

2024

ESG REPORT

Environmental, Social
and Governance Report

International Airport
Authority

Ottawa

Administration de
l'aéroport international

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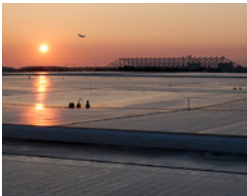
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Towards Tomorrow with Purpose

Introduction

This past year has been one of reflection, growth, and progress for the Ottawa International Airport Authority (the “Authority”) as we continue our Environmental, Social, and Governance (“ESG”) journey that we began in 2022.

This report outlines the progress we made in 2024 to address the challenges and opportunities that ESG considerations bring to our operations, our people, and the community we serve.

As ESG practices continue to mature across industries, and reporting on ESG remains voluntary, we remain on a thoughtful path forward, building on the foundations laid in previous years while striving to increase our impact. We are transparent about our progress and hold ourselves accountable to make meaningful improvements and report on our economic, environmental, and social impacts.

As our approach remains pragmatic, we continue to concentrate on the material topics most pertinent to our stakeholders and operations. These include climate change and energy management, employee and passenger health, safety, and well-being, employee engagement and development, accessibility, diversity, equity, and inclusion (“ADE&I”), and our broader economic impact.

More information on how we determined our material topics can be found in our [2022 ESG Report](#) at [yow.ca](#).



Key material topics and goals

This year, we have placed strong emphasis on learning and capacity building. Establishing robust processes for collecting and reporting on ESG metrics remains an ongoing effort, and we recognize the importance of enhancing the quality and depth of our disclosures over time. Reporting on ESG is voluntary, yet we see it as an opportunity to be transparent about our progress and to make meaningful improvements.

We are proud to share highlights of the year's achievements, as well as the challenges we continue to navigate. By providing high-level insights into our journey, we aim to foster trust and collaboration with our stakeholders while demonstrating our intention to evolve responsibly. We look forward to continuing this important work and welcome the opportunity to deepen our impact in the years to come.



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 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.

About this Report

This report, spanning January 1, 2024, to December 31, 2024, showcases our progress in addressing the key material topics identified in our 2022 ESG Report. We highlight specific initiatives that have driven progress in each area. Key metrics are presented where relevant, aligned with globally recognized frameworks for reporting on economic, environmental, and social impacts. This approach provides a transparent overview of our ESG performance, demonstrating our focus on continuous improvement and responsible business practices.

ESG reporting standards and frameworks

To enhance transparency and provide a clearer understanding of our ESG initiatives, we continue to report in reference to the Global Reporting Initiative (GRI) Universal Standards and Topic Standards, as well as the Sustainability Accounting Standards Board (SASB) Standards. Comprehensive disclosures are available in the reporting index on our [website](#). For more information on these standards, please refer to [GRI](#), and [SASB](#).

This year, we have chosen not to report per the Taskforce on Climate-related Financial Disclosures (“TCFD”) due to these considerations:

Evolving standards and regulatory landscape:

The TCFD framework has been integrated into the: [International Sustainability Standards Board \(ISSB\) through the International Financial Reporting Standards \(IFRS\) S1 and IFRS S2](#). Both standards fully incorporate the TCFD recommendations, providing a comprehensive global baseline for sustainability reporting. We are closely monitoring these developments and awaiting specific guidance from Canadian regulatory bodies, including the Canadian Sustainability Standards Board (CSSB), regarding the published Canadian Sustainability Standards (CSDS). The guidance and regulatory requirements are still evolving.

Focus on quality and substance:

Our ESG reporting prioritizes quality and substance over mere compliance. We are revisiting our metrics relevant to the TCFD disclosures to ensure future reports deliver greater insights. We are dedicated to fulfilling our obligations under [Environment and Climate Change Canada’s Net-Zero Challenge](#), working towards achieving our net-zero goal and associated targets through complex, multi-year initiatives. To provide more insightful information in future reports, we have decided to defer updates on our TCFD-aligned disclosures.

Looking ahead

As the ESG reporting landscape evolves, we will adapt our practices to align with emerging standards, regulatory requirements, and stakeholder expectations. We strive to ensure all claims are substantiated with credible data and methodologies to comply with regulatory requirements. We are preparing for CSDS reporting in the coming years.

In the interim, our alignment with GRI and SASB enables a transparent account of our ESG performance. We remain dedicated to advancing our ESG material goals and building trust with our stakeholders through thoughtful disclosure.



Message from our Chair

It is my privilege to address you for the first time as Chair of the Board. Having served on the Board during the foundational years of our ESG journey, I am proud of the progress we have made and excited about the journey ahead.

Over the past three years, our ESG program has evolved, and this report highlights our progress and the steps we are taking to further integrate environmental, social, and governance considerations into our operations.

This year also marks a significant leadership transition, as we bid farewell to our retiring CEO, Mark Laroche. His leadership has been instrumental in guiding our organization, and his contributions have laid a strong foundation for our future.

At the same time, we are excited to welcome Susan Margles, whose leadership will undoubtedly bring fresh energy and perspective to our ongoing efforts. As we move forward, the Board will continue to collaborate closely with the Authority's executive team to advance our ESG goals, fostering a culture of inclusivity and transparency. We are committed to making measurable progress and will provide regular updates on our achievements and future plans.



Bonnie Boretsky
Chair, Board of Directors



As we move forward, the Board will continue to collaborate closely with the Authority's executive team to advance our ESG goals.



I am excited to lead this organization into the next phase of its ESG journey and to build on the successes of the past year.

Message from our President and CEO

As the new CEO of the Authority, I am honored to present this year's ESG report, which reflects progress made in 2024 under the leadership of my predecessor. This report highlights the meaningful advancements achieved in our material ESG goals, thanks to the dedication and hard work of our entire team.

Although I was not in the role during 2024, I remain committed to continuing the momentum built over the past year. Our ESG efforts have laid a solid foundation for future growth, and I am confident that we will continue to drive positive change for our stakeholders and the broader community.

I am excited to lead this organization into the next phase of its ESG journey and to build on the successes of the past year. Thank you for your ongoing support and dedication to our vision. Together, we will continue to advance our ESG goals and create lasting, positive impact.



Susan Margles
President and CEO



YOW in Numbers

Change compared to 2023

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.

4,606,824

Pax growth + 12%



3,431,500

Domestic + 7%

741,449

Transborder + 29%

433,875

International + 37%



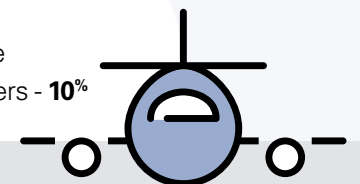
105

Average Number of
Flights per Day + 8%

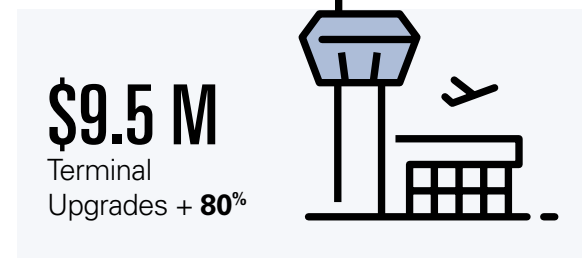
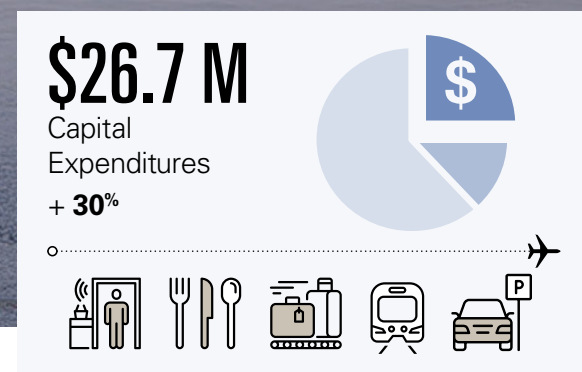
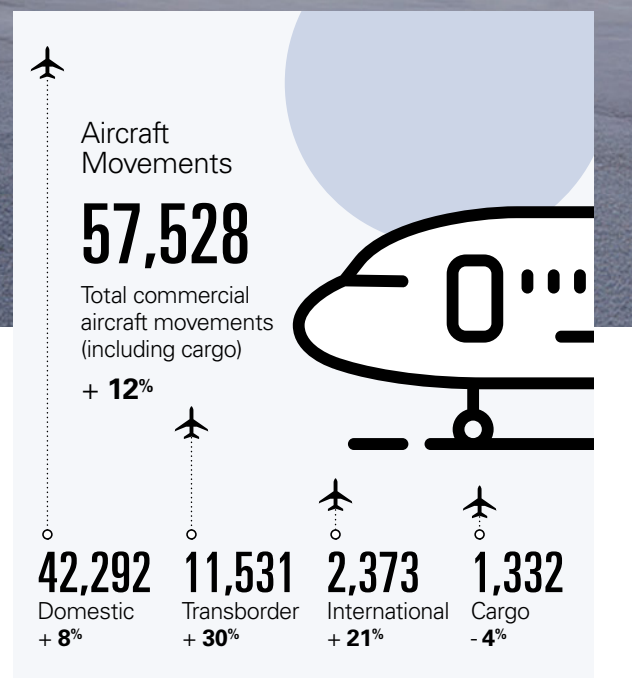


9

Airline
partners - 10%



YOW in Numbers





Environmental

Our Environmental Sustainability (ES) team drives initiatives like waste reduction, adoption of efficient technologies, and reducing the Airport's environmental impact.

We remain committed to improving the environmental performance of our operations, learning from challenges, and making informed decisions. Our focus on climate change, energy management, and waste reduction will continue through initiatives aimed at reducing carbon output and energy consumption.

These updates will reflect our ongoing efforts, based on measurable results and an honest assessment of what has been achieved, in compliance with relevant regulations and industry standards.

The following sections outline our activities in this regard.



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.

Environmental performance metrics on noise management, waste management, and greenhouse gases are available on our website, and updated annually.

[Publications | Ottawa International Airport Authority](#)

Path to Net-Zero

In 2022, the Authority joined [Environment and Climate Change Canada's Net-Zero Challenge](#), setting a target to achieve net-zero Scope 1 and Scope 2 emissions by 2040, ten years ahead of the challenge's target. We continue to explore opportunities and enhance initiatives to reduce emissions and improve energy efficiency, aligning with the latest guidance and standards.

Scope 3 emissions are not included in this report as we continue to refine our data collection and calculation methods to better capture these indirect emissions. Given that the majority of Scope 3 emissions stem from aircraft movements, we remain engaged with initiatives such as the Canadian Council for SAF to stay informed on solutions and advocate for advancements. While SAF availability and affordability remain industry-wide challenges, we are actively exploring ways to address these complexities and support long-term reductions in indirect emissions.

We have made some progress over the past year to reach our target, but in parallel, we have come to the realisation that this timeline is likely not achievable. This adjustment is due to the need for substantial funding, complex collaboration with third parties to reduce greenhouse gas ("GHG") emissions, challenges in transitioning to renewable diesel, and the pace of supportive legislation.

Our path to net-zero has changed in two significant ways:

- We have adjusted our timeline to align with the Net-Zero Challenge target of 2050.
- We will no longer rely on carbon offsets.

Despite this realization, we remain determined to follow through on the challenge we signed up for, and making meaningful, measurable reductions in YOW's direct and indirect emissions.

Carbon credit purchases

In 2024, the Authority decided to cease its practice of purchasing carbon credits to offset emissions generated at YOW.

Key factors driving this decision include:

- The saturation of the carbon market.
- Concerns around the credibility of certain offset programs.
- Growing awareness that offset credits, while helpful in some contexts, do not provide the direct impact we intended.

This decision highlights our responsibility to achieve emissions reductions that are both transparent and effective. With renewed clarity and a focus on climate resilience, we will explore different carbon reduction projects and recognize their effectiveness and maturity within the industry before implementation.





GHG emissions reduction projects in 2024

Infrastructure

We continue to optimize our building operations to lower energy consumption for heating, cooling, cooking, lighting, and other electrical loads to reduce GHG emissions.

The impact of our initiatives will become evident over time, as these long-term projects require extensive studies, infrastructure changes, technology integration, and careful planning. The full benefits will unfold in the mid-to long-term as systems are optimized and emissions are gradually reduced.

Our key projects include electrifying heating systems, transitioning to heat pump technology, exploring fully electric or hybrid options, and purchasing renewable energy. Additionally, we are committed to maintaining and enhancing our critical infrastructure to support our partners in optimizing the electrification of their airfield fleet vehicles. The following are highlights of key projects we advanced in 2024.

Fleet

As we renew our fleet, we continue to evaluate whether hybrid and fully electric vehicles meet our requirements.

Electric vehicle charging

- We added two Level 3 Electric Ground Support Equipment (eGSE) chargers to support ground handling operations.
- We built the infrastructure for our first public charging lot. The lot, that is equipped with six charging stations and was built using PurePave Technologies Inc. (PurePave) product instead of traditional asphalt, will open to the public in 2025.
- At the Hendrick building, where the Airport Fire Service, airside grounds and vehicle fleet maintenance teams are based, we installed four Level 1 charging stations in the employee/public parking lot and there are now two Level 2 and three Level 2 DC chargers for the Authority's fleet.
- We installed one Level 3 charger at the Alert hangar for the Authority's fleet.



**As we renew our fleet,
we continue to evaluate whether
hybrid and fully electric vehicles
meet our requirements.**

Building Automation Systems (“BAS”)

In 2024, we continued to modernize major equipment controllers, with a focus on chiller plant and heating, ventilation, and air conditioning (“HVAC”) controls, and boiler systems.

In 2023, Envari Energy Solutions (“Envari”) established a baseline for the Authority to measure the impact of our energy consumption and optimizations efforts. Data from 2019 was used to measure electricity savings (to avoid any operational changes due to the COVID-19 pandemic), while 2022 data was used for natural gas savings (gas use was not significantly affected by the COVID-19 pandemic). This approach helps eliminate weather as a variable when determining energy savings across multiple years.

For more detailed information, please email esg@yow.ca to request a copy of Envari’s comprehensive report.

Hydro and natural gas savings from BAS optimization (2024)

Electricity

Chiller plant and HVAC controls optimization

SAVINGS

Energy 1,528,051 m³

Cost \$216,983

Emissions 45 tCO₂e

Natural gas

Boiler optimization

SAVINGS

Energy 290,043 m³

Cost \$113,841

Emissions 577 tCO₂



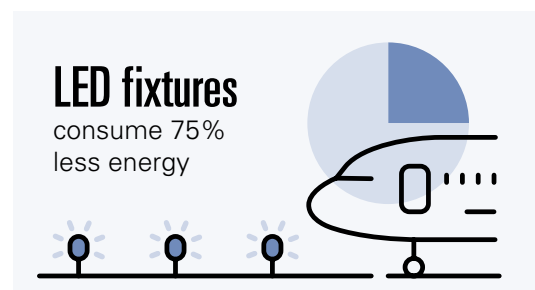
Carousels and canister lights

We replaced the lighting fixtures on our five carousels, that were due to be replaced, with LED lighting, which will reduce our GHG emissions by 10 tonnes annually.



Lighting the way

We replaced Runway 07-25's outdated quartz halogen edge and threshold lights with energy-efficient LED fixtures which consume up to 75% less energy than traditional lighting. This will significantly lower our energy costs and carbon dioxide equivalent (CO₂e) emissions by approximately 2 tonnes per year. With a lifespan 25 times longer than quartz halogen lights, the LED lights will reduce maintenance needs and costs long-term. By adopting advanced technologies and efficient practices, we are driving meaningful progress toward reducing our environmental impact and enhancing operational efficiency.



During the two-week runway closure, we took advantage of the opportunity to complete additional projects to be proactive, mitigate operational impact, and optimized resources. Projects included storm sewer upgrades and routine maintenance.

Climate resilience

Climate resilience is a key consideration across all initiatives, ensuring that each project is prepared to meet the demands of a changing climate.

Our dedication to climate resilience is demonstrated through infrastructure improvements, such as advanced stormwater management systems designed to withstand severe weather events, as well as incorporating resilience measures directly into each phase of our projects.

We continuously seek opportunities to enhance our efforts by staying informed about new developments and learnings, particularly within the aviation industry. This approach helps us develop initiatives that are both forward-thinking and grounded in practicality.



Climate resiliency efforts

Stormwater management

- We enhanced the capacity and performance of infiltration beds to manage stormwater more effectively.
- We assessed the feasibility and benefits of using permeable pavement to improve water infiltration and reduce runoff when applicable.

Redundancy of critical infrastructure

- We commissioned an additional pump station to ensure a reliable potable water supply.
- We upgraded the back-up generators to maintain critical operations during power outages.
- We increased the capacity of standby generators to support more operational equipment and infrastructure during prolonged power outages.
- We implemented an N+1 redundancy strategy where the number of required chillers and towers is always one more than needed to ensure continuous operation.

Health and safety protocols

- We will be revising health and safety protocols to address the challenges posed by extreme weather conditions and poor air quality.

Paved surface durability

- We continue to review temperature fluctuation tolerance of paved surfaces to assess and improve durability.



Special Authorization CAT II

In 2025, the Authority will investigate the possibility of introducing a new category of instrument approach on one of our runways, called a Special Authorization CAT II Instrument Landing System (ILS) Approach.

Our primary runways are already equipped with CAT I ILS Approaches. This allows aircraft to land in most of the visibility and cloud conditions the airport experiences during a typical year. Upgrading to a Special Authorization CAT II ILS Approach would allow us to improve the availability of our approaches even further, allowing appropriately equipped aircraft to land in conditions of up to 1600ft Runway Visual Range (RVR). Proactively taking this step now would prepare us for potential future extreme weather that may become more frequent due to climate change.

Permeable pavement

Our first public charging lot, featuring three stations and built with permeable pavement product instead of asphalt, opens in 2025. We look forward to launching the EV Charging Lot and seeing the product in action.

- Its permeable properties allow water to infiltrate the surface and pass through a natural filtration process.
- Reduces runoff and associated pollutants from entering waterways, contributing to cleaner rivers and streams.
- Helps mitigate the urban heat island effect, because of its light colour.
- Withstands extreme weather conditions, including freeze-thaw cycles.
- Requires minimal maintenance and repair.
- Offers long-lasting durability.



Updated baseline and emissions data

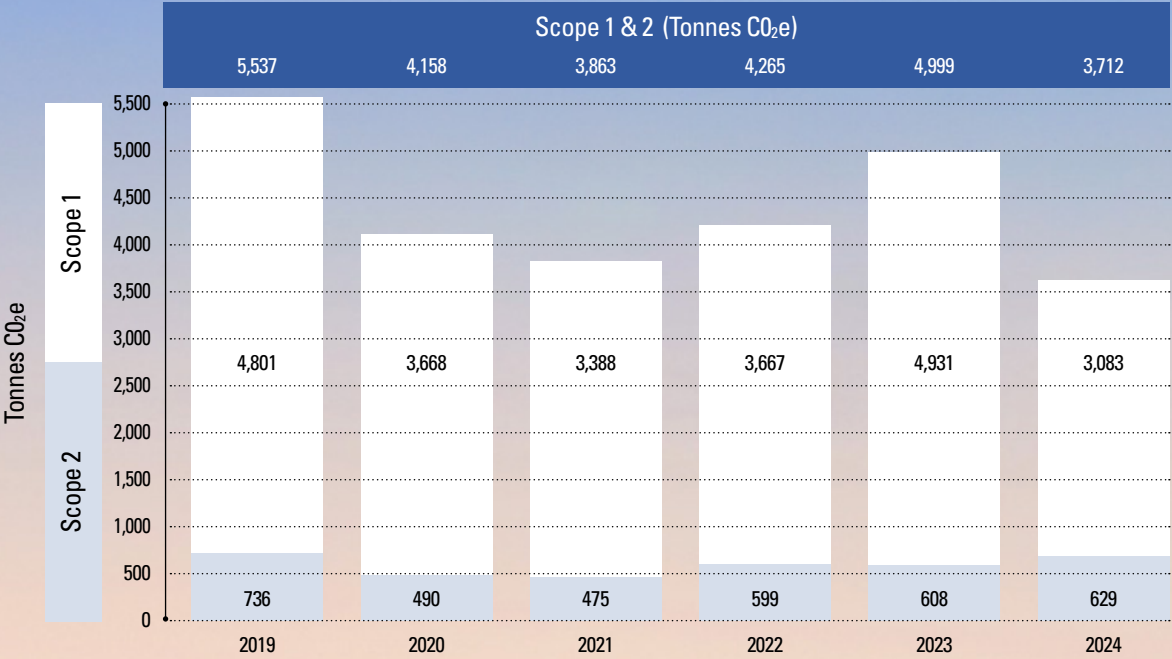
Our GHG emissions calculations use the [ACERT tool](#) from the [Airport Carbon Accreditation \(ACA\)](#) program, which we joined in 2016. This tool helps us accurately track and manage our carbon footprint.

To improve accuracy, we revised our baseline and subsequent years' data. The 2019 de-icing chemicals were moved from Scope 3 to Scope 1 emissions. We also updated our 2022 Scope 2 emissions using new factors from [Environment and Climate Change Canada \(ECCC\)](#), adjusting them from 662.7 tonnes CO₂e to 598.6 tonnes CO₂e. For 2023 and 2024, the ECCC factors matched our previous values, so no changes were needed.

We will continue using ECCC's latest emission factors to ensure accurate reporting. The following table shows our emissions calculated with this tool.

GHG Emissions (Tonnes of CO ₂ e)	2019 Baseline	2022	2023	2024	2024 variance to 2019 baseline
Scope 1					
Vehicles	1,757.5	1,164.2	1,207.8	1,037.2	-41 %
Buildings	2,654.9	2,334.9	3,023.7	1,851.3	-30 %
Emergency generator	56.4	49.9	35.0	40.4	-28 %
Fire training	19.3				
Refrigerants		29.9	47.5	59.8	
De-icing chemicals	313.1	87.9	77.0	94.2	-70 %
Subtotal Scope 1	4,801.2	3,666.8	4,391.0	3,082.9	-36 %
Scope 2					
Electricity purchased	736.0	598.6	607.6	629.1	-15%
Subtotal Scope 2	736.0	598.6	607.6	629.1	-15 %
Total Scope 1 & 2	5,537.2	4,265.4	4,998.6	3,712.0	-33 %





A reduction in natural gas usage led to a substantial decrease in Scope 1 emissions, from 4391.0 tonnes CO₂e in 2023 to 3,082.9 tonnes CO₂e in 2024.

The most notable reduction in natural gas consumption occurred at the terminal, which saw a decrease of 1,119,791 m³. This change can be attributed to the implementation of the Building Automation System (BAS) at the end of 2023. By comparing the natural gas consumption during the winter months of 2023 (January to April), before the BAS was in place, to the same period in 2024, after the BAS system was operational, we can see the impact of this system on reducing energy usage.

Additionally, variations in weather conditions from year to year also contributed to the differences in natural gas consumption.

Waste reduction

We continue to work with our partners to reduce waste at YOW, which includes diverting waste from landfills, improving recycling and composting efforts, and implementing innovative, energy-efficient waste management solutions.

The annual waste diversion rates of waste from landfill into organics, metal, wood, and recycling streams were 24% in 2023 and 25% in 2024, indicating a consistent diversion rate over the last two years. The recent 2024 waste audit will provide us with a better understanding of our current diversion rates and allow us to enhance our waste diversion strategies going forward.

An audit of waste from the public receptacles in the terminal revealed that:

- 58.3% of landfill waste from the terminal originates from public areas.
- 40.9% could be diverted:
 - compost 34.4%
 - recyclable – plastic/glass 2.6%
 - recyclable - paper 3.9%

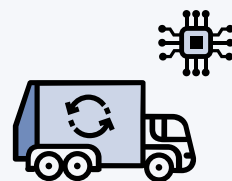
As a result, we identified the need to raise public awareness. We will improve signage and bin placement in 2025 and also consider completing a behavioral study to simplify waste diversion.

For more detailed information, the waste audit report can be made available upon request by emailing esg@yow.ca.

Waste reduction initiatives in 2024

- A designated waste diversion room in the Canal Market Hall, is now managed by our janitorial contractor Bee Clean. Staff sort waste from the food and beverage concessions and processes it accordingly for passengers. This prevents waste stream contamination and enhances the diversion of compostable and recyclable materials, addressing a previously unmet opportunity.
- The Authority's e-waste diversion program, which launched in 2023, proved quite successful and required us to refine the process.
 - We extended the program to the Hendrick building, where the Airport Fire Service, airside grounds and vehicle fleet maintenance teams are based.
 - The program was expanded to include terminal tenants.
- We are now collaborating with Junk That Funk and Electronic Products Recycling Association (EPRA) to properly dispose of electronic devices that are no longer needed.
- A printer cartridge recycling program was initiated in parallel with our corporate printers being replaced. Seventy pounds of cartridges were sent for recycling, and empty cartridges will be sent to be recycled as they are used going forward.
- A furniture donation program was launched to divert usable items from the landfill and to help residents in our community. Over 80 items that were no longer of use to the Authority or its tenants, including tables, chairs, bookshelves, cabinets, and refrigerators, were given to local charities, including Habitat for Humanity.
- An exercise to clean out office closets yielded 22 pieces of outerwear, including winter coats and rain gear, that were no longer of use to the Authority but in good condition. These items were donated to Protect the Rise, a grassroots organization that supports the un-housed population in Ottawa.
- We installed an organics compactor beyond the security checkpoint, making it easier for food and beverage concessionaires to divert their back-of-house organic waste from landfills. Since its installation, we have collected 26.43 MT of organic waste at this location.

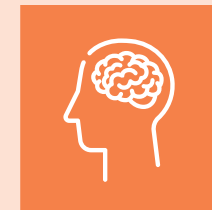
4,288 kg
of electronic
waste diverted
since 2023





Social

At the Ottawa International Airport, the health, safety, and well-being of our employees and passengers are paramount. With two overarching objectives—Safety Program Management and Well-being—we prioritize creating a safe, and supportive environment. Our ongoing efforts, achievements in 2024, and future initiatives help us build a robust safety culture and enhance the well-being of everyone who works at YOW.



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.



Objective #1: Safety Program Management

Formerly known as Maintenance Program Management, the Safety Management System (SMS) and Occupational Health & Safety (OHS) policies guide our operations and help us manage our facilities with high safety standards across our campus. They also encourage proactive reporting of safety incidents, providing a safer environment for everyone.

Facility and safety enhancements

- We started preparing for the 2025 upgrade to the current Visual Guidance Docking System that will utilize artificial intelligence, camera technology, and flight data. Aircraft will be guided into stalls at gates without the need for a marshaller which should prevent gating conflicts and reduce human error.
- We added five automated external defibrillators (AEDs) across the Airport, providing more access to life-saving equipment in case of emergencies.
- We installed guardrails and platforms to secure spaces identified by millwrights that posed a safety risk, and have identified other back-of-house locations where more guardrails and platforms will be installed in 2025.

- We added a reflective casing to existing curbside bollards on roads leading to and from YOW. The enhancement, which exceeds regulatory compliance will enhance their visibility, especially in low-light conditions, and increase the safety of both pedestrians and drivers.
- We created Standard Operating Procedures (SOPs) to ensure that all infrastructure and capital projects affecting aviation or airside safety at the Airport undergo a thorough Hazard Identification and Risk Assessment (HIRA).
- We upgraded Runway 07-25's edge and threshold lights with energy-efficient LED fixtures to enhance visibility and safer operations for both pilots and ground personnel.

Safety training

1. SMS

- We integrated a training unit, aligned with Airports Council International (ACI) training materials, into our Human Resource Information System (HRIS) learning module.
- We continued to review and improve existing training materials.

2. OHS

- We offered in-person training sessions alongside online training. This dual approach offers flexibility and provides more opportunity for participation.
- We increased the frequency of checking first aid kits from quarterly to monthly.

Continuous improvement

As part of our ongoing efforts to continuously improve our operational safety and performance, we are planning these activities in 2025:

- A third-party audit of our OHS practices and a gap analysis.
- Fatigue management training to help employees recognize and mitigate the effects of fatigue on their performance.
- Comprehensive mental health training for all employees, beyond just first-aid responders.
- Review of the global action plan for the prevention of runway incursions with the Runway Safety Action Group; a collaboration with stakeholders at YOW and NAV Canada.
- Continue bi-weekly safety meetings with our trades team to foster a strong safety culture.

Accountability Management System

The Airport Authority, in partnership with the Edmonton Regional Airports Authority, launched an Accountability Management System (AMS) in May 2024 to monitor the performance of third-party organizations that operate airside at YOW.

Airside accidents, security violations, and arrival baggage handling are monitored to:

1. Identify poor performance.
2. Help correct behaviours before they become a bigger problem.
3. Celebrate positive trends.
4. Increase accountability with structured oversight and issue escalation.
5. Ready our organization to meet possible future regulatory requirements on third-party performance reporting.

To complement the AMS, a Ground Handling Service Provider Screening Process is now in place, which enables the Authority to screen and subsequently approve or reject applications for an Airside Operating License.

Objective #2: Well-being

In collaboration with Airport partners and stakeholders, we implemented these key well-being programs, activities, and strategies in 2024:

- We formed the Accessibility, Diversity, Equity, and Inclusion (ADE&I) Committee.
- We offered flu shot clinics for employees, contributing to their overall health and reducing the spread of illness.
- We provided Indigenous cultural awareness training to foster a more inclusive and respectful workplace. This training included learning about the rights, diverse cultures, histories, and experiences of Indigenous Peoples, including their unique perspectives as passengers and community members.
- We provided opportunities for employee engagement during the summer and holiday luncheons, and by providing free tickets to local events.
- We analyzed the results of our employee engagement survey to better understand the needs and concerns of our staff which will influence strategies and activities going forward.

These initiatives, in addition to our ongoing efforts to raise awareness about the Employee Assistance Program and make workspaces ergonomic, highlight our ongoing dedication to enhancing the well-being of both employees and passengers.





Accessibility, Diversity, Equity, and Inclusion

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



Create an environment where employees and members of the public feel valued and included.

Provide equal opportunities: fair hiring practices, career development programs, and continuous training, regardless of an employee's background.

Promote a diverse and inclusive workplace: celebrate different perspectives and backgrounds through training and policies that foster a welcoming environment.

Enhance accessibility: update our facilities, infrastructure and technologies to ensure they are user-friendly and accessible to all and aim to exceed minimum requirements.

By upholding these principles, we create an Airport that is equitable, inclusive and barrier-free, and that fosters a sense of belonging.

Since our last report, we made the decision to add the 'A' for Accessibility to our DEI policy and volunteer committee and prioritize it to:

- Ensure our initiatives address the needs of individuals with disabilities.
- Nurture a culture of inclusivity and respect.
- Demonstrate efforts to exceed compliance standards.

Recognizing the need for a thorough evaluation of our ADE&I efforts, we engaged the professional consulting firm Normandin Beaudry to conduct an ADE&I maturity assessment. This assessment used a scoring system based on four predetermined themes and 36 criteria to evaluate our initiatives, identified areas for improvement, and outlined next steps needed to achieve a higher maturity level.

ADE&I maturity assessment results

The assessment revealed that our organization is positioned between the “Discovery” and “Action” stages on the ADE&I maturity curve. This indicates that while we have recognized the need for ADE&I and initiated some efforts, we are also beginning to implement a formal ADE&I strategy and strategic initiatives.

Key findings include:

- **Strengths:** Initial ADE&I initiatives are in place, and there is a clear recognition of the importance of ADE&I within the organization.
- **Areas for improvement:** Further development and formalization of ADE&I strategies are necessary. This includes comprehensive training programs, enhanced communication strategies, and more robust metrics for tracking progress.
- **Next steps:** The insights gained from the ADE&I maturity assessment will influence our work going forward as we develop a detailed workplan to ensure our initiatives are more integrated and impactful.



ADE&I
Maturity

Innovation The organization is recognized for its inclusive culture and its application of current DEI best practices. It demonstrates innovation through its DEI approach and initiatives, adopting a sustainable and forward-thinking DEI framework.

Integration The organization has implemented a DEI strategy that is embedded within its core values, objectives, and initiatives. Management is actively committed to and engaged in DEI efforts. DEI principles are integrated into total rewards practices and enhance the overall employee experience.

Action The organization has a clear awareness of the DEI value. It begins implementing a formal DEI strategy or strategic DEI initiatives (in a reactive or proactive manner).

Discovery The organization is in the early stages of DEI development. A need for DEI has been identified, and initial efforts are underway to implement DEI practices. Some initiatives are in place.

Source: Normandin Beaudry



Accessibility

The Authority maintains Airport infrastructure, including accessibility of the built environment, and manages select passenger-facing programs.

As a federally regulated transportation infrastructure provider, we must comply with accessibility legislation to identify, prevent, and remove barriers for employees and members of the public. We address accessibility requests promptly and effectively and work with campus partners to provide a safe, dignified, and welcoming environment for everyone.

Accessibility Plan

ProHara Accessibility Inc. led a comprehensive consultation process to help the Authority prepare its 2023-2026 Accessibility Plan Progress Report – Year 1 (The Plan). Feedback obtained from the following sources will help shape future accessibility initiatives: accessibility focus group, Authority employees, and members of the public including representatives

from Canadian National Institute for the Blind (CNIB), National Service Dogs Team, DeafBlind Ontario, Sunwing Airlines, and Canadian Hearing Services.

Accessibility Plan progress:

• Facility enhancements:

- We installed eye-level Flight Information Display Screens (FIDS) with large fonts and high-contrast text.
- Benches were installed along walkways to the Long-term/Overnight lot (P4) and employee parking lots, providing convenient resting points.
- Two fully-enclosed and accessible Aviramps are now in service to be deployed as needed to help alleviate the stress on gate availability.
- Our parking payment kiosks are now equipped with vocalization capabilities, providing clear audio instructions and tactile visual aids with raised icons.

- **Website:** We launched a new website that meets Web Content Accessibility Guidelines (WCAG 2.0). Suggestions from the consultation with the focus group resulted in:

- Replacing terms like “impairment” with more respectful and inclusive language.
- Creating accordions to slide open or close content displayed. and
- Using photos only to support content, not to beautify the site.

• Program alignment and collaboration:

- Engage with the Canadian Airport Council’s (CAC) Accessibility Working Group. This collaborative forum convenes regularly to exchange insights on current issues and challenges, share best practices, explore innovative solutions and strategies, and plan accessibility initiatives in airports nationwide.
- We share our accessibility efforts with stakeholders, including commercial ground transportation operators, to foster a comprehensive and inclusive approach to accessibility across the entire Airport ecosystem.





Sunflower program

The Authority led campaigns to raise awareness about the Hidden Disabilities' Sunflower program and its purpose to support people with non-visible disabilities.

- Staff from Canadian Air Transport Security Authority (CATSA), Air France, SSP Canada (concessions), and ASP (customer service) wore 'Proud to Support the Sunflower' lanyards on World Autism Awareness Day, on April 2.
- The program was featured on the Authority's social media channels (Facebook and LinkedIn) during International Invisible Disabilities Week (October 20-26).
- The Sunflower program was also highlighted during Canadian Airport Safety Week (September 23-27).



Aira Access Partner

As part of YOW's Accessibility Plan commitments to explore options for people who are blind or partially sighted, the Authority implemented the Aira app in 2024. The Authority covers the cost, allowing all individuals with the Aira app on their device to connect on-demand with a trained visual interpreter. This interpreter can see through the camera on the user's device and provide real-time navigation assistance, detailed descriptions of surroundings, and insights into points of interest throughout our terminal.

For more information about Aira, visit www.yow.ca/accessibility.

Accessibility testimonials

Following an accessibility terminal tour:

"Merci beaucoup pour la visite. Je pense que cela va beaucoup nous aider demain. J'ai vraiment apprécié la visite et Julien aussi."

About the Sunflower program:

"When I travelled on business last February, I used the Sunflower lanyard. Staff at the Airport couldn't have been more helpful."

Curbside assistance:

"I have to thank you for your wonderful service. My niece who is disabled was met yesterday with a wheelchair and someone to take her baggage at Departures."

"I wanted to belatedly thank you for wheelchair assistance for my husband when we flew from Ottawa to Moncton last month. We called approximately 15 minutes before arriving at the Airport and there were two people there waiting when we arrived to help my husband with a wheelchair to the Porter check in counter. Both men were efficient, courteous and kind. We really appreciated it in a somewhat stressful situation. Thanks!"

More information about accessibility features and programs at YOW, and regulations in place for airports, visit the [Accessibility page of our website](#).

Diversity, Equity, and Inclusion

A diverse and inclusive workplace not only enriches our organizational culture but also drives innovation and excellence in service delivery. We are dedicated to hearing and listening to the array of voices that make up our diverse community to improve the Airport culture and sense of belonging.

Pay equity

Consulting firm Normandin Beaudry helped us kick-off the pay equity review of Authority jobs. Management and employee representatives that form the pay equity committee met regularly this past year to establish job classes, determine gender predominance, identify gender-neutral jobs and evaluate female-predominant or male-predominant roles. The job evaluation tool, developed by Normandin Beaudry, complies with latest regulations related to pay equity.

Once the job evaluation process is complete, we will then calculate compensation, conduct a gap analysis, post our findings, and confirm our official Pay Equity Plan.

Indigenous awareness

The Authority provided cultural awareness training as an important step toward fostering reconciliation with Indigenous Peoples, in collaboration with First Peoples Group, an Ottawa-based Indigenous advisory firm. Through this training, employees, including the senior leadership team, gained a deeper understanding of the importance of reconciliation and, the diverse histories, rights, and cultures of Indigenous communities.

This initiative enhances our team's understanding and appreciation and paves the way for deeper, more respectful interactions – particularly as it pertains to our considerable Indigenous passenger base.

Community engagement

Building strong relationships, inspiring positive change and creating opportunities for growth benefit the community as much as the Authority.

- The Authority continued its involvement in several initiatives aimed at exposing young people to aviation, and expanded its reach in 2024:
 - Focus 911: Grade 11 -12 students learn about safety, security and emergency management services at YOW.
 - Elevate Aviation is focused on inspiring young women and youth from underrepresented communities to explore and consider careers in aviation. The organization's Cross Country Tour landed at YOW for the first time; the Authority sponsored the event and facilitated access to several otherwise unavailable Airport operations. Plans are underway for the 2025 edition.



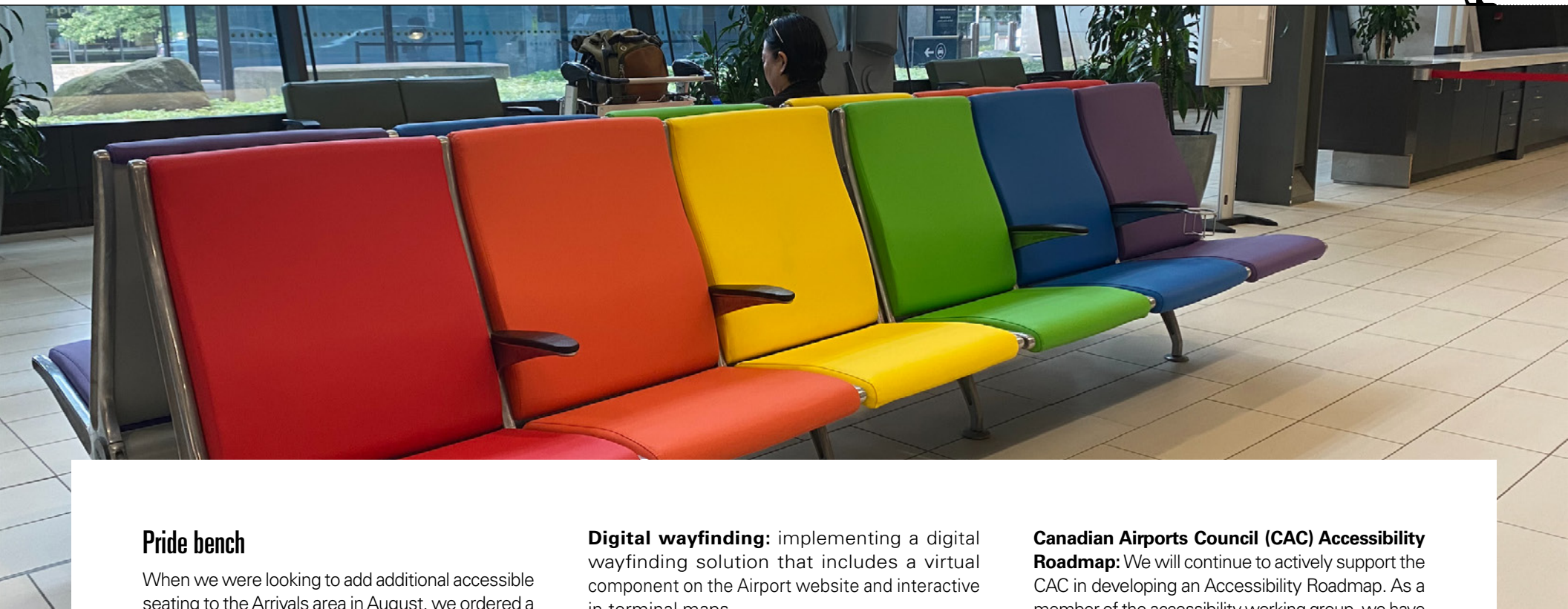
- Hope Air was selected as the new recipient of the money collected in five coin collection bins in the terminal. This organization provides free flights to low-income Canadians who must travel to specialist medical care that does not exist in their communities.

- In January, the Authority matched employee contributions from our holiday campaign and the amount of money collected in the water feature during the year, and donated a \$12,000 cheque to the Ottawa Food Bank. Additionally, we invited the organization back in December for another cheque for \$7,500. These funds came again from the water feature and residual funds reserved for Project Clear Skies, a charitable giving program that was terminated in 2020.



- We collaborated with Ottawa Tourism and Hockey Canada to provide a warm welcome to the World Juniors visitors to YOW.





Pride bench

When we were looking to add additional accessible seating to the Arrivals area in August, we ordered a set of rainbow seat covers to celebrate PrideWeek in Ottawa. The intention was to swap the colourful covers for our standard colours afterwards, but the colourful bench was so well received, it remains as is!

Strategic Priorities 2025

The Authority strives to exceed standards by enhancing accessibility, inclusivity, and communication across all areas.

Infrastructure: upgrading our washrooms to make them more accessible; this includes wider stalls, grab bars, and touchless fixtures to enhance convenience and safety.

Digital wayfinding: implementing a digital wayfinding solution that includes a virtual component on the Airport website and interactive in-terminal maps.

Recruiting: enhancing our recruitment and onboarding processes to be more inclusive. This includes finding and hiring a diverse range of candidates, accommodating accessibility requests, and barrier-free integration into the team.

Communications: seeking out opportunities to improve communication through audio announcements and visual displays to ensure passengers receive important information regardless of their sensory abilities.

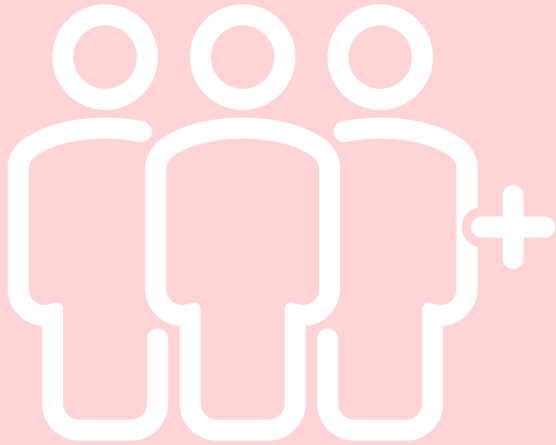
Canadian Airports Council (CAC) Accessibility Roadmap: We will continue to actively support the CAC in developing an Accessibility Roadmap. As a member of the accessibility working group, we have provided our feedback on the objectives outlined in the roadmap and aligned with the established strategic priorities and success metrics. In 2025, we will continue to support the CAC with additional feedback, endorse the concept of a standardized accessibility plan for airports, and recognize the significant benefits such a plan will bring.

Increase training: offering ADE&I training to campus partners to help foster a more inclusive and respectful workplace, enhance cultural competence, and ensure that all employees are equipped to contribute to a diverse and equitable environment.

Employee Metrics

Employee Metrics	2022	2023	2024	Variance to Last Year
Total # employees	211	259	268	3.5%
Gender female % total	19.5%	20.5%	20.9%	0.4%
Gender male % total	80.5%	79.5%	79.1%	-0.4%
Board diversity % women	43.0%	42.9%	35.7%	-7.1%
Board diversity % men	57.0%	57.1%	64.3%	7.1%
Training hours	660	5,890	4,469	-24.1%
Number of seasonal employees	34	52	51	-1.9%
Non-union employees %	15.8%	15.8%	16.0%	0.2%
Union employees %	83.3%	84.2%	84.0%	-0.2%
PSAC Local 70701 % of union employees	73.0%	75.7%	75.4%	-0.3%
Ottawa Airport Professional Fire Fighters Association Local 3659	10.3%	8.5%	8.6%	0.1%
Employment category: Permanent	82.4%	79.9%	80.2%	0.3%
Employment category: Seasonal	10.2%	20.1%	19.0%	-1.1%
Employment category: Term	1.0%	0.0%	0.7%	0.7%
Age: <30	8.8%	8.5%	9.0%	0.5%
Age 30–39	16.1%	22.0%	23.1%	1.1%
Age 40–49	29.8%	24.7%	25.0%	0.3%
Age 50–59	29.3%	28.6%	29.1%	0.5%

Employee Metrics	2022	2023	2024	Variance to Last Year
Age 60–65	12.2%	14.3%	10.1%	-4.2%
Age >65	3.9%	1.9%	3.7%	1.8%
Employment Category: Full Time	93.7%	100.0%	99.3%	-0.7%
Employment Category: Part Time	6.3%	0.0%	0.75%	0.7%
Number of New Hires	29	63	35	-44.4%
Total Turnover Rate	7.3%	7.5%	10.2%	2.7%
Voluntary Turnover Rate	7.3%	7.5%	8.8%	1.3%
Involuntary Turnover Rate	0.0%	0.0%	1.4%	1.4%
Union Turnover Rate	4.9%	3.5%	7.4%	3.9%
Non-Union Turnover Rate	2.4%	5.0%	2.8%	-2.2%
Percentage of active workforce covered under collective bargaining agreements	83.3%	84.0%	84.0%	0.0%
Number of work stoppages	0	0	0	N/A
Total amount of monetary losses as a result of legal proceedings associated with labor law violations	\$0	\$0	\$0	\$0
Average hourly wage	\$46.32	\$46.73	\$47.57	\$0.84
Employees earning minimum wage, by region	0%	0%	0%	N/A



Employee Engagement and Development

Empower employees through education, training, and development opportunities.



While numerous initiatives and collaborative efforts across various departments demonstrated our commitment to employee engagement and development, the results of the Employee Engagement Survey highlighted areas where improvements are needed. We will elaborate further in this report but recognize the importance of these issues and will use the feedback to guide us in creating a more positive workplace culture.

Progress and achievements

Training and Development

Our commitment to employee engagement is at the core of our comprehensive training and development programs. These initiatives are designed to enhance both personal and professional growth, ensuring our team is ready to meet the challenges of today's environment. These programs play a crucial role in fostering a supportive, knowledgeable, and culturally aware workforce. Training topics include:

Mental health first aid training: leaders in occupational health and safety solutions, Advanced Consulting and Training Limited, provided strategic and tactical operational protection training to employees. This program was initially rolled out to the Authority's first responders but is now offered to all employees. The course covered a variety of topics, including:

- Harassment Racism Aggression Mental Health and Substance Use (HARMS)
- Conflict Confrontation and Crisis Awareness Response (CARE) education
- Awareness Workplace Assess Respond Education (AWARE) and Communication Language Effective Accurate Reliable (CLEAR)
- Strategies Allowing for Escape (SAFE)

Cybersecurity training: an enhanced and interactive training program with personalized modules was introduced, based on the Security Awareness Proficiency Assessment (SAPA) completed by each employee. Understanding digital safety not only helps employees safeguard the organization's data and strengthen our cybersecurity posture, but also empowers them to secure their own online activities.

Safety training: in response to identifying the need to improve Safety Management System (SMS) training, a comprehensive program with automated notifications, tracking, and role management, was tailored to the Authority then implemented into the HRIS Learning Management System (LMS).

Indigenous cultural awareness training: as the Authority continues on its path to reconciliation, we invited the First Peoples Group to facilitate sessions with our employees to help our organization build stronger, more respectful relationships with Indigenous passengers and communities, so that we can engage in more meaningful and productive partnerships.

Team workshops: to enhance the team dynamic and foster a positive work environment, 'Leadership Made Better' and 'Change Made Better' workshops, facilitated by CareerJoy, were held for 40+ employees who work in infrastructure (trades and project administration) to boost cohesion, morale, and foster unity.



Firefighters skills assessment

Our innovative recruitment process to fill two firefighter positions exemplified outstanding employee engagement and teamwork. After receiving 436 applications, 13 interviews were conducted which culminated in a comprehensive skill-testing day for seven applicants, a first of its kind at YOW.

436 applications
13 interviews



YOW is only the second airport in Canada to implement this rigorous firefighter skills testing program. Members of our Airport Fire Service team:

- conducted a dry run before the testing day
- assessed candidates on various critical skills, including medical scenarios, ladder confidence, and fire control
- participated in the selection process
- providing valuable input throughout
- developed mentorship skills during the testing
- showed support of current members and potential members throughout



Manager of Learning and Development

In our ongoing commitment to fostering an Airport community grounded in mutual respect and empowerment, we are proud to announce the creation of the Manager of Learning and Development role in 2024. This pivotal position was filled in January 2025, and it represents a significant step forward in our dedication to providing a positive talent experience through comprehensive education, training, development, and opportunity.

The initial focus of this role will be conducting a thorough needs analysis to identify key areas for training and professional development, ensuring that our programs are tailored to meet the specific needs of our workforce.

Summer student hiring program

Our Summer Student Hiring Program offers students enriching employment opportunities, supporting their academic and financial needs while developing essential employability skills and insights into aviation careers. This year, the program is more robust than ever, demonstrated by our enhanced onboarding experience. Below are the positions we offered:

Groundside operations maintenance students:

Five students managed litter control and maintained lawns and trees, gaining practical skills.

Enrolment and Access Control support student:

One student assisted the Customer Service Centre with applications, parking passes, and communication, ensuring smooth operations.

Finance student: One student supported accounting functions, including processing invoices and assisting with cheque deposits, gaining financial operations experience.

Human Resources/Legal services student: One student aided the HR team with the pay equity project, documentation, and legal assistance, gaining insights into HR and legal services.

Unique onboarding experience

Our comprehensive and unique onboarding process included airside visits and firehall tours, providing students with a deeper understanding of our operations and a memorable start to their journey with us.

By offering these diverse opportunities, our enhanced Summer Student Hiring Program remains a cornerstone of our efforts in employee engagement and development, preparing students for future careers and enriching our organization with fresh perspectives and energy.



This year, the program is more robust than ever, demonstrated by our enhanced onboarding experience.

Employee survey

A survey of employee satisfaction and engagement, managed by Nanos Research, yielded a response rate of 47.4% which does not reflect the positive results we strive for.

As previously mentioned, the results indicated that improvements are needed. We are committed to creating a more dynamic employee culture and workplace where every team member feels appreciated, worthy, empowered and valued.

Employee engagement surveys are typically conducted every three years, however, following the insights from our last survey, we will conduct a follow up in 2025 to track our progress and make adjustments where necessary.

Key findings and actions

- **To improve overall satisfaction and loyalty:** get a pulse-check from our workforce on a more regular basis through feedback sessions and engagement from management and implement an employee recognition program.

- **To foster a more inclusive and supportive workplace:** continue our efforts as positive feedback on the work environment and team cohesion was received in the survey.
- **To improve employee well-being:** promote mental health resources, provide training to management to better support their teams, and work to create a culture where employees feel comfortable seeking help and discussing their well-being.
- To support career development: support career aspirations of new and seasoned employees, create an apprenticeship program, develop a mentorship program, recruit a Learning and Development Manager (completed in January 2025), enhance leadership competencies and expand training opportunities.
- To improve communication and safety: increase transparency, conduct comprehensive reviews of health and safety policies, and the AMS.

Real stories of employee engagement

Engaged employees are a cornerstone of our organizational success and are more likely to be motivated, committed and align with our purpose. They are likely to be more productive and fulfilled.

As employee culture changes, so does the way employees engage. Activities like the ones from this past year bring people together and give them an opportunity to create meaningful connections.

Here are a few of the 2024 initiatives that brought our team members together in meaningful ways:

H.O.P.E. Volleyball

The Authority sponsored the YOW JETsetters' participation in the H.O.P.E. Volleyball SummerFest tournament that raises funds for several local charities.



Hot eats, cool treats

The Authority hosted an end-of-summer BBQ for its employees in appreciation of their hard work and dedication. The BBQ lunch, provided by Bytown Catering and Merry Dairy in our fire hall, was a great opportunity for everyone to relax and connect with colleagues they don't see every day.



JUMP IN for Heart Health

A group of 18 women committed to the University of Ottawa Heart Institute Foundation's challenge of being active for 30 minutes a day for all 30 days in September in support of women's heart health. We raised \$1,595 and logged an average of 900 minutes of activity each.



FOD walks

The Airport Authority coordinated Foreign Object Debris (FOD) walks with campus partners to raise awareness of debris dangers and remove them from the airfield, improve flight safety and foster employee engagement and teamwork.



“Bring your kid to work” day

This annual event showcases the vital roles that keep YOW running smoothly and aims to inspire the next generation of Airport enthusiasts to consider careers in aviation. Participants enjoy behind-the-scenes experiences including a visit to the operations centre, the fire hall and the garage, demonstrations by first responders and trades, a wildlife presentation, and can even hone their video gaming skills.



Trees of Hope

The Authority was once again a proud tree sponsor of CHEO's 27th edition of Trees of Hope at the Fairmont Chateau Laurier. The Authority's décor team was inspired by the 'Suite Dreams: A Nutcracker Tale' theme to adorn the 7 ½ ft tree with pastel ornaments, ribbons, and tulle.



She shoots, we score!

The Authority embraced the launch of the Professional Women's Hockey League team in Ottawa, and we showed our support by purchasing season tickets and giving them to employees through random draws.



Firefighters ignite community spirit

Firefighters and community go together like hand and hose, and this is also true at YOW. Through a variety of initiatives, many Airport firefighters demonstrate their dedication to both their profession and the community they serve.

- Firefighters and a firetruck participated in Santa's Parade of Lights in Orléans, spreading holiday cheer to over 120,000 people and collecting donations for Salvation Army's Annual Toy Drive.
- Our firefighters grew out their 'staches for Movember and raised \$910 to support men's health, from prostate cancer to mental health.
- Current and past Airport firefighters participated in the City of Ottawa's annual Hockey for Little Hearts charity tournament, raising funds for CHEO.



- The Airport Fire Service team regularly host students from the FOCUS 911 program that is offered by the Conseil des écoles catholiques Centre-Est in partnership with La Cité collégiale. Our firefighters offer students interested in a career in first response a full day of sessions to inspire them to consider careers in safety, security, firefighting, emergency planning and responding, law enforcement and Airport operations.

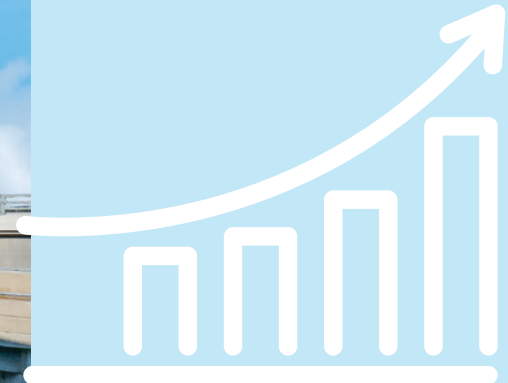


- To showcase the bravery of our firefighters and repurpose the amazing photos taken during the skills testing dry run, a 2025 calendar was created in-house featuring behind-the-scenes images of our firefighters in action, with proceeds benefiting Hope Air and the Canadian Fallen Firefighters Foundation.



Governance

As passenger volume continued to grow, so did our project list. Over the year, we made significant progress, reached key milestones, and advanced multiple initiatives in and around the terminal. The infrastructure and service improvements create jobs, support local businesses, drive economic growth while strengthening Ottawa's appeal as a travel hub.



Economic Impact

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

At the same time, we recognize balancing economic growth with minimizing environmental impact remains a complex but essential goal as we continue to expand and improve our operations.

Air service

The Authority's Business Development team is in regular contact with current airline partners, as well as potential carriers to position Ottawa-Gatineau as an important market to serve.

In 2024, the following schedule improvements provided passengers with more choice, connectivity options and flexibility:

- **Porter Airlines**

- Expanded its offerings to become the leading carrier at YOW, operating the most daily flights and serving up to 19 non-stop routes during peak periods.

- **Air Canada**

- Increased its capacity to Ottawa by nearly 60% by adding year-round service to Calgary and Winnipeg.
- Increased its capacity to Halifax, Quebec City, and Vancouver.
- Enhanced winter schedule with additional flights to leisure destinations like Fort Lauderdale, Tampa, Orlando, Cancún, and Punta Cana.

- **WestJet**

- Announced a 36% increase in domestic seat capacity for summer 2025.
- Increased capacity to Calgary and Edmonton.

- **Air France**

- Expanded the Ottawa-Paris route to daily service during the summer peak season.
- Key partner in supporting in-bound business travel and tourism.

Infrastructure and amenities

We have made significant progress in enhancing our infrastructure and amenities to better serve our travellers and community.

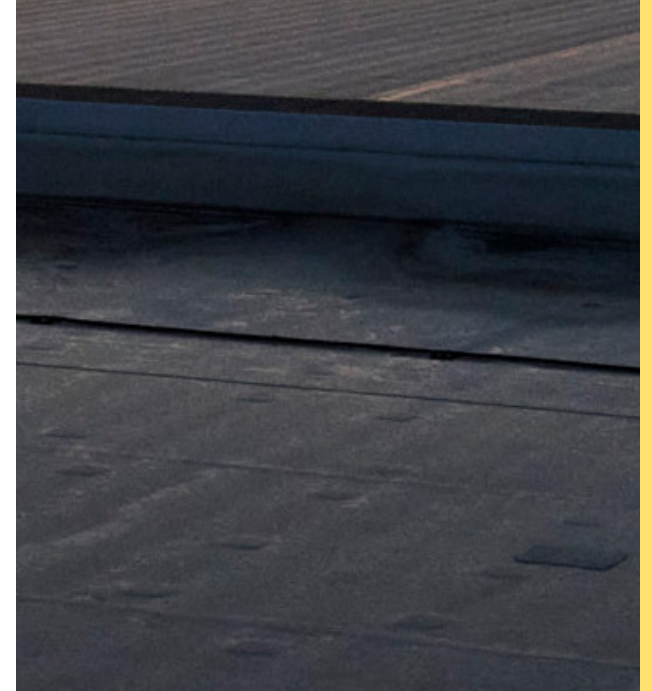
- Work is well underway to complete the 178-room ALT Hotel in late 2025. This will be the fourth hotel tenant on Airport property, and the first connected to the terminal, which will offer convenience for travellers.
- YOW has long been a gateway to the North, and the construction for the new Canadian North cargo facility underscores this as the airline is expanding their cargo facility footprint from 2,000 to 6,000 square meters. Not only will this space accommodate the growth of their cargo business, they will also use it to consolidate their operations by moving their head office from Kanata to this facility.
- Porter Airlines started operating their new \$125 million aircraft maintenance hangar at YOW. This development supports Porter's expanding fleet and increases the number of flights serving the greater Ottawa-Gatineau community.

- Customer service representatives now assist members of the public and travellers, at information desks on Levels 1 and 3 and while roving, as part of the Authority's expanded customer service contract with A.S.P.
- CATSA introduced a new Facilitator role to aid travellers as they navigate the preboard screening process. Their bright blue vests make them easily recognizable, and the assistance they provide is receiving positive reviews.
- We made progress on our multi-year concession renewal project that we launched in 2019.
 - Paradies Lagardère
 - Updated two RELAY travel-essentials store locations. These stores, one in the Arrivals area and the other in the Canada/International gate area, were completely rebuilt and have a new footprint.
 - Added vending machines at the south end of the Arrivals area, a first at YOW on Level 1.
 - SSP Canada
 - Replaced the Tim Hortons kiosk in the Arrivals area with a full-service Bridgehead location with seating – the second at YOW.
 - Temporarily closed Starbucks for improvements – the café is scheduled to reopen in Spring 2025.
 - Closed Cork & Well in the gate area for U.S. flights to make way for their proprietary restaurant brand, Urban Crave, scheduled to open in Spring 2025.



Towards Tomorrow with Purpose

As we conclude this year's ESG Report, we reflect on a year filled with learning, growth, and progress. Each step taken has reinforced the importance of aligning our values and operations within environmental, social, and governance principles.



Key learnings from the past year

This past year has reminded us that meaningful progress requires adaptability, collaboration, and transparency. We have gained valuable insights from engaging with stakeholders, addressing operational challenges, and navigating an evolving regulatory landscape. These experiences have helped us refine our strategies and focus our efforts on what matters most to our organization and the communities we serve.

Progress on our goals

We are proud of the advancements we have made in addressing our material ESG topics. From enhancing the efficiency of our operations to fostering a more inclusive workplace and contributing to our community's resilience, we have taken tangible steps toward achieving our goals. While there is still much work to do, our progress reaffirms the effectiveness of the frameworks and partnerships we have in place.

Looking ahead

The year ahead represents an opportunity to build on this foundation and accelerate our efforts. We plan to:

- Advance climate action: Continue refining our Net-Zero strategy, incorporating the latest guidance and standards, and investing in innovative solutions to reduce our environmental footprint.
- Strengthen reporting practices: Prepare for alignment with emerging regulatory requirements, including the Canadian equivalent of the IFRS S1 and S2 standards, to advance transparency and accountability.
- Enhance stakeholder engagement: Deepen our relationships with stakeholders and Indigenous Rightsholders by fostering open dialogue and collaborating on solutions to shared challenges.
- Foster a culture of inclusion and resilience: Prioritize initiatives that create a more equitable, inclusive, and resilient organization for our employees, partners, and the community.

This journey is ongoing, and we recognize that progress is not always linear. However, our commitment to driving meaningful change remains steadfast. We extend our gratitude to our employees, stakeholders, and community members who have contributed to our ESG journey thus far. Together, we will continue to create positive impacts that align with our long-term vision.



YOW

International Airport
Authority



Administration de
l'aéroport international

Ottawa

