



chorus
aviation inc.

2019 Sustainability Report

TSX: CHR





Letter from our President and CEO

I am pleased to share with you our first Chorus Aviation Sustainability Report, outlining our current practices and commitment to a better future for us all. We will continue to build and improve upon our commitments to be an exemplary corporate citizen and an employer of choice. As an organization that brings people together and gets them to where they need to be, we understand our responsibility to protect the spaces in which we operate and to foster a safe and rewarding environment for our employees and customers.

We are Canada's largest regional carrier and a global lessor of regional aircraft. In 2019, we operated approximately 700 daily flights to over 85 destinations in North America under the Air Canada Express brand. We also fly humanitarian missions on behalf of customers such as the United Nations and the World Food Programme, helping them to deliver aid to people and communities in need. Chorus' regional aircraft leasing business is the world's second largest. Our extensive portfolio of turboprop and regional jet aircraft is positioned on lease with 16 customers across six continents.

The rapid and dramatic impact of the COVID-19 outbreak has changed the world. The pandemic is affecting people, communities and companies around the globe. In this time of crisis, we are taking all measures to ensure the safety of our employees and to support the communities around us, while prudently managing our financial resources to position Chorus for a strong recovery when this pandemic abates. The full extent of the duration and impact of this unprecedented, ever changing event are still unknown.

While this report focuses on 2019, with the remainder of 2020 still unpredictable, it is perhaps more important than ever to acknowledge our achievements in 2019 and to recognize our employees for their vital role in Chorus' achievements.

Our vision is to deliver regional aviation to the world. We are growing our business by leveraging our regional aviation expertise and strong relationships with employees and customers. We now conduct business on six continents, and being a member of the global community means we have a greater responsibility.

Based on the core principle of respect, we believe how we do business differentiates us as an employer, a service provider and a corporate citizen. How we engage is founded in our values of listening, collaborating and improving.

The incredible energy and professionalism of our employees is what drives our success. We've been honoured to be the recipient of numerous

awards as a top employer in Canada, and named among Canada's Safest Employers 2019, taking home gold in the Transportation category.

We are committed to driving sustainable practices across our business, specifically through our commitments to:

Safety - we keep safety top of mind in everything we do.

Diversity - we are stronger through diversity. We celebrate our individual differences and unique perspectives while working together towards our common goal.

Quality - we challenge ourselves to continuously improve and strive for excellence in all that we do.

Accountability - we understand the impact we have on each other and take ownership for our contribution. We strive to be environmentally responsible and encourage sustainable practices.

Ethics and Integrity - we uphold and model the principles of integrity, transparency and ethical behavior.

Wellness - we work hard in a sustainable way. We look out for each other's mental and physical well-being.

We hope this report provides better insight into how we work tirelessly to deliver additional value to our employees, shareholders, customers and other stakeholders. It's about respect for each other, our customers and the planet. We know that a company that considers social aspects, good governance and environmental matters ultimately makes better strategic decisions. We look forward to building upon the foundations provided in this report and to sharing our achievements with you.

Sincerely,

Joseph D. Randell



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Chorus Aviation - Overview

Headquartered in Halifax, Nova Scotia, Chorus is a global provider of integrated regional aviation services and solutions. The Chorus group of companies comprises Jazz and Voyageur, organizations with long histories of safe flight operations with excellent customer service, and Chorus Aviation Capital, a leading lessor of regional aircraft to airlines around the world.

Through its various businesses, Chorus provides a full suite of regional aviation support services that encompass every stage of an aircraft's lifecycle, including: aircraft acquisition and leasing, aircraft refurbishment, engineering, modification, repurposing and preparation, contract flying, aircraft and component maintenance, disassembly, and parts provisioning and sales.

Our Vision and Values

We deliver regional aviation to the world.

Across our companies, we are committed to the following shared values:
Listen. Collaborate. Improve.

We **listen** to the needs of our employees, customers, and partners, respecting their diversity and experiences, and using their feedback to chart our future.

We **collaborate** across our teams to find innovative and creative solutions. Working together, we think differently, and do more than our individual companies, or competitors, can do alone.

This allows us to constantly **improve**. We believe these values are key to the continued strength, stability and growth of Chorus.

Our values are integral to our future success, as we find new opportunities that help us all grow.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Chorus at a glance

All data is as of December 31, 2019, unless otherwise indicated.

\$2.9B Total Assets	\$1.37B 2019 Revenues	\$342M 2019 Adjusted EBITDA	Consistent Profit since 2006 IPO
161 Owned Aircraft	16 Aircraft lessees worldwide	2nd Largest regional aircraft lessor	5,300 Employees
\$472M 2019 Salaries, Wages and Benefits	\$590M Paid to suppliers in 2019	38% of our workforce are women	30% of Chorus Board directors are women

Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Corporate Governance

Strong practices, transparency and accountability.

Chorus is committed to maintaining effective corporate governance policies and practices by continually evolving and strengthening its approach to corporate governance and increasing stakeholder confidence.

Board of Directors

The Chorus Board is composed of talented and dedicated directors whose skills and backgrounds reflect the diverse nature of the business environment in which Chorus operates.

In 2019, the Chorus Board was composed of 10 directors committed to maintaining strong practices, transparency and accountability. The Board and management team believe that high standards of corporate governance contribute to building and delivering value to all stakeholders.

Risk Management

The proactive identification and management of risks are considered in all business decisions. Strategic direction is proposed by the management team and presented to the Board for discussion and approval. Therefore, the Board is actively involved in the strategy-setting process. Management and the Board discuss the main risks facing Chorus' business, corporate opportunities, changes in the competitive landscape and other strategic issues at each quarterly Board meeting.

Chorus' Internal Audit and Risk Management team provides expertise by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. This team reports to the Audit, Finance and Risk Committee of the Board at each quarterly Board of Directors meeting. Risks relating to Chorus' business are outlined in the "Risk Factors" section of our 2019 Annual Information Form.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Code of Ethics and Business Conduct

Chorus has adopted a [Code of Ethics and Business Conduct](#) that was most recently updated and approved by the Board of Directors effective March 2019. The Code applies to all directors of Chorus as well as to all officers and employees of Chorus and its subsidiaries. Among other things, the Code addresses: conflicts of interest; respecting privacy and confidentiality; fair dealing with suppliers, customers and competitors; compliance with laws, internal policies and controls; reporting suspected non-compliance; and protection against retaliation.

The Board's Governance and Nominating Committee is responsible for monitoring compliance with and interpreting the Code. In addition, all management and administrative employees of Chorus and its subsidiaries not covered by a collective agreement are required to review the Code and complete an acknowledgement form annually under which they undertake to comply with the Code. Mandatory annual training and testing validates their knowledge of the Code.

The Code also includes an Ethics Reporting Policy.

Ethics Reporting Policy

Chorus has established an [Ethics Reporting Policy](#) to facilitate the anonymous and confidential reporting of violations of the Code or other Chorus policies. The Policy consists of a reporting hotline hosted by an external service provider that is available 24/7 and allows reports to be submitted anonymously or confidentially via telephone, internet or mail facilities.

The Policy addresses the procedures for submitting a report with detailed instructions for accessing the ethics reporting hotline, the information required with a report to enable an investigation to be conducted, who will be responsible for or involved in conducting the investigation, and the protections afforded to employees who submit reports in good faith. All reports submitted are immediately forwarded to the Compliance Officer for review and investigation with a copy to the Chair of the Board's Audit Committee.

The Ethics Reporting Policy is available and communicated to all employees of Chorus and its subsidiaries. The Chair of the Audit, Finance and Risk Committee monitors reports and ensures follow up, including investigation as required.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Anti-Corruption

Chorus complies with all laws that govern our operations in every country in which we operate. To further support Chorus' compliance with laws, it is important that individuals representing Chorus understand what constitutes bribery and other forms of corruption and take appropriate measures to prevent anyone from engaging in such conduct. Chorus' [Anti-Bribery and Anti-Corruption Policy](#) sets out our specific requirements in relation to anti-bribery and anti-corruption, and those who are involved in international operations receive specific training on this policy. Prior to engaging agents to act on Chorus' behalf, as defined in the policy, we complete due diligence reviews of these third parties and monitor performance to ensure compliance with this policy.

Anti-Money Laundering and Anti-Terrorist Financing

Chorus is also committed to combating money laundering, terrorist financing and related financial crimes activities, and to complying with economic and trade sanctions applicable to it and its financier. Chorus' [Anti-Money Laundering and Anti-Terrorist Policy](#) addresses certain types of transactions such as aircraft leasing and trading, which form an important part of the business carried on by Chorus. These Chorus representatives are also responsible for ensuring that any third party engaged to conclude these transactions on our behalf also comply with this Policy. This is achieved through the completion of extensive Know Your Client (KYC) review and analysis procedures.





Signatory to United Nations Global Compact

Chorus' subsidiary, Voyageur Aviation, is a signatory to the United Nations Global Compact. In doing so, Voyageur has committed to actively promote 10 fundamental principles affecting human rights, labour standards, the environment and the fight against corruption, and these commitments are reflected in our Code of Ethics and Business Conduct to demonstrate Chorus' commitment.

By incorporating the principles of the United Nations Global Compact into strategies, policies and procedures, and establishing a culture of integrity, Chorus is not only upholding its responsibilities to people and the environment but is also positioning itself for long-term success.



CEO's Letter

Introduction

**Corporate
Governance**

Safety

Environment

Employees

Communities



Safety

At the core of everything we do.



Leaders in Safety

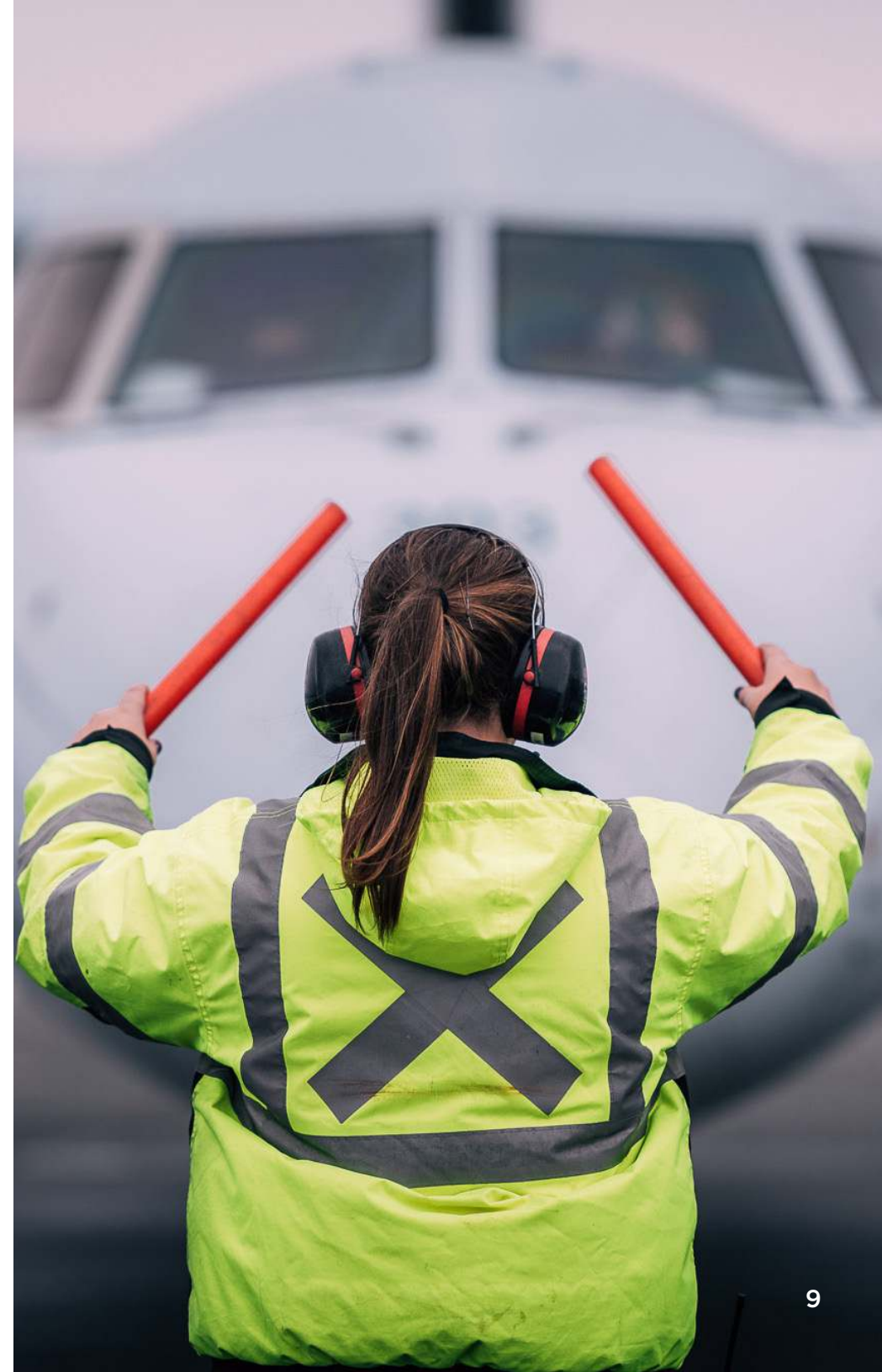
Chorus' first priority is the safety and security of our customers and employees in all aspects of our operations.

In October 2019, Jazz was named one of **Canada's Safest Employers 2019** taking gold in the Transportation category. This is Jazz's third consecutive year accepting awards at the Canada's Safest Employers event.

Also in 2019, Jazz was presented with **Bombardier's 2018 Airline Reliability Performance Awards** in two categories for North America - the CRJ100/200 aircraft programs and the CRJ700/900/1000 aircraft programs. Jazz has received awards at this annual event since 2013.

The Safety Management System at Jazz is recognized as industry leading. Jazz participates in numerous regulatory and industry forums to ensure its safety standards are the highest calibre. Examples include the Transport Canada Regional Safety Council, the Canadian Aviation Executives' Safety Network, the National Airlines Council of Canada, the Air Transport Association of Canada and others.

In 2005, Jazz was one of the first IOSA-registered airlines in Canada. Developed by experienced aviation professionals, the International Air Transport Association's Operational Safety Audit is one of the most stringent safety and quality audit programs in the airline industry, using over 900 international harmonized standards and recommended practices. The IOSA assessment is conducted every two years and in 2019, Jazz once again successfully completed the independent audit process.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Safety Management System

Our impressive safety record is maintained through our Safety Management System (SMS) – a sophisticated and comprehensive approach to managing risk.

SMS encompasses all aspects of safety, including:

- Standardization of safety reporting
- Investigation, risk and hazard assessment
- Training
- A dedication to proactively managing all safety functions at every level of the organization
- Accountability at the executive level

Chorus’ operating subsidiaries, Jazz and Voyageur, have each fully implemented a safety management system, and each president is designated as the accountable executive. Each business reports to the Audit, Finance and Risk Committee of the Board at all quarterly Board of Directors meetings.

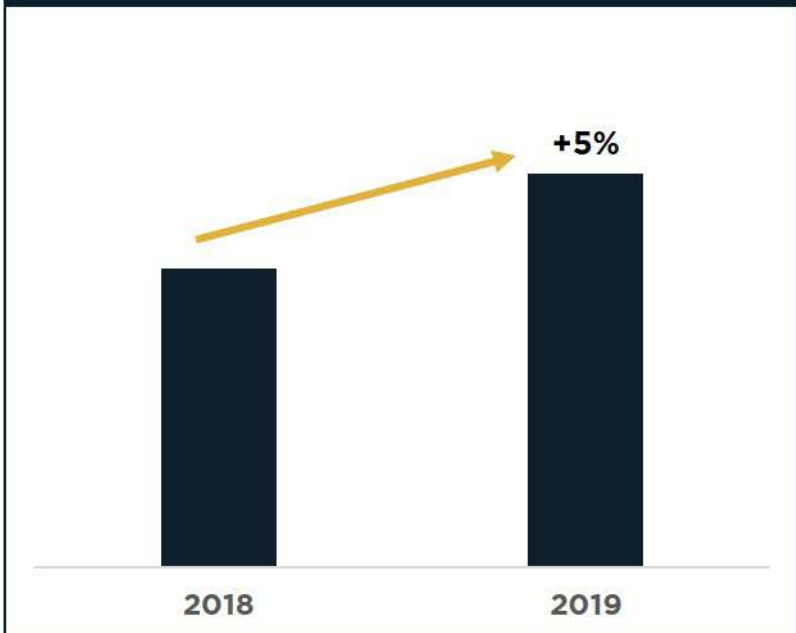
The Jazz and Voyageur hazard registries encompass reactive and proactive data collection processes to identify existing and potential failures or hazards, and data analysis processes to identify predictive future failures or hazards that could affect the operations. They consolidate risks associated with failures or hazards within the entire organization and increases our understanding of the relativity of risks the organization is exposed to. They are reviewed quarterly and are also used to establish strategic priorities, initiatives and corporate objectives.

In 2019, Jazz introduced a mobile reporting application that enables employees to immediately submit safety or irregularity reports from any location and to follow the status of their reports.

The application provides employees with the convenience of real-time reporting and transparency with the reporting process. It also provides us with the opportunity to more efficiently respond to employee feedback as we continuously improve our safety reporting system.

In 2019, safety reporting increased by 5% year over year at Chorus. The increase in reports provided for greater safety data capture, which in turn, strengthened our safety program. We are targeting a further 10% growth in reporting by the end of 2021 through the increased use of the mobile application.

5% increase in Safety Reports indicates Strong Safety Culture



More safety data = stronger safety system

Sustainability Report 2019

CEO’s Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Electronic Flight Operations Quality Assurance

Jazz's Electronic Flight Operations Quality Assurance (eFOQA) program is used to reveal the cause of identified problems and provides a means of determining the effectiveness of corrective measures taken. The information and insights provided by eFOQA can also be used to reduce operational costs and significantly enhance training effectiveness, operational procedures, maintenance and engineering procedures, and air traffic control systems and procedures.

Dangerous Goods

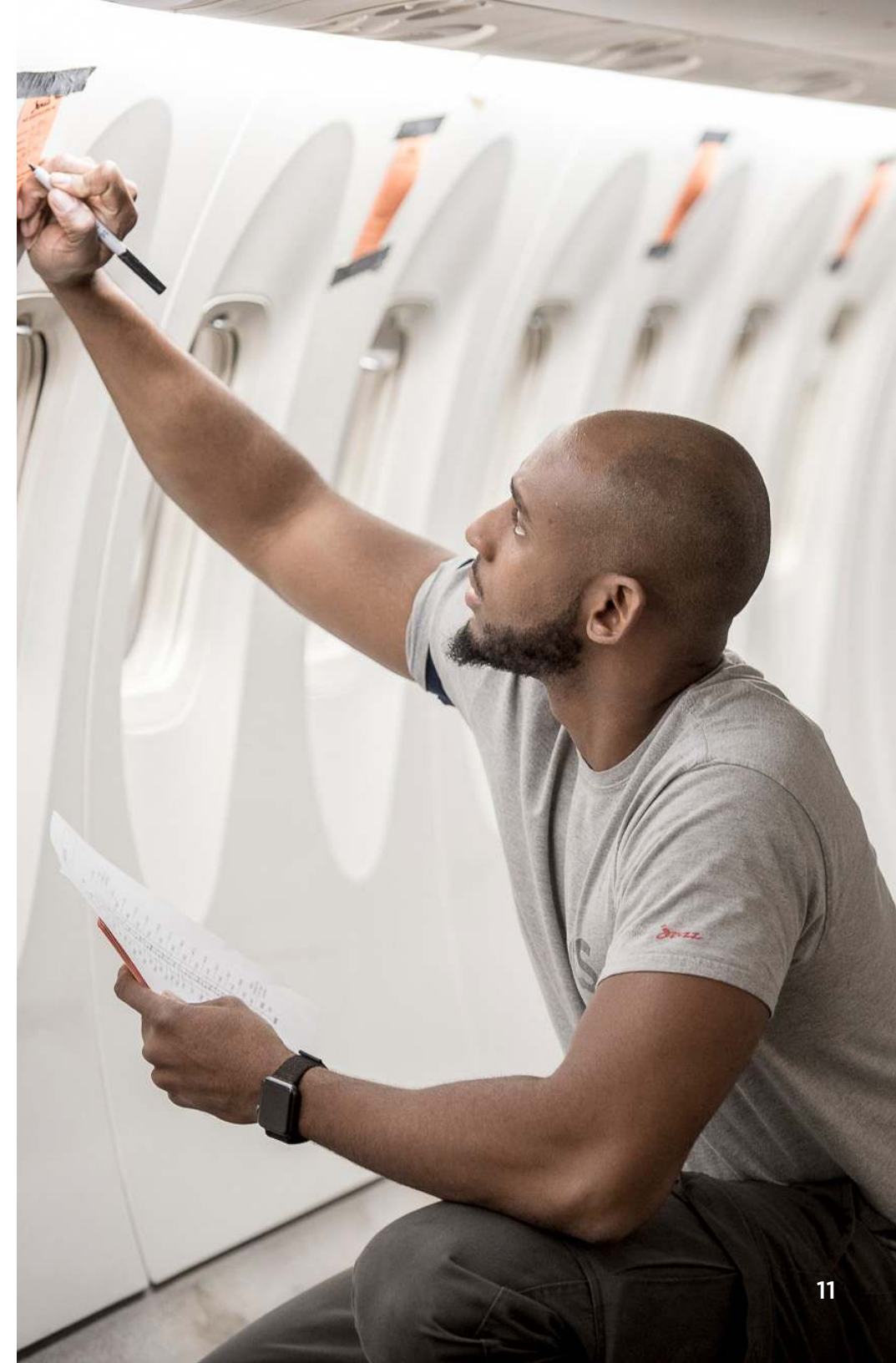
The safe handling of dangerous goods is an important element of safety. Chorus' program ensures compliance with the strict regulations by domestic and international authorities. To ensure the safety of our employees and customers, all employees performing duties or having responsibilities associated with the acceptance, handling or transporting of dangerous goods receive initial and annual recurrent training.

Emergency Preparedness

Jazz and Voyageur maintain robust emergency response plans covering potential emergency situations. In addition to formal training for emergency response team members, each business conducts annual exercises at various airports as well as a full-scale simulation exercise designed to test and continually improve our preparedness.

Potable Water Management

Chorus' Potable Water Management Program is an integral part of our Safety Management System and is designed to protect the health and safety of our employees and customers by ensuring that potable water onboard our aircraft is free of contamination. We take a multi-barrier approach to reduce the risk of illness from pathogenic microorganisms. This is a risk management approach that includes the protection of source water, a well-maintained distribution system and routine verification of drinking water quality.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Fatigue Risk Management

Chorus' Fatigue Risk Management System (FRMS) forms part of the Safety Management System. The purpose of the FRMS is to reduce workplace fatigue and its risks, and to promote a safe and error-free work environment. We do this through strict reporting protocols and training. This initiative was implemented well in advance of pending industry fatigue rule changes.

Occupational Safety and Health

Chorus has fully established and effective Occupational Safety and Health (OSH) programs including National Policy Committees and Workplace Committees across the country. These dedicated committees meet regularly to review workplace safety concerns and recommend the appropriate corrective actions.

This structure plays a vital role in supporting Chorus' core value of safety first for our employees. These teams have a responsibility to support all managers, supervisors and employees in their regulatory duties to ensure a safe and healthy work environment, in compliance with the Canadian Labour Code. The teams possess a diverse level of cross functional experience and technical knowledge.

Chorus is committed to the physical and psychological safety and health of all employees. We also recognize that employees perform more effectively in an environment where known hazards are addressed and managed. Our OSH programs are intended to protect employees from occupational hazards and prevent injuries by promoting awareness and providing the training, resources and necessary tools to maintain overall health and safety.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Occupational Safety and Health (cont'd)

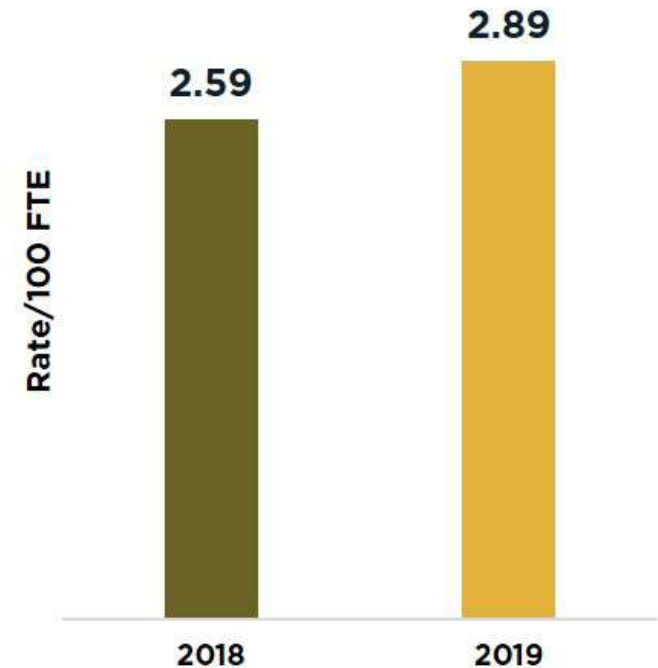
In 2019, we experienced an increase in Lost Time Injuries per 100 full-time equivalent (FTE) employees. The increase was mainly due to the growth in our operation and the percentage of new employees, coupled with weather patterns in the first two quarters of 2019. The trend in injuries was mainly in the slip/trip/fall category associated with in-flight turbulence issues. We are focusing our efforts on reducing the number of employee injuries through awareness campaigns and enhanced employee training and continue to work with an external service provider to address back injuries.

Given the importance of psychological and emotional safety in our workplace, we have focused on expanding the definition of workplace hazards to include stress, trauma and fatigue. This means fostering an inclusive environment free of harassment, bullying, and other vexatious behaviour.

We are a proud partner of the Not Myself Today program, a workplace mental health initiative run by the Canadian Mental Health Association, that helps build greater awareness and engage in conversations aimed to reduce stigma, ultimately fostering a safe and supportive culture.



Lost Time Injuries



The increase in Lost Time Injuries was mainly due to the **growth in our operation** and **new employee base**, coupled with **weather patterns** in the first two quarters of 2019.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Alcohol, Cannabis, Illegal Drugs and Medications Policy

In light of the legalization of cannabis, Chorus updated its Alcohol and Drug Policy to ensure the integrity of our drug and alcohol-free workplace. The updated policy provides guidance and manages the risks associated with substances that can inhibit employees' ability to perform their job safely and productively. Under the policy, Chorus employees cannot be impaired by intoxicating substances while on duty or on company premises. Furthermore, employees in safety-sensitive or safety-critical positions are held accountable to a higher standard and must abide by additional obligations. **Chorus employees in safety-critical positions are prohibited from using cannabis even when not on duty or not on company premises.**



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

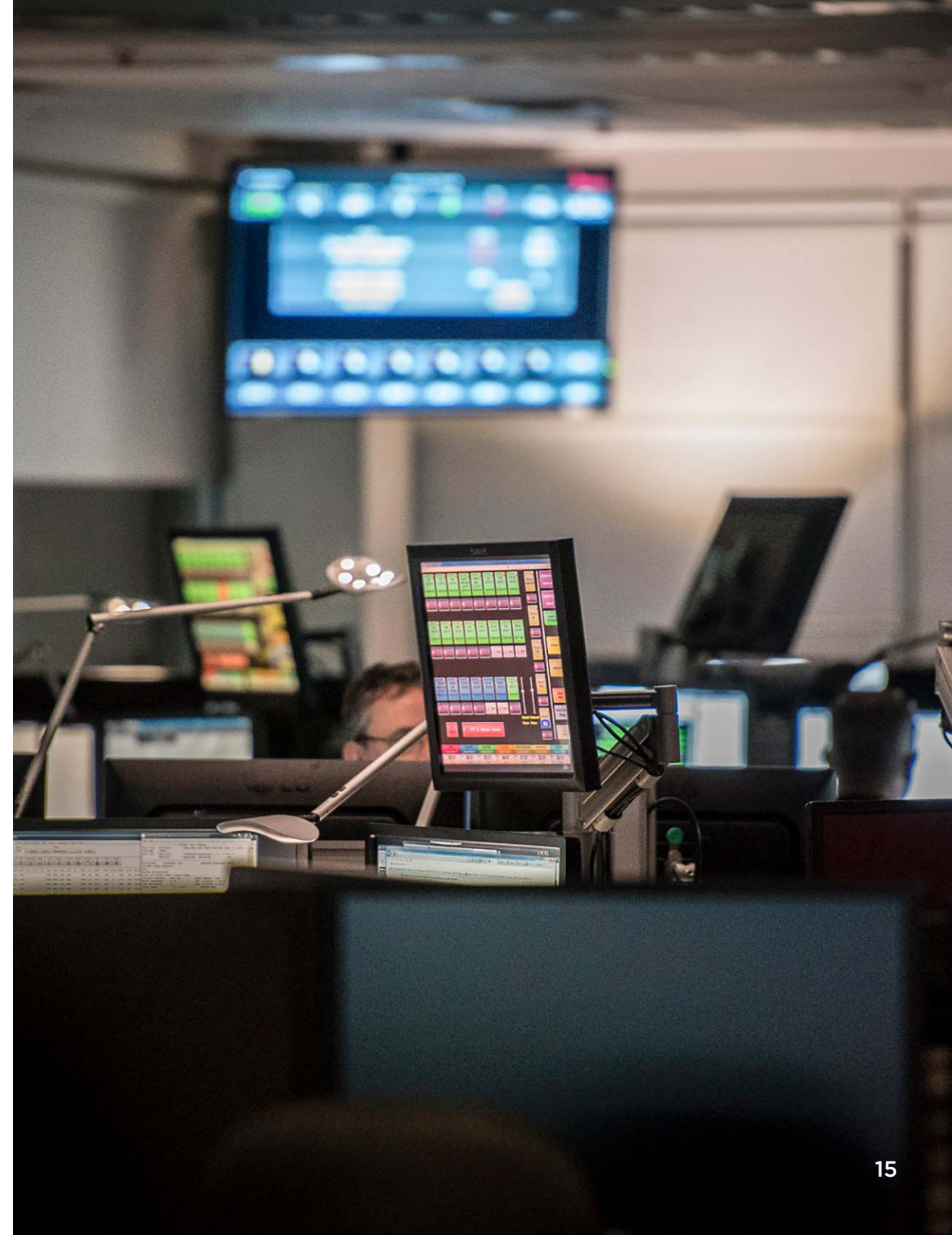
Cybersecurity and Privacy

Chorus relies on technology, including hardware, software and network infrastructure, to operate its lines of business. A robust cybersecurity program is necessary to ensure expected capabilities, such as daily business functions and unplanned service disruption mitigations, remain intact and to protect the integrity of our employees and customers' privacy and data.

Chorus' Chief Privacy Officer oversees our privacy policy and internal procedures that are designed to meet Chorus' obligations under applicable privacy legislation.

During the fourth quarter of 2018, Chorus conducted a cybersecurity program assessment to identify and set priorities on where to best focus efforts to evolve the program. In 2019, Chorus implemented a multifactor authentication program and enhanced documentation around policies and procedures to protect employee, customer and company data.

Chorus continually seeks to raise awareness of the importance of privacy through employee education campaigns and the participation in activities such as the annual International Data Privacy Day.





2020-2021* Areas of Focus - Safety

Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Reduce corrective action timelines

Target a reduction in time required to implement corrective actions resulting from audit and investigations at Jazz. Although historical performance in this area has met SMS requirements, in the interest of continuous improvement, new corrective action processes will be introduced to further improve implementation timelines.

Strengthen risk management

Strengthen the risk management system through focusing on safety control. Monitor the effectiveness of applied controls and consider new or enhanced controls to reduce risk to as low as possible. By the end of 2021 Jazz will have more than 50 completed and executed risk assessments and the ability to monitor the effectiveness of over 800 controls. In each area of risk, the applied controls will be measured and documented.

Increase safety reporting

Target a 10% increase in Jazz safety reports. An increase in reporting allows us to listen to our frontline employees and their safety concerns and operational observations, providing an opportunity to improve our safety systems. Begin Implementing a mobile safety reporting program at Voyageur in 2021.

Strengthen cybersecurity

Continue deploying multifactor authentication, improve technical network configurations, formalize vendor security program assessments within procurement cycles, update policy documentation and conduct a cybersecurity response exercise.

* As the full extent of the duration and impact of COVID-19 is still unknown, we have extended the achievement of our areas of focus to the period of 2020-2021.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate
Governance

Safety

Environment

Employees

Communities

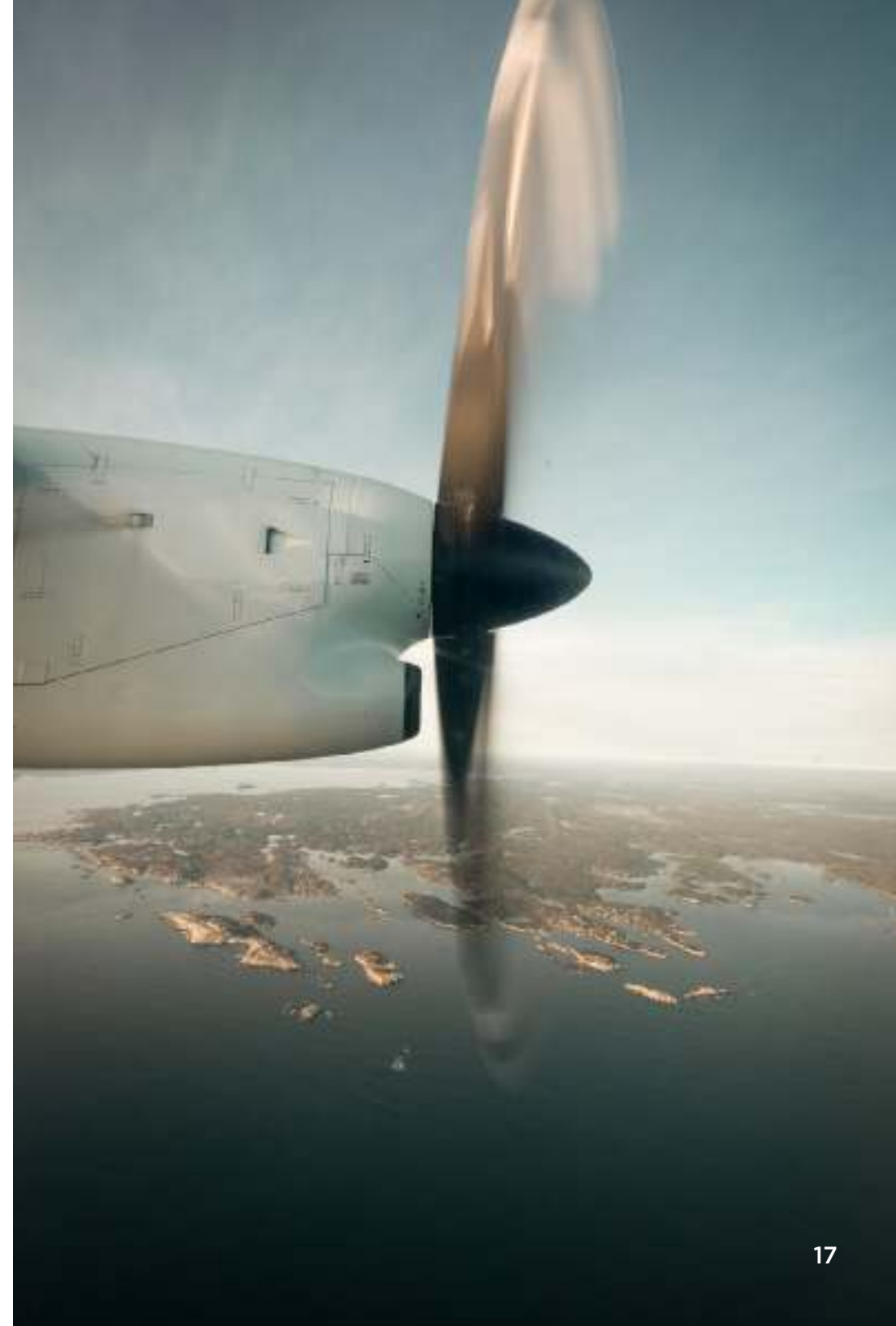
Environment

Conserve, preserve and protect.

Chorus recognizes the importance of safeguarding the environment, and the responsibility and opportunity it has to make a positive contribution toward a more sustainable future. Our core values of listening, collaborating and improving require us to continually find and implement more environmentally friendly ways to conduct our business and help our customers conduct theirs.

In addition to complying with all environmental laws, Chorus is committed to implementing management processes that control and minimize our environmental impact and continuously improve our environmental performance through regular reviews and evaluations consistent with our Environmental Policy.

Our Environmental Management System (EMS) is an integral part of the company's overall management system. Chorus' EMS is a structured, continual improvement-oriented system that uses proactive and reactive mechanisms to identify, track, evaluate and communicate Chorus' regulatory compliance and environmental performance.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Improved Fuel Efficiency

Chorus' primary environmental concern is greenhouse gas emissions that contribute to climate change. Substantially all of our CO₂ emissions come from aircraft engines. Reduction in aircraft fuel burn and the corresponding reduction in emissions also improves Chorus' competitiveness. Chorus, through Jazz, has implemented several initiatives aimed at reducing aircraft fuel burn. Since 2010, Jazz has improved its fuel efficiency, as measured by litres burned per available seat mile, by 16%, aligning with the collective annual fuel efficiency improvement target of 1.5% set by the International Air Transport Association (IATA) for the airline industry, for the period 2009-2020.

This improvement was achieved mainly through fleet changes, in particular through the entry into service of the Dash 8-400.

In addition, Jazz has implemented various fuel savings initiatives through weight reduction programs and operating procedures.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Fleet modernization

Since 2010, we have been transforming the Jazz fleet with the addition of brand new aircraft, and exiting some of the oldest aircraft in the fleet. In 2019, we added five CRJ900 aircraft to the fleet and removed nine Dash 8-100s.







At the end of 2019, 60% of the Jazz fleet was composed of larger gauge more fuel-efficient Dash 8-400 and CRJ900 aircraft, as opposed to 13% in 2010.

As per our fleet plan, the modernization will continue with the expected delivery of nine new CRJ900 aircraft and the exiting of the remaining six Dash 8-100s, as well as two CRJ200s.

Operating procedure initiatives

Other creative solutions to reduce fuel consumption involve a renewed focus on changing procedures to increase operational efficiency. Our ongoing efforts include:

- planning more efficient flight profiles;
- operating procedures specifically designed to reduce the distance flown and associated fuel burn;
- reducing thrust on takeoff, where appropriate, to reduce both fuel burn and noise emissions;
- using the thrust of only one engine to taxi, where appropriate, to reduce fuel burn by approximately 50% of a standard taxi profile; and
- reducing auxiliary power unit usage during ground operations to reduce both fuel burn and noise emissions.

Aircraft type	Seat Cap.	2010 Fleet*	2019 Fleet*
De Havilland Dash 8-400 	78	0	44
Bombardier CRJ900 	76	16	26
Bombardier CRJ200 	50	25	17
Bombardier CRJ100 	50	22	0
De Havilland Dash 8-300 	50	26	24
De Havilland Dash 8-100 	37	34	6

* Jazz fleet only



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Weight reduction initiatives

Jazz is also reducing fuel consumption through various weight-reduction initiatives such as:

- Equipping pilots with navigation charts, manuals and technical bulletins on electronic tablets, known as electronic flight bags;
- Using light-weight flight attendant carts;
- Applying light-weight paint on aircraft.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Reducing International Aviation Emissions

Chorus, through Jazz, is a participating airline in the International Civil Aviation Organization (ICAO) Carbon Offsetting and Reduction Scheme for International Aviation (CORSA) to address carbon dioxide (CO₂) emissions from international aviation. The regulations amending the Canadian Aviation Regulations came into effect on January 1, 2019.

Jazz has an approved Emissions Monitoring Plan (EMP). The EMP details how Jazz monitors its flights to account for international aviation emissions and includes information pertaining to fleet, fuel types, methods of calculating emissions from international flights and data management. Beginning in 2020, Jazz will annually submit its independently verified emissions report to Transport Canada as required by ICAO.

Fuel efficiency in our Aircraft Leasing Business

Chorus, through its subsidiary Chorus Aviation Capital (CAC), also has a fleet of aircraft which are leased to airlines around the world. The current fleet of 60 aircraft consists of young, modern and fuel-efficient regional aircraft, in the 70- to 150-seat range. At the end of 2019, the average age of the CAC fleet was a little over three years, with the fuel-efficient Dash 8-400 and ATR turboprop aircraft representing 77% of the fleet.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

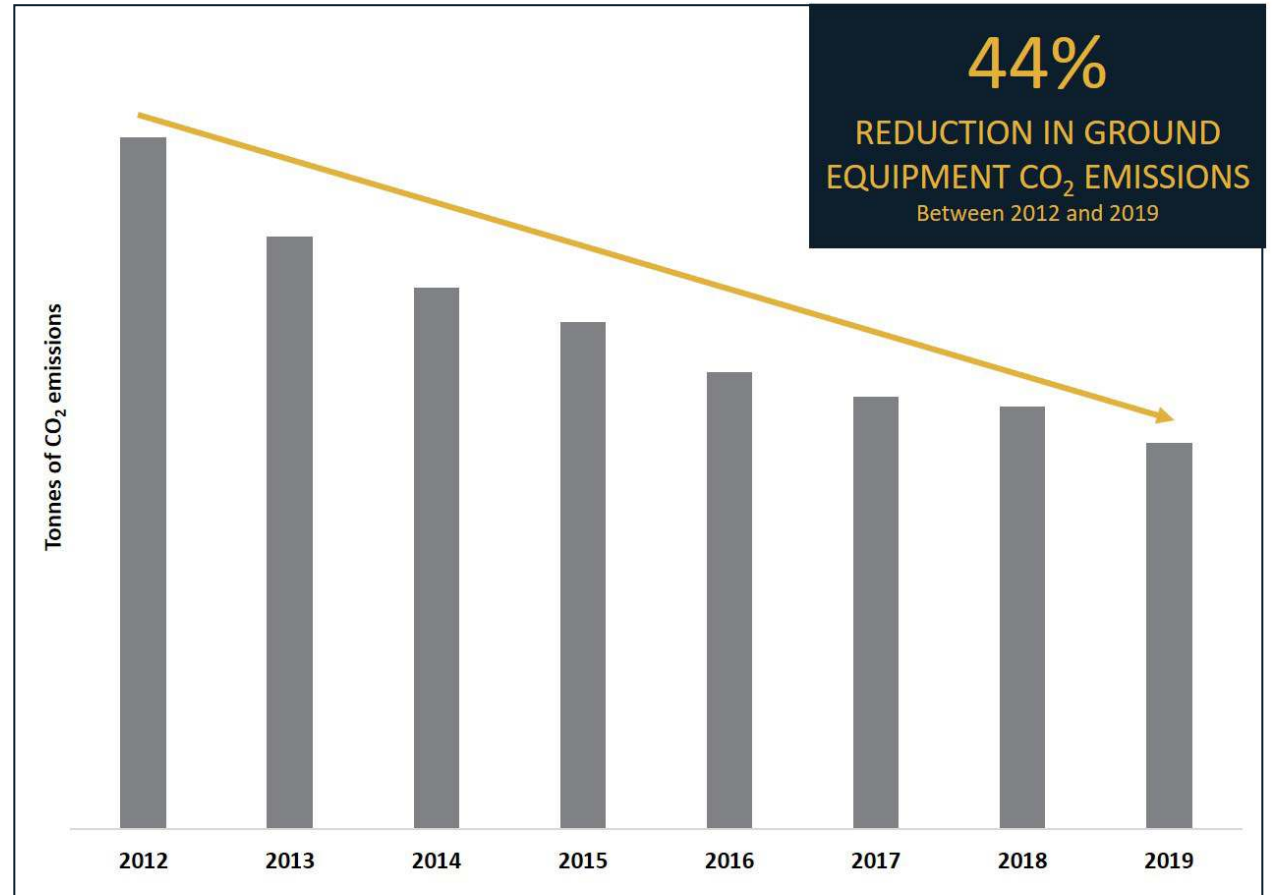
Communities

Reducing Ground Equipment Emissions

The implementation of certain initiatives to reduce the environmental impact of our ground equipment resulted in a 44% reduction in fuel consumption.

In 2012, Jazz implemented an Engine Idle Reduction Program for its ground support equipment, using GPS tracking technology on over 100 vehicles. As a result, we have seen a 25% engine idle reduction.

To further reduce carbon emissions, Jazz introduced electric baggage tractors, which now represent 45% of our tractor fleet, and two electric belt loaders at our stations to date. Additional electric baggage tractors are planned for 2020. Also, over 60% of our ground power units are electric powered and we continue to expand this equipment type where airport infrastructure supports it.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Energy Efficient Facilities

The installation of LED lighting throughout our 60,000 sq.ft. facility in Halifax and our 200,000 sq.ft. facility in North Bay, resulted in energy consumption reductions of 30% and 55% respectively in 2019, year over year. This equates to a combined reduction of approximately 324,000 kWh annually. In addition, programming changes to heating, ventilation, and air conditioning systems to improve efficiency led to a 10% energy conservation. Other initiatives include the upgrade of building equipment and systems with new energy efficient models.



Recycling and Waste Reduction

Repurposing aircraft parts

Chorus has the ability to manage every stage of an aircraft's lifecycle including aircraft disassembly for parts provisioning. Established in 2016, Chorus' parts provisioning division has since disassembled 15 aircraft and repurposed over 6,800 aircraft parts made available to the global regional aircraft marketplace. Following the disassembly process, we also recycle the aircraft aluminum hull to avoid waste reaching landfills.

Always looking at innovative ways to reduce its footprint and maximize its recycling efforts, Chorus donated unusable old leather seat covers to be repurposed by *Brave Soles*, a social enterprise that creates quality handmade leather shoes and accessories with recycled leather products. The 'airCRAFT Collection' include purses, wallets and book covers. Focusing on the environment and upcycling, the organization provides sustainable and ethical employment for artisans in the Dominican Republic. This recycling initiative was championed by a Jazz flight attendant who is passionate about the environment and *Brave Soles*. In the first quarter of 2020, an additional 1,000 lbs. of leather from part-out aircraft will be donated to the organization.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Onboard recycling

Operating flights under the Air Canada Express brand, Jazz participates in Air Canada's domestic onboard recycling program at nine major Canadian airports. Flight attendants on aircraft operating domestic flights into Vancouver, Edmonton, Calgary, Winnipeg, Toronto, Ottawa, Montreal, Halifax and St. John's collect recyclable items such as newspapers, Tetra Pak containers, aluminum cans, and glass and plastic bottles in blue bags. The blue bags are collected from the aircraft and delivered to their respective facilities for recycling. Furthermore, beginning in summer 2019, all plastic swizzle sticks were replaced with wooden stir sticks in drinks served on all flights to reduce single-use plastics onboard.

Recycling and reducing waste at our facilities

Chorus implemented a recycling program for mixed recycling, organics, paper and cardboard materials using collection bins in strategic locations at the vast majority of our facilities. Our recycling efforts include the recycling of batteries to prevent waste and toxins from entering the solid waste stream.

We also installed water filter systems in many offices and water fountains with water bottle filling stations at our North Bay facility to reduce single use plastic bottles.

The introduction of electronic tablets in our aircraft flight decks and Maintenance and Engineering department not only reduced paper consumption, but significantly improved efficiencies while reducing costs and risks.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

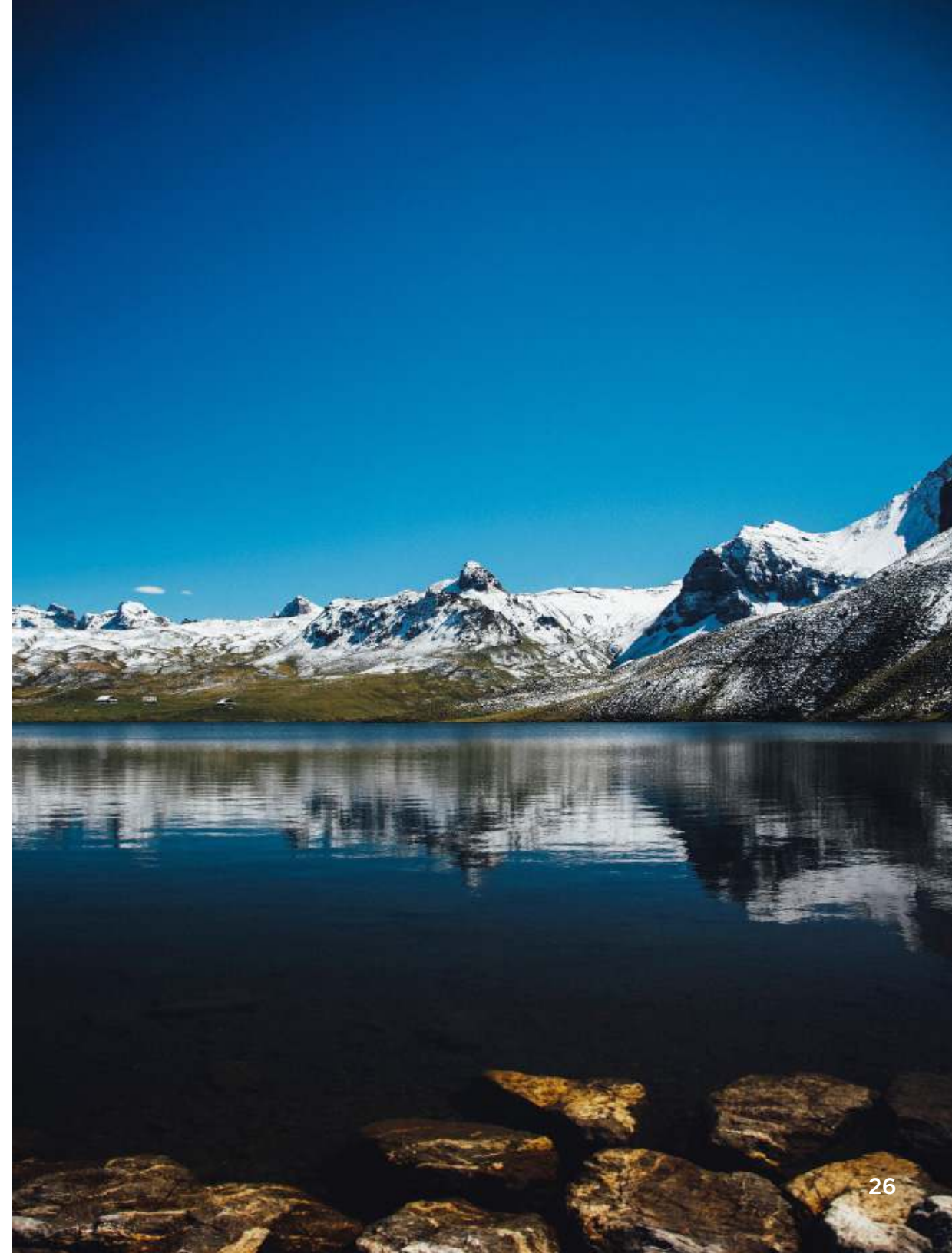
Protecting the Environment

In 2018, Chorus adopted a Green Procurement Procedure to increase awareness of environmentally preferable goods and services and to promote sustainable development by including environmental considerations in Chorus' purchasing and supply chain.

Chorus' Hazardous Material Management Program ensures that toxic, corrosive, reactive and other hazardous materials are properly contained, stored, transported and disposed in compliance with applicable environment regulations.

Chorus implemented an Environmental Incident Response Procedure to establish an effective process in minimizing the risk of environmental contamination and/or risk to human health. As part of this program, we conduct exercises to test and improve our preparedness. In 2019, we successfully conducted a fuel spill response exercise at our Toronto aircraft hangar facility.

Chorus is committed to conducting its operations in a manner that complies with all legal requirements relating to health and safety and the environment, and regularly evaluates and monitors its related activities.





2020- 2021* Areas of Focus - Environment

Sustainability
Report 2019

Modernize fleet

Continue modernizing the Jazz fleet with the addition of nine new CRJ900s and the exiting of eight less fuel-efficient-per-seat aircraft.

Pursue large gauge next generation jet aircraft with fuel-efficient engine technology for the continued expansion of our third-party leasing business.

Improve fuel management program

Continue to improve our fuel management program with the implementation of new flight procedures designed to improve fuel efficiency on the Dash 8-400 and CRJ900 aircraft.

Conduct Waste Management engineering review

Conduct a Waste Management engineering review at Jazz's Halifax Operations Centre to improve sorting and separation rates and expand improvements and best practices to other Chorus facilities.

Grow parts provisioning business

Promote and grow our parts provisioning business to increase recycling and repurposing.

Introduce *Welcoming and Safe Spaces*

Introduce *Welcoming and Safe Spaces*, a program to build safe and healthy environments within Chorus and in support of our broader communities. Seek and implement more environmentally friendly ways of conducting our business by establishing employee-led environmental action teams that will develop ideas and drive internal efforts.

* As the full extent of the duration and impact of COVID-19 is still unknown, we have extended the achievement of our areas of focus to the period of 2020-2021.

CEO's Letter

Introduction

Corporate
Governance

Safety

Environment

Employees

Communities

Employees

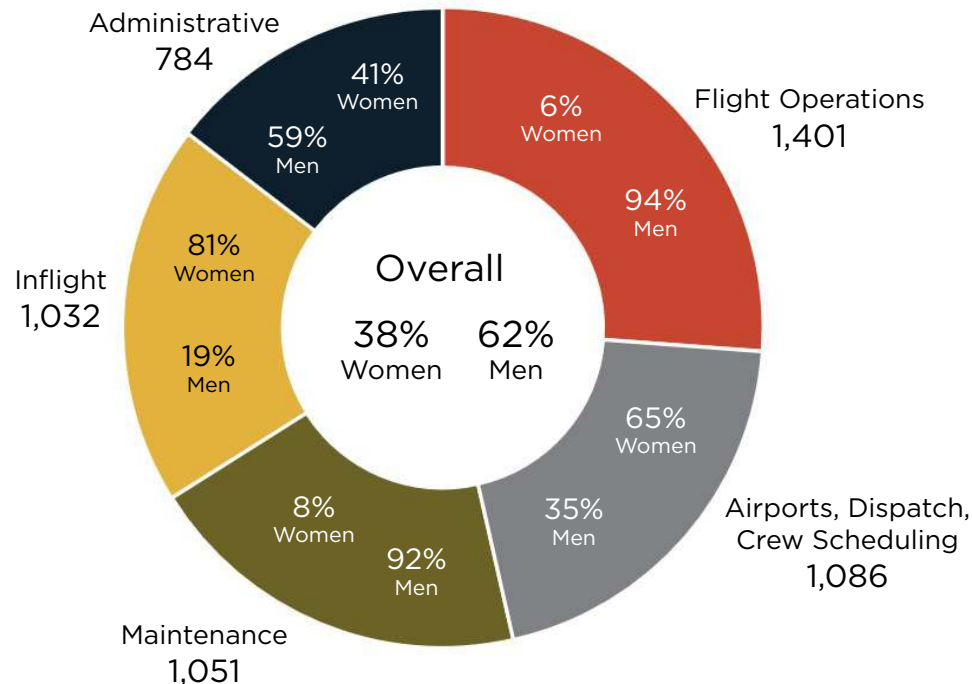
Stronger together.

In 2019, Chorus employed approximately 5,300 full-time and part-time people in locations across Canada, in Europe, and with a presence in Asia and Africa. Our workforce encompasses talented people of diverse identities, ages, perspectives, abilities, backgrounds and experiences.

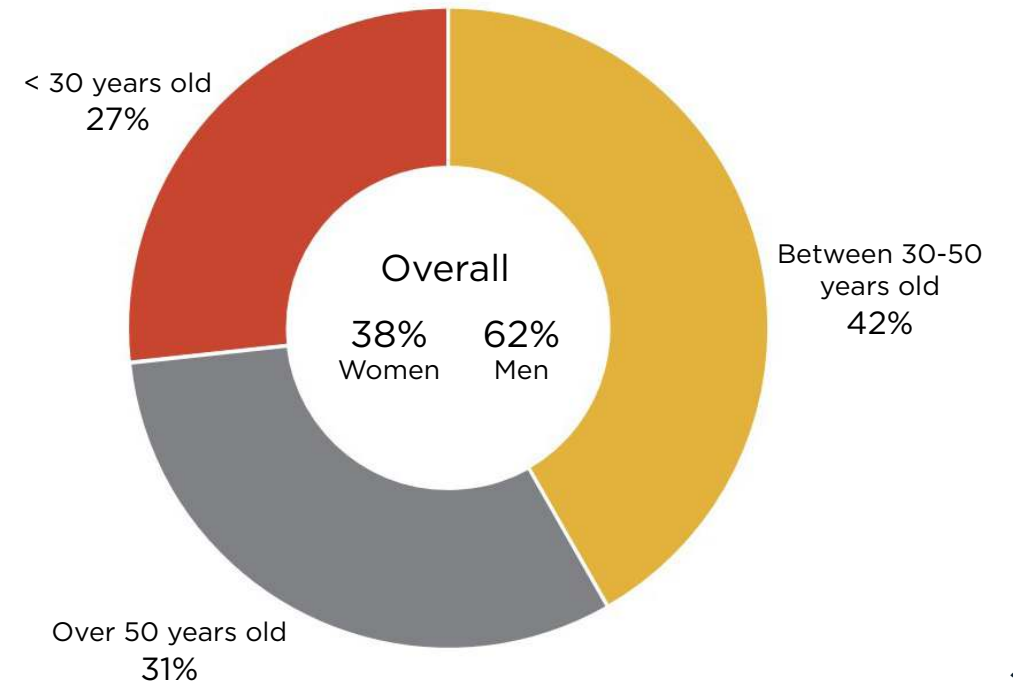
While our representation of women in Maintenance and Flight Operations remains at or slightly above industry average, significant improvements require a long-term strategy. This includes working with aviation colleges to increase female entrants, providing scholarships to address financial barriers, hosting awareness events targeted at young women in our facilities, and partnering on industry initiatives to encourage more young women to consider aviation careers. Our demographic mix ensures strong succession and mentorship.



Percentage of employees by workgroup and gender



Breakdown of employee demographics





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

In 2019, Chorus announced an amended agreement with Air Canada, extending the Capacity Purchase Agreement (CPA) to 2035, providing long-term security to employees. The ratification of an unprecedented 17-year collective agreement with the Jazz pilots provides labour stability until 2035.

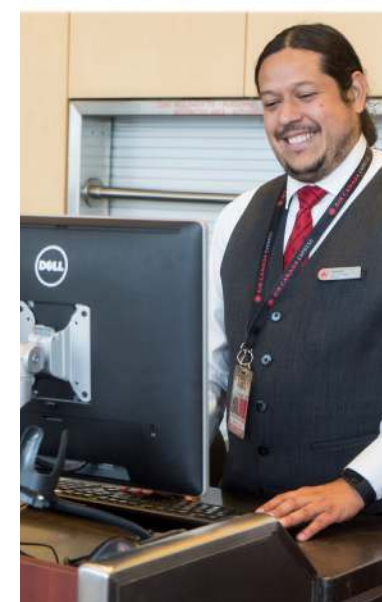
Chorus respects our team members' rights to collective bargaining. Approximately 87% of the Jazz workforce is unionized. Maintaining positive relationships with our unionized employees and the bargaining units representing them is an important aspect of our business. Jazz has long-term collective agreements with the majority of its bargaining units.

Employee group	Length of collective agreement	Expiry
Flight Operations	17 years	December 2035
Inflight	10 years	December 2025
Maintenance	10 years	December 2025
Dispatch	10 years	December 2025
Airport Services	5 years	January 2022
Crew Scheduling	5 years	June 2021

Retaining talent, through fostering a positive culture and an engaged workforce, is vital to the success of our organization. The management team consists of highly experienced professionals in regional aviation, with a median tenure of 16 years.

In addition to competitive salaries and benefits, Chorus offers employees the opportunity to share in the growth and success of the company through the Employee Share Ownership Plan (ESOP).

In 2019, approximately 50% of our employees participated and enjoyed annual employer contributions, with more than \$6 million (or over 2% of payroll) being distributed to employees through employer ESOP contributions and an operational bonus plan available to Jazz employees. Chorus also provides generous employer match contributions to employee group pension plans.





Diversity, Inclusion, Equity and Accessibility

An inclusive working environment and respect for diversity of backgrounds and viewpoints are fundamental to Chorus' success.

Chorus' commitment to a diverse and inclusive workplace begins with setting the tone from the top, starting with the Board of Directors, whose governance criteria include a Board Diversity Policy. The policy includes gender diversity with the objective of having women and men each represent no less than one-third of the Board membership. Currently, women represent 30% of all Chorus Board directors.

In 2019, Chorus implemented a [Corporate Diversity and Inclusion Strategy](#) aimed at embedding diversity and inclusion across the organization.

A Chorus Inclusion Council, with senior level representation, supports the efforts of our employees across the corporation. Executive Advocates also provide a direct link between the employee resource groups and senior management.

Employee resource groups are employee-led committees that represent a specific identity or underrepresented group within the workplace. These committees create learning and networking opportunities for employees with the intention of celebrating diversity and championing inclusion and accessibility. Diversity councils support cross-collaboration of affinity-based employee resource groups.

	<p>Chorus for Women To encourage more women to consider aviation careers, and to provide development and networking opportunities for current employees within the Chorus group of companies.</p>
	<p>Voyageur Diversity Council To celebrate different cultures and create awareness. The Council will help foster an inclusive and healthy work environment for all Voyageur Employees. The Council is open to people with diverse backgrounds and their allies.</p>
	<p>Jazz Diversity Council To create awareness and celebrate the diversity that exists in our organization. We will strive to achieve a respectful environment that is free of barriers by fostering inclusive workspaces and embracing individual differences. The Council is an overseeing group of Management level employees who work with the sub-committees to ensure that goals are aligned to the overall corporate diversity and inclusion goals and strategy.</p>
	<p>Jazz Indigenous Employee Group To cultivate awareness and inclusion, while respecting the celebration of Indigenous peoples, their culture, and the seven generations to follow. Jazz is working to achieve this by reaching out to employees and the communities that we serve.</p>
	<p>Jazz LGBT+ Network To cultivate awareness and inclusion of employees regardless of sexual orientation or gender identity and to celebrate the diversity of all Jazz employees. The group will create awareness internally as well as within the communities we serve by creating a safe environment of inclusion. The group acknowledges the importance of allies in creating inclusive workspaces and will encourage contributions from all employees, while empowering our differences.</p>

Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Diversity, Inclusion, Equity and Accessibility (cont'd)

Since 2015, Chorus employees have been supporting the International Day of Pink anti-bullying campaign. Each April, employees are encouraged to stand together in solidarity against language and behaviours that create unsafe and toxic workspaces. Through education, visible allyship and activities that bring employees together we are creating welcoming and safe spaces that shut down bullying.

At Chorus, we recognize the importance of actively supporting employees in managing their health and aim to provide proactive supports for managing psychological health and safety. Chorus has been a part of the Not Myself Today program since 2017 in order to reduce stigma and foster a culture of acceptance and support.

Chorus for Women, with an advisory team of senior women leaders, has a mandate to provide development and networking opportunities for our female employees, and encourage girls and women to consider aviation careers.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Chorus provides equity in employment opportunities and career advancement to all persons in accordance with their abilities and qualifications. Information systems are in place to perform a workforce analysis, collecting data on the current representation and participation of designated groups.

Chorus celebrates diversity and fosters inclusion in the workplace through many initiatives. Examples include ongoing recruitment efforts and scholarships with post-secondary institutions and Indigenous communities, Chorus for Women initiatives, and the organizing and hosting of an annual Diversity in Aviation conference for the aviation community. In response to the Truth and Reconciliation Call to Action, Chorus has embarked on an awareness campaign to enhance understanding within the organization.

While we are making steady progress in the representation of women and visible minorities, our initiatives remain focused on an increase in representation of all designated groups. Chorus'



In 2019, Chorus hosted the third annual Creating Inclusive Skies conference.

Diversity and Inclusion strategy moves beyond the expectations of the Employment Equity Act, with initiatives aimed at increasing overall diversity throughout the organization and enhancing inclusion.

Chorus employees	2015	2019	5-year change
Women	37%	38%	+3%
Indigenous Peoples	2%	2%	-
Persons with Disabilities	3%	3%	-
Visible minorities	13%	16%	+23%

Designated groups as defined within the Employment Equity Act. Based on employees self-identifying.



In December 2019, Chorus executives participated in a Blanket Exercise workshop.



Award-winning Culture

In 2019, we were honoured to receive several awards in recognition of our culture.

Our employees play a pivotal role in fostering a culture that is built on respect and led by guiding principles of safety, inclusion, and operational excellence. Through various employee programs and policies, we strive to create positive and productive environments for our employees to thrive.

We recognize that all individuals bring unique perspectives, sets of experiences and skills into our workplaces. In order to maximize individual potential, we foster welcoming and safe spaces that allow our employees to bring their authentic self to work.



CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Awards and recognitions

- Canada's Safest Employers 2019 Gold in Transportation category



- Canada's Top Employers for Young People 2019 - 2014



- Canada's Best Diversity Employers 2019 - 2012



- Mercer Award for Excellence in Diversity and Inclusion 2019



- Atlantic Canada's Top 25 Employers 2019 - 2012



- Nova Scotia's Top 15 Employers 2019 - 2012



- Employee Recommended Workplace - 2019 - 2018
The Globe and Mail & Morneau Shepell



- Voyageur - Business of the Year 2019 - North Bay Chamber of Commerce



- Sector Distinction Award - 2018 and 2017 - Employment and Social Development Canada



- Bombardier's 2018 Airline Reliability Performance Awards





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Our policies, programs and training offerings contribute to the development of an empowered team that can drive positive change.

In 2019, employees participated in a culture survey to determine how consistently our values guide our actions and how they influence our interactions in the workplace. Results were shared, in aggregate, with leadership across the companies to provide insight and relevance to development plans and new employee initiatives.

We were encouraged to hear that most employees felt we are on the right track, with well over half of the questions receiving at least a 70% agreement rating. Nearly 90% of employees agreed that they tell others great things about working here and there was strong agreement that we have a culture that is respectful, ethical and helpful.

90%
of employees *tell others great things* about working at Chorus.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

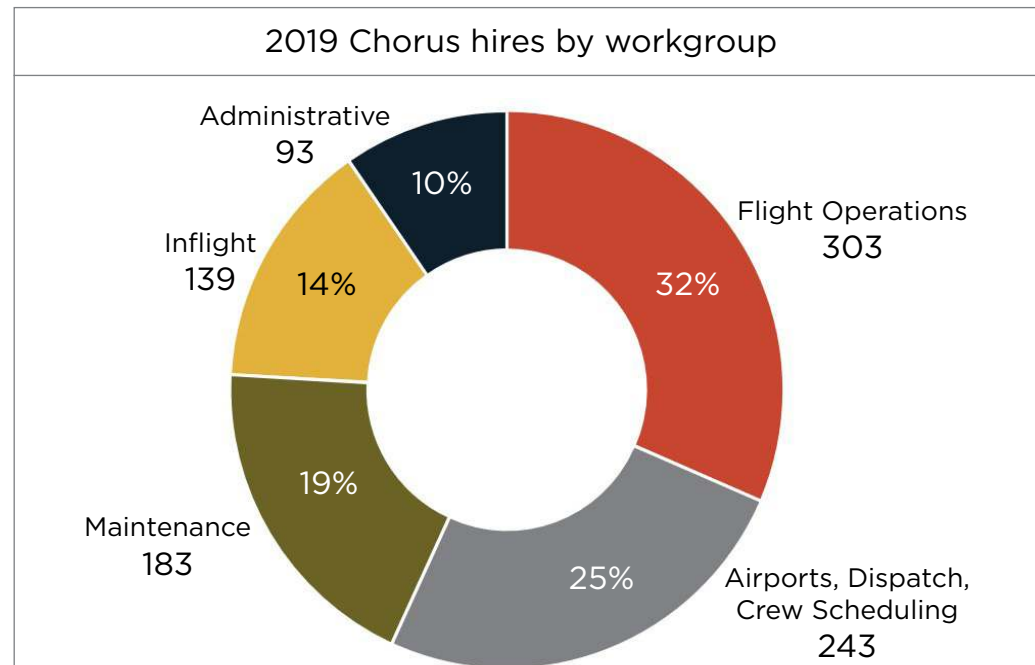
Recruitment

We are committed to increasing the diversity of our workforce and maintaining fairness in providing equitable opportunities for individuals to join our teams and thrive in their professions. It is Chorus' policy to interview candidates from designated diversity groups, where possible. Video interviewing enables our recruiters to connect with top talent located across the country, including candidates in remote communities.

The CPA offers qualified Jazz pilots the opportunity to apply for positions at Air Canada. Under this agreement, 60% of Air Canada new pilot position offers are made to Jazz pilots on an annual basis.

In 2019, we welcomed nearly 1,000 new hires. This reflects the career opportunities provided to pilots through our association with Air Canada and a culture of promotion from

within which provides cascading development and career opportunities.



(Includes new and replacement positions)

We are continuously building connections within our communities to engage potential employees from diverse talent pools. Our recruitment teams partner with post-secondary institutions and not-for-profits to promote Chorus careers at trade shows and career fairs across Canada.

Chorus employees frequently attend recruitment events that are focused on supporting aviation employment opportunities for identifiable groups such as Indigenous peoples, people with disabilities and newcomers to Canada.

In collaboration with internal stakeholders, industry-leading recruitment initiatives have been launched to develop and source aviation talent.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Employee Development and Engagement

Our goal is to provide the support needed to allow employees to perform at their highest potential. Various development opportunities exist to continuously learn and advance their skills. Chorus offers technical, customer service, safety and leadership training.

In 2018, Chorus launched Tailwinds, an emerging leaders program to develop current and future leaders. Participants are selected from across the companies and reflect our desired leadership diversity. The 12-month program includes leadership skills training, executive mentoring and coaching, and quarterly sessions with senior leaders to discuss strategy and leadership. The program has become a key component of our leadership development and succession planning.

Since 2018, Chorus has held leadership workshops designed for and delivered exclusively to our female employees. These workshops provide development opportunities for female employees who wish to enhance their leadership skills, both for their current roles or toward future career opportunities. At the end of 2019, over 50% of Chorus female management employees attended the workshops.

Several internal mentoring programs allow employees at various levels to be matched with a Chorus leader who will offer guidance and support in the development of career goals and planning.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Chorus uses an online platform to recognize employee performance. This online tool empowers managers to reward employees with digital gift cards that can be redeemed at any partner merchant. This program is affiliated with the One Drop Foundation, an international non-profit organization that is focused on sustainable access to safe water for the most vulnerable communities. Through the One Drop Foundation, one day of clean drinking water is donated for every recognition gift sent. In the first year of introducing the program, Chorus contributed to over 800 days of drinking water.

Chorus is compliant with all employment legislation and ensures employees and managers are kept current through various training programs and policies covering topics such as harassment, violence in the workplace, work accommodation, respect in the workplace, inclusion and equity.

In addition to professional development, we understand the need for programming that provides employees with an opportunity for a flexible balance between their work and personal lives. Several policies and programs exist to support employees in facilitating this growth and balance, including vacation purchase programs, flexible working hours and teleworking, based on operational requirements.



2020-2021* Areas of Focus - Employees

Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

Develop plan for talent	Develop and implement a plan to ensure a robust talent pipeline for underrepresented career paths and leadership roles.
Strengthen inclusive practices	Conduct an audit of policies and practices to identify and address any systemic barriers or instances of unconscious bias that may impact employment, retention and promotion.
Adopt Calls to Action #92	Adopt the Truth and Reconciliation Commission of Canada's Calls to Action #92 as a reconciliation framework, including conducting Blanket Exercise workshops.
Introduce <i>Welcoming and Safe Spaces</i>	Introduce <i>Welcoming and Safe Spaces</i> , a program to build safe and inclusive environments within Chorus and in support of our broader communities. Through various workplace initiatives, we will encourage work environments that build on the diverse perspectives, experiences and abilities of employees, fostering innovation and positive change.
Ensure Compliance	Ensure compliance with changes to employment Acts and legislation (Pay Equity, Accessible Canada Act, Canada Labour Code).

* As the full extent of the duration and impact of COVID-19 is still unknown, we have extended the achievement of some of our areas of focus to the period of 2020-2021.





Communities

Where we live and work.

Chorus recognizes the importance of community service and the role aviation plays in the economy and social development of the communities we serve and connect. In addition to a long history in Canadian communities, we now have a global reach through our Voyager and aircraft leasing businesses.

We are proud to support our many employees who are actively engaged in volunteering their time and efforts to worthy causes locally and in our global community. Chorus offers paid days off to employees so they can spend time volunteering with a charity of their choice. Team volunteer experiences are also popular and in 2019 included United Way, Junior Achievement and Dress for Success fundraising events, and local food bank and homeless shelter initiatives.



**Sustainability
Report 2019**

CEO's Letter

Introduction

Corporate
Governance

Safety

Environment

Employees

Communities



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



For over 25 years, we've organized Searching for Santa flights which welcome Canada's most deserving children aboard special flights to the "North Pole" and include a special visit with Santa. Jazz employees work closely with community organizations to create lasting memories for these children and their immediate families or caregivers.

As an Air Canada Express partner, we are actively involved in many of the charitable programs led by Air Canada. Through our regional network we extend their programs beyond major centers. Among others, we sponsor "Dreams

Take Flight" annually, contributing aircraft and crew to connect children travelling from smaller communities to the larger airport cities where their flight will depart for a memorable day at a Disney Park. As a sponsor of the Air Canada Foundation Golf Tournament, we support the Foundation's charitable organizations dedicated to the health and well-being of children and youth in Canada. Chorus' sponsorship of the Air Canada Birdies for Babies Golf Tournament helps support the BC Women's Health Foundation's efforts to transform maternal and newborn health in British Columbia.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

The spirit of giving back to the community extends to Chorus employees deployed overseas. As an example, in 2019 a group of employees working in Mali, West Africa, volunteered their free time to support a local orphanage by bringing food, entertaining the children and helping with various chores.

A team of Chorus employees from our office in Dublin, Ireland participated in the 2019 Carlyle Aviation Football Tournament, an annual event that raises funds each year for cancer research programs.



Since 2015, Chorus has supported the Multiple Sclerosis Society of Canada by providing a financial contribution over a five-year period that concluded in 2019. Our support contributed towards the transformation of promising research into therapies and treatments to improve the lives of people living with MS.

Our charitable activities are a natural extension of our culture which focuses on respect, inclusion and safety – both physical and psychological.





Education

Chorus understands the need to prepare the next generation of talent and works closely with aviation colleges through their Advisory Boards to help ensure that programs, and students, meet current and future workforce needs. Chorus also acknowledges the need to responsibly contribute to accessibility of post-secondary education.

Our Jazz Aviation Pathways Program (Jazz APP) is the premier pathway for pilots in Canada. We have agreements with 12 aviation colleges and universities, and eight industry organizations across the country. Through the Jazz APP affiliated programs, aviation students are provided with an industry-leading education experience based on collaborative training and curriculum development, prestigious scholarship awards and the opportunity for top-performing graduates to transition to first officer positions at Jazz.

In 2019, we launched the Jazz Aviation Pathways Program for Flight Attendants and welcomed Georgian College as the first organization to join our new program. The agreement provides a direct career path to flight attendant positions at Jazz for qualified candidates.

We also have agreements with eight maintenance training programs across Canada to help support, mentor and source the next generation of aircraft maintenance engineers and technicians.



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities



Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

In 2019, over \$150,000 in scholarships were offered to provide financial support to students enrolled in aviation programs. Many of these scholarships are specifically for students who have self-identified with a designated group, as defined by the Employee Equity Act, i.e.: Women, Indigenous Peoples, Persons with Disabilities or Visible Minorities, groups historically underrepresented in the Canadian workforce or from communities where there may be financial barriers.

In cooperation with the Northern Lights Aero Foundation, and non-profit organization Indspire, we offer scholarships to assist female Indigenous students in pursuing their education through aviation or aerospace programs offered at a Canadian post-secondary institution or a Transport Canada-approved flight training school.

Since 2008, Chorus has collaborated with Dalhousie University's Faculty of Engineering to offer graduate students enrolled in Dalhousie's Industrial Engineering master's program, and students in the third and fifth year of their undergraduate program, the opportunity to work on research projects relating to Chorus' corporate objectives. In 2017, Chorus further strengthened its support by investing in the Dalhousie University's IDEA (Innovation and Design in Engineering and Architecture) Project, which added advanced technology and design labs, state-of-the-art engineering facilities, and modern teaching and learning spaces to Dalhousie's Sexton campus in Halifax. Chorus' financial contribution, provided over a three-year period, concluded in 2019.





Sustainability Report 2019

CEO's Letter

Introduction

Corporate Governance

Safety

Environment

Employees

Communities

To build awareness among youths of the career opportunities within the aviation industry, we host various workshops and tours throughout the year. In 2019, this included events for the deaf and hard of hearing, women, Indigenous and LGBT+ youths, as well as women entering skilled trades.



Chorus also joined an aviation industry initiative sponsored by the Status for Women. Economic Security for Women through Aviation (ESWA) is a three-year project to understand why there are so few women in aviation and to develop industry strategies to attract, retain and promote women within the aviation industry.



In June 2019, Chorus proudly sponsored the first annual Indigenous Youth Aviation Camp hosted by the First Nations Technical Institute (FNTI). Twelve Indigenous youths from across Canada converged at FNTI's Tyendinaga Aerodrome in Deseronto (ON) to attend ground school, C-172 training flights, simulator sessions, cultural events and more. Ten of the 12 youths who attended the week-long camp were young women recruits.





2020-2021* Areas of Focus - Communities

Sustainability
Report 2019

CEO's Letter

Introduction

Corporate
Governance

Safety

Environment

Employees

Communities

Implement *Welcoming and Safe Spaces*

Introduce *Welcoming and Safe Spaces*, a program to build safe and healthy environments within Chorus and in support of our broader communities. Implement our Community strategy with an enhanced volunteerism program, supporting our employees' charitable works.

Inspire youth to consider aviation careers

Introduce underrepresented and marginalized youth to aviation careers by hosting and partnering in open houses, hands-on experiences and aviation summer camps. Through these initiatives, expand sources of diverse talent and expose youth to careers in the aviation industry.

Partner with aviation colleges

Continue to create and support education pathways through post-secondary partnerships, affiliations and scholarships.

* As the full extent of the duration and impact of COVID-19 is still unknown, we have extended the achievement of our areas of focus to the period of 2020-2021.



Caution regarding forward-looking information

This report contains ‘forward-looking information’. Forward-looking information is identified by the use of terms and phrases such as “anticipate”, “believe”, “could”, “estimate”, “expect”, “intend”, “may”, “plan”, “predict”, “potential”, “project”, “will”, “would”, and similar terms and phrases, including references to assumptions.

Forward-looking information involves known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to differ materially from those indicated in the forward-looking information. Actual results may differ materially from results indicated in forward-looking information for a number of reasons, including the risk factors identified in Chorus’ Annual Information Form dated February 12, 2020 and in Chorus’ public disclosure record available at www.sedar.com. Statements containing forward-looking information in this report represent Chorus’ expectations as of the date of this report (or as of the date they are otherwise stated to be made) and are subject to change after such date. Chorus disclaims any intention or obligation to update or revise such statements to reflect new information, subsequent events or otherwise, unless required by applicable securities laws.



Chorus Aviation Inc.
3 Spectacle Lake Drive, Suite 100
Dartmouth, NS B3B 1W8
Canada

www.chorusaviation.com

TSX: CHR