

YOWW.ca

International Airport Authority



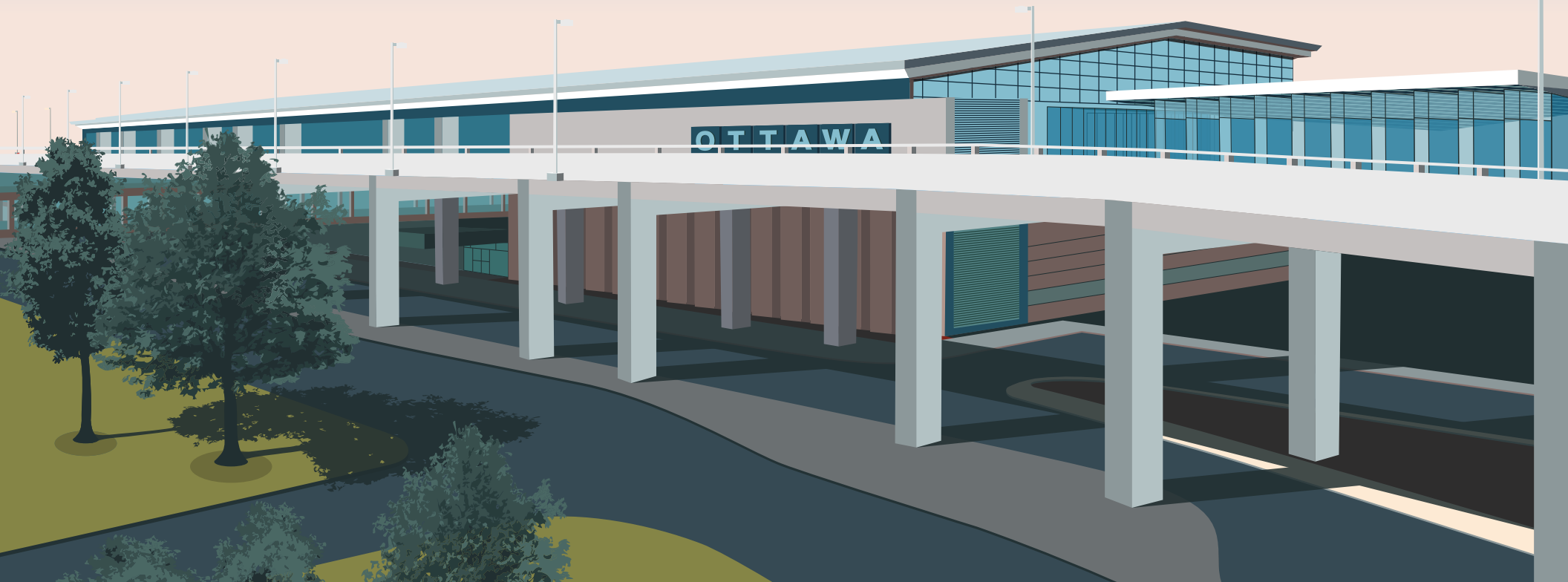
Administration de l'aéroport international

Ottawa

2025

# ESG REPORT

Environmental, Social and Governance Report



# Table of Contents

## 01

### Introduction

ESG Aligned with Our Strategic Direction  
About This Report  
ESG Reporting Standards and Frameworks  
Message from our Chair  
Message from our President and CEO

## 02

### YOW in numbers

## 03

### Environmental

Climate Change & Energy Management

## 04

### Social

Employee and Passenger Health, Safety, and Well-being  
Accessibility, Diversity, Equity, and Inclusion (ADE&I)  
Employee Engagement and Development  
Employee Engagement in Action  
Employee Metrics

## 05

### Governance

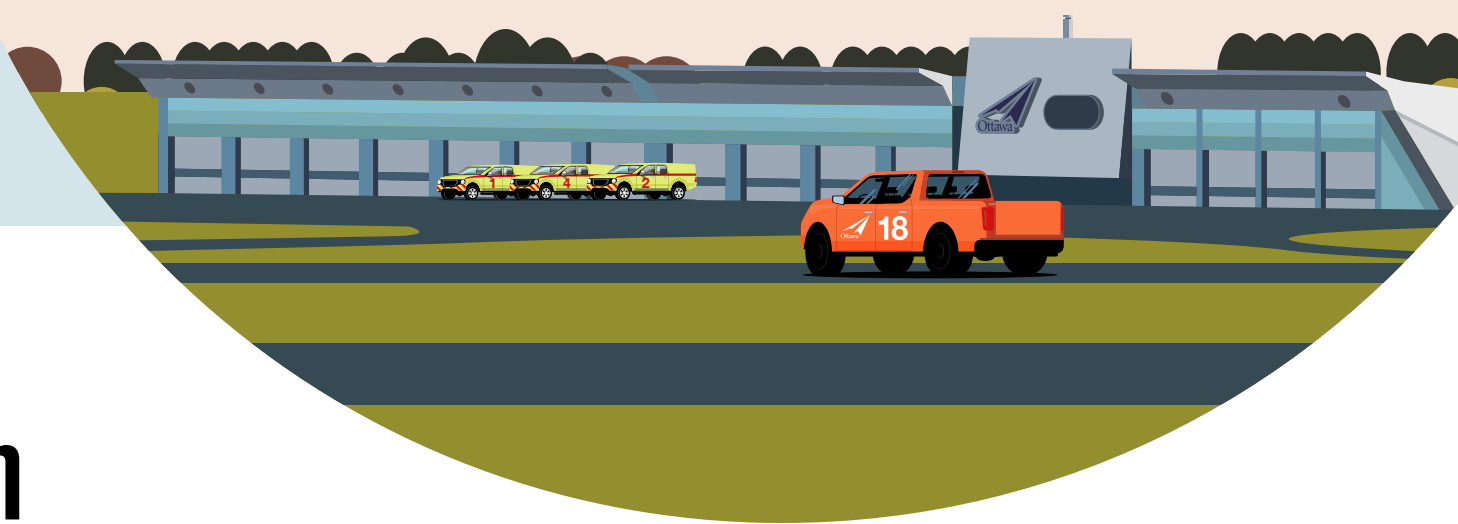
Economic Impact  
Our Path Forward on Economic Impact

## 06

### Connected for Growth and Excellence

Insights That Shape our Next Steps  
Priorities for the Road Ahead  
Looking Forward Together

# 01



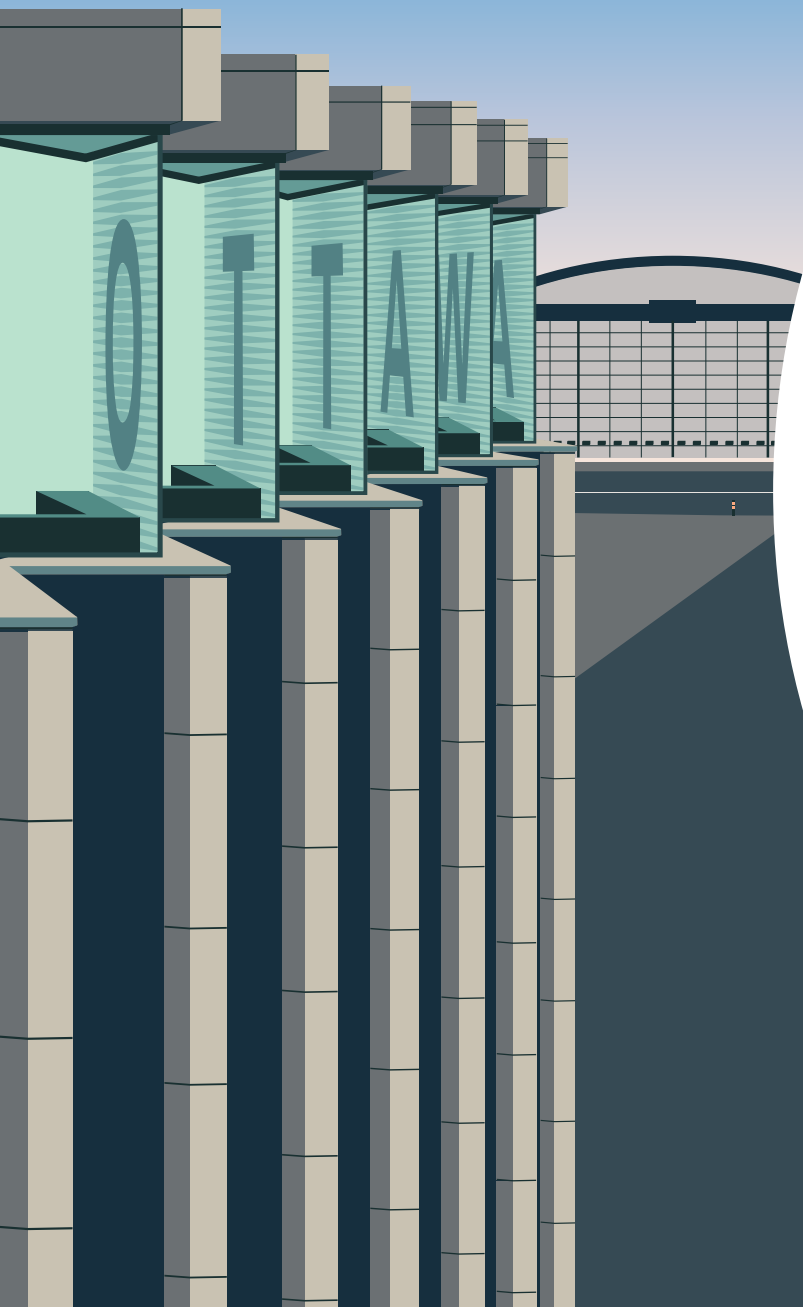
## Introduction

The Ottawa International Airport Authority (the “Authority”) experienced a year of extraordinary change. Geopolitical tensions, national challenges, increased Environmental, Social and Governance (ESG) scrutiny, and shifting trade dynamics reshaped the environment in which we operate. These forces had real implications for travellers and the aviation sector, underscoring that change is not only constant but accelerating at a pace never seen before.

Amid this volatility, we stayed on course, focused on what matters most to our stakeholders and our operations. The journey through 2025 reinforced the importance of agility and resilience, enabling us to adapt to evolving conditions while remaining grounded in our purpose.

ESG continues to serve as a strategic lens for decision-making, innovation, and future readiness. As this report shows, our ESG work advanced alongside the refresh of the Authority’s strategic plan, naturally validating and reinforcing the priorities embedded in that plan.

Our focus on material topics remains: climate change and energy management, employee and passenger health, safety, and well-being, employee engagement and development, accessibility, and advancing diversity, equity, and inclusion (ADE&I), along with our broader economic impact. Further details on how we identified these material topics can be found in our [2022 ESG Report](#) at [yow.ca](#). In 2026, we intend to conduct a comprehensive materiality assessment to validate and refine these priorities as our operating environment continues to evolve.



### **Climate Change and Energy Management**

Enhance the environmental performance of our Airport operations and services by mitigating direct and indirect emissions through innovative, energy-efficient initiatives.



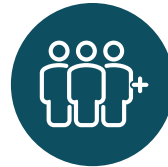
### **Employee and Passenger Health, Safety, and Well-Being**

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.



### **Accessibility, Diversity, Equity, and Inclusion (ADE&I)**

Promote equal opportunities and advocate for a diverse and inclusive workplace, ensuring both physical and digital accessibility.



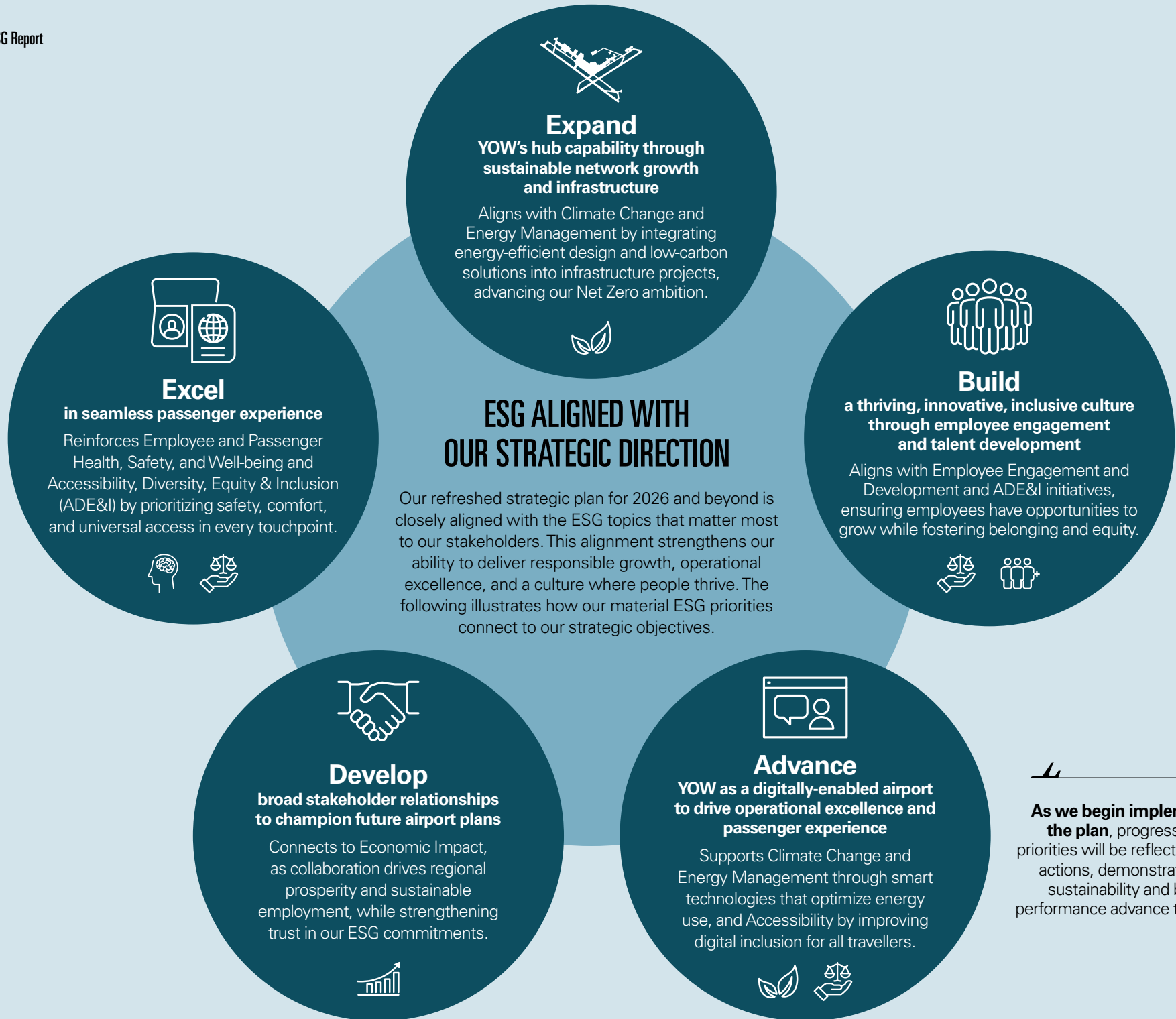
### **Employee Engagement and Development**

Empower our employees through education, training, and development opportunities.



### **Economic Impact**

Drive economic prosperity in Canada's Capital Region through business development activities that foster sustainable and resilient employment and economic growth.



**As we begin implementing the plan**, progress on ESG priorities will be reflected in our actions, demonstrating how sustainability and business performance advance together.

## ABOUT THIS REPORT

This report covers the period from January 1 to December 31, 2025, and provides an account of our progress on material ESG topics. It demonstrates our commitment to continuous improvement and responsible business practices, aligned with globally recognized frameworks.

Throughout this report, “OIAA” refers to the Ottawa International Airport Authority (our organization), “YOW” refers to the airport we operate (terminal, airfield and supporting infrastructure), and “we,” “us,” and “our” refer collectively to the Authority.

We showcase achievements, address opportunities for improvement, and outline future priorities across ESG dimensions. Our disclosures are designed to strengthen stakeholder trust and reflect our integration of ESG principles into our new strategic plan.

## How to Read This Report

Many of our initiatives and outcomes naturally intersect across other material topics. For example, actions under Employee and Passenger Health, Safety, and Well-being, such as first aid training, also contribute to Employee Engagement and Development, where training is a core component. Similarly, well-being extends beyond physical health to include belonging, equity, and inclusion, which are addressed in our ADE&I section.

Rather than viewing these overlaps as repetition, they illustrate the interconnected nature of ESG priorities and how progress in one area reinforces others. Throughout the report, you will see these linkages reflected in our narrative and performance metrics.

## ESG REPORTING STANDARDS AND FRAMEWORKS

We continue to report with reference to the Global Reporting Initiative (GRI) Universal and Topic Standards and the Sustainability Accounting Standards Board (SASB) Standards. These global frameworks provide a robust foundation for transparency and comparability.



---

## MESSAGE FROM OUR CHAIR

It is my privilege to share this year's ESG report, which reflects both continuity and transformation. In 2025, we maintained momentum on ESG priorities while navigating a strategic transition that will shape our future. ESG is not a checkbox, it is a strategic imperative that underpins modernization, resilience, sustainability, and people, the pillars of our refreshed strategy.

The Board supported the development of a new Strategic Plan under our new CEO, Susan Margles, ensuring alignment with our purpose and ESG commitments. This was a governance milestone that reinforces our confidence in her leadership approach and our shared commitment to responsible growth.

We recognize that future success depends on our ability to operate responsibly, adapt to change, and create long-term value for our stakeholders and community. Thank you for your continued trust as we advance toward a future-ready airport.



**Bonnie Boretsky**  
*Chair, Board of Directors*



**We recognize that future success depends on our ability to operate responsibly, adapt to change, and create long-term value for our stakeholders and community.**

---

## MESSAGE FROM OUR PRESIDENT AND CEO

The past year has been one of exceptional momentum for the Authority. I have had the privilege of getting to know our people, our partners, and this dynamic industry more deeply. What I have seen in conversations across the organization and in the work underway every day is a shared commitment to delivering an outstanding airport experience and shaping the future of YOW with purpose and ambition.

I want to express my sincere appreciation to everyone who contributed to this journey. The collaboration, dedication, and hard work across our organization have already delivered meaningful outcomes, that give me confidence we are well-positioned to achieve our Strategic Objectives in the years ahead.

Looking forward, we will continue advancing initiatives that make YOW a safe, sustainable, and future-ready airport. Our vision, to be the North American hub of choice requires bold action, innovation, and partnership. This report reflects our commitment to that vision and our readiness to deliver even greater impact together.

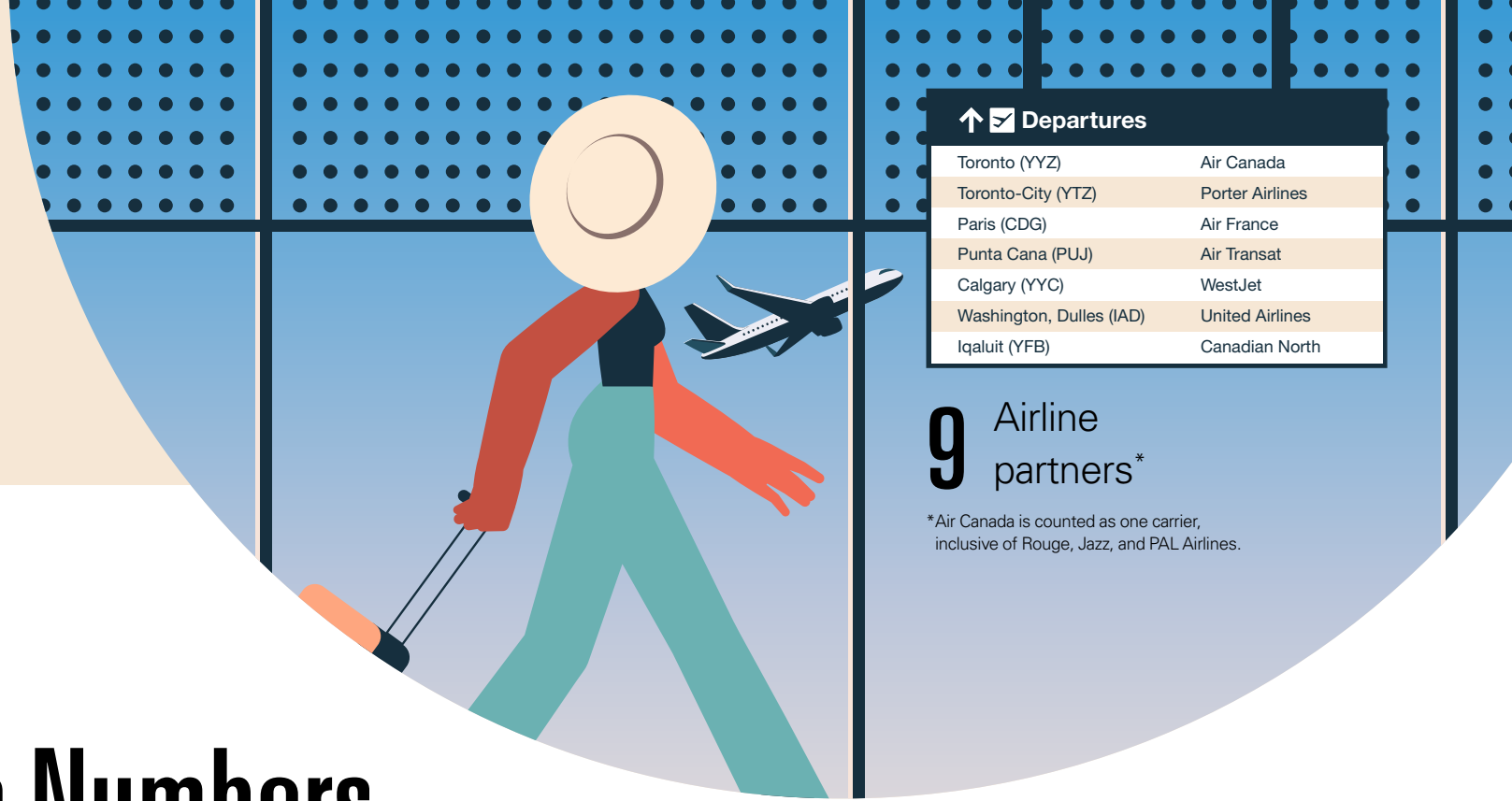


**Susan Margles**  
*President and CEO*



**Our vision, to be the North American hub of choice requires bold action, innovation, and partnership.**

# 02



↑ ✉ Departures	
Toronto (YYZ)	Air Canada
Toronto-City (YTZ)	Porter Airlines
Paris (CDG)	Air France
Punta Cana (PUJ)	Air Transat
Calgary (YYC)	WestJet
Washington, Dulles (IAD)	United Airlines
Iqaluit (YFB)	Canadian North

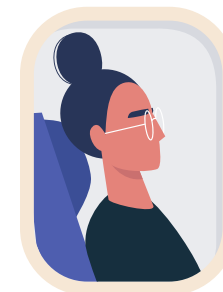
9 Airline partners\*

\*Air Canada is counted as one carrier, inclusive of Rouge, Jazz, and PAL Airlines.

## YOW in Numbers

The Authority acknowledges the significant challenge of decoupling economic growth from environmental impact and emissions. We strive to achieve a balance where economic progress does not come at the expense of environmental health.

PAX	2023	2024	2025	Percentage change compared to 2024
<b>Total</b>	4,095,914	4,606,824	4,866,236	6%
<b>Domestic</b>	3,202,899	3,431,500	3,654,284	6%
<b>Transborder</b>	576,133	741,449	726,311	-2%
<b>International</b>	316,882	433,875	485,641	12%



87.6%

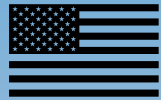
% of Origin & Destination Passengers

# Destinations



17

Domestic  
+ 6%



11

Transborder  
0%



16

International  
+ 45%

# Aircraft Movements

59,790

Total commercial aircraft movements  
(including cargo)  
+ 4%

44,436

Domestic  
+ 5%

2,596

International  
+ 9%

11,698

Transborder  
+ 1%

1,243

Cargo  
- 7%

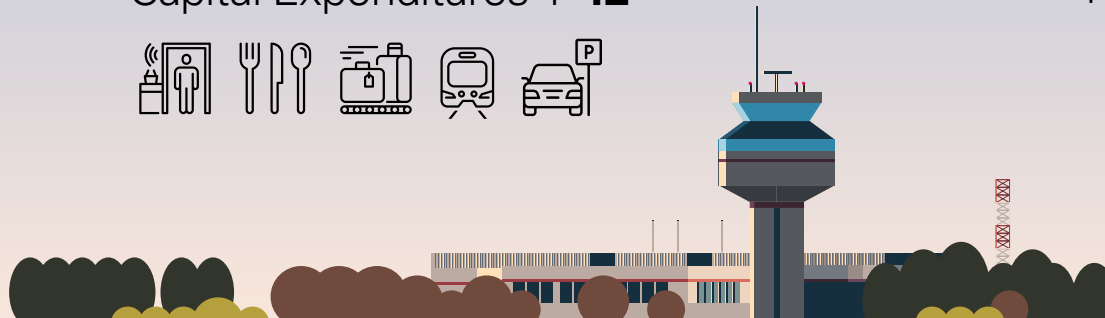
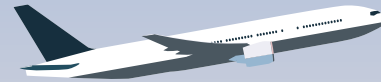
\$37.9 M

Capital Expenditures + 42%



\$7.9 M

Terminal Upgrades - 17%



# 03

## Environment

Our Environmental Sustainability (ES) team continues to lead initiatives working to reduce the airport’s environmental footprint, improve operational efficiency, and build climate resilience. In 2025, we remained focused on our objectives: reducing greenhouse gas (GHG) emissions, enhancing energy efficiency, preparing for climate-related risks, and managing waste responsibly.

**This year also marked two important developments that strengthened our environmental governance and program effectiveness:**

1. The ES department was integrated into Safety and Accountability Management, forming the new Safety and Environmental Sustainability (SES) department. This organizational shift reinforces the alignment of environmental priorities with our broader safety and accountability objectives.
2. The SES department undertook a comprehensive review of all existing environmental programs to assess their efficacy and identify opportunities for improvement. This ensures our initiatives remain relevant, impactful, and responsive to emerging challenges, as shown in examples highlighted later in this section.

### IN THIS SECTION

- Climate Change and Energy Management
- Environmental Management



### Expand

**YOW’s hub capability through sustainable network growth and infrastructure**

Aligns with Climate Change and Energy Management by integrating energy-efficient design and low-carbon solutions into infrastructure projects, advancing our Net Zero ambition.



### Climate Change and Energy Management

Enhance the environmental performance of our Airport operations and services by mitigating direct and indirect emissions through innovative, energy-efficient initiatives.

## CLIMATE CHANGE & ENERGY MANAGEMENT

### Path to Net-Zero

In 2025, we continued working toward reducing Scope 1 and 2 greenhouse gas (GHG) emissions by 2050, in alignment with the Government of Canada’s voluntary [Net-Zero Challenge](#). Our approach focuses on measurable, operational emissions reductions and energy efficiency improvements, rather than relying on carbon offsets.

#### Key 2025 Actions:

- Continuing optimization of building systems to sustain energy savings.
- Electrification of heating and humidification systems in major facilities.
- Expansion of electric vehicle infrastructure and fleet electrification.

#### Scope 1 and 2 Emissions Performance Data

GHG Emissions (Tonnes of CO <sub>2</sub> e)	2019 Baseline	2022	2023	2024	2025	Variance to Baseline
<b>Scope 1</b>						
<b>Vehicles</b>	1,757.5	1,164.2	1,207.8	1,037.2	1,532.6	-12.8%
<b>Buildings</b>	2,654.9	2,334.9	3,023.7	1,851.3	2,369.3	-10.8%
<b>Emergency generator</b>	56.4	49.9	35.0	40.4	57.7	2.3%
<b>Fire training</b>	19.3					
<b>Refrigerants</b>		29.9	47.5	70.2	0	
<b>De-icing chemicals</b>	875.2	236.4	281.7	270.9	344	-70 %
<b>Subtotal Scope 1</b>	5,636.3	3,815.3	4,595.7	3,082.9	4,304.0	-19.8%

<b>Scope 2</b>						
<b>Electricity purchased</b>	736.0	598.6	671.2	629.1	862.7	17.2%
<b>Subtotal Scope 2</b>	736.0	598.6	671.2	629.1	862.7	17.2%

<b>Total Scope 1 &amp; 2</b>	6,099.3	4,413.9	5,266.9	3,899.1	5,166.3	-15.3%
------------------------------	---------	---------	---------	---------	---------	--------



### Emissions Data Refinements and Year-Over-Year Variances

As part of our ongoing commitment to continuously improving the accuracy and transparency of our GHG reporting, we use the Airport Carbon and Emissions Reporting Tool (ACERT), the standardized emissions calculation and reporting platform required under the Airport Carbon Accreditation (ACA) program. ACERT supports consistent, methodology-based calculation of airport GHG emissions in line with international standards. Refinements were made to our 2025 emissions data. Three reporting adjustments were implemented within the ACERT tool to reflect improved data quality and methodology. These updates primarily relate to enhanced reporting for refrigeration systems, more accurate tracking of sodium formate used in de-icing operations, and a refined calculation of energy resold to tenants. The GHG Emissions table has been restated accordingly to reflect these changes.

Importantly, following these refinements, our total Scope 1 and 2 emissions for 2024 remain 36% below the 2019 baseline. The updated calculation methods will be applied consistently in future years to ensure comparability, transparency, and ongoing data integrity.

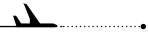
In 2025, Scope 1 emissions from vehicles and buildings increased year over year, primarily due to weather-related operational demands. Snow clearing activity increased significantly, with 143 cm more snowfall than in 2024 and 67 cm more than the 10-year average. In addition, colder conditions, an average of 1.9°C colder than 2024 and 0.5°C colder than the 10-year average, resulted in increased building heating requirements.

Scope 2 emissions also increased in 2025, largely due to changes in Ontario's electricity grid emissions intensity factor, which rose from 30 in 2024 to 38 in 2025. For the same amount of electricity consumed, this change increased calculated Scope 2 emissions from 681.1 t CO<sub>2</sub>e to 862.7 t CO<sub>2</sub>e, reflecting external grid conditions rather than changes in electricity usage.

### Scope 3 Emissions

While our reporting has focused on Scope 1 and 2, we recognize that addressing Scope 3 emissions, indirect emissions from sources such as supply chains, business travel, and waste, is essential for a comprehensive climate strategy. In 2025, some initiatives also contributed to reducing Scope 3 impacts, even though these efforts are not yet formalized within a dedicated Scope 3 reduction plan.

We will continue exploring reduction opportunities in line with our carbon reduction roadmap and Airport Carbon Accreditation (ACA) requirements. As standards, methodologies, and data availability evolve, we will assess appropriate timing and feasibility of beginning Scope 3 disclosures.



## Energy Efficiency and Electrification

In 2025, we focused on strengthening operational efficiency and accelerating electrification across key facilities to support long-term emissions reduction and energy resiliency.

### Key 2025 Actions:

In 2025, our **Building Automation System (BAS) upgrades reached a point of stabilization, establishing a new operational baseline.** With major system enhancements completed in prior years, recent efforts have focused on fine-tuning existing infrastructure, particularly boiler systems to optimize controllability, maintain energy savings, and improve occupant comfort. These refinements have proven successful, with measurable efficiencies sustained throughout the year. As the final phase of a multi-year program concludes in 2026, the focus has shifted from equipment upgrades to optimizing the performance of occupied spaces.

The **Parkade renovation** included electrification of the primary heating systems of the multi-level parking facility with hybrid heat pump technology introduced to reduce natural gas reliance; construction began in late 2025, full benefits expected by 2027. In addition to energy efficiency gains, the renovation will improve passenger experience providing more comfort in car rental areas, lobbies, and other tenant spaces, while addressing longstanding BAS challenges.

The **airport's apron lighting system is used to** illuminate aircraft parking and servicing areas, was upgraded to energy-efficient LEDs, reducing power consumption by 60%. This transition also enhances lighting quality and reliability across airside operations.

**Airside infrastructure electrification and load-sharing innovation** advanced our ability to support electric ground support equipment (eGSE) charging through a collaborative effort with Air Canada. By repurposing existing block heater circuits and developing a custom V120-compatible plug for electric tugs, which steer heavy loads on wheels, we eliminated the need for dedicated charging infrastructure. A second phase introduced smart load-sharing devices that draw power from existing services, such as bridge feeds or electrical power cables, and automatically adjusts loads when other systems require power, mirroring household energy management practices. These innovations not only accelerate electrification but also deliver significant cost savings, with preliminary estimates of \$50,000–\$100,000 for each installation, avoiding major service upgrades.

**Fleet Electrification** continued with the addition of two electric vehicles (EVs) added to our fleet, demonstrating our continued shift toward low-emission transportation. EVs now represent 11 out of 117 vehicles, accounting for 9.4% of our total fleet.

Our **public EV charging stations** recorded 2,166 charging sessions in 2025, delivering approximately 47,167 kWh of energy.

In 2025, our **natural gas system upgrades** advanced energy efficiency and resiliency through targeted upgrades and electrification measures. At the Terminal, the humidification system was fully electrified, replacing ten gas-fired units with electric models to reduce emissions. The Authority also made a deliberate choice to install natural gas fired emergency generators instead of conventional diesel units as a greenhouse gas reduction measure and to mitigate critical operational downtime due to fuel delivery risks for two essential operations buildings.

Using ACERT's default emission factors for stationary emergency power generation (2.1270 kg CO<sub>2e</sub>/m<sup>3</sup> for natural gas and 2.7759 kg CO<sub>2e</sub>/L for diesel), combined with Government of Canada standard value energy contents (38.6 MJ/L for diesel and 38.3 MJ/m<sup>3</sup> for natural gas), natural gas fired generators were found to emit approximately 23% less CO<sub>2e</sub> per unit of energy than diesel generators.

## Environmental Management

Each year, our Environmental Performance report provides an overview of our environmental performance and stewardship efforts, including results in key focus areas such as stormwater quality, spill response, noise management, waste diversion, and emissions. In 2025, our environmental management work included program reviews, targeted studies, and infrastructure improvements. This section highlights progress across climate resilience, waste reduction, wildlife program management and other key actions taken in 2025 demonstrating how continuous evaluation and enhancement of our programs strengthen overall environmental performance across airport operations.

### Climate Resilience

As noted earlier, we strengthened climate resilience through targeted infrastructure upgrades, such as the Parkade renovation, electrification of critical systems, and enhanced emergency power solutions. Aligned with our energy efficiency programs and natural gas generator strategy, these upgrades improve our ability to maintain operational continuity and withstand extreme weather events.

### Waste Reduction

Building on the foundation established in previous years, we focused on improving diversion rates and expanding programs that reduce landfill waste.

### Performance Data

- Diversion Rate**

2023	2024	2025
24%	25%	21%

In 2025, diversion rates remained consistent with previous years, with 21% of materials diverted from landfill. This included organics, which are significant GHG emitters when not properly managed, as well as metal, wood, cardboard, and mixed recyclables. The reduction in diversion rates indicates opportunities for improvement and enhancement of our waste diversion program.

### Key 2025 Actions:

- Organics diversion:** Expanded organics collection beyond the security checkpoint, building on the 26.43 MT of organic waste collected in 2024. In 2025, 37.2 MT of organic waste were diverted from landfill. Using ACERT with default emission factors, diverting approximately 37.2 MT of organic waste from landfill to composting reduces modeled emissions from about 18.2 tCO<sub>2</sub>e to about 1.2 tCO<sub>2</sub>e. These values are estimates based on standardized factors and are intended for comparative purposes.
- E-waste program:** Continued collaboration with [Electronic Products Recycling Association \(EPRA\)](#), refining processes and expanding tenant participation. Total diverted since 2023: 4,288 kg; diverted 3,900 kg in 2025.



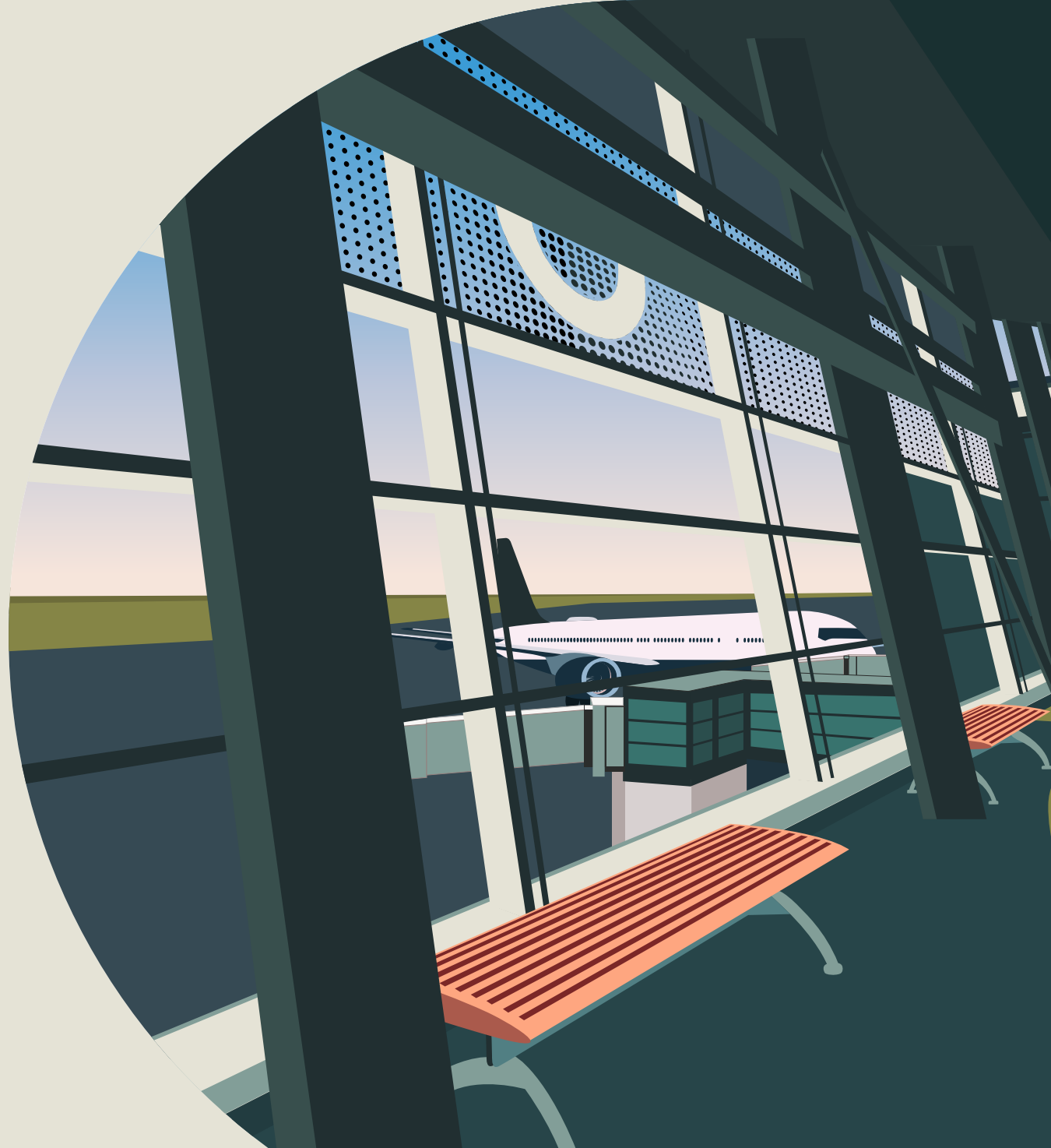
**In 2025, diversion rates remained consistent with previous years, with 21% of materials diverted from landfill.**



## Our Path Forward on Environmental Management

Steady progress was made in 2025. We improved oversight of our environmental programs, and expanded initiatives that enhance operational resilience. In 2026, we will aim to:

- Accelerate emissions reduction through electrification and energy optimization.
- Formalize Scope 3 emissions 2026 reporting.
- Increase engagement with internal and external stakeholders to improve waste diversion rates.
- Complete a behavioral study to inform signage and bin placement strategies.
- Expand e-waste and organics programs to all tenant spaces.
- Continue integrating climate adaptation into capital planning.
- Continue to advance environmental governance and compliance to meet evolving standards.



# 04

# Social

Our social commitments are grounded in the belief that people are at the heart of everything we do at YOW. As an airport that serves our community and connects travellers to the world, we are responsible for fostering a safe, inclusive, and welcoming environment for our employees, passengers, and neighbours. This section highlights our progress on the social topics that matter most, including strengthening the partnerships that support a vibrant and connected community. Together, these priorities reflect our commitment to ensuring YOW remains a place where everyone can thrive.

**IN THIS SECTION**

- Employee and Passenger Health, Safety, and Well-being
- Accessibility, Diversity, Equity, and Inclusion (ADE&I)
- Employee Engagement and Development
- Inclusive Community Partnerships



**Build**  
a thriving, innovative, inclusive culture through employee engagement and talent development

Aligns with Employee Engagement and Development and ADE&I, ensuring employees have opportunities to grow while fostering belonging and equity.



**Employee and Passenger Health, Safety, and Well-Being**



**Accessibility, Diversity, Equity, and Inclusion (ADE&I)**



**Employee Engagement and Development**



## Employee and Passenger Health, Safety, and Well-being

The Authority's key focus is to maintain a safe, healthy, and inclusive environment for employees, passengers, and partners. In 2025, we continued to strengthen our practices through internal reviews, audits, and stakeholder engagement that helped us better understand where our efforts are most impactful and where we must evolve.

Our approach is guided by two foundational pillars: Safety and Well-being. Both safety and emergency management play a critical role in ensuring preparedness, resilience, and effective response to incidents. Safety program management and emergency management work

in tandem to form a cohesive framework for protecting people and operations. This integrated approach supports both physical safety and psychological well-being.

Building on this integrated approach, in 2025 we broadened access to first aid training by making it voluntary and available to all employees, not just designated first responders. Participation was strong with almost 49% of all employees completing the training, a testament to their commitment to safety. The following sections highlight additional programs and activities that advanced safety and well-being throughout 2025.



### Employee and Passenger Health, Safety, and Well-Being

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.



## Safety Program Management

### Enhancing Airside Safety Through AVOP Improvements

The Airside Vehicle Operator Program (AVOP) certifies airport employees to safely operate vehicles and equipment in critical airside areas, including aprons, taxiways, and runways. Recognizing its importance in maintaining a secure operational environment, we introduced several key enhancements described below.

#### Key 2025 Actions:

- **Redeveloped AVOP materials into two clear sources:**
  - A manual outlining program management and guidance for applicants.
  - Airside Traffic Directives detailing “rules of the road” for operating vehicles airside at YOW.

These updates streamline processes and improve clarity for all stakeholders.

- **Appointed a dedicated AVOP Coordinator** to balance workload, reduce overtime, minimize stress, supporting employee well-being and reducing burnout risk.

- **Improved certification processes**, allowing for greater clarity, consistency, and accessibility in certification procedures so that all staff can meet safety requirements effectively.

## Emergency Management

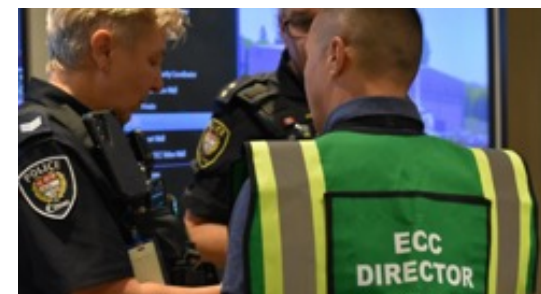
In 2025, the Authority’s Emergency Management (EM) team made significant strides in strengthening the airport’s preparedness, coordination, and resilience across key facets of emergency response.

#### Key 2025 Actions:

- **Incident Command System (ICS) training.** ICS 100 was successfully delivered to over 90% of all Airport Authority employees, ensuring a consistent foundation of emergency management principles across the organization. In addition, we conducted ICS 200 and ICS 300 courses to further enhance leadership capabilities and operational readiness among key personnel. These efforts directly contributed to our ability to effectively activate the Emergency Coordination Centre (ECC) multiple times in response to real-world incidents, demonstrating the value of our training and preparedness initiatives.

Level of ICS Training	# of participants
ICS 100	214
ICS 200	10
ICS 300	9
<b>Total # of employees ICS trained</b>	<b>233</b>

Type of Training	# of participants
Tabletop Exercises	49
Full Scale Exercise	190
Fire Warden	34





- **Expanded use of our XVR immersive virtual reality training environment**, enabling responders to practice realistic, scenario-based management of low-frequency, high-acuity incidents while strengthening teamwork and confidence in a safe, repeatable setting.
- **Led two tabletop exercises in preparation for our 2025 full-scale emergency and security exercise**, which brought together more than 150 participants, role players, and observers. This large-scale exercise showcased our ability to

coordinate a collaborative, multi-agency response to a dynamic security and emergency incident while identifying opportunities to further enhance our resilience and joint response capabilities.

- **Reinstated quarterly Passenger Care Committee meetings**, strengthening collaboration with air carriers and key stakeholders to ensure alignment with guiding principles, regulatory requirements, and coordinated response protocols for passengers and families during emergencies.

- **Strengthened the Authority's mass notification system**, streamlining notification processes and introducing bilingual templates to enhance timely, accurate, and accessible information sharing during operational, security, and emergency events.
- **Continued collaboration with provincial and international emergency management partners**, ensuring the Authority remains aligned with, and strives to exceed industry best practices in aviation emergency management.



## Well-being

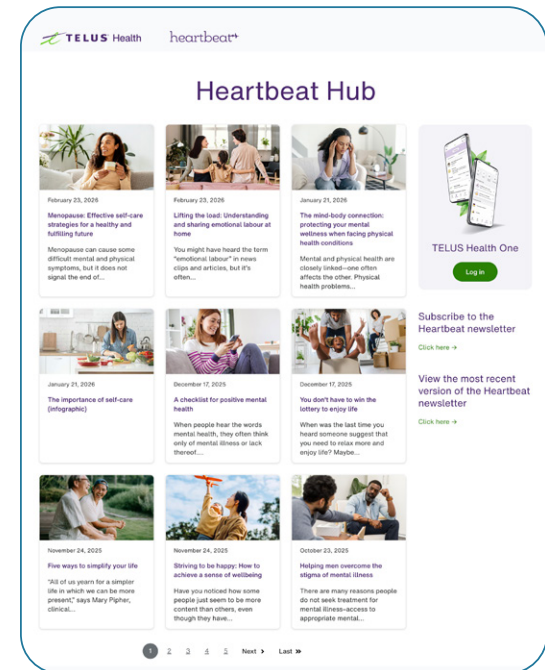
### Supporting Employee Well-being Across Airport Operations

We recognize that employee well-being, particularly psychological safety and physical comfort, is essential to a healthy, productive workplace. In 2025, we advanced initiatives aimed at improving the day-to-day experience of our employees, with a focus on accessibility, mental health, and ergonomics.

#### Key 2025 Actions:

- **Enhanced the Airport Operations Control Centre (AOCC) facility** to support employee well-being, including a new kitchen, exercise room, shower facilities, and rest area.
- **Evaluated fatigue management strategies and mental health supports**, including training and awareness programs tailored to the unique demands of airport operations.

- **Insulation upgrades** were made to groundside maintenance and storage garage, improving thermal comfort for employees during colder months.
- **Piloted installation of baggage transfer belt**, reducing physical strain and improving ergonomic handling for baggage handlers.
- **Enhanced employee benefits package** with expanded mental health support, promoting overall well-being and resilience.
- **Integrated Employee Assistance Program (EAP) awareness** into seasonal employee orientation, hosting two in-person sessions for airside and groundside teams. These sessions highlighted the resources available through the EAP, ensuring employees understand how to access support services throughout their employment.



### Passenger Experience Enhancements

Based on insights from the 2024 Skytrax report, an internationally recognized benchmark for airline and airport service quality, we introduced a series of enhancements aimed at elevating the passenger experience.

#### Key 2025 Actions:

- Information services:** A courtesy phone was installed in the Arrivals area for direct calls to Larga Baffin and the Government of Nunavut Medical Travel program, improving accessibility for northern travellers.
- Wayfinding:** We launched the airport’s [Mappedin digital terminal map](#) in March 2025, available on web and mobile platforms, enhancing accessibility through interactive directories, concession wayfinding, and walking-time estimates. Passenger engagement grew steadily following launch, with usage increasing from 23.4k unique devices in the first four months to 50.3k by year-end.
- Arrivals area enhancements:** The area now features a Bridgehead coffee house and a redesigned Relay store, contributing to a more welcoming environment. These enhancements were in development prior to the Skytrax report and align with feedback for improved ambiance and integrated amenities.
- Additional seating** installed throughout the terminal to improve passenger comfort and convenience.





**Security Initiatives Supporting Health, Safety, and Well-being**

In 2025, the Security team implemented several measures to strengthen safety and enhance passenger and employee well-being.

**Key 2025 Actions:**

- **Technology upgrades:** Enhanced screening and facility security through improvements such as CATSA x-ray machine upgrades. Passengers no longer need to remove permitted (100ml or less), medical devices, or large electronics such as laptops from their carry-on bags. [CATSA's New CT technology at YOW - CATSA](#)
- **Automation:** Increased automation in the Pass Control Office to streamline security pass issuance and management, reducing processes and wait times.

**Average Wait times** (amount of time a person waits in line before being served)

2023	2024	2025
8.1 min	6 min	6.5 min

**Average Service times** (amount of time needed to complete the actual service once the person reaches the counter)

2023	2024	2025
13.6 min	12.4 min	12.2 min

- **Airport Operations Control Centre (AOCC) workforce and operational guidance enhancements:** Expanded staffing, reorganized AOCC teams, and optimized shift schedules to reduce operational strain and support employee well-being, alongside the publication of updated operational guidance and policies to clarify roles, responsibilities, and incident response expectations.
- **Human trafficking awareness:** Joined the Home - [#NotInMyCity](#) in collaboration with the Ottawa Police Service, VIA Rail, and other partners, taking initial steps to raise awareness among employees and tenants on recognizing the signs of human trafficking.



## Accessibility, Diversity, Equity, and Inclusion (ADE&I)

In line with our goal to advance Accessibility, Diversity, Equity, and Inclusion (ADE&I), we aim to foster a sense of belonging for everyone who works or travels through our airport. For employees, this means creating an inclusive and equitable workplace with opportunities to thrive. For passengers, it means

ensuring a barrier-free, welcoming travel experience. Through comprehensive studies, reviews, and active engagement with community, we work to eliminate obstacles, expand equal opportunities, and champion diversity and inclusion in both the workplace and the passenger journey.



### Accessibility, Diversity, Equity, and Inclusion (ADE&I)

Promote equal opportunities and advocate for a diverse and inclusive workplace, ensuring both physical and digital accessibility.

In 2024, we conducted an ADE&I maturity assessment of the organization, grounded in feedback from employees. The assessment placed us between the Discovery and Action stages, underscoring the need for more structured, data-driven initiatives. To build this foundation, we launched our first employee Inclusion Survey in October 2025. With a 60% participation rate, the survey provided a reliable baseline, showing that 70% of employees reported feeling included.



Our first inclusion survey established a strong baseline, with an overall Inclusion Index of 70%. Results across the four pillars showed:

- **Shared foundation:** 79% agreed they shared a sense of common purpose, mutual respect, and value for diversity.
- **Safety and connections:** 73% agreed they feel trust, psychological safety, and meaningful connections at work.
- **Equity in opportunities:** 67% agreed they have fair and transparent access to opportunities, resources, and accommodations.
- **Leveraging differences:** 61% agreed that diverse perspectives are recognized, welcomed, and used effectively.

This structured approach gives us a clear view of where we are today and where we need to invest as we advance ADE&I across the organization.

### Building on Strengths

The inclusion survey confirmed that our culture is anchored in collaboration and respect. Employees consistently highlighted a strong sense of shared purpose and teamwork, which continues to define how we work together. Physical accessibility remains a clear strength, reflecting our commitment to creating an environment where everyone can navigate and participate fully. Supervisors were recognized for their cultural awareness and sensitivity, reinforcing the inclusive behaviours we strive to embed across all levels of the organization. These findings affirm that our efforts to foster belonging and mutual respect are resonating.

### Opportunities to Enhance Engagement

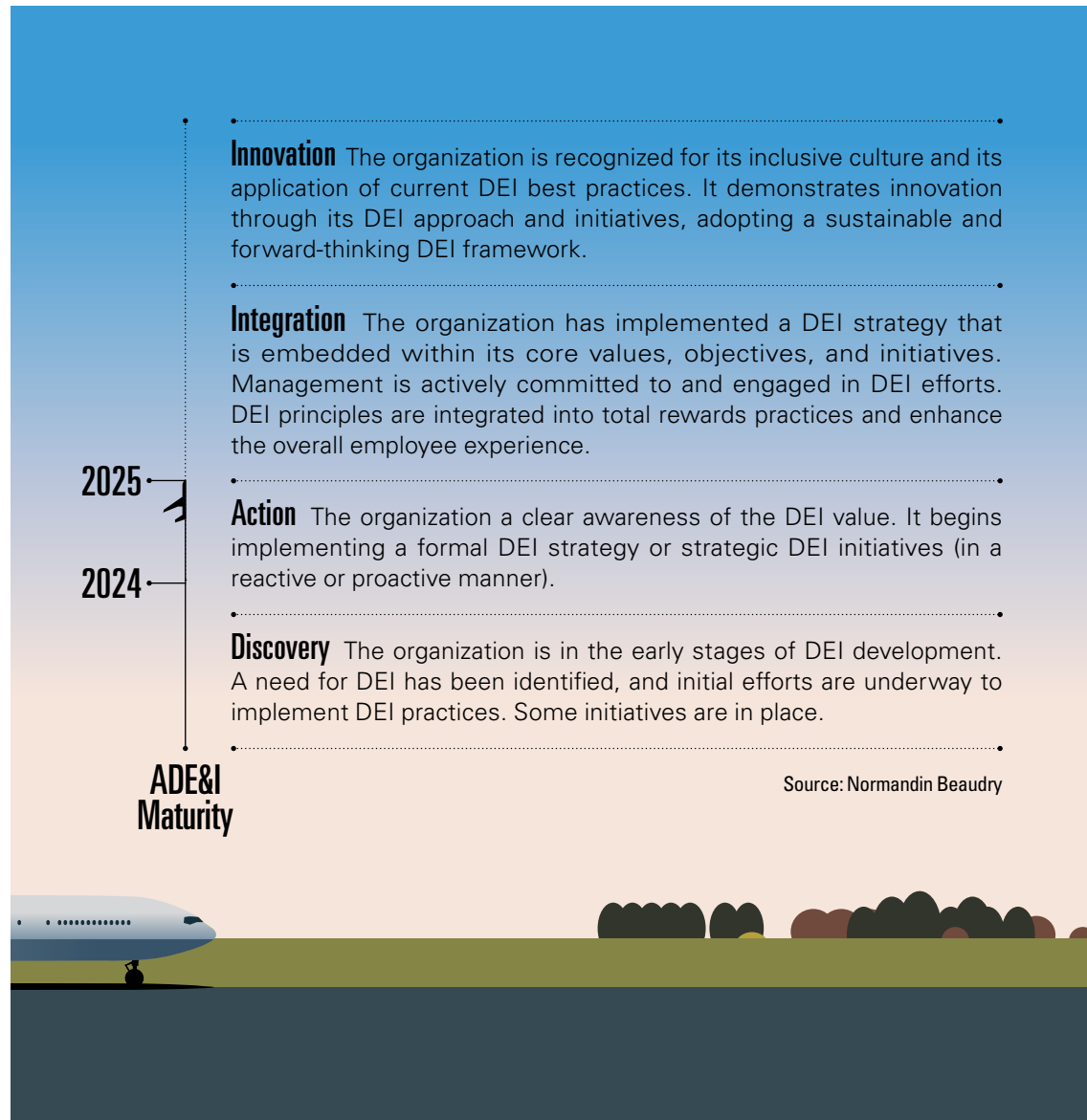
While overall perceptions of inclusion are positive, the survey revealed areas where we can deepen impact. Employees expressed interest in more structured opportunities for growth and development, and in ensuring that processes for resolving workplace issues feel transparent. Feedback also pointed to a desire for greater involvement in decision-making and more visibility into how input shapes outcomes.

### Perspectives from Underrepresented Groups

Employees from underrepresented groups reported notably higher levels of respect, recognition, and accessibility, scoring up to 10 points above the organizational average. This demonstrates that targeted initiatives such as in-person, in-depth diversity training that began in 2023 has made a difference where they matter most. At the same time, these groups echoed the broader call for clearer communication and consultation, reinforcing the importance of engaging different perspectives to guide our next steps.

### What We Heard

Open-ended feedback provided valuable context. Employees want more transparency in decision-making and timely communication about changes. They envision a workplace culture that encourages speaking up and celebrates diversity, supported by leaders who are visible, engaged, and accountable. Growth and recognition remain important themes, with employees seeking clarity on advancement pathways. Finally, there is a clear expectation that feedback will translate into action, a signal that our next steps must ensure more robust measurement of progress.



## Accessibility

### 2025 Key Actions:

As part of our commitment to advancing ADE&I, we conducted three consultation sessions to engage employees, local disability organizations, individuals with lived experience, and ProHara's Accessibility Advisory Team, comprised entirely of people with disabilities representing diverse backgrounds and perspectives. Insights from these consultations informed the development of our second Accessibility Progress Report, published on June 1, 2025, and now available on our [website](#). In alignment with regulatory requirements and our transparency principles, we notified the Canadian Human Rights Commission's Accessibility Commissioner and the Canadian Transportation Agency of its publication.

The Authority initiated the **Rick Hansen Foundation Accessibility Certification (RHFAC)** process to evaluate and enhance accessibility in the terminal. A phased approach has been adopted to guide the work toward submitting the final assessment in Q4 2026.

The RHFAC process is a nationally recognized program that measures, certifies, and improves the accessibility of the built environment. It evaluates spaces against a comprehensive set of criteria that go beyond minimum code requirements, focusing on usability for people of all abilities. Certification involves an on-site assessment by trained professionals, scoring

across categories such as entrances, washrooms, wayfinding, and emergency systems. Facilities that meet or exceed standards receive RHFAC ratings, signaling leadership in accessibility.

We strengthened our national alignment on accessibility by collaborating with the Canadian Airports Council (CAC) and individuals with lived experience to introduce a **standardized accessibility training program**. Delivered through our human resources information system (UKG) to Authority employees, the training program was designed to ensure a consistent understanding of how best to assist passengers with disabilities throughout their airport journey.

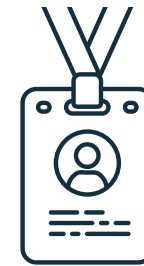
In addition, our Director of Passenger Experience was nominated as Vice Chair of the CAC Accessibility Working Group, further deepening our involvement in shaping national accessibility initiatives, including coordinated efforts leading into National AccessAbility Week 2026 and beyond.

**Awareness of the Hidden Disabilities Sunflower (HDS) program** remained strong in 2025, supported by growing collaboration with terminal partners. 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. Initiatives included CBSA and Air Canada incorporating Sunflower identifiers during World Autism Day, integrating program messaging into CBSA's National AccessAbility Awareness Week

event, and highlighting YOW's participation in the global Sunflower Network at the Dementia Society's Walk for Dementia.



**100**  
OIAA employees completed HDS training



**600**  
Approximately 600 lanyards distributed to the public

**150 double-belted common-use stanchions procured.** These stanchions meet accessibility needs by creating a more detectable boundary for people who are blind or partially sighted, allowing them to use a cane. The lower belt also prevents small children from running under the barrier. An additional 150-200 will be ordered in 2026.

## Diversity, Equity, and Inclusion

Creating a workplace where diversity thrives and inclusion is lived everyday drives progress and excellence. We engaged with the voices across our community to nurture belonging and enrich the airport experience for all.

### 2025 Key Actions:

#### Established Compensation Practices That Support Pay Equity

We successfully completed the pay equity review launched in 2024. Working closely with an external advisor and our Pay Equity Committee, we finalized job evaluations, calculated compensation, and conducted a comprehensive gap analysis. Following the posting of the Draft Pay Equity Plan for employee review, no significant issues or concerns were raised. As a result, we confirmed and finalized our official Pay Equity Plan, ensuring compliance with current regulations and reinforcing our commitment to fair and equitable compensation practices.

#### Strengthened Communication to Advance ADE&I With Employee Information Display Screens (EIDS)

Beginning in the spring, we enhanced internal communication channels to foster inclusion and engagement across our campus. A key initiative was the rollout of the Employee Information Display Screens (EIDS), monitors strategically located in multiple workspaces.



These screens now feature a monthly calendar highlighting events and observances that reflect our commitment to diversity, equity, and inclusion.

#### The calendar showcases:

- Nationally recognized observances such as International Women’s Day, Earth Day, Truth and Reconciliation, and Mental Health Awareness Week, reinforcing our alignment with global and national movements.
- Employee-led activities, including social events, peer interest groups, and volunteer events that foster connection and grassroots engagement.
- Community and social impact engagement that spotlight volunteering and charitable opportunities, which strengthen our ties with the broader community.

By making this information easily accessible, we provide employees equal opportunity to participate in initiatives that matter to them. This approach supports our ADE&I goal of promoting fairness and inclusion while maintaining both physical and

digital accessibility. Beyond communication, these efforts raise awareness, foster engagement, and help employees feel informed and empowered to contribute to a culture of belonging.

#### Advancing Inclusive Travel Using the Spoke App

We rolled out a pilot project with Metcove Services Inc, an Ottawa based company, of their SPOKE application. The Spoke App captures real-time public address announcements in the airport, converts them to text in multiple languages, inclusive of sign language, and delivers them to passengers via their mobile devices. The Authority’s American Sign Language (ASL) and Langue des signes québécoise (ASL/LSQ) pre-recorded emergency messages are integrated to play when triggered by an applicable event. This was launched at one of our gates (Gate 17) in November, and in 2026 we look forward to expanding throughout the airport.

#### Auraloop Hearing Support System

To improve communication accessibility for all passengers, including those who are deaf or hard of hearing, we have installed Auraloop at both information desks. This system combines induction loop and Auracast™ technology, allowing clear audio to stream directly to hearing aids, cochlear implants, or personal devices like smartphones and earbuds. Passengers can receive important information without strain, ensuring a smoother, more accessible experience at the airport.



## YOW is PROUD

Building on the success of the installation of last year's Pride bench in the Arrival area of the airport we continued to celebrate diversity and inclusion in 2025 with vibrant new additions across the airport campus. We added Pride-coloured benches in the gate areas, and three sets of rainbow Muskoka chairs outdoors across the Arrivals curb, creating a welcoming space for staff and passengers alike. The response to the colourful seating options has been overwhelmingly positive, proof that small gestures can make a big impact.

On the heels of Pride Month in June, we raised the Pride flag from August 16-24 in support of members of the 2SLGBTQIA+ community who work at or travel through the airport. These visible symbols of support reinforce our commitment to creating a workplace and travel experience where everyone feels safe, seen, and respected.

This year also marked an important milestone: the launch of the Pride Working Group. This group will help shape future initiatives and ensure that Pride at YOW is more than a celebration, it is a call for equality, visibility, dignity, and justice. Employees and allies have been invited to join and help us build a stronger, more inclusive 2SLGBTQIA+ community at YOW.

## Inclusive Community Partnerships

We work to build strong connections with our community by fostering partnerships, supporting development, and creating shared benefits for both the community and the Authority.

The following are highlights of events and initiatives that encourage participation and strengthen community relationships.

### Indigenous Relations: Strengthening Partnerships

Our commitment to reconciliation and meaningful engagement with Indigenous communities continued to advance in 2025. We deepened our relationship with the Algonquin communities in Ottawa and Gatineau through continued collaboration on a few fronts. For example, we worked with an elder from the Pikwakanagan First Nation to create YOW's first land acknowledgement. We introduced it at the Annual Public Meeting, which opened with a blessing from Pikwakanagan's Chief. A policy to guide the acknowledgement's use in Authority meetings and gatherings was also introduced.

In September, we attended the Algonquin Council meeting. Our presence was welcomed and encouraged by leadership, including Grand Chief McGregor. This engagement reflects our ongoing effort to build trust and foster dialogue.

The Authority was also invited to participate in two Canadian Museum of History Algonquin Council meetings to create new connections and collaborations within the community. The Museum's President and CEO has also committed to working with YOW to develop an authentic, culturally grounded welcome in the terminal.

### Fostering Engagement and Community Impact

The Airport Fire Service actively supports employee engagement and development while strengthening ties with the local community through education and mentorship initiatives.

#### Key activities in 2025 included:

##### Educational Partnerships

- Partnering with [Algonquin College](#) and [La Cité](#) to offer mentorship and hands-on learning opportunities for students pursuing careers in emergency services.
- Firefighters served as instructors and mentors, supporting four La Cité students in completing an applied learning project under the leadership of the airport's Fire Chief

##### Community Outreach & Skills Development

- Participated in [Camp Molly](#), a free, four-day camp dedicated to inspiring young female and non-binary youth aged 15 to 18 by showcasing firefighting as a viable and rewarding career.
- Partnered with [Focus 911](#) and other public safety programs to share expertise and support students exploring careers in justice, community safety, and emergency services through hands-on learning and mentorship.

Through these efforts, the Airport Fire Service demonstrates its support in developing future talent, empowering underrepresented groups, and fostering strong community relationships, aligning with our ADE&I, and Employee Engagement and Development ESG goals.



**The Airport Fire Service actively supports employee engagement and development while strengthening ties with the local community through education and mentorship initiatives.**



### Enhancing Accessibility Through Collaboration

In early 2025, we partnered with the Children's Hospital of Eastern Ontario (CHEO) to create a resource that helps neurodiverse children and their families feel more comfortable navigating the airport experience. Responding to CHEO's request, we facilitated a collaborative project in partnership with Canadian Air Transport Security Authority (CATSA), Canada Border Services Agency (CBSA), and the National Research Council (NRC) to produce an educational video designed to familiarize children with the travel process. The video, launched in time for March Break, was developed to be broadly applicable across Canadian airports, supporting families beyond Ottawa.

This initiative demonstrates our focus on advancing ADE&I by reducing barriers and promoting confidence for all travellers. By collaborating with community partners and leveraging internal expertise, we continue to create experiences that foster inclusion and a sense of belonging.

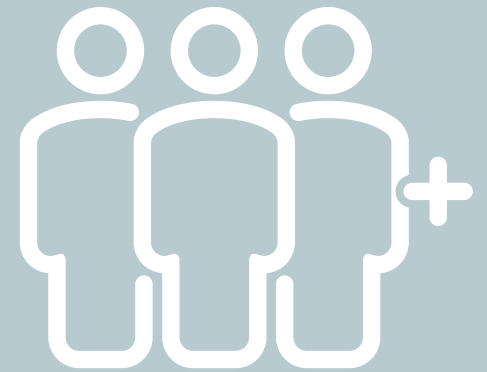




# Employee Engagement and Development

In 2025, the Airport Authority strengthened its focus on Employee Engagement and Development (EED) by listening, learning, and acting. Beginning with a record-breaking 73% participation in the employee engagement survey, we transformed feedback into targeted initiatives that enhanced workplace experience and addressed areas identified for improvement.

These efforts were complemented by strategic alignment with our long-term vision, ensuring that modernization, resilience, and people remain at the heart of our organizational priorities. By fostering transparency and collaboration, we strengthen the foundation for continuous improvement and a culture where employees feel valued and empowered.



## Employee Engagement and Development

Empower employees through education, training, and development opportunities.



## Strategic Alignment: A Bold Vision for 2026 and Beyond

2025 marked a turning point in how we define success. For the first time, our Strategic Objectives were shaped through a truly collaborative process, moving beyond a traditional top-down approach to include broader leadership perspectives.

By mid-year, we introduced a transition plan to guide the organization through change and maintain stability. This plan focused on immediate priorities and set the stage for longer-term growth.

By fall, we moved beyond transition to define our future. Through a collaborative process that extended beyond the senior management team, we developed refreshed Strategic Objectives supported by a renewed vision, mission, and set of behaviours. These were shared at our October town hall with all employees, reinforcing transparency and inclusiveness.

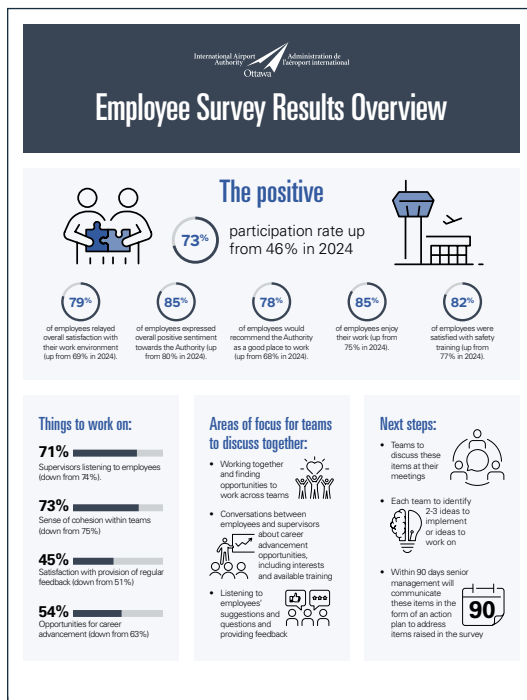
The connection between ESG and our long-term strategy is seamless. The pillars of the new plan—modernization, resilience, sustainability, and people—mirror the themes we have championed through ESG. This alignment ensures that employee engagement and development remain central to organizational transformation, driving impact well beyond 2026.

## Listening First: Engagement Survey as Our Compass

As in previous years, we began 2025 by reviewing the employee engagement survey results in Q1. The response was outstanding. Participation jumped from 46% in 2024 to 73% in 2025, a clear sign that employees are invested in shaping our workplace.

The results told an encouraging story: overall satisfaction and positive sentiment toward the Authority continued to rise, and more employees than ever would recommend us as a great place to work. At the same time, feedback highlighted areas for growth, particularly around career advancement opportunities.

We acted quickly. Each business unit committed to two or three targeted initiatives designed to address these insights. These actions formed the backbone of our EED Initiatives Program, launched in June, and set the tone for continuous improvement throughout the year.



## Building Strong Foundations for Learning and Development

In 2025, we strengthened the foundation for a more structured and intentional approach to employee development. Building on the creation of the Learning and Development (L&D) Manager role in 2024, we now have dedicated expertise to prioritize, assess, and identify targeted L&D opportunities, making employee growth more accessible, focused, and impactful across the organization.

### 2025 Key Actions:

- **Summer students' onboarding experience was revamped** featuring a comprehensive L&D package combining HR journey mapping, learning platforms, and simplified resources.
- **Video-based training modules introduced** (including UKG tutorials) to improve clarity and consistency across teams.
- **Centralized over 40 Standard Operating Procedures (SOPs) within UKG**, along with all onboarding policies, events, polls, and accessibility training. This transition from dispersed resources to a single digital platform enhances efficiency, improves accessibility for employees, and

streamlines the overall learning experience. In addition, in-person training programs such as first aid, and hoisting and rigging are now complemented using digital resources.

- **Launched the digitization of groundside and airside SOPs and training videos**, producing all materials in-house and achieving \$125,000 in cost avoidance or 59% reduction in external costs and meaningful efficiency gains.
- **Launched a French language training program** in September using Rosetta Stone, starting with a nine-person pilot supported by Common European Framework of Reference for Languages (CEFR)-based assessments. This initiative helps employees strengthen bilingual skills to meet Official Languages Act requirements, improve collaboration with campus partners and tenants, and enhance service for passengers in both official languages.
- **Introduced a language-assessment tool within the recruitment process**, reducing manual evaluation time by over 75% and streamlining workflows. This initiative enhances operational efficiency while promoting bilingual proficiency in critical roles, supporting a more inclusive and connected workforce.

### • Expanded training offerings included:

- Canadian Airports Council (CAC) Accessibility training - Additional information on this training can be found in the ADE&I section
  - ICS 100
  - Everbridge training for the AOCC team
  - Airport Emergency Coordination Centre (ECC) Personnel Training
  - AI Chatbots: Understanding Their Use, Risks, and Limitations in the Workplace
  - Microsoft 365 Basics: Official Quick Links Training
  - Fighting Against Forced Labour and Child Labour in Supply Chains Act
- **Hosted employee-led "Lunch and Learns"** that encouraged peer-to-peer knowledge sharing and engagement, covering topics such as artificial intelligence, radon awareness, Employee Assistance Program resources, heart health, and practical workplace skills including PowerPoint features.

These initiatives have established a strong foundation for a culture of continuous learning, one that aligns with organizational priorities and equips employees with the skills and confidence to succeed in a rapidly changing environment. Looking ahead to 2026, we will build on this progress by introducing formal career development plans and expanding language assessment tools to strengthen bilingual capability in critical roles.

## Showcasing Our People

### Recruitment Video

In 2025, we strengthened our focus on employee growth by introducing new training experiences and highlighting the people who power the Authority. A key milestone was the launch of our recruitment video, featuring real employees and offering a behind-the-scenes look at the diverse roles that keep our operations moving. **We invite you to check out the [video](#) to meet the talented team at the heart of our organization.**

### Employee Recognition Program

We introduced an Employee Recognition Program to strengthen our inclusive, values-driven culture. The program celebrates years of service, career achievements, and behaviours that demonstrate care, innovation, collaboration, and courage, helping reinforce employee engagement, well-being, and retention.

Oversight by a cross-functional committee ensures fairness and consistency, while ongoing evaluation links recognition efforts to employee experience and long-term workforce sustainability.

## EMPLOYEE ENGAGEMENT IN ACTION

We continued to create opportunities for employees to connect, collaborate, and contribute both within the organization and in the community. Engagement took many forms, from organization-led events and national observances to employee-driven initiatives and volunteer activities.

These examples demonstrate how engagement is more than an initiative, but rather an ongoing effort to build a workplace where people feel connected, valued, and inspired.

### Authority participates in Triple AAA Career Expo

The Authority was a proud event sponsor of the Air Cadet League of Canada's Triple AAA Career Expo, hosted at the phenomenal Porter hangar. This exciting event gave us the opportunity to showcase amazing career and employment opportunities available at the Authority.





### **Elevate Aviation Cross Country Tour stops at YOW**

We participated in this event for the second time in a row. It provides a glimpse into careers in aviation to young women and underrepresented youth.



### **HOPE Volleyball SummerFest Participation**

For the fourth year, the YOW JETsetters team joined this community fundraiser, combining employee engagement with charitable impact. The 2025 tournament supported five local organizations: Upstream Ottawa, Ottawa Humane Society, The Centre for Treatment of Sexual Abuse and Childhood Trauma, The Door, and Youth Services Bureau of Ottawa.



### **3<sup>rd</sup> annual Ottawa Airport Professional Firefighters Association's annual charity golf tournament**

Held at the Meadows Golf Club in Ottawa, the annual Airport Fire Service golf tournament raised \$13,5000 for the Canadian Fallen Firefighters Foundation (CFFF), a charity that supports the families of fallen firefighters and honours their service.



### Dreams Take Flight

The Airport Authority provides the opportunity for one employee to take part in the annual Dreams Take Flight trip to Disney. Tony Reece, Electrical Maintenance Supervisor, was one of three chaperones for a group of four 10-year-old boys. Although he was grateful to visit Disney again, a place he hadn't been since taking his own kids in 2014, he noted that his favourite part was seeing Disney through the kids' eyes and helping them get the most out of their experience.



### 2025 Safety and Health Week

In May, we participated in the Canadian Centre for Occupational Health and Safety's annual Safety and Health Week, promoting workplace safety, well-being, and awareness. Activities included interactive trivia and riddles, mental health breaks with refreshments, a fire extinguisher demonstration by airport firefighters, and a Foreign Object Debris (FOD) walk to enhance airside safety. These initiatives fostered employee engagement while reinforcing our commitment to health and safety.

### Emergency Preparedness Week

We proudly participated in Emergency Preparedness Week 2025, a national campaign led by Public Safety Canada to promote readiness and resilience. Activities included emergency kit awareness, a tabletop exercise, virtual reality training demonstrations, and tours of emergency facilities. Employees also engaged with Ottawa Police Service representatives and Airport Fire Service teams, promoting collaboration and preparedness across our operations.

### Airport Workers Day June 25, 2025

We celebrated Canada's second Airport Workers Day, recognizing the essential contributions of everyone who keeps YOW running, from operations and security to IT, maintenance, and customer service. Employees enjoyed treats from Mr. Sundae and received a token of appreciation, reinforcing our commitment to valuing and engaging our workforce.





### Canadian Airport Safety Week

In September, we participated in Canadian Airport Safety Week, reinforcing our commitment to safety culture. Each day focused on a key theme: psychological safety, environmental safety, airside and worker safety, Foreign Object Debris (FOD), and security. Activities included safety quizzes, aircraft turnaround audits, a [Climate Fresk](#) workshop, a guest speaker session, and a campus-wide FOD walk, engaging employees and partners in promoting safe practices across operations.

### Annual Poppy Campaign Support

For the 25<sup>th</sup> year, we welcomed the Royal Canadian Legion (Manotick Branch 314) to YOW to support their annual poppy campaign. Veterans collected donations near Tim Hortons on Level 3, with poppy boxes available throughout the terminal pre- and post-security, reinforcing our commitment to honoring Canada's veterans and supporting community traditions.



### Hump Day Hustle

An employee-led initiative introduced voluntary midweek group workouts on campus to promote wellness and team connection. Open to all fitness levels, these sessions encourage movement, camaraderie, and stress relief, helping to build a healthier workforce and a positive workplace culture.



### Employee BBQ

An employee-led campus BBQ brought together multiple departments for a day of connection and appreciation.

### Canada Army Run Participation

Employees organized and led participation in the Canada Army Run, covering a combined distance of 105 km and raising \$1,314 for Support Our Troops and Soldier On. This initiative fostered wellness, teamwork, and community impact while honoring members of the Canadian Armed Forces and their families.





### Bring your Kid to Work Day

We hosted an interactive career exploration event for Grade 8–9 students, offering a behind-the-scenes look at airport operations. Participants engaged with teams such as Fire Services, Airside Operations, and Predator Bird Services, and took part in educational activities designed to showcase diverse aviation careers.

### Airport Fire Service Santa Toy Parade

The Airport Fire Service once again brought festive spirit to the city this season, proudly showcasing Red 10 decked out in dazzling lights, garland, and wreaths at the Santa Toy Parade in downtown Ottawa and Santa’s Parade of Lights in Orléans.



### Employee Ticket Giveaways

Employees had opportunities to win tickets to major Ottawa events, including Bluesfest and local hockey games. The Authority is proud to be a season ticket holder for both the Ottawa Charge and the Ottawa Senators, to help support the success of our hometown hockey teams. These initiatives promote employee engagement, celebrate team spirit, and provide unique experiences outside the workplace.



**Job Shadowing:  
Building Awareness and Engagement**

We launched our first-ever job shadowing initiative, “Firefighter for a Day” to strengthen employee engagement and cross-functional learning. Two employees participated in a full-day experience with the Airport Fire Service, gaining hands-on exposure to critical safety operations, and insight into the skills, training, and teamwork required to keep the airport and its passengers safe.



**YOW is a ‘good sport’**

A bet’s a bet! While we were sad to see our CEO Susan Margles indulge our friends Toronto Pearson Airport, we were so proud of our Ottawa Senators playoff run.



**JUMP IN**

The YOW JETsetters stepped up for women’s heart health in September as part of the University of Ottawa’s Heart Institute’s JUMP IN program. The group of 21 employees committed to moving their bodies 30 minutes a day, for a total of 27,900 minutes of exercise during the month. They also raised \$2,000! As a reward for their efforts, they walked the runway to wrap up the month.

**Trees of Hope**

The Airport Authority’s ‘Trees of Hope squad’ had the honour of decorating one of 44 Christmas trees at the Chateau Laurier to raise funds for Children’s Hospital of Eastern Ontario (CHEO). The team brought the ‘Twas The Night Before Christmas theme to life with ornaments they crafted, including garland, stringed popcorn, dried oranges, anise rings, and crocheted snowflakes.



## Our Path Forward on Social Priorities

As we look toward 2026, we will continue strengthening the programs, partnerships, and practices that support our people and the communities we serve. Our focus is on building a safe, inclusive, and engaging environment for employees and passengers, while advancing development opportunities that support long term growth and organizational resilience.

### Employee and Passenger Health, Safety, and Well being

- **Occupational Health & Safety (OHS) program review** revealed areas for improvement. For a most effective Health & Safety program, we will:
  - Prioritize the development and implementation of a Health & Safety Management System, aligned with ISO 45001 standards. This will include the creation of additional standardized Safe Work Practices (SWPs) and Standard Operating Procedures (SOPs) to address key workplace hazards, including but not limited to ladder use, fall protection, and equipment handling.
  - Work towards a more unified approach across departments to improve documentation consistency and enhance due diligence. For example, there will be increased representation of the Health & Safety and Environmental Services team members actively participating in all groundside and airside capital projects to ensure hazards and environmental risks are thoroughly assessed and addressed.

- **Advancing aviation emergency management excellence** by continuing collaboration with provincial and international partners to ensure the Authority not only meets but exceeds industry best practices.
- **Enhancing wellness and safety supports** by strengthening mental health resources and overall workplace well-being initiatives.
- **Advancing accessibility for passengers** through the development of the 2026–2029 Accessibility Plan and continued progress toward RHFAC.
- **Improving inclusive communication and service accessibility** to support safe, positive passenger experiences.
- **Re-implement the Airport Service Quality (ASQ) index**, a globally recognized benchmarking program developed by Airports Council International. This initiative provides insights into passenger perceptions across key touchpoints, enabling us to identify strengths and areas for improvement. By leveraging ASQ data, we will prioritize enhancements that elevate the passenger experience, from streamlining processes to improving amenities, and ensuring YOW remains competitive and aligned with international best practices.
- **Implementing the #NotInMyCity** program to educate employees and tenants on identifying signs of human trafficking.



### ADE&I

- **Delivering cultural competence and inclusive leadership training** to strengthen awareness and capability across the organization.
- **Improving transparency and dialogue** through strengthened communication channels and structured engagement opportunities.
- **Expanding accessibility initiatives beyond compliance** by applying inclusive design principles across facilities and services.
- **Integrating ADE&I into performance and planning** by establishing measurable goals and tracking through regular reporting.
- **Deepening Indigenous relationships** and ensuring Indigenous perspectives inform long-term planning, including the Airport Expansion Program and 2028 Master Plan.
- **Promoting cultural awareness** by using terminal monitors to highlight the diverse cultures that shape Canada's identity.

### Employee Engagement & Development

- **Expanding learning and development opportunities** through new training, mentorship pathways, and bilingual capability-building.
- **Implementing a targeted Inclusion Survey Action Plan** and monitoring progress through follow-up assessments and evaluation tools.
- **Strengthening employee engagement** through community involvement, wellness initiatives, and activities that foster growth and reinforce organizational culture.

## EMPLOYEE METRICS

	2022	2023	2024	2025	VAR to Last Year
Total # employees	211	259	268	286	6.7%
Gender female % total	19.5%	20.5%	20.9%	21.0%	0.1%
Gender male % total	80.5%	79.5%	79.1%	70.0%	-0.1%
Board diversity % women	43.0%	42.9%	35.7%	35.7%	0.0%
Board diversity % men	57.0%	57.1%	64.3%	64.3%	0.0%
Training hours	660	5,890	4,469	11,420	155.5%
Number of seasonal employees	34	52	51	51	0.0%
Non-union employees %	15.8%	15.8%	16.0%	16.4%	0.4%
Union employees %	83.3%	84.2%	84.0%	83.6%	-0.4%
PSAC Local 70701 % of union employees	73.0%	75.7%	75.4%	75.5%	0.1%
Ottawa Airport Professional Fire Fighters Association Local 3659	10.3%	8.5%	8.6%	8.0%	-0.6%
Employment category: Permanent	82.4%	79.9%	80.2%	81.5%	1.2%
Employment category: Seasonal	10.2%	20.1%	19.0%	17.8%	-1.2%
Employment category: Term	1.0%	0.0%	0.7%	0.7%	0.0%
Age: <30	8.8%	8.5%	9.0%	10.5%	1.5%
Age 30–39	16.1%	22.0%	23.1%	25.9%	2.7%
Age 40–49	29.8%	24.7%	25.0%	22.0%	-3.0%
Age 50–59	29.3%	28.6%	29.1%	26.6%	-2.5%

	2022	2023	2024	2025	VAR to Last Year
Age 60–65	12.2%	14.3%	10.1%	11.2%	1.1%
Age >65	3.9%	1.9%	3.7%	3.8%	0.1%
Employment Category: Full Time	93.7%	100.0%	99.3%	99.3%	0.0%
Employment Category: Part Time	6.3%	0.0%	0.75%	0.70%	-0.05%
Number of New Hires	29	63	35	47	34.3%
Total Turnover Rate	7.3%	7.5%	10.2%	7.7%	-2.5%
Voluntary Turnover Rate	7.3%	7.5%	8.8%	5.6%	-3.2%
Involuntary Turnover Rate	0.0%	0.0%	1.4%	2.1%	0.7%
Union Turnover Rate	4.9%	3.5%	7.4%	4.3%	-3.1%
Non-Union Turnover Rate	2.4%	5.0%	2.8%	3.4%	0.6%
Percentage of active workforce covered under collective bargaining agreements	83.3%	84.0%	84.0%	83.57%	-0.4%
Number of work stoppages	0	0	0	0	0%
Total amount of monetary losses as a result of legal proceedings associated with labor law violations	\$0	\$0	\$0	\$0	\$0
Average hourly wage	\$46.32	\$46.73	\$47.57	\$50.82	\$3.25
Employees earning minimum wage, by region	0%	0%	0%	0%	0%

# 05

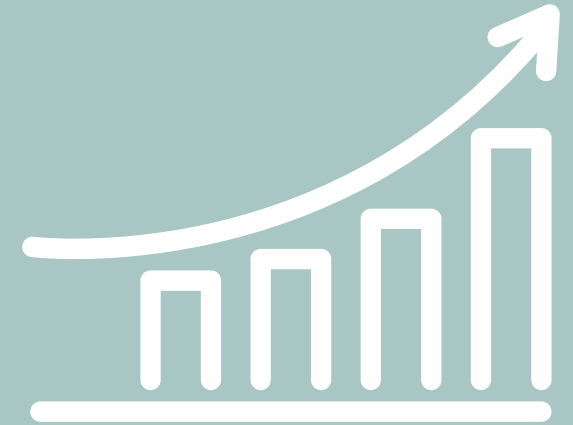
**IN THIS SECTION**

- Economic Impact

# Governance

## ECONOMIC IMPACT

**Y**OW continues to serve as a major economic driver for Canada’s Capital Region. In 2025, we saw targeted air service growth, infrastructure improvements, and commercial development. This strengthened regional connectivity, supported job creation, and reinforced the airport’s foundation for sustainable long-term growth.



**Develop**  
**broad stakeholder relationships to champion future airport plans**

Connects to Economic Impact, as collaboration drives regional prosperity and sustainable employment, while strengthening trust in our ESG commitments.

### Economic Impact

Drive economic prosperity in Canada’s Capital Region through business development activities that foster sustainable and resilient employment and economic growth.

**Key 2025 Actions:**

## Air Service Expansion: Connecting Ottawa to the World

Ottawa's air connectivity strengthened significantly in 2025. This was led by Porter Airlines' growth and complemented by Air Canada's expanded offerings and Air France's Paris service:

- Porter Airlines increased sun destination capacity by up to 25%, introduced five new winter Mexico and Caribbean routes, and added non-stop flights to Victoria.
- Air Canada restored Ottawa-London Heathrow service and extended service into the winter season, complementing Air France's year-round Paris-Charles de Gaulle Airport service.



**Porter Airlines increases sun destination capacity up to 25% and launches four new winter routes**

October 1, 2025.

## Infrastructure Enhancements

In line with our objective to strengthen YOW's hub capability, we progressed key upgrades that improve efficiency and passenger service:

- Ground transportation counter relocation: Streamlined passenger circulation in the terminal.
- Redesign of check-in area resulted in two additional check-in counters and six new self-bag drops.
- Runway 14/32 rehabilitation: Advanced essential maintenance and upgrades to extend the runway's lifecycle, support safe and efficient aircraft operations, and sustain YOW's long-term capacity needs.



**Air Canada Celebrates Resumption of Ottawa-London Heathrow Flights**

April 1, 2025.



“

**In line with our objective to strengthen YOW's hub capability, we progressed key upgrades that improve efficiency and passenger service.**



## Launch of a Fully Accessible Rail Link Connecting YOW to Ottawa

Beginning in January, the new O-Train Line 4 Airport Station, provided a fully accessible rail connection between YOW and the city via South Keys station. This milestone improves multimodal connectivity, supports a smoother passenger journey through a modern and heated station design, and contributes to Ottawa’s overall accessibility by providing a direct rail link to the airport, an addition that is expected to benefit tourism, business travel, and regional mobility.

## Commercial Development: Elevating Passenger Experience

In 2025, commercial growth progressed with the reopening of a modernized Starbucks and the addition of new food and beverage options such as Urban Crave, alongside continued momentum from Big Rig. These enhancements contributed to an 8.5% increase in non-aeronautical revenue and expanded partnerships with local suppliers.

## Land Development

Canadian North made significant progress on the construction of its new integrated main cargo facility and corporate head office at 145Thad Johnson Private. Serving as an integral gateway for Inuit communities, the new facility represents Canadian North’s commitment to expanding services in the Arctic. With a warehouse component of 35,000 sf (double the size of the previous facility) and a 25,000-sf office portion, the new facility will unify various sites and use the latest tracking tools to ensure vital items like food and medication get delivered on time.

The building is funded jointly by Canadian North and the Government of Canada through its National Trade Corridors Fund, each party contributing equally to a total construction cost of \$22 million. The facility will be complete and operating in April 2026.

## Strengthening Business Continuity Through Cybersecurity

To safeguard operations and enhance resilience, we partnered with Calian Group Ltd. to manage our cyber Security Operations Centre (SOC), a critical step in protecting infrastructure and maintaining business continuity.

Technology Upgrades		% change compared to 2024
2024	2025	
<b>\$3.9m</b>	<b>\$6.3m</b>	<b>62%</b>

## Strategic Stakeholder and Regional Engagement

We collaborated with Members of Parliament from the Ottawa region, as well as Ottawa Board of Trade, Invest Ottawa, Ottawa Tourism, Tourisme Outaouais, and the Chambre de commerce de Gatineau to align airport growth with regional priorities.

Together, we advanced four strategic priorities: stabilizing the federal workforce, positioning YOW as a pillar for regional transportation, establishing Ottawa-Gatineau as a defence innovation hub, and supporting a bicentennial vision for the Capital Region.

The airport is poised to serve as a potential intermodal hub connecting air, rail, and future high-speed rail. In defence and innovation, the airport continues to play a vital role in Canada’s national security posture, supporting staging operations, equipment testing, and secure transport missions in collaboration with the Department of National Defence.



# 06

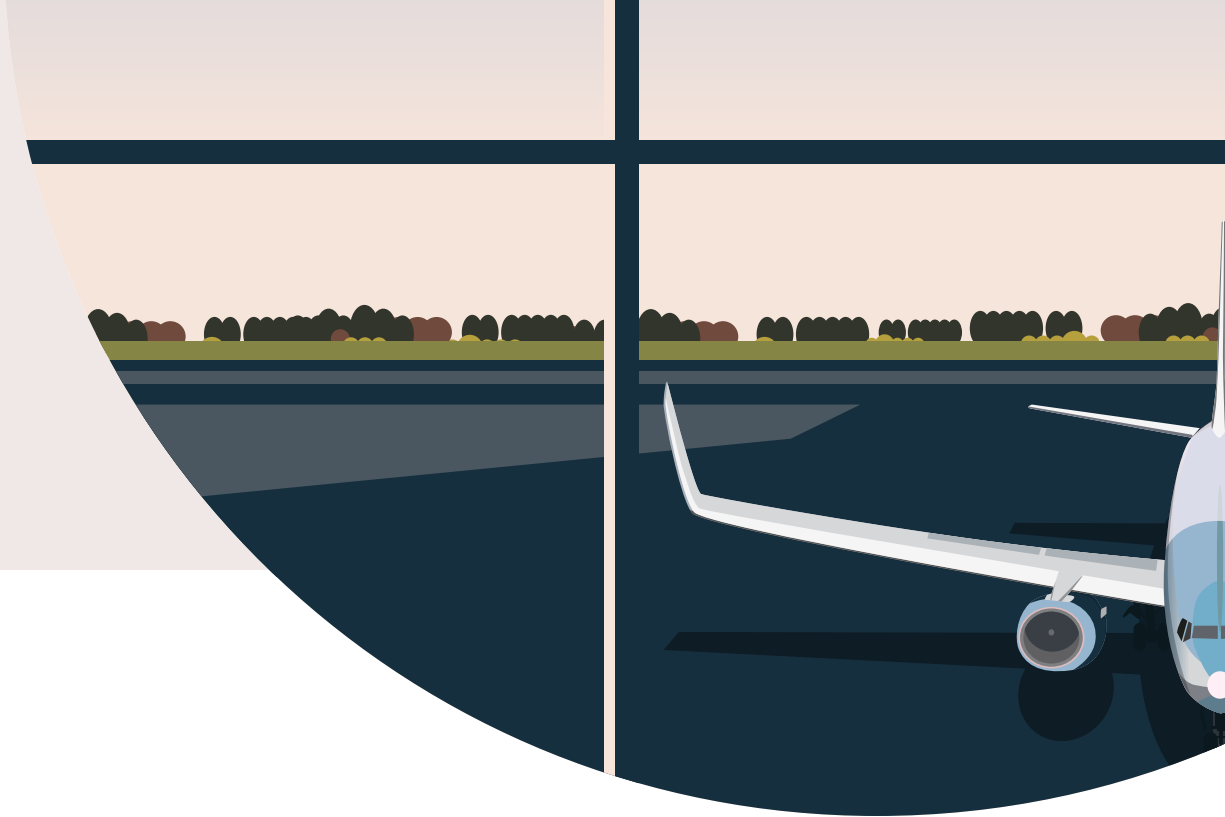
## Connected for Growth and Excellence

### REFLECTING ON OUR JOURNEY

**2**025 was a year of steady progress and strategic alignment. As we transitioned to a refreshed long-term plan, we focused on embedding ESG principles into core business decisions rather than treating them as standalone initiatives. This approach allowed us to strengthen environmental performance, enhance social programs, and reinforce governance practices in ways that support both operational excellence and stakeholder trust. While the year revealed areas where we could raise the bar, it also delivered meaningful progress that strengthens our foundation for the future.



**While the year revealed areas where we could raise the bar, it also delivered meaningful progress that strengthens our foundation for the future.**



## INSIGHTS THAT SHAPE OUR NEXT STEPS

We identified opportunities to strengthen performance, including formalizing Scope 3 emissions reporting, accelerating waste diversion, embedding accessibility and inclusion more deeply into decision-making, and modernizing occupational health and safety through an ISO-aligned framework.

## PRIORITIES FOR THE ROAD AHEAD

With a refreshed strategy and strategic objectives that align with our material topics, we are well-positioned to execute decisively in the future. To keep our forward momentum, we will prioritize the following key items for 2026 and beyond:

- **Climate Change & Energy Management:** Continue BAS optimization, advance electrification, integrate climate adaptation into capital planning, and publish a Scope 3 roadmap aligned with ACA standards.

- **Employee and Passenger Health, Safety, and Well-being:** Prioritize the development of an ISO-aligned Health & Safety Management System and advance emergency readiness programs.
- **ADE&I:** Achieve RHFAC milestones, scale ASL/LSQ pilots, deepen partnerships that strengthen Indigenous representation, and translate insights from the inclusion survey into a comprehensive workplan with clear actions and measurable outcomes.
- **Economic impact:** Grow air service, open new concessions and the ALT Hotel, modernize passenger flows, implement ACI's ASQ index for real-time passenger experience insights, and complete a comprehensive Economic Impact Study.

Together, these actions align ESG with core business outcomes, supporting responsible growth, operational excellence, and an inclusive culture.

## LOOKING FORWARD TOGETHER

Thank you to our employees, partners, and stakeholders whose collaboration drives progress. Building on this year's achievements, we will continue to apply insights, act with purpose, and keep people at the center of our work.

We will continue to learn, listen, and act, making decisions that are practical and ambitious, grounded in data and informed by lived experience. The path forward is clear: keep ESG integrated, keep outcomes tangible, and keep people at the center of our work. In doing so, we will deliver resilient operations, a welcoming passenger experience, and lasting value for the region we serve.

YOW.W.ca



International Airport  
Authority



Administration de  
l'aéroport international

Ottawa

