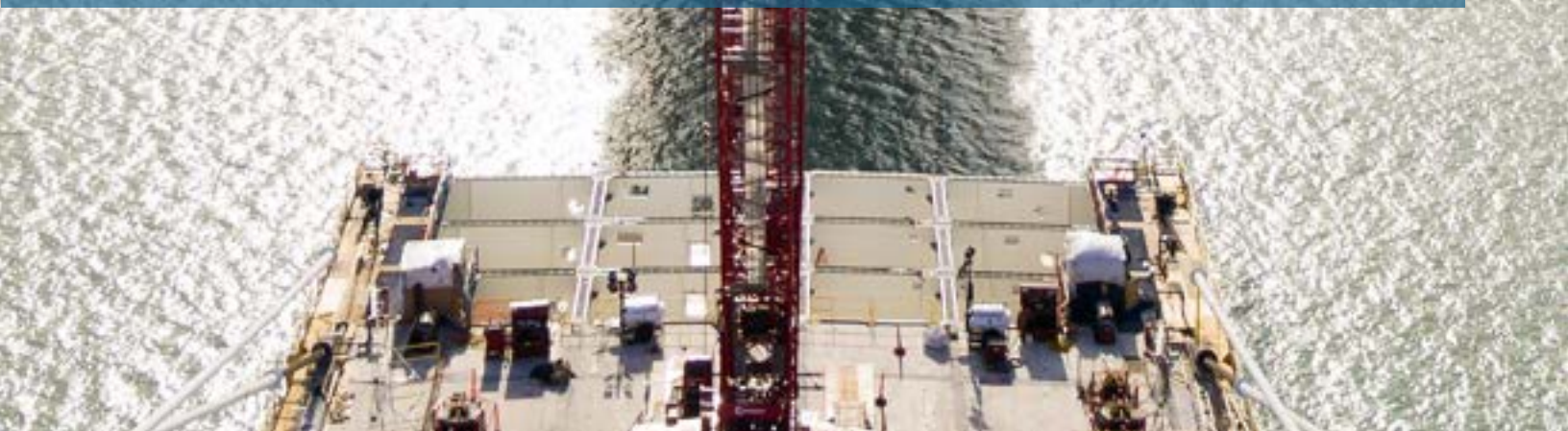


TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

2023 REPORT



WDBA * APWD
Windsor - Detroit Autorité du pont
Bridge Authority Windsor - Détroit



CONTENTS

INTRODUCTION - PAGE 4

- About this report
- About Us
- Commitment to Climate Change

GOVERNANCE - PAGE 6

- Board Oversight
- Management Responsibilities
- ESG Committee

STRATEGY - PAGE 9

- Climate-related Risks and Opportunities
- Impacts on Business and Strategy

RISK MANAGEMENT - PAGE 17

- Risk Management Approach
- Ongoing Management of Climate Risks

METRICS AND TARGETS - PAGE 18

- Greenhouse Gas Emissions
- Basis for Preparation
- Targets

LOOKING AHEAD - PAGE 20



“ The Gordie Howe International Bridge project is built with the future in mind, integrating sustainable practices throughout design, construction and future operational plans. The team is committed to reducing its carbon footprint and creating border crossing facilities that will help foster healthy communities in Windsor and Detroit for years to come. ”

- Charl Van Niekerk, CEO, Windsor-Detroit Bridge Authority



INTRODUCTION

About this Report

Windsor-Detroit Bridge Authority's annual Taskforce on Climate-related Financial Disclosures (TCFD) report provides an overview of operational practices and performance for the 2023 calendar year. The information presented covers all WDBA operations, including work underway on the Gordie Howe International Bridge project sites in Canada and the US. It is important to note with construction still underway, any performance data presented, is not reflective of future bridge operations. During construction, GHG emissions are significantly higher than those expected during bridge operations. As the project moves forward, WDBA is committed to expanding its TCFD disclosures and continuing to build on the TCFD recommendations over time, to reflect evolving climate change practices.

About Us

Windsor-Detroit Bridge Authority (WDBA) is a Canadian Crown corporation established in 2012 to deliver and operate the Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan. We are responsible for overseeing our private-sector partner, Bridging North America (BNA), through construction and operation of the new crossing and, as bridge operator, we will set and collect tolls. WDBA reports to Parliament through the Minister of Housing, Infrastructure and Communities and is guided by our Board of Directors.

The Gordie Howe International Bridge project is North America's largest bi-national infrastructure project valued at \$6.4 billion (CDN). It includes the delivery of four major components – the longest cable-stayed bridge and the largest US and Canadian ports of entry (POE) along the Canada-US border as well as a connection into the Michigan Interstate system.

The new Gordie Howe International Bridge will provide redundancy at the busiest trade corridor between Canada and the United States with improved border processing and highway-to-highway international connectivity. It also addresses future capacity needs and will provide six lanes to meet anticipated growth in traffic over the years to come. Features include a multi-use path for pedestrians and cyclists, LEED v4 Silver rating for buildings and an Envision™ Platinum Award for the bridge and surrounding roadways, as well as a robust Community Benefits Plan.

Commitment to Climate Change

Climate change remains a critical and complex issue that impacts human health, security, biodiversity and the global economy. Addressing climate-related risks requires action to reduce greenhouse gas (GHG) emissions into the atmosphere, while also recognizing an opportunity to increase the resiliency of assets, services and operations through collaborative and innovative efforts.

The Gordie Howe International Bridge project serves as a model of sustainable infrastructure that is committed to social, environmental and economic sustainability. It contributes to the improvement of environmental best management practices and supports the protection of communities on both sides of the border from the impacts of climate change, today and into the future.

Designed for resource efficiency and cost effectiveness, this project aims to foster healthy and productive environments during both its construction and operation phases. Emphasis is being placed on integrating products, components and systems that improve building performance and significantly reduce energy consumption, increase facility flexibility and enhance the overall user experience.

The Gordie Howe International Bridge project strives to achieve the following climate-related goals and objectives:



These goals and objectives are part of WDBA's broader sustainability goals, which also include: maintaining safety and security; creating a culture of leadership; evaluating life-cycle costs; providing economic opportunity; safeguarding cultural resources; and, proactively engaging the public.



GOVERNANCE

Climate change considerations are an integral part of WDBA's Environmental, Social and Governance (ESG) commitments, policy and framework. Clear lines of authority and oversight regarding ESG have been established, including management of climate-related risks and opportunities. The chart below provides an overview of WDBA's governance structure, with roles directly related to ESG and climate change responsibilities bolded.

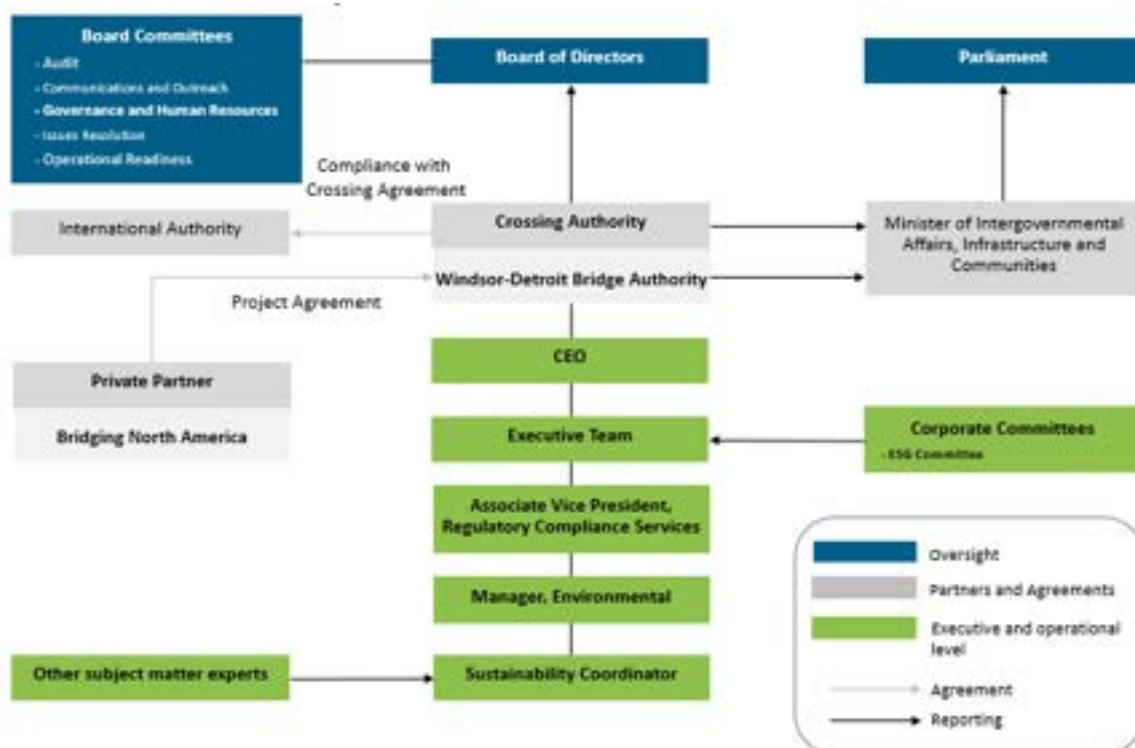
Board Oversight

WDBA's ESG Policy established an internal ESG Committee and ESG Framework. This framework outlines WDBA's commitment to achieve annual ESG and climate objectives, delivered through the committee's yearly action plans. The framework also describes required processes to be followed.

WDBA's Board of Directors is responsible for approving the ESG Policy and ESG Framework which undergo a bi-annual review to ensure relevancy is maintained. The Board has delegated this responsibility to the Governance and Human Resources (GHR) Committee. The Board receives annual updates from the GHR Committee on the activities of the ESG Committee and progression of action plans. In 2023, WDBA extended the GHR Committee Terms of Reference to include language pertaining to its responsibilities related to ESG and management of climate goals. Annual reporting was also expanded to include updates on WDBA's management and exposure to climate-related risks and opportunities.

Management Responsibilities

WDBA's Executive Team is responsible for the implementation of the ESG Framework and ensuring that the proper people, systems, procedures and resources are in place for its delivery. Quarterly updates on ESG activities are provided to the Executive Team and Key Performance Indicators (KPIs) are utilized to assess ESG performance on a yearly basis, including indicators for sustainability and climate-related performance. The Executive Team works in conjunction with the ESG Committee to develop, initiate, measure and report on WDBA's ESG and climate goals on a yearly basis.



ESG Committee

WDBA's ESG Committee recommends updates to the ESG Framework and supports the implementation of climate change programs within WDBA. The committee meets on a monthly basis and includes representatives across WDBA departments, including finance, engineering, human resources, stakeholder and community relations, procurement and environmental.

WDBA's Manager of Environmental and Sustainability Coordinator ensure the organization's alignment with sustainability principles and corporate commitments with project oversight requirements, with a focus on the TCFD.



Climate-related responsibilities and activities in 2023:

Board Level

Board of Directors: Provides oversight of business activities and other affairs at WDBA, including ESG and climate-related strategy, risk management and overall governance.

Governance and Human Resources Committee: Responsible to develop effective corporate governance practices and to advise WDBA on a range of human resource issues to ensure that appropriate strategies and plans are in place. This includes alignment and oversight of relevant climate and sustainability priorities throughout the organization and development of strategies that may affect execution of work by employees (e.g. hybrid work policy).

Responsible to ensure that (i) climate related risks and opportunities are managed appropriately across the organization, and (ii) effective oversight and control mechanisms are in place to achieve WDBA's climate objectives.

Activities

- Provided updates to the Board on the Corporate Plan and ESG Policy amendment and implementation, including climate related objectives
- Annual updates provided on TCFD requirements and progress
- Identification of gaps in reporting to the Board to ensure effective oversight of WDBA's key governance documents, including ESG and climate-related policies

Climate-related responsibilities and activities in 2023:

Executive Level

Executive Team: Oversees WDBA's day-to-day operations in accordance with the direction of the Board of Directors. Plans and directs the execution of WDBA's ESG Framework and climate-related goals, objectives and KPIs.

Activities

- Compiled and received climate-related updates for information and decision-making purposes
- Incorporated climate-related targets into corporate goals tracking system
- Received progress updates on TCFD reporting for communication to the Board
- Reviewed ESG Policy to ensure alignment with requirements of Federal Sustainable Development Strategy Goals
- Received regular reporting on environmental compliance, sustainability and climate-related oversight
- Note: WDBA will perform a climate risk and opportunity assessment every three years, to ensure it accurately reflects its updated understanding and risk exposure and attach it to its TCFD disclosures. Because a climate risk and opportunity assessment was undertaken in 2022, this assessment was not required in the 2023 calendar year.

Operational Level

Environmental Team and other subject matter experts: Monitors corporate obligations, deliverables, policies and key processes that reflect WDBA's efforts to support a sustainable environment. Tracks the effectiveness of project and corporate commitments to apply sustainability principles in the delivery and future operation of the Gordie Howe International Bridge. Coordinates data collection and develops reports/KPIs related to environmental compliance, sustainability and TCFD.

ESG Committee: Develops, initiates, measures and reports on WDBA's ESG goals. Identifies objectives and targets for maintaining and/or enhancing WDBA's corporate ESG and climate-related performance in alignment with the organizations ESG Framework.

Employees: Actively support ESG and climate-related initiatives adopted by WDBA. Employees who are ESG/climate risk and opportunity owners are responsible for implementing initiatives at the operational level.

Activities

- Supported execution of ESG or climate-related initiatives, including monitoring of climate-related risks identified in 2022.
- Compiled data to provide climate-related updates for information and decision-making purposes
- Coordinated data collection for TCFD reporting
- Provide training opportunities to staff related to ESG reporting and initiatives
- Incorporated ESG commitments into staff orientation training for new employees.
- Participated in external events such as tree planting initiatives and educational workshops.
- Organized SAR training courses and garbage clean-ups amongst staff.

STRATEGY

The Gordie Howe International Bridge project is inherently exposed to climate-related risks and opportunities with ports of entry (POEs) being constructed in both Canada and the US and the bridge crossing the Detroit River. These range from the impact of weather events on the integrity of the infrastructure, to the impact of the transition to a lower-carbon economy in operations. To help identify, assess and manage climate-related risks and opportunities, consideration has been given to the full lifecycle of the project, including design, construction and operations.

Climate-related Risks and Opportunities

Climate-related risks are the potential impacts that may arise from climate change or from mitigation, and how they may affect an organization's operations, strategy, and financial planning over the short, medium, and long term. Types of risks include physical risks due to increased extreme weather events, longer-term gradual shifts of the climate and indirect effects of climate change such as loss of ecosystem services, and transition risks related to the process of transitioning to a lower carbon economy.

Physical Risks

A comprehensive physical risk assessment was completed in 2022 to assess various hazards under high warming and low warming scenarios. No changes in WDBA's risk profile were observed between 2022 and 2023 that would impact risk assessment results. Maximum Value at Risk (MVAR) and Failure Probability metrics were used to assess potential financial impacts, and the likelihood of impact on WDBA assets, including the Bridge and Ports of Entry and business operations. Hazards assessed include:

- riverine flooding
- coastal inundation
- extreme wind
- soil subsidence
- freeze-thaw events
- surface water flooding
- extreme heat
- forest fire

The MVAR and failure probability were calculated using advanced modeling techniques which analyze how the changing climate may impact extreme weather events. The basis of the climate model was Coupled Model Intercomparison Project Phase 6 (CMIP6) data, in accordance with the International Panel on Climate Change (IPCC) recommendations.

Overall, the physical risk exposure and associated impacts for WDBA were determined to be low. The MVAR did not exceed 1% and failure probability was low for coastal inundation, extreme wind, soil subsidence, freeze-thaw events, surface water flooding and forest fires. Hazards identified with possible impacts to WDBA operations include riverine flooding and extreme heat as depicted in the table below.


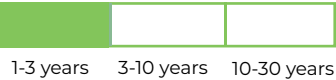





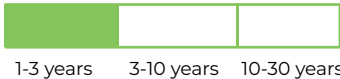
| Risk Type | Risks | Timeframe | Mitigation |
|--------------------|--|--|--|
| Physical – Acute | <p>Extreme Heat and Riverine Flooding</p> <p>Increase in frequency and severity of extreme weather events that may result in direct or indirect damage to assets, compromising integrity of key infrastructure that could lead to reduction in revenue and increased costs. Extreme heat is highly likely to impact WDBA but the impact itself would not be consequential. Riverine flooding is a rare possibility.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term Riverine Flooding: Improved and enhanced stormwater management features incorporated into project design to reduce flooding risk.</p> <p>Short Term Extreme Heat: Adopted BNA's Heat Stress Plan, and implemented measures to address heat stress, including shaded areas/cooling stations for workers on the bridge deck, and tool box talks for safety measures around heat waves.</p> <p>Long Term: Establish and maintain a 30 m setback from the shoreline of the Detroit River wherever feasible, maintaining a vegetation and soil protection zone. Incorporate climate risks into health and safety policy development and implementation</p> |
| Physical - Chronic | <p>Extreme Heat and Riverine Flooding</p> <p>Exposure to long term chronic weather shifts may result in compromised integrity of key infrastructure and infrastructure design not meeting evolving standards.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: POE facilities have been constructed with highly insulated walls and energy efficient glass and solar shading which will decrease heating and cooling costs.</p> <p>Long Term: Investigate industry standards to ensure current design meets standards as they continue to evolve. Each POE has a central cooling and heating plant which is more efficient than a separate system for each building. Use of native and drought tolerant vegetation through the Canadian POE lands to increase plant survival rates and decrease irrigation requirements.</p> |

The lowest points of the bridge were analyzed with data suggesting that riverine flooding is a rare possibility with the potential to be a significant but manageable risk with existing mitigation measures. Extreme heat is highly likely to impact WDBA, however, the impact itself would not be consequential on WDBA assets. The probability of asset productivity loss was determined to be unlikely to hinder revenue. Extreme heat can however impact human health, function and productivity of workers working primarily outside.

Transition Risks

A transition risk assessment was completed in 2022 to assess the probability and impact of various transition-related risks. Based on this assessment we were able to identify a prioritized list of transition risks. When overlaying these risks with mitigation measures already in place, WDBA established that the residual risk is within the organization’s risk appetite tolerance. Transition-related risks therefore do not present a high risk to WDBA. No changes in our risk profile were seen between 2022 and 2023 that would impact our risk assessment results, however we continue to monitor opportunities to bring our risk ratings further down.




| Risk Type | Risks | Timeframe | Mitigation |
|--------------|---|--|---|
| Policy/Legal | <p>Increased Pricing in Greenhouse Gas Emissions An increase in carbon price may result in increased costs to WDBA (e.g. instances where utility expenses are passed through to the tenants).</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Implement design strategies to take advantage of natural light to reduce energy needs.</p> <p>Long Term: Investigate opportunities to invest in initiatives such as renewable energy sources and fleet electrification.</p> |
| Policy/Legal | <p>Enhance Emissions Reporting Obligation Rapidly evolving regulatory expectations in relation to climate disclosures may result in increased compliance and administrative costs for WDBA.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Leverage existing staff to support obligations to deliver climate-related reporting needs and determine if additional training or resources are required.</p> <p>Long Term: Develop processes to track risk, approach and budget requirements.</p> |
| Policy/Legal | <p>Mandates and Regulations on Existing Products and Services Government requirements (e.g. Canadian Net-Zero Emissions Accountability Act and Greening Government Strategy) to advance measures that support the transition to net-zero may be onerous for WDBA to implement, requiring additional resources and costs.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Determine WDBA regulatory requirements and identify timelines for implementation.</p> <p>Long Term: Leverage existing staff through the ESG Committee to assess and develop mitigation strategy, as required.</p> |
| Market | <p>Uncertainty in Market Signals Increase and/or uncertainty in energy pricing (e.g. affecting co-gen) may result in increased operating costs.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Fleet Management team researching potential low or zero emission options for future leases.</p> <p>Long Term: Investigate and project fossil fuel costs to determine if cogeneration is feasible for long term operation.</p> |

| Risk Type | Risks | Timeframe | Mitigation |
|------------|---|--|---|
| Market | <p>Increased Costs Over Raw Materials</p> <p>Increased and/or uncertain prices of raw materials (e.g. lumber, concrete, steel, aggregate) may result in increased capital expenditures during construction operations.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Investigate availability of raw materials and determine if suitable alternatives are appropriate.</p> <p>Long Term: Project costs of raw materials to determine, properly allocate and budget for required items.</p> |
| Reputation | <p>Increased Stakeholder Concerns</p> <p>Increased community concern regarding project impacts on human health and the environment may have adverse impacts on WDBA's reputation and operations.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Continue to monitor and mitigate construction and operation impacts on the environment using a proactive approach. Research partners and projects were identified in 2023 to support environmental targets related to SAR, construction monitoring and water quality. Invest in partnerships through the Community Benefits Plan that support climate resiliency in adjacent communities.</p> <p>Long Term: Conduct and support research opportunities to forecast and mitigate for environmental concerns such as emissions, water levels, flood events, renewable energy and wildlife.</p> |



Climate-related Opportunities

WDBA assesses climate-related risks and opportunities in accordance with the climate strategy and risk management processes identified below to support the protection of communities and the environment from impacts of climate change. WDBA is voluntarily reporting on climate-related opportunities outlined in the table below.

| Opportunity | Timeframe | Strategy |
|---|---|---|
| <p>Use of Efficient Modes of Transport</p> <p>Advancements in zero-emission and hybrid vehicles present an opportunity to align with Greening Government Strategy for WDBA's fleet vehicles.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Focus on the possibility of obtaining zero-emission or hybrid fleet vehicles for new leases, specifically in the operations phase of the project.</p> <p>Long Term: Monitor fleet vehicle usage and track emissions to align with reduction targets over the long term. Fuel usage tracked for all fleet vehicles during 2023.</p> |
| <p>Development and/or Expansion of Low Emission Goods and Services</p> <p>Development of incentive programs for low emission light and heavy-duty vehicular traffic to encourage repeat use.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Investigate existing incentive programs to assess feasibility of implementation.</p> <p>Long Term: Support and pursue changes to regulatory and economic drivers to develop incentives that encourage low emission vehicular traffic. Bring in revenue related to more frequent travel of low emission vehicles.</p> |
| <p>Use of Public Sector Initiatives</p> <p>Low-carbon initiatives may unlock financial incentives or policy exemptions.</p> |  <p>1-3 years 3-10 years 10-30 years</p> | <p>Short Term: Investigate grant opportunities available for climate-related initiatives and assess action plans needed to leverage funds.</p> <p>Long Term: Develop strategies and action plans in alignment with grant opportunities.</p> |



Impacts on Business and Strategy

WDBA's Climate Strategy

To effectively manage climate-related risks and opportunities, WDBA maintains a forward-looking plan with a focus on initiatives that reduce emissions and other environmental considerations that are incorporated into our Corporate Plan, Project Agreement, ESG Framework and other key documents.

WDBA's climate strategy is guided by the following goals and objectives:

- **Design for durability and resiliency** by planning for long-term maintenance and monitoring; considering short- and long-term risks; and demonstrating attention to extending the project's useful life.
- **Conserve non-renewable resources** by reducing energy and water demands; considering sources of renewable energy and water re-use; using recycled, recyclable, local, biobased, and salvaged materials; reducing waste generation; diverting waste from landfills; optimizing energy efficiency in construction and operations; and monitoring energy and water consumption during operations.
- **Protect the natural world** by employing green infrastructure stormwater management design principles; protecting, conserving, and enhancing environmentally sensitive areas; avoiding unsuitable geography and greenfields; and coordinating with all environmental obligations, including, aquatic resources, air and water quality, noise and vibration, invasive species, wildlife habitats, erosion and sedimentation control, historic and cultural resources, wetland protection, stormwater management, and light pollution reduction.

Sustainability Action Plans

Sustainability Action Plans are developed annually by the ESG Committee to identify priorities, establish goals and identify actions to achieve them. These align with Canada's Federal Sustainable Development Strategy goals and help guide WDBA efforts to achieve its climate-related goals and objectives. The following KPIs and targets are in place to track our progress:



Delivery of ESG Policy and Framework, including climate-related targets



Incorporate and invest in active transportation infrastructure

Facilitate climate risk and opportunity assessments and ongoing management of identified risks



Create opportunities for local people and organizations to be involved in the project, reducing travel emissions



Participate in events, programs, meetings and workshops to raise awareness of the project and environmental monitoring, mitigation and initiatives



Track, monitor and report on waste and WDBA carbon footprint reduction

Research opportunities to obtain zero-emission or hybrid vehicles for new fleet vehicles



Ongoing management of mass notification system, including inclement weather warnings



Continued oversight of asset design and construction to ensure sustainable building standards

WDBA's specific climate-related initiatives are organized in three strategic pillars recognizing the nature of the project lifecycle, including climate considerations in design and construction, operations, and corporate operations. Key highlights of ongoing efforts and progress within each pillar are below.

Climate Considerations in Design and Construction



- Continue progress on **LEED v4 BD+C Silver certification** for POE facilities, with no credits denied
- POE buildings designed to **reduce building energy consumption by 32%**
- Materials selected to **reduce energy and water demands** including highly insulated walls, energy efficient glass, solar shading and low flow fixtures
- **Use of recycled and regional materials** with a 7.4% increase in recycling from 2022
- **Envision Platinum awarded** for sustainable roads and bridges in 2021
- Integration of **multi-use path and pedestrian processing areas**
- BNA Sustainability Management Plan and **ISO 14001 Environmental Management System** including over 30 environmental management and monitoring plans
- Designed to **extend useful life of project assets** to achieve 125-year lifespan
- **Active transportation infrastructure** added to adjacent local roads
- Incorporation of **green roofs** on select buildings
- **Extensive landscaping** and incorporation of native vegetation
- Nearly **1000 trees planted or given away** within host communities
- Investments in Community Benefits Plan **partnerships that support climate resiliency** in adjacent communities.

Climate Considerations in Operations

- End-to-end border transportation system will allow for **free-flowing movement of traffic** removing traffic lights and reducing transportation-related air quality impacts
- BNA Sustainability Management Plan and **ISO 14001 Environmental Management System**
- US POE to be **Energy Star Certified** with score of at least 75
- **EV charging** made accessible to staff at the POEs
- Consideration of **incentives for electric vehicles** as part of the toll setting exercise
- **Toll free operation of multi-use path** and connections into regional trail networks in Canada and the US
- **Mass notification system** to provide extreme weather warnings
- Continue to progress on **LEED v4 O+M Silver certification** for POE facilities, with no credits denied.



Climate Considerations in Corporate Operations

- ESG language **integrated into procurement** processes
- Maintain **LEED/Envision/ Energy Star portfolio manager**
- Flexibility for **employees to work from home reducing commuting emissions**. Over 325 weekly office trips have been saved.
- Operation of **ESG Committee and adoption of policy and framework**
- **Mass notification system** to provide extreme weather warnings to staff
- Facilitating **community clean ups**
- **ESG training** provided to 18% of WDBA staff to enhance understanding of industry best practices
- Improved **GHG emission data collection** in scope 1 and 2
- Advanced plan to obtain **zero emission or hybrid vehicles for new leases in operations** phase of the project

RISK MANAGEMENT

In providing oversight of the Gordie Howe International Bridge project, WDBA performs activities to ensure sound corporate governance in the stewardship of the project. This includes managing risks and further developing the framework for risk decision-making and execution of associated strategies.

WDBA considers risk management to be a shared responsibility within the organization. Accordingly, WDBA's Board and its related committees are accountable for oversight. The Executive Team and all employees are accountable for managing risk within their areas of expertise.

Risk management policies ensure a consistent, comprehensive and enterprise-wide risk management approach that is integrated into planning, decision-making and operational processes. WDBA's Board of Directors approve the Enterprise Risk Management Policy and Risk Appetite Statements which set the tone and expectations for risk management throughout the organization. WDBA monitors and manages its risk profile, tracking risks that are most impactful to the project and organization. Risk assessments and mitigation strategies are regularly reviewed and challenged to ensure risks are appropriately identified and managed.

In 2023, The Board approved a revised Risk Appetite framework, which now includes ESG. All climate related risks are now tracked against this section of the risk appetite. WDBA will continue to refine the tolerance levels and criteria that inform the assessment of ESG and climate related risks throughout 2024.

Risk Management Approach

WDBA's Risk Management Framework is based on ISO 31000: 2018 Risk Management, Committees of Sponsoring Organizations of the Treadway Commission (COSO) Enterprise Risk Management Integrated Framework, as well as the Project Management Institute's Practice Standard for Project Risk Management.

WDBA's top risks are identified and monitored through the project's risk register. WDBA's risk assessment methodology uses a 5x5 Risk Matrix (i.e. a risk having a high impact of 5 as well as a high probability of occurring at 5 receives a score of 25). Qualitative ratings are based on the judgement of subject matter experts. This is a more subjective analysis, prioritizing risks based on risk rating and colour coding.

In assessing risks quantitatively, a more detailed and objective analysis is applied. Using standard criteria, risks are analyzed by providing a range of estimates for impacts to assess the probability of those impacts occurring and the potential consequence to WDBA if the risk materializes over a five to ten-year period.

Ongoing Management of Climate Risks

Climate and environmental risks are reviewed regularly with the appropriate risk owner. Any risks that fall outside of the identified risk appetite tolerance, have significant changes or are newly identified, are reported to the Governance and Human Resources Committee which will escalate any significant risks to the Board of Directors. There were no noteworthy changes in 2023 to WDBA's climate risk profile, as reflected in the climate-related risks and opportunities section. WDBA will undertake full-scale Climate Risk and Opportunity Assessments every three years, with the next assessment anticipated in 2025.

METRICS AND TARGETS

Greenhouse Gas Emissions

WDBA prepares its corporate-wide consolidated Scope 1, 2 and 3 GHG emissions inventory in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol) and its annexes.

Scope 1 GHG emissions refer to direct emissions from organizational operations. Scope 2 emissions refer to indirect emissions arising from the consumption of electricity or heat, and Scope 3 emissions are all indirect emissions that occur as a result of organizational activities but are outside of direct operations.

2023 was the project’s busiest year of construction to date, resulting in WDBA’s total GHG emissions amounting to 278 000.98 tons of CO2 equivalent. The vast majority of emissions resulted from purchased goods and services (Scope 3 – Category 1), which are emissions primarily associated with construction materials, such as steel and cement, and construction activities carried out by WDBA contractors, including BNA. To this extent and throughout construction, the selected construction materials and resources are in alignment with efforts to achieve sustainable development and environmental performance standards identified through LEED certification, which is an attempt to reduce our carbon footprint. WDBA’s Scope 1 and 2 emissions relate to fuel and electricity consumption at project offices, trailers and small fleet of staff vehicles. Emission levels are expected to remain at a similar level until the completion of construction activities. Once operational, it is expected that emissions will decline significantly and pivot from construction-related emissions to those associated with operations, maintenance and repair of the bridge.



In 2023, WDBA’s total GHG emissions were 278 000.98 tons of CO2 equivalent, which is an increase of 14 226.87 tons of CO2 equivalent compared to 2022. Notable changes between 2022 and 2023 include:

- Increase in emissions from mobile combustion due to an increase in fuel consumption combined with a change in the GHG quantification inputs from mileage to fuel consumption, to drive accuracy of the inventory.
- Increase in emissions from purchased goods and services mainly due to an increase in quantity of material used as input for construction, slightly offset by a reduction in construction activities executed outside of the prime contractor.
- Decrease in emissions from capital goods due to most of the construction heavy equipment acquisitions concluded in early years of the project and now being utilized as part of their normal project life cycle.

A detailed overview of total GHG emissions for the 2022 and 2023 calendar years is presented on the following page.

Total Greenhouse Gas Emissions for 2022 and 2023

| GHG emissions type | Scope Description | GHG emissions (tCO2e) | |
|-----------------------------|--|-----------------------|------------------|
| | | 2022 | 2023 |
| Operational emissions | Scope 1 Direct GHG emissions from sources that are owned or controlled by WDBA. | 141.97 | 138.8 |
| | Scope 2 Indirect GHG emissions that occur through the use of purchased electricity and heat | 36.9 | 39.34 |
| Upstream indirect emissions | Scope 3 - Category 1 (Purchased goods and services) Aggregates all products and services purchased that are not otherwise detailed in the other categories (i.e. categories 2 through 8). | 263009 | 277615.14 |
| | Scope 3 - Category 2 (Capital goods) Accounts for office trailers and BNA equipment procured in 2023. | 425.69 | 13.83 |
| | Scope 3 - Category 3 (Fuel-and-energy related activities) Consists of aggregating fuels and energy purchased and consumed in the context of the Gordie Howe International Bridge construction project to estimate upstream impact. | 99.61 | 102.34 |
| | Scope 3 - Category 5 (Waste) Disposal and treatment of waste generated in the reporting company's operations in the reporting year (including facilities not owned or controlled by the reporting company). | - | - |
| | Scope 3 - Category 6 (Business travel) Includes emissions from the transportation of employees for business related activities in vehicles owned or operated by third parties. | 39.76 | 71.5 |
| | Scope 3 - Category 7 (Employee commute) Includes emissions from the transportation of employees between their homes and their work sites. | 21.18 | 20.03 |
| TOTAL | | 263774.11 | 278000.98 |

Basis for Preparation

WDBA utilized a financial control approach to estimate GHG emissions data. The following organizational boundaries were applied:

- The emissions include operational emissions associated with WDBA as well as construction-related emissions associated with Gordie Howe International Bridge project work in Canada and the US.
- Due to BNA's high level of involvement in the construction of the Gordie Howe International Bridge, the Scope 1, 2 and select Scope 3 emissions (categories 1, 2, 3, 5 and 7) of our private-sector partner were directly measured, or estimated subject to data availability, and are accounted for as WDBA's Scope 3 emissions.
- WDBA's organizational boundaries for select emissions sources (mobile emissions, business travel and employee commute) have been extended to BNA's sub-contractors and are accounted for as WDBA's Scope 3 emissions.

Targets

WDBA is firmly committed to achieving carbon neutrality within its internal corporate operations. To fulfill this commitment, WDBA will work to improve its sustainability metrics and implement strategic measures and controls. By the conclusion of fiscal year 2026, WDBA will have developed a comprehensive plan to achieve this goal. The target covers all Scope 1 and 2 emissions associated with office use and our vehicle fleet. Measures have been implemented to support reduction of corporate emissions, including progress towards expanding the teams' fleet of zero emission and hybrid vehicles during the operations phase and the construction of a LEED office to help manage energy consumption. The development of a more comprehensive emission reduction strategy is also underway between our ESG committee and Environment/Sustainability Team to ensure necessary measures are put in place to achieve our target.



As the Gordie Howe International Bridge is still in the construction phase, there is limited value in setting an emissions reduction target for future bridge operations without a valid baseline year. WDBA will set a baseline year and emission reduction target in fiscal 2026 following the start of bridge operations, anticipated to occur in fall 2025.

LOOKING AHEAD

As Canada transitions to a net-zero economy, WDBA recognizes the importance of its day-to-day business decisions and is developing forward-looking plans for the future operation of the new Gordie Howe International Bridge. WDBA is committed to creating a culture of leadership that will be reflected in the development of a strategic and collaborative commitment to sustainability and climate action. Key future priorities include continuing to improve and disclose impact metrics under an ESG Framework and ESG Policy which will enable WDBA to further develop environmental, social and governance objectives.

WDBA recognizes the importance of environmental protection to communities and the natural environment on both sides of the border and, together with Bridging North America, we are working together to deliver a robust environmental management program to ensure the Gordie Howe International Bridge is constructed and operated in accordance with the highest standards of sustainable development.

Stay Connected

-  [GordieHoweInternationalBridge.com](https://www.GordieHoweInternationalBridge.com)
-  info@wdbridge.com
-  1-844-322-1773
-  @GordieHoweBrg
-  @GordieHoweBridge
-  @gordiehowebg
-  WDBA-APWD
-  [YouTube.com/GordieHoweBridge](https://www.YouTube.com/GordieHoweBridge)



Aussi disponible en français

© Windsor-Detroit Bridge Authority,
Windsor, 2024

Design: Corporate Affairs and External
Relations