/Good"
- 78% expressed overall satisfaction with the services provided on-site
- 75% reported satisfaction with staff friendliness

As we continue to adjust and improve our operations based on the responses we receive, we recognize the importance of quantifying often qualitative values and comparing data over time to ensure we respond quickly to critical feedback and move customer sentiment the right direction.

75%

were satisfied with staff friendliness at travel plazas

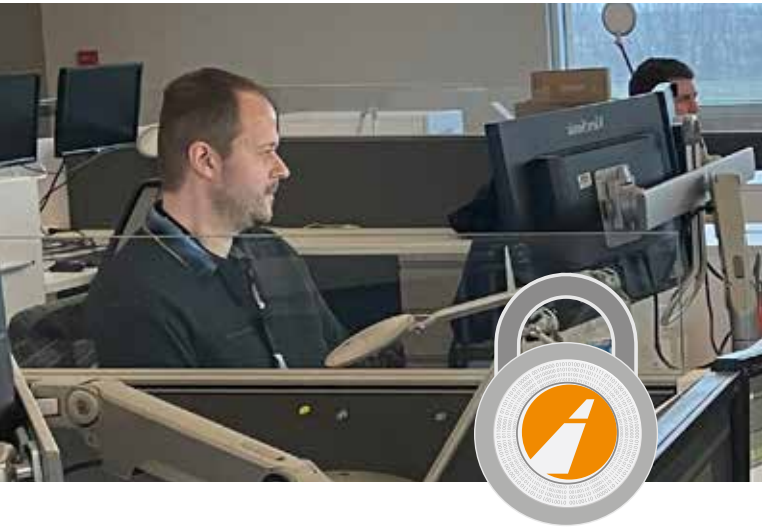
Taking the driver's seat on cybersecurity

Amidst increasing geopolitical strife, manipulative scams, and malicious threats from actors around the world, ITRCC recognizes the importance of investing in cybersecurity for protecting customer and employee data and preventing access to the Toll Road's internal systems.

In 2022, we conducted a full review of our cybersecurity needs and identified several preventative enhancements to combat potential risks:

- Implementing cybersecurity risk management practices to better discover, track, and remediate vulnerabilities
- Ensuring point-to-point encryption (P2PE) standards to strengthen security around payment information on all roadway transactions
- Partnering with security operations center Omnisees for 24/7 threat monitoring and protection
- Enhancing ITRCC's internal education program to combat phishing
- Administering KnowBe4 security awareness trainings

Furthermore, in the wake of breaches and attempted breaches reported worldwide, ITRCC invested in upgrading



our security operations to better manage our response if we were to experience any compromise:

- Creating new offsite recovery and backup systems
- Completing security incident response playbooks, including areas for continuous improvement, review, and practice
- Conducting security tabletop exercises to confront ransomware
- Retaining a third-party incident response team

With cloud computing today enabling so many of the technology advances that improve the travel experience for motorists along the Toll Road, we're also cognizant of the need to stay on top of cybersecurity. We're continuing these investments to protect our systems by migrating our data infrastructure, increasing firewall protection, and staying vigilant.

INTRODUCING TRAVEL ADVISORY ALERTS

Our Traffic Management Center (TMC) team works day-in and day-out year-round to keep motorists safe while driving along the Toll Road.



In 2022, we implemented travel advisory alerts at all eight of our travel plazas to inform motorists about winter weather conditions, roadway incidents, and other alerts. Large screens now advise motorists whether it's better to stay put at the toll plaza or to drive with elevated caution.

By providing timely safety information, we've received positive feedback from motorists who appreciate waiting until road conditions improve in comfort at one of our travel plazas with a coffee, meal, and our facilities.



COMMUNITY

As well as caring for the well-being of all who travel along the Indiana Toll Road, ITRCC and our employees share a mission of making a positive impact on the communities where we work and live. Our team members volunteer time and resources to support projects and organizations, inspire students, and grow a stronger pipeline of other businesses. In 2022, we built houses with Habitat for Humanity's "Women Build" program, collected items for animal shelters, schools, and food banks, sent well wishes to U.S. military personnel overseas during the holidays, and more.



Building alongside Habitat for Humanity

For nearly half a century, the international nonprofit Habitat for Humanity has pursued its mission of bringing “people together to build homes, communities, and hope.” In early autumn 2022, ITRCC partnered with the local Habitat in Northwest Indiana to support and participate in a two-day “Women Build” program building homes in Lake Station and Gary, Indiana.

In determining its “partner families” for the newly built homes, Habitat bases its selections on a need for stable, affordable housing. Most of these families earn between 30% and 80% less than the median income, and often they live in communities where rent is vastly out of proportion to income. Of the families applying for support, 95% are headed by single mothers.

For its “Women Build” program, 20 ITRCC employees representing departments across the Toll Road joined future homeowners and other volunteers in Lake Station. A regular day of work turned into a day of volunteerism as employees built camaraderie with other team members. By contributing time and talent for this endeavor, our employees demonstrated the culture of care on display across the Toll Road. And beyond supporting employees on their volunteer days, ITRCC also made a substantial financial contribution to assist with material costs for five homes.



Collecting for the communities we connect

To help support the individuals, families, and communities most in need across Northern Indiana, ITRCC hosts multiple donation drives each year. As a company, ITRCC seeks to encourage and inspire our employees to make a difference across the communities we connect. In 2022, our initiatives aided a local animal protection agency, food bank, and school children.

KINDNESS TO ANIMALS

As a “no-kill shelter,” the Humane Society of Hobart, Indiana provides a temporary home for lost and surrendered pets and works to place abandoned animals in safe-keeping with new families. At ITRCC’s annual picnic, employees collected more than 200 packages of pet supplies, including food and toys, to bring joy to the animals currently in the care of the Humane Society.

SUPPLIES FOR SCHOOLCHILDREN

As a period of high inflation in 2022 saw prices surge across the country, many local students, parents, and educators experienced unanticipated pressures from the rising costs. To ease the burden at Pleasant Lake Elementary School in Steuben Township, ITRCC employees collected roughly 230 items to fill otherwise empty backpacks with notebooks, pens, pencils, and more.

FEEDING THE HUNGRY

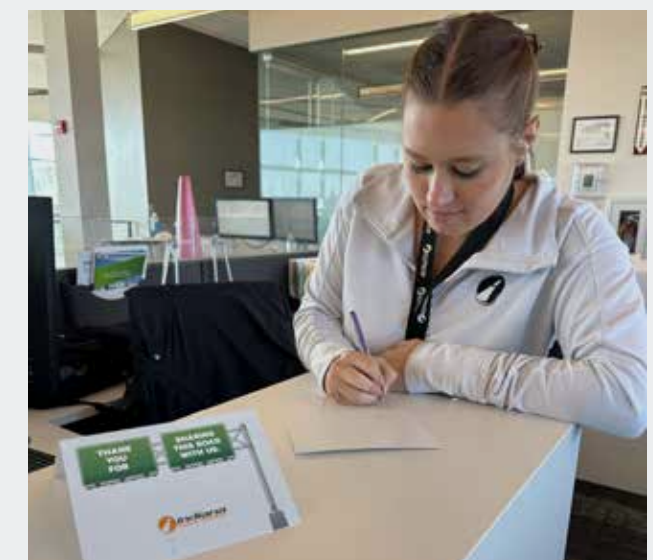
During the 2022 holiday season, ITRCC organized a canned food drive as our annual stewardship challenge. All of our employees were encouraged to donate non-perishable foods to help those in need in our surrounding communities. In total, we collected more than 300 canned goods and other groceries for delivery and distribution through a local food bank.

VETERAN-LED HOLIDAY WISHES TO MILITARY PERSONNEL

Knowing firsthand how many members of the U.S. military find themselves apart from family and friends during the holiday season, Shannon McNeish — ITRCC’s building maintenance assistant manager, who’s also a U.S. Army veteran — championed an internal program to send military personnel currently serving on active duty some warm wishes with holiday cheer.

In response to a letter-writing program organized by a local radio station, Shannon spearheaded ITRCC’s involvement in sending holiday cards to U.S. service personnel stationed overseas. At our Elkhart headquarters, he distributed greeting cards for employees to fill in with their messages of support, appreciation, and other wishes to carry them through the holidays.

“When I received care packages and cards like these during my six years in service, I really appreciated the random acts of kindness,” said Shannon. “I wanted to take part in this initiative and get as many of my colleagues involved to help do the same for service members overseas.”



An ITRCC employee partakes in Shannon McNeish’s holiday card-writing campaign



CEO Nic Barr at the annual Diverse Business Tradeshow

Growing diverse vendor businesses

In 2022, like in past years, ITRCC prioritized not only diversity and inclusion in terms of our employees, but also with the vendors who work with us along the Toll Road. By investing in and supporting the businesses that work within and reflect our surrounding communities, we’re able to strengthen the impact of our own business and establish a wider expectation of inclusivity.

For 30 years, a division of the Indiana Department of Administration has actively promoted, monitored, and enforced the standards for certifying minority, women, and veteran business enterprises. Also inclusive of disabled-owned businesses, these XBEs, as they’re known, are companies owned and operated by someone from a socially or economically disadvantaged group. An official XBE certification can help vendors secure certain government contracts.

To further grow the opportunities for XBEs in Northern Indiana, ITRCC partners with the City of South Bend and the South Bend Community School Corporation on an annual Diverse Business Trade Show, designed to promote new connections and local business growth. As a result of these efforts, in 2022 we received project bid notifications from 22 new vendors — with four vendors requesting one-on-one interviews to further their relationships with ITRCC.

As we look ahead, we’re continuing to grow new relationships and business opportunities, including cultivating partnerships we established with three local XBE Chamber of Commerce businesses and two XBE-certified temp agencies that we helped obtain their certifications.

XBE Spend in 2022



Applying STEM studies to real-world practice

In spring 2022, ITRCC facilitated a project to inspire local high school students to think creatively about new ways of researching, designing, and building for environmental sustainability. Partnering with Penn High School in Mishawaka, Indiana, STEM (Science, Technology, Engineering, and Mathematics) students rose to the challenge of designing three raised community gardens intended to be installed in Angola, Elkhart, and Hammond.

With a budget of \$3,000, each group used real workforce applications such as the engineering design software AutoCAD to design exact dimensions within the guidelines

provided to them. In scoping their projects, they learned about procurement, staying within budgets, and presenting proposals on returns on investment. They also researched the ideal fruits and vegetables to grow given local conditions and methods for keeping out unwanted four-legged guests. The exercises applied best business practices to local sustainability and environmental awareness.

After the students delivered their final presentations, ITRCC recognized three of the plans for community gardens. Based on the project’s success, we anticipate similar partnerships to grow.

Restoring the natural current

At the Indiana Toll Road overpass above Christiana Creek in Elkhart this past summer, kayakers discovered a problem in the water: a human-made rock formation called a riprap spanned nearly the entire width of the creek. Not only did the stones interrupt the kayakers’ transit, but also it redirected the water’s flow and erected an unnatural barrier for fish and other animals.

Given the location of the riprap, the Indiana Department for Natural Resources and Indiana Department of Transportation contacted ITRCC and we deployed a team of four Environment, Health, and Safety (EHS) team members to assess and rectify the issue. So as not to cause further damage to the natural stream and immediate environment, the EHS team spent four hours dismantling the rocks by hand and placing them back in their original locations — at the base of the overpass as a means of preventing erosion and extending the structure’s life span.

By reenabling the creek to continue its natural current, the painstaking process led by our EHS team helped prevent flooding to the surrounding area and eliminate the disruption to organisms in the streambed — a small but significant act of local environmental stewardship.





ENVIRONMENT

In 2022, ITRCC continued traveling a pathway toward an improved future: Our commitment to reduce carbon emissions by 50% by 2030 and achieve carbon neutrality by 2050 remains one of our most central goals, with measurable steps already underway to achieving these aims. Initiatives to increase our electric charging infrastructure, invest in alternative energies, and rethink the natural environments along our roadway to support greater biodiversity all contribute to a healthier and more sustainable ecosystem the entire distance of the Indiana Toll Road.



Driving onward toward full carbon neutrality

After formally establishing a pathway for ITRCC to reduce scope 1 and 2 carbon emissions by 50% by 2030, as part of our broader goal of carbon neutrality by 2050, we continued to implement our strategy of modernizing our fleet, electrifying our buildings, and pursuing alternative energy sources. As emergent technologies develop further, cleaner energy becomes more widely available, and state and federal policies evolve, our assertion of responsibility and ongoing investments to limit climate change also delivers meaningful value to our business and communities.

HYBRID FLEET PURCHASES: Industry-wide demand and supply-chain issues with electric vehicles (EVs) made purchasing gasoline-free vehicles a challenge in 2022. While we will continue to move forward with future EV purchases based on their availability, in the interim we named hybrid vehicles as our standard option for gradually replacing vehicles in our fleet. As a result, hybrids now make up more than one-third of our light-duty fleet, with their engines able to cycle off and on while idling, thereby reducing emissions but keeping hazard lights operating during critical work and safety functions.

ELECTRIFYING ITRCC'S BUILDINGS: Over the past year, we replaced older natural gas boilers at 16 Toll Road facilities with newer mini-split heat pumps that run on electricity. These units provide both heating and cooling throughout the year, with the added benefit of removing the hazards from natural gas, such as carbon monoxide and gas leaks.

RENEWABLE ENERGY INVESTMENTS: As we enter 2023, the Toll Road is in the process of expanding our investments in renewable energy sources through a partnership with Solscient Energy. This relationship will involve the installation of more than 1,700 additional kilowatts of solar energy at 16 locations across the roadway. These solar arrays will be sized to offset as much grid electricity use as possible, ultimately leading to the elimination of more than 1,000 metric tons of carbon emissions annually.

Like many public and private companies around the world who also remain committed to upholding the 2015 Paris Agreement to combat climate change, ITRCC recognizes the role we all have to play in helping put humanity on track to limit the severity of global warming.

Charging ahead with electric vehicles

As sales of electric vehicles (EVs) topped 6% in the U.S. consumer market and constitute even more than 14% of sales in leading areas, the Indiana Toll Road is continuing to see an increase in EV charging activity across the length of the roadway.

We first installed 50-kilowatt universal chargers at our Rolling Prairie travel plazas in 2020. While usage began to climb in 2021, we saw a further 60% year-over-year growth in 2022. In total, these rapid chargers have already powered more than 75,000 miles of electric travel.

Furthermore, a partnership between ITRCC and Tesla created charging opportunities for drivers of Tesla vehicles at all eight travel plazas along the Toll Road — with 64

proprietary Tesla charging ports now located at our 24/7 facilities. In 2022, we saw great adoption of this technology, with motorists who drive Teslas logging nearly 45,000 unique charging sessions.

Given customer demand, the Toll Road will expand the availability of universal fast chargers in 2023, including plans for installations at the Portage and Elkhart travel plazas. These ports will be capable of charging nearly all EV models, with improved ultra-fast charging speeds delivering up to 150 kilowatts. The popularity of EVs hint at travelers' shifts in vehicle and fuel choices. As fueling options further change and diversify, ITRCC will explore new partnerships and opportunities to make the experience of driving both cleaner and more convenient.



When electrical engineer David Janney stopped with his electric Rivian R1T pickup truck at the charging station at Rolling Prairie toll plaza, he expressed gratitude for the charging stations: "I'm new to EVs and am ecstatic over the opportunities provided by my electric truck's off-road capabilities and other features. Kudos to the Toll Road for providing chargers to assist me in controlling my range anxiety! I look forward to more chargers along my route in the near future."



Piloting a return to native prairie plants

Most of the Indiana Toll Road is nearly as wide as a football field. Adding up to many thousands of acres of unpaved land alongside the roadway, much of this area comprises the kinds of turfgrasses commonly found in residential areas. While these grasses have safety benefits in providing a clear line of sight for motorists and allow for water to percolate into underground aquifers, the areas located near toll booths and interchanges need biodiversity upgrades.

After embarking on an investigation in 2022 to explore whether some of the basic elements of the current system reliant on turfgrasses could be redesigned for greater ecological benefits, we introduced a “Turfgrass-to-Prairie” pilot project across 37 acres at the Michigan City and Middlebury toll plazas. We completed the first step of the process within the calendar year: removing the non-native grasses. Next, we are planting dozens of native species of perennial prairie plants. As these mature, they will fill in the current site.

Benchmarking with new ESG milestones

Working across industries, the independent organization GRESB — Global ESG Benchmark for Real Assets — provides environmental, social, and governance (ESG) assessments of businesses and assets worldwide. In 2022, the ITRCC received a GRESB score of 90 out of a possible 100 points, improving 7 points from a score of 83 during the previous year. Within our sector, ITRCC’s ranking rose from seventh place in 2021 to third place in 2022. We also scored within the top 30% of all GRESB submissions made from around the world.

As more organizations are recognizing the value of ESG investments in response to customer expectations and best business practices, GRESB scores are used by investors and leadership to improve their decision-making and inform

As this prairie environment takes root, it will contribute to a healthier overall ecosystem, with many more flowers available and accessible for pollinators, including the migratory monarch butterfly. Plants like milkweed, goldenrod, and coneflower provide a veritable smorgasbord of pollen, nectar, and plant matter for local biological life to thrive on.

This initial effort will also help ITRCC to reach our goal of reducing carbon emissions. Instead of mowing the site three to four times a year as is required with turfgrasses, maintenance of these systems should require no more than a single annual cut to discourage the growth of shrubs and trees. These deep-rooted prairie plants may also assist with pulling carbon out of the air and depositing it in the soil. Soil sampling will soon begin to quantify the overall benefit.

While the Toll Road itself is most central to our operations, the adjacent rights-of-way are not mere afterthoughts. They contribute to the quality of travel and the health of our communities.

their engagement within the industry. In addition to seeing the successes with sustainability goals, the measure also identifies gaps to improve.

GRESB’s benchmark scores are based on a rigorous and consistent methodology that’s refined annually. The metrics used are only those that are materially relevant to the Indiana Toll Road’s business environment, such as health and safety, biodiversity, and data protection and privacy.

As we look ahead to the future, ITRCC will continue to use such measures and insights to hold ourselves accountable while also engaging with industry partners to identify new ways to shift communities toward services that take a more holistic approach to advancing sustainability.



Getting in the groove with inlaid lane lines

Lane lines are one of the most obvious, but crucial, elements of maintaining a safe and orderly roadway. Whether double or single, yellow or white, solid or dotted, these road markings provide clear cues to motorists — and, increasingly, to vehicles’ assisted-driving programs.

When we first introduced our PUSH (Pavement Upgrade for a Superior Highway) project in 2017, ITRCC reassessed the tradition of painting road markings on the pavement surface. The historic logic seems straightforward: painting lines on the roadway is relatively simple; however, the longer these markings sit atop the pavement, the more they bear the brunt of truck tires and get damaged in winter by snow plows. For roads with heavy traffic, especially in regions like Northern Indiana that experience winter weather conditions, the annual reapplication of painted lines on the roadway requires a substantial amount of labor, fuel, and other resources.

Since the Indiana Toll Road runs 157 miles, plus the additional distance of all on-ramps and off-ramps, these road markings require millions of linear feet of striping — all of which is subjected to freezing ice, blistering sun and heat, freight traffic, snow plows, and more.

In the five years since ITRCC first switched from traditional painted markings to inlaid markings, we have now incorporated inlaid markings into 75% of the total roadway.

The first step in this process is to grind a groove into the pavement that’s the same width of a painted marking but cuts ¼-inch deep. Our road crew then uses an epoxy mixture in place of the traditional paint. Upon drying, the top of the stripe remains even with the road surface, no longer damaged by the weight of tires and the metal of snow plows. Inlaid markings also last five times as long.

By the end of 2022, ITRCC had completed the second and third phases — PUSH 2.0 and PUSH 3.0 — of our ongoing upgrade project. As we gear up to start PUSH 4.0, the improvements in safety and efficiency from integrating inlaid markings have the added advantages of reducing fuel consumption, the quantity of striping materials, delays from lane closures, and the risks of on-the-ground hazards associated with more frequent roadwork and maintenance cycles.

These efforts serve as another example of how investing in the future — and extending the time horizons of our investments in sustainability — can yield long-term benefits when it comes to motorist and employee safety, lower emission levels, and overall customer satisfaction. Although the process requires more layers of planning prior to implementation, “getting in the groove” with sustainability along the Toll Road continues to be the right approach.



FUTURE

Looking ahead to 2023, ITRCC will continue to prioritize the needs of the communities we connect, those who travel along the Toll Road, and the employees who make it all possible. We're building on the success of programs by investing in safety, sustainability, diversity, and community initiatives, while contributing to the economic strength of Northern Indiana.



Safety

Whether our employees are responding to an incident on the roadway, mitigating risks for motorists, or working together in person, safety is front and center at ITRCC. We remain committed to providing our staff with the tools they need to confront the challenges and changing environments they face. In 2023, we will continue to seek out employee expertise to identify areas for further investment and growth. Ongoing investments in modern equipment and innovative technologies, updated personal protective equipment requirements, and new and improved pilot programs will keep us moving forward throughout the year ahead.



Employees

As our remote staff continue to return to the office in a hybrid capacity, balancing the benefits of in-person collaboration with the flexibility of virtual workspaces, we are proud of the team culture we sustained throughout the pandemic and will only deepen by working together in person. As we build on this renewed momentum and sense of stability — despite the geopolitical and macroeconomic uncertainties that remain — we look forward to providing even more opportunities to advance the knowledge and skill sets of our staff while supporting them with their safety, health, and a well-balanced work/life culture that sustains a great work environment.



Customers

As ITRCC makes major progress on our in-lane refresh project and rolls out tolling and payment enhancements with safety, efficiency, and overall customer satisfaction in mind, our investments continue to make the travel experience along the Toll Road even better for everybody. We'll keep deploying targeted upgrades across the roadway through new pilot programs, and further expansions to the modernization initiatives like the installation of Automatic Toll Payment Machines that are already well underway. The results we can expect: further reductions in throughput times and more opportunities to appreciate the natural beauty along the roadway.



Environment

Already making early progress on our journey to cut ITRCC's carbon emissions in half by 2030 and achieve carbon neutrality by 2050, during 2023 we will take further steps toward these goals. Building on past improvements and monitoring potential breakthroughs in electrification, hydrogen, and battery storage, for example, we will test and deploy additional projects that advance the aims set forth in the Paris Agreement, improve day-to-day fuel efficiency by continuing to modernize our vehicles and other equipment, and explore additional ways even small changes can have great impact. Our engagements with peers and partners across the region and the industry will contribute a wider commitment and culture of meaningful action.

Appendix A.

GRI CONTENT INDEX

This section reports the GRI Content Index information relating to ITR Concession Company LLC. The information is organized by these reporting areas: general, environmental, social, and governance disclosures.

Within this Index, information and content reported in ITRCC’s Sustainability Report 2022 are linked to GRI disclosure standards based on the nature of the topic reported; this Index does not represent an audit of the information reported or an indication of adherence of data and/or information reported to the GRI standard.

Table 1. General Disclosures

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
102-1	Name of the Organization	ITR Concession Company LLC (Cover, p. 1)

Table 2. Environmental Disclosures

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
302-4 (2016)	Energy: Reduction of energy consumption	<ul style="list-style-type: none">• Conversion of one-third of light-duty vehicle fleet to hybrid powertrains (Driving onward toward full carbon neutrality, p. 34)• Increased displacement of gasoline by patrons with electric vehicles (Charging ahead with electric vehicles, p. 35)• Reduced fuel usage from idling vehicles via faster transaction times (Tapping into the future, p. 23)• Reduced fuel usage of mowing activities (Piloting a return to native prairie plants, p. 36)
303-1 (2018)	Interactions with water as a shared resource	<ul style="list-style-type: none">• Collaborating on repair of an illicit structure impacting river health (Restoring the natural current, p. 31)• Planting native vegetation to improve water infiltration (Piloting a return to native prairie plants, p. 36)
303-2 (2018)	Management of water discharge-related impacts	<ul style="list-style-type: none">• ITRCC designates a MS4 coordinator to specifically manage stormwater on and around the roadway (Protecting soil, water, and air quality, p. 18)
304-2 (2016)	Biodiversity: Significant impacts of activities, products, and services on biodiversity	<ul style="list-style-type: none">• Prairie habitat restoration at toll plazas (Piloting a return to native prairie plants, p. 36)• Employee-led tree planting and deer-management efforts (Protecting soil, water, and air quality, p. 18)• Identification and repair of an illicit structure impacting river health (Restoring the natural current, p. 31)
304-4 (2016)	Biodiversity: IUCN Red List species and national conservation list species with habitats in areas affected by operations	<ul style="list-style-type: none">• Increased habitat for the migratory monarch butterfly (Piloting a return to native prairie plants, p. 36)
304-5 (2016)	Emissions: Reduction of GHG emissions	<ul style="list-style-type: none">• Solar energy installation planned for 2023 (Driving onward toward full carbon neutrality, p. 34)• Reduced emissions from vehicle fleet (Driving onward toward full carbon neutrality, p. 34)• Carbon sequestration from deep-rooted native plants (Piloting a return to native prairie plants, p. 36)• Electrification of natural gas boilers (Driving onward toward full carbon neutrality, p. 34)

Table 3. Social Disclosures

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
401-2 (2016)	Employment: Benefits provided to full-time employees	<ul style="list-style-type: none">• Paid volunteer hours available for employees (Building alongside Habitat for Humanity, <i>p. 28</i>)
403-2 (2018)	Occupational Health and Safety: Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none">• All employees issued Stop Work Authority cards to prevent when something seems unsafe (Stopping for safety, <i>p. 13</i>)• Conducted monthly Safety Walks to preemptively identify potential hazards (Welcoming feedback on a monthly walk, <i>p. 13</i>)
403-4 (2018)	Occupational Health and Safety: Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none">• Invested in new machinery designed to reduce worker exposure to live traffic (Upgrading machinery for employee safety, <i>p. 12</i>)• Employee-led safety committee meets regularly (Developing future leaders, <i>p. 19</i>)
403-5 (2018)	Occupational Health and Safety: Worker training on occupational health and safety	<ul style="list-style-type: none">• ITRCC brought OSHA 30 training in-house and completed training for staff across several departments (Building a culture of safety beyond certification, <i>p. 11</i>)
403-6 (2018)	Occupational Health and Safety: Promotion of worker health	<ul style="list-style-type: none">• Health and wellness workshops regularly offered to ITRCC staff (Future, <i>p. 39</i>)
403-9 (2018)	Occupational Health and Safety: Work-related injuries	<ul style="list-style-type: none">• Wrong-way detection system helped self-correct 95 wrong-way drivers in 2022 (Moving the right direction on wrong-way driving, <i>p. 10</i>)• Hosted a winter-preparedness event to raise awareness of winter-related risks for the protection of contractors, employees, and motorists (Building a culture of safety beyond certification, <i>p. 11</i>)• Travel advisory alerts issues at Travel Plazas to increase patron awareness of roadways risks during extreme weather (Introducing travel advisory alerts, <i>p. 25</i>)
404-2 (2016)	Training and Education: Programs for upgrading employee skills and transition assistance	<ul style="list-style-type: none">• In-house OSHA 30 training made available (Building a culture of safety beyond certification, <i>p. 11</i>)
405-1 (2016)	Diversity and Equal Opportunity: Diversity of governance bodies and employees	<ul style="list-style-type: none">• Enrolled new management with DiversityFIRST certification (Message from the CEO, <i>p. 5</i>)• Sixty percent of staff are of diverse background (Putting diversity first, <i>p. 19</i>)• Partnered with TradeWinds Services to hire a hard-of-hearing employee and extend deafness sensitivity training to ITRCC employees (Partnering toward greater inclusion, <i>p. 16</i>)
413-1 (2016)	Local Communities: Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none">• ITRCC hosted the 2nd annual Diverse Business Trade show, highlighting regional vendors that are minority-, women-, veteran, and/or disabled-owned (Growing diverse vendor businesses, <i>p. 30</i>)• Twenty percent of our spending is with XBE vendors (Growing diverse vendor businesses, <i>p. 30</i>)• Hosted several paid interns across several departments (Interning as a two-way street , <i>p. 17</i>)• Conducted donation drives for several local non-profits (Collecting for the communities we connect, <i>p. 29</i>)• Engaged employees to write holiday cards for veterans (Collecting for the communities we connect, <i>p. 29</i>)• Partnered with a local school to design community gardens (Applying STEM studies to real-world practice, <i>p. 31</i>)

Table 4. Governance Disclosures

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
201-2 (2016)	Economic Performance: Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none">• Risks related to climate change include more intense storm events and weather patterns (Protecting soil, water, and air quality, <i>p. 18</i>; Preparing for winter weather, <i>p. 11</i>; Getting in the groove with inlaid lane lines, <i>p. 37</i>) and increasing pressure on biodiversity (Piloting a return to native prairie plants, <i>p. 36</i>).• Opportunities to manage the risk around climate change involve participating in the energy transition (Driving onward toward full carbon neutrality, <i>p. 34</i>), improving right-of-way vegetation management (Piloting a return to native prairie plants, <i>p. 36</i>), and increasing resilience by investing in our own energy production (Driving onward toward full carbon neutrality, <i>p. 34</i>)



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