

# Paving the Road to Recovery

Sustainability Report | 2020



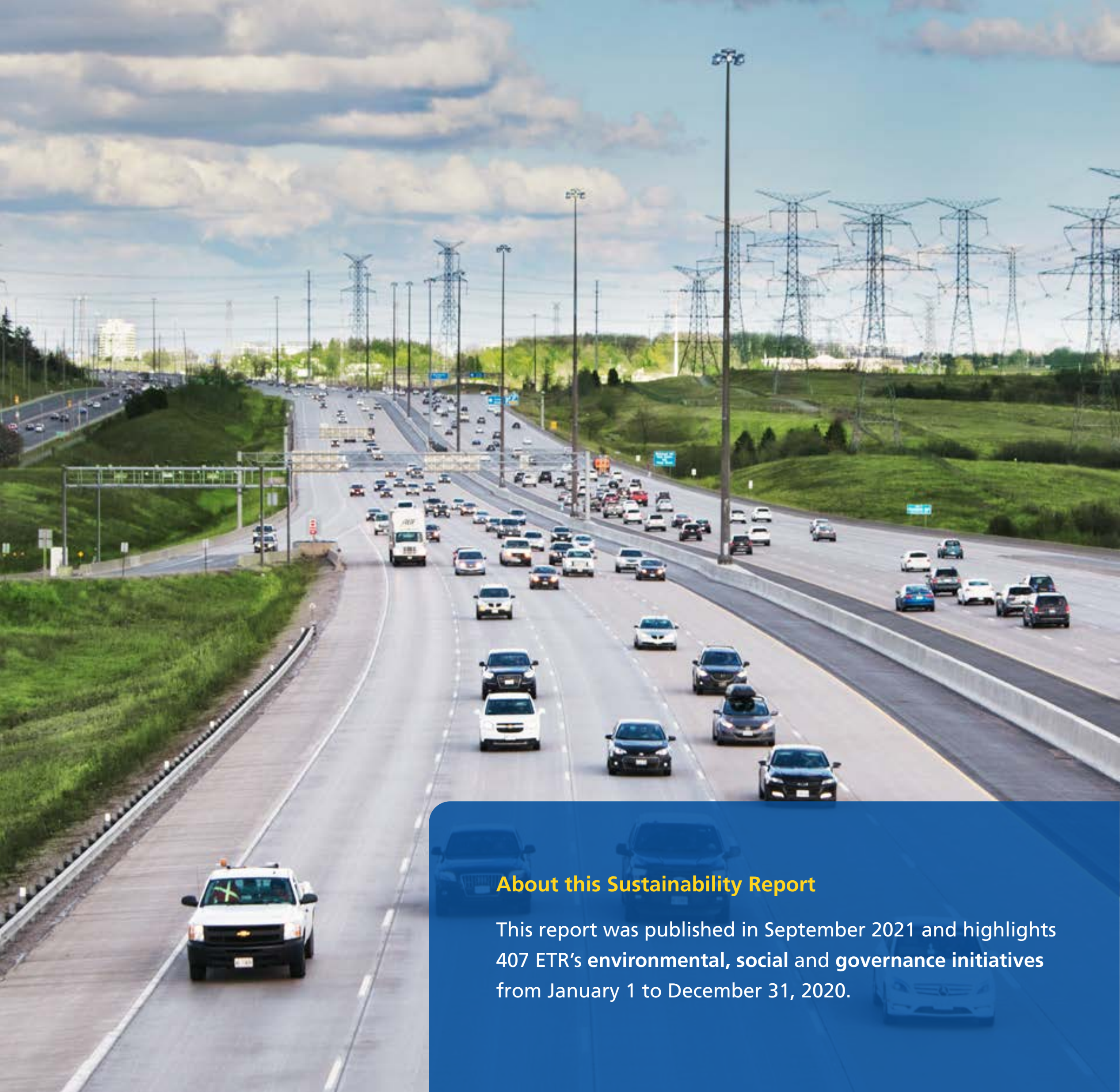


## Forward-Looking Statements

This Sustainability Report includes statements about expected future events and operating results that are forward-looking. Forward-looking statements may include words such as “anticipate”, “believe”, “could”, “expect”, “goal”, “intend”, “may”, “outlook”, “plan”, “strive”, “target” and “will”. These forward-looking statements reflect the internal projections, expectations, future growth, performance and business prospects and opportunities of 407 International Inc. (“the **Company**”) and are based on information currently available to the Company. Actual results and developments may differ materially from results and developments discussed in the forward-looking statements as they are subject to a number of risks and uncertainties as discussed in this Sustainability Report. In developing these forward-looking statements, certain material assumptions were made, including assumptions as to the timing of highway development activities and the impact and duration of the novel coronavirus (“**COVID-19**”) pandemic. Readers are cautioned not to place undue reliance on the Company’s forward-looking statements and assumptions as management of the Company and its subsidiaries (“**Executive Team**”) cannot provide assurance that actual results or developments will be realized or, even if substantially realized, that they will have expected consequences to, or effects on, the Company. These forward-looking statements are subject to change as a result of new information, future events or other circumstances, as discussed above, in which case they will only be updated by the Company where required by law.







**About this Sustainability Report**

This report was published in September 2021 and highlights 407 ETR's environmental, social and governance initiatives from January 1 to December 31, 2020.

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*“On September 23, 2020, we celebrated one million hours without a lost-time injury. This is a testament to our safety culture and I'm incredibly proud of our workforce and how staff responded and adapted to substantial changes brought on by the pandemic.”*

— Javier Tamargo, President and CEO



## Message from the President and CEO

The title of our sustainability report this year is *Paving the Road to Recovery* and as the vaccination effort continues in Ontario, we're hopeful for the future. Businesses have reopened their doors and people are reconnecting face-to-face.

Still, we know that challenges brought forward in 2020 have left a lasting impression on communities. Some of us mourned the loss of loved ones, lost time and milestones that couldn't be celebrated. Many of us are grappling with mental health issues and financial instability.

That's why we're committed to uplifting communities through our support of healthcare and social services. In April 2020, at the onset of the COVID-19 pandemic, we pledged \$5.2 million for our *Road to Recovery* initiative dedicated to COVID-19 relief. Under this umbrella, the Company donated \$1.2 million to assist GTA hospitals with the procurement of essential equipment and supplies. The remaining \$4 million was committed to United Way to help provide food and income security, mental health services and support for isolated seniors from 2020 through to 2022.

We recognize the financial strain and uncertainty that so many of our own

customers continue to face which is why our toll rates remain at February 2020 levels. The Company's COVID-19 Repayment Assistance Program is also providing additional support to qualifying individuals and businesses struggling as a result of the pandemic. In 2020, almost 2,000 businesses and individuals enrolled in this program.

The health and safety of our workforce remains our top priority. Early on in the pandemic, we made a significant investment in our buildings to adhere to the new workplace health and safety guidelines to ensure our offices remained safe spaces for staff who could not perform their duties from home. Keeping our employees informed of our COVID-19 response and the changes in government restrictions was important. To help employees cope with the stress and anxiety of the pandemic, the Company offered webinars and educational resources, and shared ergonomic health and fitness tips for staff to implement from their home offices.

To this end, I'm thrilled to acknowledge a major safety milestone for the Company. Though the majority of our staff were working from home, there are many staff in highway operations who continued to work on site to ensure that Highway 407 ETR was operating safely. On September 23, 2020, we celebrated one million hours without a lost-time injury. This is a testament to our safety culture and I'm incredibly proud of our workforce and how staff responded and adapted to substantial changes brought on by the pandemic.

For the seventh consecutive year, our Call Centre earned World Class Call Centre Certification from Service Quality Measurement Group. We're committed to the ongoing training and development of

our customer service team to ensure that we maintain exceptional service levels.

Of course, we also understand that in today's world, our customers expect our customer service offerings to keep up with technological advances in the industry. That's why we introduced a new online web chat service to add to our suite of customer service channels. We also launched a mobile app to bring the convenience of the highway to our customers' smartphones. App users receive instant trip summaries, personalized alerts, can access a handy trip calculator and call for free roadside assistance at the push of a button.

From an operational perspective, the Company experienced a significant decline in traffic in 2020, which is not a surprise given the stay-at-home restrictions that the government implemented to help flatten rising cases of COVID-19. During this time, we carried on with road enhancements, and last year we opened 33 new lane kilometres, adding a lane in each direction between Highways 401 and 410.

We also completed construction on the Whites Road interchange that opened for traffic in February 2021. All of this work was carried out under additional COVID-19 regulations and requirements. Our roadway is connecting residents of the thriving Seaton community in Pickering, and continuing to serve the growing demand on our highway.

We're now implementing our new 3-Year Strategic Plan and we remain focused on delivering value to our customers on and off the road. We continue to work hard to demonstrate leadership in corporate citizenship through our contributions to the communities we serve. Sustainability is also an important aspect of our strategy as we aim

to mature our environmental practices. We've proudly partnered with ClimateWise Business Network to assist us in reporting on our greenhouse gas emissions and are working on establishing targets for reductions.

I would be remiss if I did not acknowledge the societal issues that 2020 highlighted and I want to emphasize that diversity and inclusion is also a key priority for the Company. We're consulting with our workforce and experts in this field to ensure that we implement a strategy that allows all members of our workforce to feel seen, heard and safe, regardless of who we are or differences we have. This will help us ensure that we are providing equal opportunities for everyone.

As we enjoy the safe company of friends and family, I'm reminded of the resiliency of humanity. At 407 ETR, we're proud to provide the route of choice to help Ontarians reconnect with our beautiful province, and will continue to do our part to ensure it thrives for generations to come.

Sincerely,

**Javier Tamargo**

# 2020 Fast Facts & Achievements

## Workforce



**462**  
employees



**47%**  
female  
workforce



**\$41.4M+**  
in employee  
compensation  
and benefits



**5,300+**  
hours of learning  
for staff



**\$320,000**  
invested in  
employee  
training

**18%**  
of staff are Unifor union  
members in Customer Service

**44%**  
of workforce  
with tenure of  
10+ years at  
407 ETR



**96%**  
of employees are proud  
to work for 407 ETR

## Customer Service



**93%**  
Customer  
Satisfaction Rate



**1.8M+**  
annual customer  
service transactions



Mobile app  
launched

**88%**  
First Call  
Resolution Rate

**1,385**  
drivers who received  
free roadside  
assistance in 2020



**1.6M**  
transponders  
in circulation



Web chat  
introduced

## Highway



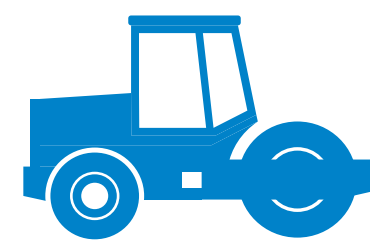
**\$7.7M**  
invested in 2020  
for enforcement and  
policing services to help  
keep the highway safe



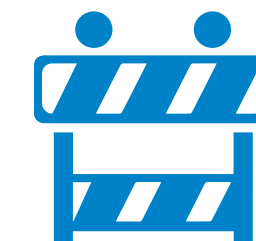
**12,636**  
hours spent  
on winter  
maintenance



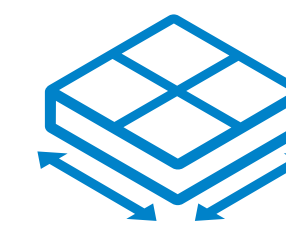
**36**  
lane km of surface  
concrete rehabilitated



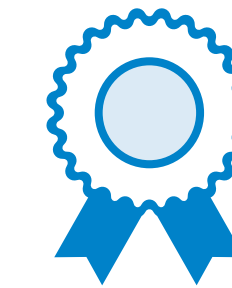
**28.5**  
lane km of  
asphalt  
resurfaced



**3,763**  
pieces of  
debris removed  
from the highway



**4,454**  
m<sup>2</sup> of concrete  
pavement panels  
replaced



**11**  
years of  
ISO certification

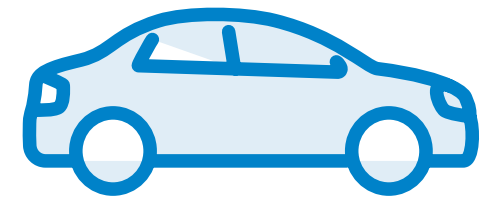


**\$47.5M**  
invested in highway  
for expansions and  
capital projects

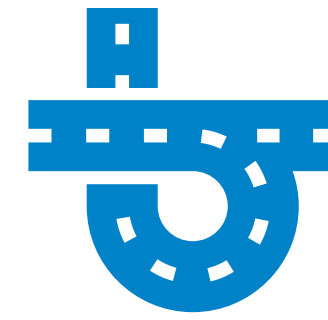


# 2020 Fast Facts & Achievements

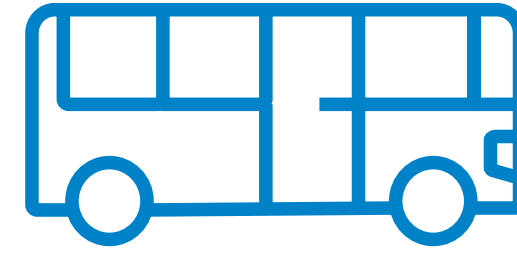
## Traffic



233,155  
average workday trips  
in 2020



1.5B  
total annual vehicle km  
travelled



1,500  
daily trips by  
public transit agencies

## Community



\$2.8M  
invested in the GTA communities  
through sponsorships and donations.

## Awards and Achievements



1M hours  
celebrated without  
a lost-time injury



Contact Centre World Class  
CX Certification Commercial  
Relations Award  
for first call resolution



World Class Call  
Centre Certification  
for 7th consecutive  
year



Customer Experience  
Award of Excellence  
  
Nomination for Best  
Practice Award for Career  
Development



Contact Centre World Class  
CX Certification  
Customer Service Award for  
first call resolution



United Way Greater  
Toronto Local Leader  
for excellence in  
workplace giving



# Highway 407 ETR

Highway 407 ETR is located in the Greater Toronto Area (GTA) in Ontario, Canada and spans 108 km from Burlington in the west to Pickering in the east.

In the spring of 1999, 407 ETR Concession Company Limited (407 ETR) began a Concession Ground Lease Agreement (CGLA) with the Province of Ontario to assume the management and operation of highway 407 ETR including tolling, customer service and the maintenance and expansion of the roadway.

407 ETR is also responsible for customer service, tolling and billing for provincially owned Highways 407, 412 and 418 (collectively Highway 407). Revenues collected by 407 ETR for Highway 407 are passed on to the Government of Ontario.









# Governance

We believe in doing the right thing for our employees, stakeholders and the community at large. Our corporate culture is built upon strong management practices which underscore our company values of excellence and integrity.

Our vision is to be the first choice for transportation and to improve the quality of life for the communities we serve. Our mission is to provide a fast, safe and reliable customer experience on and off the highway.





# Governance

## 407 ETR Corporate Values

### EXCELLENCE

#### We drive results

#### Safe

We will always focus on safety

#### Customer-focused

We put our customers in the driver's seat

#### Innovative

We are excited to discover a better way

#### Efficient

We take the most direct path

#### Collaborative

We work together to ensure we're all driving in the same direction

### INTEGRITY

#### We always take the highroad

#### Ethical

At every intersection we take the right path

#### Diverse and inclusive

We check our blind spots to ensure everyone is seen and heard

#### Socially responsible

We respect the environment and the communities we serve

#### Accountable

Each one of us is responsible for making our company's journey a success

#### Vigilant

We never take shortcuts with privacy and data security

#### Executive Team

- Javier Tamargo, President & Chief Executive Officer
- Brian Fernandes, Chief Internal Auditor & Ombudsman
- Lydia Iacovou, Vice President, Human Resources
- Robert Ives, Chief Operations Officer
- Geoffrey Liang, Chief Financial Officer
- Karina Luquetti, Vice President, Business Process Optimization and Strategy
- Greg MacKenzie, Chief Legal Officer & Corporate Secretary
- Paul Ruttan, Vice President, Infrastructure
- Craig White, Vice President, Highway and Tolling Operations
- Mark Yoshida, Vice President, Revenue Optimization

#### Board of Directors

The Board exercises independent supervision over Management in order to protect the interests of stakeholders and to maximize the value that shareholders receive from their investment in the Company.

- David McFadden, Q.C., Board Chair\*
- Andrew Alley
- Michael Bernasiewicz
- George Davie\*
- Laura Formusa\*
- Andrea Jeffery†
- Pedro Losada
- Robert MacIsaac\*
- Young Park\*
- Andres Sacristan
- Javier Tamargo
- Jose Tamariz
- Stephanie Vaillancourt

\*independent directors  
†appointed in April 2021

#### Committees:

- Audit Committee
- Environmental Health and Safety Committee
- Executive Committee
- Corporate Governance and Compensation Committee

#### Diversity of Board of Directors and Executive Team

As at December 31, 2020,



3 visible minorities on the Company's executive team

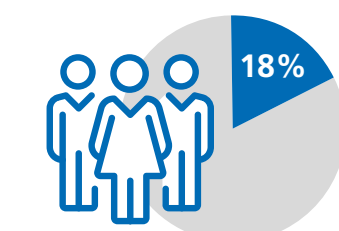
There were no persons who identified as being aboriginal or having a disability



1 visible minority on the Board



3 women on the Company's Board of Directors



2 women on the Company's executive team

*"In addition to the challenges brought forward by the pandemic, 2020 exposed some uncomfortable realities about systemic racism and inequities in our society. At 407 ETR, we recognize that with diversity comes strength. We're committed to building a more inclusive culture and building a strategy to ensure that all voices are seen and heard across our organization."*

— David McFadden, Q.C., Board Chair





# Governance

## Valuing Diversity

The Company is committed to maintaining a workplace that supports and celebrates diversity, and seeks to address challenges faced by individuals due to their gender, sexuality, ethnicity or disability. The Company's Code of Conduct expressly recognizes that the Company's most valuable assets are our people, and that the Company must be a fulfilling place to work, where all personnel are treated as individuals, deserving the respect of their subordinates, peers and superiors. In keeping with this principle, the Company seeks to recruit the best fit for the role without discrimination or bias, and with advancement and remuneration based solely on merit. Similarly, the Board and shareholders recognize the value and importance of the Board membership and Executive Team, including talented and experienced individuals whose diverse backgrounds reflect the Company's stakeholders, including customers, employees and the surrounding communities we serve.

A process to develop a corporate diversity and inclusion strategy began in 2020 and continues in 2021.



## Ethical Business Conduct

The Company's Code of Conduct serves as the Company's code of ethics. Compliance with the Code of Conduct is part of every employee's employment contract. Annually, each director, officer and employee of the Company is required to provide their written confirmation of compliance with the Code of Conduct for the prior full year and to confirm that such individual has reviewed the Code of Conduct. A copy of the Code of Conduct may be found on [407etr.com](http://407etr.com).

We believe that the Company's success is based on a culture of integrity which starts with the principle of the "tone at the top". As set out in the Board of Director's Terms of Reference, the Board is responsible for setting the tone for a culture of integrity and compliance throughout the Company. The Board believes that a culture of strong corporate governance and ethical business conduct must be endorsed by the Board and Executive Team. The Code of Conduct emphasizes guiding principles, such as honouring trust, fairness, integrity and corporate and individual responsibility and addresses many areas of business conduct, including:

- Honesty and integrity in all conduct, including customers, suppliers and others;
- Compliance with all applicable law;
- Avoiding and dealing with conflict of interest situations;
- Ensuring high standards of disclosure and integrity in relation to the Company's activities and financial performance and reporting;
- Ensuring the security of the Company's communications, transactions and information;
- Ensuring the workplace is free from any form of hostility, discrimination, harassment or violence pursuant to the Company's Workplace Harassment and Discrimination Policy;
- Dealing with confidential and privacy matters; and
- Reporting of illegal and unethical behaviour, including anonymously as provided for under the Company's Whistleblowing Policy, which sets out specific reporting guidelines with respect to the potential misconduct of employees, officers and directors.



The Board periodically reviews Management reports on the effectiveness of and compliance with the Code of Conduct. In particular, the Board receives quarterly confirmations from the Chief Financial Officer and the Chief Legal Officer concerning, among other things, statutory filings and withholdings, any reported matters under the Company's Whistleblowing Policy or other matters that might materially affect the Company's reputation. Any waiver of the requirements of the Code of Conduct for Directors and Executive Officers of the Company must be approved by the Board.

From time-to-time, matters may come before the Board where a Director may have a conflict of interest. If and when such matters arise, that Director will declare him or herself as having a conflict of interest and will not participate in the discussion and any vote on the matter.

Through the Annual Director's Questionnaire, Directors are asked to identify other business relationships and other companies or entities with which they have relationships. Those responses assist the Board and Executive Team in identifying conflict of interest situations in advance. The Company also complies with all *Canada Business Corporation Act* (CBCA) requirements with respect to conflicts of interest.





# Governance

## Risk Management

The Company has an enterprise risk assessment process to identify strategic, operational, financial, regulatory, compliance and emerging risks that would impact the Company's ability to attain our strategic plan. This risk assessment is conducted annually with the Executive Team and the Board of Directors. For each risk event, assessors evaluate the likelihood of the risk materializing and the residual impact after considering control measures in place to mitigate the risk.

The Company also maintains a broad range of insurance coverage with reputable insurers as part of our risk management program. In addition, other risk management activities are also integrated into day-to-day operations such as health and safety, environmental management, security, contract management, etc.

## Cybersecurity Risk

407 ETR's cybersecurity program follows a risk-based iterative approach designed to continuously monitor, identify and address high-priority security risk areas. In 2020, 407 ETR continued to identify, develop and implement preventative and detective controls based on industry-leading technologies. Notably, emphasis continued to be placed on developing a stronger, company-wide security culture through ongoing phishing campaigns, targeted technical training, and cross-departmental information protection initiatives. In 2020, 407 ETR conducted its annual internal cyber-risk assessment that involved a review of potential high-impact cyber scenarios affecting the Company. Each annual assessment provides the Company with an understanding of the impact of a significant cyber or data security incident as well as additional mitigation tactics to be considered within the cybersecurity roadmap.

## ISO Organization for Standardization

407 ETR has maintained ISO 9001 certification for its quality management system implemented for activities related to the operation, management, tolling, maintenance and rehabilitation of Highway 407 ETR.



## Responsible Collections

407 ETR is an all-electronic, open-access toll highway without booths or barriers. This design was chosen by the Government of Ontario to improve traffic flow and to reduce congestion. Because there are no barriers, 407 ETR cannot prevent someone from using the highway – even if they have accumulated significant debt and are unable to pay their bills.

While most customers pay their bills, there are some people who use the highway without payment. To collect from individuals who have not paid their bills on time, 407 ETR uses traditional methods, including internal collections and third-party collection agencies, similar to other companies. In addition, 407 ETR can request that the Registrar of Motor Vehicles deny the renewal of existing licence plates and the issuance of new plates (otherwise referred to as "plate denial").

407 ETR has developed a [Collections Code of Conduct](#). The Code outlines the practices that the Company employs to collect unpaid amounts. It details the collections process from start to finish, including the opportunity for customers to take a dispute to the Office of the Ombudsman.

## Responsible Collections Committee

While we must prevent abuse of our open-access tolling system, we understand that our collections practices must be reasonable. We have established a multidisciplinary, cross-functional team to monitor, develop and report on responsible collection practices for 407 ETR and our contractors. We are committed to treating our customers fairly and are continuously evaluating our processes against industry best practices.

## How We Engage With Stakeholders



### Customers

- Telephone and electronic surveys
- Customer service interactions
- Office of the Ombudsman
- Bill inserts and other print communications
- Digital communications including email marketing and social media
- Customer promotions
- Customer focus groups



### Communities

- \$5.2 M Road to Recovery Initiative in support of COVID-19 Relief
- One Big Day of volunteering
- Support of United Way agencies through volunteering, corporate donations and employee fundraising
- Community events
- Sponsorship of children and youth sports
- Annual donations to hospitals across the GTA
- Support of road safety initiatives



### Employees

- Surveys/focus groups
- Town halls/employee engagement events
- Committees
- Employee communication channels including intranet, e-newsletters, video and other digital communications



### Government

- Ongoing dialogue with elected officials and staff to provide input on industry policies and other matters related to the operation of Highway 407 ETR
- Semi-annual meetings with the Province to discuss matters related to CGLA
- Back-office support to the government for the operation of Highway 407



### Industry/Associations

- Memberships
- Events and conferences
- Partnerships
- Sponsorship and support of transportation discussions and best practices



### Shareholders/Investors

- Quarterly Board of Directors and Committee meetings
- Industry conferences and regular meetings with bond investors
- Investor relations webpage
- Sustainability reporting



# People and Society

In 2020, much of our attention was directed towards 407 ETR's COVID-19 response and protecting our staff from the physical and mental health impacts of the global pandemic. In a year wrought with change, we focused on staying connected and supporting one another through the uncertainty.





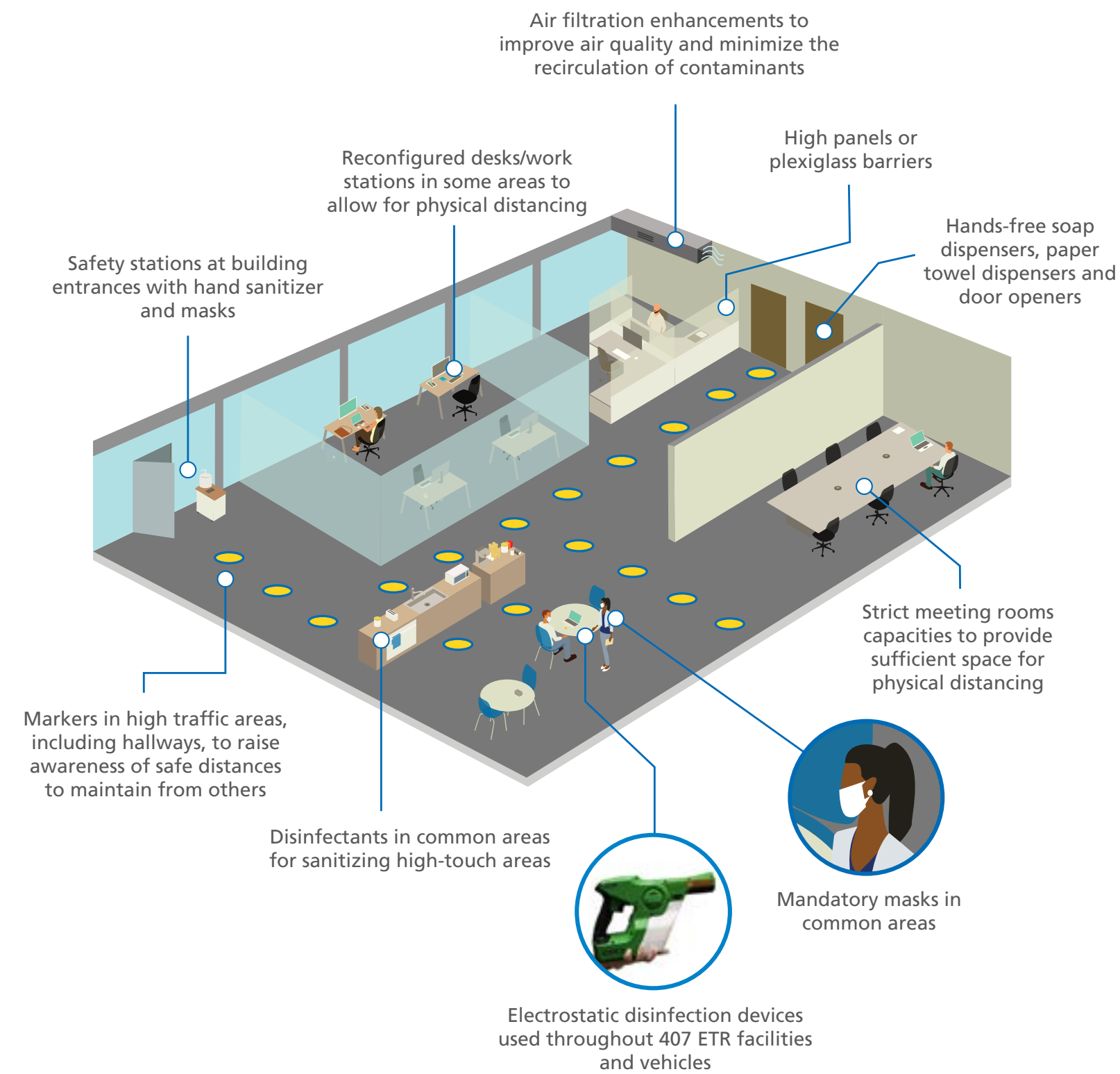
# People

## Protecting Employees During a Global Pandemic

While we transitioned all employees who had the capacity to do so to work remotely, being an essential service, our offices remained opened for staff who were unable to work from home. To ensure the health and safety of our workforce and to help prevent the transmission of COVID-19 within our work sites, the Company implemented a new Communicable Disease Policy and procedure to enhance staff awareness of their roles and responsibilities while on site. In addition, the Company invested in several building enhancements including automatic doors and sensors to reduce contact with common surfaces, increased sanitation and cleaning efforts and reconfigured office spaces. There were no COVID-19 outbreaks at our facilities in 2020.



## Office Enhancements Made in 2020 to Help Reduce Exposure



## 2020 Pulse Survey Results

We asked employees to tell us how they felt about 407 ETR's COVID-19 response and their working environment.

- 96%** felt that they were able to meet their work expectations given the resources and tools available to them
- 95%** felt that Senior Leaders were committed to the well-being of those who work at 407 ETR
- 93%** felt that 407 ETR treated employees fairly during the pandemic
- 93%** believed that 407 ETR demonstrated thorough planning and preparedness
- 94%** stated that their supervisor tried to accommodate them based on their personal situation
- 96%** continued to have good collaboration with their work group and other colleagues
- 96%** are proud to work for 407 ETR





# People

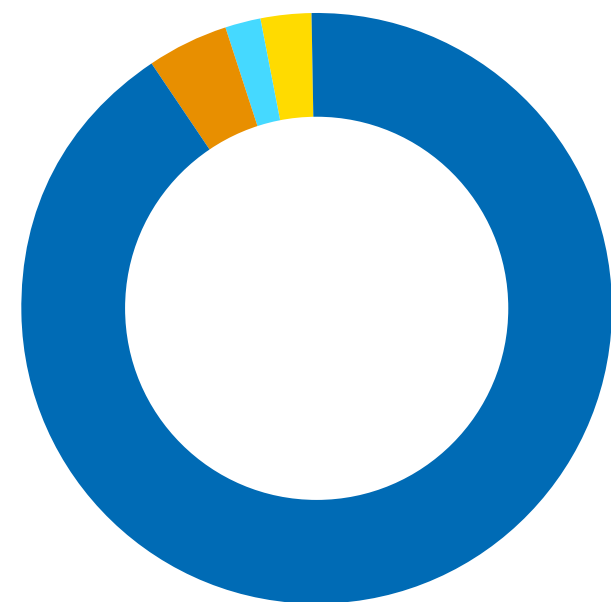
## Investing in our Employees

We offer employees a comprehensive benefits package which includes the following:

1. **Health Benefits** – Drug, Vision, Dental, Medical
2. **Health Care Spending Account (HCSA)**
3. **Global Medical Assistance (GMA)** – Travel assistance/Health insurance outside of Canada
4. **Life Benefits** – Critical Illness, Life Insurance, Accidental Death and Dismemberment
5. **Short-term Disability/Long-term Disability (STD/LTD)\*** – Disability assistance
6. **Employee Assistance Program (EAP)** – Offers a variety of resources in family, life, work, etc.
7. **Best Doctors program** – Helps put employees in touch with specialists and health care practitioners
8. **CarePath** – Specializes in cancer care information
9. **Good Job Program** – Provides employee discounts for various goods and services

\*Only apply to full-time employees. STD is only offered to full-time salaried employees

### \$41.4M+ in 2020 Employee Compensation and Benefits



- **\$37.7M** – in Compensation
- **\$1.8M** – Health Benefits + Health Care Spending Account
- **\$ 0.8M** – Manulife Financial Premiums
- **\$ 1.1M** – Deferred Profit Sharing Program



**\$320,000+** Total Investment in Employee Training in 2020

## Attracting and Retaining Top Talent

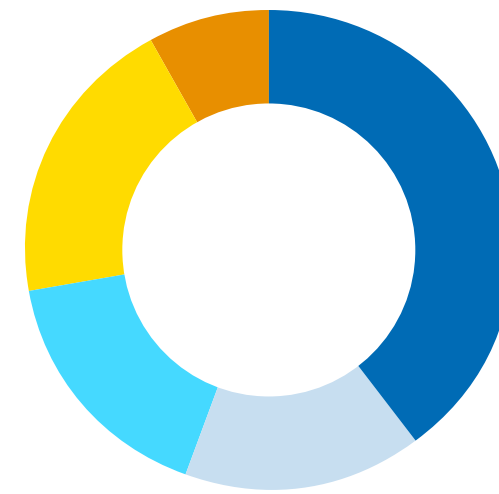
We are committed to employing the top talent in our industry and are proud that so many of our employees have had long lasting careers at 407 ETR. Last year, almost 30% of our workforce celebrated service milestones of 15 years or longer.

In spite of the majority of staff working from home and the challenges of the COVID-19 pandemic, we welcomed 54 permanent new hires to 407 ETR in 2020.

### New Hires:



## Employee Tenure (2020)



Years of Service	Percentage of Workforce
0-5 Years	39.75%
5-10 Years	16.07%
10-15 Years	16.49%
15-20 Years	19.66%
20 Years +	8.03%

As at December 31 2020:

	Male	Female
<b>Workforce</b>	<b>247 (53.46%)</b>	<b>215 (46.54%)</b>
<b>Management Team</b> (including managers, supervisors, executives)	<b>41 (69%)</b>	<b>18 (31%)</b>
<b>Board of Directors</b>	<b>9 (75%)</b>	<b>3 (25%)</b>



**1 million hours without a lost-time injury**

On September 23, 2020, 407 ETR celebrated one million hours without a lost-time injury.

## Mental Health Resources

The COVID-19 pandemic is linked to a rise in depression and anxiety as a result of the stressors brought forward by the pandemic. As a result, the mental health of our workforce quickly became an important focus. We provided a number of tools, initiatives and workshops to help employees make healthy choices while working from home or at the office. The number of medical leaves taken by staff in 2020 remained stable and did not increase over 2019.

## Wellness Week

In November 2020, we held a wellness week to promote and inspire employees to adopt healthy habits into their everyday routines. Over the course of the week, employees gained insight from knowledgeable health experts and could participate in some activities while at their desks. We provided a range of activities including gardening, chair yoga, meditation and healthy home cooking.

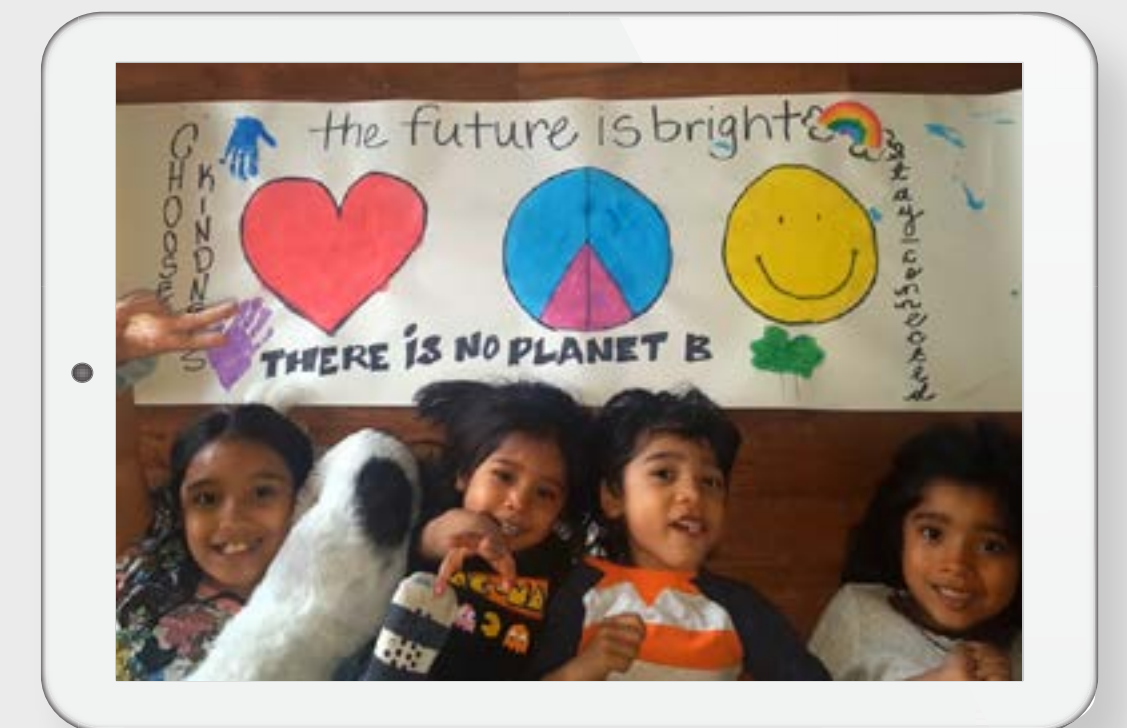
## Walking Path

To promote wellness at our corporate offices, we built and maintain a walking path adjacent to our offices. This outdoor trail provides a safe location for employees to enjoy some fresh air and physical activity while working from the office.

## Transporting Kindness Challenge

We launched the Transporting Kindness Challenge for our staff to share positive and uplifting messages to frontline and essential workers.

[+ View video](#)





# People

## Serving our Customers

We pride ourselves on delivering world-class service on and off the road. We know that many of our customers have been personally affected by the pandemic and we are here to support them through these challenging times.

### 2020 Customer Service Highlights

- 93% Customer Satisfaction Rate
- 88% First Call Resolution Rate
- 43 seconds - average call wait time
- 395,230 calls answered
- 14,374 chats answered
- 46,091 emails
- 90,720 transponder exchanges

### Total self-serve transactions

2020	2019	2018
1,822,229	2,508,352	2,334,827

### Customer Satisfaction

Results of annual customer service and research and attitudes surveys conducted throughout 2020 continue to demonstrate strong levels of customer satisfaction with 407 ETR services and Highway 407 ETR. In particular, customers who have continued to use Highway 407 ETR throughout the COVID-19 pandemic have positively identified with time savings, financial savings and more predictable commutes.

### Providing World Class Service

Service Quality Measurement Group (SQM) is an independent organization that measures both call centre and customer satisfaction

rates, surveying hundreds of 407 ETR customers each month. SQM benchmarks call centre customer service for over 500 call centres globally, and provides call centres with feedback on how best to improve their services.

In spite of the challenges of transitioning our CSRs to work remotely, we received the World Class Centre Call Certification from SQM for the seventh consecutive year, placing our call centre among an elite group of less than 30 call centres certified with this award (out of 500 leading call centres benchmarked globally by SQM). The criteria used by SQM for the "World Class Call Centre Certification" includes the requirement that at least 80% of customer calls be at the world class level for three months or more.

We also received the Customer Experience Award of Excellence, and our call centre and commercial relations team received World Class Call Centre certification for first call resolution. Finally, 407 ETR also received a nomination for the Best Practice Award for career development.

In 2020, 62 CSRs became certified as "World Class CSRs" based on specific criteria established by SQM.

**Criteria used for Contact Center World Class CX Certification is based on 80% (or higher) of customers getting their call resolved on the first call for 3 consecutive months or more.**

### Web Chat

In 2020, in addition to serving our customers via email, we successfully launched a web chat tool to allow customers to connect with our team members online. The tool has received a positive response and service levels remain high.

- 15,258 chats received
- 14,374 chats answered
- 89% first call resolution
- 98% contact resolution
- 92% customer satisfaction with Live Chat Agent



### Karandeep Singh, 2020 Supervisor of the Year

In April 2021, Karandeep Singh won SQM's 2020 Supervisor of the Year award. He was selected from hundreds of other nominated supervisors across North America to earn this award.

"Delivering world class service means treating your employees with the same level of internal service that you expect them to deliver outside your organization's walls. This is achieved through seamless internal communication, collaboration, fast response times and creating a culture built on inclusiveness and optimism."

– Karandeep Singh

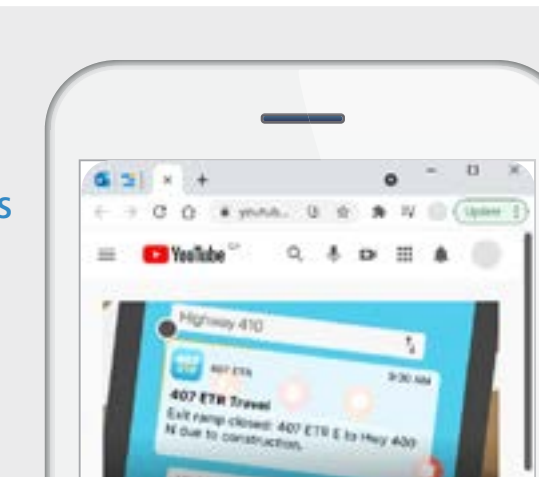
### Mobile app

The 407 ETR mobile app was launched in 2020 to deliver the convenience of our road to users' smart phones. App features include:

- Trip planner
- Personalized alerts about incidents and highway improvements impacting trips and routes
- Trip summaries after each drive
- Ability to tag, organize and download past trips to help with expense reports
- Monthly travel overview and value dashboard
- Toll calculator
- Free Roadside Assistance

In 2020, our mobile app was downloaded 37,000 times.

[+ Learn more](#)

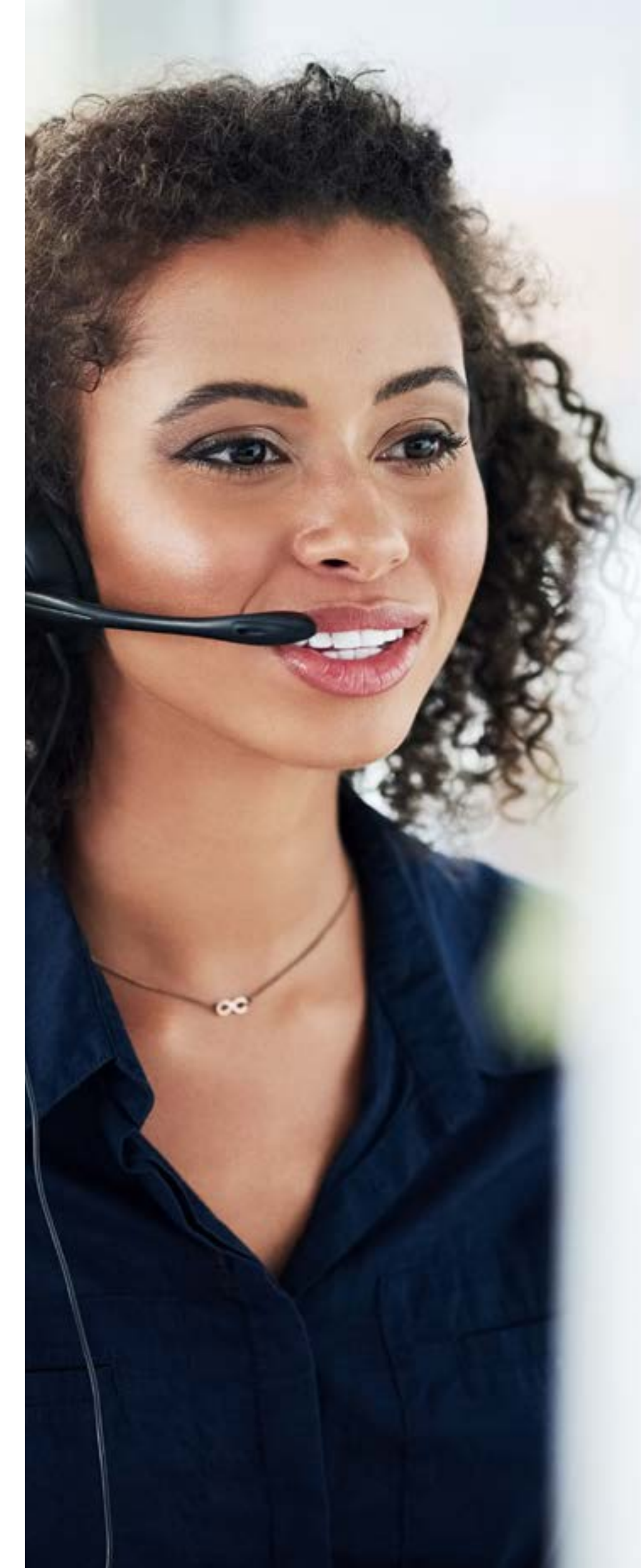


### Loyalty Program

In 2020, due to the COVID-19 pandemic, many customers used Highway 407 ETR less frequently and in some cases were unable to meet the eligibility requirements of the ETR Rewards Program. As a result, we relaxed the requirements of the program and previously attained rewards levels were extended for customers.

Since its introduction in 2007, 407 ETR customers have received more than \$202.8 million in fuel savings and free weekend kilometres on Highway 407 ETR as part of our tiered loyalty program for eligible transponder customers\* who frequently drive Highway 407 ETR.

\*customers driving sedans, SUVs, pickup trucks and other light vehicles under 5,000 kg.





## People

### Supporting Customers Through the Pandemic

When the Government of Ontario announced a state of emergency in March 2020, 407 ETR acted quickly to protect staff. We closed our in-person customer service centre at 6300 Steeles Avenue West and redeployed our customer service representatives (CSRs) from our head office to working from their homes. During this transition period, we had to temporarily shut down our call centre to set up our CSRs remotely while we continued to serve customers via email. We also introduced a live chat service tool to enable customers to contact us through the website.

### Toll Rates and Transponder Lease Fees

On February 1, 2020, we introduced new toll rates, however, subsequent seasonal toll rate changes announced for 2020 were not implemented as a result of the COVID-19 pandemic. In 2020, we also suspended the monthly/annual transponder lease payment for the month of May.

### Temporary Suspension of Interest Charges and Licence Plate Denial

Between March and July 2020, we suspended interest charges, new issuances of Licence Plate Denial notices on unpaid balances and all regular collections programs in an effort to alleviate financial burdens faced by customers impacted by the COVID-19 pandemic.

### COVID-19 Repayment Assistance Program

407 ETR introduced a COVID-19 Repayment Assistance Program in 2020 to provide debt repayment solutions for qualifying personal and business customers experiencing financial constraints due to the COVID-19 pandemic. Once accepted into the program, applicable plate denials are lifted upon payment of

20% of an outstanding balance for personal customers or 25% of an outstanding balance for business customers. During the enrolment period, interest is suspended on unpaid balances. Repayment terms are agreed upon based on balances owed and a customer's ability to pay. Repayment plans cannot exceed 12 months. For more information about the program eligibility and requirements, please visit [407etr.com/rap](http://407etr.com/rap). In 2020, almost 2,000 individuals and businesses enrolled in the program.

COVID-19 Repayment Assistance Program Summary	Personal Customers	Business Customers
Enrolled	1700	202

### Financial Hardship Program

In 2009, 407 ETR created the Financial Hardship Program for qualifying customers who are in licence plate denial and owe more than \$1,000 on their account. This program is available to those who cannot afford to pay their outstanding charges in full and require plate renewal at MTO.

Qualification for the program involves an application, validation and approval process. Since 2015, more than 1,900 customers have been approved for this program and successfully renewed their plates at a reduced amount.

### Exceptional Hardship Payment Plans

In an effort to assist customers who have accumulated significant debt and who would suffer an exceptional hardship if placed in plate denial, 407 ETR offers an Exceptional Hardship Payment Plan. Eligible customers are generally those who rely on their vehicle as a primary means of transportation to attend to

a medical condition for either themselves or a dependant. The review of these applications remains within the responsibility of the Office of the Ombudsman. In 2020, the Office received a total of 70 applications; a 38% decrease over 2019. Of those applications received, 45.7% were approved.

### Ombudsman Mandate

The Office of the Ombudsman exists to objectively listen to customer issues as they relate to Highway 407 ETR and the Province of Ontario's Highway 407, Highway 412 and Highway 418. The Office gathers the facts regarding a customer's complaint and conducts an investigation if it falls within the mandate of the Office.

The Ombudsman is not an advocate for the Company, the Province, or the customer. In the event that an issue is based on verbal accounts that are not easily verifiable, the Office of the Ombudsman limits the investigation to the confirmable facts. The Office of the Ombudsman has no legislative power and therefore cannot make recommendations to change, amend or influence laws or regulations, or otherwise impact customer pricing or fees. It is beyond the mandate of the Office of the Ombudsman to review matters related to:

- Court proceedings or legal rulings
- Damage claims
- Highway infrastructure and design
- Policing and enforcement

In addition, the Office of the Ombudsman does not engage in financial settlements on customer accounts or award punitive damages.



### Complaint Resolution

In 2020, the Office of the Ombudsman received a total of 164 contacts which represents a 31% decrease over 2019.

The 164 contacts were comprised of:

- **20%** (33) Informational requests for general information or inquiries that do not involve complaints or concerns
- **47%** (77) Advice referrals for complaints or concerns that fell beyond the mandate of the office or did not follow the Dispute Resolution Process under the Highway 407 Act.
- **33%** (54) Informal investigations which prompted a full investigation of the matter presented by the Office of the Ombudsman

The Office of the Ombudsman found no process or procedural failures to warrant recommendations to 407 ETR. No cases were associated with the Province of Ontario's Highways 407, 412 or 418.

	2020	2019
Total applications to the Hardship Payment Plan	70	113
Total applications approved	32	53
Total applications declined	38	60



# People

## Giving Back to the Community

We strive to uplift our communities through our support of healthcare services, social services, and youth sports teams. We were proud to make a historic corporate donation through our Road to Recovery initiative to help fight COVID-19, the largest global healthcare crisis of our lifetime.

### 407 ETR's Road to Recovery initiative provides \$5.2 Million to Support Communities and Healthcare in Response to Pandemic

\$4 Million Donation to the United Way's Network of Agencies in Durham, Halton, Hamilton, Peel, Toronto and York.

407 ETR was the first United Way corporate partner in Canada to commit to a multi-year investment to address the long-term impact on families caused by the COVID-19 crisis. By providing a total investment of \$4-million over three years to United Way's network of agencies in Durham, Halton, Hamilton, Peel, Toronto and York, we aim to build the resilience of some of society's most vulnerable groups in the GTA through the support of food security, isolated seniors, employment and income security, and mental health.

The donation consists of:

- \$1.25 million in 2020
- \$1.75 million in 2021
- \$1.0 million in 2022



The COVID-19 pandemic threatens our community and its most vulnerable people in ways that we are only beginning to understand. More than ever, we need our social infrastructure, that invisible network of agencies people visit, call, and rely on in neighbourhoods across our region. We need it today, and we need it in the years to come. With this \$4-million investment in United Way, 407 ETR is standing up as a true leader in our region. Thank you to the 407 ETR board and executive team for making a significant impact to strengthen the community sector and help GTA families emerge from this crisis resilient."

– Daniele Zanotti, President & CEO, United Way Greater Toronto

\$1.2 MILLION  
to support hospitals across the GTHA



\$4 Million  
3 Years  
to support  
United Way



## \$1.2 Million Donation to Hospitals Across the GTA

To recognize the increased demand on the health care system resulting from the COVID-19 pandemic, we donated \$1.2 million to provide additional support to our existing hospital partners in the procurement of equipment and supplies for COVID-19. Through this donation, each of the following hospitals received \$50,000.

- |  |                                      |
|--|--------------------------------------|
| 1. Ajax Pickering Hospital               | 13. Ontario Shores Mental Health     |
| 2. CAMH Hospital                         | 14. Scarborough General Hospital     |
| 3. McMaster Children's Hospital          | 15. SickKids                         |
| 4. Humber River Hospital                 | 16. Southlake Regional Health Centre |
| 5. Joseph Brant Hospital                 | 17. St. Michael's Hospital           |
| 6. Lakeridge Oshawa Hospital             | 18. St. John's Rehab                 |
| 7. Mackenzie Health                      | 19. Sunnybrook Hospital              |
| 8. Markham Stouffville Hospital          | 20. Toronto General Hospital         |
| 9. Michael Garron Hospital               | 21. Toronto Western Hospital         |
| 10. Milton District Hospital             | 22. Credit Valley Hospital           |
| 11. North York General Hospital          | 23. Brampton Civic Hospital          |
| 12. Oakville Trafalgar Memorial Hospital | 24. Etobicoke General Hospital       |

Road to Recovery  
[+ Learn more](#)



A NOTE FROM OUR FRIENDS AT  
HUMBER RIVER HOSPITAL FOUNDATION

“  
The smiles on our frontline workers' faces says it all, you've helped brighten their day – when they needed it most. Thank you!  
”





# People

## Supporting the Community During the Pandemic

As a gesture of appreciation to healthcare workers battling COVID-19, we donated \$250,000 worth of gift cards to our hospital partners for distribution to essential workers.

We also leveraged our highway roadside electronic signage to promote public health messages and to thank frontline workers for their dedication and sacrifices.

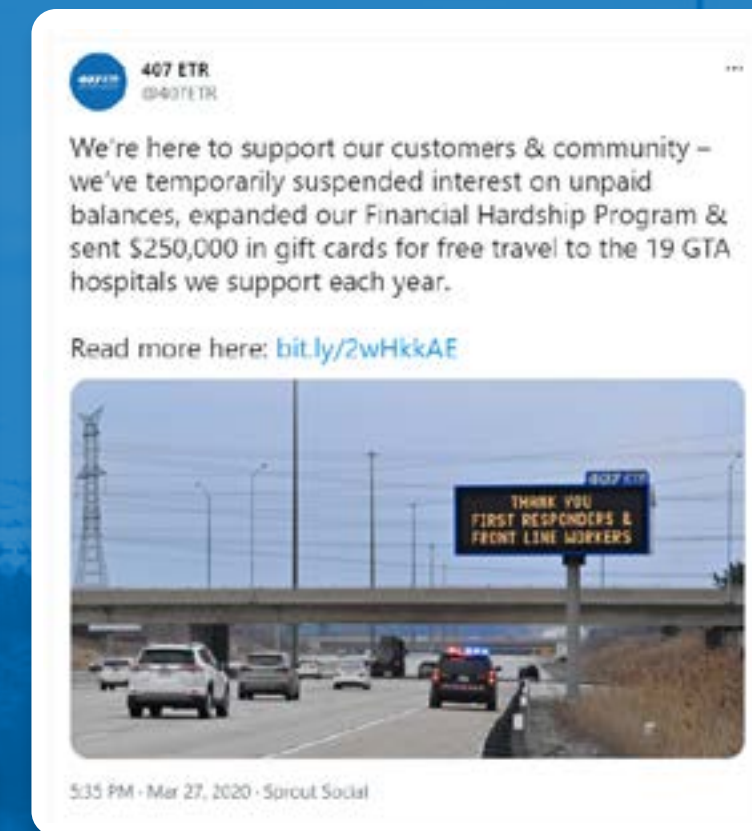
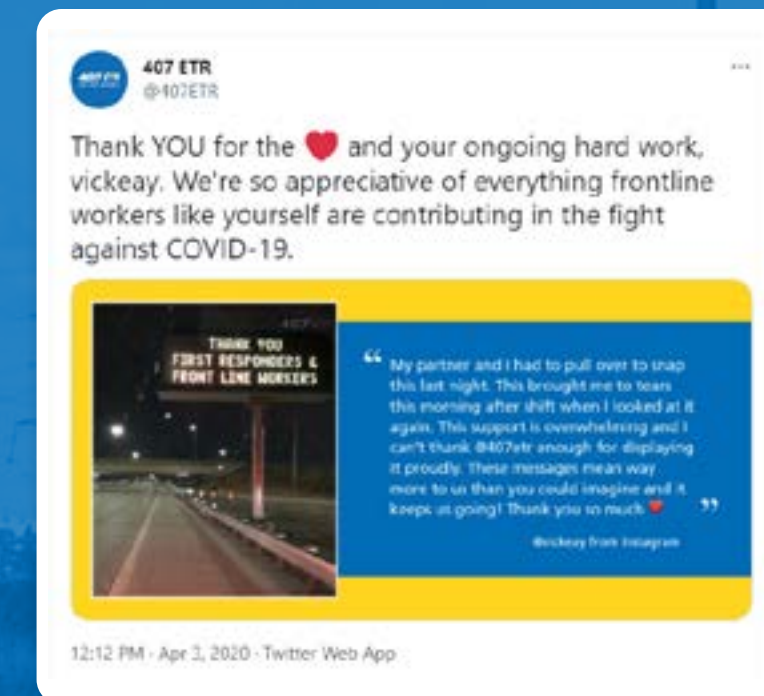


*We are so honoured to share that your generous gift of 407 ETR gift cards have just been delivered. The smiles on our frontline workers faces says it all, you've helped brighten their day – when they needed it most. Thank you!*

*Like you, we are feeling especially grateful for the incredible people at Humber River Hospital, who are working tirelessly around the clock to provide care in all areas of our Hospital, while fighting COVID-19 on the frontlines. Your gift is an especially powerful one – as we help alleviate the enormous stress felt by our care teams during this crisis.*

*Words will never be enough to express our gratitude or describe how thankful we are for your support and generosity. We hope this photo taken of our frontline staff receiving your gift cards donation brightens your day as well."*

— Humber River Hospital Foundation





# People

## Promoting Physical Activity for Kids through a Youth Team Sponsorships Program

Physical activity plays an important role in the health and wellbeing of youth and that's why we sponsor local sports teams along the highway. Although children and youth sports were impacted by COVID-19 restrictions, we were still able to support 141 teams in 2020, representing approximately 1,700 kids in the GTA.



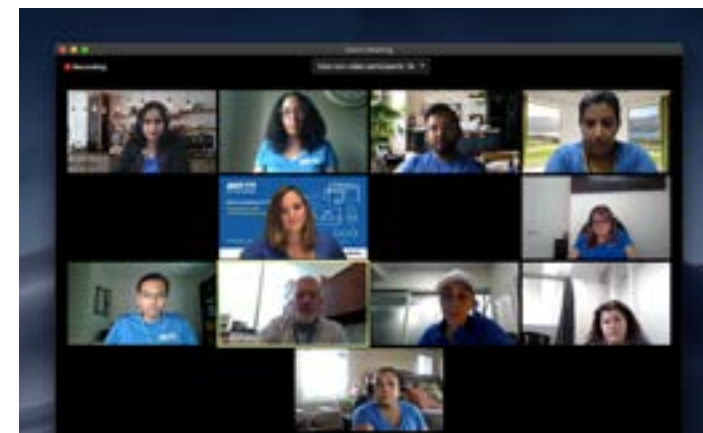
## One Big Day

Our employees care about the communities we serve and have always contributed to charitable causes. We launched One Big Day in 2016 to coordinate our volunteering efforts and give our staff the opportunity to donate their time as part of a corporate-wide initiative. In 2020, due to the COVID-19 pandemic, most of the day's activities were shifted to virtual events to help keep our staff safe. Activities included:

- **Richview Manor Retirement Residence** received 201 Feel Good Cards for healthcare providers and residents to brighten up their day.



- **"Let's Talk Job Skills" Career Q&A** where a panel of staff shared their educational history, career paths, lessons and potential opportunities at 407 ETR.



- **Fall Clean-Up at Youth Without Shelter (YWS)** provided an opportunity for our staff to ready the YWS property for winter.



- **Horizons for Youth - Clothing & Housewares Donation Drive** – Company-wide clothing and housewares donation drive to support at-risk and homeless youth.



- **Horizons for Youth - Food Donation Drive** Boxes of non-perishable food items were collected from 407 ETR employees and topped up by the Company. The food donation supported at-risk and homeless youth.



## Employee United Way Fundraising Campaign

In 2020, 407 ETR staff, with the support of the Company's matching program and vendors, raised more than \$120,000 for United Way Greater Toronto. This campaign helped earn 407 ETR's status on United Way Greater Toronto's Local Leaders List in recognition of excellence in workplace giving.

## Lassonde School of Engineering Student Endowment Fund and Sponsorship of York University

At 407 ETR, we believe in the power of education and fostering the next generation of bright minds. That's why we have established a long-standing partnership with York University and the Lassonde School of Engineering to support students in their academic journey. Since 2006, we have donated more than \$425,000 to York University.

## Industry and Community Memberships

Members of the following organizations:

- Ajax/Pickering Board of Trade
- Brampton Board of Trade
- Burlington Board of Trade
- Canadian Council of Motor Transportation Administrators
- Canadian Council for Public-Private Partnerships
- Greater Oshawa Chamber of Commerce
- Intelligent Transportation Systems Society of Canada
- Markham Chamber of Commerce
- Milton Chamber of Commerce
- Mississauga Chamber of Commerce
- Oakville Chamber of Commerce
- Ontario Chamber of Commerce
- Toronto Region Board of Trade
- Transportation Association of Canada
- Vaughan Board of Trade
- Whitby Chamber of Commerce



# People

## Road Safety

We are proud to operate one of the safest highways in Ontario. Our control room has eyes on the road 24/7, and our team of highway patrollers provide customers with free roadside assistance whenever possible.

### Police and Enforcement Services

To help keep the highway safe, we work with MTO and the Ontario Provincial Police (OPP) to enforce vehicle licensing and safety standards, speed limits and other traffic laws. 407 ETR is responsible for covering the annual costs of these services which include staff and vehicle expenses. In 2020, we invested more than \$7.7 million for enforcement and police services to help keep Highway 407 ETR safe.

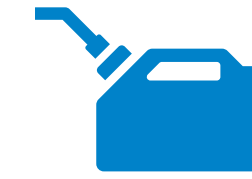


### Roadside Assistance

Our highway patrollers and control room staff monitor Highway 407 ETR 24 hours a day, 365 days a year. We respond to highway incidents as quickly as possible to clear collision and debris. Whenever possible, we also provide a helping hand to drivers who run into trouble on the road. In 2020, we assisted 1,385 drivers who were stopped at the side of Highway 407 ETR.



Changing tires



Providing free gas



Calling for a tow truck



Protecting stranded driver with blocker trucks





# Planet

We aim to minimize our impact on the environment and are working to mature our reporting processes for greenhouse gas (GHG) emissions.





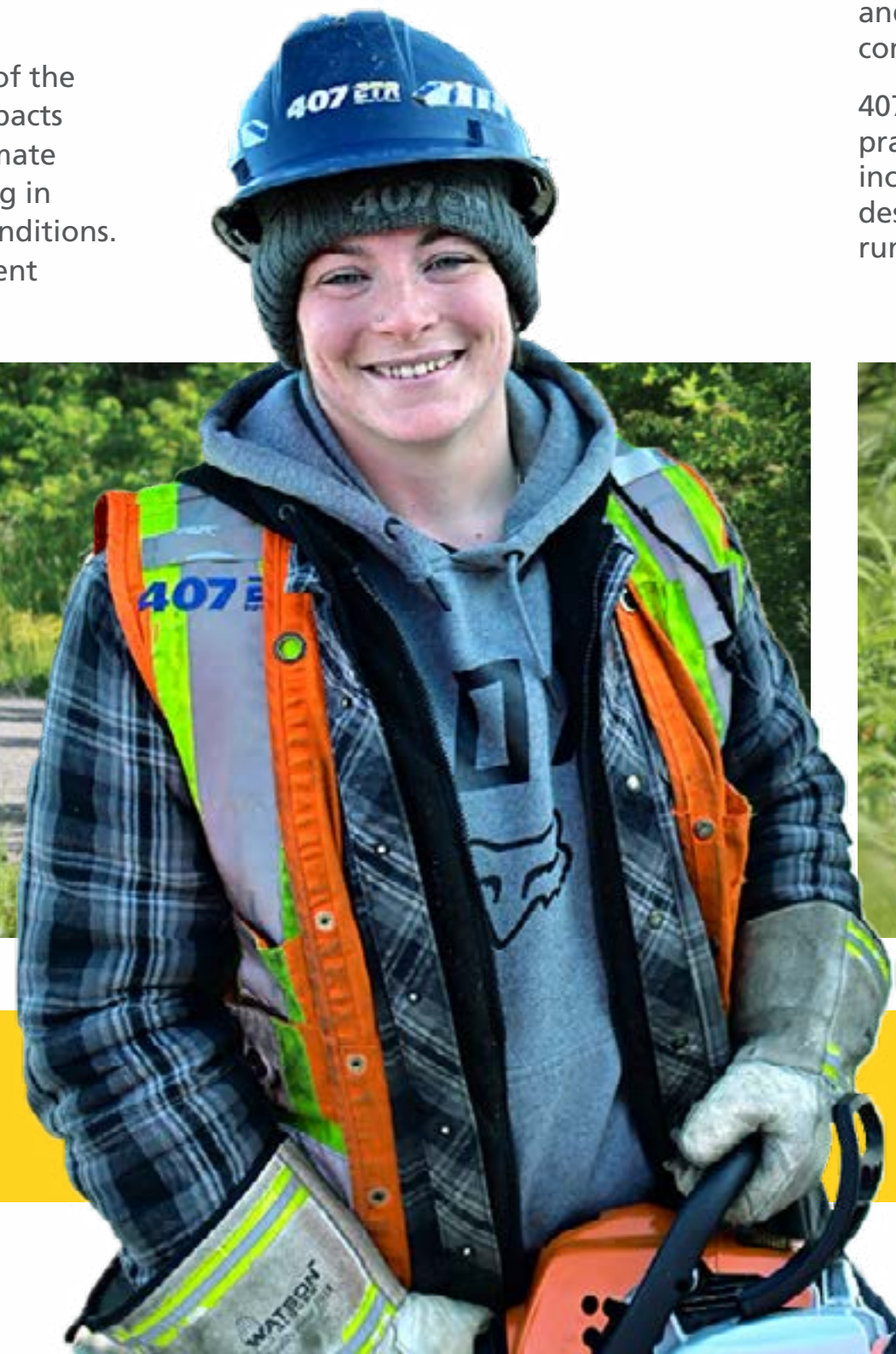
# Planet

## Environmental Pollution Prevention and Climate Change Risk

407 ETR strives to avoid significant adverse effects from its activities on individuals, communities and the natural environment within which Highway 407 ETR operates or, where this is not possible, to minimize such effects. To ensure regulatory compliance, 407 ETR stays abreast of new and evolving environmental laws and regulations and incorporates relevant changes into its Environmental Management Plan. Periodically, with the assistance of an external advisor, 407 ETR conducts a review of the Environmental Management Plan, including a review of environmental laws and regulations relevant to 407 ETR.

In addition, we recognize the effects of the increased frequency and potential impacts of extreme weather events due to climate change, such as heavy rainfall resulting in flooding and more extreme winter conditions. These effects may lead to more frequent

or extensive damage to infrastructure or roadside tolling equipment, localized disruptions to highway operations and traffic levels. Increasingly severe weather events could lead to additional costs for managing response times, maintaining service levels and addressing actual or potential impacts to infrastructure or equipment. 407 ETR follows a preventative maintenance plan that takes into account the effects of climate change in the design, rehabilitation and construction of highway infrastructure and roadside tolling equipment. 407 ETR will continue to assess and mitigate the impact of climate change on its longer-term operations and will adjust its preventative maintenance, infrastructure, rehabilitation and construction plans accordingly.



## Performance Monitoring and Reporting

The Environmental Management Plan is designed to ensure that environmental compliance and contractual obligations are being met through regular inspection, monitoring, review, tracking, and reporting, and that non-conformities are addressed in an effective and timely manner. Reporting may also be used by Executive Team in conducting internal reviews of the Environmental policy and the Environmental Management Plan.

Pursuant to the Environmental Policy, the Board will be notified, as appropriate, upon the occurrence of any material environmental incident on, or in relation to, Highway 407 ETR; provided with a quarterly report on the implementation and operation of the policy; and provided annually with certification of compliance with the policy.

407 ETR also integrates best environmental practices into its operations. These systems include (i) water management facilities designed to minimize the quantity of water run-off and naturally improve the water

quality; (ii) fencing along the entire corridor to protect animals and pedestrians by restricting access to Highway 407 ETR; and (iii) the use of state-of-the-art electronic ground speed-controlled spreader equipment to carry out "anti-icing" using a combination of salt brine and road salt, increasing the effectiveness of road-salt while reducing the use of sodium chloride.

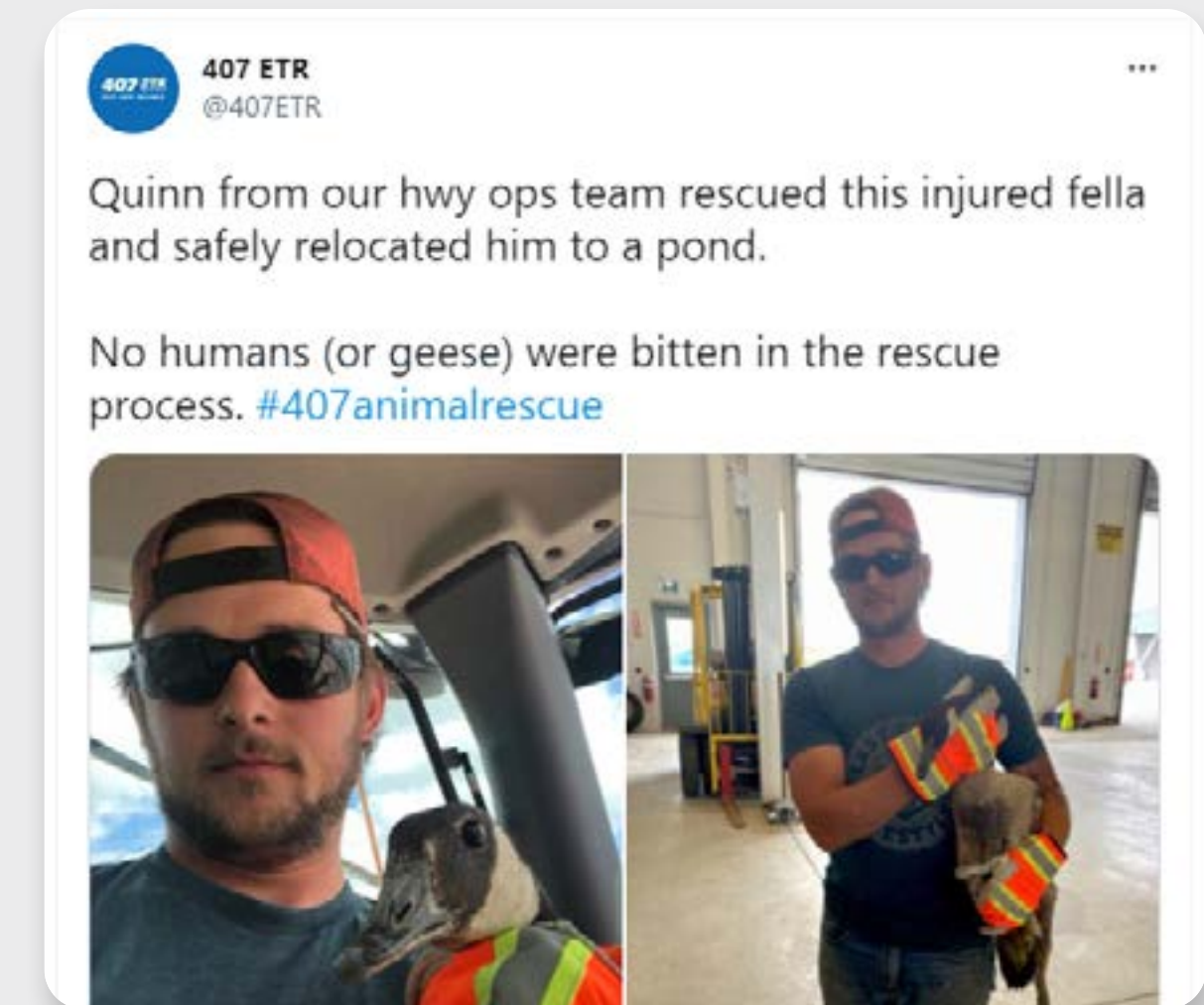
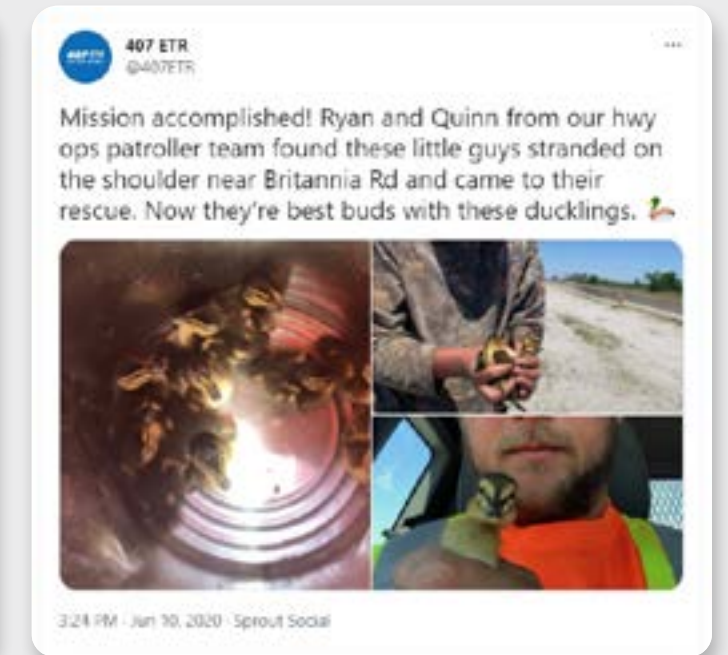
For snow melt and rainstorms, 407 ETR has 79 storm water management ponds to capture water run-off. This prevents silt-laden flood waters from rapidly discharging into rivers and storm drains and enables most suspended solids to settle out. The storm water management ponds help maintain healthy streams for fish and protect water quality.

In order to develop, implement, and monitor best environmental practices, 407 ETR meets with stakeholders, including environmental groups such as regional conservation authorities. In addition, 407 ETR retains environmental consultants to assess the impact of construction and operations activities to provide mitigation, remediation and monitoring recommendations.



## Environmental Management Practices

There is an abundance of wildlife surrounding Highway 407 ETR and we do our part to maintain the roadway with as minimal disruption to the environment as possible.





# Planet

## Our Carbon Footprint

We are using 2018 as our baseline to measure 407 ETR's energy consumption and greenhouse gas (GHG) emissions. Reducing our carbon footprint is a strategic priority and we are in the process of developing our long-term vision to achieve further progress in this area. To date, 407 ETR is trending towards a reduction of approximately 12% against our 2018 baseline.

Total Emissions

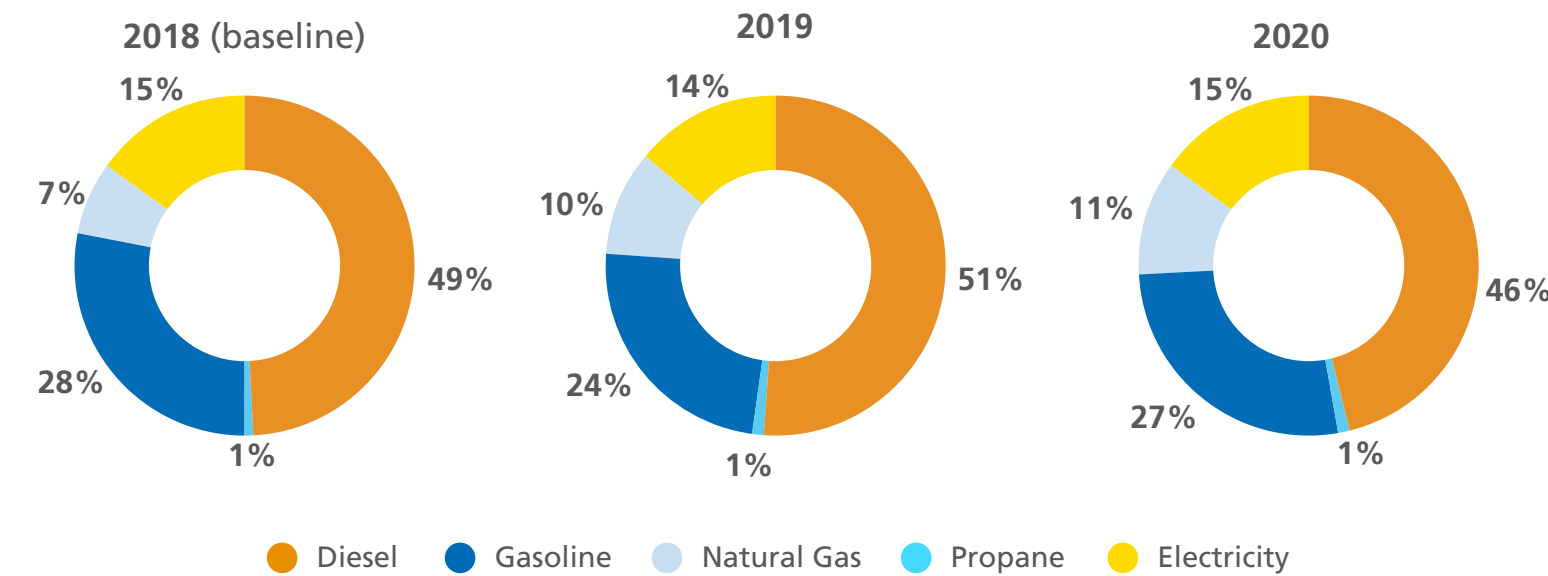
GHG Emission Scope	Emission Source	2018 (baseline) (tCO <sub>2</sub> e)	2019 (tCO <sub>2</sub> e)	2020 (tCO <sub>2</sub> e)
Scope 1	Diesel*	1,569	1,663	1,299
	Gasoline	874	786	747
	Natural Gas	226	307	299
	Propane	33	28	36
Scope 2	Electricity	490	464	435
Total Scope 1		2,702	2,784	2,381
Total Scope 2		490	464	435
Total Scope 1 & 2		3,192	3,248	2,816

\*Please note, diesel consumption numbers include estimates for winter operations.

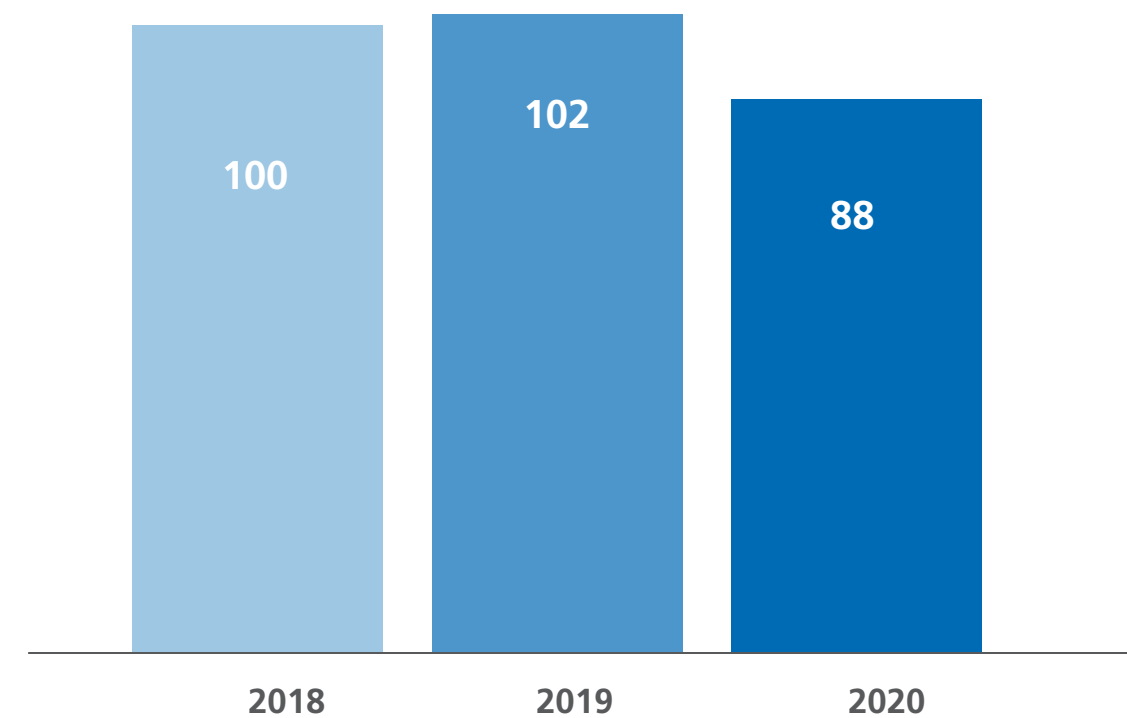
### Trends

- Major contributors to 407 ETR's GHG emissions during our baseline year were diesel (49%) and gasoline (28%). Together they accounted for 77% of the total emissions. These categories were followed by electricity (15%), natural gas (7%) and propane (1%).
- The same trend can be observed in 2019 (diesel 51%; gasoline 24%) and 2020 (diesel 46%; gasoline 27%).
- 407 ETR's annual fuel consumption varies widely based on the severity of winter, which impacts the number of hours spent on winter operations to keep the highway safe.

Emission Sources



GHG Emissions Reduction %



tCO<sub>2</sub>e % reduction against baseline

	2018	2019	2020
Total Scope 1 & 2	100	102	88
407 ETR	baseline	-2	12

As defined by the GHG Protocol, Scope 1 refers to direct emissions from owned or controlled sources (e.g. gas or diesel fuel used by 407 ETR vehicle fleet). Scope 2 refers to indirect emissions from the generation of purchased energy (e.g. electricity).

Though Scope 3 emissions are not currently reflected in our GHG reporting, we recognize the significant impact they have on our overall emissions. As we finalize our carbon reduction strategy and emissions targets, we will look for opportunities to enhance our reporting in this area.



## ClimateWise Partnership

407 ETR became a member of the ClimateWise Business Network in 2020 to assist with our sustainability efforts, particularly as they relate to the measurement, reporting and reduction of GHG emissions. ClimateWise Business Network offers its members training, resources and expertise to share best practices and learnings to further progress in corporate sustainability.

*"The support and guidance from ClimateWise Business Network will help us mature our environmental reporting and further our progress in sustainability. We're thrilled to embark on this journey and are grateful for the opportunity to tap into the vast resources, knowledge and expertise we are gaining through this partnership."*

– **George Lovell**  
Director, Health, Safety & Environment, 407 ETR





# Planet

## Preserving the Environment

We are studying the impacts of climate change on our infrastructure and looking for opportunities to reduce our environmental impact where possible.

### Reducing our Energy Consumption through the LED Retrofit Project

To reduce our energy consumption, we are working to replace the lighting equipment illuminating Highway 407 ETR with energy-efficient LED bulbs. At the end of 2020, we had completed this work on approximately 73% of our high mast poles.

### Pilot Project for Reuse of Concrete Slurry Extended Until 2025

Slurry is a by-product of the grinding and grooving construction technique used to maintain the surface of our concrete pavement according to the safety requirements of the CGLA. In the past, slurry waste treatment was costly and inefficient. It involved shipping the waste to a licensed waste management facility where it was poured into treatment basin ponds, mixed with polymers, separated from waste water (which was removed and transported to a separate water treatment plant) and finally, shipped to landfill. From 2016-2017, approximately 500 truckloads of mixed waste were transported for disposal at a quarry rehabilitation site.

In 2019, 407 ETR began a pilot project to find a more environmentally-friendly waste management program for the slurry. We developed a program to reuse the slurry waste to create natural-looking berms, which serve both as noise and visual barriers for residential neighbourhoods adjacent to the highway. The process involves capturing the effluents in onsite ponds constructed for this purpose, allowing the water to evaporate over time and then reusing the solidified material to construct berms approximately three metres tall. The final berms will be covered with top soil and seeded with grasses and trees.

In 2020, 407 ETR received approval from the Ontario Ministry of Environment, Conservation and Parks to extend its initial Environmental Compliance Approval for five years from 2020-2025. We anticipate that this project will help us divert 15,000 tonnes of slurry waste from landfill during this five-year period.



### Studying the Effects of Climate Change on Highway 407 ETR's Concrete Pavement

In 2018, 407 ETR began work to assess the long-term risks of climate change on the performance of the highway. We completed initial risk and vulnerability assessments to help understand our exposure to climate change effects.

In October 2020, we installed thermocouples and strain gauges in concrete slabs eastbound on Highway 407 ETR near the Pine Valley interchange. The sensors are currently collecting temperature and strain data within different depths for analysis to evaluate the effects of high temperatures on the performance of our concrete pavement. This will help us understand how significant fluctuations in temperatures contribute to the localized deterioration of our concrete surfaces.

### Ongoing Sponsorship of Credit Valley Trail

In 2020, we continued to sponsor Credit Valley Conservation Foundation in support of the Credit Valley Trail project. 407 ETR was the first corporate sponsor and will help shape the trail's planned route for areas surrounding the highway.

### Evergreen Sponsorship

407 ETR is a long-time sponsor of Evergreen, an organization dedicated to driving progress in sustainability by developing innovative ideas and programming to promote healthy urban environments. Since 2013, 407 ETR has donated to Evergreen to further its goal to facilitate change and help make cities flourish.





# Performance

Our teams work hard to keep the highway flowing and always strive to deliver a superior driving experience.





# Performance

## Traffic

Since the beginning of the concession in 1999, average workday trips have steadily increased from 237,326, peaking at 408,232 trips per day in 2019. Increases in average workday trips are attributable to general economic and population growth in the vicinity of Highway 407 ETR, increased capacity of the highway, increasing congestion on the alternative highways, and a growing acceptance of the toll road concept within the GTA and surrounding regions.

In 2020, due to the adverse traffic impacts of the COVID-19 pandemic commencing in March 2020, average workday trips declined significantly to 233,155 trips per day.

## Capital Projects and Highway Expansions

In 2020, 33 new lane kilometres were opened, which added an additional lane in each direction along Highway 407 ETR between Highway 410 and 401. All of the work was completed under COVID-19 requirements for construction. Highway 407 ETR has now been built to approximately 90% of its maximum number of lane kilometres.

Since privatization, 407 ETR has nearly doubled Highway 407 ETR's capacity, adding over 600 lane kilometres since 2001 at no cost to taxpayers.

[+ View video](#) of widening project at Winston Churchill Blvd.:



## Technology Systems

In 2020, we continued to upgrade hardware and software components of the Company's tolling back office system. The upgrades included further enhancements to collections processing, business process management, advanced traffic management solution, asset management, data management and analytics, customer relationship management, trip transactions matching and the rating of trips, as well as self-service capabilities such as the 407 ETR website.



**407 ETR**  
Express Toll Route

For more information about 407 ETR, please see our other reports:

- [2020 Annual Information Form](#)
- [Management Discussion and Analysis, December 31, 2020](#)
- [2020 Ombudsman's Annual Report](#)

To submit feedback about this report, please email [communications@407etr.com](mailto:communications@407etr.com).



