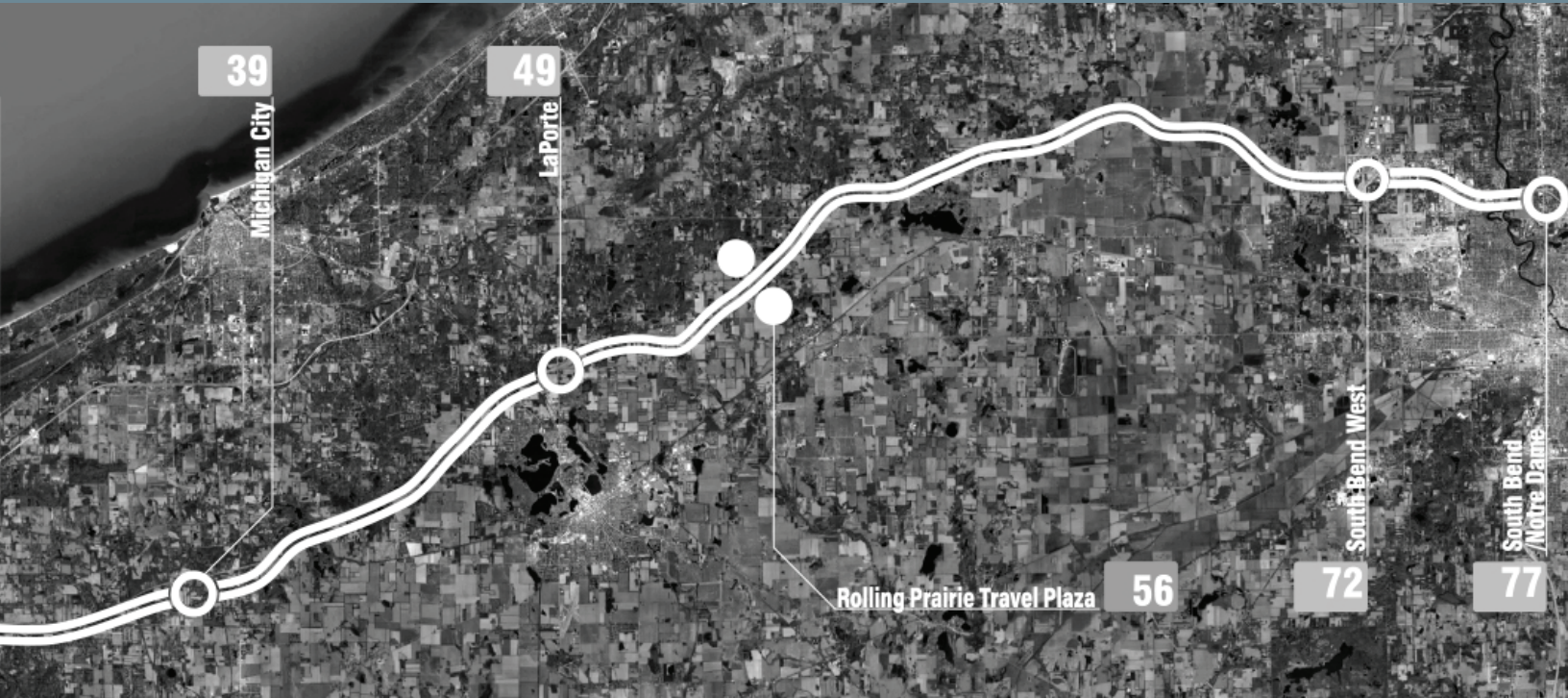




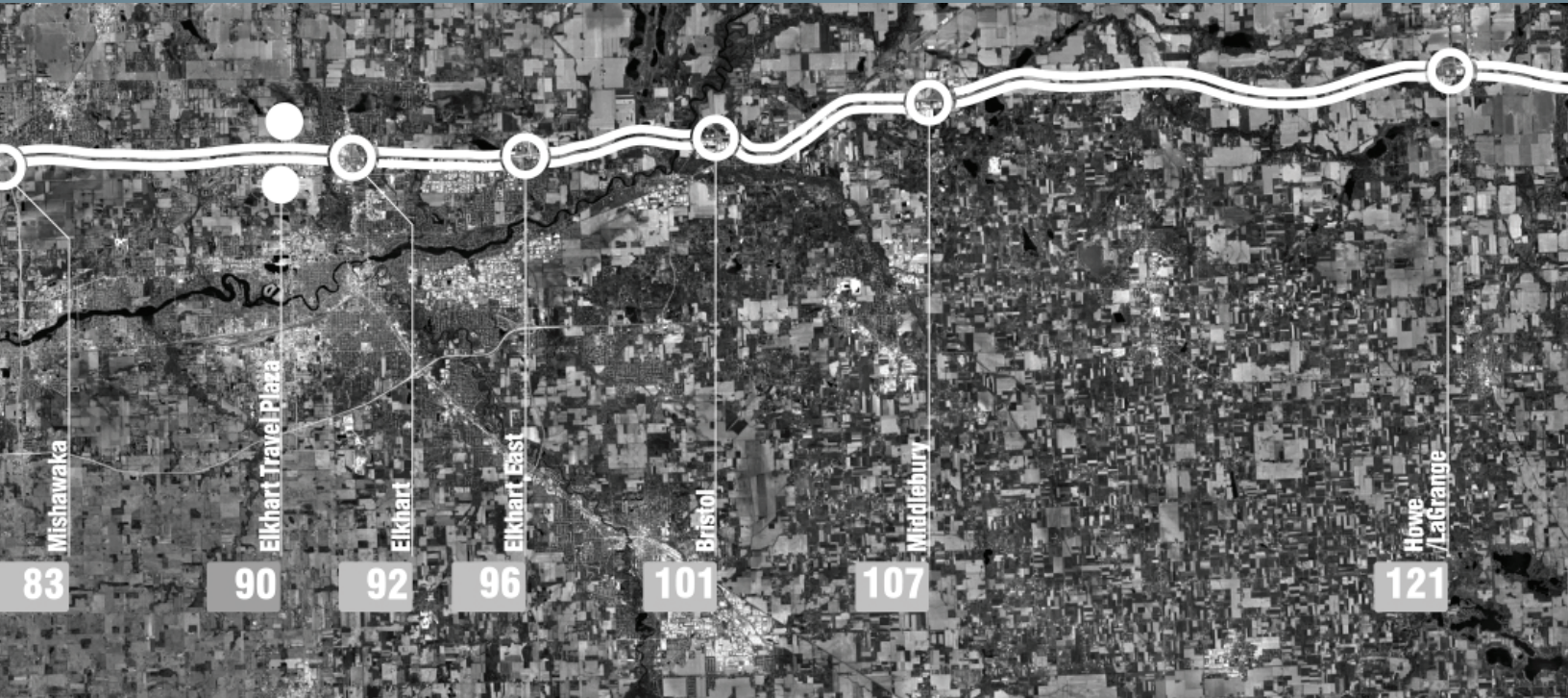
# INDIANA TOLL ROAD SUSTAINABILITY REPORT



# 2019

ITR CONCESSION COMPANY LLC

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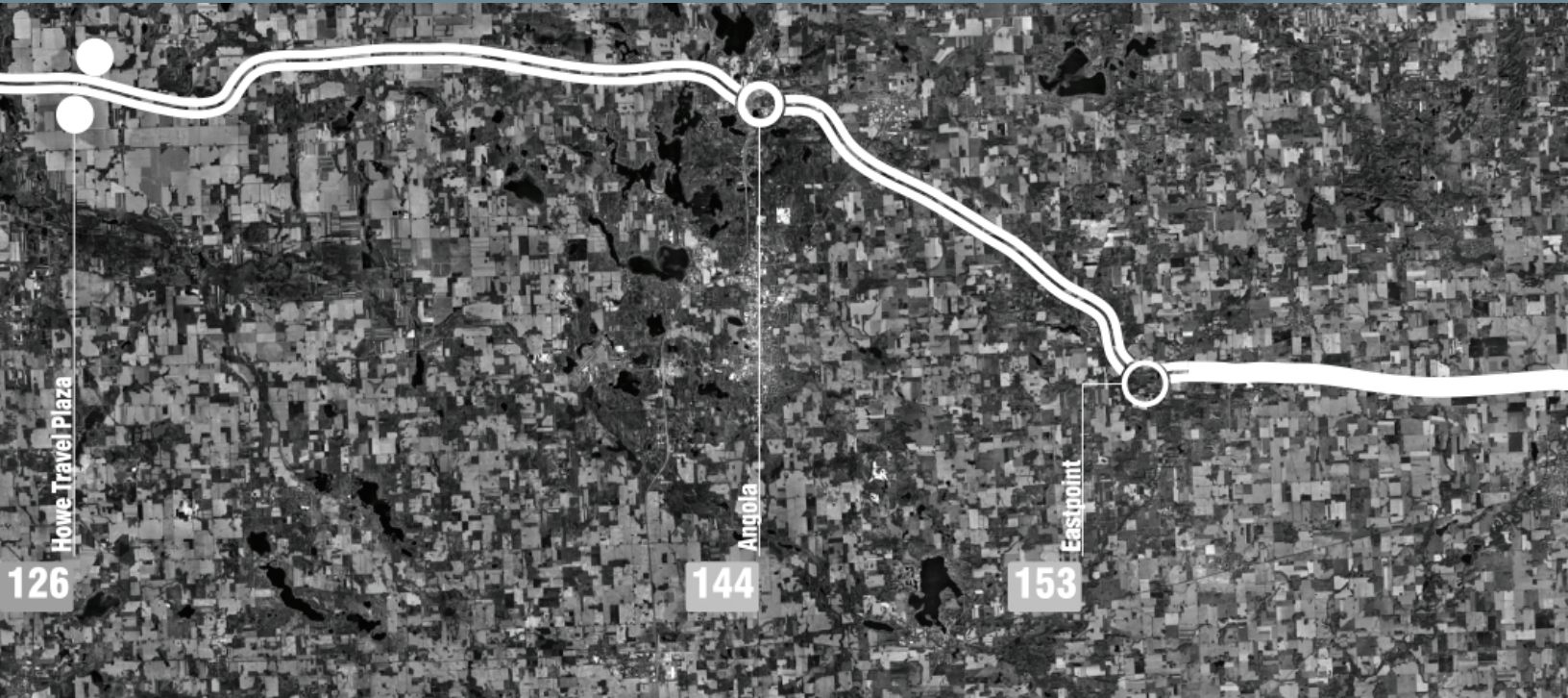
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## MESSAGE FROM THE CEO

*On behalf of ITR Concession Company (ITRCC), I am delighted to present our 2019 Sustainability Report. At our core, we strive to be the safest, most efficient and reliable travel route for residents, holiday-makers, and freight carriers within northern Indiana. With an eye to corporate responsibility, we also seek to deliver on the highest standards of customer service, community engagement, and sustainability. This report highlights the steps we have taken and investments we have made throughout 2019 in pursuit of these objectives.*



Since 2015, ITRCC has invested over \$400 million on upgrades to the Toll Road, and in 2019, the condition of roadway pavement, bridge structures, and travel plazas was rated as the best-on-record. Our upgrade program continued this year with the completion of the PUSH 2.0 Project – delivering a safer and smoother roadway within the most-travelled section of the Toll Road adjacent to the Chicago border. When contracting for these large projects we have prioritized efforts to work with minority, women, and disadvantaged enterprises, with millions of dollars in contracts being awarded to such businesses in recent years. With another \$300 million of upgrades in the pipeline to 2030, our customers can expect to see similar improvements into the future.

The safety of our employees and customers remained a priority throughout the year. We invested in roadside technologies to decrease accident frequency, and our employees have embraced a culture of safety and accountability to each other. I am also proud of the tremendous impact our employees have had throughout our community. Whether it be volunteering their time to help local veterans, partnering with regional transportation agencies, or completing multi-million dollar roadway projects, our employees have brought the same level of enthusiasm and work ethic in 2019.

In addition, the organization has made significant advancements in the area of environmental sustainability. Our new administration building was completed in 2019 and is the first project in Indiana to obtain a Gold Certification under the new stringent LEED® guidelines. It is our hope that this project will set an example in the region and encourage other Indiana businesses to pursue environmental sustainability in their construction.

We are proud to offer this report for your review, and we encourage your feedback as we work toward an equally successful 2020.

*Nic Barr*

**CHIEF EXECUTIVE OFFICER**

ITR Concession Company LLC

## ABOUT ITRCC

Established in 2006, ITRCC is responsible for 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 which aim to deliver results that directly support millions of public employees, retirees, and their families.*

## BOARD OF DIRECTORS



**DENNIS OKLAK**  
Independent  
Chairperson



**RENAE CONLEY**



**KEN DALEY**



**MICHAEL  
KULPER**



**LISA GREER  
QUATEMAN**



**MAY SOH**

# SAFETY

We pride ourselves in maintaining stringent safety standards and protocols, and continue to develop innovative methods that will improve working conditions for our employees. This year, we expanded our safety efforts by hosting safety seminars and workshops with regional roadway agencies, our first responder partners, and key contractors. Fostering these partnerships is vital to improving the safety of motorists and our employees.



SAFETY

STATISTICS

**45%**

REDUCTION IN CUSTOMER INCIDENTS RESULTING IN SEVERE INJURIES VS. 2018

**1,500,000+**

HOURS WORKED WITHOUT A PREVENTABLE LOST TIME INJURY

**81%**

REDUCTION IN SECONDARY CUSTOMER INCIDENTS VS. 2018

## “WHAT MESSAGE ARE YOU SENDING?” SAFETY CAMPAIGN



To view the *What Message Are You Sending?* campaign video, visit: [IndianaTollRoad.org/What-Message-Are-You-Sending](http://IndianaTollRoad.org/What-Message-Are-You-Sending)

In partnership with our peers from the Ohio and Pennsylvania Turnpikes, ITRCC launched the “*What Message Are You Sending?*” campaign to highlight the dangers of distracted driving, and to promote safer driving habits amongst our customers. The three agencies, representing over 700 miles of interstate, developed the campaign after an observed increase in distracted-driving related incidents on our roads in recent years. The campaign focuses on the poor example that distracted drivers are setting for their passengers, particularly impressionable children. The challenging

winter weather conditions in Indiana, Ohio, and Pennsylvania further exacerbate the risks associated with distracted driving for motorists throughout the Midwest. By partnering with these agencies and reaching over 30,000 followers on social media, our unified efforts have provided a consistent message along the I-80/90 corridor and raised awareness to a much broader audience.

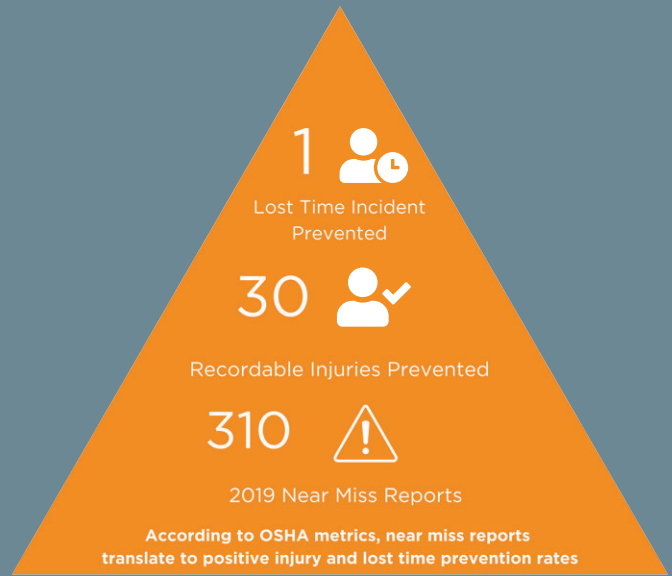


## WRONG WAY DETECTION

In line with our focus on customer safety, we recently implemented a pilot program at selected locations to test new technology that automatically detects a vehicle entering the roadway in the wrong direction. This technology provides an automated warning via flashing lights to the customer, and also immediately notifies our Traffic Management Center and the Indiana State Police. The new system will be integrated into our Intelligent Transportation System message boards which will warn drivers of possible wrong way traffic in the area.

## NEAR MISS SAFETY PROGRAM

The effectiveness of our safety program relies on buy-in and participation from all individuals within the organization. From toll collectors to maintenance workers, everyone has a role to play. During 2019, our employees reported 310 near misses – an incident where no injury was sustained, but where, given a slight shift in time or position, damage or injury could have occurred. The reporting of near misses is indicative of a healthy safety culture, with employees “speaking-up” to prevent future incidents, protecting themselves and their co-workers.



## ENHANCED CURVE SIGNAGE

We continue to pursue new solutions to get our customers where they need to go in the safest manner possible. In 2019, a new signage package was installed along an extended sweeping curve on the Toll Road in South Bend. The installation incorporates a series of coordinated flashing lights, alerting motorists to the upcoming curve. This system has proven particularly beneficial during events of rain, fog, or snow and deployment in further locations remains in the works for 2020.



New curvature signage installation at South Bend.

## SAFETY *continued*

### 2019 TOLL AGENCY SYMPOSIUM

In an effort to improve communication and strengthen peer relationships, ITRCC hosted the **2019 Toll Agency Symposium** with tolling representatives from Illinois, Ohio, Pennsylvania, and New Jersey. The sessions incorporated desktop exercises which were focused on preparing agencies for a multi-state, multi-roadway incident requiring effective cooperation and communication between all parties. The testing of our protocols, and the sharing of ideas, lessons and best-practices will ensure that the agencies are well-placed to respond quickly, safely, and effectively to a major event in the future.

*“In these sessions, we prepare for large regional events that may impact the lives and safety of millions of people across the Mid-Atlantic and Midwest region. These symposiums improve inter-agency communications that help us all operate more safely.”*

**Rick Fedder, Chief Operating Officer, ITRCC**



Symposium participants collaborate on a safety exercise.

### CONTRACTOR SAFETY ROUNDTABLE

In 2019, ITRCC hosted the inaugural **Contractor Safety Roundtable** with the objective of sharing experiences, discussing best practices, and establishing unified safety goals. The agenda included case studies and presentations regarding safety training, emerging technologies, and communications – with discussions considering both successes and opportunities for improvement. All contractor participants reflected on the value of the roundtable and agreed to hold a similar event on an annual basis.



# EMPLOYEES

We are thankful to have such a passionate, loyal and capable team of professionals who strive to provide world-class service to the millions who travel the Toll Road each year. We are committed to fostering a workplace environment which celebrates the principles of diversity & inclusion, well-being, recognition, and professional development.



## OUR EMPLOYEES



**55%**

WOMEN IN LEADERSHIP POSITIONS

**8%**

VETERANS IN LEADERSHIP POSITIONS

**20%**

MINORITIES IN LEADERSHIP POSITIONS

### TACARRA THOMPSON - BREAKING GENDER BARRIERS

When Tacarra walks into work every day, she knows she is making a difference. She is the first woman to work in the Building Maintenance department in the Toll Road's 65-year history. This department is responsible for maintaining 178 facilities across the Toll Road. The team is required to think on their feet, and work quickly and safely to keep our facilities in good operating condition. These challenging expectations were exciting to Tacarra, and she has proven herself to be a valuable part of the team.



*"Everyone has the same responsibilities, and no one is going to give you any special treatment. Hard work is consistently valued and recognized at every level. I'm excited to be the first woman, but I'm more excited to know I won't be the last."*

### JESSIE KNOX - VETERAN EMPLOYEE

ITRCC is committed to hiring veterans and providing ongoing opportunities for their professional development. For Jessie, this kind of support makes him feel valued as a team member. The military shaped him as a leader and as a person, and he wanted to work somewhere where that development could continue. For our ongoing efforts to support our veteran workforce, ITRCC received the **Pro Patria Award** from the **Indiana Employer Support of the Guard and Reserve Program**, the highest award bestowed by a State Committee.



*"I've never really worked somewhere where veterans are valued. In my old jobs I never thought about it, but coming [to ITRCC] really changed my perspective."*



# EMPLOYEES *continued*

## LUCAS ESCALADA - INTERNATIONAL PERSPECTIVE



Our diverse workforce includes many employees who have joined our business from different backgrounds and countries. Lucas, a native of Argentina, moved to the United States in 2007, and became an American citizen in 2017. In his role as Communications Specialist, he has brought a unique outlook which has helped shape our internal and external messaging, including on our website and within our call center, making it easier for customers to navigate language barriers.

*“ITRCC values a diverse workforce, and I have seen how instrumental the impact we as a company can have in setting an example for the next generation.”*

## WELLNESS IN THE WORKPLACE

ITRCC’s Wellness Program received **Cigna’s Well-Being Award** for making a healthy lifestyle an essential part of our business philosophy. The program was also recognized as an **AchieveWell Four Star Workplace** by the **Wellness Council of Indiana**. The award specifically recognized our implementation of a wellness room, support for employees attending fitness events, and the ongoing deployment of a comprehensive wellness platform.

## FOCUS ON MENTAL AND EMOTIONAL HEALTH

In addition to physical wellbeing, we understand the importance of supporting the mental and emotional health needs of our employees. All employees and their family members have 24/7 access to a counselor hotline, providing direct access to trained professionals. In 2019, the business rolled out online tools and educational sessions in order to nurture positive mental health amongst our employees. Topics discussed during these sessions included management of stress, improved financial literacy, and healthy sleeping habits. For those days where work may be a bit overwhelming, the new administration building offers a wellness room to relax without the stimulation of the busy workplace. Daily wellness tips are also delivered to employees through our mobile health platform, encouraging them to take a moment to reflect on how their habits can impact mental and emotional wellbeing.

## C.R.E.S.T. AWARD WINNERS

Each year, we recognize employees who demonstrate the company’s C.R.E.S.T. values: Customer Service; Respect; Excellence; Stewardship; and Teamwork. Our 2019 winners were nominated throughout the year by their peers and we congratulate them for their contributions.



Chrystal Lehman  
**Customer Service**



Robin Holiday  
**Respect**



Blake Hoover  
**Excellence**



Debby Hoover  
**Stewardship**



Pam Szoke  
**Teamwork**

# CUSTOMERS

ITRCC is devoted to providing an outstanding customer experience. Whether it be assisting customers over the phone, in toll lanes, on the roadway, or via social media, customers are always our top priority. Through a combination of ongoing road and travel plaza upgrades, we are committed to customer satisfaction at every mile along their journey.



ABOUT OUR

CUSTOMERS

**42+ MILLION**

CUSTOMER TRIPS

**900,000+**

CUSTOMER INTERACTIONS

**100%**

RESPONSE RATE ON TWITTER & FACEBOOK TO CUSTOMER INQUIRIES

## EXEMPLARY MAINTENANCE RATING

We strive to deliver the best possible driving experience for our customers and, since 2006, an independent engineer has been engaged to assess and measure our performance. Our scorecard in 2019 assessed the condition of the Toll Road as the “best-on-record” with major improvements in the maintenance and appearance of the roadway. Our performance is measured against eight separate items including guardrail, pavement, vegetation, litter, drainage, signs, markings, and fencing. 2019 was the first year where we exceeded targets across all eight categories. The assessment also measured a reduction in bridge deficiencies by an average of 72% since 2010. These improvements can be attributed to our commitment to investing in upgrades, improved preventative maintenance, better use of data, and a culture of customer-first.



2019 ASSESSMENTS	
ALL CATEGORIES EXCEED TARGET QUALITY	
	<b>GUARDRAIL</b>
	<b>PAVEMENT</b>
	<b>VEGETATION</b>
	<b>LITTER</b>
	<b>DRAINAGE</b>
	<b>SIGNS</b>
	<b>MARKINGS</b>
	<b>FENCING</b>

# CUSTOMERS *continued*

## PAVEMENT & BRIDGE UPGRADES

Our PUSH 2.0 Project was completed in 2019, delivering a further \$70 million of pavement, bridge and safety upgrades in Hammond. As a result, this frequently traveled stretch of roadway will be safer and smoother, particularly for the thousands of motorists commuting between Chicago and northwest Indiana on a daily basis. In total, this investment reconstructed over 45 lane miles, 16 bridges, 4 interchanges, and truck parking facilities. Since 2016, over 50% of pavement lane miles and 20% of bridges on the Toll Road have been reconstructed.



## EXPANDED ROADWAY TECHNOLOGIES

We continued our efforts during the year to bring new technologies to the Toll Road with a focus on improving safety and communication with our customers. Completion of our fiber optic network project will allow an expansion of Intelligent Transportation System devices including cameras, overhead message boards and automatic incident detection technologies. This investment will result in more safety advisory messaging to motorists, notifying them of upcoming work zones, incidents, and severe weather events. This technology also allows our team to identify and respond to incidents more quickly.

# COMMUNITY

*ITRCC's mission is to make a positive impact not only on those who use the Toll Road, but also in the communities throughout the corridor. We're committed to volunteering our time and resources to support local projects and organizations, investing in relationships with disadvantaged, minority, and women-owned businesses, and providing our employees with an opportunity to give back to their local communities through paid volunteer hours. With the roadway spanning 157 miles through seven counties, we recognize that we're uniquely positioned to make a positive impact across northern Indiana.*



**1,000+**

HOURS VOLUNTEERED BY EMPLOYEES

**\$40,000+**

DONATED TO COMMUNITY ORGANIZATIONS

**10,000+**

STUDENTS ENGAGED ALONG THE CORRIDOR

## EDUCATIONAL PARTNERSHIPS

We're proud to partner with northern Indiana local schools to provide an educational avenue for students to learn about our operation, business and future career opportunities. Throughout 2019, thousands of students from 18 local schools participated in career education events and ITRCC facility tours. This provided insights into our safety focus, sustainability efforts, and the diverse employee skills and capabilities required to keep the Toll Road running smoothly. Many of the events were hands-on, providing students with a closer look at the manufacturing and construction industries. It is hoped that we'll see some of these students working with us on the Toll Road in the future!



## JUNIOR ACHIEVEMENT



Continuing our long-standing relationship with the **Junior Achievement Program**, a group of employees visited local elementary schools to provide educational seminars regarding financial and investment literacy. Employee volunteers provided younger students insights into the differences between needs and wants, while older classes learned about budgeting, entrepreneurship, investing, and money management. Over 1,000 students were included in the program, many of whom had no prior exposure to financial education.

# COMMUNITY *continued*

## BOWLING FOR CHARITY



**Bowling for Charity** fundraisers were held throughout the year, raising substantial contributions for local charities along the corridor. The organizations, selected by employees, included **Child and Parent Services of Elkhart County, The Northwestern Indiana Cancer Kids Foundation, and Ark Animal Rescue.** We're proud that these events will contribute to a positive impact on thousands of children who rely on social services, over 150 families affected by pediatric cancer, and hundreds of abused animals in northern Indiana.



Employees pictured at volunteer events throughout 2019.

## COMMUNITY BACKPACK DRIVE



ITRCC coordinated with a group of 15 local companies to gather school supplies in support of students along the Toll Road corridor. The program resulted in over \$35,000 being raised and provided over 1,000 school backpacks to underprivileged students in all seven northern Indiana counties.

## CRANE MARSH SIGN REHABILITATION

In a display of giving back to the community, an employee, celebrating his 35th anniversary with the Toll Road, led a team of employees in a sign rehabilitation project at a local wetlands area. Team members from Toll Collection, Traffic Management, and Roadway Maintenance joined in the effort, showing support for their coworker and bringing greater attention to a valuable community recreational area in northeast Indiana.



## INDIANA STATE POLICE PARTNERSHIP

ITRCC values the long-standing partnership that we have with the Indiana State Police (ISP). On a daily basis, ISP Troopers coordinate closely with our employees to maintain a safe roadway for our customers. Throughout 2019, ITRCC and the ISP partnered across a variety of outreach and engagement initiatives to deliver a unified message of safety, cooperation, and community across the Toll Road.

### NATIONAL WORK ZONE AWARENESS WEEK

The Indiana Department of Transportation, the ISP, and ITRCC worked together during **Work Zone Awareness Week** to communicate the risks faced by maintenance and construction workers on the Toll Road. Motorists were advised to use extra caution when traveling in work zones. The campaign is held annually during springtime at the start of construction season. We were appreciative of the care and support the ISP demonstrated for our employees throughout the campaign.

### BLOOD DRIVE



ITRCC invited our partners at the ISP to attend a scheduled blood-drive event at our headquarters in Elkhart. Over 25 employees and Troopers participated during

the day – donating enough supply to help save over 50 lives. Both ITRCC and the ISP agreed to make this an annual event and seek to expand participation in 2020.

### MEDIA SAFETY TRAINING

Members of the media often visit the Toll Road to provide valuable coverage of incidents and events. However, without appropriate protocols and controls in place, an unannounced presence can pose a dangerous hazard to customers, emergency responders, and to the reporters themselves. In 2019, ITRCC worked with the ISP to develop a media certification program to ensure that appropriate safety standards are maintained. The certification establishes guidelines and protocols regarding safe stopping and vehicle placement locations, personal protective equipment requirements, and communication protocols with on-site responders.

### CHRISTMAS WITH A TROOPER

ITRCC partnered with the ISP during the holiday season to support local families in need through the **Christmas with a Trooper** program. By partnering a Trooper with a less-fortunate family or child, this program helped purchase clothes, shoes, and toys for those who might otherwise go without during the holidays. A financial contribution from ITRCC helped expand the program this year, and our staff were grateful for the opportunity to help children in making their gift selections.

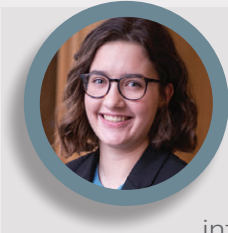


# COMMUNITY *continued*

## DIVERSE INDIANA PARTNERSHIPS

We are dedicated to building strong, long-lasting relationships with our local suppliers and contractors. As an Indiana business, we are committed to the **Buy Indiana** program and seek to engage Hoosier businesses whenever possible. Each year, we set a baseline goal to purchase at least 90% of our goods and services from Indiana-based companies and in 2019, we exceeded this goal with over \$86 million committed within the State.

We also prioritize the engagement of socially and economically disadvantaged businesses including minority, women, and veteran-owned businesses. In 2019, we observed the benefits to the local business community that can be realized when we invest and partner with disadvantaged businesses. ITRCC has a long-standing partnership with Traffic Control Specialists (TCS), a women-owned business located in Knox, Indiana. TCS plays an integral role in our operation, delivering work zone and traffic control services for our maintenance and construction crews. During the year, TCS “graduated” from their disadvantaged business status, a reflection of the sustained growth and increased scale of their operation. TCS credits ITRCC’s partnership as a key factor in their growth and continued success.



By providing mentorship and guidance, we’ve also been successful in expanding opportunities to small women-owned businesses. Most recently, Alexandra McCall, a student at the Indiana University Kelley School of Business, joined ITRCC for a summer internship in the Strategy and Analytics department. Following the internship, We encouraged Alexandra to pursue her passion in data and analytics, providing support to develop a business plan. In June, Alexandra formed Blooming Analytics LLC with ITRCC as its first client. The newly formed business is on track to be certified as a Women’s Business Enterprise by the State of Indiana in 2020.

In support of sustainable purchasing initiatives, ITRCC partnered with Amazon Business to co-host a booth at the annual **Indiana Department of Administration Supplier Diversity Business Conference**. At the event, ITRCC connected with over 50 women, minority, and veteran owned businesses to share upcoming opportunities on the Toll Road. In addition, ITRCC implemented a new program to identify additional disadvantaged businesses and grow new relationships with those vendors.



**\$9.5M**

11.2% INVESTED IN  
DISADVANTAGED BUSINESSES

**\$86M**

96% WITH INDIANA BASED  
BUSINESSES



# ENVIRONMENT

Throughout 2019, ITRCC continued to invest in infrastructure and initiatives to help reduce the impact of our operations on the environment. Our efforts focused on increasing operational reliance on solar power, expanding community partnerships, reducing salt usage, and providing educational resources and tools for local students and business professionals. We see ourselves as stewards of the Toll Road for generations to come, and our focus on environmental sustainability is critical in delivering on this commitment.



**300+**

TREES PLANTED ALONG THE CORRIDOR

**100%**

UNDERGROUND STORAGE FUEL TANKS REMOVED

**564,000+**

POUNDS OF MATERIAL RECYCLED



## NEW ADMINISTRATION BUILDING

In February, staff moved into our new administration building in Elkhart which was designed and constructed in an environmentally sustainable manner. Solar panels have been installed and offset 20% of energy costs during the year. The building's architecture also minimizes electric lighting requirements, and smart heating and cooling systems were installed to reduce the energy needed to maintain the temperature of the building. Inside, the office space is designed to minimize paper use and allows for easy recycling of cans and bottles. Outside, no-mow grass and accumulation ponds eliminate the need for regular landscaping and maintenance. These features were essential in obtaining **LEED® Gold Certification**. We were the first building in Indiana to receive this certification under the new stringent "V4" guidelines.

# ENVIRONMENT *continued*

## REDUCED PLASTIC USAGE

The design of the new administration building incorporates many features encouraging employees to reduce their environmental footprint. One example, which has been particularly successful, relates to the installation of a water bottle filling station within the building. In 2019, the station tracked usage levels which equated to a reduction of over 4,500 single-use plastic bottles.

## EDUCATIONAL LEED® TOUR



Members of the **Green Building Council of Indiana** joined local business professionals for a tour to highlight the “green” features of our new administration building. Many of these features were specifically designed to drive meaningful reductions in greenhouse gas emissions and to place a stronger emphasis on employee health and wellbeing. During their visit, guests were provided insights into the design and operation of systems, including the low-emission “smart” HVAC, solar panels, and water conservation.

## NEW SALT DOMES

ITRCC engaged a new vendor in 2019 with the specific challenge to design an innovative and environmentally friendly salt dome for use along the corridor. The vendor exceeded expectations, and successfully constructed two new domes which allow trucks to load salt within the dome structure itself, rather than exposing the process to outside variables. The benefit of reduced spillage and salt run-off has been immediately evident, both environmentally and financially, and plans are underway to roll out this design across the entire roadway.



## SALT MANAGEMENT TACTICS

To provide greater flexibility and control over salt usage during winter weather events, ITRCC invested in its own brining production during 2019. When the brining solution is sprayed directly onto the road, salt usage can be cut in half for certain winter weather events, translating to fewer salt trucks traveling the road, a reduction in waste and runoff into local lakes and rivers. This will ultimately reduce the impact to native fish, plants, and drinking water sources.

## TREE PLANTING EFFORTS



In partnership with Freemont Elementary and Penn High School, ITRCC coordinated the planting of over 300 trees along corridor in Steuben and Elkhart counties. These trees will support carbon offset objectives while minimizing localized flooding, and in the future they will act as a natural snow fence for the Toll Road. ITRCC has also commenced a broader conservation planting program in conjunction with the **U.S. Fish & Wildlife Service** in order to plant native tree species along the roadway.

# FUTURE



## OUR 2020 TARGETS

### 10%

INCREASE TO EMPLOYEE "NEAR-MISS"  
SAFETY REPORTS

### 1,200

EMPLOYEE VOLUNTEER HOURS TO  
SUPPORT COMMUNITY ORGANIZATIONS

### 500+

TREES PLANTED ACROSS  
THE CORRIDOR



### SAFETY

Safety will remain our top priority in 2020 with a particular focus on expanding our successful road safety pilot programs. We also plan to further strengthen our contractor selection tactics to ensure that our construction partners continue to operate on the Toll Road without incident. An expansion of the **"What Message Are You Sending?"** campaign will continue to raise awareness of the dangers of distracted driving, ensuring that our customers remain as committed to safety as we are.



### EMPLOYEES

In 2020, we will continue our efforts to make ITRCC a regional leader in the way we recruit, engage, and treat our employees. We have established ambitious diversity targets for 2020 and refined our recruitment tactics in pursuit of these objectives. An expanded focus on mental health initiatives will complement our existing suite of employee wellbeing programs, education and, tools. Professional development will also be a focus next year, with new opportunities for employees to participate in on-the-job, online, and offsite training in addition to development workshops.



### CUSTOMERS

We continue to invest in programs for our customers to ensure that the Toll Road remains the premiere route for travelers in the region. Over the next decade, hundreds of millions of dollars will be invested in project enhancements to improve the safety and quality of the road, including pavement, bridges, new technologies, and improved parking facilities. With our commitment to safety, we also expect that these upgrades will translate to an even safer road for our customers.



### COMMUNITY

We are committed to supporting the areas in which we work and live, teaming-up with local volunteer organizations to positively influence the community. ITRCC will continue to partner with the **Shirley Heinze Land Trust** and other local nonprofit organizations, and is dedicated to performing hundreds of volunteer hours in support of these organizations. As our partnerships with local disadvantaged businesses continue to expand, we also expect to see a greater portion of our annual expenditures directed towards these entities.



### ENVIRONMENT

In 2020, we will install new electric vehicle charging stations at our travel plazas – providing millions of customers with access to an environmentally friendly recharging option. Our revised salt usage tactics and new equipment will translate to less salt runoff into local waterways. Other programs underway include the expanded use of solar power, an ecological restoration project, and ongoing partnerships with local schools and organizations to deliver a "green" future for northern Indiana.



**ITR CONCESSION COMPANY LLC**

For inquiries concerning this report:

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