



Inclusion and Diversity Strategy



February 2020



Message from Joe Randell, President and CEO

An inclusive working environment and respect for diversity of backgrounds and viewpoints are fundamental to the success of our Chorus group of companies. I am proud of our achievements and I've seen many positive changes.

I am confident we can realize our vision for Inclusion and Diversity: To be a global leader of workplace diversity and inclusion within regional aviation. There has been significant progress however there is still work to be done.

We must constantly challenge ourselves to provide a welcoming and safe environment in which we celebrate our individual differences and unique perspectives.

Our reputation for excellence is based on the integrity of each member of the Chorus Aviation team - which includes all employees, officers and directors of Chorus and our subsidiaries including Chorus Aviation Capital Corp. ("CACC"), Jazz Aviation LP ("Jazz") and Voyageur Aviation Corp. ("Voyageur").

The future success of Chorus requires that we build cultures that inspire creativity and continuous improvement. By encouraging work environments that build on the diverse perspectives, experiences and abilities of employees, we will foster innovation and positive change. A key component to this work, is ensuring that our workplace cultures are inclusive and that we are listening to the voices of our diverse employee population.

It all starts with respect. Please join me in building a culture we can all be proud of - in which we value individual uniqueness and foster safe spaces that empower employees to bring their full self to work.

By encouraging work environments that build on the diverse perspectives, experiences and abilities of employees, we will foster innovation and positive change.

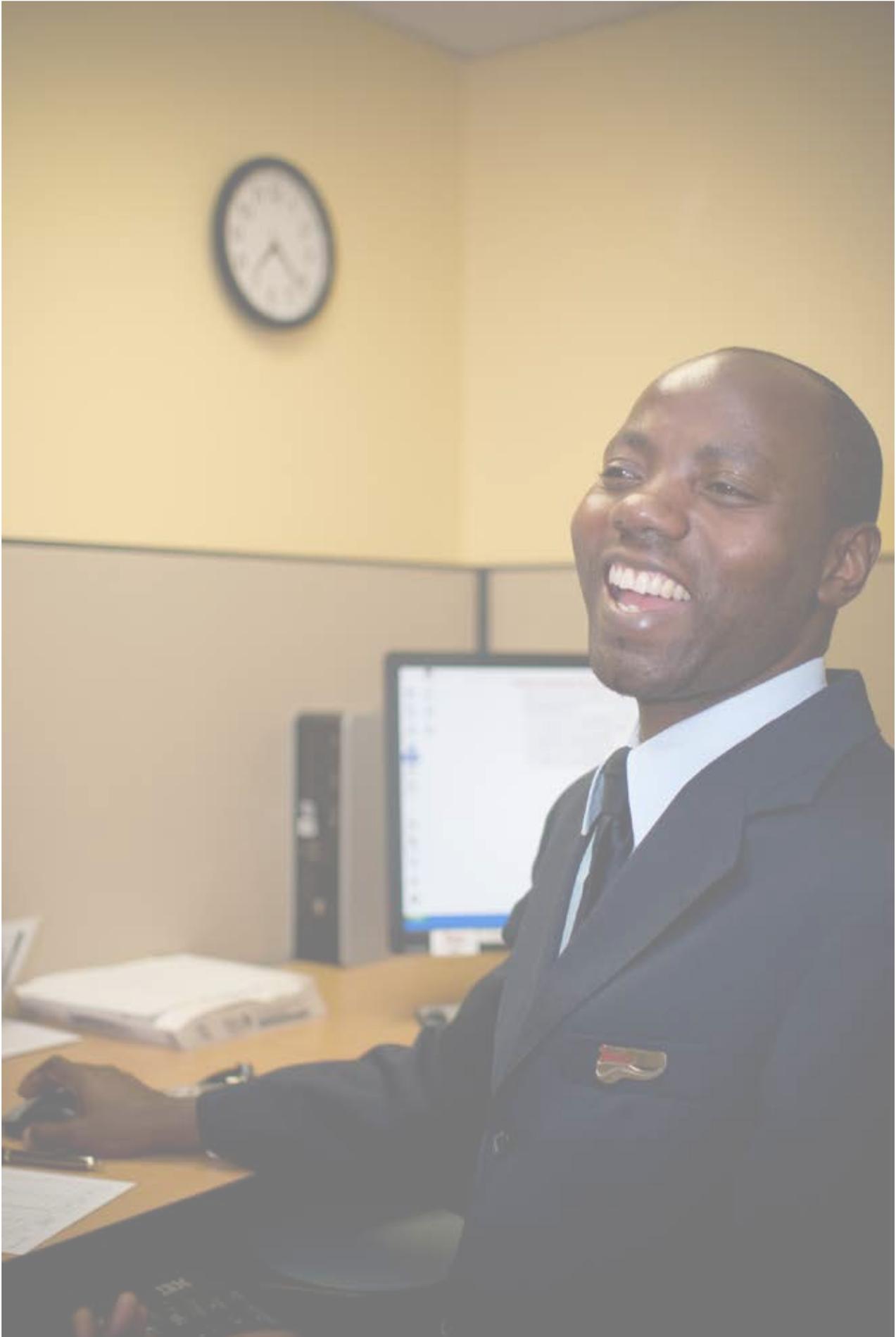
Joseph D. Randell
President and Chief Executive Officer
Chorus Aviation Inc.



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Corporate Profile

Chorus Aviation is a global provider of integrated regional aviation solutions. Chorus' vision is to deliver regional aviation to the world. Headquartered in Halifax, Nova Scotia, Chorus is comprised of Chorus Aviation Capital, a leading, global lessor of regional aircraft, and Jazz Aviation and Voyageur Aviation, companies that have long histories of safe operations with excellent customer service. Chorus provides a full suite of regional aviation support services that encompasses every stage of an aircraft's lifecycle, including: aircraft acquisitions and leasing; aircraft refurbishment, engineering, modification, repurposing and preparation; contract flying; aircraft and component maintenance, disassembly, and parts provisioning.

Our Path for Success

Vision: We deliver regional aviation to the world.

Mission: To grow the business by leveraging our regional aviation expertise and strong relationships with customers and employees.

Our Values: Based on the key value of respect, we believe how we do business differentiates us as an employer, a service provider and a corporate citizen. We strive to Listen, Collaborate and Improve.



Guiding Principles

Our Foundations:

We deliver through our commitment 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 and ethical behavior.

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

At Chorus, we view diversity broadly to include aspects of identity beyond the obvious of race, religion, gender and disability to include personality, learning styles, geography and functional expertise. We are committed to equality of opportunity and we're taking concrete steps to promote a diverse and inclusive environment for all employees. Of key focus is the diversification of talent in leadership pipelines within Chorus.

Chorus provides overarching guidance and support in the pursuit of consistency across our companies. We commit to ensuring the different business units are held accountable for aligning their goals with our Inclusion strategy.

The Chorus Board is committed to diversity and sees increasing diversity at the Board level as an essential element to improving governance and performance, and to creating a competitive advantage. The Corporation seeks to maintain a Board and senior leadership teams that consist of talented and dedicated individuals whose skills, backgrounds and personal characteristics reflect the diverse nature of the environment in which Chorus operates. To that end, the Board has adopted a Chorus Board Diversity Policy. The Board has achieved its commitment to have women and men each represent no less than one-third (1/3) of the Board membership. The policy further outlines a requirement to interview at least one candidate from the Designated Groups for every position to be filled at the management level or above, or explain and address why it was not possible.

Designated Groups are as defined in the Employment Equity Act (Canada): women, Indigenous peoples, persons with disabilities and members of visible minorities.

The Chair and CEO are members of the Canadian chapter of the 30% Club, joining other TSX listed companies in publicly expressing our commitment to gender diversity.

Our Vision for Inclusion

Inclusion & Diversity Vision: To be a global leader of workplace diversity and inclusion within regional aviation.

We believe that a focus on diversity and inclusion will strengthen our competitiveness because:

- Employees from varying backgrounds, with diverse identities and a range of abilities will lead to diversity of thought.
- Inclusive work environments will lead to greater innovation if employees feel that they can contribute their skills, perspectives and experiences.
- Authentically valuing diversity will create access to top talent and position us as an employer of choice.



Supporting Our Employees

Chorus has introduced a support structure to ensure regulatory and policy compliance as it relates to diversity and inclusion, across the group of companies. Chorus also aims to ensure a strategy is in place that ensures a balance of support and leverages best practices across our organization. In addition, Chorus supports a strong and united voice in efforts to improve diversity and inclusion across the aviation industry and to that end will partner in initiatives.

The following structure facilitates and supports our vision to be an industry leader in workplace inclusion.

Chorus Inclusion Council (“Council”)

The Council includes corporate and subsidiary human resources representatives and the employee chair and executive advocate of each Employee Resource Group (ERG). The Council will aim to improve visible executive level champions of diversity and inclusion (“D&I”) and provide strategic guidance for all ERGs.

The Council is committed to:

- Reporting annually to the Board
- Reviewing and recommending annual budgets related to diversity and inclusion initiatives at each of the companies
- Aligning D&I strategy across the companies
- Providing guidance with the creation of an annual plan for each ERG
- Providing guidance and feedback on the development of ERG programming and initiatives
- Supporting ERGs by encouraging senior leadership engagement in ERG initiatives
- Providing access to professional development resources
- Promoting a balance of support and resources across ERGs
- Benchmarking externally and leveraging best practices internally

Chorus Inclusion Officer

The Chorus Inclusion Officer works with the senior executive to align the company’s global diversity and inclusion initiatives with the corporate business strategy.

Executive Advocates

Each ERG may select an executive advocate to provide insight from the perspective of the leadership team. An executive advocate may share the identity of the ERG or may be an ally. The executive advocate supports their ERG in the following ways:

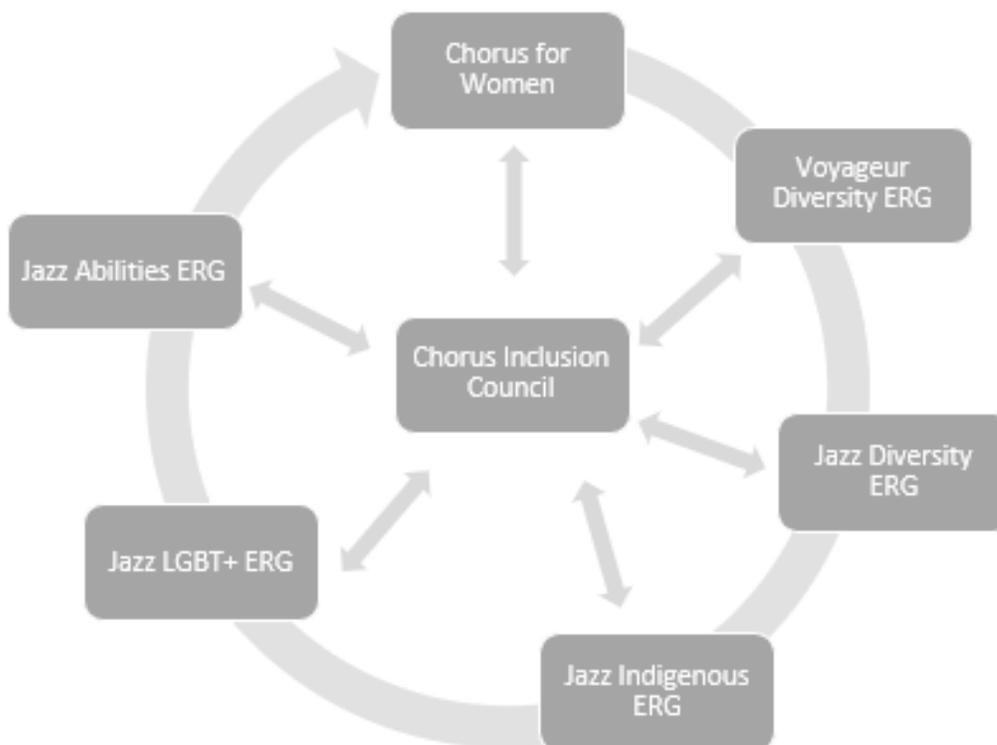
- Providing strategic advice and guidance
- Advocating among executive peers
- Supporting to access resources

Employee Diversity Council (“Diversity Council”)

Chorus subsidiaries that are governed by the Employment Equity Act, currently Jazz and Voyageur, will each have a Diversity Council.

The Diversity Council will contribute to our success by:

- Acting as champions of diversity, equity, inclusion and accessibility and ensuring that broader interests are met
- Supporting cross-collaboration of affinity-based ERGs

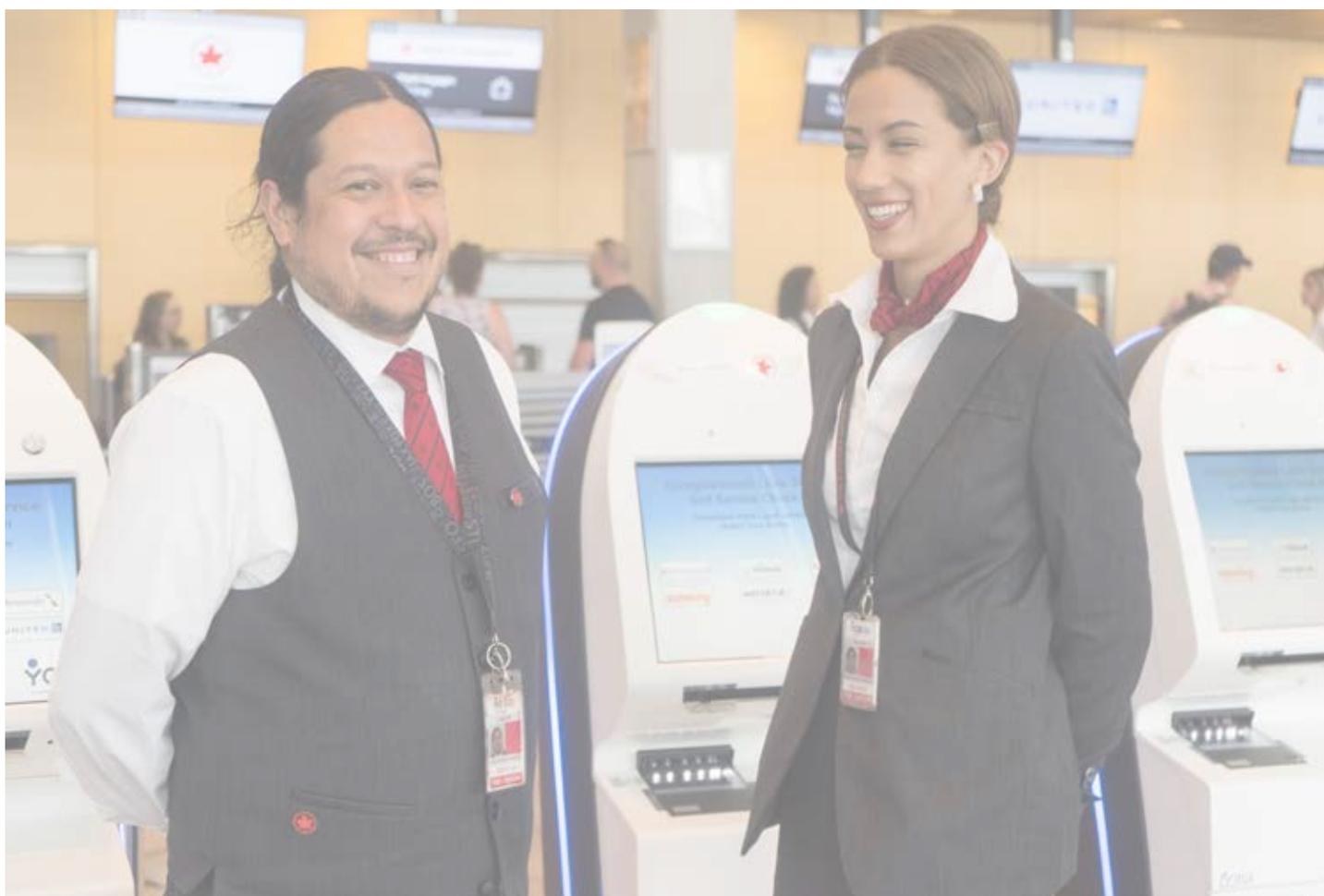


Employee Resource Groups

Employee Resource Groups

An ERG is an employee-led committee that represents a specific identity or underrepresented group within the workplace. ERGs act as leaders and advocates for diversity and inclusion. ERGs create learning and networking opportunities for employees with the intention of celebrating diversity and championing inclusion and accessibility.

Each ERG will create an annual plan and provide a year-end report to the Chorus Inclusion Council. One representative from each ERG will engage with the Council for the purposes of planning and ensuring consistency and accountability.



	<p style="text-align: center;">Chorus for Women</p> <p>Vision: To be a leading organization for women in the aviation industry</p> <p>Mandate: Encourage more women to consider aviation careers; and Provide development and networking opportunities for current employees within the Chorus group of companies.</p> <p>Email: chorusforwomen@chorusaviation.com</p>
	<p style="text-align: center;">Voyageur Diversity Council</p> <p>Our Goal: 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, because we are all part of the Voyageur family.</p> <p>Email: diversity.council@voyav.com</p>
	<p style="text-align: center;">Jazz Diversity Council</p> <p>Our Goal: 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 work spaces and embracing individual differences.</p> <p>The Council is an overseeing group of ATS and 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>Email: diversity.council@flyjazz.ca</p>
	<p style="text-align: center;">IEG</p> <p>Our Goal: 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>Email: indigeneousemployees@flyjazz.ca</p>
	<p style="text-align: center;">LGBT+ Network</p> <p>Our Goal: To cultivate awareness and inclusion of employees regardless of sexual orientation or gender identity and to celebrate the diversity of all Jazz employees. The LGBT+ 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> <p>Email: lgbta@flyjazz.ca or search 'LGBT+' on Jazznet</p>

*The Jazz Abilities ERG has recently formed. Mandate and logo are in development.

By the Numbers

38%

Female Independent Board Directors

66%

Female Board Committee Chairs

39%

Chorus Female Employees

21%

Chorus Female Senior Management (Directors and Executives)

Chorus Employees	2015	2019	5 Year Change
Women	37%	39%	+5%
Indigenous People	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.

Areas of Focus

The following areas of focus have been identified as the main components of our Chorus Inclusion Strategy. We have also outlined specific goals that have been identified as key priorities in each area over the next three years.

Building an Inclusive and Diverse Workplace

- Further develop and prepare our next generation of leaders through our emerging leaders program. Cohorts reflect Chorus' vision of diverse leadership teams.
- Review, annually, representation across the companies.
- Advance gender diversity through Chorus for Women initiatives.
- Ensure that a diversity and inclusion lens is considered when talent sourcing and succession planning.
- Support and encourage the use of mentoring programs at the companies to develop talent as well as feedback channels.
- Ensure that across the corporation there exists fair opportunities for people of all backgrounds to access meaningful employment and contribute their skills, abilities and perspectives.
- Ensure that our work environments are focusing on safety broadly, to include psychological health and overall wellbeing.

Goals:

1. Inclusive policies:
 - Conduct an audit of HR policies across the companies to identify and address any systemic barriers or instances of unconscious bias that may impact employment, retention and promotion.
2. Inclusive recruitment practices:
 - All recruitment teams will receive training in unconscious bias.
3. Inclusive Leadership:
 - All managers across the companies will receive training on inclusive leadership. This will include identifying and addressing unconscious bias.
4. Gender Equity:
 - Develop and implement a plan to ensure a robust talent pipeline for underrepresented career paths and leadership roles.

Accountability and Compliance

- Adhere to Employment Laws, Acts and Regulations.
- Ensure adherence to the Board Diversity Policy.
- Report to the Board on diversity and inclusion initiatives.
- Require, review and provide feedback on annual plan for Employee Resource Groups across the companies.
- Increase synergy across the companies through a formal support structure.
- Educate and empower senior leaders across the companies to be inclusive leaders who lead by example and communicate our shared vision.

Goals:

1. Accessibility:

As per the Accessible Canada Act (ACA), Jazz and Voyageur will prepare and publish accessibility plans in relation to the identification and removal of barriers, and the prevention of new barriers, in the priority areas of: Employment, built environment, information and communication technologies, transportation, communication, design and delivery of programs and services. This will be done in consultation with our employees with disabilities and the broader community.

2. Pay Equity:

In accordance with the Pay Equity Act, pay equity committees will be established at Jazz and Voyageur, each to develop a pay equity plan for submission to the Commission. Establishing a Plan will include assessing if there are any differences in compensation between predominantly female job classes and predominantly male job classes.

Continuous Learning

- Ensure tools are available for employees to perform at their highest potential
- Support diversity training across the companies
- Engage in initiatives that promote diversity while fostering welcoming and psychologically healthy work spaces
- Support and encourage employee resource groups (ERGs)
- Initiate courageous conversations that enhance learning, respect and understanding

Goals:

1. Reconciliation:
 - Adopt the Truth and Reconciliation Commission of Canada's Calls to Action #92 as a reconciliation framework. In particular, ensuring that Indigenous peoples have equitable access to jobs and providing education for staff.
 - Implement the Blanket Exercise across the Canadian subsidiaries.
 - Introduce land and treaty recognition for meetings and communications.
 - Support Employee Resource Groups in activating learning opportunities that aim to support reconciliation.
2. Unconscious Bias Training:
 - Implement training for employees to enhance their understanding of unconscious bias.

Industry Leadership

- Move beyond compliance and lead by example in our efforts to actively value diversity as well as embed inclusion, accessibility and equity into our culture
- Create meaningful opportunities for industry collaboration, to drive the evolution of diversity and inclusion in aviation
- Align ourselves with external initiatives that aim to advance diversity and inclusion in aviation
- Celebrate with employees, awards and recognition received for diversity and inclusion efforts.

Goals:

1. Corporate Social Responsibility:
 - Introduce Welcoming and Safe Spaces, a campaign to build safe and inclusive environments within Chorus companies and in support of our broader communities.
2. Support our Future Generations:
 - Support youth summer camps that introduce aviation careers to youth from underrepresented groups
 - Partner with Aviation colleges through curriculum guidance, community outreach, and financial support to improve the participation in aviation programs by underrepresented groups and communities.
 - Partner with other aviation organizations in the three-year project “Creating Economic Security for Women through Aviation” sponsored by the Status of Women.
3. Supplier diversity:
 - As a global leader in regional aviation, Chorus will review its procurement processes and determine opportunities to promote supplier diversity. We recognize that having diverse suppliers is a competitive advantage and opportunity to engage with our communities.

Contact

For more information please contact **Laurel Clark, Chorus Inclusion Officer**, at **laurel.clark@chorusaviation.com**.



Appendix

A Strong Foundation- Successes to Date

Diversity is a long-standing priority in the Chorus companies. We have many accomplishments to celebrate; they create a foundation upon which we can build to make us stronger.

Training

- “Diversity in the Workplace” is an online learning module.
- New Employee Orientation training program includes modules covering harassment, bullying, violence as well as diversity & inclusion.
- “Interview Techniques” is a training program for recruitment staff and hiring managers. Trainees are taught how to complete an equitable behavioral based interview.
- The LGBT+ Employee Resource Group has provided “LGBT 101” webinars and lunch and learns.
- “Respect in the workplace training” is a mandatory training program for all management and administrative staff.
- Senior management meetings include Inclusion education. In 2019 directors and executive participated in unconscious bias training, and executive participated in a KAIROS Blanket exercise sponsored by the Indigenous Employee Group.

Communication

- A monthly Diversity Newsletter is published for all Chorus employees which seeks to encourage learning and courageous conversations.
- The Chorus Connection is a quarterly publication issued to all employees, providing updates on diversity and inclusion initiatives taking place across the companies.
- ERGs have produced multiple internal Podcasts and animated videos to educate and bring awareness to various topics related to diversity and inclusion.
- Various internal diversity & inclusion events as well as cultural holidays are acknowledged through our corporate social media accounts.

Health

- The Not Myself Today Campaign creates opportunities for open dialogue internally about mental illness and mental health.
- An Employee and Family Assistance Program is available to all employees upon hire, to provide free and confidential resources to employees and their families.
- Jazz has a Health Services team, offering Disability Case Management and the support of Occupational Health Nurses.
- All managers from the Jazz Human Resources and Labour Relations departments have received suicide prevention training through the Living Works ASIST program.

Policies

A number of policies support our culture of inclusion and diversity. They may vary slightly by company/jurisdiction.

- Workplace Harassment (including Sexual Harassment)
- Violence Prevention in the Workplace
- Board Diversity
- Gender Transition in the Workplace
- Permanent and Temporary Modified Work Accommodation
- Employment Equity
- Work-Life Balance programs (e.g. flex time, compressed work weeks, vacation purchase).

Recruitment

- The Jazz Aviation Pathway Program is the premiere education and training pathway for pilots in Canada.
- Jazz partnered with the Métis Nation of Alberta and the Rupertsland Institute to create a French language training program for Indigenous Flight Attendant candidates.
- Voyageur has formed a partnership with the North Bay Friendship Center
- In partnership with the Northern Lights Aero Foundation, Jazz created an annual scholarship through Indspire for Indigenous women pursuing aviation careers through post-secondary education
- Employees regularly attend targeted recruitment fairs for LGBT professionals, workers with disabilities and events that promote aviation to female youth.

Employee Development

- A variety of internal Mentorship Programs are offered.
- The Tailwinds Emerging Leaders Program develops leaders to support the culture; each cohort reflects our goals for diversity in leadership.
- Elevate Your Influence workshops have been offered to high performing women in management across the companies.
- Communicate with Impact workshops have been offered to employees throughout the companies.
- Listening groups have been held internally with female maintenance staff, to hear their concerns, suggestions and experiences. A Women in Maintenance program has been designed in response to the feedback received in these sessions.
- Lean In Circles have been initiated to offer cross-departmental collaboration and networking opportunities to female employees.

External Collaboration and Leadership

- Our Board Chair and our Chief Executive Officer joined the 30% Club, publicly supporting gender equity in Board and Executive leadership.
- Creating Inclusive Skies is an annual diversity in aviation conference organized, inviting the airline representatives to come together for a day of speaker sessions and positive practice sharing.

- Through the Jazz subsidiary, Chorus has partnered with several aligned organizations:
 - o Ready, Set, Fly which is a not-for-profit organization that specializes in educating high school students about careers in aviation.
 - o Pride at Work Canada which aims to build a nation where every individual can achieve their full potential at work, regardless of Gender Expression, Gender Identity and Sexual Orientation.
 - o Canadian Aviation Pride is Canada's LGBTQ+ Aviation organization.
 - o Through its partnership with the First Nations Technical Institute, Jazz offers interview skills training and access to aircraft simulators to their aviation students.

Recognition

Our subsidiary, Jazz Aviation, has been publicly recognized for its leadership in the area of inclusion and diversity:

- Named as one of Canada's Best Diversity Employers for nine consecutive years.
- Received the Employment Equity Award for Sector Distinction in each 2017 and 2018.
- Received the 2018 "Steps to Success" award from Disability Matters for an initiative that leveraged the Take Your Kids to Work framework and invited a group of Deaf and Hard-of-hearing students to tour the company's facilities.



Chorus Aviation Inc.

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