



**YVR 2021 ANNUAL REPORT:
ACCOUNTABILITY DATA**

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ABOUT THIS REPORT

The following document supplements our 2021 Annual & Sustainability Report and is informed by the Global Reporting Initiative's (GRI) Sustainability Reporting Standards. This report reflects the environmental, economic, social, and governance impacts of Vancouver Airport Authority (the Airport Authority) and 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. With the exception of the consolidated financial statements, this report has not been externally assured.

Throughout the report, we refer to additional data and information contained in the 2021 Annual Sustainability Report, consolidated financial statements, and information available on our website.

The references made throughout our report include: [Global Reporting Initiative Standards](#) (GRI: V.2021) and the [UN Sustainable Development Goals](#).

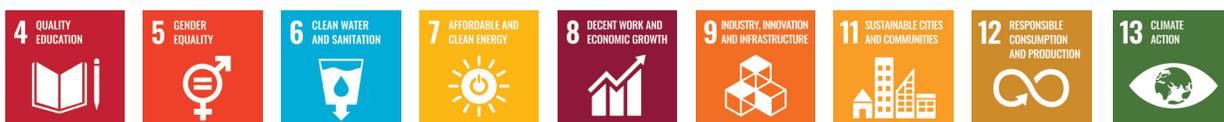
MATERIALITY ASSESSMENT

Our 2021 data is centered around 17 material topics, reflecting our impacts and where we influence the assessment and decisions of stakeholders. These topics were identified through an extensive process 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 [UN Sustainable Development Goals](#).

Stakeholders consulted to identify the material topics in this report include: the Airport Authority, airlines, passengers, local communities, airport business partners, government and regulators, industry associations, and our investors.

A comprehensive review of the 17 UN Sustainable Development Goals was completed, and we compared the encompassed 169 targets to our business operations to see which goals we had the most influence over.

While we recognize the importance of all 17 goals, our greatest contribution is to nine of the 17 goals, pictured below. References to these goals can be seen throughout this report.



OUR BUSINESS

2021 BUSINESS PERFORMANCE AT A GLANCE

As part of our 2021 Strategic Plan, we introduced 20 Key Performance Indicators (KPIs) to help us track our success. Even while we adjusted to the changes brought forward by the pandemic, our focus on strengthening our operations and serving our people and community remained at the core of our Strategic Plan. Some of our key efforts included moving to touchless kiosks, working with partners to reduce waste and recycle, working from home protocols, and improving safety measures. As we continued to serve our community and the economy that supports it, we focused on targeting top quartile performance by doing the right thing, doing it well, and doing it sustainably.

Our 2021 Corporate Scorecard

2021 Annual Totals

√ = met target -- = target not met

CUSTOMER-DRIVEN BUSINESS PERFORMANCE

METRIC	TARGET	ANNUAL TOTAL	SUCCESS
Customer Satisfaction (CSAT)	90% (+/-3%)	90%	√
Connections Satisfaction (CSAT)	87% (+/-6%)	84%	√
Airline Satisfaction	-*	3.30**	--
Data/Digital Satisfaction	90%	85%	-

*No target was set as a new measurement tool was defined with target outcome in top quartile of benchmark

**Measured out of 5

OPERATIONAL PERFORMANCE & EFFICIENCY

METRIC	TARGET	ANNUAL TOTAL	SUCCESS
Passengers	2.3M	7.1M*	✓
Cargo - Total Tonnes	261,000 tonnes	278,759 tonnes	✓
Cargo - Integrators	107,000 tonnes	138,436 tonnes	✓
Cargo - Belly Cargo	154,000 tonnes	140,323 tonnes	--
Departure Punctuality	80%/15min	83%*	✓
Average Wait Times at Security Screening	85%/15min	12mins*	✓
Baggage Connections	98.0%	98.8%	✓

*Values have been rounded for consistency

FINANCIAL PERFORMANCE & SUSTAINABILITY *

METRIC	TARGET	ANNUAL TOTAL	SUCCESS
Revenue	\$148.9M	\$273.4M	✓
Earnings Before Interest Depreciation and Amortization (EBIDA)	-\$82.1M	\$36.0M	✓
Excess of Revenue Over Expenses (EROE)	-\$313.1M	-\$196.6M	✓
Return on Invested Capital (ROIC)	-10.80%	-5.80%	✓

*Financial data and targets are based on non-consolidated financial statements

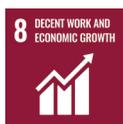
PEOPLE, DIVERSITY, & WELL-BEING

METRIC	TARGET	ANNUAL TOTAL	SUCCESS
Employee Engagement/Well-Being	Top Quartile	N/A*	--
Lost Time Injury Frequency Rate	0.49	0.50	--

* We engaged in an RFP to select a vendor that will conduct an annual employee survey beginning in 2022 that will form the new measurement tool and target for our key performance indicator

CLIMATE CHANGE

METRIC	TARGET	ANNUAL TOTAL	SUCCESS
Paper Reduction	Direct Printer: Maintain 2020 level (1,026,717 pages)	646,910	✓
	Indirect Boarding Passes (per 1,000 pax): 79	126	--
	Indirect Border Receipt (meters/1,000 pax): 125	188	--



AIR SERVICES, PASSENGERS, AND CARGO

YVR is a major international airport that provides critical and strategic links between Vancouver and markets across the world. The focus for airline connections is to build a safe, efficient, and sustainable hub for everyone, which ensures that we not only stay ahead of the competition, but also provide the facilities necessary to attract and retain valuable connecting traffic. During 2021, the Airport Authority continued to experience a significant decrease in [passengers, airlines, and destinations](#) served at and/or from YVR due to COVID-19's impact on national and international travel. Nevertheless, we exceeded our corporate target of 2.3M passengers with a total of 7.1M passengers in 2021. We continued to maximize operational performance by measuring and monitoring

key performance indicators such as departure punctuality, average wait time at security screening, and baggage connections. We achieved 103 per cent against target on our departure punctuality and achieved 100 per cent against target for our baggage connections.

Our team worked hard to deliver optimal service despite resourcing issues, unpredictable peak operations, and extreme weather events. We were proud to exceed our targets in some areas, with 85 per cent of passengers moving through security within 12 minutes, rather than the targeted 15.

Number of Arriving and Departing Passengers (GRI A01*):

2021						
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

2020						
Passengers	Domestic	Transborder	Asia Pacific	Europe	Latin America	Total
Arriving Passengers	2,110,801	689,383	536,006	142,088	176,361	3,654,639
Departing Passengers	2,130,550	664,291	552,119	133,772	164,916	3,645,648
Total Passengers	4,241,351	1,353,674	1,088,125	275,860	341,277	7,300,287

2019						
Passengers	Domestic	Transborder	Asia Pacific	Europe	Latin America	Total
Arriving Passengers	6,337,287	3,208,302	2,320,184	887,005	466,211	13,218,989
Departing Passengers	6,344,025	3,203,390	2,266,615	873,980	472,871	13,160,881
Total Passengers	12,681,312	6,411,692	4,586,799	1,760,985	939,082	26,379,870

*Omissions, confidentiality constraints, information not available: while the Airport Authority collects accurate data for transfer passengers, specific data related to connecting passengers is currently not available

Number of airlines serving, and destinations served by YVR in 2021:

At year-end, we had 36 airlines serving 98 destinations (2020 – 46 airlines, 69 destinations, 2019 – 56 airlines, 122 destinations).

In 2021, 278,759 tonnes of cargo were transferred through YVR (2020 - 240,514 and 2019 – 304,078) exceeding our corporate target of 261,000 tonnes. While cargo freighted passenger flights from the Asia Pacific region continued to slow from COVID travel restrictions, a surge in cargo volumes from weather related highway and marine port closures drove record cargo volumes in the later part of 2021 reporting period.

Airline Satisfaction Survey

We benefit from strong relationships with our airline partners. What our airline partners think matters to us and we surveyed their level of satisfaction on the passenger experience, terminal systems, airside assets, workplace environment and support, and interactions. With an 87 percent response rate from our airlines, 74 per cent responded that we were meeting or exceeding expectations, while no airlines reported that we were not meeting expectations. Our top scores were in the areas of safety and security, runway and taxiway operations, partnership with airlines on broader stakeholder engagement, the quality of verbal and written communications, and meeting our commitments to airlines. While bridges and bridge equipment, check-in facilities and procedures, baggage delivery, premium services for high-value passengers, and services and amenities for employees were areas identified as needing improvement.



GUEST EXPERIENCE

YVR strives to deliver a great airport experience for passengers, partners, and communities. It has taken a multi-pronged approach to customer care, including [universal access](#) to ensure travel is accessible to everyone and [free of discrimination](#).

Customer Service Quality

YVR's customer satisfaction (CSAT) score is based on quarterly, in-terminal customer satisfaction surveys which monitor our passenger satisfaction across all aspects of the airport experience and helps inform future project initiatives. The CSAT collects data from departing, arriving and connecting passengers, 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.

- In 2021, YVR scored a 4.3 (2020 - 4.3, 2019 - 4.3) out of 5.0 on this survey, with 90 percent (2020 - 90 per cent, 2019 - 91 per cent) of respondents either "very satisfied" or "satisfied" with our services and facilities. This was in line with our corporate target set at 4.3 out of 5.0.
- In 2021, we scored 4.6 (2020 - 4.6, 2019 - 4.4) out of 5.0 for terminal cleanliness.

2021 was the first full year of the pandemic and the travel experience through YVR was different as we adapted to ever-changing protocol and passenger volume demands. We adapted our terminal operations, which included the location of airline check-in and adjusting availability of commercial offerings in response to traffic demands.

Alongside our customer satisfaction survey, the Airport Authority also measures and monitors satisfaction level around our connections and data/digital usage experience. Our connection satisfaction measure determines the quality of passenger experience for connecting passengers related to ease of movement through connection facilities, digital supports, signage and logistics, and complements our overall Customer/Passenger Satisfaction measure. We met our Connection Satisfaction target within the specified range at 84 per cent. We reached 5 per cent below target on our data and digital satisfaction score with a decrease in digital satisfaction in Q4.

SECURITY AND SAFETY

Security and Safety are at the core of our business and are managed through numerous policies, programs, and training workshops focused on:

- Health and safety practices in compliance with the Quarantine Act and Public Health Act, Canadian Aviation Security Regulations (CASR) and Canadian Aviation Regulation (CAR)
- Security practices and awareness programs in line with CASR
- Emergency preparedness in line with CASR and CAR
- [Wildlife management](#) to ensure safe aircraft operations while conserving wildlife
- Customer privacy in line with the Personal Information Protection & Electronic Documents Act. We have a cross-departmental, cyber security and privacy team, that manages our [policies](#), provides training, and communicates through multiple channels

In 2021, the Airport Authority completed a safety review on our operating environment. As part of the outcomes of our airside safety review, we developed a cross functional safety team and a new integrated airport safety strategy covering an array of 14 basic principles to provide better visibility on risk and safety across YVR and Sea Island. Our Safety Management System (SMS) program goes beyond our regulatory requirements, and remains at the forefront with new tools that provide more visibility on safety and risk related impacts across our operating environment.

Furthermore, in 2021, the Airport Authority rolled out an updated emergency operation center training program, hosting a series of internal tabletop exercises to test response strategies that included two sessions for earthquakes and six sessions for flooding. We also carried out a fullscale exercise of an aircraft crash in partnership with numerous airport agencies and stakeholders. Throughout this process, the Airport Authority engaged over 65 participants representing 13 airport agencies and stakeholders. These exercises provided valuable insights on policy, training, collaboration, and identified additional procedures for continuous improvement.

Total number of wildlife strikes per 10,000 aircraft runway movements (GRI A09)

	2021	2020	2019
Reported wildlife strike incidents*	128	132	223
Wildlife strike incidents per 10,000 aircraft runway movements	9	9.8	8
Confirmed number of animals struck	161	138	338
Confirmed number of animals struck per 10,000 aircraft runway movements	11.3	10.2	11.7

*A reported wildlife strike occurs anytime a pilot reports a strike, ground personnel observe a strike, an animal is found deceased 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 as within 90m of the extended runway center and/or when the aircraft is below 200ft on approach and 500ft on take-off. Summary based on aircraft movement data provided by YVR Noise Management program; only includes RWY movements for RWY 08R, 08L, 26R, 26L and RWY 13

In 2021, 2020 and 2019, the Airport Authority did not have any substantiated complaints concerning breaches of customer privacy or losses of customer data (GRI 418-1).



PARKING & GROUND TRANSPORTATION

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

Ground Transportation Highlights

GROUND TRANSPORTATION HIGHLIGHTS

Parking

COVID-19, and the impact of continued travel restrictions kept parking transactions at suppressed levels and were approximately 75 per cent lower than pre-pandemic levels.

Taxi & Ride-hail

Taxi Program: We are in active negotiations with our taxi operators to drive forward greater efficiencies and to ensure we offer a high standard of service to our passengers using taxi services at YVR. There were 235,000 (2020 - 316,000, 2019 - 1.32 million) outbound taxi trips from YVR. The total taxi fleet of 717 vehicles is comprised of 529 hybrid-electric vehicles (2020 - total fleet of 705 with 565 hybrid-electric vehicles, 2019 - total fleet of 695 with 504 hybrid-electric vehicles).

Ride-hail: Ride-hailing operations at YVR continued to see growth in their popularity amongst our passengers and continued to expand their operations throughout the region. Ride-hailing operations were introduced to our operations in 2020. In 2021, a total of 247,503 (2020 - 104,126, 2019 - nil) inbound trips and a total of 167,463 (2020 - 89,777, 2019 - nil) outbound trips were made at the airport.

Public Transportation and Mode Share

Number of Canada Line boardings and alightings:

Transit has continued to have lower overall ridership across all modes and routes due to the pandemic.

- 3.39M (2020 - 3.21M, 2019 - 10.21M) at the three stations on Sea Island
- 2.03M (2020 - 2.11M, 2019 - 6.63M) off-island Canada Line trips
- 1.36M (2020 - 1.09M, 2019 - 3.58M) intra-island trips

Per cent of departing passengers reported using public transportation for their journey to YVR:

- 16.9 per cent (2020 - 18 per cent, 2019 - 29 per cent):
 - 11.9 per cent (2020 - 12 per cent, 2019 - 17 per cent) used the Canada Line
 - 5 per cent (2020 - 6 per cent, 2019 - 12 per cent) utilized other forms of collective transportation (e.g. shuttle buses, courtesy buses, and coaches)

Active Transportation

YVR continues to be an attractive destination for cyclists. Our bike trackers recorded 90,173* (2020 - 135,345, 2019 - 99,165) cyclists on Sea Island, which contains a cycling network comprising 29km.

*value is underreported because of repairs

OUR LEADERSHIP

The Airport Authority is a non-share capital private corporation formed in 1990 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 of most of Sea Island, Richmond, B.C., from the Government of Canada. The Airport Authority is governed by a community-based [Board of Directors](#) and our [Executive Team](#) who oversee the daily operations of YVR.

Our 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 Practice Manual](#), which includes terms of reference, guidelines, and policies. We disclose our [Corporate Governance Guidelines and practices](#) following the same guidelines as listed companies.

BUSINESS ETHICS

Our conduct has a direct impact on employees and business partners, whereas the consequences of this conduct involve a broader spectrum of stakeholders including industry partners and regulators. Airport Authority staff conduct themselves in accordance with the highest standards through a [Code of Ethics](#), corporate policies, management systems, and an 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), whistleblower, and social aspects.

- For our Code of Ethics, we require that all employees complete a Code of Ethics training module annually to ensure organizational comprehension and compliance.
- We also require that all employees, Officers, Board Directors, and contractors submit a Conflicts Declaration on an annual basis or more frequently, as appropriate.
- Under our Whistleblower Policy, there were no complaints reported during 2021 through our 24-hour Whistleblower hotline, which is managed by an independent third party (GRI 2-26).

Advertising is an important business and ethical consideration for the Airport Authority. To ensure we maintain high standards, we manage advertising through [Advertising Guidelines](#).



BOARD DIVERSITY

Board of Directors

The Board identifies diversity as an essential element in attracting qualified Directors and maintaining a high-functioning Board. The Board aspires to achieve a target of gender parity and having at least 30 per cent of its directors comprised of individuals from other diversity groups (e.g. BIPOC, disability, gender expression/identity, sexual orientation, age). The average age of current directors is 60.8. Among the Board, we have one Director between the age of 30 and 50 years old, and the remainder over 50 years old (405-1).

Percentage of individuals within the Airport Authority's governance bodies (GRI 405-1)

Board Diversity	2021		2020		2019		Target*
	Number	%	Number	%	Number	%	
Women	7	50.00%	6	42.86	5	35.7	50%
Visible Minorities	3	21.43%	3	21.43	1	7.1	30%
Persons with Disabilities	1	7.14%	1	7.14	0	0	
Indigenous Peoples	0	0	0	0	0	0	

BOARD COMPENSATION

Director Remuneration

The Governance Committee reviews directors' compensation every two years with the assistance of an independent compensation consultant. The Board approved the retainer and meeting fee structure for 2020 and 2021 in late 2019.

The CEO receives no additional compensation for services as a director. In making its compensation recommendation to the Board for 2020 and 2021, the Governance Committee was guided by the compensation principles set out below.

Compensation Principles:

1. Compensation paid to directors will neither unduly reward, nor unduly penalize, an individual for choosing to serve on Vancouver the Airport Authority's Board rather than on any other Board of Directors.
2. Every two years, the Board will review market data and set compensation at a level generally consistent with the mid-range of that being paid to directors of the Comparable Corporations—defined in point seven below.
3. To reflect both the inherent responsibilities and the variable time commitments, each director will be paid through a combination of an annual retainer and fees for each meeting attended.
4. To reflect the additional time and responsibility of serving as Chair of a Committee or Task Force, these directors will receive additional compensation in the form of an additional annual retainer.
5. To reflect the extra fiduciary responsibilities and time commitments entailed in the role, the Chair of the Audit Committee's additional annual retainer will be 125 per cent of the additional annual retainer.
6. The Board Chair will be paid an annual retainer, calculated as 275 per cent of the average total annual compensation of the other directors.
7. The Comparable Corporations that formed the basis for the 2017 and 2019 reviews are:
 - a. Airport Authorities of Toronto, Montreal, and Calgary.
 - b. British Columbia's major government transportation companies.
 - c. Twenty corporations with operations in British Columbia, with assets within a reasonable range of the Airport Authority's (e.g. 50 to 200 per cent), whose shares are publicly traded.

The Board will be guided, but not bound by, the following calculation:

(A + B + C) DIVIDED BY 3 = MID-RANGE OF COMPARABLE CORPORATIONS

a = average of the average annual total compensation paid to Boards in group A.

b = average of the average annual total compensation paid to Boards in group B.

c = average of the average annual total cash compensation (stock options and other compensation are excluded) paid to Boards at the 50th percentile in group C.

The remuneration schedule for non-management directors in 2021 is set out in the table below:

Annual retainer	Directors	\$35,000
	Chair Finance and Audit Committee	\$9,000
Additional retainer for Committee Chairs		
	Chair other Board Committees	\$7,500
Board and Committee meeting attendance fee		\$1,400
Other meetings fee		\$700

Directors are reimbursed for reasonable out-of-pocket expenses, which are reviewed by the Chair and the Corporate Secretary. The 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.

The total remuneration paid during 2021 to each director was as follows:

A. King*	\$175,000	K. Kramer	\$57,400
H. Acheson	\$62,400	J. Leversage	\$56,700
J. Currie	\$69,200	D. Nomura	\$55,300
M. A. Davidson	\$68,400	K. Panatch	\$53,900
Heather Deal**	\$30,773	J. Sihota	\$60,200
F. Fiorillo	\$68,400	W. Wright **	\$24,785
K. Goosen**	\$23,346	Sany Zein**	\$27,785
K. Howlett	\$61,600		
TOTAL	\$895,189		
AVERAGE***	\$60,016		

*Our Chair receives an annual retainer for her work on the Board and does not receive additional meeting fees

**H. Deal joined the Board on 24 June, 2021 and Sany Zein joined the Board on 14 July, 2021. K. Goosen and W. Wright retired from the Board on 13 May, 2021

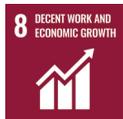
***Excludes the salary for the Chair of the Board of Directors

In addition to the above remuneration, directors were reimbursed for expenses totaling \$672.80 in 2021.

EXECUTIVE COMPENSATION

We believe that 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 2021 Statement of Executive Compensation can be found [here](#). This includes detailed information on CEO and Executive compensation oversight, compensation principles, compensation comparator groups and an overview of the executive compensation program overview and compensation for 2021.

OUR ECONOMIC IMPACT



DIRECT ECONOMIC IMPACT

YVR plays a key role in the economy – creating jobs and driving business activity. We are committed to being financially sustainable, diversified, and providing social and economic benefits to the region. Under our non-share capital private corporation governance model, the Airport Authority reinvests all profits back into the airport. This approach will continue to strengthen our financial position over the long-term and supports a broad range of economic benefits in the region.

In order to ensure we operate under a sustainable financial model, we monitor key performance indicators that reflect the different areas of our financial performance such as growth, operating costs, generated return, and the long-term value of our assets. We exceeded our revenue target of \$148.9M with a total of \$273.4M in revenues for the 2021 reporting period, and 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 -\$82.1M and -\$313.1M for EROE. Both of these targets were exceeded, with our EBIDA \$118.1M above budget and EROE \$116.5M above budget. Our success was a result of higher than anticipated passenger volumes, cost savings on maintenance and baggage costs, and successful relationships with our business partners. The overall value of our assets can act as a key indicator for the long-term value in our core airport operations. Our target for our Return on Invested Capital (ROIC) was met 46 per cent above target.

Direct economic value generated and distributed (GRI 201-1):

	2021	2020	2019
Economic Value Generated	(\$000's)	(\$000's)	(\$000's)
Revenue*	284,348	288,729	581,470
Economic Value Distributed			
Operating expenditures	134,331	124,763	159,607
Employee wages and benefits	60,288	64,235	65,484
Payments to providers of capital	52,984	42,098	31,470
Payments to government	34,724	16,507	77,924
Community investments	3,262	3,225	6,887
Total Economic Value Distributed	285,589	250,828	341,372*
Total Economic Value Retained	(1,241)	37,901	240,098*

These figures are based on consolidated financial statements

*Revenue includes subsidiary partnership income

Please refer to the [Consolidated Financial Statements](#) for more information.

Purchasing

Every day, the Airport Authority makes purchasing decisions that impact both our organization and others. We set policies and guidelines to promote our values among suppliers, in furtherance of our [Sustainable Purchasing Policy](#), and we support our local economy. In 2021, over 99 per cent (2020 -98 per cent, 2019 - 98 per cent) of our total spend was with Canadian businesses in Canada, with 57 per cent of that total being in British Columbia (including 54 per cent in the Metro Vancouver area). Furthermore, in 2021, 99 per cent (2020 and 2019 - 99 per cent) of new suppliers were screened using the environmental, economic and social criteria detailed in our Supplier Code of Conduct, available at yvr.ca/suppliers (GRI 414-1). A detailed list of the Airport Authority's 2020 [Single-Source contracts](#) is available.

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

1. Construction and Civil Services
2. Engineering and Design Services
3. Security Services
4. Janitorial Services
5. Baggage Operation Services
6. Information Technology Services and Equipment
7. Terminal Equipment and Maintenance Services

The Airport Authority experienced significant supply chain impacts (GRI 2-6) as a result of the ongoing effects of the COVID-19 pandemic. New initiatives that were necessary to maintain safe operations and comply with public health measures led to engagement with new sectors of the supply chain. Increased pressures on global supply chains have led to delays and increased material prices, which have impacted our projects and the cost to maintain and operate our facilities. Notwithstanding these changes, we have continued to focus on our Sustainable Purchasing goals, with increased emphasis on the evaluation of environmental, social, and governance (ESG) factors as we engage with our supplier community.



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.

The Airport Authority commissions an economic impact study every two to three years, with the next to be completed later this year. The results from our last economic impact study in 2019 indicated that YVR’s role in the local economy helped facilitate an economic impact across the province of: 126,000 jobs, \$20.2B in total economic output, \$10.4B in total GDP, \$1.4B in total government revenue.

Community Investments see [page 32](#).

OUR PEOPLE AND COMMUNITY

OUR STAKEHOLDERS

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	2021 Highlights
<p>Passengers</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., the Asia-Pacific, Latin America and Europe.</p>	<ul style="list-style-type: none"> • Quarterly Customer Satisfaction Survey • Daily frontline Customer Care team • Information kiosks • Sea Island newspaper (SkyTALK) • Air Mail Newsletter • YVR Website • Media 	<ul style="list-style-type: none"> • 90% Customer Satisfaction rating • Most followed airport in Canada on Twitter • Voted Skytrax Best Airport in North America for a record 12 consecutive years • Awarded Skytrax COVID-19 Airport Excellence Award
<p>Airlines</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"> • Regular meetings, communications • Key airport initiatives and events • Airline Consultative Committee • Support to new routes and airlines through orientation, site tours and provision of supporting documentation 	<ul style="list-style-type: none"> • Launched new service offerings: <ul style="list-style-type: none"> • Flair Airlines: Waterloo, Burbank and Phoenix • WestJet: seasonal service to Halifax • Air Canada: Zhengzhou • We welcomed Turkish Airlines to YVR with a new route to Istanbul • Air Transat: seasonal service to Quebec City and Grand Prairie • Singapore Airlines: back at YVR since 2009 • New connections facility created to assist with arriving US passengers with connections requiring Customs clearance

Stakeholder	How We Engage	2021 Highlights
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Airport Business Partners

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 and customer care teams, ground transportation and baggage handling service providers, contractors and much more.

- Regular meetings, communications
- Annual Public Meeting
- Key airport initiatives and events
- Sea Island newspaper
- Airline Operations Committee

- 48% of terminal waste diverted from landfill with the support of our business partners
- Signed on to the World Economic Forum’s Clean Skies for Tomorrow Commission
- Recognized employees, partners and volunteers who displayed exceptional customer service in 2021 through our YVR Stars program
- Handed out YVR Green Excellence Award to YVR tenants minimizing their environmental impact

Vancouver Airport Authority

Vancouver Airport Authority employs a core team of professionals in a range of occupations including technical and administrative roles, management, trades and operations. Our Board of Directors oversees the business conduct and activities of the Airport Authority’s Executive Team.

- Regular meetings, communications
- Regular employee pulse surveys
- 24-hour whistleblower hotline
- Regular updates on YVR intranet
- Monthly virtual series with CEO and employees
- Annual engagement initiatives
- Annual employee recognition programs
- Had Starbucks and Marriott International conduct Building the Customer Mindset virtual presentations which demonstrated what a customer centric culture looks like
- Leadership training program

- Average length of employee service: 10.9 years (In 2020 it was 15.1 years)
- An average of 65% of employees attend virtual meetings hosted by Tamara Vrooman
- Feedback from leadership training once offered to all employees showed 8.1/10 would likely recommend session to a colleague
- In 2021, we measured feedback by internally administering five pulse surveys with an average participation rate of 69% and an average total favorable score of 76%. Questions on the pulse survey were around how well employees were informed about the strategic plan, and views of communication, leadership, recognition, trust, and technology

Stakeholder	How We Engage	2021 Highlights
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Vancouver Airport Authority

(Continued)

- Implemented a new performance management framework to:
 - Create a learning culture where feedback is sought and we are held accountable for our outcomes
 - Build skills and behaviours to ensure our teams are both engaged and equipped to deliver on our purpose
 - Create opportunities for our teams to deliver meaningful work and build their careers

Local Communities

YVR is located on Sea Island in Richmond, British Columbia, and is bordered by Vancouver across the Fraser River. Our local communities include the 23 authorities that make up the Metro Vancouver Regional District, Musqueam Indian Band—on whose traditional land YVR is located— and other First Nations.

- Annual Public Meeting
- Social Media
- YVR Website
- News releases, media statements and interviews
- YVR newsletter
- Consultation and engagement for airport projects
- Quarterly meetings with Aeronautical Noise Management Committee and Environmental Advisory Committee
- Community brand and survey questionnaire
- Community Investment Program
- Regular meetings with the Airport Authority and Musqueam Relationship Committee
- Participation in YVR events for Musqueam elders and representatives
- CEO hosted strategy session with the public
- A 72% satisfaction rating on our annual brand and community survey
- 17.8B media impressions; 94% positive or neutral media coverage
- Posted seven projects on Canadian Impact Assessment Registry
- Three Musqueam members joined the Airport Authority as employees; airport business partners hired 40 Musqueam members (including 29 at River Rock vaccine clinic)
- 12 speaking engagements highlighting the YVR-Musqueam relationship
- YVR and Musqueam developed a journey canoe
- Awarded 13 scholarships to Musqueam members as part of our Musqueam scholarship program
- Awarded the Mary B. Jordan Scholarship for Women in Business

Stakeholder	How We Engage	2021 Highlights
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Government and Regulators

We work with municipal, regional, provincial and federal governments, as well as international regulators, to ensure the airport meets and exceeds all regulations, while providing economic and social benefits for our region.

- Annual presentations to local municipalities and nominating entities
- Ongoing one-on-one meetings with government representatives
- Participation on industry-government committees and working groups
- Participating in the Future Borders Coalition (YVR was a founding member, formerly the Beyond Preclearance Coalition)

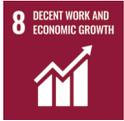
- Collaborated with ImmunizeBC to participate in B.C.’s community partner program which engaged B.C.’s hardest hit tourism and hospitality businesses and employed +1,400 workers in mass vaccination clinics
- Collaborated with Emergency Management B.C., Airlines, Transport Canada, and TransLink to coordinate the successful evacuation of vulnerable seniors from Merritt during the wildfires
- Secured supportive public statement from Ministers Heyman and Kahlon on the launch of YVR’s Net Zero 2030 Roadmap, positioning the Airport Authority as a leader in climate action

Industry Associations

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).

- Industry association meetings, conferences, and working groups
- Industry sponsorship initiatives
- Participation in private roundtables with industry leaders
- Promote tourism and businesses in B.C.
- Ensure YVR is competitive and top of mind for airline decision makers
- Provide funding for key airline partners to support new routes and new services
- Provide editorial and content support to airlines

- Became first Canadian airport to achieve Neutrality in ACI’s Airport Carbon Accreditation program
- Worked closely together with Pacific Rim Cruise Association to ensure Vancouver will become the most sustainable homeport for the Alaska cruise marketing and the primary homeport of choice for both cruise lines and their passengers
- Invited, organized and hosted internationally recognized cruise specific conferences to highlight Vancouver as a homeport of choice for the Alaska cruise market (ie Cruise360)
- Worked with key stakeholders to ensure a safe and efficient restart of the cruise industry post-COVID
- See GRI 2-28 for membership associations



EMPLOYEES

We strive to build and maintain a strong and diverse team by attracting and retaining the right talent and ensuring our people have all the resources needed to achieve our strategic objectives.

Total number of employees by employment contract, employment type, and gender (GRI 2-7).

Employment Contract*	2021				2020		2019	
	Male	Female	Other***	Not Disclosed	Male	Female	Male	Female
Acting Full-Time	6	2	0	0	3	2	8	6
Permanent Full-Time	254	164	0	0	234	150	292	192
Permanent Part-Time	4	10	0	0	8	8	12	13
Term Full-Time	4	4	0	0	12	6	6	7
Term Part-Time	1	0	0	0	2	1	2	1
Temporary	1	0	0	0	0	1	1	0
Casual	1	0	0	0	1	1	2	3
Total	271**	183**	0	0	260	169	323	222

*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.

**71.5 per cent of employees are covered by the collective bargaining agreement

***Identifies other than gender assigned at birth

Total number and rate of new employee hires (GRI 401-1) 2021:

AGE	< 30	30-50	>50	TOTAL
Number*	13	17	45	75
Rate	2.9%	3.79%	10.02%	16.70%

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

Gender	Male	Female	Other**	Not Disclosed	Total
Number*	41	34	0	0	75
Rate	9.13%	7.57%	0	0	16.70%

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

** Identifies other than gender assigned at birth.

2020:

Age	< 30	30-50	>50	Total	Gender	Male	Female	Total
Number*	4	4	22	30	Number*	10	20	30
Rate	0.94%	0.94%	5.16%	7.04%	Rate	2.35%	4.69%	7.04%

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

2019:

Age	< 30	30-50	>50	Total	Gender	Male	Female	Total
Number*	13	44	7	65	Number*	36	29	65
Rate	2.41%	8.35%	1.30%	12.06%	Rate	6.68%	5.38%	12.06%

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

Total number and rate of employee turnover (GRI 401-1) 2021:

Age	< 30	30-50	>50	TOTAL
Number*	5	17	36	58
Rate	1.11%	3.79%	8.02%	12.92%

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

Gender	Male	Female	Other**	Not Disclosed	Total
Number*	31	27	0	0	58
Rate	6.90%	6.01%	0	0	12.92%

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

** Identifies other than gender assigned at birth

2020:

Age	< 30	30-50	>50	Total	Gender	Male	Female	Total
Number*	16	53	82	151	Number*	66	85	151
Rate**	3.75%	12.44%	19.25%	35.44%	Rate**	15.49%	19.95%	35.44%

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

**In 2020, we reduced our workforce due to the impact of COVID-19, resulting in higher turnover.

2019:

Age	< 30	30-50	>50	Total	Gender	Male	Female	Total
Number*	6	26	10	42	Number*	18	24	42
Rate	1.11%	4.82%	1.86%	7.79%	Rate	3.34%	4.45%	7.79%

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

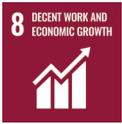
Training and Development

We continued to provide training opportunities programs around management, career and leadership development, health and safety; and diversity, inclusion and belonging. In 2021, most training remained online focused. Employees were encouraged to access 24/7 on demand videos, modules, and short courses through QuickHelp to make their workday more productive and improve communication. We also continued with regulatory training for employees and used virtual video platforms for various in-house training. There was a large focus put on learning and practicing our Leadership Behaviours. People Leaders went through a series which outlined six categories: Building Resilience, Giving and Receiving Feedback, Communicating through Uncertainty, Leading with Empathy, Building Trust, and Developing Others Through Coaching. Near year end, the same Essential Skills were offered to all employees to promote that everyone plays a leadership role to deliver on our purpose.

Workplace violence and de-escalation events were a part of the reintroduction of in-person training, we worked through violence prevention skills, upholding the Airport Authority's commitment to providing a work environment where employees are treated with respect, and feel safe and healthy. In addition to a safe workplace, Queer Competency training was an online experiential workshop to help better understand diversity and an individual's role in co-creating an inclusive workplace.

Employee Feedback

The Airport Authority engaged in an RFP to select a vendor that will conduct an annual employee survey beginning in 2022 to inform the new measurement tool and target for our key performance indicator. In 2021, we measured feedback by internally administering five pulse surveys with an average participation rate of 69 per cent and an average total favorable score of 76 per cent. Questions on the pulse survey focused on how well employees were informed about the strategic plan, and views of communication, leadership, recognition, trust, and technology.



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.

Certificate of Recognition

In 2021, we successfully passed an external recertification audit through WorkSafe BC’s Certification of Recognition Program, with scores of 95 (2020 – 93, 2019 – 92) per cent for the occupational health and safety management system audit and 98 (2020 – 95) per cent for the injury management audit.

Contractor Safety Management Program

In 2021, this program oversaw 327,237 (2020 – 1,201,708, 2019 – 1,993,849) person hours of capital contracted work with a total recordable injury frequency rate of 4.28 (2020 – 2.83, 2019 – 3.11).

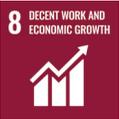
We measure our internal health and safety performance by tracking all at-work injuries that result in an employee missing work or medical attention beyond first aid. Whenever we have a significant workplace incident, near-miss or employee lost-time injury, we conduct an incident investigation to identify 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. We came close to our target at a rate of 0.50 against a 0.49 target for our Lost Time Injury Frequency Rate. The main types of injuries experienced in 2021 include overexertion (sprains/strains) and fall on same level.

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities (GRI 403-9**; version 2018)

	2021	2020	2019
Total Number of Fatalities	0	0	0
Fatality Frequency Rate	0	0	0
Total Number High-Consequence Injuries	1	N/A	N/A
High-Consequence Injury Frequency Rate	0.25	N/A	N/A
Lost-Time Injury Frequency Rate*	0.50	0.97	1.20
Total Number of Lost- Time Days	36	33	24
Total Number of Recordable Injuries	9	N/A	N/A
Recordable Injury Frequency Rate	2.25	N/A	N/A
Absenteeism Percentage	5.86%	3.20%	3.75%
Total Work Hours	801,221	N/A	N/A

*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.

**Omissions, confidentiality constraints, information not available: 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.



DIVERSITY AND EQUAL OPPORTUNITY

Workforce

Our commitment is to have a representative workforce and work environment where all employees are treated with dignity and respect. We take a collaborative approach, in compliance with the Canadian Employment Equity and Human Rights Acts, and 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.

The following table is a summary of our year-end representation levels compared to labour market availability.

Airport Authority Demographics vs Labour Market Demographics (2020*)

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

*2021 data was unavailable at the time of reporting. The Data in the table reflects our 2020 data.

** Includes combined Metro Vancouver, provincial and national employment data

Airport Authority Demographics vs Labour Market Demographics (2019*)

Designated Group	Airport Authority	Labour Market**	Percentage above Labour Market
Women	40.9%	35.4%	+5.5%
Indigenous Peoples	3.2%	3.1%	-0.1%
Persons with Disabilities	2.8%	8.1%	-5.3%
Visible Minorities	34.8%	26.8%	+8.0%

*2020 data was unavailable at the time of reporting. The Data in the table reflects our 2020 data.

** Includes combined Metro Vancouver, provincial and national employment data

Airport Authority Demographics vs Labour Market Demographics (2018*)

Designated Group	Airport Authority	Labour Market**	Percentage above Labour Market
Women	42.3%	39.7%	+2.6%
Indigenous Peoples	2.5%	2.9%	-0.4%
Persons with Disabilities	2.3%	8.1%	-5.8%
Visible Minorities	34.4%	26.9%	+7.5%

*2019 data was unavailable at the time of reporting. The Data in the table reflects our 2020 data.

** Includes combined Metro Vancouver, provincial and national employment data

Incidents of discrimination and corrective actions taken (GRI 406-1): We had no reported incidents of discrimination in 2021 (2020 – 0, 2019 – 0). We had one concern raised regarding inappropriate content displayed in the workplace, though not formally through the Airport Authority’s Respect and Violence in the Workplace Policy. The content was immediately removed, and appropriate consultations took place with all relevant stakeholders.



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. Our approach is grounded in our [Engagement Charter](#) and [Social Policy](#) of providing 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. During 2021, we responded to 319 (2020 – 387, 2019 - 254) inquiries through our community relations phone line and email.

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 & Friendship Agreement](#) serves as a roadmap to create thriving, respectful, and resilient relationships.

Community Investment

In 2021, we supported 27 partners (2020 – 24, 2019 - 50) through donating \$854,318 with \$49,750 of in-kind donations (2020 - \$571,662, 2019 - \$1,200 000) to support a variety of organizations and causes. This year, we forged a new partnership with the Pacific Autism Family Network that operates on Sea Island, committing \$500,000 over 5 years to support their efforts to advance research and services for individuals with Autism Spectrum Disorder and their families across the province. In December, we provided 12 \$20,000 grants to local organizations that are doing great things to make a difference in our community for 12 Days of Giving. The goal of these grants was to reduce barriers to receiving funds through a simple application process to ensure we could make the greatest impact to help organizations that have faced challenges through the pandemic (GRI 203-1).

OUR ENVIRONMENT



REDUCING AIR AND CARBON EMISSIONS

At YVR, we are focused on reducing emissions from our operations. In 2020, YVR became a carbon neutral airport. In 2021, we maintained our carbon neutral status by continuing to reduce our emissions and purchase carbon offsets for our direct, indirect, and corporate travel emissions from the [Darkwoods Forest Offset Project](#), located in B.C. We are also accredited under the Neutrality category in the [Airport Carbon Accreditation](#) program.

In 2021, we also announced our Roadmap to Net Zero Carbon, which in conjunction with our Environmental Management Plan, outlines our commitment to achieve net zero carbon from direct emissions for airport operations by 2030. Our pathway to decarbonization is guided by reducing carbon emissions and improving energy efficiency. We manage and report on our emissions and energy consumption (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, plant operations, emergency power generators, and refrigerants. 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.

Direct and Indirect GHG emissions (tonnes of CO₂e) (GRI 305-1, 305-2)*:

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012**
Direct Scope 1	9,669	8,293	8,616	7,808	8,945	6,985	8,058	8,865	8,493	8,025
Indirect Scope 2 ***	872****	3,516	3,180	2,714	3,387	3,382	3,490	3,129	3,362	3,880
Total	10,541	11,809	11,796	10,522	12,332	10,367	11,547	11,994	11,855	11,905

Biogenic CO₂ Emissions in 2021: 76 t CO₂e

*Emissions are calculated using a methodology consistent with the Provincial Government's framework for reporting emissions (2020 B.C. Best Practices Methodology for Quantifying GHG Emissions, April 2021). Global warming potential values are from the Intergovernmental Panel on Climate Change's Sixth Annual Report (AR6), which was released in August 2021.

** 2012 is referenced as a baseline year for reporting, as we undertook a detailed inventory assessment with an external expert.

***In 2021, the Government of British Columbia revised the emission factors for purchased electricity from 2012-2020 to include electrical imports. Scope 2 electricity emissions were revised from 2012 to 2020 to reflect these new emission factors, as well as an update to the total annual emissions for those years. A minor revision to a gas account for 2020 occurred in 2021 due to reversed charges, which resulted in a minor correction to our 2020 Scope 1 emissions.

****In 2022, the Government of British Columbia 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. With these changes, the electricity emission factor was 9.7 tonnes CO₂e/GWh in 2021, compared to 40.1 tonnes CO₂e/GWh in 2020.

Our emissions footprint decreased by 11 per cent in 2021 over 2020 and our emissions intensity totaled 1.49 tonnes/1,000 passengers (2020 – 1.62 tonnes/1,000 passengers, 2019 – 0.45 tonnes/ 1,000 passengers) from combined Scope 1 and Scope 2 emissions (GRI 305-4). While our 2021 emissions footprint was lower than 2020, this reduction was due to changes in the Government of British Columbia's methodology for calculating the emission factor for electricity. In 2022, this methodology was updated to more accurately reflect the carbon intensity of electricity consumed in British Columbia starting in 2021. This reduction in emissions for 2021 was the result of these external factors and not the result of a reduction in our consumption of energy resources. In fact, we consumed more natural gas, diesel, and electricity in 2021 compared against 2020 because although we launched planning activities in 2021 on initiatives supporting the Roadmap to Net Zero, we continued to navigate constrained investments due to the impacts of COVID-19. Extreme weather conditions including a summer

heat dome and extended cold winter temperatures, the addition of the Pier D expansion floor space, and increased ventilation requirements for outdoor air circulation, as per Health Canada recommendations, resulted in increased natural gas and electrical use. Due to a curtailment by Fortis BC, we used diesel to heat the terminal buildings for a short period of time due to a province-wide shortage of natural gas in the extended cold winter period. We also used more fuel for emergency power generation in 2021 and experienced a refrigerant release associated with a newly installed defective chiller.

Energy consumption within the organization, in GJ (GRI 302-1):

Total Non-Renewable Energy		2021	2020	2019
Fleet	Pure Gasoline	4,457	4,512	5,254
	Pure Diesel	10,407	8,897	14,288
Emergency Power Generator	Pure Diesel	2,946	2,303	1,451
Total Non-Renewable		17,810	15,712	20,993

Total Non-Renewable Energy		2021	2020	2019
Fleet	Pure Ethanol	326	330	384
	Pure Biodiesel	509	435	698
Emergency Power Generator	Pure Biodiesel	139	113	71
Wind		22	23	18
Solar Thermal		8,605	8,668	8,759
Solar Photovoltaic		27	28	29
Geoexchange		4,146	5,530	6,403
Total Renewable		13,774	15,127	16,362

Total Electricity, Heating and Cooling Consumption		2021	2020	2019
Purchased Electricity	Hydro	323,718	315,618	382,822
Heating and Cooling	Natural Gas	150,134	140,798 *	126,149
	Pure Diesel	3,084	0	5,848
	Pure Biodiesel	151	0	286
Total		477,086	456,416 *	515,105

* Conversion factors are referenced in the Provincial Government's framework for reporting emissions (2020 B.C. Best Practices Methodology for Quantifying GHG Emissions, April 2021).

Total Energy Consumption	2021	2020	2019
Electricity, heating & cooling	477,086	456,416 **	515,105 **
Non-renewable energy	17,810	15,712	20,993
Renewable	13,774	15,127	16,362
Overall total energy consumed	508,670	487,255 **	552,460 **

**In 2021, a correction of past utility data resulted in a minor revision to our reported natural gas values for 2020, as well as to our overall total energy consumed for that year.

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, and although they are beyond the immediate scope of our net zero commitment, we are working hard with our partners to enable the reduction of all emissions. These supply chain emissions or Scope 3 emissions for 2021 are estimated to be 179,448 tonnes CO₂e (2020 – 172,843 tonnes, 2019 – 344,319). These emissions have significantly reduced from 2019 levels due to the reduction of flights and airport activity that the airport still experiences because of reduced passenger traffic associated with COVID-19. We are also preparing for the impacts of climate change, especially extreme weather conditions. The airport is surrounded by the Pacific Ocean and the Fraser River and is susceptible to rising sea levels, changing weather patterns and natural hazards. The Airport Authority has taken proactive steps to mitigate the impact of climate change, and we participate in an interjurisdictional flood management strategy for the lower Fraser River while continuing our multiyear plan to raise our dykes and manage stormwater on the island.

Air Pollutants monitored on Sea Island, 2020(GRI A05**)

Annual Averages	2020	2019	2018	Metro Vancouver Objectives
Nitrogen Dioxide (NO2) (ppb)	11	14	14	17*
Carbon Monoxide (CO) (ppb)	210	239	253	No annual average
Sulphur Dioxide (SO2) (ppb)	0.2	0.4	0.5	5
Fine Particulate Matter (PM2.5) (µg/m3)	6.1	5.2	7.0	8
Fine Particulate Matter (PM10) (µg/m3)	12.0	11.7	12.9	20
Ozone (O3) (ppb)	18	16	17	No annual average

*1ppb=0.001ppm The air quality data is compliant with relevant ambient air quality data; both Carbon Monoxide and Ozone do not have Metro Vancouver annual average objectives. NO2 Objective updated in 2020 to 17ppb from 20 ppb.

**Omissions, confidentiality constraints, information not available: this report represents 2020 data and is the most current reporting period provided by Metro Vancouver.



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 [Environmental Management Plan](#).

Target: Improve Sea Island potable water efficiency by 50 per cent from 2012 baseline level of 69 L/ PAX by 2024.

2021 Result: Potable water use per passenger increased by 42 per cent from 2012 levels (97L/ Pax).

We track all water consumed on Sea Island, including that of our business partners. We are working to reduce use of potable water and measure consumption of water from all airport related sources. Most of the water used at the airport is sensitive to our passenger volumes – washroom fixtures and food operators – and reduced passengers since 2019 have resulted in considerably lower use. Total volume in 2021 was 689,803 m³ (2020 – 583,737 m³, 2019 – 1,101,350 m³) [GRI 303-3]. We also measure efficiency of water used from Sea Island water sources against total passengers. While our overall water volume decreased significantly, the reduction in passengers resulted in less efficient use of water at 97 L/passenger (2020 – 80 L/ passenger, 2019 – 42 L/passenger).

(GRI 303-3; version 2018)

Water Sources	2021	2020	2019
Surface Water	*0.620	0.620	0.620
Groundwater	0	0	0
Seawater	0	0	0
Produced Water	0	0	0
Third-Party Water	**689.803	583.737	1,101.350
Total	690.423	584.357	1,101.970

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

**Total water withdrawal comes from the City of Richmond, where water is supplied from three watersheds within the Metro Vancouver Regional District: Capilano, Seymour, 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.

Airport Authority Potable Water Consumption

The Airport Authority tracks water usage in the Main and South Terminal Buildings as well as the Airport Authority occupied Airside Operations Building and Aylmer Road Complex. Collectively, these buildings consumed 151,521 m³ (2020 – 115,230 m³ , 2019 – 366,290 m³) from municipal sources and 620 m³ from rainwater (GRI 303-3), representing 22 per cent of total water used on Sea Island.



ECOSYSTEM HEALTH

To mitigate our operational impact on Sea Island and beyond, we structure our efforts under [YVR's Environmental Management Plan](#), which sets a clear strategic priority—to improve ecosystem health—with specific goals and targets.

Target: Maintain Salmon-Safe Certification 2021 Result: Salmon-Safe Certified
(Re-certification underway)

We lease 13.4 km² of land from Transport Canada on Sea Island 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 biggest 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. These reviews are conducted to identify potential impacts, such as loss of sensitive habitats, and include an analysis of potential social impacts.

In 2021, we conducted environmental reviews on 90 (2020 – 90, 2019 - 89) proposed projects as required under Section 82 of the Impact Assessment Act. We found that none of the projects were expected to result in significant adverse environmental effects. In 2021, 85 out of the 90 projects (2020 – 89/90, 2019 - all) reviewed under the Impact Assessment Act met the criteria to be excluded by 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:

- BC Hydro Transformer Replacement
- Vancouver Airport Fuel Facility Corporation Fuel Truck Offloading Facilities
- Ferguson Road Upgrades
- Drainage Pump Station and Floodbox Replacement, and
- FedEx Parking Lot Expansion

We regularly monitor construction projects to ensure mitigations efforts are implemented and remain effective. In 2021, we conducted more than 80 (2020 – more than 100) site visits to major construction projects. All 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 [Environmental Management Plan](#), which includes subsequent plans and programs to address several types of waste: hazardous waste, non-hazardous waste and water discharge.

Target: 60 per cent waste diverted from landfill by 2024

2021 Result: 48 per cent waste diverted from landfill

Waste produced in 2021 decreased due to the impact of COVID-19 on passenger traffic. The total amount of waste produced decreased by 14 per cent from 2020 resulting in less garbage sent to the landfill.

Total Waste Diversion:

	2021	2020	2019
Total Waste (kg)	1.5M	1.7M	4.8M
Diversion Rate	48%	52%	54%

Aircraft and pavement de-icing/anti-icing fluid used and treated by volume (GRI A06):

	2021	2020	2019
Type I	1,085 m ³	1,144 m ³	1,441 m ³
Type IV	149 m ³	258 m ³	245 m ³
Pavement de-icing	496 tonnes*		
Discharged & Captured for Treatment	1,120 m ³ **	6,097 m ³	3,805 m ³

* Starting in 2021, data for de-icing and anti-icing fluid applied to operational surfaces is disclosed; no comparative information is available.

** Captured volumes include both deicing fluid and precipitation.

Waste Generated (GRI 306-2; version 2020):

Total Hazardous and Non-Hazardous Waste, in metric tons (t)

Waste Generated			Waste Diverted From Disposal			Waste Directed to Disposal		
2021	2020	2019	2021	2020	2019	2021	2020	2019
12,694	3,575	86,399	11,735	2075	81,912	959	1,500	4,487

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

Hazardous Waste	Waste Generated	Waste Diverted From Disposal	Waste Directed to Disposal
Batteries, Auto Parts, Ewaste, Light Bulbs, Waste Oil	11	11	0
Biomedical, International Custom Hall	12	0	12
Other Waste, (e.g. Oil Filters)	15	0	15
Asbestos Containing Material	4	0	4
Total Hazardous Waste	43	11	32

Non-Hazardous Waste	Waste Generated	Waste Diverted From Disposal	Waste Directed to Disposal
Containers, Paper, Liquid Diversion, Gloves	537	537	0
Chopsticks, Broom Cores	1	1	0
Compostable Material and Moisture Diverted by Composter**	165	165	0
Other Waste	779	0	779
Construction Waste	11,168	11,021	148
Total Non-Hazardous Waste	12,650	11,724	926

**The on-site composter was not in use in 2021 due to the low volume of waste.

Waste Diverted from Disposal* (GRI 306-4; version 2020):

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

Offsite								
Preparation for reuse			Recycling			Other Recovery Options		
2021	2020	2019	2021	2020	2019	2021	2020	2019
3	2	5	11,732	2,073	81,907	0	0	0

*No onsite waste diverted disposal. No waste diverted from disposal for Biomedical, International Custom Hall, Other Waste, (e.g. Oil Filters), Asbestos Containing. Material and other non-hazardous waste is zero

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

Offsite	Hazardous Waste		
	Preparation for reuse	Recycling	Other Recovery Options
Batteries, Auto Parts, E-waste, Light Bulbs, Waste Oil	3	8	0
Total Hazardous Waste Diverted from Disposal	3	8	0

Offsite	Non-Hazardous Waste		
	Preparation for reuse	Recycling	Other Recovery Options
Containers, Paper, Liquid Diversion, Gloves	0	537	0
Chopsticks, Broom Cores	0	1	0
Compostable Material and Moisture Diverted by Composter*	0	165	0
Construction Waste	0	11,021	0
Total Non-Hazardous Waste Diverted from Disposal	0	11,724	0

*The on-site composter was not in use in 2021 due to the low volume of waste.

Waste Directed to Disposal** (GRI 306-5; version 2020):

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

Offsite								
Incineration*			Landfilling			Other		
2021	2020	2019	2021	2020	2019	2021	2020	2019
12	23	72	946	1,476	4,414	0	0	0

*Incineration is with energy recovery, there is no incineration without energy recover

**No onsite waste directed to disposal by disposal operation. No Batteries, Auto Parts, E-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

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

Offsite	Hazardous Waste		
	Incineration*	Landfilling	Other
Biomedical, International Custom Hall	12	0	0
Other Waste, (e.g. Oil Filters)	0	15	0
Asbestos Containing Material	0	4	0
Total Hazardous Waste Directed to Disposal	12	20	0

Offsite	Non-Hazardous Waste		
	Incineration*	Landfilling	Other
Other Waste	0	779	0
Construction Waste	0	148	0
Total Non-Hazardous Waste Directed to Disposal	0	926	0

*Incineration is with energy recovery, there is no incineration without energy recover

Our Corporate Commitment

As part of our commitment to minimize our impacts from our operations on the land, water, and ecosystem in and around Sea Island, and as leaders of environmental stewardship and sustainability, we made a corporate commitment to reduce our direct paper consumption and maintain the significantly reduced use achieved from 2020, and to support our partners reduce the paper used in the terminal by 30 per cent. We successfully reduced our direct paper consumption by printing 646,910 pages, much better than our target of 1,026,717 pages, a 37 per cent reduction from 2020. We were unable to achieve our Boarding Pass and Border Receipts targets due to a series of new requirements with proof of vaccine records through the check-in process. We continue to engage with our business partners and passengers to encourage the use of paperless boarding passes and touchless travel.



AERONAUTICAL NOISE

We manage aircraft noise to balance the need for safe, convenient 24-hour travel with enjoyable urban living, and information on our approach is highlighted on our [website](#) in our [2019-2023 Noise Management Plan](#) and [Annual Noise Report](#).

Community Survey Questionnaire: 92 (2020 – 88, 2019 - 85) per cent of respondents reported not being annoyed by aircraft noise.

	2021	2020	2019
Concerns per 10,000 aircraft movements	144	178	77

GLOBAL REPORTING INITIATIVE CONTENT INDEX

The following index provides detailed information on the Airport Authority, for the reporting period covering January 1 – December 31, 2021, with the exception of our Ambient Air Quality (GRI A05) and Employment Equity (GRI 405-1) data as noted below.

GRI	DISCLOSURE	PAGE OR REFERENCE
GENERAL DISCLOSURES AND GOVERNANCE (OUR LEADERSHIP)		
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	<ul style="list-style-type: none"> a. Name of the organization: Vancouver Airport Authority, b. Ownership and legal form: Our Leadership, p. 13 c. Location of its headquarters: Sea Island, Richmond, B.C., Canada d. Countries of operations: Vancouver Airport Authority operates in Richmond, B.C., Canada
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> a. Entities listed in its sustainability reporting: Vancouver Airport Authority. With the exception of the Consolidated Financial Statements, we do not report on the financial, environmental, and social impacts of our subsidiaries in this report b. Audited Consolidated Financial Statements: see About This Report c. With the exception of the Consolidated Financial Statements, we do not report on the financial, environmental, and social impacts of our subsidiaries in this report.
2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> a. Reporting period and frequency of the Annual and Sustainability Report: January 1, 2021 – December 31, 2021, Annual. b. Reporting period for the consolidated financial statements: January 1, 2021 – December 31 c. Publication date of the Annual and Sustainability Report: April 26, 2022 d. Contact point: Questions can be directed to sustainability@dyvr.ca
2-4	Restatement of information	<ul style="list-style-type: none"> a. See note for GRI 302-1, 305-1, 305-2
2-5	External Assurance	<ul style="list-style-type: none"> a. See Financial Audit Committee Terms of References b. With the exception of the Consolidated Financial Statements, this report has not been externally assured.
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> a. About This Report p.3 b. i. Activities, products, services, and markets served: Our business, p.6 ii. Supply chain: Direct Economic Impact, p. 19 iii. Stakeholders: Our stakeholders, p. 21 c. Business Partners: 2021 Annual Report Significant Changes: Direct Economic Impact p. 18
2-7	Employees	<ul style="list-style-type: none"> Total Number of Employees: Our People and Community, p. 25

2-8	Workers who are not employees	An estimated 200 contractors were engaged to perform work or services at Sea Island. The contractor estimate was based on compiled lists of vendors and does not include vendors engaged by subsidiary entities, subcontracted entities, suppliers of goods, equipment and materials, or entities licensed to conduct business at YVR. A detailed list of the Airport Authority's 2021 Single-Source contracts is available here. As of December 31, 2021, a total of 210 volunteers joined our green coat volunteer program. Due to the pandemic, our program was on pause from February 2020 – March 2021. For the 2019 period we had a total of 400 volunteers.
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GOVERNANCE

2-9	Governance structure and composition	Board structure and composition and related disclosures can be found at About the Board . Further details around Board composition and diversity can be found in this report, Diversity and Equal Opportunity , p.14
2-10	Nomination and selection of the highest governance body	Details around the Board nomination and selection process can be found at About the Board
2-11	Chair of the highest governance body	Annalisa King is Chair of the Board of Directors; Board of Directors
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 is outlined in the Board and Board committee Terms of References . 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 our Accountability Statements. The Board has responsibility to monitor the Authority's Enterprise Risk Management System (ERM) and ensure that the sustainability performance of the Authority is adequately and fairly reported to the public.
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 our Accountability Statements. The Board has responsibility to monitor the Authority's Enterprise Risk Management System (ERM) and ensure that the sustainability performance of the Authority is adequately and fairly reported to the public. Terms of References .
2-14	Role of the highest governance body in sustainability reporting	The Board of Directors ensure that the sustainability performance of the Authority is adequately and fairly reported to the public. Terms of References .

2-15	Conflicts of interest	The Code of Conduct for Directors and Rules Concerning Conflicts of Interest can be found in the Board's Governance Rules and Practices Manual .
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 thirdparty confidence phone line or website. The total number of critical concerns are posted online .
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 .
2-18	Evaluation of the performance of the highest governance body	The annual process to review Board, Committee and individual director effectiveness is set out in the Governance Rules and Practices Manual .
2-19	Remuneration policies	See our section on Executive and Board Compensation , p. 14, 17
2-20	Process to determine remuneration	See our section on Executive and Board Compensation , p. 14, 17
2-21	Annual total compensation ratio	See our section on Executive and Board Compensation , p. 14, 17

STRATEGY, POLICIES AND PRACTICES

2-22	Statement on sustainable development	2021 Annual Report
2-23	Policy commitments	See our section on Business Ethics , p. 13
2-24	Embedding policy commitments	See our section on Business Ethics , p. 13
2-25	Processes to remediate negative	See our section on Business Ethics , p. 13
2-26	Mechanisms for seeking advice and raising concerns	See our section on Business Ethics , p. 13
2-27	Compliance with laws and regulations	There were no significant instances of noncompliance with laws and regulations during the 2021 reporting period

2-28	Membership associations	<p>Membership of associations: 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, Tourism Vancouver, Richmond Chamber of Commerce, Surrey Board of Trade, and Tourism Industry Association of BC</p> <p>Partnerships: 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, Canada's Aviation Hall of Fame, BC Women's Hospital Foundation, BC Aviation Council, Destination Canada, Destination British Columbia, Tourism Vancouver, Vancouver Hotel Destination Association, Rocky Mountaineer, Tourism Whistler and Tourism Richmond.</p>
2-29	Approach to stakeholder engagement	Materiality Assessment and Stakeholder Engagement , p. 3, 21
2-30	Collective bargaining agreements	A total of 71.5% of employees as of December 31, 2021 are covered by our Collective bargaining agreement.

BUSINESS ETHICS (material topic)

414- 1	New suppliers that were screened using social criteria	Direct Economic Impact , p. 18
205- 2	Communication and training about anticorruption policies and procedures	Business Ethics , p.13

ECONOMIC (OUR BUSINESS)

DIRECT ECONOMIC IMPACT (material topic)

201-1	Direct economic value generated and distributed:	Direct Economic Impact , p. 18
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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 , p. 7
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CUSTOMER CARE (material topic)

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data [Security and Safety](#), p. 10

YVR-Specific Customer Service Quality [Guest Services](#), p. 9

ENVIRONMENT (OUR ENVIRONMENT)

ENERGY (material topic)

302-1 Energy consumption within the organization [Reducing Air and Carbon Emissions](#), p. 33

WATER USE (material topic)

303-3: v. 2018 Water withdrawal [Water Use](#), p. 37

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. 39

AIR EMISSIONS (material topic)

305-1 Direct (Scope 1) GHG emissions (tonnes of CO₂e) [Reducing Air and Carbon Emissions](#), p. 33

305-2 Energy indirect (Scope 2) GHG emissions (tonnes of CO₂e) [Reducing Air and Carbon Emissions](#), p. 33

305-4 GHG emissions intensity [Reducing Air and Carbon Emissions](#), p. 33

A05 Ambient air quality levels according to pollutant concentrations in microgram per cubic meter (µg/m³) or parts per million (ppm) by regulatory regime [Reducing Air and Carbon Emissions](#), p. 37

EFFLUENT AND WASTE (material topic)

A06 Aircraft and pavement de-icing/antiicing fluid used and treated by m³ and/ or metric tonnes [Effluent and Waste](#), p. 40

306-3:v.2020	Waste generated	Effluent and Waste , p. 40
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306-4:v.2020	Waste diverted from disposal	Effluent and Waste , p. 40
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306-5:v.2020	Waste directed to disposal	Effluent and Waste , p. 40
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GROUND TRANSPORTATION (material topic)

YVR-Specific	Proportion of surveyed air passengers using collective transit	Ground Transportation , p.11
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AERONAUTICAL NOISE (material topic)

YVR-Specific	Community Survey Questionnaire	Aeronautical Noise , p. 44
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YVR-Specific	Total Number of Complaints/10,000 aircraft	Aeronautical Noise , p. 44
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SOCIAL (OUR COMMUNITY)

INDIRECT ECONOMIC IMPACT (material topic)

203-1	Infrastructure investments and services supported	Community Investments , p. 32
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EMPLOYMENT PRACTICES (material topic)

401-1	New employee hires and employee turnover	Employment Practices , p. 25
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404-2	Programs for upgrading employee skills and transition assistance programs	Employment Practices , p. 28
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EMPLOYEE HEALTH AND SAFETY (material topic)

403-9:v.2018	Work related injuries	Employee Health and Safety , p. 30
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DIVERSITY AND EQUAL OPPORTUNITY (material topic)

405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity , p. 30
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406-1	Incidents of discrimination and corrective actions taken	Diversity and Equal Opportunity , p. 30
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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 per cent. Local Communities , p. 32
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SECURITY AND SAFETY (material topic)

A09	Total Annual Number of Wildlife Strikes per 10,000 Aircraft Runway Movements	Security and Safety , p. 10
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