

ITR CONCESSION COMPANY LLC



2023 SUSTAINABILITY REPORT



Indiana Toll Road

Established in 2006, ITR Concession Company LLC (ITRCC) responsibilities are detailed in the Concession and Lease Agreement with the Indiana Finance Authority, such as the construction, maintenance, repair, and operation of the 157-mile Indiana 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.



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May Soh

Dear Stakeholders,

As we drive forward into a new year along the Indiana Toll Road, we're continuing to balance the everyday importance of safety and stability with progress toward building a better future. I present our 2023 Sustainability Report on behalf of ITR Concession Company LLC (ITRCC) with pride in the care and commitment shown by our teams and the smart investments we're making.

In the following pages, we feature the people and projects that shaped ITRCC in 2023. You will see in our highlights how we consistently prioritize efficiency, sustainability, and community. I remain grateful to our employees, partners, and vendors for their dedication to the communities we connect, and to all the motorists who trust us with their journeys, whether near or far.

This past year, we kicked off — and rapidly completed — two high-priority projects to bolster the safety of our critical infrastructure. Our construction and renovation of a total of 18 bridges in the western portion of the Toll Road placed great emphasis on efficiency and sensitivity to local communities, while delivering safety enhancements and modifying designs to enable better environmental management with sustainability in mind. We also completed our rebuilding of the Middlebury Toll Plaza, which had been damaged in a car fire in 2022.

Environmentally, we were reminded of our interconnectedness and obligations to one another as wildfires worsened by the impact of climate change caused widespread damages throughout the United States and Canada, with elevated air quality levels posing risks in northern Indiana. As we work to offset the harms of climate change, we're continuing to make progress toward reducing our carbon footprint by 50% by 2030 and achieving carbon neutrality by 2050.

Throughout 2023, our investments included new partnerships to enable solar energy systems across 14 of our facilities along the Toll Road and to test solar-powered utility upgrades, such as replacing overhead lighting with more efficient modern "smart poles." At our travel plazas, we also rolled out additional new universal fast chargers for electric vehicles through public and private partnerships. These investments led to ITRCC receiving a maximum five-star rating from Global ESG Benchmark for Real Assets (GRESB) as a result of our performance and progress.

When it comes to embracing innovative technologies, we're seeing value from new insights and sources of data. The implementation of vehicle and asset tracking through telematics reinforces safety measures and contributes to more sustainable approaches to managing our vehicle fleet. A partnership with Purdue University monitors the length of delays on the Toll Road, specifically near construction areas, to deliver improved safety and congestion outcomes for our customers. A partnership with the University of Notre Dame helps us measure and manage structural health while undertaking rehabilitation projects.

Motorists are already appreciating our completion of a multi-year upgrade to the technology and equipment behind our tolling systems, which now features a modern point of sale and more self-service options. A new partnership makes digital sales of E-ZPass transponders even easier. And we also upgraded our internal operations with innovative web-based collaboration tools and refreshed our website to serve as a more helpful online on-ramp for our customers.

While we regularly work to share best practices we encounter internally through programs such as our Roadway Academy and Leadership Academy, we appreciate ongoing opportunities to educate and learn from our regional and global counterparts, including our network of toll roads in Illinois, Ohio, and Pennsylvania and via input shared by the operating portfolio assets of our shareholders.

Lastly, I'd like to draw your attention in particular to some of the employees we spotlight in this year's report. I admire how help desk administrator Hailey Fleisher traces her family's roots with the Toll Road back more than six decades, since her great-grandfather's work as a toll collector. From recent promotions across departments, to a snapshot of one-time ITRCC interns who converted into part-time and full-time roles, to recent recipients of our CREST Award for Excellence, you'll see again and again how our employees constantly go the extra mile.





Nic Barr
Chief Executive Office

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Safety

“Our partnership between ITRCC and the Indiana State Police is built around safety — the safety of each and every person who travels along the Indiana Toll Road and the safety of each and every State trooper and ITRCC employee as they work around the clock.

Sgt. Ted Bohner, Indiana State Police

Bridges to better infrastructure

Many of the bridges across northwestern Indiana were built nearly 60 years ago. Despite the remarkable staying power of such infrastructure for more than half a century, at a certain point regular maintenance of historic infrastructure requires special investment and revitalization.

After undertaking a comprehensive roadway-wide assessment of the safety and long-term stability of more than 300 bridges and other structures that cross the Toll Road, ITRCC identified two high-priority projects to begin and complete in 2023. In each instance, we worked with a local construction partner based in Indiana.

First, ITRCC commenced construction on six bridges in the area of the Westpoint Toll Plaza at the Illinois and Indiana state line. Shortly thereafter, ITRCC began renovations on 12 additional bridges in the vicinity of exit 10 in Gary, Indiana. Both of these efforts enabled us to bolster the near- and long-term safety of critical infrastructure with a commitment to sustainability.

Because ITRCC takes an in-depth and holistic view of safety, from the onset of these projects we established multiple workshops for all stakeholders.

Through these efforts, our employees, contractors, Indiana State Police officers, and other partners became familiar with safety standards that went above and beyond state and federal requirements.

From the beginning, Maintenance employees provided backup support for on-site safety and queue-detection systems alerted motorists to active construction through dynamic messaging.

Toll Road crews and construction partners were also able to incorporate additional safety enhancements, such as replacing and improving guardrails, delineations, and illuminations for driving during nighttime and in poor-visibility conditions. The inclusion of new reflectors on guardrails, center bridge walls, and bridge railings now help guide the way for the motorists.

In addition to creating a safe work environment, we worked to avoid inconveniencing our customers by placing great emphasis on efficiency. Ultimately, we achieved our aims of an accelerated time schedule — completing a two-year effort in less than a year.

Efficiency

Because 2023’s major infrastructure projects were especially concentrated on the roadway near Chicago, ITRCC implemented a moratorium on construction between Memorial Day and Labor Day to keep motorists moving on their summer travels. During the roadwork, two lanes remained open in each direction while crews worked on an expedited timeline, which helped decrease carbon emissions.

Sustainability

While investing in infrastructure, ITRCC builds sustainability into our designs and processes. New systems and piping and modifications to the slopes of bridges create faster and safer drainage, including redirecting water into reinforced rip-ties and channels known as swales that improve the overall water flow. Better filtration of debris also decreases the risk of spillover and flash flooding.

Community

When conducting renovations, ITRCC procures supplies locally, works with local contractors, keeps local traffic moving, and rehabilitates our infrastructure in a way meant to protect local environments. The improvements we undertake with our construction projects not only keep motorists safer and roadways faster, but also they have a direct impact locally within the communities we connect.

2 phases to the project

18 bridges in Lake county

MM 0-10 including toll plazas Westpoint, Calumet, and Cline



Telematics for fleet management

To prioritize safety, accountability, and environmental responsibility all at the same time, ITRCC began implementing vehicle and asset tracking known as telematics. Working with a global telematics leader, we installed small hardware devices enabled with GPS in 50% of our roadway fleet. By embracing this innovative technology, we’re reinforcing safety measures while also contributing to more sustainable approaches to fleet management.

Now considered an integral part of modern fleet management systems, the hardware and software of driver-behavior monitoring devices provide real-time data on various aspects of vehicle operations, enabling organizations to optimize their fleet’s management and performance. Our primary focus with applying this technology is on improving overall safety and reducing the environmental impact of operations.

By providing data and analytics to understand safety metrics such as seatbelt usage and vehicle speeds, this insight makes it possible to promptly identify and address potential safety risks. In promoting responsible driving behaviors and habits, we aim to create a safer environment for employees and customers alike. This real-time visibility also plays a crucial role in monitoring the progress and whereabouts of our snow plows along the Toll Road during winter operations, ensuring more efficient snow removal and making it possible to deploy resources strategically.

Beyond safety along the roadway, these technologies also have environmental benefits. By monitoring the spread of salt on the roads, for instance, we can improve salt usage and minimize its environmental impact to avoid harmful effects on our local ecosystems. Likewise, by analyzing the routes traveled by our fleet, we’re better able to refine future planning in a way that leads to better fuel efficiency and reduces carbon emissions, contributing to a greener future.



Cutting guardrails — and risk

In an era where safety and efficiency need to go hand in hand, ITRCC is making significant strides in the field of roadside maintenance with cutting-edge guardrail cutters. Introducing this state-of-the-art technology, we’re not only reducing the overall need for boots on the ground along an active roadway but also minimizing exposure to traffic hazards and potential injuries.



Traditionally, the installation and repair of guardrails along highways and other roads required extensive manual labor, which also exposed workers to a range of increased risks associated with heavy machinery and oncoming traffic. The technology behind our new guardrail cutter offers a safer and more efficient solution, setting an example for others to consider across the industry.

With both precision and speed, roadway employees have already shown an increased ability to complete their tasks from more secure distances — reducing the need for a human presence in high-traffic areas. By automating such a critical aspect of infrastructure maintenance, we’re seeing the results of a safer working environment for our personnel. Furthermore, the efficiency reduces downtime due to road closures and traffic disruptions, improving the flow of traffic.



Sharing best practices near and far

As part of a global initiative to leverage lessons and best practices from the portfolio assets owned by our shareholders, ITRCC kicked off a series of virtual meetings with the purpose of elevating each asset’s safety programs through shared experiences. The success of these workshops are evident in the broader embrace of new technologies, safer equipment, and improvements in the metrics used to measure asset safety.

In 2023, our approach expanded from virtual to in-person asset visits enabling a more robust discussion of progress with a recent safety audit, sharing real work experience, and setting up site visits to remote maintenance facilities and the Traffic Management Center (TMC).

By traveling to Aleatica in Mexico, for instance, ITRCC representatives witnessed firsthand many of the improvements their teams have made and explored the challenge both organizations face in protecting frontline employees from the hazards they confront working with live traffic.

After completing a cross-audit, Aleatica representatives visited and toured the Toll Road facility to observe and assess many of our best practices in person to gain a better understanding of how ITRCC’s efforts have elevated our safety program and to discuss common challenges and shared approaches to overcome the safety obstacles that surface as a matter of doing business.

In addition to Aleatica in Mexico, ITRCC benefits from information sharing and global partnerships with other shareholder toll road assets, including Maple Highways in India, Autoroute 25 in Canada, A35 Brebemi in Italy, and the Toowoomba Bypass in Australia.

Such collaboration and cooperation leverages individual asset successes and challenges while helping to strengthen important safety programs across the globe. Embracing a similar framework, late in 2023 ITRCC also instituted a program of safety audits across the organization through visits to other parts of the business and a commitment to consistent approaches to safety.



Piloting solar-powered smart poles

To ensure the “cobra-head” lighting used across the Toll Road doesn’t slither along on older technologies, in 2023 ITRCC undertook a pilot program to test utility upgrades powered by solar.

Upgrading the overhead lighting at Toll Road interchanges in South Bend and Mishawaka, the pilot program initially replaced a fraction of the hundreds of cobra-head lights across the Toll Road. Using units from ClearWorld, a national solar light provider, these new “smart poles” feature the ability to enable remote monitoring and data analysis. They can also be retrofitted or updated with camera systems, traffic counters, Wi-Fi hotspots, and emergency call centers.

During the installation process, we communicated with government officials at both the City of Elkhart and the Indiana Department of Transportation to invite them as partners to understand the possibilities through this technology to further impact the region’s carbon footprint.

These investments in renewable energy reduce our dependence on traditional utility power while increasing resilience, reducing our carbon footprint, and decreasing maintenance costs. As we assess this particular pilot program, if it proves successful in northern Indiana weather conditions, especially during winter, we may consider the options for further expansion.

Breaking ground on wrong-way prevention

For several years, ITRCC has invested in a ground-breaking safety initiative to detect and decrease the risk of drivers entering the Toll Road in the wrong direction.

Through a range of enhancements, our wrong-way detection and alerting system immediately notifies any drivers who approach the entrance of the Toll Road from the wrong way and provides a real-time alert to the TMC, ITRCC’s Management Team, and the Indiana State Police.

In continuing to monitor and measure this infrequent but dangerous behavior, we identified a higher than usual rate of wrong-way driving incidents along the Calumet Avenue exit ramp in Hammond at the interchange with local roads. Since expanding our wrong-way detection and alerting system to include this location in January 2023, the Toll Road recorded 354 wrong-way driver events — with 98% self-correcting prior to reaching the mainline.

The success of our wrong-way prevention program continues to advance safety along the Toll Road by reducing the likelihood of vehicles reaching the mainline in the wrong direction. The rollout also earned an International Bridge, Tunnel and Turnpike Association (IBTTA) Safety Award for its impact.

In 2024, we will further expand this safety initiative with a focus on the Broadway Street entry and exit ramps in Gary. By timing our work with Department of Transportation construction at this location, we can better ensure efficient progress and minimize motorist disruption.

Breathing life into corporate trainings

At our Elkhart headquarters and out along the roadway, ITRCC remains dedicated to ensuring our employees are equipped with the skills necessary to manage all kinds of unexpected scenarios. When it comes to health precautions, the U.S. Occupational Safety and Health Administration (OSHA) recommends workplaces facilitate trainings in first aid and requires individuals in certain roles to be certified in cardiopulmonary resuscitation (CPR).

With OSHA guidance in mind, ITRCC requires all supervisors to pursue CPR certification, as well as additional employees covering all shifts in the field. At any given time, if two employees are working together, our safety practices require ensuring at least one is certified in CPR.

In 2023, ITRCC’s Environmental, Health, and Safety Team introduced a comprehensive CPR program to empower employees of the Traffic Management Center (TMC) with a life-saving skill, should they ever find themselves in a situation where they need to act quickly in an emergency. A defined group of ITRCC employees are required to participate in this program every two years, while each year we also set up several additional classes that are open to all employees regardless of their role or past experience.

Early in the year, several ITRCC employees joined the American Heart Association for our initial full-day courses in first aid, where they learned how to provide CPR and how to use an automated external defibrillator (AER). All participants received a two-year certification.



Throughout the year, we expanded our trainings to include dozens of roadway employees covering both the western and eastern corridors of the Toll Road. As each employee completes their course, we look to provide this educational and safety opportunity to others on their teams.

Whether members of the TMC end up needing to assist a caller over the phone or radio during a critical health incident or if they encounter a coworker experiencing a stroke or heart attack before formal medical care can arrive, their newfound knowledge could prove to be a critical key to saving a life.

95%
of full-time roadway
employees are CPR certified



Employees

“The employees are truly what makes ITRCC continue to thrive, drive success, and be a steadfast example of excellence. In everything we do here, we want to ensure our employees are empowered with every opportunity to grow professionally, feel supported in their overall wellness, and enjoy coming to work. All of our initiatives are rooted in the feedback we receive from our employees, and we’re constantly striving to create overall experiences that set us above the rest.

Courtney Royer, HR Manager, ITRCC

Enrolled in the Roadway Academy

In a move designed to ensure a comprehensive onboarding experience on safety for employees, ITRCC introduced the Roadway Academy. Known as the Academy, this program serves as an introductory training course for new staff while also providing a timely refresher for veteran employees, embracing a hybrid training model that incorporates various learning methods.

Combining computer-based learning and a mix of classroom sessions, job shadowing, and hands-on experiences prior to new employees being exposed to the hazards of live traffic, the Academy makes it easier for employees to understand and learn the expectations of their work. This multi-faceted approach enhances the overall education of staff before they confront the job expectations and occasional hazards that accompany their roles working along the Toll Road.

The week-long training program covers a wide range of essential topics, providing a solid foundation for both new and veteran employees. Areas covered include general roadway safety, radio etiquette and interactions with the TMC, fundamentals of traffic incident management, pre-trip fleet inspections and safety lighting, and other procedures involving tools, technologies, and practices currently in use along the Toll Road.



Rather than aim to turn each participant into an expert within a week, the Academy sets a goal of instilling a basic understanding of general practices and equipment. This way, employees can step onto the road and into their equipment with a shared foundation and knowledge of safety.



Developing future leaders

In 2023, executive and leadership teams continued their investment in the ITRCC Leadership Academy. This program is designed to prioritize long-term employee development and to reinforce the company’s succession plan — especially investing in those who show an eagerness to advance within the organization with education, training, certification, and other preparations.

The two-year Leadership Academy develops current and future leaders while providing a pathway to fill key positions, should they become vacant. This past year, four participants from the HR, IT, and Tolling Assistance teams received promotions. An additional four participants earned OSHA 30 certification, a safety program consistent with standards set by OSHA.

With the program’s foundational leadership trainings delivered through a partnership with the nationally ranked Kelley School of Business at Indiana University, the 2023 Leadership Academy class continued to build on last year’s two-day leadership fundamentals course in South Bend with Fredrick Russell, the Founder and President of True North Leadership Group.

This past year, Leadership Academy participants attended the IBTTA Technology Summit in Indianapolis. Furthermore, HR leaders participated in the IBTTA Communications, Human Resources & Legal workshop in Norfolk, Virginia, while operations leads were able to join the IBTTA Maintenance, Engineering & Roadway Operations workshop in Nashville, Tennessee.

By supporting a diverse, committed, and experienced group as ITRCC’s next generation of leaders, we’re increasing opportunities for new kinds of creativity and problem-solving.

The Leadership Academy is a great opportunity for professional growth. I especially like being able to build new relationships and understand the organization across departments. Diversifying our knowledge like this helps us make sense of how things really tie together.

Lauren Plencer, Senior HR Generalist, ITRCC

Caroline’s business and technology knowledge has been putting safety, security, and functionality first while setting an excellent example of what leadership at all levels looks like to encourage and empower other women in leadership across the organization and the industry.

Ben Kasinger, Senior IT Manager, ITRCC

Making an impact in IT

After starting her career with ITRCC as a Help Desk Administrator more than three years ago, Caroline Shemberger has expanded her impact in the IT department and across the organization as one of our Systems Administrators. She shares a glimpse into her own career journey and growth at ITRCC:

What excited you about the field of IT?

Ever since I was young, I was fascinated by anything involving mechanical and electrical devices. I simply wanted to figure out how anything and everything functioned, and I found the perfect field to do that in.

Tell us about your role now at ITRCC.

While I’ve had a lot of different responsibilities these past few years, right now I’m maintaining the critical systems that enable our business to run.



What do your daily tasks look like?

Every day is different, with lots of surprises along the way. Sometimes the basics may seem repetitive, but there’s always a way to enhance efficiency. There’s lots of reactive responses to whatever comes up, but I’m constantly trying to be proactive and to train the business to be more proactive too.

Spotlight on employee growth

Feeling “excited,” “honored,” “thankful,” and “supported,” a few recently promoted ITRCC employees reflect on their careers and the professional and personal growth they’ve found while working along the Toll Road:

As a Help Desk Administrator, Hailey Fleisher responds promptly to any technical issues that may arise along the Toll Road. Tolling Experience Assistant Manager Curtis Hancock improves the customer experience for motorists and supports colleagues at our toll plazas. Head of Cyber Security Georgi Banchev develops security policies, manages risk, ensures compliance, leads incident response, and evangelizes best practices for security across the organization.

IT Project Manager Matt Shorter manages the delivery of projects in scope, on time, and within budget.

While their respective responsibilities vary, these employees share a common belief in the importance of their roles in ensuring the success of their team and ITRCC overall. With a safety-first perspective, they each highlight the value of collaboration and communication across departments to reinforce standards, build a culture of openness, and explore new opportunities that keep the Toll Road moving forward.

Growing new leaders	Envisioning future changes	Building success in new roles
<ul style="list-style-type: none">• Self-recognizing areas for improvement and empowering teams to identify corrective actions• Cross-training to ensure employees share common knowledge and overcome obstacles together• Creating a diverse and open culture where every team member can contribute ideas freely	<ul style="list-style-type: none">• Embracing new technologies to manage projects, lead meetings, and share essential information• Encouraging critical thinking to challenge preconceived notions and identify new opportunities• Bringing together diverse employees to share and grow their knowledge and perspectives	<ul style="list-style-type: none">• Trusting in the skills and support of your team and deputies to find the right work-life balance• Developing clear strategic plans to account for time, tasks, and appropriate delegation• Empowering employees through internal committees dedicated to safety and sustainability

“ I see my role as critical for safeguarding our company’s most valuable assets — our data, our systems, and our customers’ trust. I aim to build a world-class security program tailored for our unique needs.

Georgi Banchev, Head of Cyber Security, ITRCC

“ I feel so proud to continue a family tradition of service at the Indiana Toll Road. Going back to the 1960s, my great-grandfather put in 24 years as a Toll Collector, my grandfather worked for 37 years in liquidation and custodial roles, and my mother worked seasonally in administration for a couple of years when I was young. It’s a great feeling to be carrying this mantle now into the sixth decade.

Hailey Fleisher, Help Desk Administrator, ITRCC

“ To continue being the best leader possible for my team, I try to listen to the diverse experiences of my peers and provide a platform to encourage their stability as a team and their individual growth.

Curtis Hancock, Tolling Experience Assistant Manager, ITRCC

Internships as a two-way street

In running our internship program, we’re constantly working to develop a pipeline of future talent — both within ITRCC and across the industry. Managed well, interns bring their energy, enthusiasm, and innovative ideas to their roles. And in turn ITRCC helps them gain real-world experience and introduces them to expertise that’s impossible to learn in the classroom.

Each year, ITRCC partners with regional colleges and universities to advertise open internship roles through on-campus job boards and online listings. When interviewing candidates, we consider a balance of their knowledge, abilities, and willingness to constantly learn. We strive to place them into the areas of the business that interest them most, and to tailor their opportunities around their respective strengths and goals.

In 2023, ITRCC participated in the Regional Internship Program through the Labs for Industry Futures and Transformation (LIFT) Initiative, a regional partnership in South Bend and Elkhart.

The LIFT Initiative is designed to bring together business, community, and educational partners to create an innovative and diversified regional economy. Its Regional Internship Program helps empower students at local “mobility cluster companies” focused on advanced industries.

In welcoming interns through the Regional Internship Program, we aimed to provide them with deep exposure to their roles while maintaining an appropriate work-life balance. Interns worked part-time, limiting their responsibilities with ITRCC to 30 or fewer hours each week.

After their first 45 days on the job, ITRCC shared an initial evaluation of their progress and experience. At the conclusion of the program, managers completed a comprehensive evaluation. Some internships lead to formal offers and direct hires, which helps maintain their momentum.

“I encourage our managers to focus first and foremost on helping our interns gain the experience they need and making sure they stay in contact with us afterwards, whether for a reference or to pursue future opportunities here at ITRCC.

Kathleen McCallie, HR Manager, ITRCC



Hassan Mahamat

School: Western Governors University (Millcreek, UT)
Degree: B.S. in Cybersecurity and Information Assurance
Position: Cyber Security Analyst

“As an intern, I was able to put into practice what I had been learning in my classes and labs. But even beyond what I worked on, the culture at ITRCC really inspired me. I learned a great deal from watching the people working around me, and believe as a full-time employee I’m now in a great place to grow and advance in my career, with the support that’s necessary to excel.”

Hannah Kovac

School: Indiana University South Bend (South Bend, IN)
Degree: B.S. in Psychology, minor in Interpersonal Communications
Position: Human Resources Intern

“My internship has been nothing but incredible. I’m surrounded by the kindest team and am so grateful for an opportunity to get a taste of the professional field. Not only have I been learning firsthand about Human Resources and Recruiting, but also I’ve even been able to be actively involved with interviews and help with various projects on my own.”

Marco Erazo

School: Indiana University South Bend (South Bend, IN)
Degree: B.A. in Computer Science
Position: Help Desk Administrator II (part-time)

“In my year-long journey at ITRCC, I’ve experienced remarkable growth from an IT Help Desk Intern to a part-time Help Desk Administrator. What has stood out most is the invaluable problem-solving I’ve been able to develop thanks to the unwavering support I’ve received from my team. This has been critical in my professional development.”



Customers

“We traveled to Chicago using the Indiana Tollway and the E-ZPass you sent to us. This was our first trip since returning from our winter hiatus. We entered East Gary through West Point and on to the Skyway. Our trip through all 3 toll booths was quick and easy. Success!”

Customer feedback

From fire damage to reconstruction

Because unexpected incidents can happen at any time, ITRCC prioritizes customer safety and comfort — including regularly rehearsing emergency protocols and continuity plans to be able to respond rapidly and effectively during critical moments while maintaining business as usual.

When in 2022 a car fire caused serious damage to the Middlebury Toll Plaza, our internal response and first-responder actions on-site protected motorists and employees while addressing what could have been a much worse situation. Still, the location where this particular motorist’s vehicle stopped before it caught fire led to a need for significant repairs at the toll plaza.

Once the severity of the harm became clear — with the car fire affecting concrete, tunnels, and equipment — a range of ITRCC teams stepped into action to maintain operations and provide exceptional customer service despite the headwinds. We closed the facility immediately and set up a large replacement tent as a temporary solution.

Because the toll plaza is especially popular with drivers of motorhomes, camper vans and other recreational vehicles (RVs), a communications lead reached out to numerous RV clubs, campsites, and relevant organizations not only in Indiana but also across state lines in Illinois, Michigan, and Ohio to ensure they were able to provide relevant guidance to customers.

When it came to rebuilding, our design teams went through a standard approval process with the State of Indiana’s review bodies. Since the quality and speed of reconstruction affected costs, traffic management, and customer satisfaction, we appreciated the importance of rebuilding well and rebuilding quickly.

As we made headway, we prioritized compliance with Americans with Disabilities Act (ADA) guidelines — as is common with new construction projects — and expanded the canopy to cover all lanes of traffic, which gave customers greater protection during inclement weather.

From a sustainability standpoint, we installed LED lighting in light fixtures, improved heating, ventilation, and air conditioning (HVAC) systems, and enhanced energy efficiency. For safety, we rethought the application of concrete to protect employees and motorists, and applied new reflective painting and lane delineation that benefits all drivers — but especially RV traffic.

After working around the clock on active construction since February 2023, the grand re-opening of Middlebury Toll Plaza in June featured new automatic tolling payment machines and fresh branding. No sooner had the orange traffic cones been moved away did the first vehicles start returning to business as usual, with RV traffic returning as well.

“As we came together to manage rebuilding after such an unfortunate incident, we worked across teams representing such a range of diverse experiences and expertise who got the job done and done well.

Shannon McNeish, Assistant Project Manager, ITRCC

Since the original structure had been built with the toll booth and canopy as a single unit decades earlier in the 1950s, the new designs took more of a modular approach that sets a model for easier, faster, and lower-cost rebuilding and replacement at any time in the future.

While vehicular fires are rare along the Toll Road, the unfortunate incident that led to the reconstruction of Middlebury Toll Plaza only reinforces the value of putting safety first, in our infrastructure and our mindset.



Speedier transponder sales

As more motorists along the Toll Road report being adept with e-commerce and other modern purchasing practices, they have come to expect similar ease and speed along the Toll Road — both in paying their toll automatically and in buying their E-ZPass transponder in the first place.

In addition to E-ZPass transponders being for sale at travel plazas along the Toll Road and through a collaboration with CVS, online purchases previously went through a suboptimal process that also took time away from ITRCC’s customer service agents assisting customers. After exploring options with third-party vendors, a new partnership now enables simpler E-ZPass transponder fulfillment online through Amazon and elsewhere.

This strategic investment hints at a new era of convenience, accessibility, and satisfaction, making it easier for anybody to buy their E-ZPass from their phone or from the comfort of their home. The new platform also incorporates secure payment options and swift delivery services. In 2023, this fulfillment partnership resulted in the sale of several thousand new transponders.



Upgrading the tech behind tolling

In 2023, ITRCC completed a multi-year and multi-million-dollar investment to upgrade our electronic payment systems. A new platform now speeds up toll collection, provides motorists with additional payment options, and keeps everybody moving toward their destinations.

Developed with respect to customer feedback and to build additional functionality in the future, the Toll Road’s payment system features a modern and reliable point of sale and self-service options. As a result of our system upgrade, all lanes along the Toll Road are entirely equipped with E-ZPass electronic toll collection.

The integration of a new “tap-to-pay” feature lets motorists pay their tolls directly from their phones using digital wallets, including Apple Pay and Google Pay. Many lanes also include cash and credit card options. More than 50% of credit card customers now elect to use tap-to-pay.

To better protect our customers’ privacy, we implemented strict security measures that enhance the safety and confidence of motorists however they make payments. By undertaking this system-wide upgrade, our equipment is designed with redundancy and future-proofing in mind.

For instance, if an instance occurs where a single-lane payment option becomes temporarily unavailable, the lane can now remain open by accepting other payments until a Maintenance Team resolves the specific issue. These additional lane capabilities allow the Toll Road to keep more lanes available for customers and to reduce the potential for delays.

As payment and tolling technologies continue to evolve and advance, our investment will enable our teams to stay current and provide customers with the features they need. Our platform supports the continued movement toward transponders that work interoperably nationwide, including a lower-cost sticker transponder to help many motorists overcome the barrier of cost.

Impromptu dog rescue

Embracing a spirit of compassion and collaboration, ITRCC team members came together across departments on the spur of the moment to help save a dog’s life along the Toll Road. Even though an average of thousands or tens of thousands of motorists pass through the Portage Toll Plaza each day, when a customer reported the loss of a pet Chihuahua in the immediate vicinity, ITRCC’s Toll Collector alerted the TMC with a sense of urgency and spirit of customer service.

When Jessica Slatton, TMC Supervisor, received the call from the toll plaza, she followed safety protocols and worked to review live video footage from the surrounding area. As soon as the TMC team identified the location of the dog, which was hiding in fear along the edge of a plaza lane, Slatton then contacted David Lenzo, ITRCC’s Portage Supervisor, with an update. Lenzo checked the plaza lanes in person and strategically positioned a Toll Road vehicle to create a blocker and better controlled environment to allow for safety during the rescue operation.

By liaising in real time, TMC Dispatchers and the Tolling Experience team managed the situation in a rapid fashion that protected the at-risk pet and reassured the affected motorist — while also mitigating the risk of traffic delays or any secondary incidents. These actions helped avoid an even more traumatic experience and ended up saving the life of a vulnerable furry friend.

After the issue was safely resolved, ITRCC honored both Lenzo and his colleague Eric Stankus, Assistant Deputy for ITRCC’s Tolling Experience, with a CREST Award for Excellence to recognize their exceptional customer service, respect, excellence, stewardship, and teamwork.

“I’m proud of how our team really struck the right balance between rising to the occasion and prioritizing safety and efficiency for everybody along the Toll Road,” said Slatton. “I have pets myself and could tell just how frightening this was for the person who lost their dog. But what a perfect outcome.”

Greater agility with software

Over the past year, ITRCC has invested in web-based collaboration tools that radically improve how our teams manage everything from customer inquiries to internal goals. Using a new collaborative cloud-native tool enhances our efficiency and agility in tracking and managing tasks to completion.

Instead of treating incoming and internal requests through separate systems or as one-off requests, we’re equipped to better manage any issue or project for different departments. From IT to Infrastructure, from HR to Toll Maintenance, communications are able to be managed with a clearer sense of priority and accountability through a clean and functional interface.

This modern “ticketing system” tracks messages and actions back to the initial request and makes it easy not only for project leads but also for all necessary team members to have access to and make sense of the status and workflow, then act accordingly on that information.

Simple and repetitive tasks can be automated in ways they couldn’t previously. Team members can view outstanding requests and identify next steps and a reasonable timeline more easily. It even updates their workflows to make them more efficient. Requests simply can’t be “forgotten,” which improves accountability. Reassigning tasks across teams is a straightforward and transparent process. Already, this software update is allowing employees to be more efficient and agile with time and resources.

Refreshing the online on-ramp

The Internet has moved well beyond the early days of being an Information Superhighway, and in 2023 ITRCC turbocharged our online presence with a complete overhaul of our website. The revamped platform offers a host of improvements to improve accessibility and usefulness — from a modern design to enhanced user-experience and mobile responsiveness for all users. The site also prioritizes ADA and digital accessibility compliance.

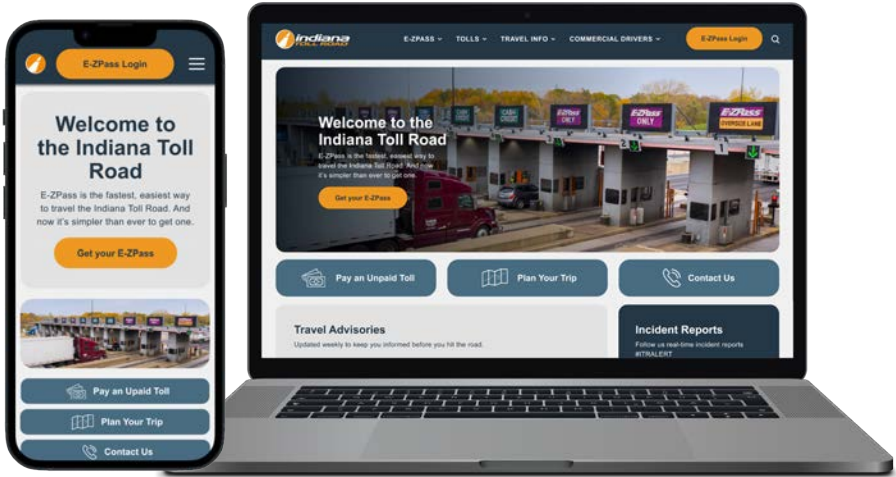
Featuring a contemporary aesthetic, replete with robust information about the Toll Road’s latest upgrades as well as timely and critical details and frequently asked questions, the site design was scoped to ensure a cohesive experience and visually appealing brand identity.

Responding to customer feedback and an internal analysis of best web design practices, we placed a strong emphasis on user experience (UX) improvements. Working with a digital innovation agency and development team, we streamlined site navigation and optimized the browsing experience for desktop and mobile users alike.

As a result, visitors now have an easier time navigating through each section and finding what they need faster and more effortlessly.

For motorists in transit, as well as other users, mobile friendliness is no longer seen as a bonus but rather as an absolute necessity. This shift in user behavior has driven a complete rethinking of our website design to ensure full responsiveness regardless of device, browser, or screen size. Such an optimal viewing experience ensures greater convenience and improves engagement.

And in line with aesthetics and functionality enhancements, we recognize the importance of accessibility for all users as well as compliance with legal requirements like the ADA. Now integrating features like “alt text” — a means of specifying alternative text that runs in lieu of graphics or other elements that can’t be rendered or experienced — as well as clearer and more concise content and updated heading structures, the website’s improved inclusivity fosters a positive experience for all visitors, regardless of how they access the web.





Community

“I was very impressed with the intentionality of the Indiana Toll Road in growing its managerial-level leaders. They made a strategic investment in their people, and it was a real honor to work with such an engaged group who weren’t only passionate about their own growth, but who also challenged each other to be their best.”

Fredrick Russell, True North Leadership Group

Repurposing concrete in local communities

Although concrete remains a cornerstone in infrastructure around the world — nearly ubiquitous in roads, bridges, and buildings — research suggests the production and use of cement alone accounts for 8% of humanity’s greenhouse gas emissions.

Because any pathway toward decarbonization must acknowledge and address this vital material from the cradle to the grave, ITRCC revisited the issue of construction waste.

As part of our high-priority bridge repair projects along the western end of the Toll Road, we made arrangements to repurpose used concrete to benefit public works in the City of Hammond. Recycling concrete can be challenging due to its scale and density, shipping costs, variations in quality and composition, and overall demand. These limitations mean that keeping it local often reduces both the financial costs and the emissions typically associated with removing and processing spent concrete as waste at a distant facility.

In 2023, ITRCC worked closely with the City of Hammond to address their need to upgrade a dirt road that provides access to Wolf Lake, a popular body of water covering 1.25 square miles across Indiana and Illinois. We brought a portable concrete crushing rig to each Toll Road worksite as material was generated, then provided that reusable concrete to help the Hammond community remedy the ruts and potholes on this access road, with more opportunities ahead.

“We’re constantly exploring new ways to work with local communities across northern Indiana and to work together to embrace more sustainable practices,” said Brian Cherry, Civil Infrastructure Manager at ITRCC. “This collaboration with Hammond is a great example of how what’s old can be new again. We’re thrilled that by improving the Toll Road we’re also able to help make lake access even better locally in Hammond.”



Diversifying the supplier pipeline

Through a sustained multi-year investment in a dedicated supplier diversity policy and program, ITRCC strives to create new opportunities and set an example for other regional businesses.

Believing in prioritizing supplier diversity in all procurements, and not only when required to win a contract, we regularly engage with community leaders in Elkhart, South Bend, and other communities to motivate change to drive growth for local and minority-owned businesses.

Over the past year, ITRCC partnered with the Northern Indiana Minority Business Association (NIMBA). NIMBA’s President and Co-Gounder Paula Sours previously collaborated through the Latin American Chamber of Commerce (LACC) and her company Proforma Printing / Visions GPS Branding.

When Sours and three other executives of local minority-owned trucking companies originally formed the Northern Indiana Minority Trucking Association (NIMTA), ITRCC participated as the first speaker at the organization’s weekly meetings. When NIMBA was later formed to provide similar assistance to all kinds of minority-owned businesses in northern Indiana, ITRCC again partnered to expand outreach and support within local communities.

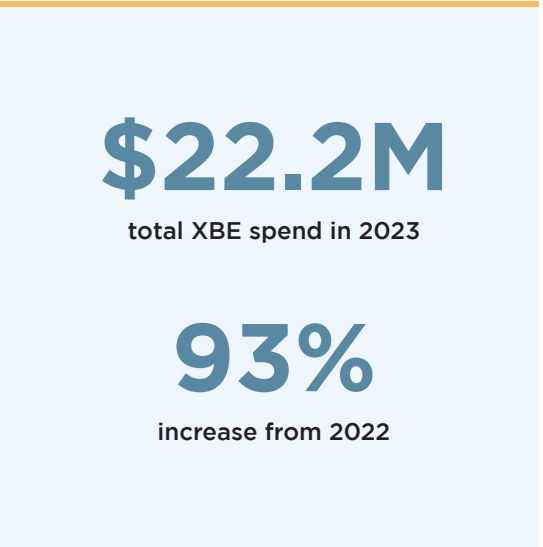
As part of this ongoing relationship, Rob Steed, Senior Procurement Manager at ITRCC, assisted NIMBA in applying for its non-profit designation and for its certification as a women- and minority-owned business (WMBE) from the Indiana Department of Administration (IDOA).



In addition to regularly championing the value and importance of supplier diversity internally and in our surrounding communities, Steed served as a guest speaker at industry events explaining how to do business with the Toll Road and highlighting contracting opportunities.

In 2023, ITRCC provided full-service assistance to 18 companies, more than 7 of which completed their certification as an XBE — i.e., a Minority, Women, Veteran, and/or Disadvantaged-owned enterprise. This official designation opens up new business opportunities.

ITRCC will continue to provide support to current and potential suppliers of all kinds and engage with local communities and organizations in support of supplier diversity.



First steps into transportation

In-person and virtual job fairs alike provide platforms for current students, recent graduates, and potential employees at all stages in their careers to forge new connections and gain insight into the range of roles and responsibilities along the Indiana Toll Road and in the industry overall.

From events focused on military veterans in the Chicago area and alums of Historically Black Colleges and Universities (HBCUs) to other kinds of outreach, the ITRCC team is constantly exploring new ways to optimize and modernize our recruiting interactions. Committed to sharing not only open job listings but also information and career advice, we actively prioritize interactive and informative sessions and two-way conversations. This approach helps establish new and stronger relationships that ultimately lead to additional opportunities in the future.

By creating a welcoming and supportive environment at job fairs, the ITRCC team hopes to set a foundation for the kind of environment potential hires should come to expect in their employer. Whether it’s a matter of attendees asking questions, seeking guidance, or sharing their own aspirations, this back-and-forth dynamic also helps to develop a wider network of transportation professionals who likewise interact with and uplift one another throughout their career journeys.



The strength of regional connections

To improve the experience for motorists traveling long distances, ITRCC team members joined regional colleagues from the Illinois Tollway, the Ohio Turnpike, and the Pennsylvania Turnpike to share and compare best practices — and to build an even stronger network across state lines.

In 2023, we brought together a wide range of industry expertise and insight through relevant workshops, panel discussions, and collaborative opportunities. ITRCC speakers included Recruiter Kathleen McCallie and Environmental Health and Safety Manager Brian Taylor.

Working collaboratively with our partners throughout the region, we’re taking progressive steps forward to learn from one another and to prioritize our customers’ needs as we invest in critical topics like safety trends, future technologies, risk management, and recruiting strategies.

As these efforts only continue, we look forward to sharing further knowledge and experiences across our roadways to transform how tolling and transportation evolves for all to benefit.

“As a result of our research partnership with ITRCC, our students gain valuable real-world experience and professional development. This can be so valuable to the safety and success of our region’s infrastructure, with many of our former students going on to be involved in the design and construction of the Indiana Toll Road and other critical roadways.

Prof. Darcy M. Bullock, Purdue University

Applied research hits the road

As ITRCC works to stay up-to-date on the latest industry advances, Rick Fedder, Chief Operating Officer at ITRCC, reached out to Lyles School of Civil Engineering after being impressed by the program’s ongoing research into agile work zone management.

Following the establishment of a formal partnership together, Purdue has monitored the length of delays on the Toll Road, specifically near construction areas, to strike the optimal balance between costs and congestion.



Through this relationship, Purdue generates quantitative data and insights that help ITRCC understand ideal times — and the ideal length of times — for lane closures. Even minor changes in work zones, such as roadway painting, shoulder work, or adjusting the time of construction, can make a significant difference to the flow of traffic. This approach to agile scheduling and decision-making minimizes queuing along the Toll Road, and ultimately benefits motorists.

“I’m a strong believer in applied research,” said Darcy M. Bullock, Lyles Family Professor of Civil Engineering and Director of the Joint Transportation Research Program. “The impact and usefulness of the information we’ve surfaced can already be clearly seen in the decisions and actions of the Indiana Toll Road.”

Finding new hope in work

When a potential candidate stopped by our booth at a recent regional job fair, ITRCC representatives were struck by the determination and potential he conveyed.

After discussing his military background and examples of resilience throughout his own career journeys, the veteran mentioned that he was currently experiencing homelessness and eager to reestablish his life with a new sense of purpose and belonging.

Not only were our recruiters able to identify an ideal fit to hire the candidate for a role in one of our maintenance facilities, but also they worked to help him re-secure permanent housing.



Monarch migrations made easier

With Project Michoacán, ITRCC worked to beautify and better our communities through a program to reseed land along the Toll Road. Covering 37 acres, the undertaking is designed to support the migratory monarch butterflies as they make their way from breeding grounds across North America and travel thousands of miles south to the state of Michoacán in western Mexico to hibernate in winter. Only a start, this is one step in a broader effort to rethink our landscapes.

Monarch caterpillars feed exclusively on the leaves of milkweed plants; however, the natural spread of these native flowering perennials is unable to keep up with the need for their growth. Commercial providers often fill the gap for orders, but harvesting their seeds can be a laborious process done by hand, with costs running around \$300 per pound, or even more.

As a result, nonprofit organizations like land trusts and public park systems in northern Indiana, and elsewhere across the United States, regularly struggle to stretch their budgets to purchase the seeds needed to achieve their stewardship goals. To help, ITRCC is turning to our own land.

Because the Toll Road corridor is a rich environment with natural milkweed growth, ITRCC team members harvested seeds directly from the corridor in September 2023. ITRCC’s Sustainability Manager Adam Thada worked with staff to learn to identify the targeted milkweed species and to determine which ones were ripe for harvest.

After further hand-cleaning and drying, the seeds were provided to Blue Heron Ministries (BHM), a nonprofit land trust organization in Steuben County, located in the northeastern corner of Indiana. BHM planted the seeds as part of its annual Prairie Planting Party, with neighbors from Angola, Indiana coming together to turn an old garden bed into a new prairie patch.

With more milkweed in more places through Project Michoacán, monarchs can fuel their journeys.



Modernizing our outreach

Today, 65% of adults identify themselves as visual learners. So-called “Gen Z” employees are entering the workforce with a deeper familiarity with the Internet and other modern technologies.

To better reach and relate to this audience, ITRCC refreshed our job descriptions with new 90- to 120-second videos that enable candidates to virtually shadow current employees in particular roles and gain a clearer sense of day-to-day responsibilities.



Going forward, giving back

Year-round, ITRCC strives to set an example through our investments in customers and employees and our commitment to the communities we connect.

To inspire a spirit of compassion and stewardship, we organize quarterly challenges to collect items for those in need, raise funds, and foster positive change around us.

While we move ahead as a company, our employees reaffirm our values in giving back.

IN 2023:

OUR EMPLOYEES DONATED MORE THAN 1,000 STUFFED ANIMALS for Ronald McDonald House Charities of Michiana, a branch of a global nonprofit that provides beds, meals, and other facilities at no cost to the families of sick and injured children.

During Thanksgiving, we **DISTRIBUTED 50 TURKEYS** to help with holiday meals provided through El Campito Child Development Center in South Bend and the Veterans of Foreign Wars (VFW) Post 360 family food drive held in Mishawaka.

As winter’s chill set in, **WE COLLECTED WARM CLOTHING LIKE GLOVES, HATS, AND SCARVES** for the Boys & Girls Clubs of America’s local after-school programs.

Commitment to a cause with paws

ITRCC’s employees regularly go the extra mile for our customers and our communities, but Roadway Supervisor Dave Smith set a new standard when it came to his commitment.

When we kicked off our 2023 Stewardship Pet Supply Challenge to collect items for animals in area shelters, we anticipated strong employee engagement across the organization. Smith, however, spent hours visiting local suppliers and discussing the ongoing collection of donations.

Single-handedly, Smith ended up collecting hundreds of pounds of pet food and cat litter, making a difference in the day-to-day needs of our regional animal shelter system in northern Indiana.



In recognition of the impact Smith made in his community and the example he set in securing donations from local businesses, we honored him with a 2023 CREST Award for Excellence.

Inspiring the next generation

In conjunction with Rieth-Riley, ITRCC participated in a two-day “career quest” for students currently in middle school near our Elkhart headquarters.

As participants considered their future directions, we encouraged them to understand how much skilled labor goes into operating and maintaining the country’s roadways and we reinforced the importance of safety in their lives both as passengers and as future drivers.

Creating fun activities, we brought remote-control dump trucks and front-end loaders for the students to maneuver through an obstacle course and used a variable speed limit sign to help the participants gain a better sense of safety and inspire them to speak up in the future.





Environment

“What comes across loud and clear through our work with ITRCC over the past year is how seriously they’re taking their own role in the energy transition. Their embrace of critical steps to move toward renewables in their operations sets an example for others across the country to replicate.”

Granger Souder, Co-Founder, Solscient

Seizing the potential of the sun

Since ITRCC first committed to the aggressive but important target of cutting greenhouse gas emissions by 50% by 2030, we have made steady and significant strides to achieving this goal.

But in 2023, we took our biggest step yet, with Project Soleil enabling solar energy systems across 14 facilities along the Toll Road, totaling 1.5 megawatts (MW) in size.

This single initiative will provide solar energy accounting for one-third of ITRCC’s electricity demand while cutting ITRCC’s carbon footprint by 17% — reducing more than 980 metric tons (MT) of carbon dioxide emissions — and delivering operational cost savings.

Installed and managed in collaboration with Solscient Energy, these new solar energy systems are located primarily at toll plazas and maintenance barns. Each system was sized to be able to provide 100% of each building’s required energy needs during any given year. At this stage in the project, the grid connections and emergency backup systems remain unchanged.

During the middle of the day, multiple solar panel arrays produce more energy than the buildings require, which leads to this energy being sent back onto the grid to power local neighborhoods.

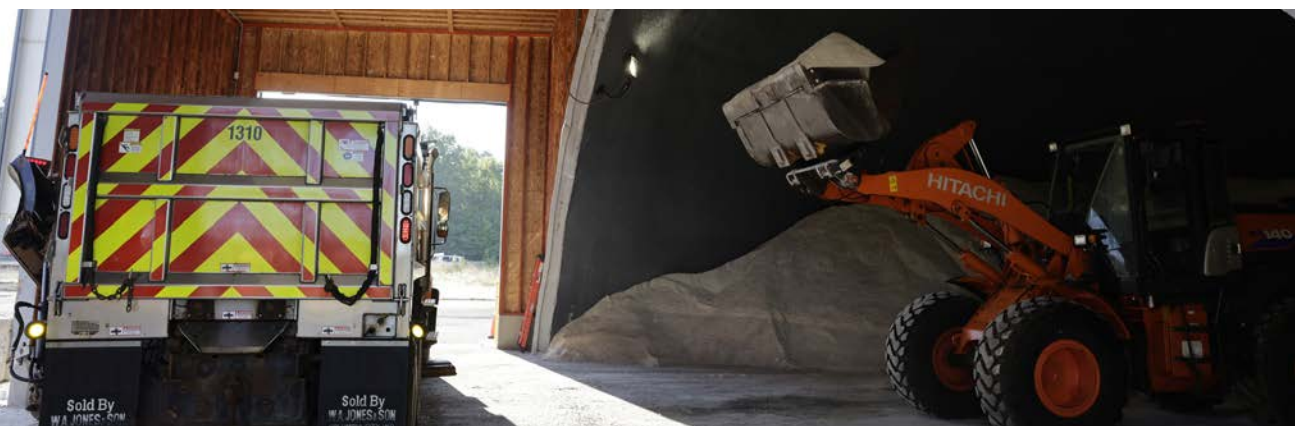
At night, ITRCC’s buildings draw energy back from the grid like normal. The power credits earned from our excess daytime production are applied to pay for the use of nighttime energy.

“We’re proud to partner with the Indiana Toll Road on the design and construction of ground-mounted solar arrays,” said Granger Souder, Co-Founder of Solscient Energy. “While motorists traverse the state of Indiana, these arrays will be producing electricity while reducing greenhouse gas emissions to great effect.”

Project Soleil follows on the heels of years of investments in solar. Amongst these highlights:

- In 2017 the construction and refurbishment of eight travel plazas included the deployment of solar panels on their rooftops, totaling 450 kilowatts (kW) of energy.
- In 2020 we paired a new 62-kW solar array with the opening of our administrative building in Elkhart, Indiana’s first commercial office facility certified as LEED v4 Gold.

As we look ahead, we’ll draw ever greater power from the sun.



Only a sprinkling of salt

Every winter in northern Indiana, ITRCC’s roadway crews manage a delicate balance between roadway safety and environmental well-being when it comes to spreading salt on the Toll Road. Applying salt to the roadway before winter storms or in anticipation of icy conditions helps keep employees and motorists safe, but runoff can have negative effects on the ecosystems nearby.

Since a 2019 pilot program, ITRCC has been building new salt domes to serve as facilities for salt storage that expand upon environmentally friendly designs. The domes make it possible for snow plows and salt trucks to load up entirely within the structures, limiting the impact of wind, rain, and other weather factors that can lead to salt entering the surrounding environment.

The design and use of these facilities accompanies other efforts to decrease our environmental footprint, from new and improved drainage systems to waste reduction and carbon mitigation. In 2023, we finalized our last new build, leading to safer salt storage across the entire Toll Road.

Greater range for EVs

New drivers of electric vehicles (EVs) often report “range anxiety” — the fear of running out of energy before reaching their destination. Even though most EV drivers say this feeling fades with time, an increase in charging stations along the Toll Road also can help mitigate this worry.

In 2023, ITRCC partnered with public and private entities — Indiana Department of Environmental Management (IDEM), NIPSCO (Northern Indiana Public Service Company), and Indiana Michigan Power — to install new fast chargers at the Portage and Elkhart travel plazas.

Capable of 150 kW of power, these chargers can provide enough range in 20 minutes of charging to travel the length of the Toll Road. Because of a pull-through design, the set-up also accommodates EV trucks with trailers attached.

An earlier partnership with Tesla brought their proprietary chargers to all eight of our travel plazas, whereas these new chargers are configured with a universal charging design that powers most other brands of EV.

Since ITRCC’s first electric charging station in 2021, we have helped power more than 10 million miles for drivers along the Toll Road.



Driving toward net zero

Around the globe, 2023 presented rather startling climate-related challenges, including vast swings in precipitation, wildfires, powerful storms, flooding, and broken temperature records.

All of these challenges highlight the urgency of making continued progress toward the goals of the Paris Agreement, established in 2015 under the United Nations Framework Convention on Climate Change to reduce climate-changing pollution.

ITRCC remains one amongst many thousands of businesses, organizations, and government bodies to have established official climate targets, including our commitment in 2021 to cut greenhouse gas emissions 50% by 2030 and to achieve net-zero emissions by 2050.

Included in this commitment are ITRCC’s Scope 1 and Scope 2 emissions, which refer to our purchases of fuel and electricity used directly to keep the Toll Road operating around the clock all year. Our baseline emissions in 2018 totaled an equivalent of 7,283 MT of carbon dioxide.

So far, our investments in energy efficient lighting and hybrid vehicles have helped cut more than 1,000 MT, with recent investments in solar energy expected to cut an additional 900 MT annually moving forward.

We have also begun to measure Scope 3 emissions. These include sources that are upstream or downstream of our operation. For example, concrete and asphalt used for the Toll Road and emissions created by motorists while in transit would be covered under Scope 3. To be able to reduce these in the future, our measurement efforts have included reaching out to contractors to better grasp the full scale of emissions related to their work along the Toll Road.

By starting this process, we can then continue to pursue opportunities for improvement and help our partners and customers achieve reductions in their own emissions as well.



New measures of structural health

While undertaking rehabilitation projects, ITRCC collaborated with the University of Notre Dame to monitor data in innovative ways to better understand and manage structural health. Notre Dame faculty members Dr. Brad Weldon and Dr. Kevin Walsh and graduate student Brittany Bullard integrated nondisruptive sensors into bridge decks along the Toll Road, conducted load testing, and used satellites to measure the impact of rehabilitation technologies on performance and longevity over time. The data and analysis from this continuous monitoring will ultimately help inform our response to usage and environmental changes over time.

The environmental impacts resulting from this partnership could be significant. As the life expectancy of assets increases, the need for materials decreases.

Since bridges require great amounts of concrete and steel and their manufacturing processes are carbon intensive, decreasing the demand for these materials also leads to a decrease in our carbon footprint. Such improved understandings of bridge behavior can also be expanded to other assets and stakeholders.

“By looking at assets for longer durations, we’re able to better understand life cycle concerns and make recommendations to increase the longevity and resilience of structural assets,” said Brittany Bullard from the Department of Civil and Environmental Engineering and Earth Sciences at the University of Notre Dame. “Decreasing the overall need, and the time required, for maintenance keeps the roadway in better condition, which keeps drivers happy.”



Embedding sensors inside bridge decks

Monitoring link slabs — i.e., newer designs for the joints of bridges that aid in keeping water off a superstructure — helps determine how design assumptions align with real world conditions and potentially change the behavior of the bridge.

Conducting load testing

Load tests involve loading an asset with a known weight and measuring strains at various locations, such as a dump truck tested on a bridge at specified locations and driven at specific speeds to measure the strains before and after rehabilitation.

Monitoring via satellites

Using Interferometric Synthetic Aperture Radar (InSAR) technology for remote sensing allows for the measurement of displacements with exceptional accuracy. Over years, roadway movements from seasonal changes and construction can be better understood.

Bright ideas on efficiency

It sounds like a variation on the thought experiment, “If a tree falls in a forest...”: If a light bulb goes out in any of the ITRCC buildings located along the 157 miles of the Toll Road, what happens?

To avoid one-off light bulb replacements or the need for an extensive overhaul becoming a time-intensive and seemingly unending task, the ITRCC Building Maintenance Team developed a roadway-wide strategy for keeping on the lights — and for turning them off, too.

First, the team identified and cataloged outdated, energy-inefficient but still operational fluorescent and sodium bulbs and established a plan to swap in LED replacements that significantly reduce power usage while ensuring comparable levels of brightness. Then, they looked even more deeply at additional opportunities for energy savings, lighting up new ideas for managing lampposts, security lights, and even storage closets inside roadway facilities.

We introduced our first pilot project to grow out of this reconsideration of business as usual: In 2023, we began testing solar-powered street lights that run completely disconnected from the grid. While cloudy spells and winter skies in Indiana may pose challenges, a dedicated team is working to understand both the limitations and opportunities opened up by new possibilities.

Within the first year of revisiting lightbulb usage and replacement practices alone, our Building Maintenance Teams were able to eliminate a total of 85 mWh of electricity and 40 MT of greenhouse gases, the equivalent of taking several homes off the grid.



Measuring our values

Businesses around the world, including ITRCC, are embracing environmental, social, and governance (ESG) investments to meet customer expectations and drive value from these best practices. In response to this growth, the independent organization GRESB — Global ESG Benchmark for Real Assets — provides assessments of businesses and assets worldwide as a way to measure performance against sustainability goals and identify areas for improvement.

In 2023, ITRCC received a GRESB score of 95 out of a possible 100 points, improving 5 points from a score of 90 in the previous calendar year. For the first time, we received the maximum five-star rating, acknowledging our performance among the top 20% of all GRESB submissions made from around the world. These measures provide an exceptional benchmark for the future.

GRESB’s scoring is based on a rigorous methodology that’s refined annually by a committee of experts, designed to remain aligned with ever-changing regulations and shareholder expectations. The metrics used are only those that are materially relevant to the Toll Road’s business, such as health and safety, biodiversity, and data protection and privacy.

What makes these ESG measures so important is both the accountability they reinforce internally and how they’re used by investors and leadership teams to improve decision-making and inform their industry engagements. As we look ahead, ITRCC will continue to use such measures and insights to affirm our sustainability efforts and proactively plan for the future.



Fight against phragmites

Across wetlands, ditches, and other low-lying ecosystems throughout northern Indiana, dense strands of reeds often sway in the wind, with fluffy seed heads towering over other grasses. At a passing glance, motorists may consider the familiar sight of these plants to be an attractive addition to the landscape, but the rapid spread of this particular species of *Phragmites australis*, often known simply as phragmites, has caused habitat loss for native plants across the country.

Regularly growing ten feet tall, phragmites were introduced accidentally to North America in the 1800s. Their vigorous rate of growth, coupled with the lack of local pests and diseases that are capable of limiting their expansion, has led to other native species facing more challenging competition and ultimately a decrease in the natural biodiversity of critical ecosystems.

In Indiana, as phragmites increasingly choke out other wetland plants that are better suited for the region’s insects, birds, and other wildlife, their vigorous root growth also plugs drains and culverts, decreasing natural water-absorbing capabilities and increasing the risk of flooding.

To thoughtfully combat the encroachment of invasive reeds over the long term, Matthew McLaughlin, who manages ITRCC’s environmental health and safety analysis, led a partnership with the Great Lakes Phragmites Collaborative (GLPC) to establish research plots along the Toll Road.

At two initial sites, we’re studying and carefully timing our mowing and other landscape management practices to strategically limit and control phragmite growth. These methods conform to an adaptive management framework developed by the GLPC, and our observations will contribute to the improvement of a regional understanding of phragmite ecology and control.

Only by enhancing our collective knowledge of phragmites and the science of better managing the species will we be able to safeguard our drainage systems and natural ecosystems.



Planting deep roots for the future

Since 2018, ITRCC has undertaken an annual initiative to invest in expanding the natural beauty along the roadway while also creating a more sustainable and productive “green shield” of trees. In 2023, our springtime ritual continued, with employees volunteering to plant new growth.

With the support of Mennonite Men, a nonprofit service organization with a commitment to plant a million trees around the world by 2030, we staggered a hundred white pine and Norway spruce trees in rows at the Ernie Pyle Travel Plaza in Howe. The evergreens will grow to provide a welcome windbreak at the travel plaza and an improved ecosystem for songbirds in the region.

Then, through a partnership with HartWood Tree Center of Elkhart County, we installed an additional 174 new native trees and shrubs as part of an offset scheme to replace each tree HartWood Tree Care removed in the course of their business as a tree care and removal company.

This additional vegetation expands upon our previous planting at Lake Albert in Granger. There, a range of American plum, chestnut oak, shagbark hickory, elderberry, and hazelnut trees will capture and store carbon throughout their lifespans while also providing new opportunities for a healthier ecosystem to thrive around both Lake Albert and the Toll Road.



Taking action on air quality

As wildfires worsened by the impact of climate change caused widespread damages throughout the United States and Canada during the summer of 2023, northern Indiana experienced a significant increase in the number of days with air quality levels posing risks for all residents.

In the face of elevated levels on the local Air Quality Index, the IDEM provided guidance around Air Quality Action Days (AQADs), defined as “days when ground level ozone pollution or fine particulate matter could build to unhealthy levels in the outdoor air.”

While most summers generally see between 4 and 5 AQADs, in 2023 we faced a high of 22 days — exceeding the combined total of 2020, 2021, and 2022 put together. This exposure causes increased risks for those with heightened sensitivities, including children and elderly residents, as well as long-term impacts like heart attacks and cancers.

Along the Toll Road, we used our dynamic messaging signs to provide warnings to motorists about the health risks and guided them to follow best practices of minimizing outdoor exposure.

For our employees, Brian Taylor, ITRCC’s Health and Safety Manager, encouraged all team leads to monitor and prioritize their staff’s safety, including additional rest times indoors as necessary. Because AQADs often correlate with extreme heat, our measures also included efforts to prevent heat stress, such as maintaining breaks, hydration, and regular check-ins.

Fueling friendly competition

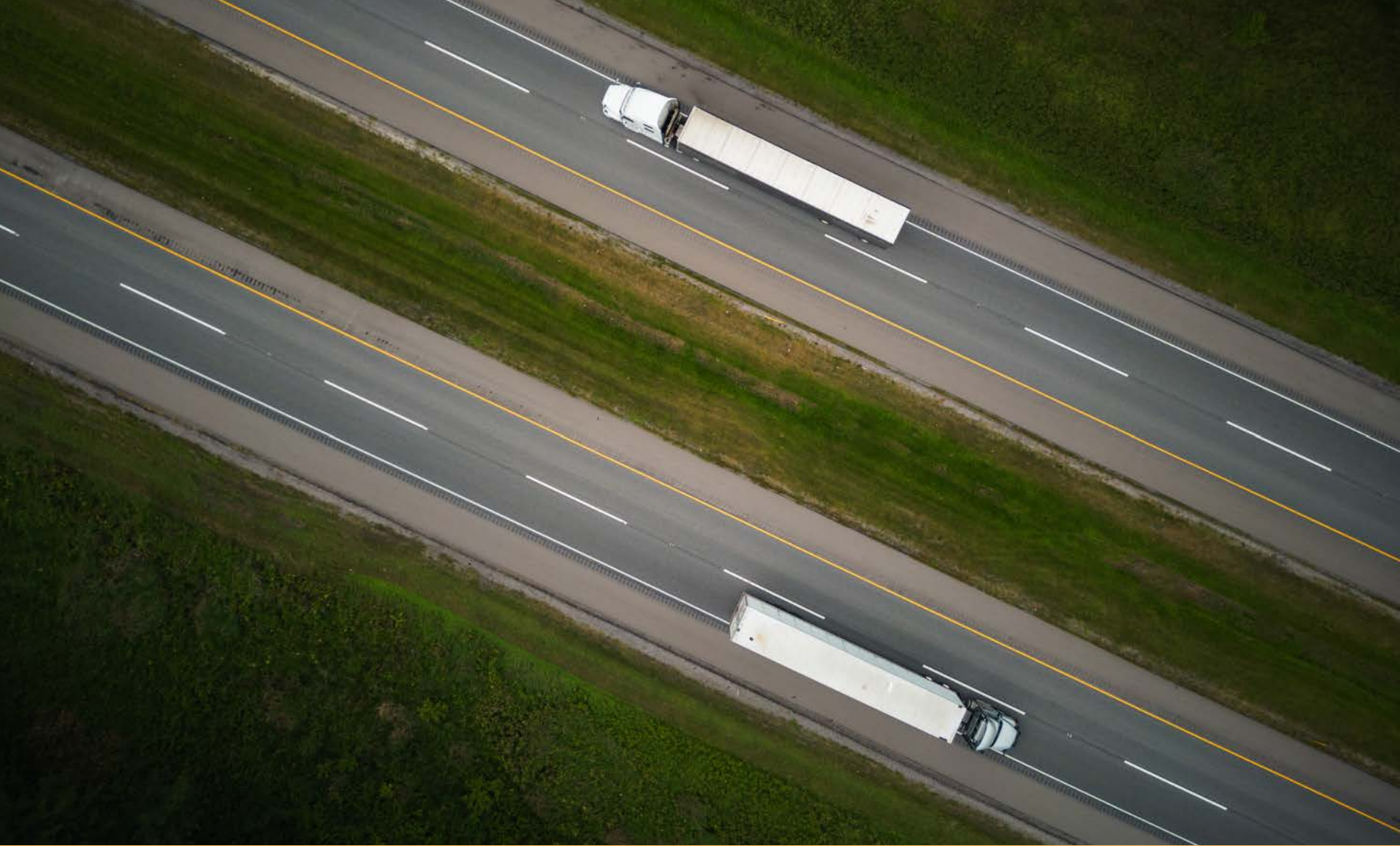
Reaching our aggressive goals for reducing emissions requires timely updates to ITRCC’s equipment, including vehicles. But this kind of turnover can take time. To inspire the most efficient and productive usage of the fleet we currently operate, we introduced some friendly competition across the organization through a 2023 fuel efficiency challenge.

This effort saw each business unit and maintenance barn across the Toll Road benchmarked against their own previous miles-per-gallon measures and challenged to take steps, no matter how seemingly small, to improve on these numbers within the span of a single quarter.

Employees credited the incentive with helping them better understand the benefits of driving more calmly and smoothly and avoiding the temptation to leave vehicles idling when possible.

At the end of the year, the Building Maintenance Team prevailed as the winner, achieving a 15% increase in fuel efficiency during the challenge period, which resulted in a savings of 178 gallons of fuel. The building maintenance team is responsible for all Toll Road facilities, including more than 100 toll booths.

For their efforts, the team’s employees were awarded reusable YETI mugs and credits to spend at the Toll Road gear store. Our collective effort resulted in a savings of nearly 700 gallons of fuel and a new appreciation for the difference individual behaviors can make on safety and stewardship, regardless of the tools.



Future

“We are committed to fostering a community where diversity and inclusion thrive. Our dedication to creating a more inclusive world extends beyond business, as we continue to volunteer and donate in 2024, striving to make a meaningful impact within our communities and championing the values of diversity that define us all.

Alyssa Staley, Chief People and Customer Officer, ITRCC

Safety

As the roadway and the workspace continue to evolve, so will our operation. We are used to adapting to weather, road closures, and roadway incidents. Now vehicles that are autonomous, connected, and electrified will bring new challenges, but also opportunities. We will continue to work with our private and public sector peers in fully understanding and responding to emerging trends that affect patron and employee safety. At every meeting, work task, and planning session, safety will remain priority number one.

Employees

A top-quality transportation service starts with a top-quality culture and workplace. Ongoing initiatives prioritize comprehensive well-being, addressing mental and emotional health and optimizing hybrid work schedules. Our commitment to recruiting and retaining qualified staff remains steadfast, aimed at reducing turnover rates. The overarching goal is to sustain high employee satisfaction levels while consistently innovating to enhance ITRCC's standing as an exceptional workplace, continuously striving to offer more opportunities for professional growth and fulfillment.

Customers

Payments are changing quickly and moving to open payment platforms, digital cash payments, and regulatory changes that are opening payments to non-card payments, mobile payments, and peer-to-peer payments to accommodate young digital-first payment preferences. ITRCC is positioning and investing in its platforms to be inclusive of payments and accommodate more drivers by moving to digital payment methods beyond payment cards.

Environment

While this year saw the installation of solar arrays across the Toll Road, we now prepare for a roll-out of the infrastructure needed to electrify both our own fleet and those of our patrons, prioritizing safety, reliability, and redundancy. We are collaborating with industry and government partners in identifying opportunities to electrify medium- and heavy-duty applications as well. As major capital improvements are planned, we will continue piloting lower carbon products and services in support of an industry-wide decarbonization trend.

Appendix A.

First Lastname

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 2023 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	<ul style="list-style-type: none">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">Increased energy efficiency in new construction (From fire damage to reconstruction, p. 23)Installation of off-grid solar lighting (Piloting solar-powered smart poles, p. 12)Replacement of inefficient lighting (Bright ideas on efficiency, p. 42)On-site renewable energy installation at fourteen locations (Seizing the potential of the sun, p. 37)Reduced fuel use through incentivizing behavior (Fueling friendly competition, p. 45)
303-1 (2018)	Interactions with water as a shared resource	<ul style="list-style-type: none">Controlling invasive plants that affect water flow and quality (Fight against phragmites, p. 43)
303-2 (2018)	Management of water discharge-related impacts	<ul style="list-style-type: none">Design of bridge slopes to improve water flow and infiltration (Sustainability, p. 8)Reduction of excess salt run-off (Only a sprinkling of salt, p. 38)
304-2 (2016)	Biodiversity: Significant impacts of activities, products, and services on biodiversity	<ul style="list-style-type: none">Controlling invasive plants that imperil native wetlands (Fight against phragmites, p. 43)Tree planting effort allows right-of-way (Planting deep roots for the future, p. 44)
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 (Monarch migrations made easier, p. 33)
304-5 (2016)	Emissions: Reduction of GHG emissions	<ul style="list-style-type: none">Solar energy installation planned for 2023 (Driving toward net zero, p. 39)Reduced emissions from vehicle fleet (Driving toward net zero, p. 39)Carbon sequestration from deep-rooted native plants (Planting deep roots for the future, p. 44)Electrification of natural gas boilers (Driving toward net zero, p. 39)
305-5 (2016)	Emissions: Reduction of GHG emissions	<ul style="list-style-type: none">Reduction of emissions from lighting improvements (Bright ideas on efficiency, p. 42)Installation of electric vehicle chargers (Greater range for EVs, p. 38)Update of progress towards net zero goals (Driving toward net zero, p. 39)Carbon sequestration through tree planting (Planting deep roots for the future, p. 44)

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 (Planting deep roots for the future, <i>p. 44</i>)
403-2 (2018)	Occupational Health and Safety: Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none">• Expansion of wrong-way driver detection (Breaking ground on wrong-way prevention, <i>p. 12</i>)
403-4 (2018)	Occupational Health and Safety: Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none">• OSHA training offered through our Leadership Academy (Developing future leaders, <i>p. 16</i>)• Employee-led safety committee (Enrolled in the Roadway Academy, <i>p. 15</i>)
403-5 (2018)	Occupational Health and Safety: Worker training on occupational health and safety	<ul style="list-style-type: none">• OSHA training offered through our Leadership Academy (Developing future leaders, <i>p. 16</i>)
403-6 (2018)	Occupational Health and Safety: Promotion of worker health	<ul style="list-style-type: none">• Changing work flows on days with poor air quality (Taking action on air quality, <i>p. 45</i>)
403-9 (2018)	Occupational Health and Safety: Work-related injuries	<ul style="list-style-type: none">• Expansion of wrong-way driver detection (Breaking ground on wrong-way prevention, <i>p. 12</i>)• Changing work flows on days with poor air quality (Taking action on air quality, <i>p. 45</i>)
404-2 (2016)	Training and Education: Programs for upgrading employee skills and transition assistance	<ul style="list-style-type: none">• CPR certification offered (Breathing life into corporate trainings, <i>p. 13</i>)
405-1 (2016)	Diversity and Equal Opportunity: Diversity of governance bodies and employees	<ul style="list-style-type: none">• Assisting local associations and businesses obtain XBE certification (Diversifying the supplier pipeline, <i>p. 30</i>)
413-1 (2016)	Local Communities: Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none">• Harvesting native seed for ecosystem restoration (Monarch migrations made easier, <i>p. 33</i>)• Employee-led donation drives (Going forward, giving back, <i>p. 34</i>)• Tree planting effort allows right-of-way (Planting deep roots for the future, <i>p. 44</i>)• Collaboration with university intern programs (Internships as a two-way street, <i>p. 20</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 (Sustainability, <i>p. 8</i>), increased wildfires (Taking action on air quality, <i>p. 45</i>), and increasing pressure on biodiversity (Planting deep roots for the future, <i>p. 44</i>; Monarch migrations made easier, <i>p. 33</i>)• Opportunities to manage the risk around climate change involve participating in the cleantech energy transition (Piloting solar-powered smart poles, <i>p. 12</i>; Greater range for EVs, <i>p. 38</i>) and improving right-of-way vegetation management (Monarch migrations made easier, <i>p. 33</i>)



ITR Concession Company LLC

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2023 Sustainability Report
Published January 2024
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