

2022
ESG
REPORT

Environmental, Social,
and Governance Report

International Airport
Authority



Administration de
l'aéroport international

Ottawa

table of contents

4

Introduction

- 6 About this report
- 7 ESG reporting standards and frameworks
- 8 Message from our Chair
- 9 Message from our President & CEO
- 10 Corporate Overview
- 10 Our purpose and ESG

12

YOW at a glance

- 14 ESG Strategy Development
- 14 The Authority's ESG Journey
- 14 Key Material Topics Identified

16

Environmental

- 16 Climate Change and Energy Management
- 18 Net-Zero Challenge — GHG reduction of scope 1 and 2 emissions



23

Social

- 23 Employee and passenger health, safety, and well-being
 - 25 Accessibility, diversity, equity, and inclusion
 - 29 Employee engagement and development
-

30

Governance

- 32 Economic Impact

34

The road ahead



The new Trillium Line South extension of Ottawa's light rail transit (LRT) system will change how people get to and from the airport. The Airport Terminal Station is one of the four pillars of the YOW+ improvement plan.



The Airport Authority promotes economic development and tourism in the region.

Introduction

The Ottawa International Airport Authority (“OIAA” or the “Authority”), which was established in 1997, manages, operates, and develops airport facilities and lands in support of the economic growth of Canada’s Capital Region.

This inaugural Environmental, Social, and Governance (ESG) Report communicates our commitment to sustainable growth, reducing our environmental footprint, improving our social responsibility, and operating with integrity and transparency through a robust governance structure.

To enable the Authority to execute against these commitments effectively, we developed a sustainability plan, aligned with an ESG reporting framework, to inform capital allocation and resourcing, and future sustainability disclosures and communications.

As such, in this report we outline the approach we have taken to building an effective sustainability plan that includes goals, objectives, progress reports, and future initiatives that will be key to achieving long-term, sustainable growth for the airport and the various communities it serves. The discussion will cover the following five topics:

- Page 16**  Climate change and energy management
- Page 23**  Employee and passenger health, safety, and well-being
- Page 25**  Accessibility, diversity, equity, and inclusion (ADE&I)
- Page 29**  Employee engagement and development
- Page 32**  Economic Impact

We recognize that ESG is an ongoing journey and that there is always room for improvement. This report serves as a baseline and a foundation for our future ESG efforts. We are committed to continuously enhancing our ESG performance and will regularly update our stakeholders on our progress. We invite feedback related to our ESG progress at ESG@yow.ca.

About this report

This introductory report affirms our commitment to sustainability and corporate responsibility by presenting the course of action taken by the airport in developing its sustainability plan, including how the Authority:

- » Identified key material (ESG) topics;
- » Set goals, objectives, and Key Performance Indicators (KPIs) for each material topic that align with appropriate and standard sustainability reporting and frameworks, and, ultimately;
- » Developed a sustainability plan framework, which also incorporates existing initiatives.



The Authority supports air service by maintaining common systems like kiosks, runways and carousels.

Our intention is to provide stakeholders with information on our efforts to integrate ESG considerations into our operations, decision-making, and strategies.

The Authority also publishes other sustainability-related information in our Environmental Performance Report, which will be incorporated into the ESG Report next year. Like our Annual Report, this report is available on our website and includes our sustainability policy and goals, and reports on our progress. We encourage stakeholders to visit our [website](#) for more information on our sustainability efforts.



ESG reporting standards and frameworks

In preparing our sustainability plan, we have considered the evolving ESG reporting and standards that exist today, including relevant sustainability reporting requirements, industry standards, and Airports Council International (ACI) guidance. These include, but are not limited to:

- » Global Reporting Initiative (GRI)
- » Sustainability Accounting Standards Board (SASB), until fully adopted by IFRS Sustainability Disclosures Standards in the coming years
- » Task Force for Climate-related Financial Disclosures (TCFD)
- » Accessible Transportation for Persons with Disabilities Regulations (ATPDR)

We are in the early stages of our ESG journey, and as such have yet to establish performance measures on some initiatives and acknowledge that we have not yet achieved compliance with every standard. We are determined to bring our reporting in line with industry best practices and provide more comprehensive disclosures in the future.

We hope that this report provides useful insights into our efforts and future journey, and that it encourages ongoing dialogue with our stakeholders. We are committed to continuous improvement in our ESG performance. To support this commitment, we welcome feedback from our stakeholders on this report and our sustainability efforts more broadly. If you have any comments or suggestions, please do not hesitate to contact us.



The Authority has many programs in place to support the mental and physical health and safety of its employees, contractors, subcontractors, and passengers.

Message from our Chair



It is my pleasure to introduce the Ottawa International Airport Authority's inaugural ESG Report.

Resulting from a thorough review of the impacts of ESG on airport operations, this report marks a significant milestone for the Authority in its ongoing ESG journey.

The Authority remains steadfast in its mission to be a leader in providing quality, safe, secure, sustainable, and affordable air transportation services to its customers and communities, and to be a driver of economic growth within Canada's Capital Region. We recognize that the way we achieve results has become as important as the results themselves.

In 2022, the Authority's Board of Directors initiated a process to create a sustainability plan that would inform capital allocation and resourcing, and future sustainability disclosures and communications.

We have a unique role to play in helping shape the sustainability of our city, the communities we serve, and the world. To that end, we are committed to responsible stewardship of our resources and operations, and look to the ESG Report to formalize our sustainability plan and present the progress we have made to date.

We wouldn't be at this stage without the input from our partners and stakeholders. To that end, I would like to thank our employees, contractors, and suppliers for their hard work and commitment to sustainability, and we look forward to continuing to work with them to achieve our goals. We also appreciate the support and feedback from our stakeholders, which is vital to our success.

On behalf of the Board, I congratulate Mark and his team for their commitment to sustainability and dedication to improving the airport of today and that of the future.

Sincerely,

A large, stylized handwritten signature in blue ink, which appears to read 'Code Cubitt'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Code Cubitt
Chair, Board of Directors

Message from our President & CEO



The last few years were tumultuous for the aviation industry; however, our employees, campus partners, and stakeholders demonstrated resiliency and adaptability to an ever-changing world. As we recover from the pandemic, we will be looking to them to support our commitment to critical and effective ESG performance.

Sustainable airport operations are vital to the future of the airport and the industry. We recognize the important role YOW plays in the community – particularly as the airport that serves the nation's capital – and have worked to reflect our effort and commitment in both our first ESG Report and the sustainability plan built to inform it.

Since its creation in 1997, the Authority has been committed to its organizational values of operating responsibly and sustainably, with accountability and integrity. As such, its commitment to ESG initiatives is not new, although we have now enhanced and formalized our efforts with a solid ESG framework.

In 2022, the Authority conducted a materiality assessment of ESG topics, the results of which are reflected in this report. We reached out to a diverse group of stakeholders in the preparation of our ESG plan and this report. We were able to confirm that our priorities generally align with theirs and identify areas that need improvement. This exercise was essential to create a baseline, ensure we are focusing on the right issues, and identify ways to positively impact our stakeholders, today and in the future.

This report will discuss each of the five material topics in detail and outline our plan to achieve the goals established within each topic.

I proudly deliver this inaugural report and the robust framework that has been developed to support it. Together, they will propel us forward to build on our achievements from the past twenty years, and set us on a clear path to meet our ESG goals with transparency and greater engagement. Now, it's time to put the framework to the test.

As we move forward, we remain committed to becoming a sustainability leader in the aviation industry and thank you for the support and trust you continue to instill in the Authority.

Sincerely,

A large, stylized handwritten signature in orange ink, which appears to read 'Mark Laroche'. The signature is fluid and extends across the width of the text area.

Mark Laroche
President and CEO

Corporate Overview

About the Ottawa International Airport Authority

The Authority is a not-for-profit organization that operates and manages YOW for the benefit of the communities in the region. The Authority was established in 1996 as part of the National Airports Policy, which transferred the ownership and operation of major airports from Transport Canada to local airport authorities. The Authority assumed responsibility for YOW on February 1, 1997.

The Authority's mandate is to operate, maintain, and improve YOW in a financially self-sufficient manner, while also promoting economic development and tourism in the region. The airport is currently growing passenger volumes back to pre-pandemic levels of 5 million passengers per year, and is the sixth largest airport in Canada offering a mix of both domestic and international traffic.

The Authority is managed by a team of approximately 200 employees who work in various areas such as operations, maintenance, customer service, and administration. The airport campus employs approximately 10,000 full and part-time employees with an annual economic impact of \$2.2 billion in total output.¹

Our Purpose and ESG

"Building on teamwork and sustainability, YOW safely connects people, moves goods, and creates economic prosperity for our community."

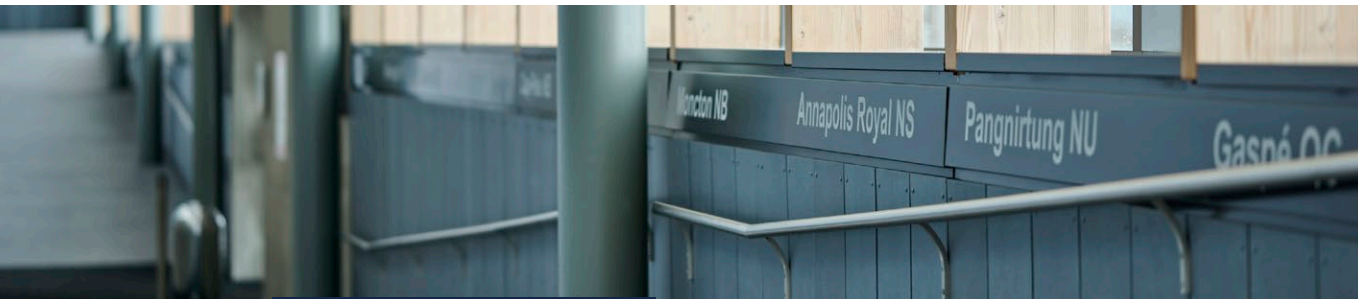
While the Authority's mission, vision, strategic directions, and values lead us on the path to being a world class gateway for the region, our new purpose statement genuinely provides meaning to what we do, including sustainability. Our ESG plan focuses on the actions that will drive us to improve our sustainability, and our societal impact will be driven by our purpose.

Our ESG plan, fortified with a clear purpose, sets the course for the Authority and guides decision-making. It focusses on efforts and resources needed to achieve goals and provide high-quality transportation services for people and goods, while considering the economic impact on the local community.

Our purpose statement highlights the importance of sustainability, which is a key aspect of ESG. The Authority will ensure that airport operations are environmentally sustainable and is taking steps to reduce YOW's carbon footprint. The Authority will also consider social factors such as community engagement, employee well-being, accessibility, diversity, equity, and inclusion.

Good governance is also essential to ensure that the airport be well-managed, in a transparent and accountable way. The Authority is governed by a Board of Directors, composed of government representatives, and local stakeholders such as Ottawa Tourism, Ottawa Board of Trade, Invest Ottawa, and Chambre de commerce de Gatineau.

By aligning ESG efforts with its purpose statement, the Authority will build on its strong reputation as a responsible and reliable airport, that instills trust and supports all its stakeholders.

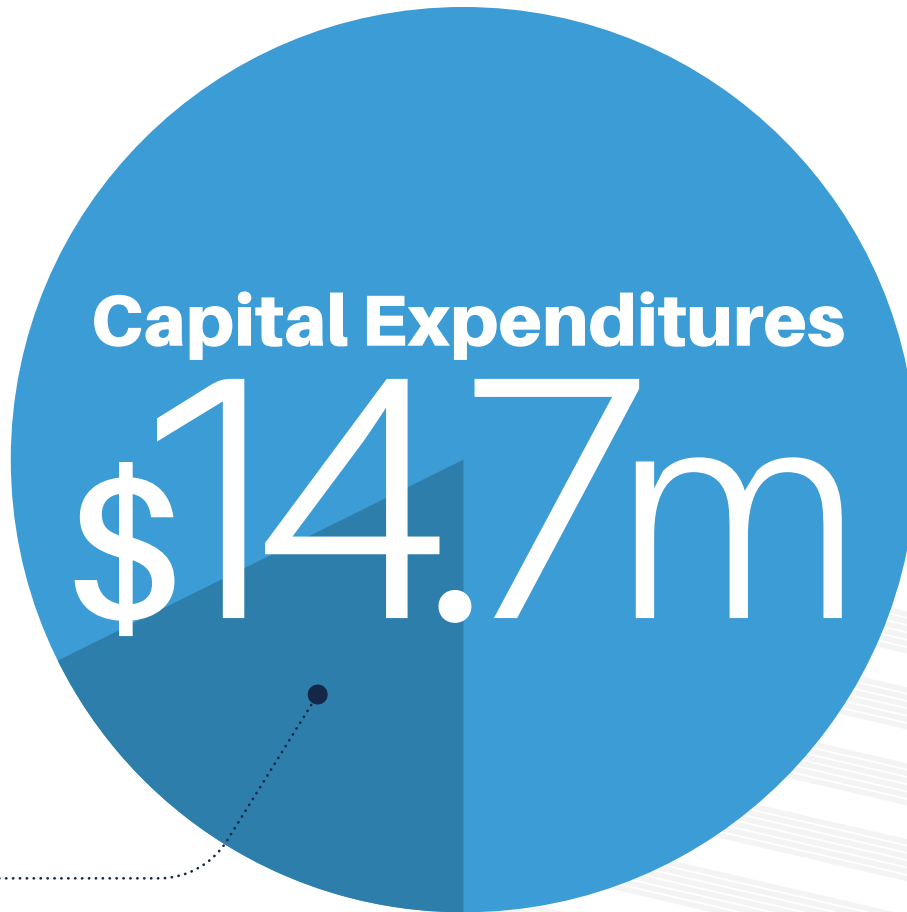


The Authority often incorporates culture, history and stories into the architecture of the terminal.

¹ https://yow.ca/sites/yow.ca/files/site-specific/economicimpactresults_jan_2017.pdf

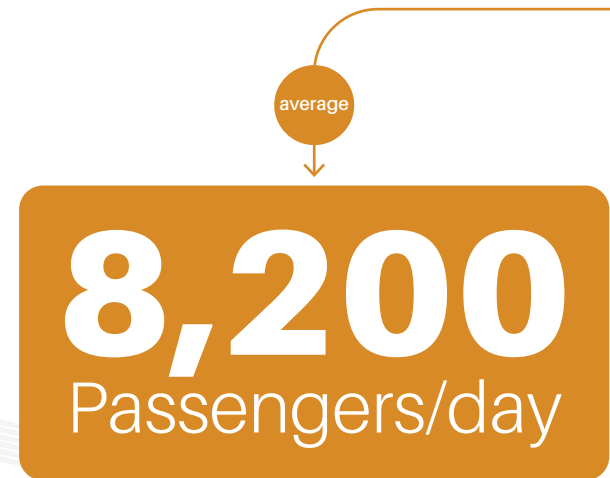


YOW at a glance

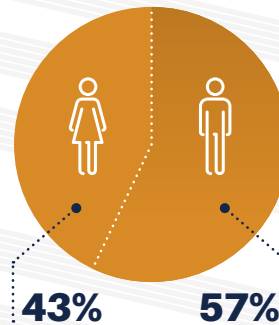


\$2.6m

Main terminal upgrades



Board Diversity





Domestic	2,708,999	↑	136.8%
Transborder	190,335	↑	1,593.1%
International	93,000	↑	496.3%
Total	2,992,334	↑	155.6%



Domestic	35,698	↑	109.4%
Transborder	3,299	↑	1,566.2%
International	719	↑	373.0%
Cargo	1,486	↑	7.2%
Total	41,203	↑	128.3%

Cargo Tonnage
30,433
tonnes

6
Cargo Carriers

average flight destinations/day

18
Domestic

13
Transborder

12
International



Air Canada includes Express and Rouge. Westjet includes Encore and Swoop.

ESG Strategy Development

The Authority's ESG Journey

Starting in the summer of 2022, the Authority embarked on a comprehensive ESG journey. With Board oversight, an ESG steering group was created with several members of the senior leadership team. The group's goal was to develop a clear understanding of the ESG issues most material to the airport's operations and stakeholders. Consideration was given to the impacts commonly associated with the airport sector through peer review and ACI's ESG guidance. To do this, we completed a materiality assessment using a double-materiality approach, taking into account both internal and external perspectives.

With the results of the materiality assessment in hand, the Authority began the creation of a sustainability plan. The plan includes a comprehensive set of goals, objectives, and initiatives aimed at reducing the airport's environmental impact, improving its social and governance practices, and enhancing its overall sustainability performance.

To ensure the Authority's ESG journey was grounded in best practices, the sustainability plan is aligned with applicable reporting standards and frameworks, such as the Global Reporting Initiative (GRI) and the Task Force on Climate-related Financial Disclosures (TCFD.) The Authority is also participating in third-party assessments and rankings, such as the Canada's Net-Zero Challenge, and benchmarking its performance against peers to drive continuous improvement.

This will allow the Authority to measure its progress over time and communicate its ESG performance to stakeholders in a transparent and meaningful way.

Key Material Topics Identified

-  Climate change and energy management
-  Employee and passenger health, safety, and well-being
-  Accessibility, diversity, equity, and inclusion (ADE&I)
-  Employee engagement and development
-  Economic Impact

In this report, each topic is addressed with an outline of associated goals, future initiatives, and performance to date on programs that are already in place.

The Authority's ESG journey is a testament to our commitment to sustainability and to our role as a responsible corporate citizen. We will conduct periodic materiality assessments and continue to work closely with stakeholders to ensure continued strategic alignment with their shifting priorities. We will integrate ESG principles into all aspects of our operations to positively impact the communities we serve.



Environmental



Climate Change and Energy Management

Our goal is to consistently improve the environmental performance of our operations and services throughout the airport. Our focus on climate change and energy management involves mitigation of direct and indirect emissions by implementing innovative energy efficient initiatives. We have set ambitious targets for decreasing carbon output, energy usage, and waste production.

Since 2016, we have actively participated in ACT's Airport Carbon Accreditation (ACA) program². By implementing GHG emissions reduction projects, we reached Level 3 accreditation in 2018. We purchased carbon offsets and achieved carbon neutrality in 2019, 2020 and 2021, and joined Environment Climate Change Canada (ECCC)'s Net-Zero Challenge (NZC) in 2022.

Under this goal, our objectives include:

1. **GHG reduction of scope 1 and 2 emissions**
2. **Making efforts towards scope 3 emissions reductions**
3. **Purchasing credible carbon offsets: including disclosure on planned and implemented use of offset credits; and**
4. **Developing a Climate Risk Strategy to address climate risk and resilience of our facilities and operations.**

Our Environmental Sustainability team is responsible for developing the strategy and overseeing activities that safeguard natural systems, such as land, air, and water, and ensure compliance with environmental regulations.

Preceding our ESG commitments, our Environmental Sustainability team has always sought opportunities to implement new technology to reduce consumption and improve efficiency throughout the airport to reduce YOW's GHG emissions. These include:

- » 2003 implemented award-winning glycol bioremediation system, which was recognized by Airports Council International-North America (ACI-NA) in 2005;
- » 2018 transitioned to fluorine-free firefighting foam;
- » 2016 reached Level 1 (Carbon Footprint Mapping) of the ACI-NA's six-level ACA program;
- » 2019 reached Level 3+ carbon neutrality by purchasing 5,100 tons carbon offsets;
- » 2022 Continued pursuit of Level 3 certification, while investing in Canadian GHG reduction projects; and
- » Achieved carbon-neutral status in 2021 by purchasing 7,150 tons carbon offsets³.

Our Environmental Policy⁴ demonstrates our commitment to corporate environmental stewardship and sustainability for airport operations and development.

² <https://airportco2.org/airports-across-the-world.html#region-northamerica>

³ <https://greatbearcorp.ca/great-bear-carbon-credit-corporation/>

⁴ https://yow.ca/sites/yow.ca/files/site-specific/2022_environmental_policy_final-en.pdf



The Airport Carbon Accreditation program has six certification levels.



Mapping

Footprint Measurement



Reduction

Carbon management towards a reduced carbon footprint



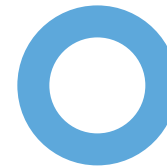
Optimisation

Third party engagement in carbon footprint reduction



Neutrality

Carbon neutrality for direct emissions by offsetting



Transformation

Transforming airport operations and those of its business partners to achieve absolute emissions reductions



Transition

Compensation for residual emissions with reliable offsets



YOW has achieved Level 3+

Airports across the world are working collectively to manage, reduce and neutralise their carbon footprint.

Net-Zero Challenge — GHG reduction of scope 1 and 2 emissions

As a founding participant of ECCC's NZC, we intend to maintain our carbon neutral status, while working towards meeting or exceeding the Challenge's objective to be net-zero by 2050.

We aim to reduce our emissions by 50% (based on 2019 baseline) by 2030, and achieve net-zero by 2040. Our pathway to reach net-zero includes reducing and eliminating GHG emissions by electrifying operations and purchasing renewable energy. The overarching strategy and actions taken to date can be summarized as follows:

- » **Assess the type of gasoline vehicles required and transition to an electric fleet**
 - We reviewed our fleet and have started reserving commercially available fully electric vehicles to be purchased over the next few years;
 - In 2022, we purchased our first electric van, and
 - We anticipate vehicle fuel use will decrease as we convert our small fleet vehicles to electric in the future.
- » **Purchase renewable diesel for the larger fleet**
- » **Reduce electricity use where possible and convert natural gas equipment to electric**
 - Convert heating systems from gas to electric sources; and
 - Electrification of Authority's buildings could save up to 1,552 tonnes of CO₂.

Emission Sources	GHG Emissions (tonnes of CO ₂ e)
Scope 1	
Vehicles	1,766.3
Buildings	2,653.4
Fire Training	19.4
Emergency Generator	56.7
Total	4,495.8
Scope 2	
Electricity purchased	736.0
Total	736.0
Total Scope 1&2	5,231.8

Carbon Emissions 2019 Baseline

- » **Invest in carbon removal projects and purchase renewable electricity and natural gas**
 - Planning efforts continued in 2022 for our GHG reduction of scope 1 and 2 emissions, focusing on the Authority's fleet of service vehicles, and understanding how to reduce the environmental impact and GHG emissions of the Authority's buildings while remaining economically viable; and
 - The Authority will evaluate and introduce new technologies, where possible, to assist decarbonization efforts.



We added the first electric vehicle, a Ford E-Transit cargo van, to our fleet in 2022.





**To meet our carbon neutrality target for 2021,
we purchased 7,150 tonnes of carbon offsets in 2022.**

The Authority was dedicated to identifying a significant and credible offsetting project. To this end, we partnered with Canadian-based, Ostrom Climate to invest in the Great Bear Carbon Project. The project aims to enhance carbon stocks by converting forests previously approved for commercial logging into protected areas, through land-use legislation and regulations. It also addresses emissions generated by forestry operations such as harvesting and road building.

The first of its kind in North America, this project represents an important step in achieving a balance between human well-being and ecological preservation through carbon finance. Beyond the emissions offsets, the Great Bear Rainforest continues to be a model for sustainable development in an economically valuable but ecologically and culturally vulnerable area.

Making efforts towards scope 3 emissions reductions

To support our development of a preliminary Net-Zero Plan, we need to generate a GHG emissions inventory for Scope 1, Scope 2, and Scope 3 emissions. We have been tabulating our Scope 1 and Scope 2 emissions for several years as part of ACA. While this program does not consider Scope 3 emissions, the NZC requires us to identify and reduce our top Scope 3 emissions as part of our reduction targets. To this end, we are currently progressing through the quantification of Scope 3, including all indirect emissions in the value chain. The following table identifies 15 categories to be calculated.

Upstream Activities	Downstream Activities
Purchased goods and services	Transportation and distribution
Capital goods	Processing of sold products
Fuel- and energy-related activities	Use of sold products
Transportation and distribution	End-of-life treatment of sold products
Waste generated in operations	Leased assets
Business travel	Franchises
Employee commuting	Investments
Leased assets	

A significant portion of our Scope 3 emissions are attributable to aircraft movements. The only available reduction method to address the majority of these emissions would be sustainable aviation fuel (SAF). Currently, SAF can be mixed into regular aviation fuel up to 50%. However, SAF is not widely available at this time, and it costs approximately eight times the cost of regular aviation fuel.

We have signed on as a member of the Canadian Council for Sustainable Aviation Fuels. This will help us to stay informed on SAF activities and initiatives in Canada.

Developing a Climate Risk Strategy to address climate risk and resilience of our facilities and operations

Climate risks can include increased frequency and intensity of extreme weather events such as heat waves, heavy precipitation, and storms, which can damage airport infrastructure and disrupt operations as witnessed during the Derecho wind storm in May 2022.

Developing and implementing a climate risk strategy will aid in minimizing the negative impacts of climate change. We will be better prepared to withstand the impacts, and ensure financial stability, continuity of operations, and long-term resilience of the airport.

Beyond the objectives considered in our ESG plan, we have bold aspirations to take on significant climate projects that support our commitment to reducing our carbon footprint. For example, we recognize the opportunity to harness solar energy from unused airport land that could help us meet our sustainability goals including lowering emissions, reducing operational energy costs, and potentially generating revenue.

Investing in climate projects is necessary for us to achieve our sustainability goals. We also understand there are financial challenges associated with capital projects of this nature, and are working closely with our stakeholders to identify opportunities to leverage funding and financing options to implement such critical projects. We are also exploring innovative solutions and partnerships with Hydro Ottawa and Portage Power, to drive down costs and increase the feasibility of our efforts to combat climate change.



Derecho

On Saturday, May 21, 2022, Ottawa-Gatineau experienced a derecho — a fast-moving complex of thunderstorms with powerful straight-line winds that caused widespread destruction. While brief with no significant impact on flights, almost every structure on the airport campus sustained damage. The loss of trees across the property was also severe. Despite the event happening on the Saturday of a long weekend, staff from across the organization reported both on-site and virtually to assist in our response. Some who arrived on-site were on annual leave and still came to help; clearing debris to open inaccessible roadways. The care and concern our employees demonstrated for our passengers, community, and the integrity of our operations was acknowledged and appreciated.

Social

We are steadfast in our commitment to ensuring the psychological and physical safety and health of our employees, contractors, subcontractors, and passengers as part of our social obligation. Promoting and protecting the well-being of all those who interact with our airport is also crucial for the long-term success and sustainability of our operations.

From a social perspective, our materiality assessment confirmed three material topics of significant importance to our internal and external stakeholders:

- » **Employee and passenger health, safety, and well-being;**
- » **Accessibility and diversity, equity and inclusion; and**
- » **Employee engagement and development.**

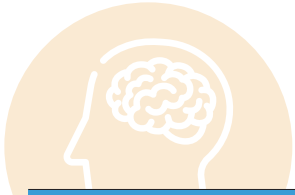
Employees are our greatest asset; we understand that an engaged and valued workforce are invested in the success of the airport. This commitment and investment were well demonstrated in 2022.



Employee and passenger health, safety, and well-being

With the air travel industry accelerating post-pandemic, safety beyond the physical level is of greater importance, hence the Authority has affirmed its goal to protect and promote both the psychological and physical safety and health of workers, contractors, and subcontractors.

By proactively ensuring a strong safety culture, we will build, operate and maintain a safe and healthy airport for our employees, passengers, and other stakeholders.



Objectives	Progress to Date	Future Initiatives
<p>#1 Maintenance Program Management</p> <p>Continue to proactively manage our facilities through the Safety Management System (SMS) and Occupational Health & Safety (OHS) policies to maintain high safety standards across our campus and encourage proactive reporting of safety incidents.</p>	<p>Build upon existing safety management program to ensure safety standards are upheld.</p> <p>Provide passengers and commercial airlines with world class airport facilities.</p> <p>Optimize operational performance, ensuring safe and secure operations.</p> <p>Ensure there is proactive reporting on safety, for example, ensuring we have a transparent and non-punitive hazard reporting program in place.</p>	<p>Identify and address new ways to embed safety in facility design efforts.</p>
<p>#2 Well-being</p> <p>Develop well-being programs, activities, and strategies in collaboration with partners and stakeholders from across the airport.</p>	<p>Continue to ensure corporate communications reference well-being management.</p> <p>Embed employee health and well-being into Health and Safety committee agendas.</p>	<p>Create programs, activities, and strategies to support well-being.</p> <p>Leverage employee resource groups (ERG) to discuss well-being and identify potential action areas for the Authority.</p>

KPIs: Total recordable incident rate, Qualitative description of well-being actions arising from Occupational Health & Safety (OHS) meetings, Qualitative description of methods to improve and track employee well-being, % of employee completion of health and safety training, Qualitative description of methods used to embed well-being as a regular topic and focus area of the Occupational Health and Safety committee.

We are dedicated to identifying, preventing, and removing barriers to accessibility and collaborate with our airport partners to deliver the best curb-to-cabin passenger experience.





Accessibility, diversity, equity, and inclusion

As we build out our ESG program, it is essential for us to consider accessibility, diversity, equity and inclusion (ADE&I) as crucial components of our sustainability plan. We recognize that being socially responsible means our mission, strategies, and practices should consider the impact our operations have on different communities. We will continue to provide equal opportunities by supporting and advocating for a diverse and inclusive workplace including physical and digital accessibility.

ACCESSIBILITY

Ensuring barrier-free travel has been a priority since we designed and opened the new terminal in 2003. As the needs of the community have evolved in the years since, we continue to modify facilities and incorporate new technologies and features to enhance the travel experience for all. Efforts have been recognized through entities such as the Rick Hansen Foundation. We will continue to demonstrate our commitment through compliance with new and strengthened regulations at the federal level, and will seek feedback from the community to inform our Accessibility Plan.

DIVERSITY

Diversity encompasses the variety of individuals, cultures, and backgrounds that make up a community. We will continue our efforts to respect diversity, and foster an inclusive environment to ensure that all those who interact with the airport feel welcome and valued. This will be achieved through training programs that promote cultural awareness and sensitivity, and by implementing policies and practices that are fair and equitable for all employees.

EQUITY

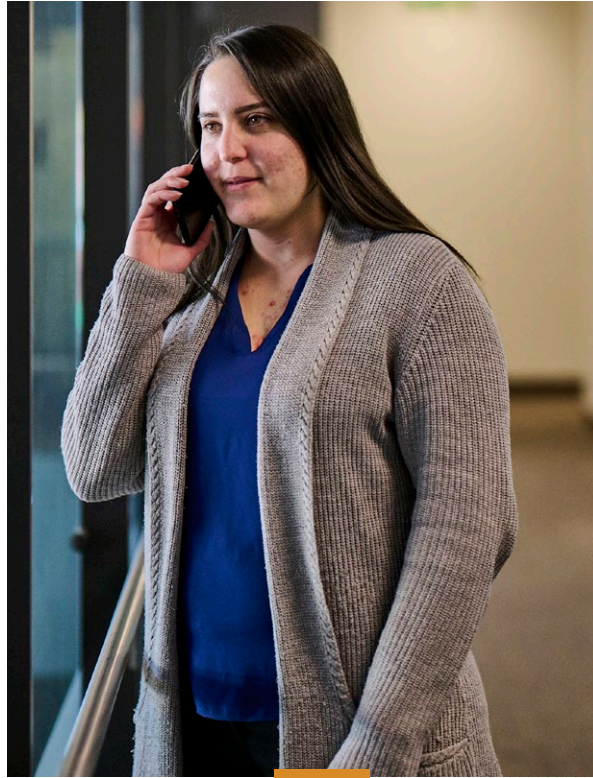
Equity refers to the fairness and impartiality of treatment for all individuals, regardless of their background or identity.

INCLUSION

Inclusion, in the context of ADE&I, refers to the active engagement and participation of all individuals, regardless of their background or identity, in the decision-making process and the benefits of the services provided by the airport. To promote inclusion, the Authority will engage with the local community and seek feedback from all stakeholders to understand their needs and concerns and to ensure that their voices are heard.

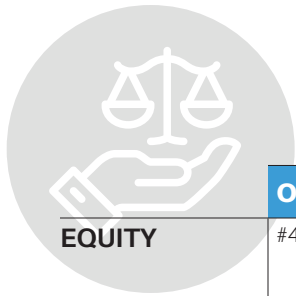
Ottawa and YOW are home to Indigenous-owned airline, Canadian North, making us a vital player in the supply chain to Canada's north-eastern Arctic region. We will continue to work with partners focused on serving and supporting northern Indigenous communities to ensure their cultural heritage and values are respected as part of the broad community of users of the airport.

The following table (*two pages*) outlines objectives and initiatives that will help us achieve this goal.



Having the right people, with the right tools, skills and aptitudes is the key to building a thriving workforce.

	Objectives	Progress to Date	Future Initiatives
ACCESSIBILITY	<p>#1 Continue to identify and lift accessibility barriers and action on commitments identified in our Accessibility Plan.*</p>	<p>Continue to integrate digital assets and technologies into the terminal such as:</p> <ul style="list-style-type: none"> » High contrast signage » Audio messages over the PA » TTY telephones » Hearing loop at select points of service <p>YOW's website (www.yow.ca) is fully accessible for all devices and conforms to the WCAG 2.0 Level AA standards and includes:</p> <ul style="list-style-type: none"> » visual contrast between text and background » alternate text for images <p>Policies in place:</p> <ul style="list-style-type: none"> » Duty to Accommodate Policy » Accessibility Policy » Accessibility Employment Policy <p>Regularly consult with advocacy groups for persons with disabilities to co-develop new and enhanced services for employees and travellers.</p> <p>Regular consultations with accessibility consultants and individuals who use our facilities to understand best practices and ensure accessibility initiatives are relevant, and effective.</p>	<p>Complete and publish an Accessibility Plan.</p> <p>Create a new revamped Accessibility Training Program to educate employees and foster a culture of inclusion at the Authority.</p> <p>Track and report on implementation of the Accessibility Training Program.</p> <p>Continue to identify and lift barriers and create a thriving workforce and comply with accessibility requirements.</p>
DIVERSITY	<p>#2 Develop a diversity policy and program, and work with regional partners (including educational institutions) to raise the profile of the aviation industry with an aim of attracting and fostering a more diverse workforce.</p>	<p>Track diversity through established KPIs.</p>	<p>Engage regional partners to identify ways to create a successful diversity program and highlight barriers to attracting a diverse workforce.</p> <p>Develop a diversity program to help attract a more diverse workforce.</p>
	<p>#3 Continue to develop and implement ADE&I training programs to foster inclusivity at the Authority.</p>	<p>Provided diversity training to Board and employees.</p>	<p>Enhance extensive accessibility training for those employees and contractors who are customer-facing (since airport provides assistance from curb to check-in and arrivals to parking).*</p>

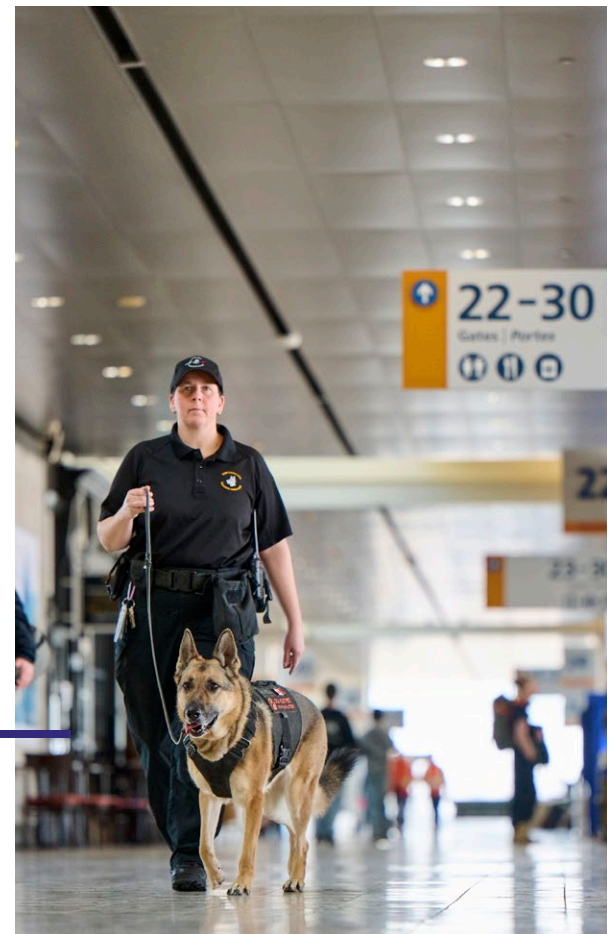


	Objectives	Progress to Date	Future Initiatives
EQUITY	#4 Develop a pay equity program in accordance with <i>Pay Equity Act</i> .	Informed employees of goals with respect to pay equity	<p>Conduct a current-state assessment of employee compensation.</p> <p>Engage employee committees as per legislation to review requirements for pay equity program.</p> <p>Create a pay equity plan or plans in order to ensure pay equity is achieved in our organization.</p>
INCLUSION	#5 Achieve 100% completion of Indigenous awareness training across the organization by 2024.		Deliver training for the Authority employees on Indigenous cultural awareness in consultation with Indigenous peoples.
	#6 Explore opportunities to invest or partner with Indigenous-owned organizations, including the potential for regionally based carbon offsets and disclose related activities in our corporate sustainability report.	Ottawa is home to Canadian North airline's head office base. We have built a positive relationship with the Indigenous-owned airline and its clients and plan to build on it going forward.	<p>Connecting with Canadian North</p> <ol style="list-style-type: none"> Align the Authority and Canadian North on key issues and definition of success. Identify key representatives from Canadian North and internally within the Authority. <p>Focus on facilitating cargo operations to/from northern communities</p> <ol style="list-style-type: none"> Identify through conversations with Canadian North, how the Authority can increase community engagement in the development of opportunities and resources that provide community value for northern customers Identify Indigenous engagement and learning opportunities through discussions with Canadian North
	#7 Continue to focus on serving northern communities by initiating surveys or regular meetings with Canadian North to gain a better understanding of Indigenous and northern customers.		

*The accessibility objectives developed by the Authority align with requirements from the Canadian Transportation Agency's new *Accessible Transportation for Persons with Disabilities Regulations* (ATPDR).

KPIs: Qualitative description of diversity policy development, Actions completed as part of the Authority's Accessibility Plan, Qualitative description of regional partners engaged, Disclosure on Accessibility Training Program development, % of completion of DEI training and status of integration into onboarding, Qualitative description of DE&I training program development, % of employees who have completed Indigenous awareness training, Volume of cargo (resources) and passengers to/from northern communities, Qualitative description of the Authority's Indigenous engagement.

The Authority's canine unit is an important and visible component of the airport's overall security program.







Employee engagement and development

Employee engagement and development is important to our airport's success. We are committed to building an airport community based on mutual respect that empowers our employees and provides a positive experience with education, training, development, and opportunity.

We are committed to fostering a culture of open communication, transparency, and collaboration. We regularly survey our employees to gather feedback and insights, and use this information to make improvements to our workplace and employee programs.

Our commitment to employee engagement and development is an essential part of our airport's ESG performance. By investing in the education, training, and development of our employees, creating a positive and inclusive workplace, and providing a positive experience, we aim to build a thriving airport community based on mutual respect and collaboration. We will continue to empower our employees and provide them with the opportunities they need to succeed, both professionally and personally.

Objectives	Progress to Date	Future Initiatives
<p>#1 Continuity</p> <p>Create continuity and a sense of community in the workplace and in corporate communications with Authority employees.</p>	<p>Enhance engagement, and foster and maintain a positive workplace culture.</p> <p>Communicate on an ongoing basis with campus partners to ensure awareness of matters outside of operational bulletins.</p> <p>Align with purpose statement and validate key organizational behaviors that foster workplace culture and community.</p>	<p>Support the continued development of a positive workplace culture and community.</p> <p>Build a community made up of highly engaged employees based on a foundation of mutual respect.</p> <p>Develop a culture dashboard.</p>
<p>#2 Recruitment and Training</p> <p>Continue to develop and improve the recruitment and training plan for employees at all levels of the organization to support skills development opportunities that meet organizational and employee career objectives.</p>	<p>Develop training program in the operations centre to ensure consistency and skills transfer.</p>	<p>Develop a recruitment and training plan to identify where employees can improve skills in their career development and provide training where appropriate/ required.</p> <p>Develop a proactive recruitment program that identifies and attracts a skilled workforce.</p>
<p>#3 Communication</p> <p>Continue to develop and assess practices surrounding employee communications to communicate effectively with our workforce. Add communication with employees as an ongoing agenda item with Authority unions.</p>	<p>Promote/solicit employee input to the internal blog.</p> <p>Completed employee consultation and survey for purpose statement.</p> <p>Employee engagement surveys.</p>	<p>Develop and assess practices surrounding employee communications to communicate effectively with our workforce.</p>

KPIs: Number of new employees hired annually, % of employee training completed by category in HRIS, Qualitative description of interactions with employees and union leadership, Employee turnover rate, Culture dashboard created, Qualitative description of employee engagement survey results.

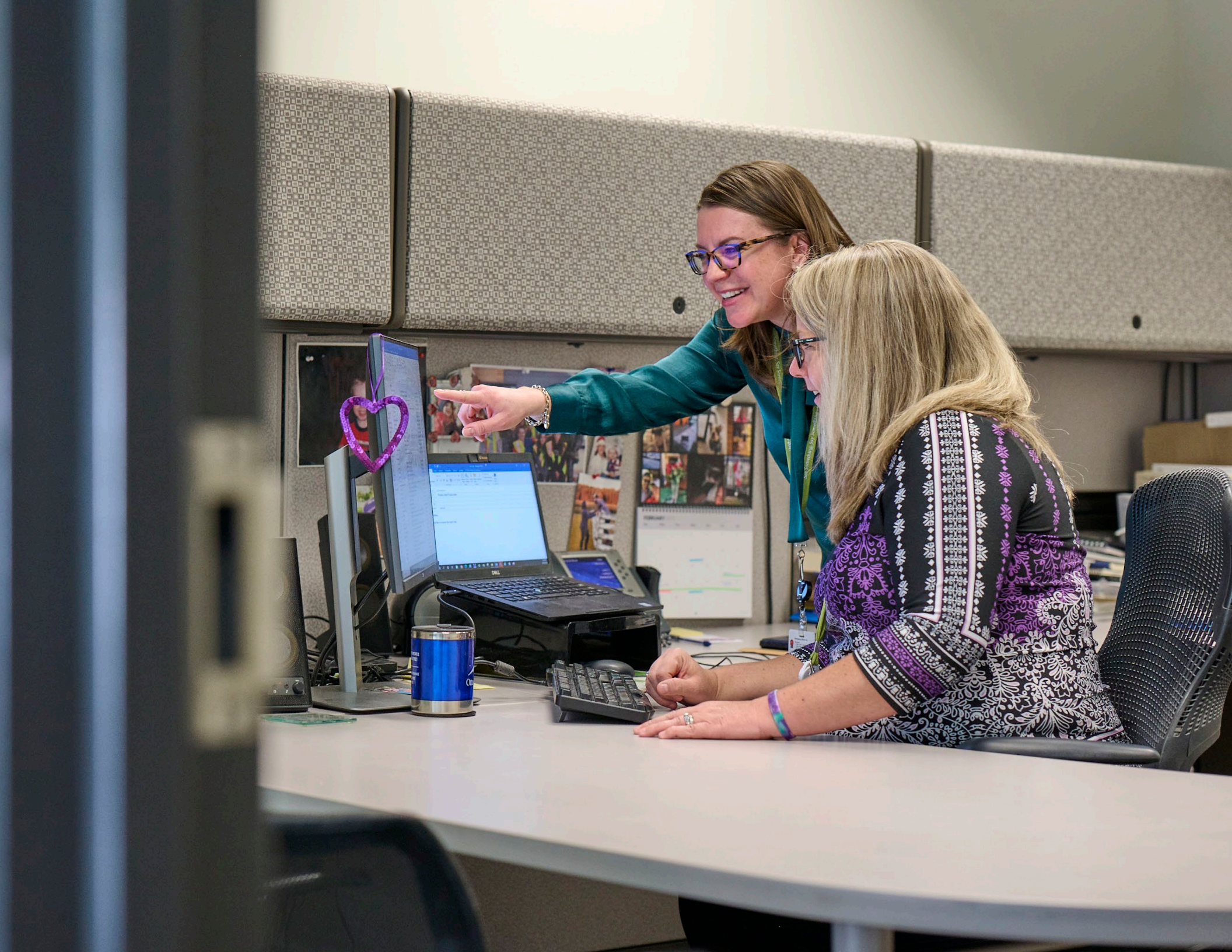
Governance

Our approach to integrating ESG is supported by sound governance systems. Our Board of Directors oversees our ESG strategy and assesses its potential impact on our organization from strategic, financial, and reputation perspectives. Our governance standards are the basis of our ethical and compliance systems, and rooted in our core values and a commitment to accountability for ESG matters. The established ESG Steering Group, made up of senior management, sets ESG priorities and monitors key risks and opportunities, promoting a culture of ethics, compliance, and integrity throughout the organization. The Chief Financial Officer is the ESG executive sponsor, aided by cross-functional Environmental, Human Resources, and Business Development working groups. We strive to foster a culture of sustainability by communicating our ESG goals to all employees and encourage widespread collaboration and engagement.



Many features incorporated into the architecture at YOW tell a story. The wood accent framing the skylight in the Canada/International gate area was part of one of the four military hangars that were in the North Field during World War II.

Collaboration and teamwork are critical to doing things right, on time, and on budget.



Ottawa has been a critical location for Porter throughout our history and the multi-million dollar facilities we're building to maintain aircraft here is only the latest example of our desire to meaningfully invest in Canada's Capital Region.

Michael Deluce
President and CEO
Porter Airlines



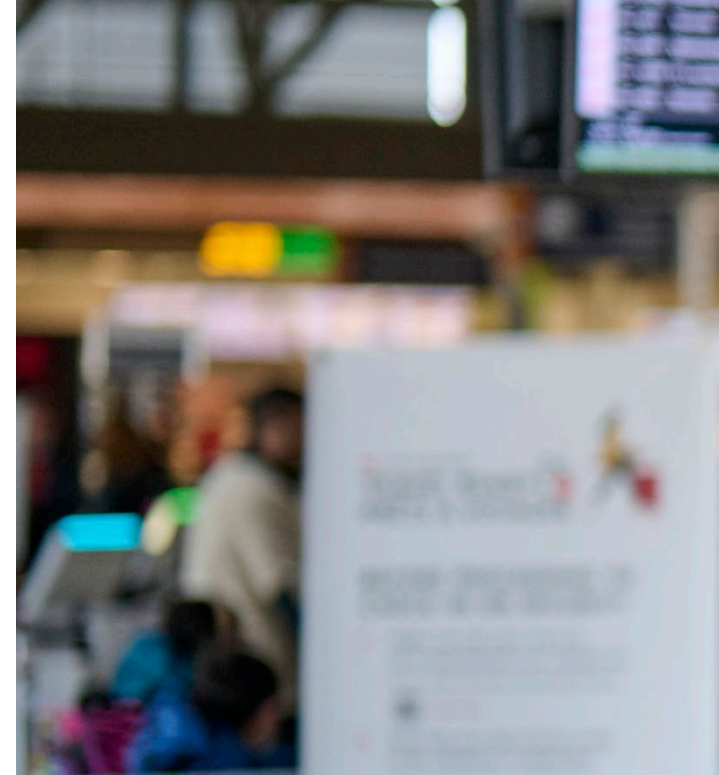
Economic Impact

The Authority plays a critical role in shaping the economic health of its stakeholders and the local economy. Through our operations, YOW generates revenues, creates jobs, and drives investment, all of which contribute to the economic growth and prosperity of the region.

We will continue to drive prosperity for Canada's Capital Region through business development activities that contribute to sustainable and resilient employment and economic activity.

To achieve this we intend to:

- » Continue to grow our revenue base through multiple revenue sources and aim to appropriately balance the ratio of aeronautical and non-aeronautical revenue streams;
- » Work with airlines to grow the air service network by identifying and matching passenger demand with appropriate capacity, options, and number of non-stop destinations served;
- » Achieve incremental growth of on-campus economic activities and employment; and
- » Improve resilience through continued infrastructure investment and managing enterprise-wide risks.



We are particularly pleased that sustainability factors so prominently in Porter's plans, which fits perfectly with YOW's ambitious commitment to net-zero operations (Scope 1 and 2 GHGs) by 2040 or sooner.

Mark Laroche
President and CEO
Ottawa International
Airport Authority



porter

Check-in

Enregistrement

Porter

In 2006, Porter Airlines commenced service with YOW serving as its inaugural destination. This partnership continues to grow, as evidenced by over \$65 million dollars of investment in Porter-led infrastructure, inclusive of a two-bay hangar custom designed to support the carrier’s new fleet of Embraer E195-E2 jets. Constructed in two phases, the hangar facility is scheduled to be operational 2024.

The Porter hangar creates 200 full-time, permanent local jobs, including 160 aircraft maintenance engineers as well as shop technicians, store clerks, and administrative support. The design and build phase supports approximately 150 construction-trade and other related jobs.

By design, this expansion holds sustainability at the forefront; and will consider the following features:

- » A predominantly electric fleet of vehicles that will be used for towing and servicing aircraft, as well as ground support;
- » Design criteria that exceeds current energy efficiency standards, including for insulation, heating, ventilation, air conditioning, lighting, and electrical power systems;
- » Construct with approximately 35% recycled steel which, at end of life, can in turn be recycled;
- » Construct from materials that have a low embodied carbon footprint — 28% lower than conventional tilt-up assemblies; and
- » Instead of rain/storm water flowing directly to and overstressing existing city mains, two 173,000-litre underground tanks installed at the Porter hangars to capture excess.

The road ahead

As we reflect on the past year and our ESG progress, we are excited to move forward with a formal ESG approach. Such an approach will raise awareness of the efforts made to date, prioritize current and future initiatives, and provide definitive support and attention that can produce positive contributions to the broader goal of building a more sustainable and equitable world.

In the coming year, we plan to reduce our environmental footprint, expand our renewable energy efforts, and explore opportunities to offset our carbon emissions through the implementation of carbon offset infrastructure projects such as:

- » Use of ground source heating where feasible in new construction, building expansions, and building renovations;
- » Use of heat pumps instead of natural gas;
- » The assessment of onsite Photovoltaic power generation systems;
- » Identification of upcoming technology to replace the existing large vehicle fleet; and
- » Replacement of existing gasoline vehicles with electric vehicles or gasoline/diesel-electric hybrids when electric is unavailable.

We are also committed to strengthening our business partnerships and collaborations with local organizations and communities in order to address the unique challenges and needs of our region. Whether it's through supporting local small businesses, investing in workforce development programs such as future job fairs, and connecting with universities and colleges to attract a diverse workforce, collaboration on social and environmental issues will be key in creating a better future for all.

We are proud of the progress we have made thus far, and we are committed to continuing to evolve and grow in a responsible and sustainable manner. We look forward to sharing the progress made on our various ESG efforts, including more formalized reporting.

Finally, we are grateful for the opportunity to report on our ESG efforts, and we hope that our progress serves as inspiration for others in the industry to follow suit.

The Airport Authority maintains 5.5 kms of runways and 12.6 kms of taxiways at YOW. This not only includes building and resurfacing them, but also keeping them clear in the winter, and making sure lights, sewers, and everything in between is in good working order.





International Airport
Authority

Ottawa

Administration de
l'aéroport international