

2023

ESG REPORT

Environmental, Social and Governance Report



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Introduction

The Ottawa International Airport Authority (“OIAA” or the Authority) welcomes you to the second installment of our Environmental, Social, and Governance (ESG) journey. In the past year, our focus on sustainability, responsibility, and transparency has flourished, in step with advancements in airport operations, embodying our ongoing commitment to enhancing the community we serve.

We candidly acknowledge that the path to comprehensive ESG integration involves continuous learning. Our approach, which is reflected in this report, has been realistic and deliberate, and recognizes that progress is essential and may be incremental.

Building on the foundation laid in our inaugural [report](#), this document serves as a progress update. We believe in transparency, not just in our successes, but also in our challenges and lessons learned. As we navigate this journey, we will continue to refine our approach as we gain insight from our experiences.

This report delves into the advancements made in employee and passenger health, safety, and well-being, climate change and energy management, accessibility, diversity, equity, and inclusion (ADE&I), and economic impact. It outlines our goals, objectives, and the strides we have taken thus far, presenting a snapshot of our evolving sustainability narrative.

Feedback and collaboration are vital to continuous learning, and we welcome yours as we continue on our journey toward a more sustainable and responsible future.





About this Report

This year's report, covering the period of January 1, 2023, to December 31, 2023, focuses on highlighting the advancements made on key material topics identified in the previous year. Building on our initial course of action, we present the progress made on each material topic, highlighting specific goals, objectives, and Key Performance Indicators (KPIs) set for sustainable development. Our report emphasizes how these metrics align with established sustainability reporting frameworks, ensuring a standardized and comparable assessment of our performance.

The Authority is granted control and custody of the Ottawa International Airport through its Ground Lease with Transport Canada. The scope of this report encompasses the premises we manage, which includes an airfield, a passenger terminal, parking facilities, and other land areas, each carrying a specific designation under the Authority's Land Use Plan.

Key Material Topics

To enhance transparency and facilitate a deeper understanding of our ESG initiatives, we introduce a new Disclosures Index within this report. This index includes the Global Reporting Initiative (GRI) Universal Standards and Topic Standards, corresponding to each material topic, and the Sustainability Accounting Standards Board (SASB) Standards. A separate Task Force on Climate-related Financial Disclosures (TCFD) section is also featured. This strategic alignment ensures that our reporting not only meets widely accepted standards but also provides a more comprehensive view of our commitment to sustainability.

As we progress, we invite stakeholders to explore this report for detailed insights into our sustainability journey. Additionally, we continue to publish other sustainability-related information, including our [Environmental Performance Report](#).

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ESG Reporting Standards and Frameworks

In shaping our sustainability plan, we continue to consider the evolving landscape of ESG reporting standards and frameworks, adapting our approach to reflect the most current and relevant guidance available. We aim to report comprehensively on our sustainability initiatives while acknowledging the dynamic nature of the ESG space.

In our ongoing commitment to industry best practices, we maintain alignment with established standards, including but not limited to:

- Global Reporting Initiative (GRI)
- Task Force for Climate-related Financial Disclosures (TCFD), where its recommendations are now fully incorporated into the International Sustainability Standards Board (ISSB) Standards, under IFRS S2

- Sustainability Accounting Standards Board (SASB)
- Accessible Transportation for Persons with Disabilities Regulations (ATPDR)

Our second-year report reflects the maturity of our understanding and integration of these standards, but we are mindful that compliance with every standard is a work in progress, and our commitment to improvement remains resolute.

In line with this commitment, we are aware of the gradual shift from voluntary frameworks to more stringent disclosure requirements. As an airport authority, we are dedicated to adapting our practices in anticipation of these emerging standards, ensuring our ESG and climate-related disclosures continue to reflect the highest level of transparency and responsibility.

Message from our Chair

It is my pleasure to welcome you to the Ottawa International Airport Authority's second annual ESG Report. As we reflect on the past year, this report stands as a testament to our continued commitment to sustainability and responsible corporate stewardship. The journey we embarked upon last year has evolved, and our progress is indicative of the dedication of the Authority towards a more sustainable future.

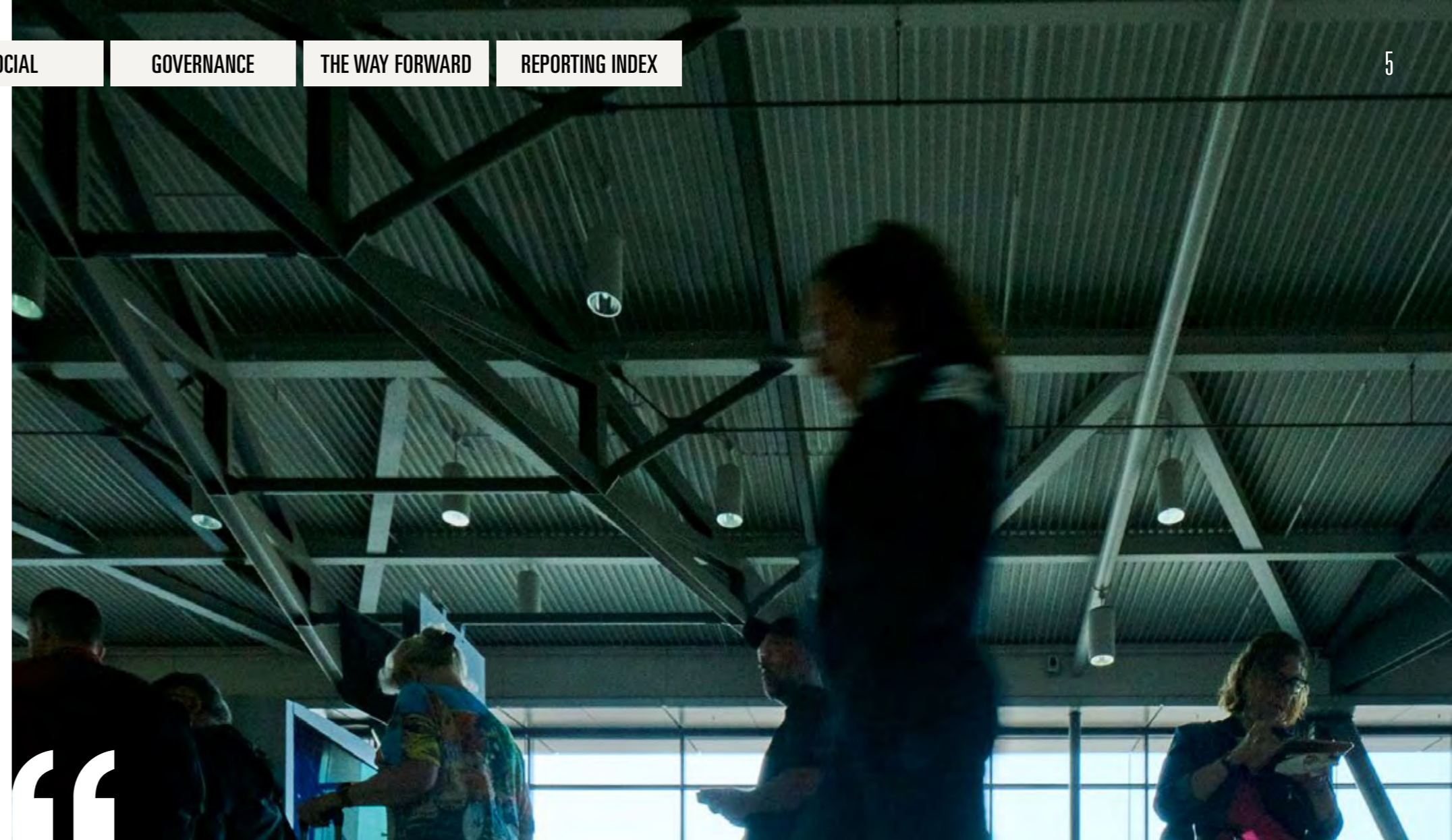
This report is another significant milestone in our ongoing ESG journey, showcasing the progress made and the lessons learned over the past year.

The Authority's Board of Directors remains committed to upholding the sustainability plan that guides our capital allocation, resourcing allocation, and shapes forthcoming sustainability disclosures and communications. We remain resolute in our commitment to responsible stewardship, and the ESG Report serves as a vital instrument in formalizing our sustainability plan and presenting the strides we have made thus far.

Our progress would not be possible without the collaborative efforts of our dedicated employees, contractors, and suppliers. I extend my sincere appreciation for their


hard work and commitment to sustainability. We look forward to continuing this collaborative journey to achieve our shared goals. Equally, the support and feedback from our stakeholders remains essential to our success, and we value the ongoing dialogue that shapes our collective path forward.

On behalf of the Board, I extend my congratulations to Mark and his team for their commitment to sustainability and their dedication to improving the Airport for today and the future. As we embark on the next phase of our ESG journey, we remain focused on driving positive change and fostering sustainability in all aspects of our operations. Thank you for joining us on this transformative journey towards a more sustainable and responsible future.




**This report signifies
another significant
milestone in our
ongoing ESG journey...**



 | **Code Cubitt** Chair, Board of Directors



 | **Mark Laroche** President and CEO

In the face of global turbulence, the resiliency and adaptability demonstrated by our airport community has been truly remarkable.

Message from our President & CEO

It is with immense pride and optimism that I share with you our second annual ESG Report, marking another chapter in our shared journey towards sustainability and responsible operations. The challenges of the past year have only strengthened our resolve, and I am grateful for the continued engagement and cooperation of our employees, partners, and stakeholders in navigating these complexities.

In the face of global turbulence, the resiliency and adaptability demonstrated by our airport community has been truly remarkable. As we collectively recover from the impacts of the pandemic, your continued support remains pivotal to our commitment to critical and effective ESG performance. Together, we are shaping the future of sustainable airport operations, recognizing the vital role YOW plays in our community and the broader aviation industry.

Our dedication to responsible and sustainable practices has been ingrained in our organizational values since the Authority's inception in 1997. What may have started as an inherent commitment has evolved into a more formalized and enhanced ESG framework, a testament to our ongoing journey towards sustainability. We are building on a legacy of accountability and integrity, with a renewed focus on meeting the challenges of today and preparing for the opportunities of tomorrow.

This report delves into the details of each of the five material topics identified through the materiality assessment conducted in 2022. It outlines our progress

and plans for achieving the goals set within each area. As we present this report, we acknowledge the importance of patience and understanding from all stakeholders. Sustainability is a journey of incremental growth, and your continued support is integral to our success.

I am excited about the times ahead and the positive impact we can collectively create. The robust framework developed to support this report will be tested and refined, propelling us toward our ESG goals with transparency and greater engagement. In this vein of commitment and forward-thinking, YOW is setting an ambitious yet crucial goal – achieving net-zero emissions by 2040 or earlier. This target is not just a statement of intent; it reflects our dedication to achieving our sustainability goals. Your support and trust are the driving forces behind our commitment to becoming a sustainability leader in the aviation industry.

Thank you for being an essential part of our journey. Together, we are shaping a future where sustainability is not just a goal but also a shared reality. I look forward to the exciting chapters that lie ahead.



Continuity of Mission and Values

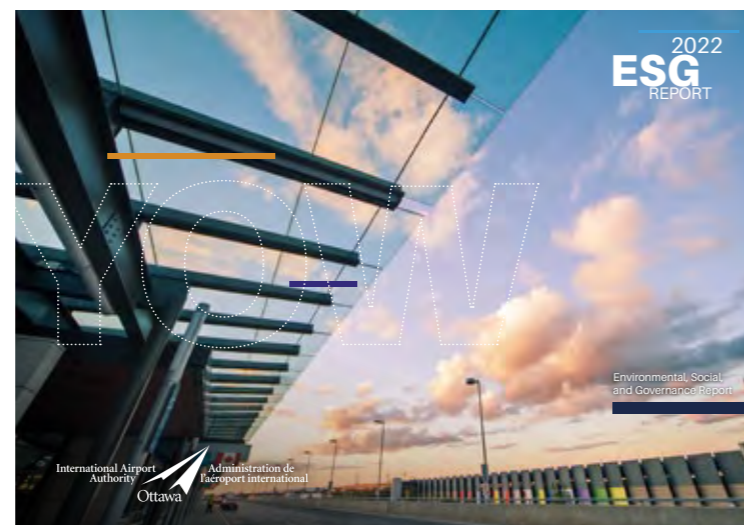
As we embark on our second year of progress, the Authority remains steadfast in its commitment to the communities it serves. Established in 1996 under the National Airports Policy, our not-for-profit organization continues to operate and manage the Ottawa International Airport (YOW) for the economic benefit of the region, adhering to the principles set forth in our mission and values. Our mandate to operate, maintain, and improve YOW in a financially self-sufficient manner, promoting economic development and tourism, remains resolute.

Linking to Our Legacy

In our journey towards being a world-class gateway, we reflect on our history. For a detailed account of our establishment and early endeavors, we encourage you to explore our website at yow.ca that provides a variety of reports and information. From assuming responsibility for YOW on February 1, 1997, to growing passenger volumes back to pre-pandemic levels, the Authority continues to demonstrate resilience and commitment.

Our Purpose and ESG

Our purpose statement, "Building on teamwork and sustainability, YOW safely connects people, moves goods, and creates economic prosperity for our community," continues to be the guiding force behind our actions. The statement, which was created collaboratively by the Authority team, not only provides meaning to our work but also shapes our ESG initiatives. Our ESG plan sets the course for our organization, focusing on sustainability, social impact, and economic considerations.



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



YOW in Focus 2023

Year-over-year -/+ 2022

4,095,914
Passengers (PAX)
Growth + 37%

3,202,899
Domestic + 18%

576,133
Transborder + 203%

316,882
International + 241%

51,357
Aircraft Movements
+ 25%

39,162
Domestic + 10%

8,848
Transborder + 168%

1,961
International + 173%

\$20.6 M
Capital Expenditures
+ 40%

\$5.3 M
Main Terminal Upgrades
+ 106%

Destinations
17 Domestic
13 Transborder
14 International

97
Average Number
of Flights Per
Day +16%

11
Airline Partners

11,222
Average Number PAX
Per Day +37%



Our ESG Journey to Date

The Authority began its ESG journey in the summer of 2022. With the guidance of the Board, an ESG steering group composed of senior leadership team members was established to oversee and shape our efforts. Building upon the insights gained from our double materiality assessment, considering both internal and external impacts, we have refined our sustainability plan to align with best practices and reporting standards. This includes adherence to frameworks such as the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD).

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Key Material Topics Identified

The sustainability plan incorporates the knowledge and understanding gained from the first year’s work to create new projects, identify additional steps that may be taken to further our objectives, and improve already-existing programs.

Recognizing the importance of successful stakeholder engagement to our program, we emphasize communication, collaboration, and transparency. Through engagement and dialogue, we actively seek to align our strategic priorities with the evolving concerns of our stakeholders.

To benchmark our performance, we participate in third-party assessments and rankings, including initiatives such as [Canada’s Net-Zero Challenge](#), ensuring that we continue to drive continuous improvement. This proactive stance allows us to measure our progress over time and communicate our ESG performance in a transparent and meaningful manner to our stakeholders.

In this report, each material topic is explored with a focus on associated goals, future initiatives, and an update on the performance of ongoing programs. ESG is an iterative process, emphasizing adaptability, responsiveness, and the integration of ESG principles into every facet of our operations in support of our desired outcomes.




Stakeholder Engagement

The Authority employs a stakeholder-focused approach to gain a deeper understanding of the priorities, opportunities, and risks inherent in our business operations. We recognize the diverse stakeholder landscape, and are committed to fortifying relationships with key stakeholders. The following outlines our engagement:




Government/Regulator

We align our operations with regulatory frameworks and contribute to broader policy objectives. Routine inspections by Transport Canada, in accordance with applicable legislation such as the Aeronautics Act and our Ground Lease, are integral to maintaining regulatory compliance.



Airport Community

The Authority convenes members of the airport community regularly through operational meetings and other scheduled sessions intended to address operational issues and opportunities to enhance the passenger experience, ensure regulatory and accessibility compliance, and foster safe and secure airport operations with a view to enhancing economic growth while minimizing the impact of our operation on the community.




Passengers

Engagement with passengers is facilitated through social media, a 24-hour operations centre (AOCC), and our website.




Business and Associations

The Authority hosts regular meetings with airlines, in-terminal concessionaires, industry and tourism associations. Fostering strategic partnerships and projects, we contribute to the economic vibrancy of our region.



Financial

We actively collaborate with financial institutions, involving discussions on operational, investment, and capital matters.



Employees

We gauge employee engagement through surveys, and our Purpose Statement was crafted to instill pride among all airport employees.

Stakeholder Engagement

Next Steps on our ESG Journey

Looking ahead, we are mindful of the growing focus on nature and biodiversity as outlined in initiatives like the Task Force on Nature-related Financial Disclosures (TNFD), cyber security to safeguard the digital well-being of our stakeholders, and sustainable procurement practices. Next steps include identifying opportunities that will enhance our ESG efforts, ensuring a positive impact on both the airport and its broader community. We strive to deepen our understanding of emerging material topics by actively monitoring ESG trends and engaging stakeholders effectively.

Environmental

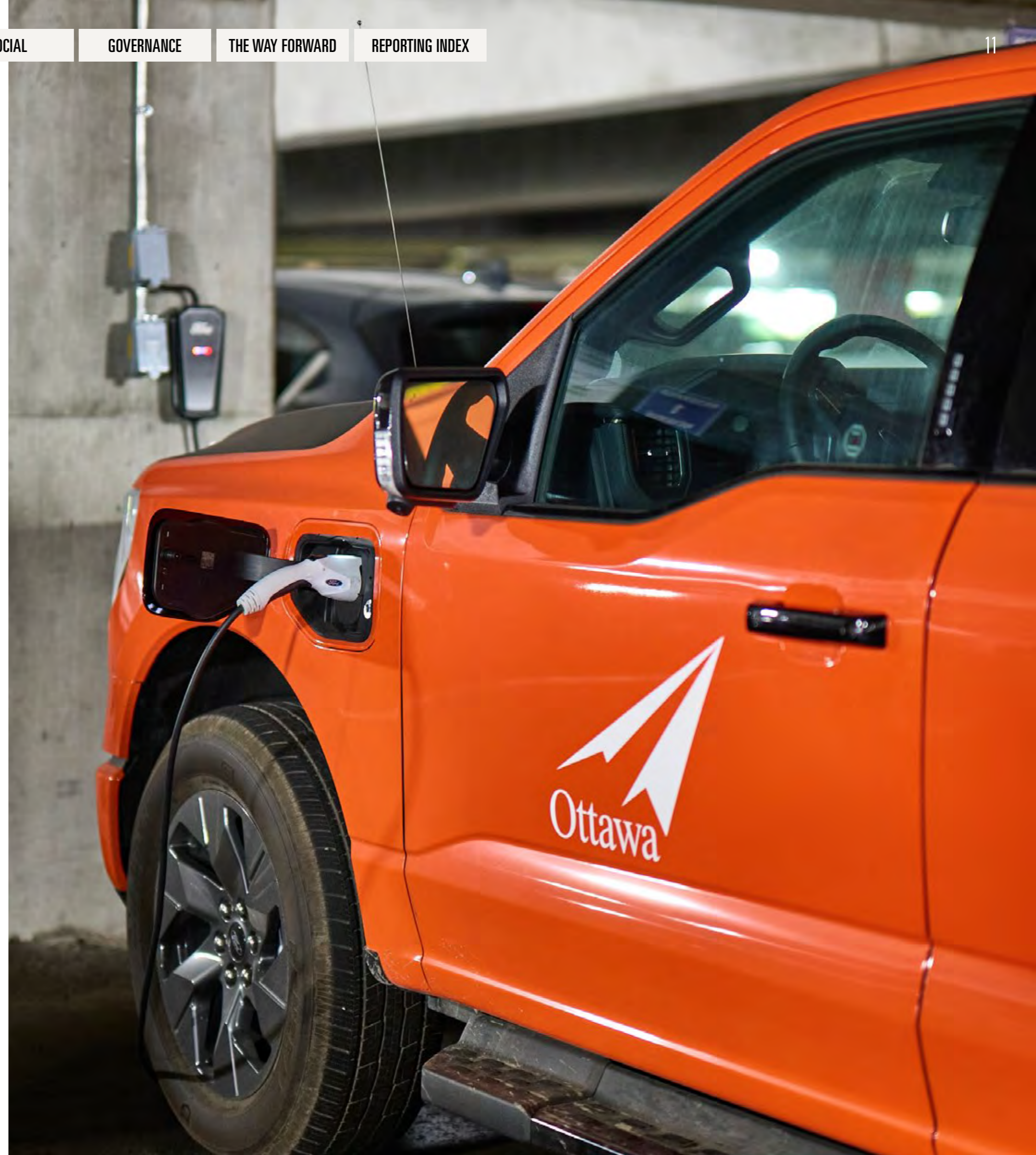
Commitment to Environmental Stewardship

Our Environmental Sustainability (ES) team actively engages in the implementation of eco-friendly practices such as waste reduction programs and the adoption of sustainable technologies. They consistently monitor and analyze the environmental impact of organizational activities, striving for continuous improvement. By setting ambitious goals and regularly assessing performance, the ES team demonstrates its commitment to fostering a greener, more sustainable future. To learn more about program results, refer to our annual [Environmental Performance Report](#).



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.



Climate Change and Energy Management objectives

As we present our update on Climate Change and Energy Management, we are pleased to report on the continued progress and advancements made since our inaugural ESG report.

Our focus remains on innovative, energy-efficient initiatives to mitigate both direct and indirect greenhouse gas (GHG) emissions. In order to meet our targets, 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.



Reduction of Scope 1 and 2 Greenhouse Gas Emissions

Our commitment to reduce GHG emissions spans all three scopes, however, this report will primarily concentrate on Scope 1 and 2 emissions, delving into specific strategies and accomplishments in minimizing direct emissions from owned or controlled sources.

We strive to sustain our carbon-neutral status, aligning our ongoing efforts towards achieving Level 3+ accreditation within the Airports Council International's (ACI) Airport Carbon Accreditation (ACA) program, with ongoing investments in Canadian GHG reduction projects. In partnership with Will Solutions, the Authority selected carbon offset project "Energy efficiency and solid waste diversion activities within the Quebec Sustainable Community" Verra 929. This project is a "Sustainable Community (SC) in the province of Quebec" made up of a series of GHG projects implemented by property owners in the industrial, commercial or institutional (ICI) sectors. It is intended to stimulate and reward all the small actions carried out by each of the ICI sites: to divert industrial and commercial waste from landfills, for a more efficient waste recovery, for increasing energy efficiency in buildings, and to optimize their GHG reduction related to transportation. The Project is Verra certified and meets the ACA offset criteria.

In 2023, Scope 1 and 2 GHG emissions amounted to 5,210 Tonnes, and we are committed to purchasing equivalent offsets before 2024 year-end.



YOW's Commitment to Net-Zero by 2040

YOW proudly joined Environment and Climate Change Canada's Net-Zero Challenge in 2022, which encourages businesses to set net-zero emissions targets for 2050 or earlier. In response to this challenge, we set an ambitious goal for ourselves: achieving net-zero status by 2040 or earlier.

While Scope 2 (indirect emissions from purchased electricity) and Scope 3 (indirect emissions from the entire value chain) progress and plans will be addressed, the following table provides a comprehensive overview of the tangible actions and outcomes related to Scope 1 emissions reduction, aiming to highlight the immediate and direct impact of our ongoing initiatives.



Climate Change and Energy Management Initiatives, Progress, and Future Actions

Objectives	Progress to Date	Future Actions
<p>100% Zero – emitting fleet by 2030</p>	<p>Electrifying light-duty vehicles:</p> <ul style="list-style-type: none"> • Purchased four fully-electric Ford lightning pickup trucks to support general airport operational needs • Purchased two hybrid-electric Jeeps • Procured first electric bus for the purpose of shuttling passengers <p>The acquisition of these vehicles has resulted in reduced emissions.</p>	<p>Assessing the suitability of fully-electric vehicles according to our usage profile, the Authority intends to pursue the acquisition of zero-emission vehicles, aligning with our net-zero goal as deemed appropriate.</p> <p>Anticipate delivery and use of YOW's first electric bus in early 2024.</p>
<p>Infrastructure</p>	<p>Parkade</p> <ul style="list-style-type: none"> • Evaluated the parkade as a candidate for 100% electric heating <p>Upon thorough analysis of potential solutions for achieving 100% electric heating in the airport parkade, a hybrid model incorporating electric and natural gas elements emerged as the optimal choice. This decision strategically balances both cost considerations and the imperative to minimize GHG emissions.</p> <ul style="list-style-type: none"> • Detailed engineering design in progress <p>Electric Ground Support Equipment (EGSE)</p> <p>Ground support equipment refers to specialized vehicles and machinery used by airline and ground handlers to support the operations of aircrafts on the ground. This equipment includes items such as baggage loaders, fuel trucks, tugs, and other vehicles essential for tasks ranging from aircraft maintenance to passenger boarding.</p> <ul style="list-style-type: none"> • Installed four EGSE charging stations 	<p>Continue transitioning to a fully-electric fleet when replacing vehicles at end of their lifespan.</p> <p>Hybrid model scheduled for procurement and implementation in 2024.</p> <p>Proactive deployment of EGSE charging stations.</p> <p>Plan to install four additional EGSE charging stations.</p> <p>Focus on service upgrades to meet requirements of expanding power needs.</p>
<p>Building Automation Systems (BAS)</p>	<p>Envari partnership</p> <p>Engaged the services of Envari (subsidiary of Hydro Ottawa), to guide the comprehensive modernization and optimization of the Building Automation System (BAS) for the passenger terminal building.</p> <p>Envari is not only overseeing the modernization process but is also actively identifying optimization opportunities. This includes exploring possibilities in demand ventilation, energy efficiency, and other areas, with the aim of generating significant energy savings throughout the terminal.</p> <p>Initiated an assessment of heating system alternatives for the terminal with a focus on maximizing efficiency and minimizing emissions.</p>	<p>Continue to upgrade and optimize building systems, implement energy-efficient technologies, and enhance overall operational efficiency.</p> <p>Enhance the BAS, which oversees Heating, Ventilation, and Air Conditioning (HVAC) operations and integrate with new smart building features.</p>
<p>Lighting</p>	<p>Procurement of LED lights for the terminal successfully completed in 2023</p>	<p>Installation of LED lights in 2024.</p>

Making Efforts Towards Scope 3 Emissions Reductions

Progress in the realm of Scope 3 emissions reductions has been limited. Taking cautious and deliberate steps, we acknowledge the need to generate a comprehensive GHG emissions inventory covering Scope 1, Scope 2, and Scope 3 emissions to support the development of our preliminary Net-Zero Plan.

While our longstanding participation in the ACA has facilitated the tracking of Scope 1 and Scope 2 emissions, Scope 3 emissions, particularly those associated with aircraft movements, constitute a substantial portion of our indirect emissions.

Addressing these emissions will require the use of sustainable aviation fuel (SAF), yet its limited availability and significantly higher cost compared to regular aviation fuel pose notable obstacles. Despite these challenges, we have taken proactive steps with our Canadian Council for Sustainable Aviation Fuels membership to stay informed on SAF activities and initiatives in Canada as we navigate the complexities of Scope 3 reduction. We will continue to explore options to assist the airlines in procuring SAF.

Energy Reduction Sources

Numerous energy reduction projects implemented since 2013 have resulted in a cumulative emissions savings of 2,669 Tonnes eGHG and annual energy cost savings of approximately \$1.9M.





4,371
Carbon Offsets
Purchased for 2022



Quebec



In partnership with Will Solutions, a carbon offset project was chosen that promotes energy efficiency and solid waste diversion activities in various communities throughout the Province of Quebec. As outlined in the [Airport Carbon Accreditation Offset Guidance Document \(2023\)](#), the offsets are independently verified under the Verified Carbon Standard, in accordance to [Verra VM0018](#), as [Verra Project 929](#).

This grouped project is intended to stimulate and reward owners and operators of ICI (Industries, Commerce, and Institution) buildings – large and small, for their GHG emission reduction efforts, by providing access to the voluntary carbon credit markets and beyond any regulated compliance.

Developing a Climate Risk Strategy

Although we have not yet formalized a dedicated climate risk strategy, it is crucial to recognize the progress that is being made in step with our broader sustainability initiatives. Our commitment to reducing GHG emissions and enhancing energy efficiency lays a foundation for addressing climate risks. By integrating climate adaptation into our broader sustainability framework, we ensure that resilience is not just a standalone objective but also an intrinsic component of our approach to environmental stewardship.

Our stormwater management systems meet future demands caused by major storms. Completed in 2023, project Taxiway R illustrates resiliency in design, as a pipe relocation initiative created an opportunity for us to consider a larger pipe, designed to withstand a modern one in 150-year storm.

Foundational efforts have been laid, contributing to overall progress. The airport is navigating a learning curve, adapting to both internal and external factors that continually evolve. This adaptive approach underscores the commitment to responsible and sustainable practices, laying the groundwork for long-term positive impacts. We look forward to sharing detailed insights and progress updates in our future reports.

Pine Plantation: “Prioritizing Safety”

In 2023, the Ottawa Airport Authority made the difficult decision to clear the Hunt Club pine plantation in response to safety concerns. The plantation, which was planted in the late 1950s/early 1960s was not adequately maintained or thinned. As a result, they posed immediate risks due to poor conditions, making them susceptible to falling during adverse weather conditions. Despite exhaustive efforts to explore alternatives, including a land swap with the City of Ottawa, a mutually agreeable solution proved unattainable. The decision, rooted in prioritizing public safety, followed comprehensive research by multiple third-party consultants, highlighting the dangers. Recognizing the community’s concerns, the Authority emphasizes its commitment to environmental stewardship as outlined in this ESG report, ensuring transparency about the decisions to safeguard the community.



GHG Emissions (Tonnes of CO ₂ e)	2019 Baseline	2022	2023	2023 Variance to 2019 Baseline
Scope 1				
Vehicles	1,766.3	1,164.2	1,207.8	-32%
Buildings	2,653.4	2,376.4	3,023.7	+14%
Operations*	19.4	117.8	323.4	*2023 Includes process sources such as refrigerants used and surface deicing (formate and acetate)
Emergency Generator	56.7	49.9	47.0	-17%
Total Scope 1	4,495.8	3,708.9	4,601.9	+2%
Scope 2				
Electricity Purchased	736.0	662.7	607.6	-17%
Total Scope 2	736.0	662.7	607.6	-17%
Total Scope 1 & 2	5,231.8	4,371.0	5,209.5	0%



Social

Important progress has been made in fulfilling our commitment to the safety and well-being of our passengers, employees, contractors, and subcontractors. The Authority takes a holistic approach to facility maintenance and safety oversight at YOW and is committed to continuously enhancing the well-being of everyone interacting with our facility.



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 the psychological and physical safety and health of employees, passengers, 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.

Health and Safety

The Airport Authority is subject to the Canada Labour Code, which defines the rights and responsibilities of workers and employers in federally regulated workplaces. In collaboration, Airport Authority management and the Workplace Health & Safety Committee (WHSC), make all reasonable attempts to prevent work-related injuries, accidents and diseases by identifying, assessing, and controlling hazards in the workplace that can contribute to such. This is done by ensuring adequate training, conducting inspections, and facilitating regular health and safety meetings.



Safety Management System (SMS)

Regulated by Transport Canada, SMS is in place to manage the safety risks associated with airside operations. The primary objective of the SMS program is to build, operate and maintain a safe, sustainable airport for our employees and customers. Management leads efforts to train and educate employees and promotes a culture where employees self-report deficiencies, hazards, accidents, and incidents. Management sets specific measurable goals for safety performance and regularly reports on these results.

The key components of the SMS include:

Risk Assessment and Mitigation: The Authority conducts regular risk assessments to identify potential safety hazards. These assessments involve collaboration with relevant stakeholders, including airlines, ground handling services, and regulatory authorities. Identified risks are then prioritized, and mitigation measures are implemented to reduce or eliminate the associated hazards.


Reporting and Investigation: The Authority has established a robust reporting system where employees and stakeholders can report safety concerns or incidents. A thorough investigation process is in place to analyze the root causes of incidents, ensuring that corrective actions are taken promptly to prevent their recurrence.

Continuous Improvement: The SMS is dynamic and is subject to continuous improvement. Regular reviews and audits are conducted to evaluate the effectiveness of safety measures and identify areas for enhancement. Feedback from stakeholders, including regulatory authorities, is actively sought and incorporated into the airport's safety procedures.

Training and Awareness: Employees at all levels receive comprehensive training on safety protocols and procedures. The Authority promotes a safety culture by fostering awareness and encouraging proactive reporting of safety concerns.

Objectives	Progress to Date	Future Actions
<p># 1 Maintenance program management</p> <p>Continue to proactively manage our facilities through the SMS and Occupational Health & Safety (OHS) policies to maintain high safety standards across our campus and encourage proactive reporting of safety incidents.</p>	<p>Workplace inspections continue to be conducted by two members of the WHSC across the entire airport campus at least once per year.</p> <p>Regular facility and compliance-related inspections are conducted to ensure a safe workplace.</p> <p>SMS quality assurance program audits conducted, including the SMS itself and related training.</p> <p>Improved training for the Airport Operations Control Centre (AOCC)</p> <ul style="list-style-type: none"> Invested approximately \$200K in developing the first phase of a standardized training program. The initial modules focus on new employees, as a large percentage of training has always been accomplished through on-the-job shadowing and mentoring. The new training syllabus will help standardize the way AOCC employees accomplish certain functions. Examples include aircraft gating procedures, incident report writing, and using various security technologies. Next steps will be to complete the material for AOCC Specialists and develop a standardized program for Operations Responders. <p>New hires to ensure improved safety</p> <ul style="list-style-type: none"> Amalgamation of the Gate and Security Coordinator roles by creating an AOCC Specialist position. The new structure ensures a larger number of cross-trained employees, enhancing their ability to support each other and handle various types of calls and incidents more effectively. Addition of Lead Operations Responder (OR) position to each AOCC team. By having two ORs on a crew, the AOCC can better respond to multiple incidents occurring simultaneously at the airport. A second OR also provides increased support to the Duty Manager and AOCC Specialists when dealing with emergencies. Added three new personnel for Winter maintenance and groundside operations. 	<p>Identify and address new ways to embed safety in facility design.</p> <p>Continue to proactively improve SMS training for the Authority.</p>

Objectives	Progress to Date	Future Actions
<p># 1 Maintenance program management continued...</p>	<p>Classifying Winter maintenance personnel from “on-call” to “seasonal” Reclassification of personnel has offered several benefits:</p> <ul style="list-style-type: none"> • Predictable scheduling: Enabled better workforce planning and resource allocation during peak winter period when demand for maintenance and operational support is high. • Improved employee morale: Offering stability and predictability contributes to higher morale among team members, as they had a clearer understanding of their roles and responsibilities during the winter season. • Training and skills development: Focused training programs for winter-specific tasks, enhanced skills of workforce, and improved efficiencies. • Cost efficiency: Facilitated better budgetary planning for better cost management compared to on-call arrangements where expenses were more unpredictable. • Operational efficiency: Seasonal team is better prepared and ready to respond to winter weather events. This readiness contributes to improved operational efficiency. • Risk mitigation: Minimized the risk of staffing shortages during critical winter operations, as there was reduced dependency on short notice availability. <p>Canadian Airports Safety Week (CASW), September 18-22 in pursuit of safety excellence This year’s edition had an impressive number of airport employees from airlines, ground handling and the Authority participating in presentations and activities in the terminal, on the main apron, at the Hendrick Building, and virtually. Events included:</p> <ul style="list-style-type: none"> • Aircraft fire suppressant training with the Airport Fire Service • Aircraft turnaround audits • A “Watch Your Speed” initiative on the main apron to help raise awareness on speeding • Virtual presentations by the Canadian Airports Council on human trafficking and worker safety • Lunch and learn events to learn about safety topics 	

Objectives	Progress to Date	Future Actions
	<p>Coming together to discard Foreign Object Debris (FOD) This annual event raises awareness about the importance and danger of FOD. Employees from the Authority and campus partners completed three FOD walks simultaneously across three (3) locations on the airport campus. FOD prevention, identification and collection are tasks that each person is accountable for every day. However, it is through collaborative efforts and teamwork, such as FOD walks, that we can effectively capture any debris that might have been missed.</p> <p>Above and beyond regulations Continued to go above and beyond Canadian Aviation Regulations (CAR) when conducting training, exercises, and preparedness planning. It is a regulatory requirement that the Authority conducts training for the identified On-Scene Controller however the airport’s training program includes our Staging program, tabletop exercises for the Emergency Control Group, virtual reality simulation for aircraft emergencies and security incidents, tabletop exercises for emergency response teams, drills, workshops, and guest speakers.</p> <p>Emergency Response Working Group (ERWG) An ERWG was established that meets quarterly to look at challenges or concerns related to incidents and emergencies throughout the campus.</p> <p>Accountability Management System (AMS) In partnership with the Edmonton Regional Airports Authority (YEG), we developed the industry’s first concept of an AMS. The AMS is a comprehensive system designed to enhance safety, security, and operational efficiency at the Ottawa and Edmonton airports. By focusing on data-driven insights and cooperative strategies, AMS ensures accountability and supports the growth and development of all airport stakeholders. By enhancing access to key performance indicators within the airport ecosystem, supportive interventions can happen earlier to ensure issues inhibiting good performance are addressed more effectively.</p>	<p>Further testing and training development to improve operational safety and performance.</p>

“Jolted Focus”

In April, the Authority conducted its safety full-scale emergency exercise. A full-scale exercise is a requirement under the Canadian Aviation Regulations (CARs). The Authority’s Emergency Management team hosted approximately 130 first responders, YOW staff, and volunteers to conduct “Jolted Focus”. This exercise simulated an aircraft incident involving a Boeing 737 aircraft that experienced a rejected takeoff with a fire in the engine and passengers evacuating.

The exercise served to test the Airport Emergency Plan (AEP). Such exercises test the interoperability of the Airport Fire Services (AFS) with the City of Ottawa’s first responders, including the Ottawa Police Service, Ottawa Fire Services and Ottawa Paramedic Service, and campus partners such as NAV CANADA. The exercise achieved all of its stated objectives, and many valuable lessons were learned.

The Airport Emergency Coordination Centre (ECC) was activated to support the airside efforts. Trained staff and subject matter professionals from the Authority, the airlines and other industry partners, populated the ECC. This collaboration of skill, intelligence sharing, and interactivity strengthens the relationship between the first responders, airport tenants, and supporting staff.

Light Rail Transit (LRT) Emergency Response Full-Scale Exercise

The Authority supported and hosted the City of Ottawa’s LRT full-scale exercise. This exercise was a success with many agencies taking part in the design, coordination, control, and response.

By exercising the emergency plans and procedures, we are better able to address safety and security concerns while building trust and collaboration with our community and stakeholders.

This year’s edition had an impressive number of airport employees from airlines, ground handling, and the Authority participating in presentations and activities in the terminal, on the main apron, at the Hendrick Building, and virtually.



“Jolted Focus” Airport Emergency Plan Exercise April 18, 2023



Canada

Drone Detection Pilot Program

Since November 2020, the Authority has collaborated with regulatory bodies, law enforcement agencies, and industry partners, in particular Indro Robotics, to enhance the detection and monitoring of drone activity in and around YOW, including its approach paths and designated alert zones in the Canada’s Capital Region.

In 2023, a milestone was achieved with the issuance of the first Transport Canada Administrative Monetary Penalty (AMP) for a regulatory violation related to drone activity on airport property and in close proximity to an active runway. This penalty followed the Authority’s detection and reporting of an incident that occurred in December 2022. Currently, a second Transport Canada investigation is underway for another drone incident that occurred in March 2023.



Streamlined Notification Process

Complementing drone detection efforts, the Authority has recently forged a partnership with RPAS Wilco, a drone site survey provider, to simplify the notification process for drone operators intending to conduct operations near YOW. Through the RPAS Wilco app, operators can efficiently notify the Authority of their intentions without the need for direct communication.

Additionally, the app facilitates the dissemination of critical information to drone operators, including Notice to Air Missions (NOTAMs), special event notices, changes to flying restrictions, or unmarked obstacles in the vicinity of YOW. Moreover, the Airport Operations Control Center (AOCC) can utilize the app to promptly verify if drone activity alerts align with flight plans, significantly reducing the time required for confirmation, which previously spanned hours or days.

Looking ahead, these collaborative initiatives underscore our commitment to enhancing safety protocols and fostering responsible drone operations within the airspace surrounding YOW, ensuring continued efficiency and security for all stakeholders.

Well-being

Our commitment to well-being means that we seek to establish an environment that not only prioritizes physical safety but also fosters psychological safety and support, recognizing the diverse needs of our airport community. This holistic approach aligns seamlessly with our broader accessibility, diversity,

equity, and inclusion (ADE&I) objectives, emphasizing inclusivity and fostering positive experiences for both employees and passengers. This section outlines our ongoing initiatives and commitments to enhancing well-being and illustrates how interconnected these efforts are with our overarching ADE&I goals.

Objectives	Progress to Date	Future Actions
<p>#2 Well-being Develop well-being programs, activities, and strategies in collaboration with partners and stakeholders from across the airport.</p>	<p>Continued to incorporate well-being as a topic at all Occupational Health and Safety meetings</p> <p>Quiet retreat for employees The Authority created a quiet room for airport campus employees. This dedicated space, which is available for prayer, meditation or other quiet reflection, supports the diversity of our employees.</p> <p>Continue to promote awareness and access to health resources TELUS Health One helps employees find solutions to the challenges they face at any age and stage of life:</p> <ul style="list-style-type: none"> • Achieve well-being – Stress, mental health concerns, grief and loss, crisis situations. • Manage relationships and family – Communication, separation/divorce, parenting. • Deal with workplace challenges – Stress, performance, work-life balance. • Tackle addictions – Alcohol, drugs, smoking cessation, gambling. • Find child and elder care resources – Child care, schooling, nursing/retirement homes. • Get legal advice – Family law, separation/divorce, custody. • Financial helpline support – Debt management, bankruptcy, retirement. <p>TELUS Health One supports and promotes diversity and inclusion in the workplace by matching people with counsellors who share similar lived or cultural experiences when requested. TELUS Health One also actively recruits providers that represent the communities in which they serve, with a particular focus on providers from traditionally marginalized communities.</p> <p>Developed and approved a mental health training plan for all employees The Authority has collaborated with a mental health first aid provider to prepare targeted training for groups of employees according to their roles: all employees, front-line staff and emergency first responders. The training will be rolled out in 2024.</p>	



Objectives	Progress to Date	Future Actions
	<p>Passenger journey accountability The Authority has developed a passenger accountability framework to identify possible issues or challenges within the passenger journey and to establish accountabilities for all passenger touchpoints. The Authority holds itself and its airport partners accountable to meet standards of care for our passengers. Our scope of service includes:</p> <ul style="list-style-type: none"> • Maintaining a clean, safe and accessible campus and terminal. • Ensuring passengers are well informed, including guiding passengers to various facilities and services in the terminal (restrooms, dining areas, lounges, etc). • Meeting its obligations regarding official languages. • Addressing incidents, medical emergencies, and distress calls, collaborating with airport and city service providers. • Monitoring and overseeing the care and control of expected and unexpected influx of passengers. • Support terminal partners under regular and irregular operations. <p>Drafted a Diversity, Equity, and Inclusion (DEI) Policy, and established a DEI Committee The Authority has created a cross-functional DEI Committee, consisting of management representatives and employee volunteers, to support DEI in our organization. In 2023, the Committee met to review its mandate, created a DEI Policy for the workplace. In 2023, the Board and all employees participated in DEI training given by Canadian Equality Consulting. Following the training, the Board met to discuss DEI at the Board level and approved a Board DEI Policy that commits the Board to broader representation by equity-deserving groups.</p> <p>Hidden Disabilities Sunflower Program (page 21) In October, YOW became a member of the global Hidden Disabilities Sunflower Program network. There are currently a dozen or so Canadian airports that are members, and over 200 airports worldwide.</p>	<p>Execute mental health training for all employees:</p> <ol style="list-style-type: none"> 1) People Managers 2) Customer-facing 3) First responders. <p>DEI Committee to support development of well-being programs (see ADE&I section.)</p> <p>Continue to provide specific training for all Authority public-facing teams, and continue to encourage employees to observe and offer their support to passengers wearing a Hidden Disabilities Sunflower lanyard.</p>

Hidden Disabilities Sunflower Program

In October, YOW became a member of the global Hidden Disabilities Sunflower Program network. There are currently a dozen or so Canadian airports that are members and over 200 airports worldwide.

The Sunflower Program is simple. Passengers with a hidden disability who wear a bright green lanyard with Sunflowers discreetly alert staff that they may need extra help or additional time throughout the travel process.

The Authority has arranged for Sunflower lanyards to be available at multiple locations at YOW, and has publicized its participation in the program in traditional and social media as well as on the website.

Select public-facing teams have received specific training, and all employees are encouraged to observe and offer their support to passengers wearing a lanyard.





Accessibility, Diversity, Equity, and Inclusion

As we build 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.

Our focus on ADE&I remains a pivotal aspect of our ESG program. Recognizing the impact our operations have on diverse communities, we have continued to prioritize equity and advocate for a workplace that embraces both physical and digital accessibility.

Efforts towards ensuring barrier-free travel have strengthened. Building on the foundations laid since the design and opening of our new terminal in 2003, we have consistently adapted our facilities, incorporating innovative technologies and features to enhance the travel experience for everyone.

Looking ahead, our commitment to ADE&I will be further demonstrated through proactive compliance with new and reinforced federal regulations. Additionally, we aim to gather valuable insights from the community through consultation that will inform and refine our [Accessibility Plan](#). The following table elaborates our efforts towards an inclusive, barrier-free environment that is vital to our ESG goals.

Accessibility

Objectives	Progress to Date	Future Actions
<p>#1 Continue to identify and lift accessibility barriers and action commitments identified in our Accessibility Plan.</p>	<p>Completed and published an Accessibility Plan, which is available on our website under Accessibility.</p> <p>Continued 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>Accessibility Plan Action Items:</p> <ul style="list-style-type: none"> • Information and Communication Technologies (ICT) <ul style="list-style-type: none"> – Reviewed and updated the Authority's website to ensure compliance with Web Content Accessibility Guidelines (WCAG) 2.1 AA-level success criteria (or the most recent version of WCAG that is available in both English and French). Published by the World Wide Web Consortium's (W3C) Web Accessibility Initiative (WAI), the guidelines provide recommendations for making Web content more accessible. – Improved physical positioning, contrast, font size, etc. of airport Flight Information Display Screens (FIDS) and other information screens. 	<p>Add to our formal Accessibility Training Program to educate employees and foster a culture of inclusion at the Authority, including custom tailored modules for employees, according to their roles.</p> <p>Track and report on implementation of the Accessibility Training Program.</p> <p>Proactive compliance with new and reinforced federal regulations.</p> <p>Continue to gather valuable insights from the community, through consultation that will inform and refine our Accessibility Plan.</p> <p>Continue to identify and lift barriers, create a thriving workforce, and comply with accessibility requirements.</p> <p>Create an online area for employees to post and maintain accessibility resources to ensure that all employees have access to information on how to create content in accessible formats (for example, accessible Word, PowerPoint, and PDF documents with clear language and appropriate terminology.)</p> <p>Review the process for communicating gate announcements regarding specific passengers, boarding updates, or delays to consider solutions for providing information in different accessible formats.</p>

Objectives	Progress to Date	Future Actions
	<ul style="list-style-type: none"> • Design and delivery of programs and services <ul style="list-style-type: none"> – Supported National Access Ability Week with Hidden Disabilities Sunflower (HDS) – Completed terminal partner training on the HDS Program in September and announced to the public during Invisible Disabilities Week in October. • Built environment <ul style="list-style-type: none"> – Reviewed and improved wayfinding and signage to create a more accessible experience when navigating the facility (ongoing) – Added accessible seating as rest stops between the terminal and the parkade (P1). 	<p>Create and maintain an accessibility resources folder for all departments, including information on how to design, develop, and deliver accessible and inclusive programs and services.</p> <p>Develop and promote "what to expect" content for travellers, in accessible video and text format, in both official languages, to assist members of the public in understanding and feeling comfortable with the travel process, and available support services at the airport.</p> <p>Include HDS Program awareness training for employee onboarding, presented by Director of Passenger Experience.</p> <p>Develop HDS Program training videos as modules through our online training system for employees.</p> <p>Add accessible seating as a rest stops between the terminal and the long-term overnight parking (P4).</p> <p>Include accessibility feedback as part of ongoing department meetings, reviews, and discussions.</p>

JONES FALLS

Diversity

Objectives	Progress to Date	Future Actions
<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>Total number of employees: 259 See Employee Metrics.</p> <p>Drafted a Diversity, Equity, and Inclusion (DEI) Policy</p> <p>DEI Committee established</p> <p>Approved a Board policy on DEI which commits to the 50/30 principle</p>	<p>Continue to track diversity through established key performance indicators (KPIs) from employee surveys, and onboarding data collection.</p> <p>Conduct DEI survey for employees.</p> <p>Develop DEI work plan for DEI Committee.</p>
<p>#3 Continue to develop and implement ADE&I training programs to foster inclusivity in the Authority.</p>	<p>Provided in-person, in-depth diversity training to 70% of workforce (facilitated by Canadian Equity Consulting)</p> <p>Board of Directors has received DEI Training</p> <p>All employees received online DEI Training</p>	<p>Provide further targeted accessibility training to all employees.</p>

OLD SLYS

EDMC

Equity

Objectives	Progress to Date	Future Actions
<p>#4 Develop a pay equity program in accordance with the Pay Equity Act.</p>	<p>Appointed consulting firm, Normandin Beaudry to perform a readiness assessment including:</p> <ul style="list-style-type: none"> Gather all relevant data such as compensation programs, job evaluation plans and tools Identified areas of opportunity such as preliminary assessment of job classes and their predominance <p>Created a job evaluation tool that complies with new regulations.</p> <p>Prep work prior to Pay Equity Committee established, including finalizing job profiles</p>	<p>Actively engage with employee representatives, and industry experts to stay informed on best practices, and to foster a collective commitment to advancing pay equity in the aviation sector.</p> <p>Establish Pay Equity Committee(s) consisting of management and employee representatives.</p> <p>Create an official Pay Equity Plan where job classes are identified, gender dominance determined, and the value of work established.</p>

Inclusion

Objectives	Progress to Date	Future Actions
<p>#5 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.</p>	<p>Continued to research and explore such collaborative opportunities.</p> <p>Continued to build on our positive relationship with Indigenous-owned airline, Canadian North. The Authority supported the airline's plan to expand on the campus, tripling its cargo facility footprint. The airline also consolidated its head office within the newly expanded cargo facility. This strategic move of the airline's headquarters to this specific site emphasizes the cooperative efforts between the airport authority and the airline to fortify their presence.</p>	<p>Continue to assist and support Canadian North passengers to the best of our abilities.</p>
<p>#6 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.</p>	<p>Incorporated feedback and insights from Canadian North for our official Passenger Journey Accountability framework. Developed by the Authority, this framework helps identify possible issues or challenges within the passenger journey and to establish obligations for all passenger touchpoints. With accountability as its main purpose, the Authority holds itself and airport partners to meet standards of care our passengers are entitled to.</p>	



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 enhancing employee engagement and development, and delighted to share the progress and initiatives undertaken in the past year to foster a workplace culture defined by open communication, transparency, and collaboration.



259

Employees

20.5% Women

79.5% Men

Board Diversity

43% Women

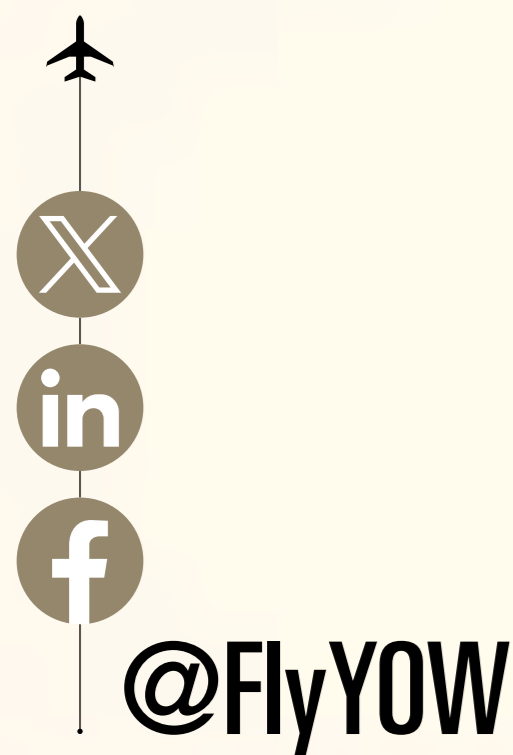
57% Men

5,890 Training hours achieved



Objectives	Progress to Date	Future Actions
<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>Training module integration in HRIS</p> <p>As a pivotal first step, we identified a training module within our current HRIS that tracks training by role. Leveraging this technology, we will be equipped to systematically identify areas where employees can enhance their skills to further their career development. This module will serve as the cornerstone for developing comprehensive, long-term individual training plans tailored to both organizational and employee objectives.</p> <p>Centralized training ownership</p> <p>Acknowledging the critical role of training in our employee development strategy, we have taken significant strides in centralizing training ownership within the HR department. This ensures consistency and a unified approach to training across all departments. By doing so, we aim to provide a standardized and high-quality training experience that aligns with the career objectives of our diverse workforce.</p> <p>Improved training for the AOCC as referred to in the Employee and Passenger Health, Safety and Well-Being section</p> <p>Improved the range of compliance and onboarding training that we provide to employees upon hire and internal transfer</p> <p>Our onboarding program aims to start our employees' successful journey through their career with the Authority. We hold monthly onboarding sessions for employees so that new recruits can get to know each other and jointly learn about our environment. Each department is introduced to our recruits with a wide range of training in both human resources and operational related sessions. We believe our program readies new employees to start their new roles with a deeper knowledge of our work environment.</p> <p>Bilingualism Policy</p> <p>In 2023 we revised and improved our Bilingualism Policy to ensure that we have a workforce that is able to deliver service in both official languages. The policy also includes opportunities for French language training. We are committed to complying with Canada's Official Languages Act, with a workforce capable of communicating in both official languages.</p>	<p>Enhance internal recruitment communications; adapt communication strategies to meet the expectations and preferences of our employees.</p> <p>Further develop and formalize recruitment and training plan.</p> <p>Recruitment strategy to include increased on-site advertising announcing recruitment initiatives.</p>

Objectives	Progress to Date	Future Actions
	<p>Streamlined onboarding processes including Restricted Area Identity Card (RAIC) processing</p> <p>As well as providing support to new employees, prior to their start date, we supported automation opportunities in processing RAICs; enabling new employees to be operational upon their first day of employment. Human Resources prepared a procedure to make this process easier and more efficient to ensure that new employees are able to start their work with all of the tools they require to succeed from day one.</p> <p>Enhanced recruitment and selection process</p> <p>By increasing use of tools such as social media to attract candidates (such as Facebook ads), requesting feedback from existing employees, and improving interview tools with testing features, we were able to recruit the best candidates to enhance our workforce. We sourced from more specialized recruiting agencies for various roles in order for our workforce to better meet our needs and improve retention.</p> <p>New labour relations training for managers</p> <p>Ensuring that managers have the tools to manage their teams is crucial for engagement in a unionized environment. For that reason, in 2023, we provided labour relations training to managers to improve their skills and knowledge on our collective agreements and labour law.</p> <p>New DEI in-person training was provided across all levels of staff in addition to the already available virtual DEI training</p> <p>Enhanced cyber security training</p> <p>Cyber risk is an ever-growing area of concern for organizations. It's especially true for airports and other critical national infrastructure. We continuously improve our suite of cyber security training. This year, we provided more focused training and a variety of delivery methods to ensure our employees are properly equipped to recognize and manage cyber threats.</p> <p>Developed and approved mental health training to be provided for all employees</p>	<p>Improve career section at YOW.ca.</p> <p>Cyber awareness assessment of all employees in order to develop effective cyber security training.</p> <p>Mental health safety training in 2024.</p>



Objectives	Progress to Date	Future Actions
<p>#3 Communication</p> <p>Continue to develop and assess practices surrounding employee communications to communicate effectively with our workforce.</p>	<p>Expanded reach with social media channels that both employees and external stakeholders benefitted from</p> <p>Continued to seek feedback and insight from employees on an array of matters such as:</p> <ul style="list-style-type: none"> • “Office re-work” to determine how we can improve our work space in an evolving environment • New Hire experience “Check-in” interviews conducted by HR to understand new hires’ level of engagement, well-being, and receive insights and feedback on the hiring process, and experience to date. • Hybrid Work Policy • Internal blog postings • Informing the implementation of our Purpose Statement by applying results of a completed employee consultation. • Employee surveys on a variety of material topics <p>Union-management consultation framework (UMC) meetings</p> <p>Management held regular meetings throughout the year with representatives of the Authority’s general bargaining unit to ensure topics pertinent to union members were reviewed and addressed. One of the successes of this committee was the movement of on-call employees to seasonal roles in 2023.</p>	<p>Improve and enhance YOW.ca.</p> <p>Deploy employee engagement survey 2024.</p> <p>Continue regular communication with unions to ensure effective communication with our workforce.</p>

Employee Metrics	2022	2023	Variance
Number of seasonal employees	34	52	18%
Gender Female % Total	19.5%	20.5%	1.0%
Gender Male % Total	80.5%	79.5%	-1.0%
Non-Union	15.8%	15.8%	0.0%
Union	83.3%	84.2%	0.9%
PSAC Local 70701	73.0%	75.7%	2.7%
Ottawa Airport Professional Fire Fighters Association Local 3659	10.3%	8.5%	-1.8%
Employment Category: Permanent	82.4%	79.9%	-2.5%
Employment Category: Seasonal	10.2%	20.1%	9.9%
Employment Category: Term	1.0%	0.0%	1.0%
Employment Category: On-call	6.3%		6.3%
Age: <30	8.8%	8.5%	-0.3%
Age 30–39	16.1%	22.0%	5.9%
Age 40–49	29.8%	24.7%	-5.1%
Age 50–59	29.3%	28.6%	-0.7%
Age 60–65	12.2%	14.3%	2.1%
Age >65	3.9%	1.9%	-2.0%

Employee Metrics	2022	2023	Variance
Employment: Full Time	93.7%	100.0%	6.3%
Employment: Part Time	6.3%	0.0%	-6.3%
New Hires	29	63	117.2%
Total Turnover Rate	7.3%	7.5%	0.2%
Voluntary Turnover Rate	7.3%	7.5%	0.2%
Involuntary Turnover Rate	0.0%	0.0%	0.0%
Union Turnover Rate	4.9%	3.5%	-1.4%
Non-Union Turnover Rate	2.4%	5.0%	2.6%
Percentage of active workforce covered under collective bargaining agreements	83.3%	84.0%	0.7%
Number of work stoppages	0	0	No change
Total amount of monetary losses as a result of legal proceedings associated with labor law violations	\$-	\$-	No change
Average hourly wage	\$46.32	\$46.73	0.9%
Percentage of employees earning minimum wage, by region	0.0%	0.0%	N/A



Krista Kealey receiving the Bushelman Award at the 2023 ACI-NA Marketing and Communications Conference in Atlanta, GA.



“Ready for Takeoff”: Bring your kid(s) to work day, November 1, 2023.

Governance

YOW's role in shaping the health of our stakeholders and the local economy continues to be a cornerstone. Thanks to our successful partnerships with Porter Airlines, Air France, SSP Canada, and others, we proudly present our ongoing efforts and achievements in generating revenues, creating jobs, and driving investment to contribute to the economic growth and prosperity of Canada's Capital Region.

To achieve this we intend to:

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



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.





Revenue Growth and Diversification

Aggregate extraction

The Authority continues to successfully diversify its revenue streams by implementing an aggregate extraction project on its premises. Following a comprehensive assessment, the project was determined not to cause significant adverse environmental effects. After a year of safe operations, with meticulous control over air quality and effective management of groundwater, the initiative has proven environmentally sustainable. The revenue generated takes the form of royalties, marking a strategic and environmentally conscious approach to financial diversification.

DND

Building on our relations with our neighbour, the Department of National Defence (DND), we are pleased to host their first two CC-330 Husky aircrafts while the Royal Canadian Air Force completes a detailed assessment to determine the location of a main base for permanent operations of this fleet.

The CC-330 Husky aircraft will replace their fleet of CC-150 Polaris, in service since 1982. The CC-330 Multi-Role Tanker Transport aircraft can fulfill a variety of missions, like providing air-to-air refuelling, cargo and personnel airlift, and aeromedical evacuations.

Airport Economic Zone

While being identified by the City of Ottawa as a special economic district in 2022, progress was made that year to identify and solidify boundaries of an official Airport Economic Zone. This helps the airport attract private-sector investment and development, thereby supporting citywide economic growth, job creation and prosperity.

We continue to explore innovative strategies that can be implemented to grow our revenue base, ensuring a sustainable and balanced ratio of aeronautical and non-aeronautical revenue streams that are vital to keeping our fees as low as possible. We are also excited to explore potential uses for some of our key development lands, some of which are located on the City of Ottawa's new LRT Airport spur.

Growing the YOW Network

Air service network expansion

The flourishing collaboration in 2023 between the Authority and airlines such as Porter and Air France has been instrumental in achieving significant expansion in YOW's air service network. Focusing on excellence, strategic planning, and mutual support, these partnerships have effectively opened up new routes and destinations, enhancing connectivity and accessibility for travellers. The synergies between the airport's infrastructure and the airlines' operational expertise have resulted in smooth operations, increased efficiency, and an overall positive impact on the passenger experience.

Air France's inaugural flight on June 27th was symbolic, representing the return of nonstop transatlantic service. The Ottawa to Paris-Charles de Gaulle Airport route gained much favour among travellers, so much so that the operation was extended to run through the Winter season. This affirms the importance of Ottawa-Gatineau region for nonstop international service. International air connectivity such as this supports the city's economy and provides enhanced access for business travellers, attracts inbound tourists, and stimulates visitor spending.

Porter Airlines and YOW's partnership continues to flourish, marked by strategic expansions in response to robust demand. The airline's increased capacity of key routes, including Vancouver, Edmonton, and Calgary, demonstrates a proactive response to elevated traveller interest. With the introduction of additional flights and upgraded aircraft, such as the Embraer E195-E2 on the Ottawa-Halifax route, Porter is not only meeting demand but also enhancing passenger experience. The successful collaboration positions Ottawa as a pivotal hub in Porter's expanding network, further fostering connectivity and economic benefits for the region.





On-Campus Economic Activities

In-terminal

For the first time in four years, YOW offers a complete food and beverage program. With construction finished in October, the Canal Market Hall in the Centre Court of the Canada/International gate area is home to a Big Rig full-service restaurant, a multi-station food court featuring fresh local brands, La Bottega Nicastro and Bento Sushi, a Bridgehead Coffee bar and a customer seating area. Other elements of the food program will be renovated or refreshed in the next few years to finalize the update of the concessions program.

For our growing domestic and international passengers, the Aspire lounge continues to offer a premium guest experience, providing an oasis of comfort and sophistication for discerning passengers. With a range of exclusive amenities such as workspaces, food and beverages, the lounge ensures each visitor enjoys a heightened level of comfort and relaxation during their time at the airport.

Beyond the Terminal

Alt Hotel Ottawa Airport

Group Germain Hotels began construction of the Alt Hotel in November. The establishment, boasting 178 rooms, a sit-down restaurant, gym, meeting rooms, and a covered pathway linking it to the terminal, is scheduled to open its doors in 2025.

This ambitious project is poised to deliver a substantial positive economic impact on Canada's Capital Region, providing jobs, enriching the local hospitality sector and contributing to the region's economic growth.

Canadian North

The airline announced plans to triple its cargo facility footprint on campus, expanding from 2,000 to an impressive 6,000 square meters. This expansion is focused on the airline's cargo operations. The enlarged

footprint will not only accommodate the growth of the airline's cargo business, but will also facilitate the consolidation of its head office within the newly expanded cargo facility. This strategic move of the airline's headquarters to this specific site emphasizes the cooperative efforts between the airport authority and the airline to fortify their presence. As a pivotal contributor to the region's connectivity to Canada's eastern arctic region, the airline plays a crucial role in transporting over 30,000 Tonnes of cargo and tens of thousands of passengers annually, underscoring their commitment to improving the lives of residents in northern communities and contributing to the economies at all points of their network.

LRT

Hailed as the third major Canadian airport to secure train service to its city centre, Ottawa's LRT system will include a station connected to YOW's terminal as well as another located on airport property, adjacent to the

EY Centre and other important commercial development lands. Construction of the Airport Station (partially funded and facilitated by the Authority) has been completed, and full operation is anticipated within 2024. Providing an additional mode of transportation at the airport, the LRT will provide an easier, more affordable transportation option for travellers and employees.

We remain dedicated to driving prosperity for Canada's Capital Region with evolving objectives. As we reflect on the achievements of the past year and the dynamic growth outlined in this report, we look forward to the future with optimism and determination. The collaboration with our partners, the expansion of our services, and the investments made in our infrastructure all contribute to a vision of sustained economic impact and prosperity. Together, we are building a future where our airport is not just a transportation hub but a catalyst for economic growth, innovation, and community well-being.



The Way Forward

In the coming year, our focus will remain on environmental stewardship. We aspire to reduce our environmental footprint further, intensify our efforts in renewable energy, and explore innovative opportunities to offset carbon emissions. These initiatives include the integration of ground source heating in construction and renovations, the transition to heat pumps over natural gas, the assessment of on-site photovoltaic power generation systems, exploration of new technologies for our vehicle fleet, and the gradual replacement of gasoline vehicles with electric or hybrid alternatives.

Our dedication to community and regional well-being is steady. Building on the partnerships forged in the past few years, we are committed to deepening collaborations. Whether supporting local businesses, investing in workforce development through initiatives like job fairs, or fostering connections with educational institutions to attract a diverse workforce, collaboration remains paramount as we work towards a better future.

We eagerly anticipate sharing the progress on various ESG fronts through more formalized reporting. Furthermore, we will continue to learn and revise our goals

and objectives by being proactive on issues that may not necessarily be included in our material goals, such as cyber security, sustainable procurement, and advancing sustainability in major capital projects.

In closing, we express gratitude for the opportunity to report on our ESG efforts and hope that the path we've taken serves as inspiration for others in the industry. Together, we will navigate the way forward, understanding that each step contributes to a collective effort in shaping a more sustainable and equitable future.





GRI, SASB INDEX

The Ottawa International Airport has reported the information cited in this GRI content index for the period of January 1, 2023 to December 31, 2023 with reference to the GRI Standards.



GRI, SASB INDEX

The Authority has reported the information cited in this GRI content index for the period January 1, 2023 to December 31, 2023 with reference to the GRI Standards.

GRI Standard	Disclosure	Response	SASB Alignment
GRI 1 Used: Foundation 2021			
GRI 2: General Disclosures			
1. The Organization and Its Reporting Practices			
2-1	Organizational details	Ottawa International Airport Authority The Authority is a not-for-profit organization that operates and manages YOW for the economic benefit of the communities in the region. The Authority was established in 1996 under 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. 2023 Annual Report 2023 ESG Report	
2-2	Entities included in the organization's sustainability reporting	The Authority is granted control and custody of the Ottawa International Airport through its Ground Lease with Transport Canada, which formally defines the premises we manage, including an airfield, a passenger terminal, parking facilities, and other land areas, each carrying a specific designation under the Authority's Land Use Master Plan. 2023 ESG Report – About this report	
2-3	Reporting period, frequency and contact point	January 1, 2023 – December 31, 2023 Reporting cycle: Annual Contact point: esg@yow.ca	
2-4	Restatements of information	N/A	
2-5	External assurance	We consistently develop and evaluate the Authority's performance data, examining various aspects such as data capture, collection, review, and reporting to ensure the presentation of consistent and accurate information. It is important to note that the Authority does not currently have a policy or mandate regarding external assurance for our non-financial reporting.	
2. Activities and Workers			
2-6	Activities, value chain and other business relationships	The Authority managed 4.095 million passengers, an increase of 1.1 million or 37% compared to 2022. Passenger volumes increased to an average of 11,222 per day; there was a total of 51,357 aircraft movements in 2023. As at December 31, 2023, the Authority had air carriers providing flights to 14 international, 17 domestic, and 13 transborder destinations. 2023 Annual Report	

GRI Standard	Disclosure	Response	SASB Alignment
2-7	Employees	As of December 31, 2023, the Authority employed 259 persons who were engaged in management, technical, administrative and general labour activities. This number includes employees away on leaves of absence, and 52 seasonal employees who were employed in general labour activities in deicing and airfield maintenance departments. 2023 ESG Report – Employee Metrics	
2-8	Workers who are not employees	Data for all workers who are not employees of the Authority but whose work and/or workplace is controlled by the Authority, is not tracked by the Authority.	
3. Governance			
2-9	Governance structure and composition	A 14-member Board of Directors governs. The Board is nominated by various local stakeholders from the National Capital Region as well as government entities such as the City of Ottawa, Transport Canada and Ville de Gatineau, and the provincial Ministry of Transport. 2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-10	Nomination and selection of the highest governance body	2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-11	Chair of the highest governance body	Board Chair, Code Cubitt 2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-12	Role of the highest governance body in overseeing the management of impacts	The Authority Board ensures the development and execution of long-term goals and strategies to support and promote growth in Canada's Capital Region. It also guarantees the establishment of necessary systems for managing risks associated with the Authority's operations, as well as monitoring and evaluating management's performance in achieving OIAAs objectives. The Board engages with executive leadership on a regular basis to assess initiatives addressing environmental, social and governance (ESG) factors and to ensure alignment with Authority's strategic priorities.	

GRI Standard	Disclosure	Response	SASB Alignment
2-13	Delegation of responsibility for managing impacts	The Board has delegated responsibility for the management of impacts to the executive leadership team whereby the Chief Financial Officer is the ESG executive sponsor, aided by cross-functional Environmental, Human Resources, and Business Development working groups. 2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-14	Role of the highest governance body in sustainability reporting	As the governing body responsible for overseeing the operations and strategic direction of the airport authority, the Board plays a crucial role in ensuring the integration of sustainability principles into reporting practice. The Board sets the strategic direction, oversees implementation, including delegating ESG executive leadership, integrating sustainability into Board meetings, and reviewing/approving sustainability reports.	
2-15	Conflicts of interest	Policies require all employees and board members to disclose potential conflicts promptly. Regular reviews and transparent communication ensure the mitigation of conflicts, safeguarding the integrity of our decision-making processes and upholding our commitment to ethical governance. Conflict of Interest Guidelines are in place as well as a Code of Conduct. 2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-16	Communication of critical concerns	Key issues are communicated through routine Board meetings, and strategy updates. Due to the sensitive nature of these concerns, the information is strictly for internal use unless external reporting is legally mandated.	
2-17	Collective knowledge of the highest governance body	2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-18	Evaluation of the performance of the highest governance body	2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-19	Remuneration policies	2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-20	Process to determine remuneration	For employee remuneration, the Authority fulfills its obligations under federal employment equity and human rights laws, ensuring fair and competitive compensation aligned with industry standards.	
2-21	Annual total compensation ratio	The Authority does not currently report this ratio. The Authority complies with its obligation under federal employment equity and human rights legislation, including preparing an Employment Equity Plan in accordance with the Employment Equity Act (Canada).	

GRI Standard	Disclosure	Response	SASB Alignment
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	The sustainable development strategy undertaken by the Authority is a comprehensive and strategic approach to embedding ESG considerations into its operations. The sustainability plan outlines specific goals, objectives, and initiatives aimed at reducing the airport's environmental impact, enhancing social and governance practices, and improving overall sustainability performance. By integrating ESG principles across all operations, participating in external assessments, and communicating transparently with stakeholders, the Authority aims to measure progress over time and contribute positively to the communities it serves.	
2-23	Policy commitments	The Authority is federally regulated and follows the Impact Assessment Act . As we uphold our purpose statement "Building on teamwork and sustainability, YOW safely connects people, moves goods, and creates economic prosperity for our community," we seek to lead in environmental responsibility and management. This commitment is rooted in the understanding that our employees value an organization that embodies sustainability through both its values and actions. Additionally, we recognize the accountability our community places on us to responsibly manage and mitigate the impacts of our operations. 2023 ESG Report 2023 Annual Report – Corporate Governance, Accountability, and Transparency	
2-24	Embedding policy commitments	Employees engaged in contracting must annually read and certify compliance with OIAA Conflict of Interest Guidelines and the Code of Business Conduct. Adherence to these policies is a prerequisite for employment, and failure to comply may result in suspension pending investigation, termination, or other legal consequences. Additionally, the Authority imposes compliance requirements on suppliers and contractors through contract general terms and conditions, with consequences for non-compliance including contract termination, damages claims, and potential legal action. The Authority has established a Fraud and Safe Disclosure Policy, which includes an anonymous reporting program administered by a third party entity.	
2-25	Processes to remediate negative impacts	The Authority addresses negative impacts through comprehensive policies, including the Code of Business Conduct, Workplace Harassment and Violence Prevention Policy, Conflict of Interest Guidelines, etc. These policies outline processes for identifying, mitigating, and remediating adverse effects on stakeholders and the environment. Environmental responsibility YOW	

GRI Standard	Disclosure	Response	SASB Alignment
2-26	Mechanisms for seeking advice and raising concerns	Stakeholders can seek advice and raise concerns via the Authority's designated channels, including an accessible "Contact Us" email: Contact Us YOW . The Authority encourages open communication and provides confidential avenues for addressing enquiries, feedback, and grievances to ensure effective stakeholder engagement and resolution.	
2-27	Compliance with laws and regulations	In 2023, the Authority incurred a penalty from the Canadian Transport Agency (CTA) due to the lack of signage to indicate specific areas. Rather than remitting the fine, we chose to enter into a compliance agreement whereby we would invest the funds in more accessibility enhancements. This corrective action not only addressed the regulatory issue but also contributed to enhancing our facilities to better serve passengers. Our commitment to compliance reflects our dedication to continual improvement and responsiveness to regulatory requirements.	
2-28	Membership associations	Airport Carbon Accreditation Airports Council International – North America Canadian Airports Council Canadian Council for Sustainable Aviation Fuels Ottawa Tourism Ottawa Board of Trade	
5. Stakeholder Engagement			
2-29	Approach to stakeholder engagement	<i>2023 ESG Report</i> – Stakeholder Engagement	
2-30	Collective bargaining agreements	Union: 84.2% PSAC Local 70701 75.7%, Ottawa Airport Professional Fire Fighters Association, Local 3659 "OAPAF" 8.5%	

GRI Standard	Disclosure	Response	SASB Alignment
GRI 3: Material Topics			
3-1	Process to determine material topics	<i>2022 ESG Report</i> – The Authority's ESG Journey	
3-2	List of material topics	<i>2022 ESG Report</i> – The Authority's ESG Journey <i>2023 ESG Report</i>	
GRI 200: Economic Standards Series			
Economic Performance			
GRI 3: Material Topics			
3-3	Management of material topics	<i>2023 ESG Report</i> – Governance, Economic Impact	
GRI 201: Economic Performance			
GRI 201-1	Direct economic value generated and distributed	Economic value generated: \$145.6M Economic value distributed: \$105.6M Economic value retained: \$40.0M <i>2023 Annual Report</i> – Financial Review	
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities directly influence the airport's businesses, strategy, and financial planning. For instance, the transition to sustainable aviation fuel (SAF) to address Scope 3 emissions presents an opportunity but is hindered by the current limited availability and higher costs. The impact of climate risks, including extreme weather events, is recognized as having the potential to damage infrastructure and disrupt operations, affecting financial stability. The pursuit of carbon neutrality and investment in climate projects, including government-funded programs demonstrate a commitment to aligning business practices with environmental sustainability, with implications for long-term resilience and financial planning. The Authority employs a proactive approach to identify and assess climate-related risks. This includes continuous monitoring of GHG emissions and the adoption of sustainable technologies.	
GRI 201-3	Defined benefit plan obligations and other retirement plans	The Authority maintains one pension plan with defined benefit provisions. The Authority measures its accrued benefit obligations and the fair value of plan assets for accounting purposes annually, as at December 31. Pension expense for the defined contribution pension plan is recorded as the benefits are earned by the employees covered by the plan.	
GRI 201-4	Financial assistance received from government	0	

GRI Standard	Disclosure	Response	SASB Alignment
GRI 202: Market Presence			
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Since the Authority is federally regulated, minimum wage is the federal wage of \$16.65/hour (effective April 1, 2023.) The Authority does not collect or calculate entry level wage by gender. This ratio is not applicable as 0% of employees earn minimum wage. \$46.73 Average hourly wage.	
GRI 202-2	Proportion of senior management hired from the local community	All senior management hired from the local community.	
GRI 203: Indirect Economic Impacts			
GRI 203-1	Infrastructure investments and services supported	Significant Capital Projects Total: \$20.6M of which \$5.3M included main terminal upgrades. 2023 Annual Report – Financial Review	
GRI 203-2	Significant indirect economic impacts	2023 ESG Report – Economic Impact	
GRI 300: Environmental Standards Series			
GRI 3: Material Topics			
3-3	Management of material topics	2023 ESG Report – Environmental	
GRI 302: Energy			
302-1	Energy consumption within the organization	Direct Energy Consumption: Natural gas consumption for 2023: 1,599,355 m ³ (includes Co-Gen facility) Unleaded fuel consumption: 84,803 Litres gasoline Diesel fuel consumption: 374,004 Litres Indirect Energy Consumption: Total electricity consumption (kWh): 23,635,118 kWh (excludes tenant recovery and cogeneration supply to airport) Unleaded fuel consumption: 0 for generators Diesel fuel consumption: 16,964 L	
302-2	Energy consumption outside	The Authority does not report on this.	
302-3	Energy intensity	This is currently not calculated. The Authority is focused on achieving an absolute energy reduction.	
302-4	Reduction of energy consumption	-0.4% reduction in GHG emissions compared to 2019 baseline Numerous energy reduction projects implemented since 2013 have accumulated to an emissions savings of 2,669 total Tonnes eGHG, with annual energy cost savings of approximately \$1.9M. Annual Tonnes eGHG saved by project: New baggage handling system (BHS) implemented in 2016 : 256 Tonnes eGHG Lighting projects in buildings across campus since 2013: 43 Tonnes eGHG Parkade projects since 2018: 34 Tonnes eGHG	

GRI Standard	Disclosure	Response	SASB Alignment
302-5	Reduction of energy requirements of products and services	The Authority does not currently collect relevant data.	
GRI 305: Emissions			
GRI 3: Material Topics			
3-3	Management of material topics	2023 ESG Report – Environmental	
305-1	Direct (Scope 1) GHG emissions and explanation of the methodology used	4,601.90 Tonnes CO ₂ e This number includes all combustion of fuels such as natural gas, gasoline and diesel, etc. that happens on site to support operations. This number does not include tenants such as restaurants operating out of the terminal. The Scope 1 and Scope 2 inventory has been calculated using Airport Council International's Airport Carbon and Emissions Reporting Tool (ACI ACERT) calculator. This number also does not include electricity supplied by the grid as that electricity is produced off site. This scope does include natural gas boilers, fleet vehicles, generators and the cogeneration plant, which supplies the airport and the grid with electricity at opportunistic times throughout the year, for example.	TR-AF-110a.1 / TR-AF-110a.1 Gross global Scope 1 emissions TR-AF-430a.2 Total greenhouse gas (GHG) footprint across transport modes
305-2	Energy indirect (Scope 2) GHG emissions	607.60 Tonnes CO ₂ e The Scope 1 and Scope 2 inventory has been calculated using the ACERT calculator .	TR-AF-430a.2 Total greenhouse gas (GHG) footprint across transport modes
305-3	Other indirect (Scope 3) GHG emissions	The OIAA does not currently report Scope 3 GHG emissions.	TR-AF-430a.2 Total greenhouse gas (GHG) footprint across transport modes
305-4	GHG emissions intensity	1.27 kg CO ₂ e/passenger (Scope 1 and 2 emissions)	
305-5	Reduction of GHG emissions	-0.4% reduction in GHG emissions compared to 2019 baseline Numerous energy reduction projects implemented since 2013 have accumulated to an emissions savings of 2,669 total Tonnes eGHG, with annual energy cost savings of approximately \$1.9M. Annual tons eGHG saved by project: New baggage handling system (BHS) implemented in 2016 : 256 Tonnes eGHG Lighting projects in buildings across campus since 2013: 43 Tonnes eGHG Parkade projects since 2018: 34 Tonnes eGHG	
305-6	Emissions of ozone-depleting substances (ODS)	YOW reported as at December 31, 2023: 60kg HCFC-22	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	We are currently not monitoring for air emissions at the airport.	TR-AF-120a.1 Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, and (3) particulate matter (PM10)

GRI Standard	Disclosure	Response	SASB Alignment
GRI 400: Social Standards			
Employment			
GRI 3: Material Topics			
3-3	Management of material topics	2023 ESG Report – Social	
GRI 401: Employment			
401-1	New employee hires and employee turnover <i>2023 ESG Report – Employee Metrics</i>	259 persons were engaged in management, technical, administrative and general labour activities. This number includes 52 seasonal employees, who were employed in general labour activities in airfield and groundside maintenance departments. Labour practices: 84% of active workforce covered under collective bargaining agreements 0 Number of work stoppages \$0 Total amount of monetary losses as a result of legal proceedings associated with labor law violations \$46.73 Average hourly wage and 0% employees earning minimum wage, by region	Labour practices (TR-AL310a) SASB SV-PS-330a.2 Voluntary turnover rate , Involuntary turnover rate
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	The Authority has a single location of operations, and all employees are eligible for benefits. Permanent full-time, and seasonal employees are provided a comprehensive compensation package that includes group health benefits, paid and unpaid leave, and participation in a Defined Contribution Pension Plan. Seasonal employees have the option to continue receiving group health benefits during the off-season with employee-paid premiums.	

GRI Standard	Disclosure	Response	SASB Alignment
401-3	Parental Leave	The Authority complies with the Canada Labour Code in providing employees with parental leave upon their request (provided they are eligible as the birth parent of a newborn or parent of an adopted child) and in ensuring any employee who takes maternity or parental leave is reinstated in the position that the employee occupied when the leave commenced. If there is a valid reason that an employee cannot be reinstated, the Authority reinstates the employee in a comparable position with the same wages and benefits and in the same location. In addition, the Authority tops up the equivalent to the difference between Canada's Employment Insurance benefits and 100% of the employee's normal weekly rate of pay. Top-up paid to employees is in accordance to the union Collective Agreement, or Excluded benefit booklet. In order to qualify for top-up, an employee must have completed six months of service. A total of 9 employees took parental leave in 2023. The Authority's retention rate in relation to parental leave for 2023 was 100%. Total number of employees who were entitled to parental leave, by gender: 50 female, 157 male.	
402: Labour/Management Relations			
402-1	Minimum notice periods regarding operational changes	The Collective Agreement includes language pertaining to minimum notice periods regarding significant operational changes, in particular the articles on Layoff/Recall and Technological Change, where a 120-day notice period is provided to the union. At the commencement of this notice period, the parties meet to consult prior to the employees ultimately receiving notice pertaining to such operational changes.	
GRI 403: Occupational Health and Safety			
403-1	Occupational health and safety management system	The Authority has implemented an Occupational Health and Safety Management System (OHSMS). This system has been implemented based on the Canada Labour Code (CLC) Part II . SMS defines how it intends the management of aviation safety to be conducted as an integral part of their business management activities	TR-AL540a.1 TR-AF540a.1 Description of implementation and outcomes of a SMS
403-2	Hazard identification, risk assessment, and incident investigation	To help prevent personal injury and property damage, the Authority investigates all reported hazards to ensure mitigating measures are put in place to ensure further hazards are not created. Incident investigations determine how incidents happened and specify preventative measures to avoid recurrence. The Authority uses systems of quality control and quality assurance to monitor compliance and effectiveness. An all-incident reporting form is used to capture any incidents. Workers have the right to refuse as per the Canada Labour Code . The Authority has a comprehensive review process used to investigate all hazards and incidents to inform corrective action.	

GRI Standard	Disclosure	Response	SASB Alignment
403-3	Occupational health services	Located in Ontario, Canada, the Authority ensures that access to health and medical services remains unimpeded in our community. Access is easy and government-funded. The Authority also has access to occupational health medical services.	
403-4	Worker participation, consultation, and communication on occupational health and safety	A Workplace Health and Safety Committee (WHSC) comprised of Authority employees represents all Authority employees. This committee meets regularly to discuss health and safety concerns, including mental health and well-being to review progress and make recommendations to improve health and safety in the workplace.	TR-AL540a.1, TR-AF540a.1 Description of implementation and outcomes of a SMS
403-5	Worker training on occupational health and safety	The Authority has a wide array of health and safety training courses – both general and task specific. Management leads in efforts to train and educate employees, to promote a culture where employees self-report deficiencies, hazards, incidents, and accidents. Management also sets specific measurable goals for safety performance and regularly reports on these results. As part of the onboarding process, new employees are provided a safety orientation covering Occupational Safety and Health (OHS) responsibilities. This includes employer/employee responsibilities, evacuation procedures, training requirements, reporting venues, and workplace harassment and violence. Furthermore, the process outlines the safety management system; explaining human factors and how they affect job functions, the hazards associated with working airside and what the campus can do to help keep everyone safe.	
403-6	Promotion of worker health	The Authority promotes worker health as demonstrated by a range of activities including, formalizing and mandating all OHS Committee agendas to include addressing employee wellness, hosting flu clinics, and ensuring regular communication to employees about wellness, wellness services and resources.	
403-7	Prevention and mitigation of occupational health and safety impacts	2023 ESG Report – Social/Employee and Passenger Health, Safety, and Well-Being	
403-8	Workers covered by an occupational health and safety management system	The Authority has implemented an Occupational Health and Safety Management System (OHSMS). This system has been implemented based on the Canada Labour Code Part II and as a method of risk mitigation. SMS defines how it intends the management of aviation safety to be conducted as an integral part of their business management activities	TR-AL540a.1, TR-AF540a.1 Description of implementation and outcomes of a Safety Management System

GRI Standard	Disclosure	Response	SASB Alignment
403-9	Work-related injuries	As of December 31, 2023 For all employees: <ul style="list-style-type: none"> The number and rate of fatalities as a result of work-related injury: 0 The number and rate of high-consequence work-related injuries (excluding fatalities): 1 (called Lost Time: 0.074 hours lost/1,000 hours worked) The number and rate of recordable work-related injuries: 10 The main types of work-related injury were minor in nature such as bumps, bruises, and minor cuts. The number of hours worked: 322,760 Data for all workers who are not employees but whose work and/or workplace is controlled by the organization is not tracked internally. External to YOW are contractors which control their own hazards. Incidents are captured, investigated and corrective action built for all hazards; the YOW does not categorize incidents as high-hazard. All hazards are assessed as they are identified. SMS goal is to eliminate and/or mitigate hazards. Incident rates have been calculated based on 200,000 hours worked. No workers have been excluded from this disclosure. High-hazard is interpreted as Lost Time. 	TR-AF320a.1 (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees
403-10	Work-related ill health	The Authority had no fatalities or work-related ill health incidents in 2023.	TR-AF320a.1 (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees
GRI 404: Training and Education			
404-1	Average hours of training per year per employee (can be a qualitative statement describing training opportunities and delivery)	22.7 average training hours per employee Operations wide training included: <ul style="list-style-type: none"> Diversity, Equity and Inclusion (DEI) training Labour relations training Harassment and Violence training for new and returning seasonal employees. 	
404-2	Programs for upgrading employee skills and transition assistance programs	The Authority offers diverse training opportunities encompassing both general and job-specific development. 2023 ESG Report – Employee engagement and development, Recruitment and training	
404-3	Percentage of employees receiving regular performance and career development reviews	100% of our non-unionized employees receive a semi-annual and annual performance and career development review.	

GRI Standard	Disclosure	Response	SASB Alignment																																																		
GRI 405: Diversity and equal opportunity																																																					
405-1	Diversity of governance bodies and employees	<p>As of December 31, 2023, 20.5% of the workforce is female.</p> <table border="1"> <thead> <tr> <th>Age Group</th> <th>Female</th> <th>Male</th> <th>Total Employee %</th> </tr> </thead> <tbody> <tr> <td>Under 30</td> <td>22.7%</td> <td>77.3%</td> <td>8.5%</td> </tr> <tr> <td>30-39</td> <td>22.8%</td> <td>77.2%</td> <td>22.0%</td> </tr> <tr> <td>40-49</td> <td>20.3%</td> <td>79.7%</td> <td>24.7%</td> </tr> <tr> <td>50-59</td> <td>20.3%</td> <td>79.7%</td> <td>28.6%</td> </tr> <tr> <td>60-65</td> <td>18.9%</td> <td>81.1%</td> <td>14.3%</td> </tr> <tr> <td>Over 65</td> <td>0.0%</td> <td>100.0%</td> <td>1.9%</td> </tr> <tr> <td></td> <td></td> <td></td> <td>100.0%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> </tr> </thead> <tbody> <tr> <td>Executive</td> <td>33.3%</td> <td>66.7%</td> </tr> <tr> <td>Director</td> <td>26.7%</td> <td>73.3%</td> </tr> <tr> <td>Manager</td> <td>23.8%</td> <td>76.2%</td> </tr> <tr> <td>Individual Contributor</td> <td>18.7%</td> <td>81.3%</td> </tr> <tr> <td>Total</td> <td>20.5%</td> <td>79.5%</td> </tr> </tbody> </table> <p>Board Diversity 43% Female, 57% Male</p>	Age Group	Female	Male	Total Employee %	Under 30	22.7%	77.3%	8.5%	30-39	22.8%	77.2%	22.0%	40-49	20.3%	79.7%	24.7%	50-59	20.3%	79.7%	28.6%	60-65	18.9%	81.1%	14.3%	Over 65	0.0%	100.0%	1.9%				100.0%		Female	Male	Executive	33.3%	66.7%	Director	26.7%	73.3%	Manager	23.8%	76.2%	Individual Contributor	18.7%	81.3%	Total	20.5%	79.5%	
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Individual Contributor	18.7%	81.3%																																																			
Total	20.5%	79.5%																																																			
405-2	Ratio of basic salary and remuneration of women to men	<p>The Authority has a single location of operations. The Authority complies with its obligation under federal employment equity and human rights legislation, including preparing an Employment Equity Plan in accordance with the Employment Equity Act (Canada).</p> <p>Employee salaries are determined based on the scope of work performed, irrespective of the gender of employees. Average salary for employees excluding directors and above:</p> <ul style="list-style-type: none"> • Women: Manager \$110,529, Non-manager \$82,012 • Men: Manager \$114,040, Non-manager \$82,467 • Manager: Women earned \$97 per \$100 earned by men • Non-manager: Women earned \$99 per \$100 earned by men 																																																			

GRI Standard	Disclosure	Response	SASB Alignment
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	<p>The Authority is committed to building and preserving a safe working environment for its employees. In pursuit of this goal, the Authority does not condone and does not tolerate acts of violence, harassment, sexual harassment, or discrimination against or by any Authority employee.</p> <p>In accordance with the Work Place Harassment and Violence Prevention Regulations, the Authority takes every reasonable precaution and implements measures to prevent harassment and violence and to protect all employees from these situations. The Authority reviews every complaint and makes every reasonable effort to resolve the occurrence by way of negotiated resolution. If conciliation is unsuccessful or cannot proceed, the Authority will proceed with an investigation, using a third party where the appearance of bias may exist, in order to obtain the investigator's conclusions regarding the occurrence and recommendations regarding eliminating or mitigating the risk of a similar occurrence.</p> <p>If the Authority determines that an employee has been involved in the violence, harassment, discrimination, or sexual harassment of another employee, volunteer, contractor, student, vendor, visitor, client or customer, immediate corrective action will be taken. As applicable, all corrective actions are proportional to the seriousness of the behaviour or action concerned.</p>	
GRI 407: Freedom of Association and Collective Bargaining			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>The Canadian legislative environment protects our workers' rights. Our employees have exercised their right to representation by a union.</p> <p>Canada Labour Code link: https://www.laws-lois.justice.gc.ca/eng/acts/L-2/</p>	
GRI 416: Customer Health and Safety			
416-1	Assessment of the health and safety impacts of product and service categories	<p><i>2023 ESG Report – Social/Employee and Passenger Health, Safety, and Well-Being</i></p>	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>No reports of non-compliance regarding products or services rendered in 2023.</p>	

Task Force on Climate-Related Financial Disclosures (TCFD)

TCFD Recommendations		
<p>Governance</p> <p>Disclose the organization's governance around climate-related risks and opportunities.</p>	<p>a) Describe the Board's oversight of climate-related risks and opportunities.</p> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities</p>	<p>The Board oversees our ESG strategy, evaluating its impact on our organization strategically, financially, and reputation-wise. Their risk oversight encompasses environmental, social, and governance aspects, including climate-related risks.</p> <p>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.</p> <p>Cross-functional groups meet monthly to report progress on initiatives, address complex issues, propose ideas, and generate tangible solutions for gaps related to our sustainability plan.</p>
<p>Strategy</p> <p>Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.</p>	<p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p> <p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p> <p>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>The organization has identified several climate-related risks and opportunities over different time horizons. In the short-term, risks include potential disruptions from extreme weather events, such as storms and heat waves, as witnessed during the Derecho windstorm in May 2022. Opportunities include ongoing efforts to reduce GHG emissions through initiatives like the ACA program and the Net-Zero Challenge. Over the medium and long-terms, the organization is exploring opportunities such as harnessing solar energy from unused airport land to further reduce emissions and operational energy costs.</p> <p>Climate-related risks and opportunities directly influence the organization's businesses, strategy, and financial planning. For instance, the transition to sustainable aviation fuel (SAF) to address Scope 3 emissions presents an opportunity but is hindered by the current limited availability and higher costs. The impact of climate risks, including extreme weather events, is recognized as having the potential to damage infrastructure and disrupt operations, affecting financial stability. The pursuit of carbon neutrality and investment in climate projects, including government-funded programs demonstrate a commitment to aligning business practices with environmental sustainability, with implications for long-term resilience and financial planning.</p> <p>The organization acknowledges the need for resilience in the face of different climate-related scenarios, including a 2°C or lower trajectory. We aim to minimize negative impacts, enhance preparedness for climate-related events, and ensure financial stability and operational continuity. The organization also expresses a commitment to exploring innovative solutions, partnerships with stakeholders, and potential funding options to address climate challenges, indicating a proactive approach to building resilience into its long-term strategy.</p> <p>As we continue to fortify our sustainability initiatives, we are concurrently developing a comprehensive resiliency plan. This plan will encapsulate our commitment to identifying, assessing, and mitigating climate risks that may affect our facilities and operations. By integrating climate adaptation into our broader sustainability framework, we ensure that resilience is not just a standalone objective but also an intrinsic component of our holistic approach to environmental stewardship.</p>

TCFD Recommendations																						
<p>Risk management</p> <p>Disclose how the organization identifies, assesses, and manages climate-related risks</p>	<p>a) Describe the organization's processes for identifying and assessing climate-related risks.</p> <p>b) Describe the organization's processes for managing climate-related risks</p> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>	<p>The organization employs a proactive approach to identify and assess climate-related risks. This includes continuous monitoring of GHG emissions and the adoption of sustainable technologies. The organization actively monitors technological advancements and regulatory changes to adapt its risk management strategies accordingly.</p> <p>Processes for identifying, assessing, and managing climate-related risks are being considered for integration into the organization's overall risk management framework. The Environmental Sustainability team with leadership will develop a cohesive and comprehensive approach for managing climate-related risks. The organization recognizes the interconnectedness of climate-related risks with broader operational and financial risks, highlighting the importance of an integrated risk management approach to ensure resilience and sustainability.</p>																				
<p>Metrics and targets</p> <p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>a) Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.</p> <p>b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</p> <p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<p>As a participant in Environment and Climate Change Canada's (ECCC) Net-Zero Challenge (NZC), we are committed to achieving carbon neutrality. Our commitment to reducing emissions is progressing steadily. Building on our baseline year of 2019, we are actively working towards our target of reducing emissions by 50% by 2030. The comprehensive strategy includes a pathway to achieve net-zero by 2040 or sooner.</p> <p>With electrification initiatives, renewable energy adoption such as the purchase of renewable diesel for our larger fleet, and the conversion of heating systems from gas to hybrid gas-electric, we anticipate yielding substantial reductions.</p> <table border="1"> <thead> <tr> <th colspan="4">GHG Emissions (Tonnes of CO₂e)</th> </tr> <tr> <th></th> <th>2019 Baseline</th> <th>2022</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td>Scope 1</td> <td>4,495.80</td> <td>3,708.30</td> <td>4,601.90</td> </tr> <tr> <td>Scope 2</td> <td>736.00</td> <td>662.70</td> <td>607.60</td> </tr> <tr> <td>Total Scope 1 & 2</td> <td>5,231.80</td> <td>4,371.00</td> <td>5,209.50</td> </tr> </tbody> </table>	GHG Emissions (Tonnes of CO ₂ e)					2019 Baseline	2022	2023	Scope 1	4,495.80	3,708.30	4,601.90	Scope 2	736.00	662.70	607.60	Total Scope 1 & 2	5,231.80	4,371.00	5,209.50
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