

# YVR 2023 Sustainability Report:



---

ESG Performance



# Contents

<b>About This Report</b> .....	<b>3</b>	<b>Our People and Community</b> .....	<b>29</b>
2023 External Assurance .....	3	Our People .....	29
Materiality Assessment .....	3	Employee Health and Safety .....	38
<b>Our Business</b> .....	<b>4</b>	Diversity and Equal Opportunity .....	41
2023 Business Performance at a Glance .....	4	Living Wage .....	44
Air Services, Passengers, and Cargo .....	8	Our Stakeholders .....	45
Guest Experience .....	11	Local Communities .....	49
Security and Safety .....	12	<b>Our Environment</b> .....	<b>52</b>
Parking and Ground Transportation .....	15	Reducing Air and Carbon Emissions .....	52
<b>Our Leadership</b> .....	<b>17</b>	Water Use .....	58
Business Ethics .....	17	Ecosystem Health .....	60
Board Diversity .....	19	Effluent and Waste .....	61
Nomination and Selection of the Board of Directors .....	20	Aeronautical Noise .....	67
Board Compensation .....	21	<b>Global Reporting Initiative Content Index</b> .....	<b>68</b>
Executive Compensation .....	23	<b>Key Performance Indicators Definitions</b> .....	<b>75</b>
<b>Our Economic Impact</b> .....	<b>24</b>	<b>Independent Practitioner’s Assurance Report</b> .....	<b>77</b>
Direct Economic Impact .....	24		
Indirect Economic Impact .....	27		
Climate Change Resiliency .....	28		

# About This Report

The following document is released alongside our 2023 Annual Report and is informed by the Global Reporting Initiative's ("GRI") Sustainability Reporting Standards. This report reflects the environmental, economic, social, and governance risks and opportunities of Vancouver Airport Authority (the "Airport Authority") and our operation at the Vancouver International Airport ("YVR"). It does not include the impacts of our subsidiaries other than as part of the Airport Authority's consolidated financial statements.

Throughout the report, we refer to additional data and information in other publications available on our [website](#).

More information related to the governing sustainability standards used in this report are available through the [Global Reporting Initiative Standards](#) and the [UN Sustainable Development Goals](#).

## 2023 EXTERNAL ASSURANCE

As part of our commitment to transparency, and providing our community with clear, concise and reliable information, we engaged Ernst and Young LLP ("EY") for the second year to provide external assurance over a selection of environmental, social, and governance ("ESG") indicators in this report. This engagement consisted of a limited level of assurance over 21 select ESG indicators and a reasonable level of assurance over our Scope 1 and Scope 2 GHG emissions. ESG indicators receiving assurance are marked with an **A** in this report. A detailed description of the results for the 2023 ESG assurance engagement can be viewed in the [Independent Practitioner's Assurance Report](#).

## MATERIALITY ASSESSMENT

Our 2023 data is centred around 17 material topics, reflecting our impacts and where we influence the assessment and decisions of stakeholders. These topics were identified through a materiality assessment that included a document review, surveys, workshops, and interviews with key stakeholders, and are summarized in our [Content Index](#). These material topics are presented in the context of the [United Nations \(UN\) Sustainable Development Goals \("SDGs"\)](#).

In addition to canvassing Airport Authority employees and Musqueam Indian Band, we consulted numerous stakeholders to identify the material topics in this report, including airlines, passengers, local communities, airport business partners, government and regulators, industry associations, and our investors.

We completed a comprehensive review of the 17 UN Sustainable Development Goals, and we compared the encompassed 169 targets to our business operations. While we recognize the importance of all 17 goals, our organization is best able to contribute to 14 of the 17 goals, pictured at right. References to these goals can be seen throughout this report.



# Our Business

## 2023 BUSINESS PERFORMANCE AT A GLANCE

### Our 2022–2024 Strategy

YVR exists to serve our community and the economy that supports it.

Our [2022–2024 Strategic Plan](#) (the “Plan”) provides the path forward for our work, with six workstreams and five lenses that continue to allow us to navigate challenges, opportunities, and changes that affect our business and aviation. Our Plan has driven our efforts with respect to supporting the needs of employees across Sea Island, listening to and addressing the needs of our customers, advancing our work towards reconciliation, and strengthening and improving our business through asset management, emissions reductions, cargo enablement and aircraft journey efficiency.

All of this continues to be reflected in our priority investments and areas of focus for the year ahead. We continue to make investments in initiatives that make our terminal and airside assets more flexible, adaptable, and efficient to maintain customer and passenger service expectations. We remain steadfast in our commitment to uphold our responsibilities to Musqueam under our Sustainability & Friendship Agreement, and to Net Zero 2030 and climate resilience and adaptation, while increasing our digital capabilities and investing in and growing our team. And of course, we do this with a sound financial frame and long-term sustainability model.

Our lenses focus our efforts and magnify positive outcomes:







- Climate
- Reconciliation
- Financial Sustainability
- Digital Innovation
- Customer

## Our 2023 Corporate Scorecard<sup>1</sup>

As we execute on the Plan, we continue to keep our customers top of mind to ensure that the needs of our passengers, business partners and the community are considered and being met. As part of the Plan, we introduced 16 Key Performance Indicators (“KPIs”) to help us track our success. These KPIs are focused on our customer-driven business performance; operational performance and efficiency; financial performance and sustainability; and people, diversity and well-being.






 target met       target not met

### CUSTOMER-DRIVEN BUSINESS PERFORMANCE


Metric	Target	Annual Total	Success
 Customer Satisfaction (CSAT) <sup>2</sup>	90%	91% <b>A</b>	
 Airline Satisfaction <sup>3</sup>	3.50 unweighted	2.94 <b>A</b>	
 Wi-Fi Satisfaction <sup>4</sup>	80%	76% <b>A</b>	

1 Definitions for internally developed criteria can be found in the [Key Performance Indicators Definitions](#) section.  
 2 The CSAT score is administered every four days by Leger and monitored on a monthly basis. See the [Guest Experience](#) section for more details.  
 3 Our airline satisfaction survey was developed internally and ran from October 10th to December 6th, 2023. See [Air Services, Passengers, and Cargo](#) section for more details around survey results.  
 4 The Wi-Fi satisfaction score is based on monthly, in-terminal customer satisfaction surveys administered by Leger. See the [Guest Experience](#) section for more details.

## OPERATIONAL PERFORMANCE AND EFFICIENCY

Metric	Target	Annual Total	Success
 Passengers	22.1M	24.9M <b>A</b>	✓
 Cargo – Total Tonnes	305,000 tonnes	319,187 tonnes	✓
 Departure Punctuality	80% / 15 min	73.9% <b>A</b>	–
 Average Wait Times at Security Screening <sup>1</sup>	85% / 15 min	93% / 15 min <b>A</b>	✓
 Baggage Connections	98.0%	99.9% <b>A</b>	✓



## FINANCIAL PERFORMANCE AND SUSTAINABILITY<sup>2</sup>

Metric	Target	Annual Total	Success
Revenue	\$551.9M	\$631.6M	✓
 Earnings Before Interest Depreciation and Amortization (EBIDA)	\$218.6M	\$298.1M	✓
Excess of Revenue Over Expenses (EROE)	-\$28.7M	\$54.3M	✓
Return on Invested Capital (ROIC)	0.3%	3.6%	✓

1 As a result of a process change, in 2023 we adjusted our performance indicator to represent the percentage of passengers who wait at security screening for 15 minutes or less from the point of lining-up where the first boarding pass scan occurs until the boarding pass is scanned for a second time at the screening lane.

2 The audited Consolidated Financial Statements document is available to download from [this web page](#).

## PEOPLE, DIVERSITY, AND WELL-BEING

Metric	Target	Annual Total	Success
 People Experience Survey <sup>1</sup>	Top Quartile	Second Quartile <b>A</b>	–
 Lost Time Injury Frequency Rate	0.49	1.14 <b>A</b>	–

## CLIMATE CHANGE

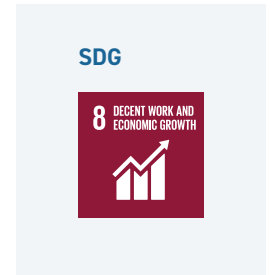
Metric	Target	Annual Total	Success
 Airport Authority Scope 1 and Scope 2 Greenhouse Gas Emissions	10,500 tonnes	Scope 1 <sup>2</sup> – 8,071 tonnes <b>A</b> Scope 2 – 1,202 tonnes <b>A</b> Total – 9,273 tonnes	✓

1 Our annual employee survey ran from November 6th to 17th, 2023. The People Experience Survey was administered by a third party, McKinsey & Company, one of the world’s leading international management consultancies. The Airport Authority’s OHI score was 70, which rated in the second quartile relative to McKinsey & Company’s global database.

2 Direct Scope 1 GHG emissions exclude biogenic CO<sub>2</sub> emissions. In 2023, biogenic CO<sub>2</sub> emissions totalled 450t CO<sub>2</sub>.

## AIR SERVICES, PASSENGERS, AND CARGO

YVR is a major international airport that provides critical and strategic links between Vancouver and markets across the world. By connecting people and places, cargo and markets, we open B.C. to the world, supporting connectivity and enabling the flow of ideas, experiences, knowledge, goods and investment. During 2023, YVR experienced an increase in [passengers, airlines, and destinations](#) served at and/or from the airport as airlines added back capacity to meet pent-up travel demand. We exceeded our corporate target of 22.1 million passengers with a total of 24.9 million passengers in 2023 due to a faster than anticipated recovery. The airport community worked hard to deliver service despite labour market challenges across our airport community, unpredictable peak operations, and extreme weather events. Our work was focused on strengthening our resilience and reliability to deliver a better and more predictable service to passengers through any unplanned disruption. This work was guided by an enhanced operational After-Action Review and public engagement following the travel disruption experienced in December 2022 at YVR. The key insights and action items that we undertook in order to strengthen our resilience can be found on our website: [YVR Report & Action Plan](#).



We continued our efforts to improve operational performance by working with our business partners in tracking KPIs such as departure punctuality, average wait time at security screening, and baggage connections.

- Our departure punctuality KPI is measured through the proportion of flights that depart from their stand within 15 minutes of their original scheduled departure time. We remained below our set target of 80% with 73.9% (2022 – 68.4%; 2021 – 83%) of our flights departing within 15 mins of their originally scheduled departure times. This can be attributed to schedule instability and partner resourcing gaps as the demand for travel rapidly returned to near pre pandemic levels.
- Our passenger screening wait time KPI represents the percentage of passengers who wait at security screening for 15 minutes or less from the point of lining-up where the first boarding pass scan occurs until the boarding pass is scanned for a second time at the screening lane. The calculation of this performance measure is based on passenger scanning performed by CATSA screening officers across all YVR security checkpoints. Responses are weighted to account for the seasonal nature of our operations with the volume of travellers varying throughout the year. The percentage of passengers who wait for 15 minutes or less was above the target percentage set at 85% of passengers waiting for 15 minutes or less, due to improved government funding, with 93% of passengers waiting for 15 minutes or less.
- Our baggage connection KPI represents the proportion of connecting bags that have been successfully delivered to our airline partners at YVR on time with a delivery time of 15 minutes prior to the actual flight departure for Domestic and 25 minutes prior to the actual flight departure for International/Transborder. It is used to monitor and improve our baggage system performance and allocation plans. It also provides insight on the effectiveness and efficiency of our baggage handling system. Our baggage connections remained on target with 99.9% (2022 – 99.9%; 2021 – 98.8%) of connecting bags successfully delivered to our airline partners at YVR.



## Number of Arriving and Departing Passengers (GRI A01)

2023 <sup>1</sup>						
Passengers	Domestic	Transborder	Asia Pacific	Europe	Latin America	Total
Arriving Passengers	6,405,460	3,041,166	1,711,970	803,865	566,052	12,528,513
Departing Passengers	6,407,495	3,006,406	1,667,678	768,346	559,746	12,409,671
Total Passengers	12,812,955	6,047,572	3,379,648	1,572,211	1,125,798	24,938,184 <b>A</b>
2022 <sup>1</sup>						
Passengers	Domestic	Transborder	Asia Pacific	Europe	Latin America	Total
Arriving Passengers	5,301,558	2,183,597	955,856	730,291	392,985	9,564,287
Departing Passengers	5,296,840	2,182,274	906,783	681,453	381,779	9,449,129
Total Passengers	10,598,398	4,365,871	1,862,639	1,411,744	774,764	19,013,416
2021 <sup>1</sup>						
Passengers	Domestic	Transborder	Asia Pacific	Europe	Latin America	Total
Arriving Passengers	2,577,234	432,062	261,270	190,514	87,782	3,548,862
Departing Passengers	2,583,508	499,171	202,900	158,031	94,130	3,537,740
Total Passengers	5,160,742	931,233	464,170	348,545	181,912	7,086,602

<sup>1</sup> While the Airport Authority collects accurate data for connecting passengers, specific data related to connecting passengers is currently not available.

## Number of Airlines and Destinations Served by YVR in 2023

In 2023, we had 53 airlines serving 116 destinations (2022 – 52 airlines, 111 destinations; 2021 – 36 airlines, 98 destinations). We welcomed the restart of three important air services and 19 new air service offerings, including welcoming Porter Airlines to YVR (see [Our Stakeholders](#) for a detailed list of services).

## Cargo

A total of 319,187 tonnes of cargo was transferred through YVR (2022 – 302,573; 2021 – 278,569) exceeding our corporate target of 274,000 tonnes. Cargo volumes at YVR, like other west coast airports, are now close to or above 2019 levels. While cargo demand was very strong in 2021 and 2022, weaker demand was reflected in 2023 as consumers shifted from goods to services and experienced higher costs from inflationary pressures.

## Airline Satisfaction Survey

We strive to develop and maintain strong relationships with our airline partners to best serve our passengers and community. What our airline customers think matters to us. In 2023, for the third consecutive year, we surveyed their level of satisfaction on the passenger experience, terminal systems, airside assets, workplace environment and support, and interactions. In 2023, 31 of 37 carriers responded to our survey with an 84% response rate (2022 – 79%; 2021 – 87%). A total of 74% of responding airlines indicated that we were meeting or exceeding expectations (2022 – 87%; 2021 – 74%). Our top scores were around airport management's support and interactions with airlines. Our airline partners also recognized incremental improvements from 2022 to 2023 around passenger experience delivery, especially concerning security screening. Airside infrastructure and assets for aircraft operations were identified in 2023 as areas needing improvement. We will continue to engage with our airline partners to address their short and long-term operational needs at YVR.

## GUEST EXPERIENCE

We strive to deliver a great airport experience by taking a collaborative, hospitality-focused approach to make the travel experience welcoming, efficient, consistent and inclusive. YVR welcomes millions of people and, for many new Canadians, our airport is their first experience of British Columbia and Canada. It is our passion to ensure that every airport experience is reflective of this rich culture and service for others. To us, every person who comes to YVR is our welcomed guest.

In 2023, we continued our hospitality and service-first approach to elevate the airport experience by expanding our in-house and volunteer frontline service teams. The Guest Experience team has grown to more than 165 people with dedicated leads assigned to areas within the airport and outdoor curbside areas to provide support and service and help meet the needs of our travelling public. Collectively, our Guest Experience team and volunteers speak over 30 languages and are positioned at key touchpoints throughout the airport to best support our guests' journey twenty-four hours a day, seven days a week.



### Customer Service Quality

Our customer satisfaction (“**CSAT**”) score is based on in-terminal customer satisfaction surveys conducted every four days, which helps monitor our guest satisfaction across various aspects of the airport experience and helps inform future project initiatives. These scores are monitored monthly. The CSAT survey collects data from randomly selected guests who are either departing, arriving, or connecting through YVR, and includes a broad array of topics such as Wi-Fi availability and quality, food and beverage choices, speed of check-in, cleanliness, and overall friendliness of staff. Responses are weighted based on passenger distribution by leg (departure, arrival) and sector (domestic, international, transborder) and by expected time spent in the airport. In 2023, 91% (2022 – 89%; 2021 – 90%) of respondents reported either “very satisfied” or “satisfied” with our services and facilities. Operational stability coupled with enhanced staff visibility around passenger processes (particularly at security screening and check-in) sustained the high satisfaction scores even as passenger numbers continued to increase from 2022 to 2023.

### Wi-Fi Satisfaction

Our Wi-Fi satisfaction score is based on the same in-terminal customer satisfaction surveys as our CSAT score described above. Responses are weighted based on passenger distribution by leg (departure, arrival) and sector (domestic, international, transborder) and by expected time spent in the airport. In 2023, our Wi-Fi satisfaction rate was below our targeted threshold of 80%, averaging 76% (2022 – 80%; 2021 – 85%). Several factors contributed to a lowered Wi-Fi satisfaction rate including limitations imposed by our aging infrastructure, primarily in high traffic areas such as boarding gates, customs, and baggage claim zones causing additional saturation on Wi-Fi access points. Furthermore, in 2023 we experienced rapid growth in passenger traffic, which increased data usage creating additional strain on our public Wi-Fi service.

Addressing the suboptimal results, we have taken action by replacing over 1,200 outdated access points, effectively doubling capacity, bandwidth, and speed. Looking ahead to 2024, our strategy involves further enhancing our Wi-Fi service by densifying our network, and strategically placing additional access points in high-demand zones.

## SECURITY AND SAFETY

Our security and safety are made up of the following areas: operational safety, airside safety, security practices, emergency preparedness, cyber security and privacy, and wildlife management. Security and safety are at the core of our business and are managed through numerous policies, programs, and training workshops.

SDG



### Operational Safety

Our health and safety practices follow the *Quarantine Act*, *Public Health Agency of Canada Act*, Canadian Aviation Security Regulations (“CASR”), and Canadian Aviation Regulations (“CARs”). This year we have added resourcing to effectively manage risks across all our operational safety practices and to better support and enable a consistent approach to safety across all operational departments. The Safety Management System (“SMS”) department has initiated a collaborative effort with the respective departments to formulate safety goals for Baggage, Terminal, and Parking and Ground Transportation. A governance structure, including an oversight committee and individual working groups, is being established, which would enable further safety accountability from non-airside operational departments.

### Airside Safety

As part of our ongoing commitment to safety and the regulation that guides us, our annual Safety Goals supported by our regulated SMS as well as our own safety best practices have been updated for 2024. These goals are reflective of our Aviation Hazard register as well as input from our team.

Our current airside management oversight structure, including an Accountable Executive, oversight committee, standing committees, and individual working group, ensures that critical safety information is relayed to the appropriate company levels for review and acceptance, allowing for greater transparency and accountability for hazards and our overall SMS performance.

### Security Practices

Our security practices and awareness programs are governed by CASR. Our customers and passengers interact daily with frontline service staff who ensure their safety and security. As required by CASR, we have a Security Awareness Program where all staff working at the airport complete airport security awareness training. We work closely with our agency partners at Canada Border Services Agency and Canadian Air Transport Security Authority to support national security and public safety priorities.

## Emergency Preparedness

Our Emergency Planning team at YVR has successfully embedded resilience as a guiding principle in how we work across the organization. Recognizing the importance of adopting a holistic approach to emergency preparedness, we have applied a stronger and longer-term resiliency lens to the initiatives we have developed for our organization.

In accordance with CARs and CASR we hosted tabletop and full-scale exercises in 2023. The CARs tabletop exercise was designed to address response initiatives in the event of a major aircraft incident, while the CASR full-scale exercise focused on our ability to respond to an explosive device in the terminal, requiring organized evacuations. Both exercises were conducted in close collaboration with our key stakeholders. Furthermore, our Emergency Planning Team successfully conducted a coastal response exercise, which was specifically tailored to test our preparedness for earthquake scenarios. This exercise provided us with valuable insights into our capabilities in handling prolonged events. Importantly, it allowed us to establish a staging area in collaboration with our key external stakeholders. The exercise was conducted in conjunction with the Government of B.C., underlining our commitment to interagency cooperation.

In addition, our team organized five active shooter tabletop exercises and two winter operations exercises and successfully delivered seven EOC (Emergency Operations Centre) element courses, facilitated ten shift worker training sessions, and provided specialized emergency management training and emergency floor warden training during YVR Arrivals, our new employee onboarding program.

In our ongoing efforts to consolidate the resiliency lens in our work, the Emergency Planning team continues to review [YVR Report & Action Plan](#) and the associated recommendations. This proactive approach ensures that we align our departmental goals and objectives with the necessary actions aimed at addressing these recommendations moving into 2024.

## Cyber Security and Privacy

Our privacy practices are governed by *Personal Information Protection and Electronic Documents Act* (“**PIPEDA**”). We have a cross-departmental cyber security and privacy team that manages our internal and external policies, provides training to Airport Authority employees, and works with Airport Authority business units to advise on best practices in cyber security and privacy. All employees are required to complete annual information security and privacy training. We have adopted both the National Institute of Standards and Technology (“**NIST**”) cyber security and NIST privacy frameworks, and we continue to strengthen our layers of defense with recent improvement in our Security Operations Centre, Endpoint Detection and Response, and Incident Recovery Capabilities. In accordance with PIPEDA and to identify potential areas of improvement, we completed an internal privacy assessment and have provided observations and recommendations to applicable business units to ensure best practices. In 2023, the Airport Authority did not experience any cyber security breaches, nor did we have any substantiated complaints concerning breaches of customer privacy or losses of customer data (2023 – 0; 2022 – 0; 2021 – 0) (**GRI 418-1**).

## Wildlife Management

YVR is located on Sea Island in the mouth of the Fraser River, one of the largest estuaries on the west coast of North America. We coexist with a unique and rich habitat of local wildlife, birds, and plant species. Our [wildlife management](#) team ensures safe aircraft operations while conserving wildlife. Aircraft operating at YVR share the skies with migratory birds from across the globe. Many of these birds rely on the productive estuaries of the Fraser River delta for their survival. We mitigate the risk of collisions between these animals and aircraft through our Wildlife Management Program. Our program is informed by a detailed understanding of the behavioural ecology of wildlife. Our work is supported by data systems, like avian radar, to document and understand patterns of bird behaviour. From this information, we strategically deploy a variety of non-lethal techniques to disperse animals away from the runways and aircraft flight paths. These include using trained birds of prey and dogs to scare birds from the airfield, and capturing and translocating wild birds of prey away from the airport to safer, more suitable habitats. Decisions to permanently remove wildlife are rare, occurring only when we have exhausted all available non-lethal means of control, or wildlife demonstrates behaviour that is likely to result in an aircraft safety issue.

### Total Number of Wildlife Strikes per 10,000 Aircraft Runway Movements (GRI A09)

	2023	2022	2021
Reported Wildlife Strike Incidents <sup>1</sup>	198	180	128
Wildlife Strike Incidents per 10,000 Aircraft Runway Movements	7.7	6.9	9
Confirmed Number of Animals Struck	266	212	161
Confirmed Number of Animals Struck per 10,000 Aircraft Runway Movements	10.3	8	11.3

<sup>1</sup> A reported wildlife strike occurs anytime a pilot reports a strike, ground personnel observe a strike, an animal is found deceased or injured within the runway strip or animal remains are found on an aircraft. Multiple animals may be struck during a single strike incident. The overall boundary for which the wildlife strike is recorded is defined by Transport Canada as within 90m of the extended runway centre and/or when the aircraft is below 200ft on approach and 500ft on takeoff. Summary based on aircraft movement data provided by YVR Noise Management program; only includes runway movements for runways 08R, 08L, 26R, 26L and 13.

## PARKING AND GROUND TRANSPORTATION

Ground transportation at YVR is comprised of a multi-modal network that provides our passengers, employees, and the Sea Island community with a variety of travel options to and from the airport. We actively manage several parking facilities, including public and employee parking lots on Sea Island. We work closely with our transportation partners to provide safe, reliable, and sustainable transportation options.

### SDG



Mode of Transportation	2023	2022	2021
<b>Parking Transactions<sup>1</sup></b>	1,185,437	960,200	412,958
<b>Outbound Taxi Trips</b>	772,148	482,000	235,000
<b>Ride Hail Trips to and from the Airport</b>	1,894,846	1,177,000	248,000
<b>Canada Line SkyTrain Boardings and Alightings</b>			
<b>At the Three Stations on Sea Island</b>	9,634,000	7,390,000	3,390,000
<b>Off-island Canada Line Trips</b>	6,277,000	4,540,000	2,030,000
<b>Intra-Island Trips</b>	3,357,000	2,850,000	1,360,000
<b>Percentage of Departing Passengers Reported Using Public Transportation for Their Journey to YVR</b>			
<b>Canada Line SkyTrain</b>	21%	21%	12%
<b>Other Forms of Collective Transportation (e.g., Shuttle Buses, Courtesy Buses, and Coaches)</b>	6%	7%	5%

<sup>1</sup> This includes transactions from the YVR Parkade, JetSet and the Value Long Term Lot.

---

## Parking and Ground Transportation Highlights

---

### Parking

In 2023, YVR progressed our Electric Vehicle (“EV”) charging program to expand EV charging capability at YVR, thus supporting our commercial operators who are keen to add electric vehicles to their fleets.

### Ground Transportation

Taxi Program: In 2023 taxi trips continued to increase as our passenger numbers rapidly grew. We commenced our new long-term agreement with the seventeen taxi companies that service YVR. In this agreement, we introduced set targets for amounts of electric vehicles into our taxi fleets. The total taxi fleet of 1,613 vehicles is comprised of 21 EVs and 1,251 hybrid-electric vehicles (2022 – total fleet of 1,023 with 3 EVs and 833 hybrid-electric vehicles, 2021 – total fleet of 717 with 529 hybrid-electric vehicles) which is a significant increase from 2022.

We have also commenced some preliminary work with our bus providers to support additional routes into YVR and we are looking at how we might accommodate fully electric buses.

---



# Our Leadership

The Airport Authority is a private non-share capital corporation incorporated in 1990 and operationalized in 1992 under Part II of the *Canada Corporations Act*, and continued in 2013 under the *Canada Not-for-profit Corporations Act*. The Airport Authority operates YVR pursuant to a lease with the Government of Canada that covers most of Sea Island, located in Richmond, B.C. The Airport Authority is governed by a [Board of Directors](#) and our [Executive Management Team](#), who oversee the daily management and operations of YVR.

Our Board Directors are expected to carry out their duties honestly, with integrity, and in good faith in accordance with the Board of Directors' [Governance Rules and Practices Manual](#), which includes terms of reference, guidelines, and policies. We disclose our [Corporate Governance Guidelines and practices](#) following the same guidelines as publicly listed companies.

## BUSINESS ETHICS

Airport Authority staff are expected to conduct themselves to the highest standards in accordance with our [Code of Ethics](#), corporate policies, management systems, and internal audit program. [Ethics in the Workplace](#) reflects our commitment to our Code of Ethics, Global Risk Management Program, Internal Audit Department, and corporate policies around anti-corruption (**GRI 205-2**) and our Whistleblower Policy (**GRI 2-26**).

We require that all employees complete a Code of Ethics and Anti-Corruption training module annually to ensure organizational comprehension and ongoing compliance.

We also require that all employees, Executives, Board Directors, and contractors submit a Conflicts Declaration on an annual basis or more frequently to reflect changed circumstances, as may be appropriate.

Under our [Whistleblower Policy](#), there were no complaints reported during 2023 through our 24-hour whistleblower hotline, which is managed by an independent third party (**GRI 2-27**).

SDG



### Communication about Anti-Corruption Policies and Procedures (GRI 205-2)

2023 <sup>A</sup>		
	Total Number	Percentage
Governance Body Members	13	100%
Employees <sup>1</sup>	Management: 157 Non-Management: 730	Management: 100% Non-Management: 100%
Business Partners <sup>2</sup>	83	100%

2022 <sup>3</sup>		
	Total Number	Percentage
Governance Body Members	13	100%
Employees <sup>1</sup>	Management: 111 Non-Management: 511	Management: 100% Non-Management: 100%
Business Partners <sup>2</sup>	68	100%

### Training on Anti-Corruption Policies and Procedures (GRI 205-2)<sup>4</sup>

2023 <sup>A</sup>		
	Total Number	Percentage
Employees <sup>1</sup>	Management: 122 Non-Management: 578	Management: 77.7% Non-Management: 79.2%

2022 <sup>3</sup>		
	Total Number	Percentage
Employees <sup>1</sup>	Management: 73 Non-Management: 356	Management: 65.8% Non-Management: 69.7%

1 Training is provided to active employees. All employees and Board Members that receive anti-corruption communication and/or training are based in the same region.

2 The Airport Authority's business partners are defined as contractors that perform specific work on behalf of the Airport Authority.

3 2022 was our first year reporting on this indicator.

4 Members of the Board of Directors, in their capacity as Directors, do not interact with government officials nor conduct business on behalf of the Airport Authority and accordingly are not provided training specific to the Airport Authority's Anti-Corruption Policy.

## BOARD DIVERSITY

### Board of Directors

Diversity brings divergent perspectives, knowledge and lived experience, and is an essential element to ensuring a high-functioning Board where Directors are positioned to add value. The Board aspires to achieve a target of gender parity and have at least 30% of its Directors comprised of individuals from other diversity groups (e.g., BIPOC, persons with disability, gender expression/identity, sexual orientation, age). The average age of current Directors is 62.5 years, with one Director between the ages of 30 and 50 years old (7.7%), and the remainder over 50 years old (92.3%) (GRI 405-1 A).



### Diversity of Individuals within The Airport Authority’s Governance Bodies (GRI 405-1)

Board Diversity	2023 <sup>A</sup>		2022		2021	
	Total Number	Percentage	Total Number	Percentage	Total Number	Percentage
Women	7	53.8%	7	53.8%	7	50.0%
Visible Minorities	3	23.1%	2	15.4%	3	21.4%
Persons with Disabilities	0	0%	1	7.7%	1	7.1%
Indigenous Peoples	0	0%	0	0%	0	0%

## NOMINATION AND SELECTION OF THE BOARD OF DIRECTORS (GRI 2-10 A)

Our Board may have a maximum of 15 Directors. Nine of these Directors are nominated by external organizations referred to as our Nominating Entities. The Board may have up to five Directors elected by the Board from the community at large – the Chair occupies one of these at-large positions. The CEO of the Airport Authority is automatically a member of the Board by virtue of their position.

Our Nominating Entities include:

- Chartered Professional Accountants of British Columbia (1 Director)
- City of Richmond (1 Director)
- City of Vancouver (1 Director)
- Engineers and Geoscientists British Columbia (1 Director)
- Government of Canada (2 Directors)
- Greater Vancouver Board of Trade (1 Director)
- Law Society of British Columbia (1 Director)
- Metro Vancouver (1 Director)

Although each Nominating Entity has its own internal process for nominating a member to the Airport Authority Board, all Nominating Entities have an advertising process. The Airport Authority Chair, Governance Committee Chair and Chief Governance Officer meet with the Nominating Entity and review the Director requirements set out in our by-laws, the Directors' Skills & Attributes Matrix, a Position Specification document with details on current skill sets required on the Board, and the Board's Diversity and Inclusion Policy. Depending on the Nominating Entity, we may also assist with advertising and recruiting for the position, provide input into developing candidate short lists, or participate in candidate interviews. The final decision on the nominee rests with the Nominating Entity, and the Board of Directors elects the selected nominee at its Annual Meeting of the Members. Prior to the Annual Meeting, nominees are required to complete a Conflict of Interest declaration to address any real, potential, or perceived conflicts of interest and evaluate the nominee's independence.

For at-large Board positions, the Board's Governance Committee acts as the Nominating Committee. The Governance Committee also considers the Directors' Skills & Attributes Matrix, the current skill sets required on the Board, and the Board's Diversity and Inclusion Policy. We engage a third-party search firm to assist with identifying potential candidates with the desired skill sets, while also considering diversity, stakeholder views, and lived experience. We advertise the position opening and all interested parties are invited to contact the search firm. Working with the search firm, the Governance Committee develops a short list and, following an interview and vetting process to ensure no conflicts of interest, will recommend a candidate for election by the Board. In 2023, our Board Directors had no reported conflicts of interest (GRI 2-15 A)<sup>1</sup>.

Except for the CEO, all Directors are independent from the Airport Authority and our subsidiaries. Our Directors are free from any interest, business, or other relationship that could, or could reasonably be perceived to, interfere with their ability to exercise independent judgment and act in the best interests of the Airport Authority.

<sup>1</sup> There were no reported conflicts of interest related to cross-board membership; cross-shareholding with suppliers and other stakeholders; existence of controlling shareholders; related parties, their relationships, transactions, and outstanding balances.

## BOARD COMPENSATION

### Director Remuneration (GRI 2-19 A)

The Governance Committee reviews Directors' compensation every two years with the assistance of an independent compensation consultant. In late 2021, the Board approved the retainer structure for 2022 and 2023. In September 2023, the Board approved a new retainer structure for 2024 and 2025.

The CEO receives no additional compensation for services as a Director. In making its compensation recommendation to the Board for 2022 and 2023, the Governance Committee was guided by the compensation principles set out below. These compensation principles were adjusted for determining the retainer structure for 2024–2025. The comparator groups were changed to Private Sector Organizations and Major Canadian Airports, in recognition of the need to attract talent from the private sector and to provide better alignment with the complexity and level of risk experienced by the Airport Authority and the different scope in board duties and responsibilities compared to boards in the Broader Public Sector.

### 2022–2023 Compensation Principles

1. Compensation paid to Directors will reflect the Airport Authority's unique accountability structure, its purpose in serving the community and the economy that supports it and the level of corporate risk assumed. Compensation will be set at an amount that is competitive, i.e., does not discourage individuals from choosing to serve on the Airport Authority Board of Directors when they have choices in how they commit their time, and signals the level and type of experience, skills and talent required of members of the Board.
2. Every two years, the Board will review market data, provided by a third-party compensation consultant, from two comparator groups – "Broad Public Sector" (i.e., B.C. organizations with public interest mandates or operating large infrastructure and the larger Canadian airport authorities) and "Private Sector Organizations" with headquarters in B.C. and a scale and size (revenue) similar to the Airport Authority (publicly listed, privately held or member owned). For Private Sector Organizations, the data will exclude equity compensation. The composition of Comparable Corporations will be proposed by a third-party compensation consultant and reviewed and affirmed by the Governance Committee. The Committee also assesses comparisons to these two comparator groups separately and on a weighted basis.
3. The Board has previously set Director compensation consistent with the mid-range (P50) of the Comparable Organizations. The Board will review compensation market data against the two comparator groups every two years.
4. To reflect the additional time and responsibility of serving as Chair of a Committee or Task Force, these Directors will receive a Committee Chair Annual Retainer. Consistent with market practice, the Finance and Audit Committee Chair will receive a slightly higher annual retainer.

Board members do not receive termination payments or have a retirement benefits program.

The annual retainers for non-management Directors in 2023 is set out in the table below.

<b>Annual Retainers</b>	
<b>Board Chair Retainer</b>	\$195,000
<b>Non-management Director Retainer<sup>1</sup></b>	\$65,000
<b>Finance and Audit Committee Chair Retainer<sup>2</sup></b>	\$19,500
<b>Other Committee Chairs Retainer<sup>2</sup></b>	\$15,000
<b>Committee Membership Retainer</b>	\$6,000

Directors are reimbursed for reasonable out-of-pocket expenses, which are reviewed by the Chair and the Corporate Secretary. The Board Chair's expenses are reviewed by the Governance Committee Chair. We do not reimburse Directors for travel expenses to attend Board and Committee meetings unless the Director resides outside the Metro Vancouver Regional District.

<sup>1</sup> Management Directors do not receive additional compensation for their service on the Board.

<sup>2</sup> Includes the Committee Membership Retainer.

The total remuneration paid to each Director in 2023 was as follows<sup>1</sup>:

<b>A. King</b>	\$195,000	<b>J. Leversage</b>	\$77,000
<b>H. Acheson</b>	\$79,250	<b>D. Nomura</b>	\$77,000
<b>M. A. Davidson</b>	\$86,000	<b>J. Sihota</b>	\$77,000
<b>H. Deal</b>	\$77,000	<b>K. Smith</b>	\$90,500
<b>F. Fiorillo</b>	\$86,000	<b>S. Zein</b>	\$83,750
<b>K. Howlett</b>	\$77,000	<b>C. Sue<sup>2</sup></b>	\$49,659
<b>K. Kramer<sup>2</sup></b>	\$38,500	<b>TOTAL</b>	\$1,093,659

In addition to the above remuneration, Directors collectively were reimbursed for expenses totaling \$886.13 in 2023.

## EXECUTIVE COMPENSATION (GRI 2-19 <sup>1</sup>)

The Airport Authority has a responsibility to provide a clear, concise, and understandable description of the link between pay and performance for its CEO and Executives in key decision-making positions. This comprehensive 2023 Statement of Executive Compensation (submitted: February 21, 2024) is available to download from [this web page](#). This includes detailed information on CEO and Executive compensation oversight, compensation principles, compensation comparator groups and an overview of the Executive compensation program and compensation for 2023.

<sup>1</sup> We do not report on clawbacks, sign-on bonuses, and recruitment incentives as they are not included in our Board remuneration policy.

<sup>2</sup> K. Kramer left the Board as of June 30, 2023. C. Sue joined the Board on May 8, 2023.

# Our Economic Impact

## DIRECT ECONOMIC IMPACT

YVR plays a key role in the economy by creating jobs and driving business activity. We are committed to providing social and economic benefits to the region while being financially sustainable. Under our private non-share capital corporation governance model, the Airport Authority reinvests all profits back into the airport. A key aspect of financial sustainability is the ability to generate sufficient income to meet both our current and future obligations. As we serve the ever-changing needs of our community, we continue to look for opportunities for our business and income sources to evolve and diversify. This approach will continue to build financial resilience and support a broad range of economic benefits in the region.

To ensure we operate under a sustainable financial model, we monitor KPIs that reflect the different areas of our non-consolidated financial performance such as revenue growth, operating costs, and our ability to generate a strong return. We exceeded our revenue target of \$551.9M with a total of \$631.6M in revenues for the 2023 reporting period. We measured our overall financial performance by assessing our topline growth with operating efficiencies by calculating our Earnings Before Interest, Depreciation and Amortization (“**EBIDA**”) and our Excess of Revenue Over Expenses (“**EROE**”) which includes all earnings. The Airport Authority’s corporate target for EBIDA was set for \$218.6M and -\$28.7M for EROE. Both targets were exceeded, with our EBIDA of \$298.1M and EROE of \$54.3M, mainly due to higher than anticipated passenger volumes. Our ability to use our assets to provide service to the community while generating a return is key to our ability to reinvest in the airport. Our Return on Invested Capital was 3.6% compared to our corporate target of 0.3%.

### SDGs





**Direct Economic Value Generated and Distributed (GRI 201-1)<sup>1</sup>**

	2023	2022	2021
	(\$000,000's)	(\$000,000's)	(\$000,000's)
<b>Economic Value Generated</b>			
Revenue <sup>2</sup>	668.139	515.003	284.348
<b>Economic Value Distributed</b>			
Operating Expenditures	180.321	151.638	134.331
Employee Wages and Benefits	92.628	72.305	60.288
Payments to Providers of Capital (Debenture Holders)	53.371	53.788	52.984
Payments to Government	85.889	64.133	34.724
Community Investments	7.421	5.708	3.262
<b>Total Economic Value Distributed</b>	<b>419.630</b>	<b>347.572</b>	<b>285.589</b>
<b>Total Economic Value Retained</b>	<b>248.509</b>	<b>167.431</b>	<b>(1.241)</b>

1 These figures are based on consolidated financial statements which are available to download from [this web page](#).

2 Revenue includes subsidiary partnership income.

## Supply Management

Every day, the Airport Authority makes purchasing decisions that impact both our organization and our community. We set policies and guidelines to promote our values among suppliers, in addition to our Sustainable Purchasing Policy, and we support our local economy. In 2023, over 96% (2022 – 95%; 2021 – 99%) of our total spend was with Canadian businesses, with 69% of that total being in British Columbia (including 63% in the Metro Vancouver area). Furthermore, in 2023, 99% (2022 – 99%, 2021 – 99%) of new suppliers were screened using the environmental, economic and social criteria detailed in our Supplier Code of Conduct, available at [www.yvr.ca/suppliers](http://www.yvr.ca/suppliers) (GRI 414-1). A detailed list of the Airport Authority's 2023 single and sole-source contracts is available to download from [this web page](#).

The Airport Authority's top supplier categories by spend (GRI 2-6) are as follows:

1. Construction and Civil Services
2. Facility Maintenance
3. Facility Services – Janitorial Services
4. Baggage Services – Sortation
5. Technology Services – IT support, Software, Hardware
6. Consulting and Management Services
7. Airside Services – Security Services

The Airport Authority experienced challenges to its supply chain network (GRI 2-6) as a result of geopolitical tensions, the slowing of global growth, inflation, and general supply chain disruptions including labour market challenges. These challenges led to delivery delays and increased material prices, which have impacted our projects, and the cost to maintain and operate our facilities and operational equipment. Notwithstanding these changes, we have continued to focus on our [Sustainable Purchasing goals](#), which have an increased emphasis on the four pillars of sustainability – environment, social, economic, and governance – and the evaluation of these factors as we engage with our supplier community.

### **The Airport Authority's Report pursuant to *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the "Act")**

In April 2022, the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* was passed by the Government of Canada, requiring certain entities to report on the measures taken to prevent and reduce the risk that forced labour or child labour is used by them or in their supply chains. Pursuant to the Act, the Airport Authority has prepared a report on its activities from January 1, 2023 to December 31, 2023, which is available for download from [this web page](#).

#### SDGs



## INDIRECT ECONOMIC IMPACT

While YVR impacts the region through direct employment and purchasing that supports airport operations, it also plays an important role in the broader economy. YVR indirectly contributes to regional and global markets by facilitating the movement of millions of people and goods across borders.

Every few years, the Airport Authority commissions an economic impact study. For the 2022 period, due to impacts from the Omicron variant of COVID-19, the scope of the economic impact study was narrowed to focus only on YVR operations and cargo. The results from the 2022 study indicated that YVR's impact was as follows: 63,240 jobs (2018 – 68,420 jobs), \$14.6B in total economic output (2018 – \$13.5B), and \$7.55B in total GDP (2018 – \$6.78B).

For information on our Community Investments, see [page 49](#).



## CLIMATE CHANGE RESILIENCY (GRI 201-2)

At YVR, we are focused on reducing emissions from our operations. We became a carbon neutral airport in 2020 and, in 2021, we announced our Roadmap to Net Zero by 2030 which, in conjunction with our 2020–2024 Environmental Management Plan (available for download from [this web page](#)), outlines our commitment to achieve net zero carbon from direct emissions from airport operations by 2030. Our pathway to decarbonization is committed to reducing carbon emissions and improving energy efficiency. For more information, see [Reducing Air and Carbon Emissions](#).

In our efforts to reduce emissions, we must also ensure that we are prepared for the impacts of climate change and are able to adapt. As part of our capital and asset management program, we continue to invest in measures to increase our climate resilience, including updating our dikes and drainage systems, enabling us to adapt to more frequent and intense rainfall events; improving our HVAC, heating and cooling systems ensuring we are ready for more extreme temperatures; and investments to support the low visibility capability of our airside, ensuring we remain resilient and operational in the event of fog and increased forest fires.

Informed by the recommendations laid out by the Task Force on Climate-related Financial Disclosures (“TCFD”), we published our first TCFD Report for the 2023 reporting period. Our TCFD Report addresses our climate-related risks and opportunities and is based on the four core elements of the TCFD framework: Governance, Strategy, Risk Management, and Metric and Targets.

Our Task Force on Climate-related Financial Disclosures Report is available for download from [this web page](#).



# Our People and Community

## OUR PEOPLE

Our Purpose Through People strategy at YVR is based on the philosophy of people being core to our business and critical to our strategy. Our strategy implementation is closely aligned to sustainability, as it enables each one of us to thrive in our roles to deliver on our purpose and lay the groundwork for success. Overall, we want to engage the full potential of our employees for true belonging.

2023 represents the second year of our 2022–2024 Strategic Plan, which lays the foundation for our work to strengthen our Culture and Talent and ensuring we are Built for Purpose. Key highlights aligned to sustainability in each of the three pillars are described below:

### Culture

Our cultural definition includes our values, essential behaviours, and our employee value proposition. For the first time, YVR was a recipient of the 2023 Waterstone MacKay Canada's Most Admired Culture award, a national program in its 20th year that annually recognizes best-in-class Canadian organizations. Key performance areas included our Vision and Leadership, Recruitment practices and the ability to Hire for Fit, People Development and Talent Management, Cultural Alignment, Diversity, Equity, Inclusion and Belonging, our Corporate Social Responsibility, and finally our Organizational Performance. Furthermore, in 2023 we continued our development of essential leadership behaviours through offering the third in a series of in-person training focused on the most important leadership behaviours for employee engagement – Coaching for Performance.

### People Experience Survey – Employee Feedback

In November 2023, the Airport Authority launched our second Organizational Health Index survey, which we internally referred to as the People Experience Survey. Our overall Organizational Health Index (“OHI”) score increased to 70%, up from 62% – an improvement that our survey provider (the global consulting firm McKinsey & Company) described as a significant increase. The results showed that 2023 was a year of motivation, inspiration, and hard work. The OHI results demonstrated that our employees were engaged and excited to work here. Our platform to collect this feedback doesn't just measure employee satisfaction, rather it measures the overall health of our organization in areas that are important to us. The survey also told us that for employees who have been with us for more than one year, 48% believe that things were better at YVR compared to 12 months ago, a top decile result against McKinsey & Company's global benchmark database, which includes 2,959,727 responses and 767 surveys.

All 825 employees were invited to participate; 654 responded (81%) and 524 provided comments, opinions, and recommendations (80%). Responses were treated as confidential and were analyzed in groups and not attributed to any one individual. All employee comments were shared through the organization. All groups were and will be invited to live sessions in 2023 and 2024 respectively, to provide feedback on actions we need to take to address our highest priorities. Feedback will be compiled and action items developed in early 2024.



## Built for Purpose

In 2023, our focus was on updating job profiles of long untouched positions, critically reviewing net new positions as part of our rapid growth, and dedicating time to observe, listen and profile roles in departments who wanted to be heard.

## Talent Strategy

All aspects of our talent strategy align to sustainability:

- Continually seeking and developing talent
- Integrating diversity, inclusion and belonging into our culture and practices
- Supporting the engagement, health, and well-being of all employees
- Building training programs and offerings that support our learning mindsets.

2023 was a year of unprecedented employment generation within our organization. We attracted top talent through our employee value proposition and evolved our definition of fit. We focused not on just what skills and experience a candidate has but how they will show up in demonstration of our values and behaviours. As part of our YVR Report & Action Plan following our enhanced operational After-Action Review, to improve resiliency and better serve our passengers, we significantly increased our workforce by hiring a total 286 employees. Our new three-day employee onboarding program, YVR Arrivals, was expanded to provide a best-in-class, interactive immersion into airport operations for new staff and Green Coat volunteers. We also asked all employees to create Learning Plans to maximize development and retention. Our attrition tracked well below target throughout the year.

2023 also saw our offerings in physical, mental, social, and financial well-being evolve from our already market leading benefits package. We expanded on our physical offerings and accelerated onsite mental health support and onsite massage therapy for employees in response to stressful events.

## Activities and Workers (GRI 2-7)

### Total Number of Employees by Employment Contract, Employment Type, and Gender (GRI 2-7), 2023

Employment Contract <sup>1</sup>	Male	Female	Other <sup>2</sup>	Not Disclosed
Acting Full-Time	8	8	0	0
Permanent Full-Time	464	293	0	0
Permanent Part-Time	25	57	0	0
Term Full-Time	5	7	0	0
Term Part-Time	1	1	0	0
Temporary	3	4	0	0
Casual	9	23	0	0
<b>Total<sup>3</sup></b>	<b>515</b>	<b>393</b>	<b>0</b>	<b>0</b>

1 An employment contract refers to a position that is acting, permanent, term, temporary or casual. An employment type refers to full-time or part-time. This data was compiled using data from the HR system.

2 Identifies other than gender assigned at birth.

3 78.3% of employees are covered by the collective bargaining agreement.

## Total Number of Employees by Employment Contract, Employment Type, and Gender (GRI 2-7), 2022

Employment Contract <sup>1</sup>	Male	Female	Other <sup>2</sup>	Not Disclosed
Acting Full-Time	7	7	0	0
Permanent Full-Time	317	213	0	0
Permanent Part-Time	20	39	0	0
Term Full-Time	9	10	0	0
Term Part-Time	0	1	0	0
Temporary	1	1	0	0
Casual	2	5	0	0
<b>Total<sup>3</sup></b>	<b>356</b>	<b>276</b>	<b>0</b>	<b>0</b>

1 An employment contract refers to a position that is acting, permanent, term, temporary or casual. An employment type refers to full-time or part-time. This data was compiled using data from the HR system.

2 Identifies other than gender assigned at birth.

3 71.5% of employees are covered by the collective bargaining agreement.



## Total Number of Employees by Employment Contract, Employment Type, and Gender (GRI 2-7), 2021

Employment Contract <sup>1</sup>	Male	Female
Acting Full-Time	3	2
Permanent Full-Time	254	164
Permanent Part-Time	4	10
Term Full-Time	4	4
Term Part-Time	1	0
Temporary	1	0
Casual	1	0
<b>Total<sup>2</sup></b>	<b>271</b>	<b>183</b>

1 An employment contract refers to a position that is acting, permanent, term, temporary or casual. An employment type refers to full-time or part-time. This data was compiled using data from the HR system.

2 71.5% of employees are covered by the collective bargaining agreement.

## Employment (GRI 401-1)

### Total Number and Rate of New Employee Hires (GRI 401-1)<sup>1</sup>, 2023

Age	<30 Years	30–50 Years	>50 Years	Total <sup>A</sup>
Number <sup>2</sup>	68	169	49	286
Rate	7.8%	19.4%	5.6%	32.9%

Gender	Male	Female	Other <sup>3</sup>	Not Disclosed	Total <sup>A</sup>
Number <sup>2</sup>	173	113	0	0	286
Rate	19.9%	13.0%	0	0	32.9%

### Total Number and Rate of New Employee Hires (GRI 401-1)<sup>1</sup>, 2022

Age	<30 Years	30–50 Years	>50 Years	Total
Number <sup>2</sup>	42	113	51	206
Rate	6.7%	18.1%	8.2%	33.0%

Gender	Male	Female	Other <sup>3</sup>	Not Disclosed	Total
Number <sup>2</sup>	97	109	0	0	206
Rate	15.5%	17.4%	0	0	33.0%

1 All employees are based in the same region (British Columbia).

2 Includes permanent and term employees. Casual and temporary employees are not included.

3 Identifies other than gender assigned at birth.

### Total Number and Rate of New Employee Hires (GRI 401-1), 2021

Age	<30 Years	30-50 Years	>50 Years	Total
Number <sup>1</sup>	10	32	9	51
Rate	2.2%	7.2%	2.0%	11.4%

Gender	Male	Female	Total
Number <sup>1</sup>	26	25	51
Rate	5.8%	5.6%	11.4%

### Total Number and Rate of Employee Turnover (GRI 401-1), 2023

Age	<30 Years	30-50 Years	>50 Years	Total <sup>A</sup>
Number <sup>1</sup>	11	43	15	69
Rate	1.3%	4.9%	1.7%	7.9%

Gender	Male	Female	Other <sup>2</sup>	Not Disclosed	Total <sup>A</sup>
Number <sup>1</sup>	44	25	0	0	69
Rate	5.1%	2.9%	0	0	7.9%

1 Includes permanent and term employees. Casual and temporary employees are not included. All employees are based in the same region (British Columbia).

2 Identifies other than gender assigned at birth.

**Total Number and Rate of Employee Turnover (GRI 401-1), 2022**

Age	<30 Years	30–50 Years	>50 Years	Total
Number <sup>1</sup>	15	38	23	76
Rate	2.4%	6.1%	3.7%	12.2%

Gender	Male	Female	Other <sup>2</sup>	Not Disclosed	Total
Number <sup>1</sup>	36	40	0	0	76
Rate	5.8%	6.4%	0	0	12.2%

**Total Number and Rate of Employee Turnover (GRI 401-1), 2021**

Age	<30 Years	30–50 Years	>50 Years	Total
Number <sup>1</sup>	7	48	26	81
Rate	1.6%	10.8%	5.8%	18.2%

Gender	Male	Female	Total
Number <sup>1</sup>	43	38	81
Rate	9.6%	8.5%	18.2%

1 Includes permanent and term employees. Casual and temporary employees are not included. All employees are based in the same region (British Columbia).

2 Identifies other than gender assigned at birth.

## Training and Development (GRI 404-2)

We continued to provide training opportunities and programs around management, career and leadership development, essential behaviours, and health and safety, as well as diversity, inclusion, and belonging.

### Learning and Development

In 2023, we continued in-person training to complement our existing online training. Our employees completed a total of 2,975 (2022 – 5,632 online and 1,570 in-person) online training modules and in-person training events. We continued with regulatory training for employees and used computer-based modules, virtual video platforms, and live training for various in-house needs. Training accounted for 2,330 of the online training modules and were the top five training items in 2023, which included security, legal, privacy, information security, and accessibility training. This year, as part of our Health & Safety Core audit, we required all people leaders to take on additional external health and safety leadership training.

Throughout the year, the newly formed Learning and Development team established the support structure for departmental training through the sharing of ideas around successes and challenges as additional coordination for content creation. We continued with our Airport 101 sessions and further developed non-shift and corporate support for organizational resilience.

### Development Opportunities

In 2023, we emphasized the importance of Coaching as the most important Leadership Behaviour for all people leaders. As such, all people leaders were invited to one of three cohorts, including three hours of supervised coaching practice and a follow up session with a certified coach. To support all employee knowledge of the new collective agreement, Management and the Union jointly presented the key changes in six in-person sessions at three locations. We also provided an online, recorded session for our Guest Experience staff. We updated our Managing in a Unionized Environment to Management to Align to the new Collective Agreement, launching the updated program late in the year. Within our Collective agreement, we committed to annual learning and development opportunities to all staff. We added 204 mind-scaling courses to our online offering, consisting of microlearning for leadership and personal development.

## EMPLOYEE HEALTH AND SAFETY

The Airport Authority is federally regulated under the *Canada Labour Code Part II Act* and associated Canada Occupational Health and Safety Regulations. We proactively manage health and safety through management systems and programs that are aligned to the business needs. We are verified by the [Certificate of Recognition](#) audit program which is based on the “Plan, Do, Check, Act” continuous improvement model. Given the number of contractors on Sea Island, we also have a comprehensive Contractor Safety Management Program in place.



<p><a href="#">Certificate of Recognition</a></p>	<p>In 2023, we successfully passed an external recertification audit through WorkSafeBC's Certification of Recognition Program, with scores of 94% (2022 – 96%; 2021 – 95%) for the occupational health and safety management system audit.</p>
<p><a href="#">Contractor Safety Management Program</a></p>	<p>In 2023, this program oversaw 490,933 (2022 – 350,837; 2021 – 327,237) person hours of capital contracted work with a total recordable injury frequency rate of 7.15 (2022 – 2.28; 2021 – 4.28).</p>

We measure our internal health and safety performance by tracking all at-work injuries that result in an employee missing work or receiving medical attention beyond first aid. Whenever we have a significant workplace incident, near-miss, or employee lost-time injury, we conduct an incident investigation to identify root causes and develop recommendations to prevent the incident from happening again. The Airport Authority aspires to keep the Lost Time Injury Frequency Rate as low as possible, our target of 0.49 represents a decreasing trend from our historical average. Our 2023 Lost Time Injury Frequency Rate was 1.14 (2022 – 1.26; 2021 – 0.50). The types of injuries experienced in 2023 were predominantly musculoskeletal injuries (MSI).

## Types of Injury and Rates of Injury, Occupational Diseases, Lost Days, and Absenteeism, and Number of Work-Related Fatalities (GRI 403-9)<sup>1</sup>

	2023	2022	2021
Total Number of Fatalities	0	0	0
Fatality Frequency Rate	0	0	0
Total Number High-Consequence Injuries	0	0	1
High-Consequence Injury Frequency Rate	0	0	0.25
Lost-Time Injury Frequency Rate <sup>2</sup>	1.14 <b>A</b>	1.26	0.50
Total Number of Lost-Time Days	47	21	36
Total Number of Recordable Injuries	9	8	9
Recordable Injury Frequency Rate	1.48	1.67	2.25
Absenteeism Percentage	3.01%	4.09%	5.86%
Total Work Hours	1,224,131	955,480	801,221

<sup>1</sup> We do not disclose the health and safety information of our contractors and suppliers due to confidentiality constraints and specific details around work related hazards related to high-consequence injuries.

<sup>2</sup> Rates to be expressed as incidents per 100 employees with maximum straight-time hours as per OSHA standards. Calculated based on 200,000 hours worked.

## Integrated Safety Strategy

The Airport Authority has been actively working on an Integrated Safety Strategy (“ISS”), which takes a broader approach to enhancing safety across our facilities, operations, and people. In 2023, we focused on improving the safety culture of our baggage halls. This included a perception survey with key stakeholders (i.e., Airport Authority employees, airlines, ground handlers, and contractors), which identified a number of key areas for improvement. Based on the survey, a workplace clean-up campaign was initiated and completed, as well as the implementation of a space program to maintain the newly organized environment. Lighting upgrades have continued, along with the renewal of line painting throughout the baggage halls to increase traffic safety. Lastly, enforcement has also been increased by ways of dedicated resources throughout the various baggage halls, in alignment with airside operations practices.



## DIVERSITY AND EQUAL OPPORTUNITY

### Workforce

We are committed to creating a workforce and work environment where all employees are treated with dignity and respect. In following the *Employment Equity Act* and *Canadian Human Rights Act* we take measures to ensure fair employment practices and treatment across the organization. We identify occupational gaps in the workforce and set hiring targets for four designated groups: women, Indigenous Peoples, persons with disabilities, and members of visible minorities.

We strive to create a workplace that reflects the rich diversity of the community we serve. We value the contributions of all employees and are committed to employment equity, inclusion, diversity, and belonging. The following table is a summary of our representation levels compared to labour market availability as of December 31, 2022:



### Airport Authority Demographics vs Labour Market Demographics (GRI 405-1)<sup>1</sup> (2022)<sup>2</sup>

Designated Group	Airport Authority <sup>A</sup>	Labour Market <sup>3</sup>	Percentage above Labour Market
Women <sup>4</sup>	43.2%	41.4%	+1.8%
Indigenous Peoples	2.6%	2.9%	-0.3%
Persons with Disabilities	2.6%	8.8%	-6.2%
Visible Minorities	41.2%	30.3%	+10.9%

1 This information was prepared in accordance with the Employment Equity Act guidelines. In order to remain consistent, age group is not included.  
 2 2023 data was unavailable at the time of reporting. The data in this table reflects our 2022 demographics.  
 3 Includes combined Metro Vancouver, provincial and national employment data as provided by Employment and Social Development Canada.  
 4 In 2022, no employees self-declared as other (identifies other than gender assigned at birth).

## Airport Authority Demographics vs Labour Market Demographics (GRI 405-1)<sup>1</sup> (2021)

Designated Group	Airport Authority	Labour Market <sup>2</sup>	Percentage above Labour Market
Women	40.0%	37.0%	+3.0%
Indigenous Peoples	1.6%	3.1%	-1.5%
Persons with Disabilities	2.0%	8.0%	-6.0%
Visible Minorities	34.4%	25.6%	+8.8%

## Airport Authority Demographics vs Labour Market Demographics (GRI 405-1)<sup>1</sup> (2020)

Designated Group	Airport Authority	Labour Market <sup>2</sup>	Percentage above Labour Market
Women	39.6%	32.9%	+6.7%
Indigenous Peoples	1.2%	3.2%	-2.0%
Persons with Disabilities	1.9%	8.0%	-6.1%
Visible Minorities	34.2%	25.1%	+9.1%

1 This information was prepared in accordance with the Employment Equity Act guidelines. In order to remain consistent, age group is not included.

2 Includes combined Metro Vancouver, provincial and national employment data as provided by Employment and Social Development Canada.

## Incidents of Discrimination and Corrective Actions Taken (GRI 406-1)

We had five reported incidents of discrimination in 2023 (2022 – 0; 2021 – 0).

The Airport Authority is committed to providing a work environment where all employees are treated with dignity and respect and feel safe and healthy – both physically and mentally. We believe that everyone has the right to work in an atmosphere that is free from harassment, bullying, sexual harassment, and discrimination, and we do not tolerate any violence or threats of violence. The Airport Authority makes every reasonable effort to ensure that no employee is subjected to these types of behaviour in the workplace. We abide by the Canada Labour Code and its regulations, as well as all other applicable laws in force from time to time.

An employee who has experienced or is experiencing a workplace issue may make a formal complaint pursuant to our Respect and Violence in the Workplace Policy. All complaints are investigated, and the investigations are carried out fairly and objectively in accordance with the standards set out in the Policy, which align with the Canada Labour Code. Once the investigation is complete, Management determines appropriate next steps, including disciplinary measures, if appropriate, and the complainant is notified of the resolution of their complaint.

In 2023, HR received five complaints under our Respect and Violence in the Workplace Policy alleging incidents of discrimination. No complaints were received under the Canadian Human Rights Act. All five complaints were investigated and resolved, with three complaints resulting in the implementation of remediation plans and routine management review processes and two complaints no longer subject to action.

## LIVING WAGE

As we navigate through complex economic conditions and world events, we recognize the rising cost of living in Metro Vancouver and the challenges that it creates for some of our employees. Beyond this, we recognize many of our partners are experiencing challenges with hiring and retaining workers. Paying a living wage helps to ensure affordability of basic expenses, reduce financial stress, and provide greater opportunity for employees to participate in enriching experiences in their communities. It also creates a more rewarding work environment, resulting in higher retention.

In 2022, we announced our certification as a Living Wage Employer, making YVR the first airport in Canada to achieve this designation. As a Living Wage Employer, all Airport Authority employees and direct service providers are paid at or higher than the living wage for our region.


In Metro Vancouver, the 2023 Living Wage rate was set at \$24.08, a 17.4% increase from the previous year's rate of \$20.52. Although the 2023 Living Wage rate increase was steeper than expected, YVR remained committed to the program. As we recognize this wage was challenging for some of our direct service providers to implement, our approach was to collaborate with them to help address the rising cost of living in Metro Vancouver and remove barriers to hiring and retaining workers at YVR. To learn more about our journey to becoming the first Living Wage Airport, visit our [website](#).



### SDGs






## OUR STAKEHOLDERS (GRI 2-29)

We define our stakeholders as anyone who influences or is impacted by YVR's operations. This includes the millions of passengers who pass through YVR every year, Airport Authority workers, partners, and local communities.


Stakeholder	How We Engage	2023 Highlights
 <p><b>Passengers</b></p> <p>As Canada's second-busiest airport, YVR welcomes millions of passengers every year. These passengers come from all over the world, with key markets including Canada, the U.S., Asia-Pacific, Latin America and Europe</p>	<ul style="list-style-type: none"> <li>• Daily frontline Guest Experience team</li> <li>• Quarterly Customer Satisfaction Survey</li> <li>• Information kiosks</li> <li>• Sea Island newspaper (SkyTALK)</li> <li>• YVR website</li> <li>• Social media</li> <li>• News media</li> </ul>	<ul style="list-style-type: none"> <li>• 91% Customer Satisfaction rating</li> <li>• Achieved Airport Customer Experience – Level 1 Accreditation from the Airports Council International (ACI)</li> <li>• Most followed airport in Canada on X (formerly known as Twitter)</li> <li>• Voted into the top three best North American airports and one of the top 20 Best Airports in the World at the 2023 Skytrax World Airport Awards</li> </ul>
 <p><b>Airlines</b></p> <p>Our airline partners connect people and businesses to a wide range of non-stop destinations worldwide</p>	<ul style="list-style-type: none"> <li>• Regular meetings and communications</li> <li>• Key airport initiatives and events</li> <li>• Airline Consultative Committee</li> <li>• Support to new routes and airlines through orientation, site tours, meetings, and provision of supporting documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Welcomed the restart of three important air services during the year:                         <ul style="list-style-type: none"> <li>– One Transborder service</li> <li>– Two Asia Pacific services</li> </ul> </li> <li>• YVR welcomed Porter Airlines</li> <li>• New air service offerings:                         <ul style="list-style-type: none"> <li>– Air Canada launched new route from YVR to Washington Dulles International Airport</li> <li>– Air Canada launched new routes from YVR to Dubai</li> <li>– WestJet launched new routes to Atlanta, Nashville, and Zihuatanejo</li> <li>– Flair Airlines launched new routes to Cancun, Windsor, and London ON</li> <li>– Porter Airlines launched new direct services from YVR to Toronto and Ottawa</li> <li>– JetBlue launched service to Boston</li> <li>– British Airways launched a new service to London-Gatwick</li> <li>– Lynx Air launched service to Orlando and Montreal</li> <li>– Air North launched service to Kamloops</li> <li>– Pacific Coastal launched Nanaimo service</li> <li>– Central Mountain Air launched service to Dease Lake and Terrace</li> </ul> </li> </ul>

Stakeholder	How We Engage	2023 Highlights
 <p><b>Airport Business Partners</b> A large community works on Sea Island to support YVR’s operations. This team includes a broad range of YVR business partners – from commercial tenants to our maintenance team, ground transportation and baggage handling service providers, contractors and much more</p>	<ul style="list-style-type: none"> <li>• Regular meetings, communications</li> <li>• Annual Public Meeting</li> <li>• Key airport initiatives and events</li> <li>• Sea Island newspaper</li> <li>• Airline Operations Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Recognized employees, partners and volunteers who displayed exceptional customer service in 2023 through our YVR Stars program</li> <li>• Celebrated YVR tenants who are minimizing their environmental impact through our YVR Green Excellence Awards and Waste Wars Awards</li> <li>• Provided key support to Nav Canada’s community engagement for the Vancouver Aerospace Modernization Project, including participating in every public engagement session</li> </ul>
 <p><b>Vancouver Airport Authority</b> Vancouver Airport Authority employs professionals in a range of occupations including technical and administrative roles, management, trades and operations. Our Board of Directors provides strategic oversight of the business and ensures the Executive Management Team is subject to the highest ethical standards</p>	<ul style="list-style-type: none"> <li>• Annual engagement initiatives</li> <li>• Annual employee recognition programs</li> <li>• Quarterly Leadership gatherings</li> <li>• Performance management (Check-In for Success)</li> <li>• Live TV virtual series with CEO and employees</li> <li>• Leadership training program</li> <li>• Regular updates on YVR Intranet</li> <li>• Regular meetings and communications</li> <li>• Fun events throughout the year to connect employees (i.e., summer BBQ, annual spring parties, and ice cream social events)</li> <li>• 24-hour whistleblower hotline</li> </ul>	<ul style="list-style-type: none"> <li>• 2023 Waterstone MacKay Canada’s Most Admired Corporate Culture</li> <li>• We reinstated our in-person Long Service Award Luncheon, which recognized 99 outstanding team members with at least 5 years of service who have poured an incredible 1,335 years of dedication into making YVR shine</li> <li>• In 2023, our People Engagement Survey, McKinsey and Company’s Organizational Health Index (OHI) score improved from 62% to 70%</li> </ul>

Stakeholder	How We Engage	2023 Highlights
 <p><b>Local Communities</b>                      YVR is located on Sea Island in Richmond, British Columbia, and is bordered by Vancouver across the Fraser River. Our local communities include Musqueam Indian Band – on whose traditional, ancestral and unceded land YVR is located – and the 23 authorities that make up the Metro Vancouver Regional District and the First Nations on whose land they are located</p>	<ul style="list-style-type: none"> <li>• Annual Public Meeting</li> <li>• Regular meetings with the Airport Authority and Musqueam Relationship Committee</li> <li>• Regular meetings with Musqueam member job-seekers, artists, and business owners</li> <li>• Regular meetings with Musqueam Administration</li> <li>• Participation in YVR events by Musqueam elders and official representatives</li> <li>• Social media</li> <li>• YVR website</li> <li>• News releases, media statements and interviews</li> <li>• Consultation and engagement for airport projects</li> <li>• Quarterly meetings with Aeronautical Noise Management Committee and Environmental Advisory Committee</li> <li>• Community brand and survey questionnaire</li> <li>• YVR Cares, our Community Investment Program</li> </ul>	<ul style="list-style-type: none"> <li>• 12.2B media impressions and 14,291 total mentions</li> <li>• YVR received a 67% score in our annual community survey in terms of overall impression amongst BC residents, marking an improvement over our 2022 score of 63%. From this survey data, YVR continues to be ranked as a top three brand in BC in terms of overall impression</li> <li>• Launched an enhanced <a href="#">Newsroom on YVR.ca</a>. The dynamic and engaging platform serves as a multi-faceted hub for up-to-date information where we share latest news and stories about YVR, our projects and initiatives, and essential information for travelers</li> <li>• Awarded the Mary B. Jordan Scholarship for Women in Business</li> <li>• The CEO's email address and direct telephone number are available on our website and the public are encouraged to provide contact her with any comments, questions or observations. Response to comments received are responded to in a timely manner. Her contact information is listed directly alongside her biography on the <a href="#">website</a></li> </ul>

Stakeholder	How We Engage	2023 Highlights
 <p><b>Government and Regulators</b></p> <p>We work with municipal, regional, provincial and federal governments, as well as international regulators, to ensure the airport meets all regulations, while providing economic and social benefits for our region</p>	<ul style="list-style-type: none"> <li>• Annual presentations to local municipalities and nominating entities</li> <li>• Ongoing one-on-one meetings with government representatives at all levels, municipal, provincial, and federal</li> <li>• Participation in numerous industry-government working groups</li> <li>• Member of the Future Borders Coalition, Canadian Chamber of Commerce, Greater Vancouver Board of Trade</li> <li>• Regular appearances before provincial and federal parliamentary committees studying aviation issues</li> </ul>	<ul style="list-style-type: none"> <li>• YVR expanded our relationship with the Province. Presented to Government and Opposition MLA caucuses on broader aviation and transportation industry priorities, and the needs of our industry regarding job creation, clean fuel transition, attracting investment and diversifying our trade relationships</li> <li>• Hosted federal Ministers, Members of Parliament, departmental officials, U.S. government officials for various operational tours</li> <li>• Events:                         <ul style="list-style-type: none"> <li>– Future Borders Coalition Transportation Border Summit, Washington, DC (October)</li> <li>– Canadian Chamber of Commerce Aviation Summit, Ottawa, ON (September)</li> <li>– Canadian Airports Council “Airports on the Hill” days, Ottawa, ON (March and November)</li> </ul> </li> <li>• YVR strengthened our engagement across community nominating entities, which included a record number of visits to YVR. Additionally, we delivered an enhanced summer and winter preparedness outreach campaign across our expanded network</li> <li>• YVR presented at various House of Commons committee hearings to advocate for supportive policy outcomes for Canada’s aviation sector and promote greater resiliency across the supply chain ecosystem</li> </ul>
 <p><b>Industry Associations</b></p> <p>We strive to be a leader in the aviation industry, and we work with a broad range of industry partners: regional airports and industry organizations such as Airports Council International – North America (ACI-NA), the Canadian Airports Council (CAC), the International Air Transport Association (IATA) and the International Civil Aviation Organization (ICAO)</p>	<ul style="list-style-type: none"> <li>• Industry association meetings, conferences, and working groups, including BC Aviation Council, Airports Council International – North America (ACI-NA), and Canadian Airports Council</li> <li>• Industry sponsorship and initiatives, including the Greater Vancouver Board of Trade, BC Business Council, and local chambers of commerce</li> <li>• Participation in private roundtables with industry leaders</li> <li>• Promote tourism and businesses in B.C.</li> </ul>	<ul style="list-style-type: none"> <li>• Awarded Excellence in Governance Award for Best Practices in ESG, Sustainability and Purpose by the Governance Professionals of Canada</li> <li>• Awarded the “Moonshot Award” for our bold, creative and collaborative approach to corporate purpose at Benevity’s 2023 Corporate Goodness Conference</li> <li>• Awarded the 2023 Routes Americas Award under the 4-20 Million Passengers category</li> <li>• See <b>(GRI 2-28)</b> found in the <a href="#">Global Reporting Initiative Content Index</a> for the full list of our membership associations</li> </ul>



Stakeholder	How We Engage	2023 Highlights
 <p><b>Financial Stakeholders</b> The Airport Authority is incorporated under the <i>Canada Not-for-profit Corporations Act</i> as a private non-share capital corporation. Our financial stakeholders are our credit rating agencies and debenture holders</p>	<ul style="list-style-type: none"> <li>• Annual review meetings and regular communications with credit rating agencies</li> <li>• Respond to requests from debenture holders as they arise</li> <li>• Quarterly and annual financial statements to debenture holders and credit rating agencies</li> </ul>	<ul style="list-style-type: none"> <li>• 2023 Annual Review meeting with credit rating agencies, who reaffirmed our credit ratings</li> </ul>

## LOCAL COMMUNITIES

### Engagement

Connecting with our community is a core part of who we are, and public participation is fundamental to our ability to engage and interact, collect feedback, and communicate openly. We provide open, honest, and timely information to stakeholders, including around areas of local community engagement, impact assessments, and our construction programs (GRI 413-1). We also engage the public and key stakeholders on the potential environmental and health impacts of airport operations. Both the [Environmental Advisory Committee](#) and the [Aeronautical Noise Management Committee](#) enable local communities to give direct feedback. We also have a community relations email inbox, which is listed on our website. During 2023, we responded to 143 (2022 – 63; 2021 – 319) inquiries through this inbox. The increase in community relations inquiries from 2022 to 2023 may be attributed to a rebound in passenger traffic, comments and questions in response to the December 2022 travel disruption as well as increased inquiries and applications for our community investment grants that were put on pause in 2022. Our media relations team responded to 473 (2022 – 484) media inquiries in 2023. We also hosted media availabilities and press conferences throughout the year to engage with media about initiatives at the airport and the travel process during peak times (i.e., long weekends and holidays).

**SDGs**



### Community Investment

In 2023, we supported 38 partners (2022 – 18; 2021 – 27) via donations totalling \$937,354. In-kind value donations totalled \$1,859,716 (2022 – \$1,141,700; 2021 – \$49,750) to support a diverse range of organizations and causes (GRI 203-1). Our five main partnerships were with YVR Art Foundation (\$100,000), Pacific Family Autism Network (\$100,000), First Nations Technology Council (\$75,000), Canucks Autism Network (\$50,000), and Quest Outreach Society (\$50,000). Through our employee giving and corporate matching program, our employees and community directed \$200,000 in donations to support 181 causes. Employees also gave their time – tracking 2,200 hours supporting our local community by volunteering and acts of goodness.

## Indigenous Relationships

YVR and Musqueam share a unique connection: YVR is located in Musqueam territory and Musqueam are located in YVR's operating area. Our [30-year Musqueam Indian Band – YVR Airport Sustainability and Friendship Agreement](#) serves as a roadmap to create thriving, respectful, and resilient relationships.

Our [2022–2024 Strategic Plan](#) incorporates a reconciliation lens among its focus on operational and financial sustainability and climate priorities. To this end, we actively advance programs and policies that:

1. Maintain commitments to the Musqueam Indian Band – YVR Airport Sustainability and Friendship Agreement, and
2. Pursue a broader (global) Indigenous strategy designed to include Indigenous Peoples in programs and opportunities at YVR, while also facilitating connections between Indigenous trade and Indigenous tourism partners.

In doing so, our Indigenous Relations team aims to have Indigenous programming and policies that can be measured in hard and soft values, in a way that demonstrates the role of reconciliation as a benefit to both Indigenous People and the organization through social, environmental, and economic initiatives.

Our continued Indigenous Relations leadership has helped to drive change and inclusive growth in Musqueam and beyond. Our commitments have led to economic benefits not only in our operating community of Musqueam but also regionally and nationally via partnerships with Indigenous Tourism BC and Indigenous Tourism Canada. As a result of our work with Musqueam and our partners, there has been an increase in Indigenous hiring, economic partnerships and joint ventures, and an increase in Indigenous procurement considerations in the organization's supply chain. These initiatives not only respond to the Truth and Reconciliation Call to Action #92 but also provide opportunities for the Airport Authority to engage internally and externally on best practices and reputational considerations. We believe we are paving the way for others to follow by not only demonstrating the value added to Indigenous businesses and community members but by considering and fostering long term sustainable relationships.

**2023 Musqueam Indian Band – YVR Airport Sustainability and Friendship Agreement Highlights:**

- \$4,916,133 of shared revenue in 2023 (2022 – \$2,459,540)
- 11 (2022 – seven) scholarships awarded (54 scholarships awarded to date)
- Established the Maintenance apprenticeship program for two (2022 – two) Musqueam member positions and pre-apprentice program for two (2022 – two) additional Musqueam members
- Eight Musqueam students obtained digital twin certification through a Musqueam-YVR training program
- Eight (2022 – eight) Musqueam members are employees of the Airport Authority
- An additional 53 (2022 – 31) Musqueam members worked collectively at our partners
- Three Musqueam-registered businesses are under contract at YVR. Two new Musqueam businesses are in the application process
- Major project planning support provided by Musqueam for South Airfield and North Runway as well as SICA Dike and tenant projects with a focus on archaeology, capacity building, communication, and cultural awareness training
- Musqueam continues to help YVR incorporate culture into operational priorities through language, protocol, art, educational programs, ceremony, in terminal events
  - Musqueam and YVR opened the “Musqueam Gathering Space,” a new Place at the airport that both introduces Musqueam history and culture as well as providing a Musqueam sense of place on the public side of the airport
  - Musqueam and YVR welcomed Native Education College as a new YVR partner at a special MOU signing event
  - YVR awarded Musqueam artists for designs including the new YVR Firetruck, the cover of the 2023 Annual Report, and a mural outside the new baggage storage area at domestic departures

# Our Environment

## REDUCING AIR AND CARBON EMISSIONS

At YVR, we are focused on reducing emissions from our operations. The Airport Authority became a carbon neutral airport in 2020 and has maintained our carbon neutral status by continuing to reduce our emissions and purchase carbon offsets for our direct, indirect, and corporate travel emissions. We purchase high-quality carbon offsets from the Great Bear Forest Carbon Project, located in BC. We are also accredited under the Transition (4+) category in the [Airport Carbon Accreditation program](#). This accreditation recognizes YVR's role in setting a course to reduce its own carbon emissions while actively working with aviation partners to drive broader emission reductions.

In 2021, we announced our [Roadmap to Net Zero](#) which, in conjunction with our [2020–2024 Environmental Management Plan](#), outlines our commitment to achieve net zero carbon from direct emissions for airport operations by 2030. Our pathway to decarbonization includes both reducing carbon emissions and improving energy efficiency. In 2023, we continued with terminal lighting retrofits, reduced emissions from our heating, ventilation and cooling systems through equipment upgrades, installed an electric flywheel for our airfield lighting to reduce the diesel used by backup generators, trialed 100% renewable diesel in our fleet and purchased renewable natural gas for terminal heating. We also added three battery-electric vehicles, two hydrogen fuel-cell vehicles, and one hybrid vehicle to our light-duty fleet in 2023. We manage and report on our emissions and energy consumption for Airport Authority-owned buildings and operations and work to support all partners through our supply chain to reduce carbon across the airport community. Scope 1 emissions represent direct emissions, including fleet vehicles, space heating and cooling, emergency power generators, and refrigerant releases. Scope 2 emissions represent the indirect emissions from purchased electricity. These operational boundaries are defined by the Greenhouse Gas Protocol developed by the World Business Council for Sustainable Development and World Resources Institute.

### SDGs



## Direct and Indirect GHG Emissions (tonnes of CO<sub>2</sub>e) (GRI 305-1, 305-2)<sup>1</sup>

	2023	2022	2021	2012 <sup>2</sup>
Direct Scope 1 <sup>3</sup>	8,071 <b>A</b>	10,164	9,593	7,949
Indirect Scope 2 <sup>4</sup>	1,202 <b>A</b>	1,161	872	3,880
<b>Total</b>	<b>9,273</b>	<b>11,325</b>	<b>10,465</b>	<b>11,829</b>

Biogenic CO<sub>2</sub> emissions in 2023: 450 tonnes CO<sub>2</sub>

Our emissions footprint decreased by 18% in 2023 relative to 2022 and our emissions intensity totalled 0.390 tonnes/1,000 passengers (2022 – 0.602 tonnes/1,000 passengers; 2021 – 1.49 tonnes/1,000 passengers) from combined Scope 1 and Scope 2 emissions (GRI 305-4). In 2023, we consumed less diesel compared to 2022 as there were no extreme cold or snow events in November and December 2023. In 2022, these factors contributed to higher fuel use in snow clearing equipment and diesel use for terminal heating.

- 1 Emissions are calculated using a methodology consistent with the Government of BC's framework for reporting emissions (2023 BC Best Practices Methodology for Quantifying GHG Emissions, December 2023). Global warming potential values are from the Intergovernmental Panel on Climate Change's Sixth Annual Report (AR6), which was released in August 2021. All relevant gases emitted from our operations have been included in the calculation, including CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. The consolidation approach is based on operational control.
- 2 2012 is referenced as a baseline year for reporting, as we undertook a detailed inventory assessment with an external expert.
- 3 In accordance with the methodology stated in the Government of BC's framework for reporting emissions (2023 BC Best Practices Methodology for Quantifying GHG Emissions, December 2023), the CO<sub>2</sub> emissions from the biofuel must be reported separately. As such, CO<sub>2</sub> emissions from biofuels are as follows: 2023 – 450 tonnes; 2022 – 112 tonnes; 2021 – 76 tonnes; 2012 – 76 tonnes.
- 4 In 2022, the Government of BC changed the methodology for calculating the electricity emissions factor starting in 2021. These changes included a shift from measuring gross imports to net imports, and a shift from using a three-year rolling average to a four-year average. This methodology was maintained for the 2023 reporting year. With these changes, the electricity emission factor was 9.7 tonnes CO<sub>2</sub>e/GWh in 2021, 11.5 tonnes CO<sub>2</sub>e/GWh in 2022, and 11.3 tonnes CO<sub>2</sub>e/GWh in 2023, compared to 40.1 tonnes CO<sub>2</sub>e/GWh in 2012.

**Energy Consumption within the Organization (GJ) (GRI 302-1)<sup>1</sup>**

<b>Total Non-Renewable Energy</b>		<b>2023</b>	<b>2022</b>	<b>2021</b>
<b>Fleet</b>	Pure Gasoline	3,673	4,578	4,457
<b>Fleet</b>	Pure Diesel	11,377	18,401	10,407
<b>Emergency Power Generator</b>	Pure Diesel	2,827	5,100	2,946
<b>Total Non-Renewable</b>		<b>17,877</b>	<b>28,078</b>	<b>17,810</b>

<sup>1</sup> Conversion factors are referenced in the Government of BC's framework for reporting emissions (2023 BC Best Practices Methodology for Quantifying GHG Emissions, December 2023) and provided by the Ministry of Environment and Climate Change Strategy.

<b>Total Renewable Energy</b>		<b>2023</b>	<b>2022</b>	<b>2021</b>
<b>Fleet</b>	Pure Ethanol	270	337	326
<b>Fleet</b>	Pure Biodiesel	527	892	509
<b>Fleet</b>	Renewable Diesel	1,212	0	0
<b>Heating</b>	Renewable Natural Gas	6,141	0	0
<b>Emergency Power Generator</b>	Pure Biodiesel	131	238	139
<b>Wind</b>		14	20	22
<b>Solar Thermal</b>		298	110	8,605
<b>Solar Photovoltaic</b>		28	28	27
<b>Geoexchange</b>		3,750	4,275	4,146
<b>Total Renewable</b>		12,372	5,900	13,774

<b>Total Electricity, Heating and Cooling Consumption<sup>1</sup></b>		<b>2023</b>	<b>2022</b>	<b>2021</b>
<b>Purchased Electricity</b>	Hydro	382,801	363,240	323,718
<b>Heating and Cooling</b>	Natural Gas	133,957	148,979	150,134
<b>Heating and Cooling</b>	Pure Diesel	249	3,419	3,084
<b>Heating and Cooling</b>	Pure Biodiesel	12	160	151
<b>Total</b>		517,019	515,797	477,086
<b>Electricity, heating and cooling</b>		517,019	515,797	477,086
<b>Non-renewable energy</b>		17,877	28,078	17,810
<b>Renewable</b>		12,372	5,900	13,774
<b>Total Energy Consumed</b>		547,268 <b>A</b>	549,775	508,670

## Scope 3 Emissions

We recognize that the bulk of emissions associated with the operation of the airport are related to aircraft movements and airside activity, passenger and commercial traffic on the island, and non-Airport Authority buildings. These are considered Scope 3 emissions and although they are beyond the immediate scope of our net zero commitment and outside our direct control, we are working with our partners to enable the reduction of all emissions. Our Scope 3 emissions for 2023 are estimated to be 294,167 tonnes CO<sub>2</sub>e (2022 – 276,092 tonnes; 2021 – 179,448 tonnes). These emissions have grown over the past three years with increased aircraft traffic due to the lifting of travel restrictions related to the COVID-19 pandemic.

<sup>1</sup> Steam consumption is not applicable. Electricity, heating, cooling, and steam sold is not applicable.



## Air Quality

The Airport Authority is committed to reducing air pollution and tracks its air quality through continuous ambient air quality monitoring. In 2023, we continued to participate voluntarily in the Lower Fraser Valley Air Quality Monitoring Network. As part of this network, Metro Vancouver operates an air quality monitoring station located at YVR near the South Runway. Metro Vancouver analyzes this data each year to demonstrate trends and performance against annual, hourly, and 24-hour objectives. Data is released in May of each year and is presented in the following table, compared with Metro Vancouver’s current ambient air quality objectives. We also report data to the National Pollutant Release Inventory (“NPRI”) on an annual basis.

### Air Pollutants Monitored on Sea Island, 2022<sup>1</sup> (GRI A05)

Annual Averages	2022	2021	2020	Metro Vancouver Objectives
Nitrogen Dioxide (NO <sub>2</sub> ) (ppb)	12.3	11	11	17 <sup>2</sup>
Carbon Monoxide (CO) (ppb)	207	197	210	No annual average
Sulphur Dioxide (SO <sub>2</sub> ) (ppb)	0.3	0.2	0.2	5
Fine Particulate Matter (PM2.5) (µg/m <sup>3</sup> )	5.5	4.6	6.1	8
Fine Particulate Matter (PM10) (µg/m <sup>3</sup> )	11.1	10.0	12.0	20
Ozone (O <sub>3</sub> ) (ppb)	17.3	19.6	18	No annual average

1 Omissions, confidentiality constraints, information not available: this report represents 2022 data and is the most current reporting period provided by Metro Vancouver.

2 1ppb = 0.001ppm. The air quality data is compliant with relevant ambient air quality objectives set by Metro Vancouver; carbon monoxide and ozone do not have Metro Vancouver annual average objectives.

## WATER USE

We work with our business partners, airlines, and communities to minimize potable water consumption from airport sources. Our approach is highlighted in our 2020–2024 Environmental Management Plan which is available to download from [this web page](#).



2020–2024 Environmental Management Plan Target	2023 Result
Improve Sea Island potable water efficiency by 50% from 2012 baseline level of 69 L/PAX by 2024.	Potable water use per passenger improved by 43% from 2012 levels (39 L/PAX).

We track all water consumed on Sea Island, including that of our business partners, and are working to reduce the use of potable water and measure consumption of water from all airport-related sources. Most of the water used at the airport is correlated to our passenger volumes – washroom fixtures and food operators – and reduced passengers resulted in considerably reduced water use throughout 2020 and 2021. Total volume consumed in 2023 is close to pre-pandemic levels at 974,056 m<sup>3</sup> (2022 – 905,274 m<sup>3</sup>; 2021 – 689,803 m<sup>3</sup>) **(GRI 303-3)**. We also measure efficiency of water used from Sea Island water sources against total passengers. While we consumed more potable water in 2023, the significant increase in passenger volumes improved our water efficiency to 39 L/passenger (2022 – 48 L/passenger; 2021 – 97 L/passenger).

## Water Withdrawal from All Areas (megalitres) (GRI 303-3)

Water Sources	2023	2022	2021
Surface Water	0.620 <sup>1</sup>	0.620 <sup>1</sup>	0.620
Groundwater	0	0	0
Seawater	0	0	0
Produced Water	0	0	0
Third-Party Water	974.056	905.274 <sup>2</sup>	689.803
<b>Total</b>	<b>974.676 <span style="background-color: #c6e0b4;">A</span></b>	<b>905.894</b>	<b>690.423</b>

### Airport Authority Potable Water Consumption

The Airport Authority tracks water usage in the Main and South Terminal Buildings as well as the Airside Operations Building and Aylmer Road Complex, which are occupied by the Airport Authority. Collectively, these buildings consumed 203,730 m<sup>3</sup> (2022 – 201,038 m<sup>3</sup>; 2021 – 151,521 m<sup>3</sup>) from municipal sources and 620 m<sup>3</sup> from rainwater (GRI 303-3), representing 21% of total water used on Sea Island.

1 Total volume of surface water is an estimate of rainwater harvested from the Airside Operations Building.

2 Total water withdrawal comes from the City of Richmond, where water is supplied from three watersheds within the Metro Vancouver Regional District: Capilano, Seymour, and Coquitlam watersheds. These watersheds are not areas with water stress according to the Aqueduct Water Risk Atlas (water risk is considered low), and thus use 0 megalitres of water in areas of water stress. All water withdrawn is classified as freshwater.

## ECOSYSTEM HEALTH

To mitigate our operational impact on Sea Island and beyond, we structure our efforts under YVR’s 2020–2024 Environmental Management Plan which is available to download from [this web page](#), which sets a clear strategic priority – to improve ecosystem health – with specific goals and targets.



2020–2024 Environmental Management Plan Target	2023 Result
Maintain Salmon-Safe certification	Salmon-Safe certified

We lease 13.4 km<sup>2</sup> of land on Sea Island from Transport Canada and are responsible for balancing the need for safe airport operations with wildlife management and environmental protection. Surrounding Sea Island, the Fraser River estuary supports one of the largest salmon runs on the west coast and is an important location for migratory birds. Our operations are in an ecologically rich area and are surrounded by several protected areas, including Sturgeon Bank, Sea Island Conservation Area, Swishwash Island, Iona Beach Regional Park, and McDonald Beach Park (**GRI 304-1**).

With a focus on regulatory oversight and ecosystem health, we conduct environmental reviews of all proposed construction and development projects at YVR to identify potential impacts, such as loss of sensitive habitats.

In 2023, we conducted environmental reviews on 182 (2022 – 159; 2021 – 90) proposed projects as required under Section 82 of the *Impact Assessment Act* (“**IAA**”). We found that none of the projects were expected to result in significant adverse environmental effects. All but six projects were excluded from IAA review by meeting the criteria of the Ministerial Order issued under section 88, and therefore were not posted to the Canadian Impact Assessment Registry. The following projects were posted to the Registry for public comment opportunities:

- South Airfield Improvements
- Canada Post Development
- Jacob Bros – Pre-cast Concrete Facility
- YVR Taxiway A Extension
- Air Canada Flight Simulator Building Replacement
- YVR Winter Operations Fuel Storage Project

We regularly monitor construction projects to ensure mitigation efforts are implemented and remain effective. In 2023, we conducted more than 117 (2022 – more than 80; 2021 – more than 80) site visits to major construction projects. All known environmental issues were addressed promptly and none of the projects were found to have caused significant adverse environmental or social effects.

## EFFLUENT AND WASTE

Waste management is a key deliverable in YVR's 2020–2024 Environmental Management Plan which is available to download from [this web page](#), which includes plans and programs to address several types of waste: hazardous waste, non-hazardous waste and water discharge. Late in 2023, we resumed the use of our centralized waste sortation stations within our food courts which were put on hold due to the COVID-19 pandemic. Improvements were also made to signage, training, and education.



2020–2024 Environmental Management Plan Target <sup>1</sup>	2023 Result
60% waste diverted from landfill by 2024	48% waste diverted from landfill <b>A</b>

<sup>1</sup> Assurance provided against internally developed criteria in the 2020–2024 Environmental Management Plan. Criteria includes waste from our terminal including containers, paper, compost and other waste, liquid diversion, gloves, chopsticks, broom cores, kitchen grease, and pallets.

## Total Terminal Waste Diversion<sup>1</sup>

	2023 <sup>A</sup>	2022	2021
Total Waste (kg)	4,267,390	3,326,719	1,494,178
Diversion Rate	48%	50%	48%

Waste produced in 2023 increased as a result of increased passenger volumes. Waste generated per passenger remained constant from 2022 to 2023. The total amount of waste produced increased by 28% from 2022 and our diversion rate decreased by 2% relative to 2022 levels.

## Aircraft and Pavement De-icing/Anti-icing Fluid Used and Treated by Volume (GRI A06)

	2023	2022	2021
Type I	1,212 m <sup>3</sup>	2,445 m <sup>3</sup>	1,085 m <sup>3</sup>
Type IV	178 m <sup>3</sup>	294 m <sup>3</sup>	149 m <sup>3</sup>
Pavement De-icing	236 tonnes	559 tonnes	496 tonnes
Discharged and Captured for Treatment <sup>2</sup>	7,085 m <sup>3</sup>	4,987 m <sup>3</sup>	1,120 m <sup>3</sup>

<sup>1</sup> Assurance provided against internally developed criteria in the 2020-2024 Environmental Management Plan. This indicator includes waste from our terminal including containers, paper, compost and other waste, liquid diversion, gloves, chopsticks, broom cores, kitchen grease, and pallets.

<sup>2</sup> Captured volumes include both de-icing fluid and precipitation.

**Waste Generated (GRI 306-3):****Total Hazardous and Non-Hazardous Waste (metric tons (t))**

	2023	2022	2021
Waste Generated	71,963	14,213	12,694
Waste Diverted from Disposal	69,091	12,012	11,735
Waste Directed to Disposal	2,872	2,201	959

**Total Weight of Hazardous and Non-Hazardous Waste (metric tons (t))**

Hazardous Waste	Waste Generated	Waste Diverted from Disposal	Waste Directed to Disposal
Batteries, Auto Parts, Electronic Waste, Light Bulbs, Waste Oil	31	31	0
Biomedical, International Custom Hall	43	0	43
Other Waste (e.g., Oil Filters)	5	4	1.3
Asbestos Containing Material	17	0	17
<b>Total Hazardous Waste</b>	<b>96</b>	<b>35</b>	<b>61</b>

Non-Hazardous Waste	Waste Generated	Waste Diverted from Disposal	Waste Directed to Disposal
Containers, Paper, Liquid Diversion, Gloves	1,633	1,633	0
Chopsticks, Broom Cores	0.2	0.2	0
Compostable Material and Moisture Diverted by Composter <sup>1</sup>	421	421	0
Other Waste <sup>1</sup>	2,213	0	2,213
Construction Waste	67,599	67,001	598
<b>Total Non-Hazardous Waste</b>	<b>71,867</b>	<b>69,056</b>	<b>2,810</b>

### Waste Diverted from Disposal (GRI 306-4):

### Total Hazardous and Non-Hazardous Waste Diverted from Disposal (metric tons (t))

	2023	2022	2021
Preparation for Reuse	6	8	3
Recycling	69,008	11,988	11,732
Other Recovery Options	77	17	0

No on-site waste diverted from disposal.

<sup>1</sup> The on-site composter was not in use for part of 2023 due to operational constraints.



## Total Weight of Hazardous and Non-Hazardous Waste (metric tons (t))

Hazardous Waste	Offsite		
	Preparation for Reuse	Recycling	Other Recovery Options
Batteries, Auto Parts, Electronic Waste, Light Bulbs, Waste Oil	3	28	0
Other Waste (e.g., Oil Filters)	3	1	0
<b>Total Hazardous Waste Diverted from Disposal</b>	<b>6</b>	<b>29</b>	<b>0</b>

Non-Hazardous Waste	Offsite		
	Preparation for Reuse	Recycling	Other Recovery Options
Containers, Paper, Liquid Diversion, Gloves	0	1,556	77
Chopsticks, Broom Cores	0	0.2	0
Compostable Material and Moisture Diverted by Composter	0	421	0
Construction Waste	0	67,001	0
<b>Total Non-Hazardous Waste Diverted from Disposal</b>	<b>0</b>	<b>68,979</b>	<b>77</b>

No waste diverted from disposal for Biomedical, International Custom Hall, Asbestos Containing Material and other non-hazardous waste; totals are all zero. No on-site waste diverted from disposal. The on-site composter was not in use for most of 2023 due to issues related to COVID-19 recovery.

## Waste Directed to Disposal (GRI 306-5):

### Total Hazardous and Non-Hazardous Waste Directed to Disposal (metric tons (t))

Offsite	2023	2022	2021
Incineration <sup>1</sup>	43	33	12
Landfilling	2,828	2,167	946
Other	0	0	0

No on-site waste directed to disposal by disposal operation.

### Total Weight of Hazardous and Non-Hazardous Waste (metric tons (t))

Hazardous Waste	Offsite		
	Incineration <sup>1</sup>	Landfilling	Other
Biomedical, International Custom Hall	43	0.1	0
Other Waste (e.g., Oil Filters)	0.2	1	0
Asbestos Containing Material	0	17	0
<b>Total Hazardous Waste Directed to Disposal</b>	<b>43</b>	<b>18</b>	<b>0</b>

<sup>1</sup> Incineration is with energy recovery; there is no incineration without energy recovery.

Non-Hazardous Waste	Offsite		
	Incineration <sup>1</sup>	Landfilling	Other
Other Waste	0	2,213	0
Construction Waste	0	598	0
<b>Total Non-Hazardous Waste Directed to Disposal</b>	<b>0</b>	<b>2,810</b>	<b>0</b>

No Batteries, Auto Parts, Electronic Waste, Light Bulbs, Waste Oil, Compostable Material and Moisture diverted by composter; Containers, Paper, Liquid Diversion, Gloves, Chopsticks, Broom Cores waste directed to disposal by disposal operation.

No on-site waste directed to disposal by disposal operation.

## AERONAUTICAL NOISE

The Airport Authority manages aircraft noise to balance the need for safe, convenient 24-hour travel with enjoyable urban living. Information on our approach is highlighted on our [website](#) as well as in our 2019–2023 Noise Management Plan (available to download from [this web page](#)) and Annual Noise Report (available to download from [this web page](#)).

SDG



### Community Survey Questionnaire

In 2023, 85% (2022 – 86%; 2021 – 92%) of respondents reported not being annoyed by aircraft noise.

### Concerns per 10,000 Aircraft Movements<sup>2</sup>

	2023 <sup>A</sup>	2022	2021
Concerns per 10,000 Aircraft Movements	76	95	144

<sup>1</sup> Incineration is with energy recovery; there is no incineration without energy recovery.

<sup>2</sup> Aircraft movement data is collected from Tower log files provided by NAV CANADA. These files contain information related to runway and non-runway movements (which includes float planes and helicopters) at the airport. Noise concerns are collected and tracked in a database connected to our Aircraft Noise and Operations Monitoring System.

# Global Reporting Initiative Content Index

The following index provides detailed information on the Airport Authority, for the reporting period covering January 1 – December 31, 2023, with the exception of our Ambient Air Quality (GRI A05) and Employment Equity (GRI 405-1) data.

GRI	DISCLOSURE	PAGE OR REFERENCE
<b>GENERAL DISCLOSURES AND GOVERNANCE (OUR LEADERSHIP)</b>		
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	<ul style="list-style-type: none"> <li>a. Name of the organization: Vancouver Airport Authority</li> <li>b. Ownership and legal form: Our Leadership, <a href="#">p. 17</a></li> <li>c. Location of its headquarters: Sea Island, Richmond, B.C., Canada</li> <li>d. Countries of operations: Vancouver Airport Authority operates in Richmond, B.C., Canada</li> </ul>
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> <li>a. Entities listed in its sustainability reporting: Vancouver Airport Authority. With the exception of the Consolidated Financial Statements (which is available to download from <a href="#">this web page</a>), we do not report on the financial, environmental, and social impacts of our subsidiaries in this report</li> <li>b. Audited consolidated financial statements: The Consolidated Financial Statements document is available to download from <a href="#">this web page</a></li> <li>c. With the exception of the Consolidated Financial Statements (which is available to download from <a href="#">this web page</a>), we do not report on the financial, environmental, and social impacts of our subsidiaries in this report</li> </ul>
2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> <li>a. Reporting period and frequency of the Annual and Sustainability Report: January 1, 2023 – December 31, 2023, Annual</li> <li>b. Reporting period for the consolidated financial statements: January 1, 2023 – December 31, 2023</li> <li>c. Publication date of the Annual and Sustainability Report: April 30, 2024</li> <li>d. Contact point: Questions can be directed to <a href="mailto:sustainability@yvr.ca">sustainability@yvr.ca</a></li> </ul>
2-4	Restatement of information	No restatements of information in 2023
2-5	External Assurance	<ul style="list-style-type: none"> <li>a. See <a href="#">Finance and Audit Committee Terms of Reference</a></li> <li>b. For the 2023 reporting period, we received external assurance over a selection of ESG indicators. A link to the Independent Practitioner's Assurance Report can be found in this report, <a href="#">p. 77</a>. Our audited Consolidated Financial Statements document is available to download from <a href="#">this web page</a></li> </ul>

GRI	DISCLOSURE	PAGE OR REFERENCE
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	a. Who we are: Our Leadership, <a href="#">p. 17</a> b. i. Activities, products, services, and markets served: Our Business, p. 4 ii. Supply chain: Direct Economic Impact, p. 26 iii. Stakeholders: Our Stakeholders, <a href="#">p. 45</a> c. Business partners: 2023 Annual Report which is available for download from <a href="#">this web page</a> Significant changes: Direct Economic Impact, p. 24
2-7	Employees	Total Number of Employees: Our People and Community, <a href="#">p. 31</a>
2-8	Workers who are not employees	As of December 31, 2023, we had a total of 325 volunteers as part of our green coat volunteer program
GOVERNANCE		
2-9	Governance structure and composition	Board structure and composition and related disclosures can be found at <a href="#">About the Board</a> . Further details around Board composition and diversity can be found in this report, Our Leadership, p. 19
2-10 <b>A</b>	Nomination and selection of the highest governance body	Details around the Board nomination and selection process can be found in this report, Our Leadership, <a href="#">p. 20</a>
2-11	Chair of the highest governance body	Annalisa King is Chair of the Board of Directors; <a href="#">Board of Directors</a>
2-12	Role of the highest governance body in overseeing the management of impacts	Details around the Board’s responsibility for the Airport Authority’s strategic direction and alignment to its values are outlined in the Board of Directors – Terms of Reference (Jan. 2023, V2) which is available for download from <a href="#">this web page</a> . Our economic, environmental, and social impacts are monitored as part of our enterprise risk management system, managed by the risk owners and are disclosed in this report. The Board is responsible for ensuring we have an adequate and effective Enterprise Risk Management System (“ <b>ERM</b> ”), and ensuring that the sustainability performance of the Airport Authority is adequately and fairly reported to the public

GRI	DISCLOSURE	PAGE OR REFERENCE
2-13	Delegation of responsibility for managing impacts	Our economic, environmental, and social impacts are monitored as part of our enterprise risk management system, managed by the risk owners and are disclosed in this report. The Board is responsible for ensuring we have an adequate and effective Enterprise Risk Management System (“ERM”), and ensuring that the sustainability performance of the Airport Authority is adequately and fairly reported to the public. The Board of Directors – Terms of Reference (Jan. 2023, V2) is available for download from <a href="#">this web page</a>
2-14	Role of the highest governance body in sustainability reporting	The Board of Directors ensures that the sustainability performance of the Airport Authority is adequately and fairly reported to the public. The Board of Directors – Terms of Reference (Jan. 2023, V2) is available to download from <a href="#">this web page</a>
2-15 A	Conflicts of interest	The Director Conflict of Interest Policy (Jan. 2023, V2) is available for download from <a href="#">this web page</a> . The total number of conflicts of interest can be found in this report, Our Leadership, p.17
2-16	Communication of critical concerns	The Airport Authority has a formal Whistleblower Policy. In addition to internal channels for reporting, the Whistleblower Policy includes an option to report via a third-party confidence phone line or website. The total number of critical concerns can be found in this report, Our Leadership, p. 17
2-17	Collective knowledge of the highest governance body	Measures taken to advance the collective knowledge, skills, and experience of the Board of Directors can be found in the Board’s Governance Rules and Practices Manual: <a href="#">Guidelines for Corporate Governance</a>
2-18	Evaluation of the performance of the highest governance body	The Board has an annual process to review Board, Committee and individual Director effectiveness. The Board’s Governance Committee is charged with oversight of the process. The Governance Committee – Terms of Reference (Feb 2021, V2) is available for download from <a href="#">this web page</a>
2-19 A	Remuneration policies	See our sections on Executive and Board Compensation, pp. 21–23. The Director Compensation Policy (Jan. 2023, V2) is available for download from <a href="#">this web page</a> Statement of Executive Compensation (submitted: February 21, 2024) is available to download from <a href="#">this web page</a>
2-20	Process to determine remuneration	See our sections on Executive and Board Compensation, pp. 21–23
2-21	Annual total compensation ratio	See our sections on Executive and Board Compensation, pp. 21–23
STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	<a href="#">2023 Annual Report</a>
2-23	Policy commitments	See our section on Business Ethics, p. 17
2-24	Embedding policy commitments	See our section on Business Ethics, p. 17

GRI	DISCLOSURE	PAGE OR REFERENCE
2-25	Processes to remediate negative impacts	See our section on Business Ethics, p. 17
2-26	Mechanisms for seeking advice and raising concerns	See our section on Business Ethics, p. 17
2-27	Compliance with laws and regulations	There were no known significant instances of non-compliance with laws and regulations during the 2023 reporting period
2-28	Membership associations	<p><i>Membership of associations:</i> Airports Council International, Canadian Airports Council, Greater Vancouver Board of Trade, Business Council of BC, BC India Business Network, Canadian Chamber of Commerce, BC Chamber of Commerce, Greater Vancouver Gateway Council, Pacific Rim Cruise Association, BC Tech Association, Tourism Industry Association of Canada, Destination Vancouver, Richmond Chamber of Commerce, Surrey Board of Trade, The International Air Cargo Association, Canadian International Freight Forwarders Association, and Tourism Industry Association of BC</p> <p><i>Partnerships:</i> The Airport Authority has partnerships with the Greater Vancouver Board of Trade, Richmond Chamber of Commerce, BC Chamber of Commerce, Greater Vancouver Gateway Council, Tourism Industry Association of Canada, Indigenous Tourism BC, Indigenous Tourism of Canada, Canada's Aviation Hall of Fame, BC Women's Hospital Foundation, BC Aviation Council, Destination Canada, Destination British Columbia, Destination Vancouver, Vancouver Hotel Destination Association, Rocky Mountaineer, Tourism Whistler and Tourism Richmond</p>
2-29	Approach to stakeholder engagement	Our Stakeholders, <a href="#">p. 45</a>
2-30	Collective bargaining agreements	A total of 78.3% of employees as of December 31, 2023 are covered by our Collective Bargaining Agreement. YVR has a OneYVR philosophy, providing much of the same working conditions and terms of employment as employees not covered. This principle was applied as part of our collective bargaining process and results
BUSINESS ETHICS (material topic)		
414-1	New suppliers that were screened using social criteria	Direct Economic Impact, p. 26
205-2 <b>A</b>	Communication and training about anti-corruption policies and procedures	Business Ethics, <a href="#">p. 17</a>
<b>ECONOMIC (OUR BUSINESS)</b>		
DIRECT ECONOMIC IMPACT (material topic)		
201-1	Direct economic value generated and distributed	Direct Economic Impact, p. 24
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Resiliency, p. 28 Task Force on Climate-related Financial Disclosures Report, available to download from <a href="#">this web page</a>

GRI	DISCLOSURE	PAGE OR REFERENCE
AIR SERVICES AND CONNECTIONS (material topic)		
A01	Total number of passengers annually, broken down by passengers on international and domestic flights, and broken down by origin-and-destination and transfer passengers, including transit passengers	Air Services, Passengers and Cargo, <a href="#">p. 8</a>
CUSTOMER CARE (material topic)		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Security and Safety, p. 12
Internally Developed Criteria <b>A</b>	Customer Service Quality (“CSAT”)	Guest Experience, p. 11
<b>ENVIRONMENT (OUR ENVIRONMENT)</b>		
ENERGY (material topic)		
302-1 <b>A</b>	Energy consumption within the organization	Reducing Air and Carbon Emissions, p. 54
WATER USE (material topic)		
303-3 <b>A</b>	Water withdrawal	Water Use, p.58
ECOSYSTEM HEALTH (material topic)		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Ecosystem Health, p. 60
AIR EMISSIONS (material topic)		
305-1 <b>A</b>	Direct (Scope 1) GHG emissions (tonnes of CO <sub>2</sub> e)	Reducing Air and Carbon Emissions, p. 53
305-2 <b>A</b>	Energy indirect (Scope 2) GHG emissions (tonnes of CO <sub>2</sub> e)	Reducing Air and Carbon Emissions, p. 53
305-4	GHG emissions intensity	Reducing Air and Carbon Emissions, p. 53
A05	Ambient air quality levels according to pollutant concentrations in microgram per cubic meter (µg/m <sup>3</sup> ) or parts per million (ppm) by regulatory regime	Reducing Air and Carbon Emissions, p. 57



GRI	DISCLOSURE	PAGE OR REFERENCE
EFFLUENT AND WASTE (material topic)		
<b>Internally Developed Criteria A</b>	Waste Generated and Diverted (Terminal waste only; as measured in the 2020-2024 Environmental Management Plan)	Effluent and Waste, p. 62
<b>A06</b>	Aircraft and pavement de-icing/anti-icing fluid used and treated by m <sup>3</sup> and/or metric tonnes	Effluent and Waste, p. 62
<b>306-3</b>	Waste generated	Effluent and Waste, p. 63
<b>306-4</b>	Waste diverted from disposal	Effluent and Waste, p. 64
<b>306-5</b>	Waste directed to disposal	Effluent and Waste, p. 66
GROUND TRANSPORTATION (material topic)		
<b>Internally Developed Criteria</b>	Proportion of surveyed air passengers using collective transit	Parking and Ground Transportation, p. 15
AERONAUTICAL NOISE (material topic)		
<b>Internally Developed Criteria</b>	Community Survey Questionnaire	Aeronautical Noise, p. 67
<b>Internally Developed Criteria A</b>	Total number of concerns per 10,000 aircraft movements	Aeronautical Noise, p. 67
<b>SOCIAL (OUR COMMUNITY)</b>		
INDIRECT ECONOMIC IMPACT (material topic)		
<b>203-1</b>	Infrastructure investments and services supported	Local Communities, p. 49
EMPLOYMENT PRACTICES (material topic)		
<b>401-1 A</b>	New employee hires and employee turnover	Employees, p. 34
<b>404-2</b>	Programs for upgrading employee skills and transition assistance programs	Employees, p. 37
EMPLOYEE HEALTH AND SAFETY (material topic)		
<b>403-9</b>	Work related injuries	Employee Health and Safety, p. 39

GRI	DISCLOSURE	PAGE OR REFERENCE
DIVERSITY AND EQUAL OPPORTUNITY (material topic)		
405-1 A	Diversity of governance bodies and employees	Board Diversity, p. 19, Diversity and Equal Opportunity, p. 41
406-1	Incidents of discrimination and corrective actions taken	Diversity and Equal Opportunity, p. 41
LOCAL COMMUNITIES (material topic)		
413-1	Operations with local community engagement, impact assessments, and development programs	Vancouver Airport Authority operates a single airport and therefore this equates to 100%. Local Communities, p. 49
SECURITY AND SAFETY (material topic)		
A09	Total Annual Number of Wildlife Strikes per 10,000 Aircraft Runway Movements	Security and Safety, p. 14

# Key Performance Indicators Definitions

\* A selection of KPI's marked with an **A** have been assured against our internally developed criteria described below. A detailed description of the results for the 2023 ESG assurance engagement can be viewed in the [Independent Practitioner's Assurance Report](#).

## CUSTOMER-DRIVEN BUSINESS PERFORMANCE

Customer/Passenger Satisfaction <b>A</b>	The Customer Satisfaction Survey (“ <b>CSAT</b> ”) measures our passengers' overall satisfaction with the services and facilities at the airport. The survey is conducted through multi-lingual passenger intercepts using a five-dimension scale measuring very dissatisfied to very satisfied. The CSAT provides data from departing, arriving and connecting passengers and includes a broad array of topics including Wi-Fi availability and quality, food and beverage choices, speed of check-in, cleanliness and overall friendliness of staff. The indicator is measured by the average score of the Satisfied and Very Satisfied response rates from the survey.
Airline Satisfaction <b>A</b>	This indicator measures our performance from our air carrier customers' point of view. It measures our responsiveness, alignment with airline business, quality and availability of airport facilities both in-terminal and airside.
Wi-Fi Satisfaction <b>A</b>	This indicator measures passenger satisfaction in the area of Wi-Fi and digitization. Our Wi-Fi satisfaction score is based on the same in-terminal surveys as our customer/passenger satisfaction score described above.

## OPERATIONAL PERFORMANCE & EFFICIENCY

Passengers <b>A</b>	This indicator provides the total departing and arriving passengers across all sectors.
Cargo	This indicator measures cargo volumes in terms of tonnes shipped, reflecting the service we provide to facilitate the movement of goods for businesses and the broader community.
Departure Punctuality <b>A</b>	The proportion of flights that depart from their stand within 15 minutes of their original scheduled departure time.
Average Wait Time at Security Screening <b>A</b>	This indicator represents the percentage of passengers who wait at security screening for 15 minutes or less from the point of lining-up where the first boarding pass scan occurs until the boarding pass is scanned for a second time at the screening lane.
Baggage Connections <b>A</b>	This indicator represents the proportion of bags that have been successfully delivered to our airline partners at YVR and is a measure of the effectiveness of our infrastructure and processes to support connections through YVR.

## FINANCIAL PERFORMANCE & SUSTAINABILITY

Revenue	An indicator of our topline financial growth. It consists of aeronautical, non-aeronautical sources and Aeronautical Improvement Fee (“AIF”).
EBIDA (Earnings Before Interest Depreciation and Amortization)	A measure used to evaluate our operating performance and can be seen as a proxy for cash flow from our operations.
EROE (Excess of Revenue Over Expenses)	Measures the net return generated, which is the equivalent of net income for conventional companies. It provides the total picture of our annual financial performance including the impacts of interest, depreciation and amortization.
ROIC (Return on Invested Capital)	Measures how well we allocate our financial capital to projects or investments to generate a return.

## PEOPLE, DIVERSITY & WELL-BEING

Employee Engagement/Well-being <b>A</b>	This indicator measures aspects of employee engagement, employee well-being and the ability to deliver optimized organizational performance. Our Organizational Health Index (“OHI”) is a comprehensive survey that consists of about 100 proprietary questions assessed against 9 health outcomes including, direction, accountability, coordination and control, leadership, external orientation, innovation and learning, capabilities, motivation and work environment. Survey results are assessed by scores and quartiles are determined relative to other organizations in McKinsey & Company’s global database.
Lost Time Injury Frequency Rate <b>A</b>	This indicator measures total number of employee lost time injuries per 200,000 hours worked during the calendar year. A lost time injury is defined as a workplace injury resulting in lost workdays after the date of injury.

## CLIMATE CHANGE

Scope 1 and Scope 2 Greenhouse Gas (GHG) Emissions <b>A</b>	This indicator measures our Scope 1 and Scope 2 GHG emissions created by our direct operations. In early 2021 we announced our goal of becoming net zero by 2030. The implementation of our roadmap over the next nine years will result in the gradual reduction of our Scope 1 and Scope 2 GHG emissions created by our direct operations. In 2030, any residual emissions will be directly offset (vs purchasing offsets).
---	---

# Independent Practitioner's Assurance Report

## To the Management of Vancouver Airport Authority

### Scope

We have been engaged by Vancouver Airport Authority to perform a 'reasonable assurance engagement' and a 'limited assurance engagement', as defined by Canadian Standards on Assurance Engagements, hereafter referred to as the engagement, to report on Vancouver Airport Authority's select key performance indicators (the "Subject Matter") detailed in the accompanying schedule contained in Vancouver Airport Authority's Sustainability Report (the "Report"). The key performance indicators in scope for 'reasonable assurance' are referred to herein as "Subject Matter 1" and those in scope for 'limited assurance' are referred to herein as "Subject Matter 2".

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express an opinion or a conclusion on this information.

### Criteria applied by Vancouver Airport Authority

In preparing the Subject Matter, Vancouver Airport Authority applied the relevant guidance contained within the Global Reporting Initiative ("GRI") Sustainability Reporting Standards and internally developed criteria (collectively, the "Criteria") as detailed in the accompanying schedule and the Report. The internally developed criteria were specifically designed for the preparation of the Report. As a result, the applicable performance indicators may not be suitable for another purpose.

### Vancouver Airport Authority's responsibilities

Vancouver Airport Authority's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

## EY's responsibilities

As it relates to Subject Matter 1 and Subject Matter 2, our responsibility is to express an opinion or a conclusion, respectively, on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *Canadian Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('CSAE 3000') and the *Canadian Standard for Assurance Engagements on Greenhouse Gas Statements* ('CSAE 3410'). These standards require that we plan and perform our engagement to obtain reasonable or limited assurance, as applicable, about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence we have obtained is sufficient and appropriate to provide a reasonable basis for our opinion, as it relates to Subject Matter 1.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion, as it relates to Subject Matter 2.

## Our Independence and Quality Management

We have complied with the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Canadian Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires us to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Description of procedures performed

### Subject Matter 1

Our procedures included:

- Conducting interviews with relevant personnel to obtain an understanding of the business, reporting processes and internal controls, including the process for collecting, aggregating, and reporting the Subject Matter 1;
- Analytical review procedures to support the reasonableness of the data;
- Testing, on a sample basis, accuracy of calculations performed and agreeing to source documentation, where applicable;
- Reviewing presentation and disclosure of Subject Matter 1 in the Report.

We also performed such other procedures as we considered necessary in the circumstances.

### Subject Matter 2

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent, than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making inquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Conducting interviews with relevant personnel to understand process for collecting, aggregating, and reporting Subject Matter 2;
- Analytical review procedures and inquiries, reperformance of calculations, where applicable, and testing, on a limited sample basis, underlying source information to support the completeness and accuracy of Subject Matter 2; and
- Reviewing presentation and disclosure of Subject Matter 2 in the Report.

We also performed such other procedures as we considered necessary in the circumstances.

## Inherent limitations

The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Non-financial information, such as the Subject Matter, is subject to more inherent limitations than financial information, given the more qualitative characteristics of the Subject Matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable evaluation techniques which can result in materially different evaluation and can impact comparability between entities and over time.

## Opinion – Subject Matter 1

In our opinion, Subject Matter 1 for the year ended December 31, 2023 is presented, in all material respects, in accordance with the Criteria.

## Conclusion – Subject Matter 2

Based on our procedures and the evidence obtained, nothing has come to our attention that causes us to believe that Subject Matter 2, for the reporting periods indicated in the accompanying schedule, is not prepared, in all material respects, in accordance with the Criteria.

The logo for Ernst & Young LLP is written in a black, cursive script font.

Chartered Professional Accountants

March 26, 2024

Vancouver, Canada



## Schedule

### Subject Matter 1

Our reasonable assurance engagement was performed on the following Subject Matter for the year ended December 31, 2023:

Performance Indicator	Criteria	Unit of Measure	Reported Value	Report Page(s)
Scope 1 GHG emissions (excl. Biogenics)	GRI 305-1	t CO <sub>2</sub> e	8,071	<a href="#">p. 53</a>
Scope 2 GHG emissions	GRI 305-2	t CO <sub>2</sub> e	1,202	<a href="#">p. 53</a>

### Subject Matter 2

Our limited assurance engagement was performed on the following Subject Matter. The reporting period for the 'Diversity and Equal Opportunity – employees' indicator is for the year ended December 31, 2022. The reporting period for all other indicators is for the year ended December 31, 2023:

Performance Indicator	Criteria	Unit of Measure	Reported Value	Report Page(s)
Energy Consumption within the organization	GRI 302-1	GJ	547,268	p. 56
Water Use	GRI 303-3	megalitres	974,676	p. 59
<b>Waste</b>				
Waste Generated	Internally developed <sup>1</sup>	kg	4,267,390	p. 62
Waste Diverted		% diverted	48	p. 62
<b>Employment Practices</b>				
Total number of new employees hired	GRI 401-1	# of employees	286	p. 34
Total number of employees terminated	GRI 401-1	# of employees	69	p. 35

<sup>1</sup> The internally developed criteria are described in the Report under the Key Performance Indicators Definitions section.

Performance Indicator	Criteria	Unit of Measure	Reported Value	Report Page(s)
<b>Diversity and Equal Opportunity – Governance Bodies</b>				
Women	GRI 405-1	% of individuals	53.8	p. 19
Age group: 30-50 years		% of individuals	7.7	p. 19
Age group: over 50 years		% of individuals	92.3	p. 19
Indigenous Peoples		% of individuals	0	p. 19
Persons with Disabilities		% of individuals	0	p. 19
Visible Minorities		% of individuals	23.1	p. 19
<b>Diversity and Equal Opportunity – Employees</b>				
Women	GRI 405-1	% of employees	43.2	p. 41
Indigenous Peoples		% of employees	2.6	p. 41
Persons with Disabilities		% of employees	2.6	p. 41
Visible Minorities		% of employees	41.2	p. 41
Nomination and Selection of the Board of Directors	GRI 2-10	N/A	N/A	p. 20
Board Conflict of Interest	GRI 2-15	N/A	N/A	p. 20
Board and Executive Remuneration and Incentives	GRI 2-19	N/A	N/A	pp. 21-23

Performance Indicator	Criteria	Unit of Measure	Reported Value	Report Page(s)
<b>Anti-Corruption</b>				
Governance Body Members that anti-corruption policies have been communicated to	GRI 205-2	# of individuals	13	p. 18
		% of individuals	100	p. 18
Employees that anti-corruption policies have been communicated to – Management		# of employees	157	p. 18
		% of employees	100	p. 18
Employees that anti corruption policies have been communicated to – Non-Management		# of employees	730	p. 18
		% of employees	100	p. 18
Business partners that anti-corruption policies and procedures have been communicated to		# business partners	83	p. 18
		% of employees	100	p. 18
Employees that have received training on anti-corruption – Management		# of employees	122	p. 18
		% of employees	77.7	p. 18
Employees that have received training on anti-corruption – Non-Management	# of employees	578	p. 18	
	% of employees	79.2	p. 18	
<b>Aeronautical Noise</b>	Internally developed <sup>1</sup>	Concerns per 10,000 aircraft movements	76	p. 67
<b>Customer/Passenger Satisfaction</b>	Internally developed <sup>1</sup>	% satisfaction	91	pp. 5 & 11
<b>Airline Satisfaction</b>	Internally developed <sup>1</sup>	Score out of 5	2.94	p. 5
<b>Wi-Fi Satisfaction</b>	Internally developed <sup>1</sup>	% satisfaction	76	pp. 5 & 11
<b>Passengers</b>				
<b>Arriving</b>	Internally developed <sup>1</sup>	Passengers	12,528,513	p. 9
<b>Departing</b>		Passengers	12,409,671	p. 9
<b>Total Passengers</b>		Passengers	24,938,184	p. 9

<sup>1</sup> The internally developed criteria are described in the Report under the Key Performance Indicators Definitions section.

Performance Indicator	Criteria	Unit of Measure	Reported Value	Report Page(s)
Departure Punctuality	Internally developed <sup>1</sup>	% flights	73.9	p. 8
Lost Time Injury Frequency Rate	Internally developed <sup>1</sup>	Lost time injuries per 200,000 hours worked	1.14	pp. 7 & 38-39
Baggage Connections	Internally developed <sup>1</sup>	% delivered	99.9	p. 8
People Experience Survey	Internally developed <sup>1</sup>	Quartile	Second	p. 7
		Score (%)	70	pp. 29 & 46
Average Wait Times at Security Screening	Internally developed <sup>1</sup>	% of passengers who wait at security screening for 15 minutes or less from the point of lining-up where the first boarding pass scan occurs until the boarding pass is scanned for a second time at the screening lane.	93	pp. 6 & 8

<sup>1</sup> The internally developed criteria are described in the Report under the Key Performance Indicators Definitions section.