



2024

ITR Concession Company LLC

# Sustainability Report

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# A LOOK THROUGH 2024

As we begin the new year with a continued commitment to safety and stability across the Indiana Toll Road, we present our 2024 Sustainability Report on behalf of ITR Concession Company LLC (ITRCC). In this report, you will see how our investments set standards for infrastructure and operations as we lay groundwork that better prepares us for the future. We are also proud to share how our employees showcase the values that make the Toll Road a trusted experience for motorists traveling from near and far.

One example of the company’s dedication came in April when communities across the United States witnessed a total solar eclipse. Through careful planning and collaboration with authorities, we took proactive steps to minimize the potential risks to motorists and employees alike as the moon blocked the sun during daylight hours.

This spirit of collaboration was again on display as we launched a formal mentorship program that grew from our longstanding ITRCC Roadway Academy. Putting safety first, we worked during Distracted Driving Awareness Month to reinforce important safety messages aligned with Indiana’s Move Over Law and the International Bridge, Tunnel and Turnpike Association (IBTTA) Global Safety Week. We invested in brightening our Toll Plazas, addressed infrastructure needs, and geared up to rehabilitate a 34-mile stretch extending to Ohio.

One particular area where we made great strides in 2024 is in standardizing project management across the organization. To that end, we would like to welcome Khalid Nurain as ITRCC’s first Director of Project Management, a critical role as we build a central hub for more effective ways to manage and oversee projects.

In another strategic move to bolster our technological capabilities and the agility of our internal operations for the future, we developed a dedicated Data Operations (DataOps) Team. This cross-functional team is structured to transform how we harness technology to drive business outcomes, and we are already seeing the impact of building reports into code and automation.

We are also assessing new software solutions to centralize our environmental data management to improve our efficiencies. And a University of Notre Dame partnership is helping inform how we monitor and manage structural health along the Toll Road for the long haul.

Even with the latest advances in technology, we need to remain vigilant to stay ahead of malicious actors. In 2024 our teams rapidly aided customers and others who were targeted by a digital scam known as “smishing,” with fraudulent text messages misrepresenting themselves as having been sent by ITRCC. Our industry peers reported similar phishing attempts alleging unpaid tolls and other fees, and we worked closely with the FBI to document and provide guidance to individuals who were affected.

Building on past investments, we also achieved high scores in customer satisfaction and in our environmental and community performance assessed against validated data and peer benchmarks.

Again, we want to draw your attention toward our employees. We are proud to share the stories of Rex Hochstetler, an Infrastructure Program Analyst and U.S. veteran who participated in an Honor Flight to Washington, D.C., and Jordan Willsey, an Emergency Management Coordinator who accepted an opportunity to attend Sergeant Major Academy.

Whether they are keeping motorists safe while en route to their destinations, supporting local charities, leading our electric vehicle (EV) charging rollout, or making progress on environmental commitments, our people make ITRCC what we are today. Together we are serving our communities while setting a model for our industry into the future.



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## Indiana Toll Road

Established in 2006, ITR Concession Company LLC (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 to deliver results that directly support millions of public employees, retirees, and their families.





# SAFETY



“Working together is so important for our safety standards and regulatory compliance, and to ensure we remain proactive when it comes to identifying and addressing emerging risks.”

**Chris Norvell**  
Director of Operations, ITRCC

## Efforts to End Distracted Driving

As travelers across the country rely on the Toll Road, ITRCC is working constantly to enhance the safety of everyone along the roadway. In April 2024, we teamed up with the Indiana Department of Transportation (INDOT) and the Indiana State Police (ISP) to launch a comprehensive educational campaign for Distracted Driving Awareness Month, encouraging drivers to focus on the road ahead of them.

This initiative featured a series of videos designed to empower drivers with safety tips and best practices. In sharing our guidance for navigating unexpected road conditions, we emphasized the importance of paying attention at all times behind the wheel.

We also dedicated extra attention to the need for vigilance within work zones. By exercising caution and reducing speeds in construction areas, drivers directly contribute to building a safer environment for highway workers and other motorists.

The campaign reinforced standard safety advice, such as following road signs, avoiding tailgating, using signals, and ensuring everybody in a vehicle is buckled. We also emphasized the responsibility of motorists for preserving their safety and the safety of others around them. In addition to reducing phone usage, relying on hands-free devices, and taking precautions when changing the radio or other settings, they should make sure to stop at Travel Plazas to eat, apply makeup, or complete other activities.

Our work to discourage distracted driving extends year-round. Through proactive initiatives, from informational videos to targeted messaging, we share practical knowledge with drivers to help them embrace responsible behavior behind the wheel.

### MOVE OVER LAW

Indiana’s Move Over Law assists in the protection of emergency responders and service personnel on the roadside by requiring drivers to change lanes or slow down whenever approaching stationary vehicles with flashing lights. Members of ITRCC spearheaded recent efforts to raise awareness of this law by traveling to Indianapolis to promote safe driving practices with lawmakers. Simple actions like changing lanes or reducing speed significantly enhances safety for those working and traveling along the Toll Road.

### GLOBAL ROAD SAFETY WEEK

When the International Bridge, Tunnel and Turnpike Association (IBTTA) — the worldwide association for the owners and operators of toll facilities and the businesses that serve them — hosted its first Global Safety Week in June, ITRCC was a proud participant. To support IBTTA’s programming on discouraging distracted driving, speeding, and impaired driving, we released a video with the theme “Be Safe Together,” reminding that even small actions behind the wheel can impact everyone’s road safety.





## Mentorship with Safety First

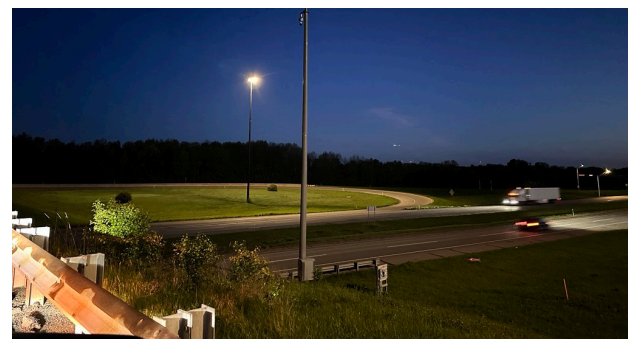
Over the past few years, the ITRCC Roadway Academy has been a cornerstone in building a culture of safety along the Toll Road. Led by the Operations Department, this program provides employees with a structured introduction to the tasks involved with safely maintaining our roadway. In 2024, we expanded upon our success to identify positions within the company to also participate in a formal mentorship program.

This initiative provides new employees with even more personalized guidance and support, preparing them to be as effective as possible within their roles and to further minimize the risk of injuries. Regular reviews after 45 days of employment — and again after 90 days — assess their familiarity with and adherence to safety standards and jointly identify areas for improvement. The integration of these evaluations contribute to knowledge of best practices and high performance across the organization.

## Brighter Nights at Toll Ramps

Given the importance of our lighting systems for safety along the Toll Road, we installed more than 200 additional modern LED lighting fixtures at our Toll Plazas to provide better visibility at night and during inclement weather. As well as leading to an even safer experience for motorists, these updates expedited our toll collections.

We also decommissioned a total of 77 outdated 965-watt fixtures and replaced them with new 480-watt LED systems. Investing in energy-efficient systems across the roadway expands our lighting output at lower power levels, which increases our efficiency following emissions reductions of an estimated 36 metric tons annually.



## Our Next Safety PUSH



Since 2017, ITRCC's multi-year PUSH (Pavement Upgrade for a Superior Highway) projects have made significant advancements to regional infrastructure. In 2024, we unveiled plans for the next phase in our PUSH upgrades, with an extensive project along the east end of the Toll Road scheduled to take place throughout 2025.

"Investing in our infrastructure is vital for the communities we connect," said Scot Spoljaric, Director of Infrastructure, ITRCC. "This project will not only improve the quality of the Indiana Toll Road but also enhance safety for all who travel with us."

Covering a 34-mile stretch of roadway from Howe to the Ohio state line, we structured this project to focus on timely pavement rehabilitation as well as the crack and seating of subgrade concrete to ensure a smoother and safer driving experience for all motorists.

The comprehensive nature of this project includes several bridge rehabilitations to address structural needs. In addition to these upgrades, we continued our branding rollout at Toll Plazas along the route to increase visibility and further modernize the look and feel of these key access points.

Investing in infrastructure makes the roadway more durable while also accelerating traffic flow and reducing congestion. While working to deliver these vital upgrades, we remain committed to keeping the community informed and minimizing disruptions.

## Milling and Filling for Smoother Journeys

Given the impacts of the region's harsh winter freeze and thaw cycle, ITRCC launched a roadway preservation project along a 10-mile stretch near the Illinois border. This initiative remedied instances of cracked pavement, potholes, surface deterioration, and other challenges exacerbated by the fluctuations of Indiana's seasons.

The road-maintenance process known as mill and fill involves removing the top layer of pavement and replacing it with fresh asphalt. The upgraded surface quality further advances safety by providing drivers with a smoother and stronger roadway.

Any road project involves careful coordination with local authorities and stakeholders, from first responders to towing companies to community organizations. This is especially true when implementing effective traffic management during construction.

While actively working on this project, we also leveraged INDOT's closures to update ramp conditions in an area adjacent to the project. This strategic move allowed for comprehensive improvements to be completed in a timely manner, while minimizing disruptions and ensuring our road and ramp infrastructure remains in optimal condition.

As part of these efforts, ITRCC expanded our branding initiatives for the Lake Station and Gary East Toll Plazas to update the visual identity of both areas while also promoting safety — aiming to make our Toll Plazas even better stopping points for travelers. Our ongoing investments in the Toll Road and its infrastructure strengthen our work to provide motorists with safe and enjoyable journeys.





## Preparing for a Total Eclipse

NASA's announcement of a total solar eclipse passing over the United States on Monday, April 8 added the potential for motorists to be caught off guard by sudden darkness. As professional and amateur astronomers alike prepared for the moon to completely block the sun, ITRCC teams took proactive steps along the Toll Road.

With visibility expected to decrease by more than 90% within an extremely short period of time, we recognized the need for meticulous planning and coordination with relevant agencies. We conducted simulations to prepare for potential challenges, enabling our teams to identify possible vulnerabilities and to refine emergency response protocols.

Anticipating the potential for an increase in the number of people traveling along the Toll Road to witness the eclipse firsthand, we engaged regularly with the U.S. Department of Homeland Security and the ISP and adopted their best practices to discourage drivers from stopping or becoming distracted by the eclipse.

We arranged additional employee trainings to brief them on handling various scenarios and to ensure they were equipped to provide assistance if needed. We also coordinated for roadway patrols and ISP officers to be stationed at points along the Toll Road and set our Dynamic Messaging Signs (DMS) to encourage motorists to continue their journeys as normal. These efforts contributed to mitigating the possibilities of risk.

When the eclipse finally arrived, our preparations paid off: the spectacle in the sky overhead passed without any significant incidents requiring response on the ground.



*"One of our goals as an agency is intentional partnership, and we value our strong connections in working with the Indiana Toll Road and Indiana State Police. Our collaborations on the 2024 solar eclipse, winter preparedness, work-zone safety, and other campaigns help ensure we share cohesive messaging and a united front in supporting the public. We look forward to building on the strength of our work together."*

**- Cassy Bajek**

Public Relations Director, Indiana Department of Transportation

## Cultivating Safety from Within

In the lead up to 2025, ITRCC held an internal Safety Strategy Session to assess current standards, refine protocols, and advance the organization's culture of safety. Key stakeholders reviewed performance and worked together to identify opportunities for further improvement. The resulting plan provides a clear roadmap for operations within ITRCC and across the communities we connect along the Toll Road.

While ITRCC's Senior Leadership has always taken individual and departmental safety into account during the Safety First Plan development, this year we utilized a charrette session to directly engage a diverse group of participants, ensuring a collaborative and creative approach and embrace of individual ownership. By prioritizing more inclusive representation, employees across levels and departments participated, bringing varied perspectives to shape ITRCC's plan. These individuals were nominated by their teams as representatives ready to champion safety within their roles.

Department leaders introduced the company gathering with presentations on the current state of safety protocols from the perspective of their departments. Highlighting their respective strengths and any areas in need of additional attention allowed for productive discussions. Follow-up centered around addressing operational risks, evaluating the success of safety-monitoring systems like the Near Miss initiative, which encourages employee reporting of unsafe activities, and identifying potential gaps in hazard prevention. The session also examined current training efforts to educate employees.

Recognizing how much safety needs to be part of a company's culture, from leadership to frontline workers, ITRCC also dedicated a session to fostering an organization-wide safety-first mindset. Going beyond our policies, leaders emphasized the importance of setting examples, with managers at all levels demonstrating their own commitments and expectations for their teams.

Our dialogue encouraged new ways to engage employees more effectively, including an expansion of our reporting system for safety hazards and revamping the core company values of customer care, respect, excellence, stewardship, and teamwork to include safety as well. We also covered how to incorporate safety earlier in the hiring process, given ITRCC's ongoing investments in employee recruitment and retention. Current employees recommended considering safety alongside role-related skills and experience.

"Safety is integral to everything we do, and we want to ensure every hire understands that from the start," said Courtney Royer, Corporate Strategy Manager, ITRCC. "We're looking for candidates who will reinforce our safety culture throughout their careers."

In past years, annual action items largely focused around tactics. While this approach was imperative to influencing our strong current standards, our 2025 plan streamlines the previous task-oriented approach to emphasize fewer major initiatives that deliver greater focus and organizational growth.

Taking a comprehensive approach, our broader vision for safety breaks away from traditional processes to align more clearly with organizational values. With an eye on long-term sustainability and improved communication, both internally and externally, ITRCC's commitment to safety has the potential to make a transformational impact in continuing to evolve our best practices while driving positive change for all stakeholders.



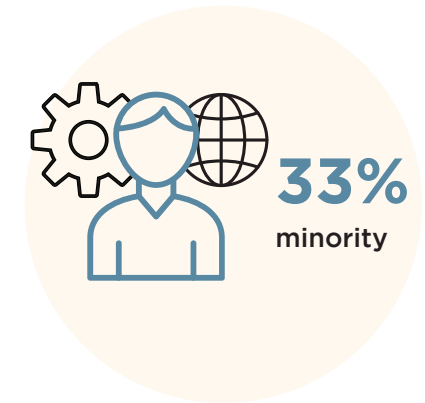
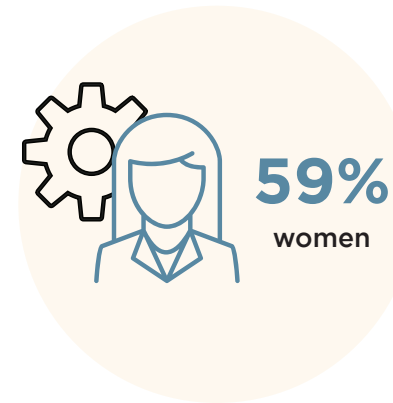
# EMPLOYEES



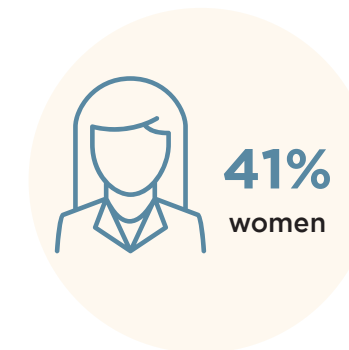
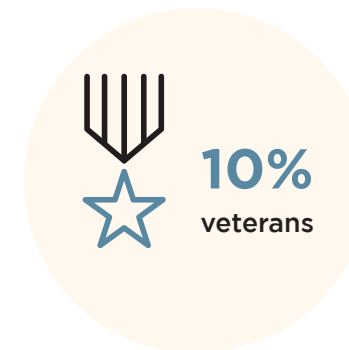
“Through the Leadership Academy, ITRCC provided me with a unique opportunity to pitch an idea I tested firsthand as a tried-and-true alternative to our previous approach to mowing. Not only did they listen thoughtfully to what I proposed, but also they invested in the solution for us to build together across the entire Toll Road.”

**Amie Pant**  
Roadway Supervisor, ITRCC

## WITHIN MANAGEMENT AND SUPERVISORY POSITIONS:



## ACROSS THE ITRCC WORKFORCE:



## New Hires Hit the Road Running

In addition to regularly participating in local recruiting programs across Northern Indiana, in 2024 ITRCC tried a new approach to invigorate potential employees and bring them on board quickly.

On Saturday, June 1, we hosted a midday career fair on-site at our Portage Maintenance Barn and Toll Plaza to welcome recent graduates and anybody looking for a job refresh. In addition to hiring for open roles, we hoped to grow and sustain our diverse workforce so that it continues to better reflect the communities we connect.

With the flow of the Toll Road as a backdrop, those eager to kickstart their careers came with great interest.

Attendees met on-site with ITRCC’s Human Resources, Toll Operations, and Roadway representatives to gain insights into the array of roles, responsibilities, and opportunities currently available at ITRCC. They learned how each department plays an integral part in providing a safe travel experience.

In total, dozens of individuals attended the Portage career fair to ask questions and share their backgrounds and experiences. Qualified candidates were offered interviews on the spot, with several securing rapid offers of employment with ITRCC. Most new hires in this cohort began their training with our Roadway Team, expressing an eagerness to drive forward with our culture of safety and inclusivity.



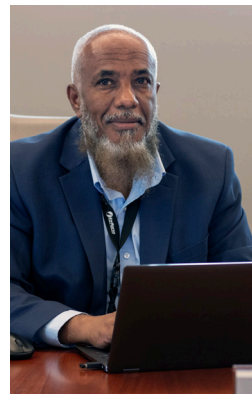
## Setting New Standards for Project Management

The addition of Khalid Nurain as a key leader at ITRCC and as our first Director of Project Management marks a significant milestone in our efforts to standardize project management processes across the company. Khalid brings impressive experience in civil engineering, construction, and IT while sharing in ITRCC's commitment to excellence.

With a bachelor's degree in civil engineering and master's degrees in business administration and computer science, Khalid's career journey has proven to be wide-ranging and impactful. Starting out as a software developer, Khalid honed his skills to become an expert in database management. He quickly transitioned to IT project management and eventually established a consulting business to manage complex projects across industries and geographies. Khalid successfully led implementations in the U.S. and around the world.

Since joining ITRCC in 2024, Khalid's role has focused on establishing and standardizing a new approach to project management across the organization. In the past, each ITRCC department collaborated but maintained their own processes. With six major projects in the pipeline during the first months, Khalid is responsible for ensuring resources are shared efficiently as well as implementing other best practices.

The development of a new Project Management Department to serve as a central hub will lead to a streamlined and more effective means of managing and overseeing projects, including setting clear guidelines for all projects to follow. This shift will assist with bringing about greater consistency and resource utilization while also enhancing our ability to deliver quality infrastructure and IT solutions.



*"Together we are setting new standards across all of our projects to help ensure quality, consistency, and success."*

**- Khalid Nurain**  
Director of Project Management, ITRCC

In previous roles, Khalid built project management departments from the ground up, establishing high-level processes and enforcing standards. Instrumental to his success is an ability to deliver clear directives to be carried out by the responsible internal project managers and their teams.

As ITRCC builds for the future, having an even clearer lens on our strategy and execution across projects will be essential for prioritizing initiatives, leveraging data from previous projects, making more informed decisions, and delivering results.

Having project planning, budget management, and team leadership aligned will also aid the Management Team in assessing and approving business decisions, with stakeholder identification, departmental impact, and timelines clearly set. A collaborative spirit has always been part of ITRCC's culture, and with Khalid's remit this approach will also include our work with external contractors and vendors. By setting expectations and monitoring project schedules, he will ensure alignment with high standards.

With the establishment of a lead contact and organizational resources for all projects, ITRCC has laid a foundation for better clarity and greater consistency to strengthen how the company manages projects with precision and excellence.

## Safety Profile: From the Classroom to Sergeant Major

When Jordan Willsey joined the U.S. Army in 2002, he never imagined how his active duty and subsequent training would shape his future with ITRCC.

Jordan's career journey began when he enlisted and served in Iraq. After returning to Indiana, he earned a bachelor's degree in secondary education from Indiana University South Bend, which led him to teach at Goshen High School in Elkhart County. In this role, he ran a program to help underperforming students turn their lessons into employable skills.

Joining ITRCC in 2017 as a Training Development Coordinator, Jordan credited his work with students and military service with grounding leadership in trust and respect. He quickly became a Human Resources Generalist, aligning company culture with a greater focus on recruiting and internal development.

ITRCC supported Jordan's growth by sponsoring his Senior Professional in Human Resources certification and his credential as a Certified Diversity Professional. As Jordan also continued his military service, he credited ITRCC with enabling work-life balance and developing his leadership skills. He also emphasized the value of employers like ITRCC who provide paid military leave that does not affect paid time off.

After becoming Emergency Management Coordinator at ITRCC, he applied a vision for high safety standards and engagement with stakeholders. In his role, he broke down training silos and encouraged a more encompassing approach to emergency response. When Jordan accepted the opportunity to attend Sergeant Major Academy in 2024, he passed the emergency response torch at ITRCC.

"My advice is to treat everyone with kindness and respect," said Jordan. "Don't be afraid to take measured risks to ensure mission success."

## Fostering a Culture of Innovation

Being proactive about building leadership skills has never been more important as the business landscape constantly evolves. ITRCC's Leadership Academy has been key to preparing future leaders to embrace innovation and strategic thinking.

In addition to providing valuable training, the Leadership Academy ensures engagement in internal committees, whether focused on Events, Environment, Community, Wellness, Safety, or Diversity. This hands-on involvement allows greater ownership alongside experiences that assist their leadership journeys in the workplace.

Operated in partnership with Indiana University's Kelley School of Business, in 2024 the Leadership Academy built on its foundational program to culminate in a capstone presentation to ITRCC's Executive Committee. This project includes comprehensive project management outlines that address stakeholder identification, risk assessment, budgeting, and potential operational improvements. Taking such an integrated approach strengthens business acumen and encourages creativity and collaboration.

Participants in the 2024 program concluded their Leadership Academy experience by delivering their pitches to a panel of executives in a Shark Tank-like format. The standout pitches included a proposal to introduce new operational efficiencies to our mowing process that reduces energy usage and boots on the ground. Another pitch reconsidered how to inform customers at Toll Plazas through signage and messaging.

As ITRCC nurtures talent within the organization, the Leadership Academy stands out for its innovation and sustainability. By empowering employees to think critically about solutions, we are investing in our next generation of leaders to prepare for the future.



## The Triumph of Teamwork

When one of our maintenance barns in Lake County on the west end of the Toll Road faced unanticipated staffing shortages, another maintenance barn located more than 100 miles away in Steuben County jumped to action to ensure coverage.

Testament to how ITRCC's employees show a spirit of dedication and collaboration, the Roadway Team based at Maintenance Barn 5 accepted immediate responsibility and mobilized to patrol the additional 77-mile stretch regularly covered by Maintenance Barn 1.

Despite the distance between locations, the care, expertise, and seamless coordination on display — and on short notice — during this temporary arrangement reinforced our high standards for safety and service. The efforts of our employees who went above and beyond their usual responsibilities did not go unnoticed.

Our 2024 CREST Awards, which celebrate extraordinary customer care, respect, and stewardship, recognized the team at Maintenance Barn 5. With their response, these employees set an example for mutual support across locations and demonstrated our dedication to operational continuity and the safety of travelers along the Toll Road.

As ITRCC anticipates new surprises and challenges in the future, the model of our maintenance barns serves as a reminder of the standards and trust that are reaffirmed through teamwork. In building a culture where colleagues rely on each other regardless of distance or circumstance, we remain better prepared to respond as required.

## A Benchmark in Memoriam

When Denny Rose passed away in 2024 after 20 years as an employee along the Toll Road, his long-time colleagues on the Toll Collection Team remembered his dedication. To honor his memory, they installed a bench in his name at the Henry Schricker Travel Plaza in Howe.

“Denny was a rare person,” said Curtis Hancock, Toll Operations Area Manager, ITRCC. “We always saw him put the needs of those around him first.”

As a Toll Collector, Denny worked at Middlebury Toll Plaza, then stepped into a role as Toll Supervisor. Colleagues recalled how often Denny asked to work a second shift to enable others to have more time with their families.

“Denny had a big heart and genuinely cared about everybody he worked with,” continued Curtis Hancock. “He made a positive, lasting impact.”

Because Denny's favorite flower was the rose, arrangements have been made to plant a collection of yellow roses beside the memorial bench in remembrance.



## Bean Bags and a Week of Wellness

To inspire ITRCC employees to enjoy the benefits of good health and team spirit, our Wellness Committee organized another memorable Wellness Week in September. Amongst a range of activities designed to encourage physical activity and foster camaraderie, a competitive and laughter-filled cornhole tournament stood out as a highlight, pitting members of the executive team against different departments as they each did their best to outmaneuver the other side.

Beyond outdoor games, the week also featured daily walks scheduled three times a day. These were held in the morning, at lunchtime, and in the afternoon to welcome as many shifts as possible, and they took place along a trail designed to highlight ITRCC's solar panels. As well as getting outdoor exercise as a group, the walks helped participants better appreciate the company's investments for the future.

With arts and crafts, live cooking demos, and other relaxing and inspiring activities, the Wellness Committee's hard work and dedication to welcome all employees with an array of fun and informative programming were evident in every aspect of the week — reinforcing the importance of employee well-being across roles and locations.

## Gardening for Community

A sense of community and a love of gardening have recently bloomed together at ITRCC where supporting the well-being of our employees drives new ideas and efforts. In 2024, our Wellness Committee proposed a collaborative activity at ITRCC's Elkhart headquarters that could not only help feed the mind, but also fill our plates.

With the introduction of a community garden, employees came together to plant, tend, and harvest fresh produce. Whether they step away from the office for a moment during the day or stop in before or after work, many of our employees report appreciating stronger team building, environmental commitment, and community engagement.

Research suggests that time spent gardening promotes mental and physical health. We also saw this project assist with fostering teamwork and supporting a more sustainable mindset. In addition to new connections, employees share how much they are learning.

“Growing our own community garden has created a beautiful space for our dedicated, hard-working employees to find even more peace and health along the Toll Road,” said Joyce Ciesielski, Quality Assurance Manager, Toll Operations, ITRCC.





## Driving Ahead with DataOps

In another strategic move aimed to bolster our technological capabilities and internal operational agility, ITRCC developed a dedicated Data Operations (DataOps) Team within our IT division. This cross-functional team is structured to revolutionize how we harness information and technology to deliver successful outcomes against business objectives.

With a primary goal of developing and implementing advanced software solutions tailored to ITRCC's specific business needs, the DataOps Team is working to empower front-line departments with access to real-time data and analytics to aid in making informed decisions with even greater efficiency and effectiveness.

Looking ahead, we are exploring new ways to safely integrate technological advances into our operational framework through ongoing collaborations with the DataOps Team.

As artificial intelligence and other innovations reshape the transportation landscape, our internal partnership and proactive approach will assist us in applying data-driven insights to deliver sustainable growth and to achieve new milestones in excellence.

### Reporting Improvements

The DataOps Team recently completed a project that put the processes in place for building reports into code and automation. This undertaking led to a reduction in training times for new ITRCC employees and greater accuracy and consistency with metrics. This ultimately helped set departments across the organization up for success.

The creation of these reports has helped ground strategic planning and decision-making in concrete data. The automation of certain management reports is expected to free up on average 40 hours of employee labor per month, enabling greater focus on more urgent priorities.



*“Thoughtful automation sets us on the right course for the future. By participating in the DataOps Team’s efforts, we have already seen efficiency boosts and created new opportunities to focus even more attention on vital safety initiatives. We now can quickly gain new insights into high-impact areas while also making data easier to reference for others across the organization. This is one important step in reinforcing our commitment to safety.”*

**- Susan Oldenburg**  
Traffic Management Center Manager, ITRCC

## FOUR KEY OPERATIONAL AREAS



### 1. OPTIMIZED STAFF DEVELOPMENT

An immediate benefit from our DataOps solutions is a newfound ability to utilize data to strategically position employees at Toll Plazas based on historic and real-time traffic and operational needs. By analyzing traffic patterns and transactions in previously unavailable ways, we can ensure optimal staffing to improve service and satisfaction.



### 2. ENHANCED CUSTOMER ENGAGEMENT

Personalized digital technologies have already transformed the Customer Care Team’s operations. DataOps software goes further to adapt ITRCC’s website and online services according to customer preferences. By aligning around a more seamless, user-centered experience, we have boosted customer satisfaction and retention rates while also keeping up with evolving expectations.



### 3. MORE EFFICIENT TECHNICAL SERVICES

DataOps has rapidly identified recurring issues through data-driven insights. This proactive approach allows for remote troubleshooting and preventative maintenance, minimizing problems caused by downtime and increasing the overall reliability of services.



### 4. STREAMLINED SAFETY INITIATIVES

The around-the-clock Traffic Management Center (TMC) benefits from our DataOps capabilities to preemptively identify key safety areas and to recommend appropriate measures. By identifying locations for digital message signage boards, for example, and focusing on safety protocols, we have already begun to see better compliance and greater operational safety across the Toll Road.



# CUSTOMERS



“We applaud the efforts of our interdepartmental teams as they work closely across IT, Toll Operations, and Customer Care to manage the critical challenges of our customers’ in-lane and online experiences. In collaboration with an array of important public and private partners, both locally and nationally, we are constantly doing our part to better safeguard our communities.”

**Georgi Banchev**  
Head of Cybersecurity, ITRCC

## On Guard in the Fight Against Scams

In 2024, a troubling trend emerged nationwide: scammers began to deploy a new kind of fraud known as “smishing” – phishing attempts using text messaging (SMS) – to target individuals in Northern Indiana and across the United States.

Smishing messages are designed to look legitimate, allegedly sent by financial services, government, utilities, and other organizations with false claims that the recipient owes money that must be paid immediately. To resolve the alleged oversight or infraction, individuals are told that they need to provide personal information, authorize payments, or click on malicious links. Often those targeted don’t even use that service.

Beginning in May, ITRCC’s Customer Care Team noticed a significant uptick in callers reporting incidents we identified as fraudulent smishing attempts. We immediately mounted a dedicated response to raise awareness of this scam and make headway in combating the problem.

Seeing as high as 6% of customer inquiries involving this form of fraud as of June 2024, we took swift action to safeguard our customers and our communities. Our proactive measures include providing special training to recognize and respond to incidents related to smishing and enabling our team to guide customers through best practices.

To further reassure communities, we also launched a comprehensive communication campaign through our website, social media, and Customer Care Team. Our message remains clear: ITRCC does not send out text messages regarding unpaid tolls or any other inquiries. We encourage customers to remain vigilant against scams.

In addition to providing guidance to customers, on a corporate level ITRCC compiles all reports of fraudulent links and submits them to the Internet Crime Complaint Center (IC3.gov) run by the Federal Bureau of Investigation (FBI). By working with our partners in the FBI, we have also been able to leverage their resources to ensure law enforcement is notified immediately. This action helps initiate the process of taking down any malicious sites while working collaboratively with law enforcement to mitigate the threat posed by scammers.

As ITRCC, other tollway operators, and companies nationwide grapple with the ever-changing face of fraud, we prioritize the safety and support of our customers first and foremost. Those who encounter such unexpected text messages should remember to stay informed, avoid engaging, and report the incident. Together we can thwart these malicious actors and work to ensure a safer experience for all motorists, both on and off the road.

*“As the FBI’s largest public/private partnership dedicated to advancing national security, the InfraGard® program provides a wealth of resources to critical infrastructure owners and operators. The Indiana Toll Road utilized the information and networking available from InfraGard to help educate their customers about the dangers of smishing scams. By engaging with their local FBI Private Sector Coordinator and cybersecurity professionals in InfraGard, reviewing alerts and notifications in the InfraGard Portal, and using the FBI’s IC3.gov web site to report cyber-enabled crimes, the Indiana Toll Road offers a valuable example of how InfraGard can help safeguard communities.”*

**- Sandy Moul**  
Executive Director, InfraGard National Members Alliance



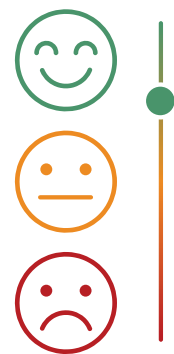


## Great Measure of Satisfaction

When ITRCC first launched its E-ZPass Customer Survey early in 2022, the company's goal was to better understand the factors that most influenced customer satisfaction.

Within less than three years, more than 40,000 Indiana E-ZPass account holders have responded to the survey, sharing constructive feedback and key insights around areas for further improvement, from tolling processes to road conditions to Travel Plaza usage. To date, ITRCC continues to outperform others in our industry with a Net Promoter Score (NPS) of 17, compared to an industry average of 12. Our satisfaction levels in Q1 2024, for example, tied an all-time high score of 86% out of 100%.

As we prepare for the future, our DataOps Team is working with our survey provider on more granular results that allow for an even deeper understanding of customer needs.



**MEASURES OF OVERALL SATISFACTION HELP STEER ITRCC'S DECISION MAKING**

**40K+**

feedback responses from IN E-ZPass customers

**NPS 17**

compared to NPS industry average of 12\*

*\*rolling 12-month average as of Q3 2024*

## Customer Care Technology

With the rise of digital communications, traveler expectations along the Toll Road have gradually changed when it comes to contacting Customer Care. While ITRCC's call center employees provide personalized one-to-one support, our recent rollout of a cloud-based software solution creates opportunities for greater efficiency and new ways to ensure high standards when routing and managing the volume of incoming emails and phone calls. One result has been a boost in customer satisfaction.

Due to these updates, customers who prefer human interactions and those who have questions that require the expertise of ITRCC's agents continue to receive the custom support they request. But empowered by technology, we have been able to remove the risk of individual queries falling through the cracks as we provide more seamless support and set a new standard for excellence.

### OUR INVESTMENTS HAVE ENABLED:

- Real-time optimization and escalation of issues of greater urgency or priority
- Prompt relays of inquiries to the most appropriate Customer Care agent
- Reductions in wait times and increases in the quality of customer interactions
- Expedited responses from more immediate and accurate access to information
- Improved self-service resolutions due to new FAQs and account guidance

The software also includes a specialized queue to better ensure that bilingual agents are more readily available to assist Spanish-speaking customers. This targeted approach streamlines the support process and delivers a more personalized experience for customers who prefer interacting with our Customer Care Team in Spanish.







### Assistance on the Roadway

When Dr. Jin Choi was driving with his wife from Chicago to Philadelphia in June to see their grandchildren, an object damaged their front fender and bumper while they were traveling on the Toll Road. When they stopped to check their car, they sought assistance from a nearby Indiana Toll Road service truck staffed by ITRCC employee Toby Danneffel.

“Toby was very cordial, kind, and sympathetic,” said Dr. Choi. “Most of all, he calmed us. Even though our issue wasn’t his responsibility, he took time to inspect the damage and helped us by zip-tightening our loose fender and the surrounding parts. He was so thorough and caring.”

Although Dr. Choi and his wife said they felt comfortable continuing their travels onward, Toby recommended that they consider filing a police report about the incident before they left the area in case they later decided to file an insurance claim. He explained the procedure for making a non-emergency call and notifying an insurance agent about the incident.

“We reached Philadelphia safely, in time to see our grandchildren before they went to bed,” said Dr. Choi. “All this was possible due to Toby’s kindness and his state of mind in putting service for the public ahead of his busy schedule.”

### BEHIND THE SCENES WITH TOLL MACHINES

Following an invitation from ITRCC, in early November twelve-year-old Nico traveled to our Elkhart headquarters with his mother to see something special to him: toll machines.

Nico’s mother recalled how when she traveled along the Toll Road for her commute from Chesterton to Mishawaka, Nico loved the sound the toll machines made. He nicknamed the sound “Zach” and was curious to learn about the equipment.

When Nico and his mother arrived in Elkhart for a personal visit with the ITRCC team, our tour took him behind the scenes to see our toll systems operating. He was awed to learn how the machines detect vehicles and calculate tolls in real-time. Nico shared that the highlight of his visit was being able to step into a warehouse and interact with the toll machines, where he played with the control panels and pressed the buttons.

### Optimization for Experience

Given today’s landscape with online experiences shaping customer loyalty, ITRCC has continued to prioritize our website as a simplified and modern digital on-road. When we scoped out an extensive revamp of IndianaTollRoad.org, our primary objective was to develop a new interface that functioned intuitively. We accomplished this through restructuring the site navigation, upgrading its visual design for better readability, and revising our content to better reflect and serve our diverse customers.

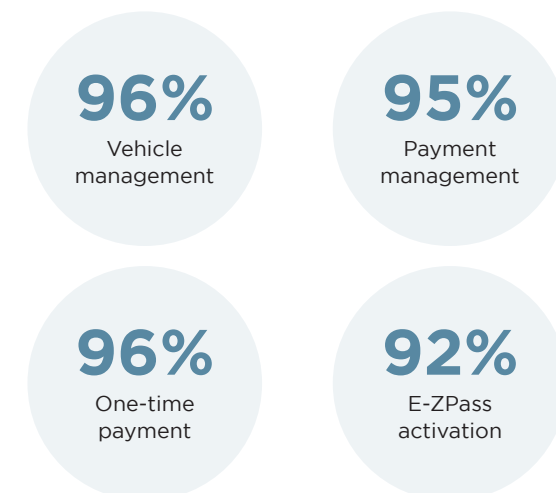
In 2024, we further focused our resources on user experience, especially for the motorists and E-ZPass account holders who visit our site most often. One critical update we prioritized was a streamlined landing page for making account updates. We also optimized for accessibility, page load times, and web responsiveness across mobile and desktop devices.

With our homepage now featuring more intuitive navigation and clearer prompts, visitors are able to easily access and complete their account management tasks. By simplifying the user journey, we reduced the need for additional support.

These enhancements led to increases in overall satisfaction and contributed to operational efficiencies by reducing our Customer Care Team’s workload. We saw a 17% reduction in overall contacts per account in the first quarter since going live and a 7% reduction in contacts per account regarding updates to their payment methods.

With fewer routine inquiries, agents can dedicate greater attention to complex issues and personalized support. Looking ahead, ITRCC remains committed to continuing to develop our online resources based on customer feedback and new technologies while also expanding our self-service capabilities and exploring other innovative solutions.

#### CURRENT SELF-SERVICE RATES:



In recognition of Nico’s special needs and unique interests, ITRCC made a donation to a local nonprofit in his name. Afterwards, Nico’s hosts carried their own imprint of their visit, continuing to call the sound of our machines “Zach.”



# COMMUNITY



“With the support of ITRCC, I volunteered on an Honor Flight to support America’s veterans. Not enough words can describe what you feel, experience, and see. If you’re proud, this is a humbling experience. If you’re humble, it’s amazing how much pride you have in others.”

## Rex Hochstetler

Infrastructure Program Analyst, ITRCC

## Flight Full of Honor

To recognize the sacrifices involved with American military service, the nonprofit Honor Flight Network runs a dedicated program to bring U.S. veterans on a memorable visit from across the country to Washington, D.C. For Rex Hochstetler, an ITRCC Infrastructure Program Analyst, the journey took on personal meaning in September as an Honor Flight volunteer.

As a veteran who served in Iraq, Rex spent 24 years as a logistics specialist in the U.S. Air Force. For 17 of those years he was based in Europe and took advantage of the opportunity to earn academic degrees through University of Maryland Global Campus Europe and Bowie State University Europe.

In his role with ITRCC, Rex tracks and reports on Toll Road assets, projects, and budgets. Outside of work, Rex volunteers through his local American Legion Post 154 Nappanee. When it came to participating in an Honor Flight, Rex saw the opportunity as a duty — and expressed gratitude to receive support from ITRCC, company leadership, and especially his supervisor.

“I did this to support the men and women who were willing to fight for others,” Rex said. “These are the people who have done something that reaches far beyond themselves.”

On a weekday morning, Rex caught a 4:30 a.m. bus to the 122nd Air National Guard base in Fort Wayne. From there, he joined other volunteers to accompany nearly 140 U.S. veterans of the Korean and Vietnam War. Men and women of the Air National Guard lined up and saluted the veterans as they boarded their flight to Washington, D.C.

Upon arrival, they were greeted by roughly 100 people welcoming and showing support for the veterans. Rex was paired with Roger, a Vietnam veteran and Bronze Star Medal recipient, who waited three years in anticipation of traveling on Honor Flight #48.



Their day began with a tour of the World War II Memorial, Korean War Memorial, Vietnam Memorial, and the Vietnam Women’s Memorial. After lunch, they paid tribute to America’s Servicewomen at the Military Women’s Memorial and toured Arlington National Cemetery. An extended pause for reflection at the Tomb of the Unknown Soldier allowed them to experience the time-honored tradition of the Changing of the Guard and wreath-laying ceremonies.

A visit to the History of the Marine Corps War Memorial featured the well-known sculpture of marines hoisting a U.S. flag during the Battle of Iwo Jima in World War II. The tour concluded with a supper at the Franklin Delano Roosevelt Memorial, followed by their return flight home from Ronald Reagan Washington National Airport.

Throughout the day, many veterans shared memories of their wartime experiences that they had rarely discussed with their loved ones. Roger was filled with emotion on the flight home. A mail call took place, consisting of shared letters and cards from local students, family, and friends expressing appreciation for their service and sacrifices.

Returning to Fort Wayne, they were shocked to find roughly 200 people, including many children, standing at the gate in welcome. Veterans shook hands and talked to the greeters as they walked through the tunnel of cheering. Roger shared his gratitude to Rex for accompanying him as a guardian for the day, a memory never to be forgotten.





## Be Aware: Think Before You Click

When motorists travel along the Toll Road, their safety is of utmost importance. Increasingly, safety also has a digital component, which involves community awareness.

As our industry confronts a growing threat of phishing attempts that rely on text messages fraudulently pretending to be from organizations such as toll road operators (see “On Guard in the Fight Against Scams,” p. 21), we marked Cybersecurity Awareness Month in October with the rollout of our “Think Before You Click” campaign.

This community education program was designed to expand awareness of online safety. Outreach events took place at local facilities, including the YMCA of Steuben County in Angola and Indiana University South Bend, where ITRCC representatives delivered in-person information sessions and engaged with attendees about the range of cybersecurity threats.

Participants enjoyed lively discussions about the different kinds of scams they might encounter with guidance on how to recognize and remain alert for potentially suspicious messages. ITRCC representatives encouraged attendees to share their experiences and to ask questions, which led to a dynamic exchange around modern digital security.



## Community Engagement

During our outreach events at local facilities, the staff and volunteers at YMCA of Steuben County participated in discussions, exploring how they could advance cybersecurity awareness in their networks. Indiana University South Bend attracted diverse students through an event held in partnership with the Information Systems and Analytics Club at the Leighton School of Business and Economics. Such community engagement and collaboration remains critical for tackling cyber and financial crimes.



## Real Stories, Real Impact

A series of videos developed by ITRCC in 2024 featured testimonials by community members who have been affected by smishing scams. These clips included their stories on how they were better able to identify the illegitimacy of the messages by visiting ITRCC’s website and then promptly calling their banks to report the attempts. These personal stories highlighted the importance of vigilance and resonated with viewers.

Another video in collaboration with the ISP emphasized the dangers of clicking on unknown links or making payments to unverified sources. This partnership underscored the importance of community education and awareness in combating cybercrime.

*“Thanks to the Indiana Toll Road for their rapid help when I received a fraudulent text about unpaid tolls. Their Customer Care Team provided clear guidance on what to do, which made a confusing situation much easier to handle.”*

**- Tammy B.**  
Indiana Toll Road Motorist





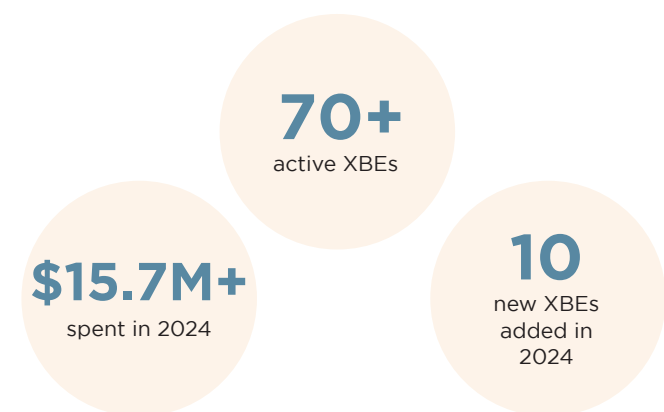
## Inclusivity Throughout the Supply Chain

Reaffirming our commitment to diversity and inclusion within our supply chain, ITRCC expanded our ongoing partnerships with XBE — Minority, Women, Veteran, and/or Disabled-owned — vendors. These relationships support underrepresented businesses while also benefiting ITRCC’s services and delivering a positive impact within our local communities. In 2024, we hosted two symposiums centered on XBE vendors in collaboration with the Northern Indiana Minority Business Association (NIMBA).



In April, ITRCC’s Procurement Department held a Diverse Business Unity Fair at the Century Center Convention Center in South Bend. In September, the 2024 Safety Symposium featured a “Lunch and Learn” session to explain ITRCC’s current procurement process and a keynote address by Akila Darden, an award-winning construction manager and author. Valued contractors were invited to participate in this event and to continue working together with ITRCC around safety and supplier diversity.

By building on our multi-year investment to deepen relationships with diverse vendors and to share knowledge through programs like our symposiums, ITRCC aims to create a more equitable business environment and to ensure the highest standards for safety and operational excellence.



## PARTNERSHIP WITH NOTRE DAME

### Monitoring Structural Health for the Long Haul

ITRCC first began working with the University of Notre Dame on a structural-health monitoring project along the Toll Road in 2022. Our goal at the time was to better understand and manage how construction efforts on rehabilitated bridges affect longevity, resiliency, and sustainability.

Building upon this ongoing partnership, during the first half of 2024 the Notre Dame team completed the installation of additional long-term structural-health monitoring systems to coincide with rehabilitative construction. These systems monitor bridges along the Toll Road corridor and provide near-continuous data that helps to reveal the impacts of temperature and other considerations affecting infrastructure management.

At the beginning and end of the construction project, the Notre Dame team conducted live load tests — event-based experiments that involved loading the bridge to a known weight using dump trucks and taking static and dynamic measurements at designated points. These tests help determine useful information about overall bridge performance, and comparisons between pre- and post-construction measurements provide insight into how rehabilitation changes the impact of strains and load transfer.

In this case, ITRCC provided Notre Dame with a unique opportunity to perform live load testing on a pair of adjacent twin bridges. The only difference between the bridges was the type of concrete used during their rehabilitations, leading to an excellent case study around the impacts of different materials.

An additional project measured a portion of the Toll Road using satellites and InSAR radar-based remote-sensing technology. Extending across a full year — from October 2023 to October 2024 — the analysis assisted in the prediction of future behavior, especially in studying areas prone to gradual movement over time, such as embankments. Initial examinations also suggest InSAR data may help with identifying washouts, although further analysis is ongoing to confirm whether this is the case.

With final phases of these projects due to conclude in 2025, initial findings have already been presented at industry events including the Purdue Road School Transportation Conference and Expo at Purdue University, the American Society of Civil Engineers (ASCE) Convention, and the Central Indiana Regional Transportation Authority Board. The Notre Dame team is also planning to submit papers to multiple journals.



*“Leveraging Notre Dame’s expertise in structural engineering and innovative materials, our partnership on advanced bridge research has been transformative as ITRCC extends the lifespan of vital infrastructure along the Indiana Toll Road and develops new solutions optimizing for bridge durability, safety, and maintenance.”*

**- Brittany Bullard**  
Department of Civil and Environmental Engineering and Earth Sciences  
University of Notre Dame





## Educational Resources for Children in the Community

In a display of stewardship, in October ITRCC made a significant contribution to El Campito Child Development Center in South Bend, a non-profit dedicated to supporting local families. To aid the organization's continued mission of providing educational resources to children within the community, ITRCC employees donated school supplies and toys that encourage the exploration of Science, Technology, Engineering, and Mathematics (STEM) fields.

"We pride ourselves on being able to provide the best quality of care to those in our community who would not have access to it otherwise," wrote its founders.

El Campito opened its doors in 1970 to care for the children of migrant workers employed in the regional agricultural sector. Over the years, the center has evolved into a broader community resource, welcoming children from various backgrounds and fostering an environment rich in learning and creativity.

With respect to El Campito's ongoing efforts, ITRCC's donation was officially presented during the Fall Fun Festival, an event held to celebrate the opening of El Campito's new facility, which serves the entire community. Families, educators, and local leaders gathered for a memorable day filled with games, activities, and seasonal festivities.

During the event, Aleyna Mitchell, Director of Development and Community Outreach, announced our contribution: "Thanks to ITRCC, we have received over 1,500 school supplies and educational toys that will empower our children and enrich our programs."

ITRCC representatives joined in the festivities, engaging with families and participating in hands-on STEM activities for the children to envision the projects they could create with their new supplies. Together, El Campito and ITRCC are fostering a culture of creativity and learning, working to give every child the resources they need to succeed.

## HAPPIER HOLIDAYS

Embracing the spirit of the season, ITRCC also assisted El Campito with the organization's annual programming — donating both a venue and a stage for a holiday performance, along with additional funding to help bring the event to life. This stage provided a platform for children to showcase their talents and celebrate the diverse fabric of their community as they sang songs of joy and unity.



## Making Strides as a Team

In October, ITRCC employees participated in the American Cancer Society's Making Strides Against Breast Cancer walk held at Parkview Field, the Fort Wayne TinCaps baseball stadium, in Fort Wayne. The fundraising event united community members and cancer survivors in an effort to raise awareness and funds for breast cancer research.

Dressed in bright pink shirts, ITRCC employees joined a 5K walk and collected donations ahead of the event. Two dedicated employees in particular led a campaign that successfully raised significant contributions for the cause. In support of their efforts, ITRCC made a matching gift, effectively doubling our employees' impact.

The day of Making Strides was filled with inspiring stories and camaraderie, fostering a sense of unity as ITRCC employees walked in support of one another. They are hopeful for a future where the risk and harm of breast cancer is greatly lessened.

*"Participating in the Making Strides Against Breast Cancer walk was not just about raising funds; it was about coming together as a community and standing in solidarity with those affected by breast cancer. I'm proud to be part of a company that values giving back and supporting such an important cause."*

**- Tyler Davis**  
Business Intelligence Analyst, ITRCC

## Supporting the Stepping Stone Shelter

Every year, our regular Stewardship Challenge encourages employees to donate supplies to those in need within the communities where they live and work. One of our 2024 campaigns focused on supporting the Stepping Stone Shelter for Women, located in Michigan City, as a resource serving women who are experiencing homelessness.

More than 40 employees participated in this Stewardship Challenge, coming together to collect more than 3,700 personal hygiene items as well as paper towels and tissues.

The generosity highlighted ITRCC's support for community service and the overall importance of care for local women facing difficult circumstances. These efforts reflect a broader embrace of corporate social responsibility we take seriously at ITRCC, as we work to encourage a culture of giving and empathy amongst our employees.

Stepping Stone Shelter for Women expressed gratitude for the significant contributions, emphasizing how the donations supported the self-care and dignity of its residents. ITRCC continues to look toward future challenges that make a positive impact in the lives of those in need.

## GOOD NEIGHBOR OUTREACH

**35+**

local facilities donated to

**\$25K**

monetary donations

**6K+**

total supplies donated

**270+**

total volunteer hours



# ENVIRONMENT



“Corporate hosts like ITRCC provide an incredible opportunity for young professionals to gain hands-on experience and explore exciting career paths in a growing field, while also helping to cultivate talent right here in Indiana. We are truly grateful for our partnership and the chance to support our students as they grow and succeed.”

**Elsbeth Hayden**

Associate Director, Integrated Program in the Environment  
Indiana University, Bloomington

## From Family Farming to a Sustainable Vision

When Matthew McLoughlin was a child, he learned to love the natural environment surrounding him through the crops and livestock he tended on his family’s 80-acre farm in Randolph County. He felt at home with the corn and soybeans they grew and the cattle and pigs they raised.

At 18 years old, Matthew left for college at Ball State University in Muncie where he studied geographic information systems and environmental science. He began his career as a firefighter in the U.S. Air Force, stationed at Grissom Air Force Base in Indiana and spending time in Germany and throughout Europe. He later worked as a heavy industrial firefighter at the Mittal Steel Mill in East Chicago and did field land surveying with different surveyors before moving to northwest Indiana to be closer to family. In 2007, he joined ITRCC’s Environmental Health and Safety Department.

After years supporting the Toll Road’s water and wastewater management needs, his role expanded to include responsibility for municipal separate storm sewer systems (MS4s), which are responsible for transporting stormwater runoff and often involve the presence of pollutants. Matthew sees his calling at ITRCC in working to mitigate environmental harm.

“I’m constantly applying the scientific method to try to make sense of why things happened,” he said. “Then, we work hard to figure out the best possible solutions to the problems we face.”

In 2024, Matthew led programs to increase native plantings across the Toll Road to contribute to improved drainage over time. He also worked on safety and infrastructure, including septic tanks, wells, and sewage systems, which he considers essential for long-term environmental planning. Matthew calls for community involvement too.

“I wear a lot of hats,” he said. “I believe the work we do has the potential to affect the world around us for the next thousand years, and I have always felt honored and humbled by that fact.”

Matthew believes the Toll Road corridor could be an engine for greater citizen science, empowering local residents to become stewards and advocates through the Hoosier Riverwatch program and monitoring the water as well as bird migrations and animal behaviors along the roadway.

In 2024, Matthew graduated from the Indiana Watershed Leadership Academy (IWLA) and continued his volunteer work with local environmental organizations including Hoosier Riverwatch, Friends of the St. Joe River Association, and the Shirley Heinze Land Trust. Through the Indiana Master Naturalist Program, an educational initiative led by the Indiana Department of Natural Resources, he is learning to teach courses on ecology and conservation.

“When I look across the Toll Road, I am especially optimistic about the interest in alternative energies,” Matthew said. “I stayed in this field because I never wanted to leave the farm.”





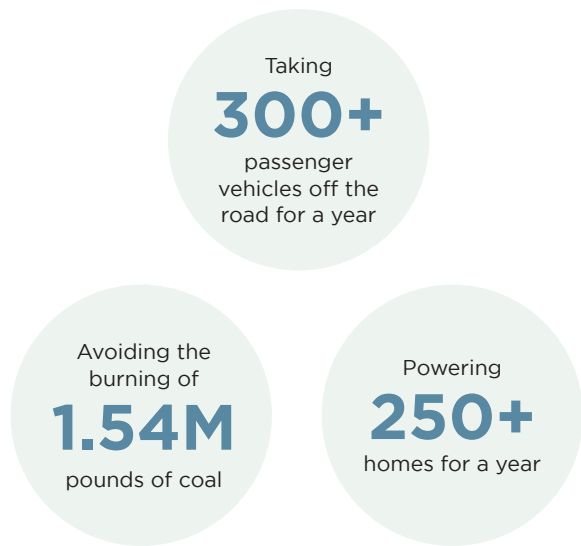
## Energy Efficiency for the Future

In 2024, ITRCC's solar arrays generated more than 1.9 million kilowatt-hours (kWh) of energy.

Independent of utility-mandated shutdowns between January and May 2024, all 14 of the systems ITRCC installed as part of Project Soleil — a 2023 project designed to provide enough solar energy to account for one-third of ITRCC's electricity demand — have achieved 100% uptime since June.

Additionally, the energy generated by these systems has consistently outperformed projections by levels ranging from 2% to 37%, highlighting the efficiency of our solar infrastructure as a key component of our long-term strategy.

### EQUIVALENT IMPACT OF SOLAR ENERGY SYSTEMS



## Environmental Data Management

To advance ITRCC's environmental commitment and community stewardship within our operations and as an example across the industry, we began the process of selecting new software to streamline and centralize our environmental data management. These tools will replace highly manual and more fragmented processes.

With the implementation taking place in 2025, this new system will automate the collection of environmental data such as energy usage, greenhouse gas emissions, water consumption, waste management, and solar energy performance. By integrating directly with utility providers, the software will allow for real-time tracking of key metrics with greater accuracy and efficiency when it comes to our reporting.

Additionally, the software will support efforts to collect and analyze Scope 3 emissions data, which focus on the indirect emissions generated throughout our value chain, including those from our suppliers and customers alike. Its capabilities will provide ITRCC with a more comprehensive view of our environmental impacts and assist in better aligning our operations with evolving industry standards and greater efficiency.

In both the near-term and the long-term, this investment will support our reporting capabilities for frameworks such as the Sustainable Finance Disclosure Regulation (SFDR) and GRESB benchmarking. In doing so, it will enable ITRCC to more accurately track progress toward our goals.

## Compassion in Conservation

When Russ Boyd, a Roadway Supervisor at ITRCC, encountered an injured red-tailed hawk in distress on an otherwise routine inspection along the Toll Road, he recognized the gravity of the situation.

"I saw this majestic creature struggling on the ground," he said. "I'm sure anybody else would have acted with similar compassion."



Acting with safety in mind, Russ quickly relocated the bird to the Soarin' Hawk Raptor Rehabilitation Center, a local facility in Hometown renowned for rehabilitating injured birds of prey.

After an assessment of the injured hawk's condition and treatment in hopes of nursing it back to full health, Russ was sorrowful to learn it did not survive.

Despite the outcome, the rehab center recognized Russ's intervention as an example for others to follow. The organization emphasized the importance of such acts in raising awareness about wildlife conservation and the particular challenges faced by raptors.

Russ's response reminded his colleagues of the interconnectedness within our local communities and the wildlife that share in the environment. Inspired by Russ's kindness, ITRCC made a corporate donation to Soarin' Hawk's facility to advance their work.

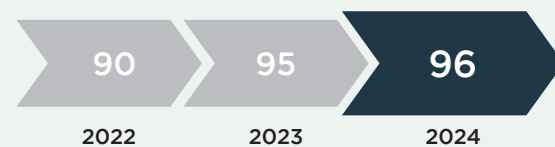


Ever since 2022, ITRCC has used GRESB, an independent organization providing validated performance data and peer benchmarks, to assess our environmental and community performance.

In 2024, we earned a GRESB score of 96 out of a possible 100 points — compared with our 2023 score of 95, which continues the upward trend we have seen since first participating in this program.

We also maintained a five-star rating for the second year in a row, with a score placing ITRCC amongst the top 18% of global GRESB submissions in a highly competitive reporting landscape. Our latest results set an even stronger benchmark for future progress and reflect ITRCC's investments in year-over-year improvements.

### PARTICIPATION & SCORE



### GRESB RATING







## Leading the Charge on EVs

As the world increasingly recognizes the need for investments in new solutions across industries, the transportation sector is in the midst of a significant transformation. ITRCC has been at the forefront of this movement through our environmental commitments and promotion of EV adoption. As we make progress, we are conducting a comprehensive assessment of our EV infrastructure to support a more efficient and successful future.

The rise of EVs presents both opportunities and challenges. While they offer a cleaner alternative to traditional gasoline-powered vehicles, their success hinges on a robust and accessible charging infrastructure, which continues to remain a hurdle for adoption.

ITRCC has taken a proactive approach to identify infrastructure gaps and analyze the patterns of our operations vehicles to determine optimal locations for new charging stations. This comprehensive evaluation will serve as a blueprint for a sustainable EV charging network.

In 2024, ITRCC embarked on a vendor-selection process to enhance the available EV infrastructure. This process involved identifying and collaborating with experienced vendors capable of delivering innovative solutions tailored to the unique challenges of the roadway. Evaluations of potential partners taken into consideration include their respective expertise, technological capabilities, and environmental commitments.

Following vendor selection, laying the groundwork for the next phase of our EV infrastructure is set to begin in 2026. This timeline allows for thorough planning and opportunities to integrate the most cutting-edge technologies, ensuring that the result of our investment is not only effective but also adaptable around future advances.

These assessments and developments will significantly increase fuel efficiency and address our environmental commitments associated with transportation. They will also help as we plan to incorporate solar-powered charging stations where it is feasible.

Through our investments, ITRCC is making sustained strides to improve our resource utilization. Embracing innovation informs our mission as we look to the future.



## PUSHING FOR GREATER EFFICIENCY

In the fourth stage of our ongoing PUSH initiative (PUSH 4), we are embedding an environmental and community framework to set a new standard for ITRCC's capital development projects. This framework focuses on better understanding our overall impact, circularity, supplier commitments, community engagement, and resilience, each of which plays an important role in advancing ITRCC's efficiencies as an organization.

One of our primary circularity initiatives is an emphasis on utilizing Recycled Asphalt Product (RAP) in our asphalt mix as a means to reduce overall energy use and material waste, supporting a more efficient, yet still robust, approach to road maintenance.

Beyond environmental benefits, we are also continuing to strengthen our partnerships with local XBE suppliers, engaging local communities through job opportunities and project updates, and building infrastructure resilience to adapt to climate risks. By implementing these principles in PUSH 4, we aim to create long-term value in synergy with toll road operation and set a benchmark for sustainable infrastructure development.



# FUTURE



Looking ahead to 2025, ITRCC will keep prioritizing the needs of the communities we connect, those who travel along the Toll Road, and the employees who make it all possible. We are expanding on our success through smart investments in safety, the environment, diversity, and community.

## SAFETY

Roadway safety requires mitigating risks for motorists and responding to incidents. Increasingly it also means protecting our customers through technology and innovation. Whether on the Toll Road or online, safety remains front and center at ITRCC and we are committed to providing our employees with the training and resources they need to manage the challenges and ever-changing environments they work within. Our ongoing investments in modern equipment and infrastructure play critical roles in the safety of motorists and our staff. In 2025, we will continue to identify areas for further investment and growth.

## EMPLOYEES

We are proud of the team culture we have developed through our commitment to safety, wellness, and collaboration. As we embrace new centralized standards around project management and a strategic approach to revolutionizing Data Operations, we will only see greater efficiencies and knowledge. Likewise, by focusing on hiring and retention, we look forward to providing even more opportunities to advance the skill sets of our employees and provide them with career growth in a rewarding work environment.

## CUSTOMERS

ITRCC's significant investment in our roadway, tolling, and payment systems over the years has delivered measurable improvements to safety, efficiency, and customer satisfaction. As we manage a vital transportation link for the country and our region, we remain committed to building for the future. The upgrades we deploy and invest in further will only create more opportunities for motorists along their journeys.

## ENVIRONMENT

On our journey to be good stewards and sustain progress toward our overarching goals, we will continue our dedication to conservation and other environmental investments. Our monitoring and measurement practices have already delivered positive results, as have our efforts to increase day-to-day fuel efficiency by modernizing our vehicles and other equipment. We are moving forward to build even further on these past efforts. Our ongoing engagements with peers and partners throughout the region and across the industry contribute to a broader commitment and culture based on meaningful action.



# GRI



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

Within this Index, information and content reported in ITRCC's Sustainability Report 2024 are linked to GRI disclosure standards based on the nature of the topic reported; this Index does not represent an audit of the information reported or an indication of adherence of data and/or information reported to the GRI standard.

**Table 1. General Disclosures**

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
102-1	Name of the Organization	• ITR Concession Company LLC (Cover, p. 1)
102-6	Activities, value chain and other business relationships	• Indiana Toll Road and investor overview (Indiana Toll Road, p. 5)
102-22	Statement on sustainable development strategy	• Executive sustainability statement (A Look Through 2024, p. 2)

**Table 2. Environmental Disclosures**

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
302-4 (2016)	Energy: Reduction of energy consumption	<ul style="list-style-type: none"> <li>• Energy-efficient lighting upgrades (Brighter Nights at Toll Ramps, p. 8)</li> <li>• Project Soleil delivers reliable solar power (Energy Efficiency for the Future, p. 36)</li> <li>• EV infrastructure project promotes significant fuel use reduction (Leading the Charge on EVs, p. 38)</li> <li>• PUSH 4 reduces energy use and material waste (Pushing for Greater Efficiency, p. 39)</li> </ul>
304-2 (2016)	Biodiversity: Significant impacts of activities, products, and services on biodiversity	• Employee intervention supports wildlife conservation (Compassion in Conservation, p. 37)
305-5 (2016)	Emissions: Reduction of GHG emissions	<ul style="list-style-type: none"> <li>• LED fixture replacement (Brighter Nights at Toll Ramps, p. 8)</li> <li>• Charging station development promotes clean energy use (Leading the Charge on EVs, p. 38)</li> </ul>



**Table 3. Social Disclosures**

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
203-1 (2016)	Indirect Economic Impacts: Infrastructure investments and services supported	<ul style="list-style-type: none"> <li>Multi-year infrastructure investments (Our Next Safety PUSH, p. 9)</li> <li>Investing in infrastructure reliability (Milling and Filling for Smoother Journeys, p. 9)</li> </ul>
204-1 (2016)	Procurement Practices: Proportion of spending on local suppliers	<ul style="list-style-type: none"> <li>Supporting local XBE suppliers through procurement (Inclusivity Throughout the Supply Chain, p. 30)</li> </ul>
401-2 (2016)	Employment: Benefits provided to full-time employees	<ul style="list-style-type: none"> <li>Supporting employee growth and military service (Safety Profile: From the Classroom to Sergeant Major, p. 15)</li> </ul>
403-2 (2018)	Occupational Health and Safety: Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> <li>Proactive planning advanced driver safety (Preparing for a Total Eclipse, p. 10)</li> </ul>
403-4 (2018)	Occupational Health and Safety: Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> <li>Mentorship program through Roadway Academy (Mentorship with Safety First, p. 8)</li> </ul>
403-5 (2018)	Occupational Health and Safety: Worker training on occupational health and safety	<ul style="list-style-type: none"> <li>Mentorship program through Roadway Academy (Mentorship with Safety First, p. 8)</li> </ul>
403-6 (2018)	Occupational Health and Safety: Promotion of worker health	<ul style="list-style-type: none"> <li>Wellness Week promotes health and camaraderie (Bean Bags and a Week of Wellness, p. 17)</li> <li>Gardening initiative supports employee well-being (Gardening for Community, p. 17)</li> </ul>
403-9 (2018)	Occupational Health and Safety: Work-related injuries	<ul style="list-style-type: none"> <li>Distracted driving awareness campaign (Efforts to End Distracted Driving, p. 7)</li> </ul>
404-2 (2016)	Training and Education: Programs for upgrading employee skills and transition assistance	<ul style="list-style-type: none"> <li>Leadership Academy develops future leaders (Fostering a Culture of Innovation, p. 15)</li> </ul>
405-1 (2016)	Diversity and Equal Opportunity: Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>Promoting diversity through supplier partnerships (Inclusivity Throughout the Supply Chain, p. 30)</li> </ul>
413-1 (2016)	Local Communities: Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>Outreach events educate on cybersecurity (Be Aware: Think Before You Click, p. 28)</li> <li>Donation supports STEM education for children (Educational Resources for Children in the Community, p. 32)</li> <li>Employee donations support women in need (Supporting the Stepping Stone Shelter, p. 33)</li> <li>Donation and volunteer impacts for local communities (Good Neighbor Outreach, p. 33)</li> </ul>
416-1 (2016)	Customer Health and Safety: Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> <li>Improving roadway safety through surface upgrades (Milling and Filling for Smoother Journeys, p. 9)</li> <li>Structural monitoring enhances bridge longevity (Monitoring Structural Health for the Long Haul, p. 31)</li> </ul>

**Table 4. Governance Disclosures**

GRI Standard No. (Year)	GRI Standard Name	Topic in ITRCC Sustainability Report
201-2 (2016)	Economic Performance: Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> <li>Opportunities to mitigate climate change risks include transitioning the fleet to clean energy alternatives (Leading the Charge on EVs, p. 38) and reducing greenhouse gas emissions (Energy Efficiency for the Future, p. 36)</li> </ul>





**THANK YOU FOR  
TRAVELING WITH US**



## ITR Concession Company LLC

For inquiries concerning this report:  
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