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Sustainability Report 2022

TSX: CHR

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A Message from the President and CEO

The aviation industry had a remarkable year. As the worst effects of the COVID-19 pandemic abated, air travel rebounded in 2022 as people around the globe sought to reconnect with family, friends, and business partners. The resurgence brought much-needed relief to our industry and reminded us of air travel's critical role in bringing people together.

At the same time, 2022 was a year with many challenges, including in the social and environmental domains. It reinforced to us that while we need to be laser-focused on what we do to create value for our shareholders, we must also find ways to do so sustainably. This report is focused on how we conduct business.

Our ESG initiatives, as outlined below, tie back to value creation or preservation by enhancing our competitive position in key areas or reducing future risks to our business. With this as the backdrop, I share some key takeaways from this report.



Colin Copp
President & CEO

Prioritizing Safety

For starters, we recognize that safety is critical to the success of our business. Last year, Jazz, our single largest operation with over 100 aircraft and 4,500 employees, was named one of Canada's Safest Employers in the Public Transportation category. This was Jazz's sixth consecutive year accepting awards at the Canada's Safety Employers event.

Voyageur, also an air operator, successfully and safely operated air charter operations in some of the most challenging operating environments in the world.

Despite the significant ramp up in operations in 2022, Jazz improved its lost-time injury frequency rate by 5% versus 2021. This improvement is a testament to our team's focus on safety.

Access to talent is also critical to our business. We are in the aviation industry, but we compete for talent across all industries. For this reason, having an equitable, diverse, and inclusive workplace is not just the right thing to do, it is good for our business as it enables us to attract talent from a wider pool of highly qualified candidates and benefit from the diverse range of perspectives they bring to our organization.

Promoting Diversity, Equity & Inclusion

To keep us focused on improving our diversity, we established five-year diversity targets. These targets inform how we approach recruitment and support for our employees, including how we select participants for Tailwinds, our training and development program for emerging leaders at Chorus.

(Continued on next page)

Our investments in our employees are showing results. In 2022, Jazz, the operation comprising ~90% of our overall employee base, was named one of Canada’s Top Employers for Young People, one of the Best Places to Work by Glassdoor Canada and one of Canada’s Best Diversity Employers.

Recruitment

We understand the need to attract and train future pilots, who are essential to the continued success of the aviation industry. In 2022, Jazz continued to build on its highly successful Jazz Aviation Pathways Program (Jazz APP), adding new partners and strengthening relationships with existing partners. Earlier this year, Chorus announced the launch of Cygnet Aviation Academy, a project we started in 2022 in collaboration with CAE. Cygnet’s program allows students to achieve their Integrated Airline Transport Pilot Licence and acquire an aircraft specific type rating over a 20-month period, giving them the qualifications they need to start their careers as commercial pilots. It also allows us to connect with them at the earliest stage of their entry into our industry.

Reducing our Environmental Impact

We recognize the importance of reducing the environmental impact of our business.

Last year, we set an objective of achieving net-zero greenhouse gas emissions in our operations by 2050. This is an ambitious goal that will require significant advancements in technology and coordinated action from governments and industry. To this end, Falko has invested in Electric Aviation Group, which is focused on developing hydrogen-electric regional aircraft capable of ranges up to 1,200 nautical miles, and signed a letter of intent for up to 200 electric vertical take-off and landing aircraft. We will continue to explore other ways we can support the technological solutions that will be needed for us, and our industry peers, to achieve our net-zero goals.

This report also includes information about our Scope 1, 2 and 3 greenhouse gas emissions. This is our first time calculating and sharing this information publicly, and we are doing so in order to enable our stakeholders to understand the composition and key drivers of our carbon footprint.

Finally, we are focused on reducing the environmental impact of waste in our industry by demonstrating the benefits of extending the use of existing aircraft and aircraft parts. Our expertise in aircraft refurbishment extends the serviceable life of an aircraft, reducing the carbon emissions associated with manufacturing and the amount of aircraft equipment that ends up in landfills. Last year, we recycled 100% of all aircraft metal from our Voyageur facilities.

There is much work to do within Chorus and the broader aviation industry, particularly concerning the reduction of greenhouse gas emissions. We look forward to working with industry partners and government on the solutions that will enable us all to progress toward a more sustainable future. In the meantime, we hope you find this report informative and invite you to engage with us on our ESG program.



Colin Copp
President & CEO
Chorus Aviation Inc.



2022 Highlights

Chorus Contributes



Supporting more than
25 charitable causes
worldwide

Sustainability Targets



Strive to achieve net-zero greenhouse gas (“GHG”) emissions within our operations by 2050

Increase the representation of employees from each designated group by at least 10% between 2022 and 2027

Increase overall (combined) diversity within our leadership team to at least 50% between 2022 and 2027

Continue commitment to BlackNorth Initiative goals to help address anti-Black systemic racism

Increase representation of women within leadership roles to 30% between 2022 and 2027

Ensure that leadership development programs reflect the leadership diversity to which we aspire

Awards



Reused or recycled
100% of aircraft
metals from our
Voyageur facilities



Jazz improved its lost-time injury frequency by 5%



Created employee communication guidelines to help make communications accessible for everyone



Increased the number of vendors included in our third-party data protection process by 64%

About this Report

This report includes information about Chorus and its subsidiaries on a consolidated basis. Therefore, general references to “Chorus”, “our”, “we”, or similar terms refer to Chorus Aviation Inc. and its operating subsidiaries, including partnerships in which Chorus holds a majority of the equity interests. This report refers to individual subsidiaries by name where the information relates only to the specific entity.

About Chorus Aviation

Chorus is a leading, global aviation solutions provider and asset manager, focused on regional aviation. Our principal subsidiaries are:



Falko Regional Aircraft (“Falko”), the leading pure play regional aircraft asset manager and lessor, managing investments on behalf of third-party fund investors;



Jazz Aviation (“Jazz”), the largest regional operator in Canada and the sole provider of regional air services under the Air Canada Express brand;



Voyageur Aviation (“Voyageur”), a leading provider of specialty charter, aircraft modifications, parts provisioning and in-service support services; and



Cygnet Aviation Academy (“Cygnet”), an industry leading accredited training academy preparing pilots for direct entry into airlines.

Together, Chorus’ subsidiaries provide services that encompass every stage of a regional aircraft’s lifecycle, including: aircraft acquisition and leasing; aircraft refurbishment, engineering, modification, repurposing and transition; contract flying; aircraft and component maintenance, disassembly, and parts provisioning; and pilot training.

Alignment with Global Reporting Standards

Our sustainability reporting is aligned with international reporting standards to ensure the information we provide is relevant to a broad audience and consistent with others in the aviation industry. We have prepared this report in accordance with the [Global Reporting Initiative \(GRI\) standards](#) and aligned our goals and commitments with seven of the [17 Sustainable Development Goals \(SDGs\)](#) from the United Nations that aim to protect the planet and improve quality of life globally. We have provided a GRI Index at the end of this report to demonstrate how our disclosures conform to GRI standards.

Your Feedback is Important to Us

Comments, suggestions, or questions regarding our ESG program?

Contact us at sustainability@chorusaviation.com

Chorus acknowledges that our head office is located in Mi’kma’ki, the ancestral, traditional and unceded territory of the Mi’kmaq People.

At a Glance

Chorus is a leading, global aviation solutions provider and asset manager, focused on regional aviation.

\$1.6 Billion

Total revenues

357 Aircraft

Owned, operated and/or managed

\$441 Million

Adjusted EBITDA

240+

Customers worldwide

5,000+

Employees worldwide

- 
-  Chorus Aviation Inc.
 -  Jazz Aviation
 -  Voyageur Aviation
 -  Falko Regional Aircraft

Our ESG Approach

Our Environmental, Social and Governance (ESG) program is underpinned by our core values:

Listen, Collaborate and Improve.

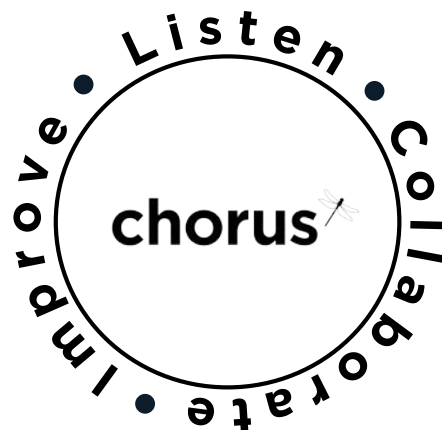
We listen to the needs and expectations of our stakeholders, building on a diversity of experiences, views and backgrounds to strengthen our ESG efforts.

We collaborate between our teams and with the industry at large. None of us can take on these global challenges alone, and we are all stronger together.

We improve constantly in pursuit of our long-term goals, committing ourselves to transparency.

Adherence to these values leads us to integrate ESG considerations into everything we do, anchored by our sustainability purpose statement:

“Building lasting partnerships and delivering sustainable solutions, together, we pursue brighter horizons.”



Introducing Chorus

Chorus is a leading, global aviation solutions provider and asset manager, focused on regional aviation. We own, operate and manage over 350 regional aircraft with over 240 customers worldwide.

Business collaboration is inherent to the Chorus ecosystem and the common connection in our business groups. This intercompany activity is growing, and every day, we see new opportunities for our businesses to create value for Chorus by leveraging each other’s capabilities.

Learn more about our business by watching the video linked above.



Our ESG Pillars

Our ESG pillars are the foundation of our corporate ESG program.



Safety

We keep safety top of mind in everything we do.

2022 Progress: Jazz improved its lost-time injury frequency by 5%.



Diversity

We are stronger through diversity. We celebrate our individual differences and unique perspectives while working together towards our common goals.

2022 Progress: Increased the percentage of women in senior leadership from 24% to 29%.



Quality

We challenge ourselves to continuously improve and strive for excellence in all we do.

2022 Progress: Honoured with awards recognizing Jazz as one of the best places to work in Canada, top employers for young people, best diversity employers and safest employers.



Accountability

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

2022 Progress: Set greenhouse gas emission and diversity targets and began reporting GHG emissions from all three scopes.



Ethics & Integrity

We uphold and model the principles of integrity and ethical behaviour.

2022 Progress: Provided employees with sanctions compliance, competition law compliance, cyber security and code of ethics training.



Wellness

We work hard in a sustainable way. We look out for each other's mental and physical wellbeing.

2022 Progress: Moved our mental health strategy forward, providing resources and on-line panels on topical issues, including crisis intervention strategies.



The United Nations has published [17 Sustainable Development Goals \(SDGs\)](#) as a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity.

Our ESG program aligns our efforts with seven SDGs where we believe Chorus can have the most significant impact. The chart below summarizes those goals and our contributions toward them in 2022.

3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS
Ensure healthy lives and promote well-being for all at all ages.	Achieve gender equality and empower all women and girls.	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	Reduce inequality within and among countries.	Ensure sustainable consumption and production.	Take urgent action to combat climate change and its impacts.	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
Our 2022 Actions: Conducted health and safety training across our entire group of companies.	Our 2022 Actions: Set goals to increase the percentage of women in our workforce by 10% between 2022 and 2027.	Our 2022 Actions: Made our recruitment process more accessible based on recommendations from an accessibility audit.	Our 2022 Actions: Established five-year diversity targets.	Our 2022 Actions: Promoted the circular economy by reusing or recycling 100% of all aircraft metal from our Voyageur facilities.	Our 2022 Actions: Began tracking and reporting GHG emissions from all three scopes for the first time.	Our 2022 Actions: Collaborated with sustainable aviation working groups in pursuit of the aviation industry's net-zero emissions target.
See Health & Safety section for more.	See Promoting Equity, Diversity & Inclusion section for more.	See Recruitment section for more.	See Promoting Equity, Diversity & Inclusion section for more.	See Planet section for more.	See Planet section for more.	See Planet section for more.

Defining our Focus

We focus our ESG efforts on those issues considered to be most significant by our stakeholders. Our most recent materiality assessment was conducted in 2021.

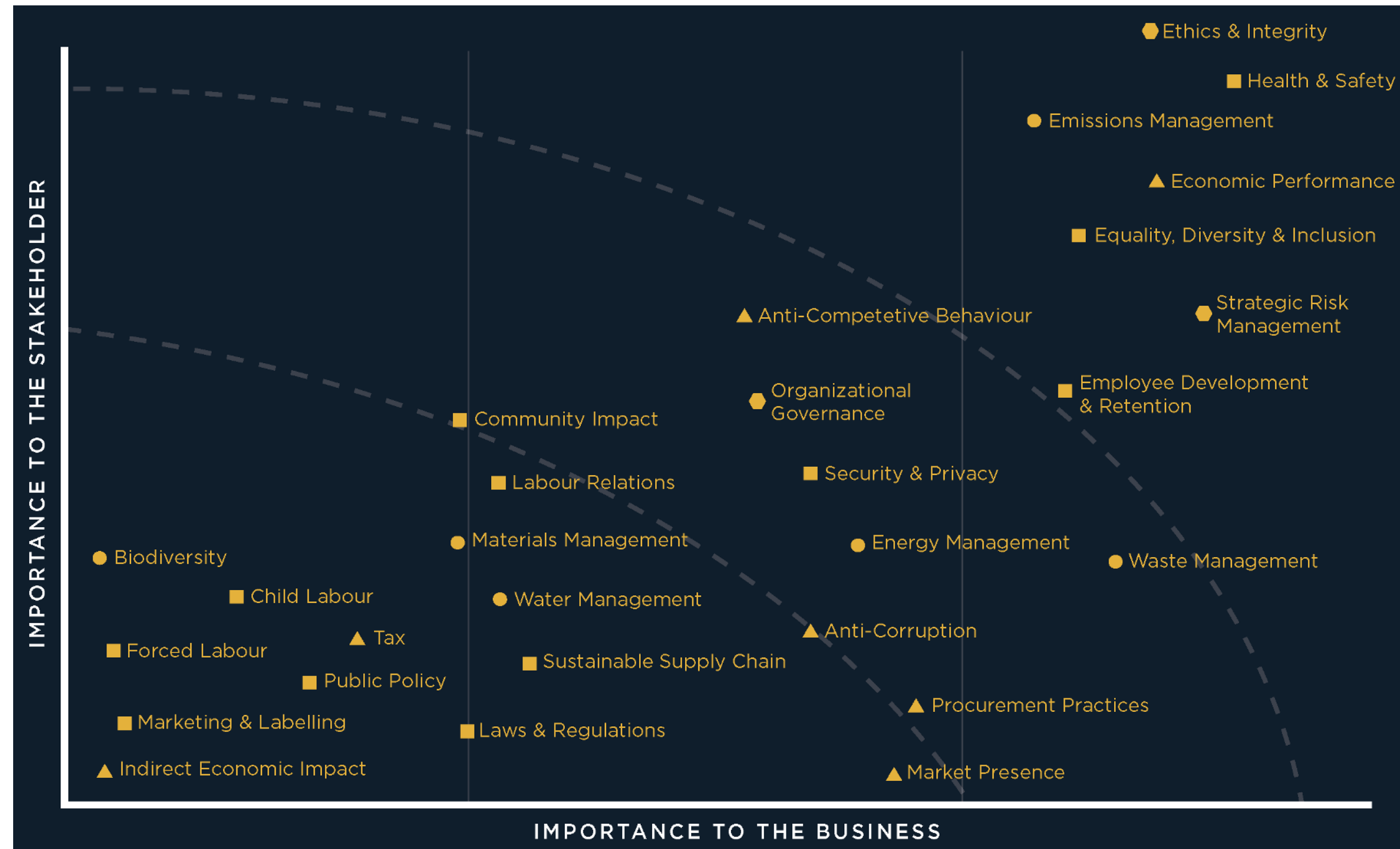
This report has organized ESG topics into the themes of Governance, People and Planet and aligned them with the GRI disclosure framework. We will periodically update our materiality assessment to ensure our ESG program reflects the priorities of our stakeholders.

We engaged the following group of stakeholders in the materiality assessment:

- Shareholders
- Employees
- Customers
- Suppliers
- Communities
- Industry Associations
- Capital Providers

The resulting materiality matrix shows our top ESG issues in the upper right quadrant:

- Ethics & Integrity
- Health & Safety
- Emissions Management
- Economic Performance
- Equality, Diversity & Inclusion
- Strategic Risk Management
- Employee Development & Retention



Governance



ESG Governance Structure

Our stakeholders expect us to grow our business responsibly while maintaining safe operations, enhancing the diversity of our workforce, and mitigating our operations’ environmental impact. As these issues touch every aspect of our business, we have implemented a robust governance structure to oversee our ESG program and progress on the metrics that matter most to our stakeholders.

Board of Directors

Our Board of Directors and committees oversee ESG issues at Chorus as part of their oversight of our business operations and long-term strategy. Our Board has diverse skills, experiences and backgrounds and provides a breadth of experience and knowledge in overseeing ESG issues. The Board met nine times in 2022, during which it considered a wide range of ESG issues, including health and safety performance, diversity and inclusion initiatives, cybersecurity risks and protective measures, and risks and opportunities posed by climate change.

The Board has three standing committees that assist it in the fulfilment of its duties. All three committees are involved in overseeing aspects of our ESG program.

Governance, Safety and Sustainability Committee: Responsible for overseeing Chorus’ overall ESG strategy, corporate governance policies and practices, and Chorus’ approach to health, safety, environmental and social risks.

Human Resources and Compensation Committee: Responsible for compensation, recruitment, development and succession practices, including those related to diversity, equity and inclusion.

Audit, Finance and Risk Committee: Responsible for overseeing Chorus’ enterprise risk management program.



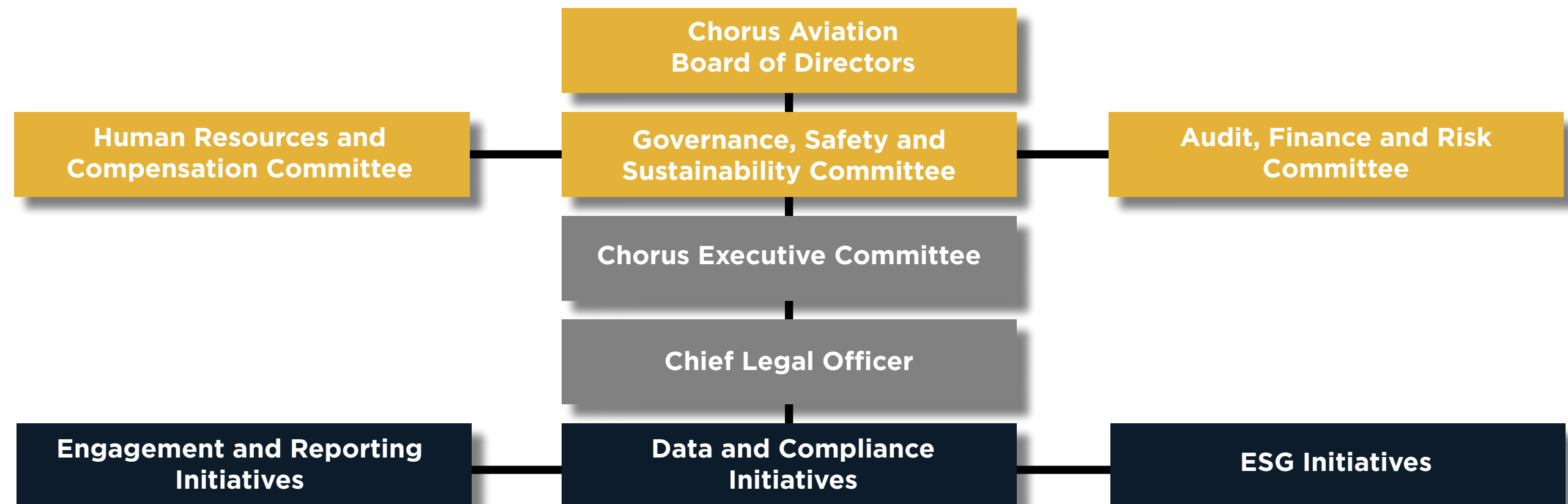
Management

The Senior Vice President, Chief Legal Officer and Corporate Secretary is the highest-level management position responsible for Chorus' ESG program. The position reports directly to the President and CEO on ESG matters. The Chorus Executive Committee (comprising the President and CEO and the executives who report directly to him) is responsible and accountable for the approval and implementation of our ESG strategy.

ESG considerations form part of our long-term business plan. For 2023, we have revised our annual incentive plan to include the achievement of ESG objectives across our entire business, financially incentivizing the achievement of our ESG objectives.

In 2022, we added a Director of Sustainability to focus on our ESG data collection and reporting processes and to enhance our internal expertise on sustainability issues. The Director reports to the Senior Vice President, Chief Legal Officer and Corporate Secretary, providing regular updates on ESG progress, deliverables, risks, opportunities and targets and liaising with teams across Chorus to support the implementation of ESG initiatives.

Chorus management also maintains regular ESG related conversations with our stakeholders, including employees, industry groups and vendors.



Ethics & Integrity

We foster a culture that prioritizes honesty and integrity in all aspects of our business. We do this through careful adherence to our Code of Ethics and Business Conduct, which sets out the guiding principles for Chorus employees, officers and Board members, to make decisions that comply with the law and are consistent with Chorus' values.

To reinforce these values, all non-unionized management and administrative staff are required to annually acknowledge their compliance with the Code.

We provide all Chorus employees the option to report misconduct confidentially and anonymously. The Chair of the Audit, Finance and Risk Committee is copied on all reports submitted through this process. Under our Ethics Reporting Policy, whistleblowers are protected from reprisals for submitting reports in good faith.

Chorus is committed to complying with all applicable laws and regulations in the jurisdictions in which we operate. We expect our suppliers and other third parties to maintain a code of ethics and demonstrate a commitment to human rights, inclusion, equity, ethics and integrity.

Voyageur is a signatory of the United Nations Global Compact, which calls on the company to actively align its strategies and operations with 10 universal and fundamental principles affecting human rights, labour standards, the environment and the fight against corruption. We have included a commitment to upholding the Compact within our Code of Ethics and Business Conduct. This commitment aligns Voyageur with the priorities of the United Nations, one of Voyageur's longest-standing customers.



Anti-Corruption

Ethics and Integrity is a core pillar of our sustainability program. With operations worldwide, we are careful to ensure that our policies, training, and processes are geared toward maintaining those values. Our [Anti-Bribery & Anti-Corruption Policy](#) guides Chorus employees in complying with anti-corruption laws in all jurisdictions in which we conduct business. These guidelines for ethical business conduct are made publicly available for all stakeholders. Additionally, we train employees working abroad in identifying and acting on common corruption dangers.

Anti-Money Laundering and Anti-Terrorist Financing

Chorus has systems in place to avoid inadvertently enabling money laundering or terrorist financing through ordinary-seeming commercial transactions. Globally, money laundering and terrorist financing are issues of particular concern with respect to transactions such as aircraft leasing and trading, which form an important part of our business.

We publish an [Anti-Money Laundering and Anti-Terrorist Financing Policy](#), which includes requirements for employees to protect themselves and Chorus through multiple layers of verification and protection.

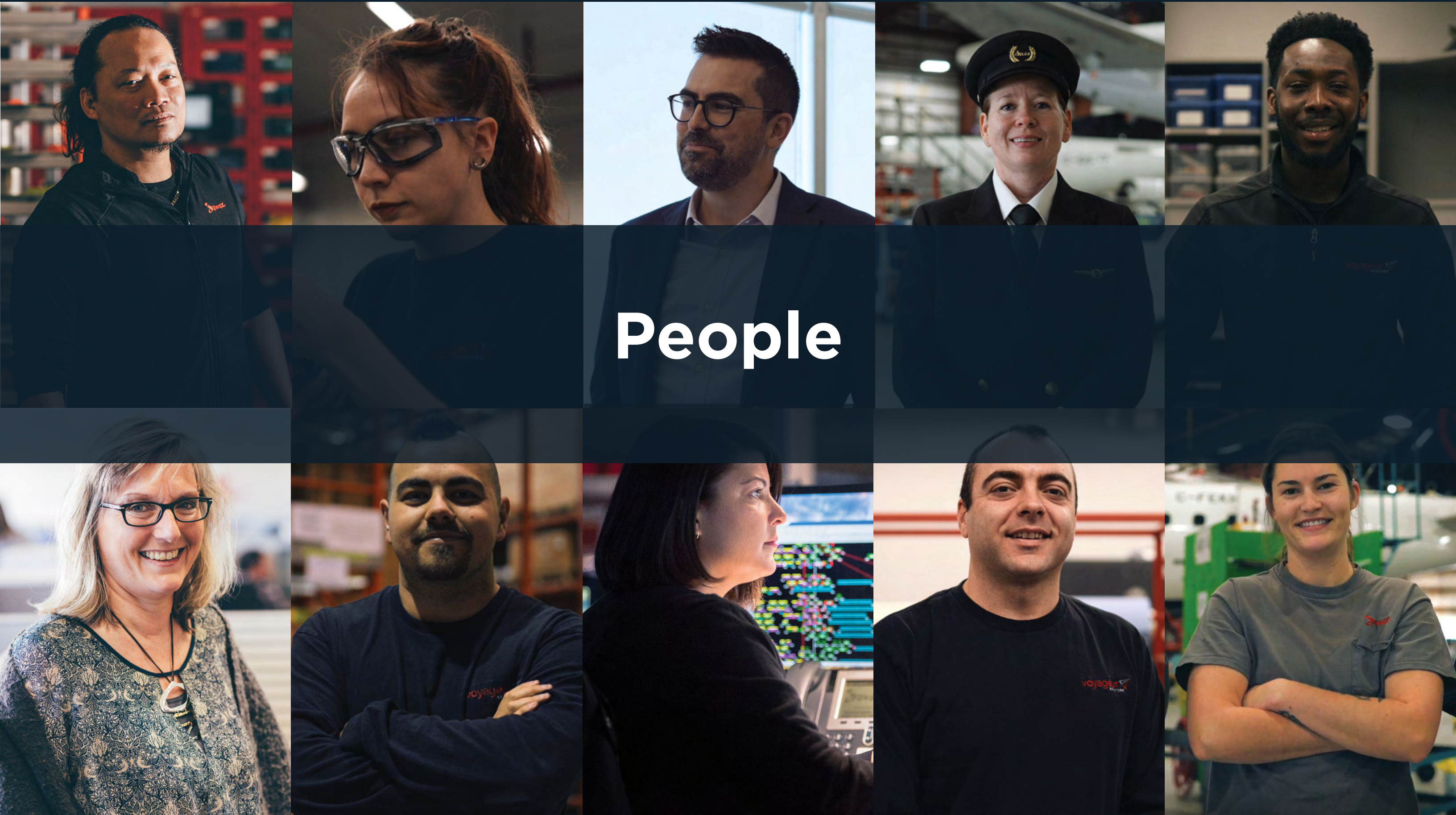
Anti-Competitive Behaviour

Practices that illegally reduce competition in the market are harmful to the aviation industry and run counter to Chorus' values. Chorus publishes a [Competition Compliance Policy](#) which employees are required to adhere to. The policy is designed to assist employees in understanding what constitutes anti-competitive behaviour and provides instruction on avoiding involvement in such conduct. We also offer periodic training to ensure our teams are updated on changes in competition laws in the regions where we operate.

In 2022, Chorus was not the subject of regulatory investigations or penalties under any of the following laws:

- Anti-corruption
- Competition or anti-trust
- Money-laundering or terrorist financing





Prioritizing Safety

Every day, the safety of Chorus' passengers, customers and employees is maintained through a culture of safety that encompasses every aspect of our operations. Safety is a top priority, so we maintain a working environment that promotes continual safety improvement.

We are pleased that our safety efforts have been recognized within the aviation industry. Jazz was named among Canada's Safest Employers for the sixth consecutive year, winning in the Public Transportation category. The award highlights outstanding accomplishments on a wide range of occupational health and safety elements, including employee training, management systems, incident investigation and emergency preparedness, all of which contribute to the overall health and safety of employees.

We continued to evolve our health and safety practices throughout the year as the COVID-19 threat lessened and the influenza season emerged. Jazz and Voyageur maintained workplace policies and programs to manage employee infection risk proactively. At Voyageur, the Infectious Disease Working Group met regularly to assess the evolving infection risk and to propose changes to the company's relevant safety policies where appropriate.

At Jazz, the COVID-19 workplace screening program provided ready access to rapid antigen test kits for employees and gave management valuable trend information to help manage the impact of COVID-19 in the workplace. Regardless of test results, employees with any symptoms of illness were required to refrain from entering the workplace, helping to limit the spread of other illnesses such as influenza and RSV. Flu vaccine clinics were offered to our employees as an additional safeguard. Remote work options for employees, including remote training where possible, helped reduce the occupancy levels within our facilities, reducing the overall threat of contracting illness while at work.



“The foundation of Jazz’s award-winning safety culture is our employees. We value feedback and have strong reporting principles – both of which demonstrate our collective focus on safety as core to our business every day. We were proud to once again be recognized among Canada’s Safest Employers”

- Randolph deGooyer, President, Jazz

Safety Management System

The [Canadian Aviation Regulations](#) require all air operators to maintain a robust Safety Management System (SMS) and to ensure internal accountability by assigning responsibility to the appropriate executives. Safety management systems aim to increase the sophistication and proactiveness of safety practices. To instill a consistent and positive safety culture and help improve the already high safety performance and accountability of the Canadian aviation industry. Jazz and Voyageur each have an up-to-date SMS, providing specific direction on mitigating and managing a wide range of potential safety risks.

SMS governance responsibility sits with the Presidents of Jazz and Voyageur, each of whom reports quarterly on health and safety performance to the Governance, Safety and Sustainability Committee of the Chorus Board. Senior management is responsible for the day-to-day management of the SMS program through ongoing review, measurement against performance targets, and team meetings, as necessary.

We use Safety and Quality Audit Programs as an additional layer of assurance for the effectiveness of our SMS processes. Certified Quality Auditors monitor safety program compliance and functionality, and report key findings to senior management. In addition, we extend safety audits and quality assurance monitoring to our third-party service providers, including ground handlers, aircraft fuelers, maintenance suppliers and other contractors, as required, maintaining a high level of health and safety preparedness in all aspects of our business.

In 2022, Jazz successfully concluded an [International Air Transport Association \(IATA\) Operational Safety Audit \(IOSA\)](#), which is an independent assessment of safety and operational practices, resulting in the renewal of Jazz's IOSA registration.



Leveraging Technology for Safety Management

Our use of remote observation tools for safety and quality monitoring continued to evolve in 2022 as a means for us to augment onsite audits and gather information from frontline operations. Remote observation of certain operational processes, such as aircraft de-icing, helped improve our safety audit team's ability to assess the effectiveness of important activities that have a direct impact on safety.

In 2022, we improved our data collection and investigation system using smart form technology for a streamlined response and investigation process. We also enhanced the use of our historical safety data to support extended analysis of safety trends for improved management of hazards. In addition, a new digital tool to help improve the management of workplace safety inspections was developed internally and is being rolled out in 2023.

Occupational Health & Safety

The SMS at Jazz and Voyageur includes Occupational Health and Safety (OHS) programs designed to identify workplace hazards and prevent injuries, with the goal of maintaining a safe workplace. The SMS uses collected data to support informed decisions to drive risk reduction strategies and process improvements that continually enhance employee and customer safety. Our OHS programs go above and beyond legislative requirements, and we frequently assess them for improvement opportunities.

The continued emphasis on safety decreased the lost-time injury rate at Jazz by 5% from the previous year. Although total lost-time injuries rose slightly, this was due to the increase in staffing from reduced levels in 2021.

Falls, over-exertion, and object strikes were the most common types of injuries, which we continue to address via ongoing adjustments to our SMS, training, and safety audits.

JAZZ WORK-RELATED INJURIES	2021	2022	TREND
Fatalities	0	0	-
Total Injuries	70	97	39% increase
Rate of Injuries (per 100 FTE)	0.23	0.22	5% decrease

Hazard Identification & Risk Assessment

Our proactive approach to health and safety means we seek to identify potential hazards as early as possible. Occurrences and hazards flagged through our SMS are identified and risk-assessed based on the severity of consequences and the likelihood of occurrence. Mitigation measures are established as needed to reduce potential risks and are communicated to employees to ensure effective management of hazards.

When incidents or accidents occur, we promptly investigate to understand why the incident or accident occurred and implement corrective actions to prevent a recurrence. Our team of safety investigators conducts a thorough examination, including interviews and data collection, to drill down to the root cause of the problem, and develops recommendations to senior management for corrective and preventive action.

We maintain an open reporting culture which encourages employees to report health and safety concerns, hazards, or incidents without fear of reprisal. Our mobile reporting application and Safety Reporting Hotline are available to Jazz and Voyageur employees, through which employees or contractors can anonymously flag safety issues.

VOYAGEUR WORK-RELATED INJURIES	2021	2022	TREND
Fatalities	0	0	-
Total Injuries	6	6	-
Rate of Injuries (per 100 FTE)	0.02	0.02	-



Emergency Preparedness

Our teams are trained to respond quickly and effectively in the case of an emergency. In 2022, Voyageur held a full-scale airport emergency event and medical evacuation exercises in collaboration with the United Nations. Jazz also held partial and full-scale emergency response deployment exercises, in addition to ongoing emergency response training sessions for all new team members. In addition, Jazz collaborated with Air Canada in standardizing and improving emergency response procedures at all locations.

Our Employees' Participation, Consultation & Communication on Health and Safety

Our unwavering dedication to safety, security and continuous improvement is a shared responsibility. Employees are consulted and engaged through a series of corporate and team-level communication channels, including:

Workplace Committees: Committees meet monthly to conduct health and safety investigations, job hazard assessments and risk assessments, review safety events in the local workplace, lead the development of corrective and preventive actions, and provide ongoing consultation on the health and safety implications of any workplace changes or events.

Employee Communication Measures: A suite of communication avenues, including corporate safety briefs, weekly communication bulletins, on-the-job and classroom training, and departmental emails, all of which help ensure that important safety notifications reach our employees.

We offer regular first aid training to our employees, equipping them with the skills and confidence to respond quickly in an emergency.



Wellness & Accommodation

At Chorus, we do our best to work in a sustainable way. We look out for each other’s mental and physical well-being. Support for our employee’s well-being in each Chorus company varies in its details by organization but generally includes an emphasis on:

Building greater awareness and understanding of mental health within the workforce

- Quarterly fireside chats about different elements of mental health literacy
- Training and awareness on suicide and crisis intervention strategies
- Newsletters with mental health tips

Fostering a safe and supportive work culture

- Seasonal safety awareness bulletins
- Training on trauma-informed harassment investigations
- Information and insights on psychological safety in the work environment

Offering work accommodations to meet temporary or permanent requirements

- Strategies for temporary accommodations, along with return-to-work transition strategies
- Coordination of access to early intervention services

Each company offers employees an extensive health and benefits package and access to an Employee and Family Assistance Program. These programs provide free and confidential access to resources and counselling to support the needs of a diverse workforce as they navigate equally diverse challenges.

We offer our employees permanent and temporary accommodations due to occupational or non-occupational illness or injury in compliance with our obligations under the Human Rights Code, provincial Workers’ Compensation regulations and our internal policies.



Cyber Security & Privacy

Our Chief Privacy Officer (CPO) maintains overall responsibility for our privacy program and is assisted by subject matter experts in our information technology and security team. Cybersecurity reports are provided to the Audit, Finance and Risk Committee on a quarterly basis for review and discussion. We take a collaborative approach toward protecting our company, employees, partners, and customers regarding data privacy and security.

We adhere to our general policies regarding data security and any regional requirements in the places where they operate. Chorus supports its information governance initiatives through a committee comprised of senior stakeholders from across the organization. The team supports and authorizes the activities required to ensure corporate compliance with information governance and security obligations. Customer information for Air Canada Express is managed and held by Air Canada.

Because technology and the threats that seek to exploit it continue to evolve, our privacy program continues to mature. In 2022, we continued to increase employee awareness of privacy best-practices through privacy-themed newsletters.

Additional security and privacy campaigns and training programs completed in 2022 include:

- Security and privacy awareness training completed by all new hires, management and administration employees
- A Security Awareness Month campaign, including weekly security messaging across the entire organization
- Promotion of Data Privacy Week with messaging that highlighted the responsibilities of the Corporate Privacy Officer and information on how to report a privacy breach
- Cyber security training for management and administrative employees

As a registered Data Privacy Champion, we joined with other privacy-aware companies across North America on Data Privacy Day in bringing awareness to important privacy issues, both at home and at work.

As part of our evolving Technology Risk Management Program, we are integrating comprehensive risk management software in 2023 to complement and augment our existing privacy efforts. The software will integrate technology risk management with our IT ecosystem, monitoring and measuring risk to support better decision-making and increasing the visibility of our corporate technology risks.

In 2022, we experienced no reportable data privacy breaches.

*In 2022, we increased the number of vendors included in our third-party data protection process by **64%***



Promoting Equity, Diversity & Inclusion

We are committed to a diverse and inclusive workplace. Because persons from designated groups (women, visible minorities, persons with disabilities, and Indigenous peoples) are under-represented in the aviation industry, we are taking active steps to increase the diversity of the Chorus workforce at all levels and promoting inclusivity within the industry as a whole.

We want to ensure the employees of Chorus are supported and feel their voices are heard and respected. We strive to have the participants in our leadership programs reflect the leadership diversity we aspire to.

In 2022, we committed to the following targets by 2027:

- Increase the representation of employees from each designated group by **10%**
- Increase the total diversity of our senior leadership team (employee directors and executives) to at least **50%**
- Increase the percentage of women on our senior leadership team to **30%**

In 2022 we increased the percentage of women in our overall workforce from 36% to 38% and within our senior leadership team from 24% to 29%.

Recognition



Jazz was named one of Canada's Top Employers for Young People 2022 by MediaCorp Canada Inc. for the 10th consecutive year.



Jazz was honoured with a Glassdoor Employee's Choice Award, recognizing the Best Places to work in Canada.



Jazz was named one of Canada's Best Diversity Employers for the 11th consecutive year in an annual national employer survey by MediaCorp Canada Inc.

Creating Welcoming & Safe Spaces

We continue to focus on our commitment to creating welcoming and safe spaces. In 2022, we conducted a series of listening forums, inviting employees to join confidential round table conversations about accessibility in the workplace. Employees were encouraged to share openly, honestly, and courageously during these sessions as we better understood our equity, diversity, and inclusion (EDI) needs across Chorus.

Our new internal newsletter, Seen and Heard, creates a place to share stories, interests and experiences on inclusion, disability, diversity, equity and accessibility in our work environment.

Employee Resource Groups

Each of our Employee Resource Groups (ERGs) are employee-led and company-supported communities. While each group has specific mandates, the collective vision is to bring awareness and elevate underrepresented voices.

Currently, employees participate in the following ERGs:

- 2SLGBTQSI+ Employee Resource Group
- Black Employee Network
- Diversity Councils
- Indigenous Employee Resource Group

Chorus Inclusion Council

The Chorus Inclusion Council supports our Corporate Inclusion and Diversity Strategy. This Council provides executive-level support for our diversity and inclusion initiatives and includes the Employee Chairs of our ERGs. In addition, the Council reviews annual plans, areas of focus and budgets and supports the efforts of the ERGs while aligning with the longer-term strategy.

Diversity of our Board of Directors

Chorus has met its goal of having women represent 30% of the Board’s membership. One director (10% of the Board) is a visible minority.

See Notice to Recipients and Endnotes including endnote 7.



REPRESENTATION CHORUS WIDE	WOMEN	VISIBLE MINORITIES	PERSONS WITH DISABILITIES	INDIGENOUS PEOPLES
All Employees	37.0%	15.3%	2.2%	2.6%
All Employees Goal %	39.4%	16.8%	2.4%	2.8%
Senior Leadership	28.6%	3.9%	3.9%	3.9%
Senior Leadership Goal %	30.0%	-	-	-



Gender Equity

We continue to meet our Corporate Canada commitment to have women hold at least 30% of our Board seats and are working towards achieving the accompanying 30% goal for our executive roles.

Our Chorus for Women committee is comprised of senior female leaders within Chorus. The committee's mission is to introduce girls and women to aviation careers, especially in areas that have been traditionally underrepresented, and to provide networking and development opportunities for women within our companies. The committee holds listening groups with women employees, panel discussions and Women in Leadership workshops. In partnership with UNIFOR, Jazz has three Women's Advocates, who are specially trained workplace representatives who assist women with concerns such as workplace harassment, intimate violence, and abuse.

Chorus supports events introducing young girls and women to the aviation and aerospace industry. Jazz hosted a seminar on crew resource management (CRM) with participants from the [Urban Pilots Network](#), [Women in Aviation](#), and the [Propellor Project](#). CRM is the effective use of all available resources for flight crew personnel, to assure a safe and efficient operation while reducing error, avoiding stress, and increasing efficiency. This event was an opportunity for aviation community members to learn about why CRM was developed and why it's an important part of airline operations.



Indigenous Relations

We remain committed to reconciliation and will continue to seek knowledge and provide employee learning opportunities. Every year on September 30th, we recognize and honour Orange Shirt Day and National Day for Truth and Reconciliation. The Indigenous Employee Resource Group (IERG) was formed at Jazz to cultivate awareness and inclusion while respecting the celebration of Indigenous peoples, culture and the seven generations to follow. In 2022, the IERG Indigenous Employee Group hosted three online events for employees in recognition of [Orange Shirt Day](#) and [National Day for Truth and Reconciliation](#) to build a greater understanding of the [Truth and Reconciliation Commission's final report](#), including its 10 Principles and 94 Calls to Action.

Each year, in honour of Mi'kmaq History Month in Nova Scotia, we raise the Mi'kmaq Grand Council Flag at our Jazz headquarters in acknowledgement that Jazz offices are located on Mi'kma'ki, the ancestral, traditional and unceded territory of the Mi'kmaq People.

We sit on the [Canadian Council for Aviation and Aerospace](#) Indigenous Inclusion in Aviation Committee, and are a charter member of the Saskatchewan Indian Institute of Technology's Industry Advisory Group, providing frequent information sessions for graduating aircraft mechanics. Jazz has a pilot training partnership with the wholly Indigenous-owned-and-operated Wasaya Airlines. Jazz refers top performing graduates to Wasaya after they have progressed through the [Jazz Aviation Pathways Program](#) (Jazz APP) at our partner aviation colleges and universities – Jazz APP is the premiere education and training pathway for pilots in Canada. Those graduates have the opportunity to fill first officer positions at the airline.

Scholarships have been offered to Indigenous women aviators through the Indspire Scholarship since 2017. Indspire is a national Indigenous registered charity that invests in the education of First Nations, Inuit and Métis people for the long-term benefit of these individuals, their families and communities, and Canada. The [Northern Lights Foundation](#) supports this award. Jazz also participates and donates annually to [Give Them Wings](#), a project dedicated to giving Indigenous students access to flights for inspiration.

In 2023, we will be supporting a new youth employment program, Empowering Northern Youth, which includes a three-week work placement for Indigenous participants to gain on-the-job aviation industry experience.



Accessibility

Chorus is developing accessibility plans for our federally regulated Canadian operations to create barrier-free environments and services for all employees, customers, and stakeholders. The plans are based on legislative requirements applicable in Canada.

Accessibility for our Customers

Flights operating in Canada are subject to the Federal Government's [Accessible Transportation for Persons with Disabilities Regulations \(ATPDRs\)](#). The ATPDRs are a binding set of accessible transportation regulations that require transportation service providers to:

- Meet the communication needs of passengers with disabilities; train employees to provide assistance to passengers with disabilities
- Comply with technical requirements regarding aircraft and terminals (such as airports)
- Provide accessible services, including by making border and security screening accessible

Flights operating between Canada and the United States are subject to the [U.S. Department of Transportation's Rule on Non-Discrimination on the Basis of Disability in Air Travel](#) as well as the [Airline Passengers with Disabilities Bill of Rights](#).

100% of Jazz Aviation employees receive *Accessible Transportation for Persons with Disabilities* online training annually.

100% of flight attendants, pilots and line maintenance crews at Voyageur Aviation receive *Disability Awareness* training annually.

Accessibility Plan

In 2022, Chorus established working groups to help identify existing barriers to accessibility and potential solutions. We aligned our consultations with the priority areas outlined in the [Accessible Canada Act](#). Employees participated through virtual group discussions, phone interviews, online questionnaires, and phone and emailed submissions.

The responses helped us understand how to improve accessibility and identify short and long-term priorities.

In 2022, we created accessible communications guidelines which includes employee resources for:

- Writing in plain language
- Use of alternative text for images
- Documents, emails and signage creation
- Video and audio production
- Online and in-person events

Jazz and Voyageur will publish accessibility plans in 2023, per the requirements of the [Accessible Canada Act](#). These plans will be reviewed and updated annually to ensure we meet the identified commitments. The plans will be available on each organization's website as an accessible PDF and in the following formats upon request:

- Print and large print
- Braille
- Audio
- Electronic

Our websites, chorusaviation.com and flyjazz.ca, have been updated to meet [WCAG AA](#) compliance standards. Software with built-in accessibility features is installed on all new company computers.

Employee Development & Engagement

From first aid training to leadership development, learning and development are important to provide our employees with the tools and resources they need to succeed.

In 2022, the Jazz flight attendant group took part in three training days, enabling them to better support their flight attendant colleagues through difficult situations. The course, designed and delivered in partnership with the [Canadian Flight Attendant Union](#), provided certification in assisting individuals in crisis and group crisis interventions.

At Voyageur, all senior executives received problem-solving training from the [Six Sigma Management Institute](#). In addition, Voyageur employees received additional problem-solving training through the company's unique PROPEL (Process Redesign Opportunity Program, Employee Led) program. This Continuous Quality Improvement (CQI) initiative enhances the ability of employees throughout the organization to address the problems that arise in the normal course of operations, efficiently and systematically.

In 2022, Jazz and Voyageur introduced Workplace Harassment and Violence Prevention training to all its employees. Additionally, middle-managers and senior leaders completed a five-part leadership series training program, Inclusive Leadership.

Tailwinds

We continue to offer our Tailwinds leadership development program. During the one-year program, Chorus managers representing all business areas advance their leadership skills and learn about our organization and strategy from senior executives.

The program participants represent the diversity of leadership to which we aspire. We are proud to see the progress of our Tailwinds graduates as they start to fill senior roles within our group of companies.



Labour Relations

We value the strong relationships we maintain with our unions and associations and respect the right of our employees to bargain collectively. Chorus had 5,262 employees as of December 31, 2022, approximately 82% of whom are unionized.

Relationships with most Canada-based employees are governed by the [Canada Labour Code](#), which has undergone noteworthy changes in the last several years. Among the most significant changes was expanded sick leave and personal leave entitlements for federal employers.

We work collaboratively to advance our mutual interests through non-traditional dispute resolution practises and routine touch points, such as quarterly meetings. In 2022, Jazz agreed to a five-year collective agreement with Unifor, representing the Jazz Aviation Customer and Aircraft Services groups who work across Canada performing a wide range of vital jobs, including customer service, ramp, tow-crew, and station terminal operation control.

A collective agreement renewal was also reached with Jazz Line Maintenance and Jazz Technical Services (JTS). The collective agreement between Jazz and the [Canadian Airline Dispatch Association \(CALDA\)](#), whose members plan, monitor and provide joint operational control of all Jazz flights, was also negotiated and ratified in 2022.

EMPLOYEE GROUP	LENGTH OF COLLECTIVE AGREEMENT	EXPIRY
Flight Operations (Jazz)	17 years	December 2035
In-Flight (Jazz)	10 years	December 2025
Maintenance (Jazz)	10 years	December 2035
Dispatch (Jazz)	10 years	December 2025
Airport Services (Jazz)	5 years	January 2027
Crew Scheduling (Jazz)	4 years	June 2025
Maintenace (Voyageur)	5 years	June 2026



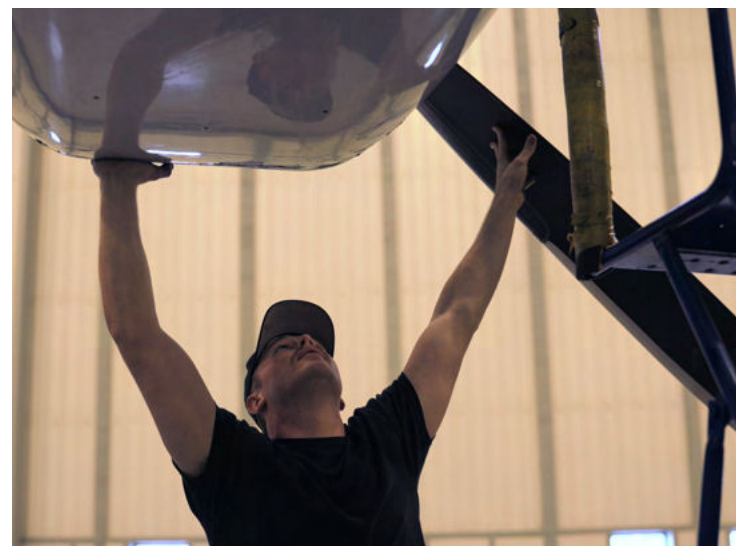
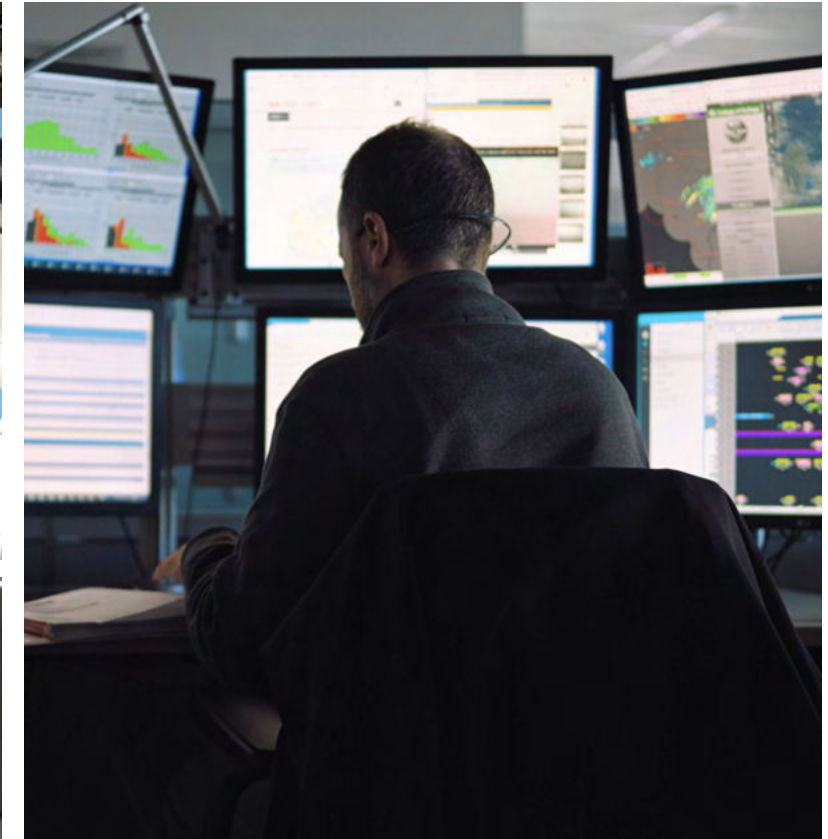
Recruitment

In a competitive recruiting environment, we take several measures to attract diverse candidates and promote our equity, diversity, and inclusion (EDI) values to prospective employees.

We recently completed an EDI audit of our recruitment processes and policies and are in the process of implementing the resulting recommendations. We include an EDI statement on all job postings.

A pilot mobility agreement between Jazz and Air Canada, and other third-party agreements, give younger aviators a pathway to achieve their career goals. These agreements also provide Jazz the ability to attract the next generation of pilots during a time when Tier 2 and 3 airlines are competing for younger pilots.

We operate a distinct Indigenous recruitment webpage with an email address that an Indigenous employee monitors. Our recruiters review self-identified Indigenous candidates at the beginning of all selection processes.



A photograph of a person's hands, wearing a light-colored sweater, forming a heart shape against an airplane window. The window shows a view of the sky and clouds. The image is overlaid with a dark blue semi-transparent rectangle containing the word "Communities" in white text.

Communities

Our Communities

In 2022, Chorus contributed over \$150,000 for more than 25 causes impacting communities as far apart as Halifax, Nova Scotia and Addis Ababa, Ethiopia.

We encourage community engagement opportunities that support the charitable themes our employees feel most strongly about, particularly the inclusion and support of marginalized communities, and increasing the participation of traditionally under-represented groups in aviation.

Much of our community engagement program is employee-led. Our teams give their time, raise awareness, and provide resources for worthwhile causes. We support our employees by contributing funds and supporting volunteer hours to support such causes.

Causes we supported in 2022 include:



The Great Ethiopian Run in support of Orbis Ireland

Members of Team Falko raised over €15,000 toward the cost of sight-saving surgeries in rural communities. They joined thousands of runners to complete the Great Ethiopian Run in Addis Ababa.



Urban Pilots Network

Jazz partnered with CAE Inc. and the Urban Pilots Network in hosting an Aviation Camp to increase aviation career awareness amongst visible minorities.

“If we can provide a tiny spark of inspiration or encouragement, ensuring they know an aviation career is an option, it is a life-changing experience.”

- Captain Cornel Garvey, Chair of the Jazz Black Employees Network, and member of the Urban Pilots Network

Other initiatives Chorus supports:

- Support for Ukraine
- Food Banks
- Pride at Work
- Orange Shirt Society
- Salvation Army Giving Tree
- Aircraft Museum Donations
- Howe Dell Primary School
- Movember



Girls Take Flight

Our employees supported events aimed at encouraging girls and young women to consider aviation careers, including: “Girls Take Flight” events hosted by the [Durham Flight Club](#) and the [Ninety-Nines](#), “Girls can Fly” hosted by the [Waterloo Wellington Flight Centre](#), and “Girls in Aviation Day” at [Red Deer Regional Airport](#).

“Girls Can Fly events are opportunities to **empower young girls to grow up to be strong resilient women** who are independent, confident, brave, and unintimidated, regardless of the career they choose.”

- Captain Jaki Willson



United Way Fundraising

Voyageur was proud to supply the plane for the annual United Way Plane Pull event at Jack Garland Airport in North Bay, ON, which raised close to \$15,000.

The Jazz team raised over \$19,000 through the 2022 United Way employee giving campaign, providing safe shelter, fresh food, and life-changing opportunities to those who need it most.



Jazz wins the United Way ‘All- In Award’ award: “As an organization, you put your #ALLIN during your 2022 United Way Campaign to quadruple staff participation nationally. This was one of the highest participation changes among all of our United Way workplace partners. Big congratulations, and thank you so much for going the extra mile with United Way.”

Scholarships

Chorus offers several student scholarships, consistent with our commitment to supporting the inclusion of women and other underrepresented groups within the aviation industry. For years we have been actively involved in shaping the curriculum and training of Canada's future professional pilots and aircraft maintenance engineers through partnerships with aviation colleges, flight schools and universities, including serving on advisory boards.



In 2022, awards and scholarships we gave to deserving students include:

University of Hertfordshire Scholarship - Falko has established a scholarship program for the Beng Aerospace Engineering programme. Additionally, Falko awarded three prizes to winners of the Falko Glider Design Challenge from among first-year students of the program.

Horatio Alger Scholarship Foundation - Since 2017, Chorus has supported fundraising events for Horatio Alger Scholarship Programs, which assist high school students who have faced and overcome great obstacles in their young lives.

Indspire Scholarship for Indigenous Women - Since 2017, Jazz has been proud to provide a scholarship program for Indigenous female aviators through Indspire. This national Indigenous registered charity invests in the education of Indigenous people.

Jazz Aviation Pathway Award for Professionalism and Diversity - This award recognizes outstanding contributions to safety, leadership, and professionalism from individuals who have self-identified as a woman, Black, Indigenous, Person of Colour or Person with a Disability.

2022 Jazz Entrance Scholarship Program - To support the scholastic efforts of Jazz employees' children, Jazz offered six \$1,000 entrance scholarships to be awarded to first-year students. The Jazz Entrance Scholarship Program recognizes the academic achievement of employees' children and encourages further education at universities, colleges, or other qualifying post-secondary institutions.

Jazz provides valuable apprenticeship opportunities through partnership with the Canadian Council for Aviation and Aerospace (CCAA)

As a member of the CCAA, Jazz works in partnership with the organization, participating in their Jumpstart apprenticeship program, providing a solid foundation to new aviation and aerospace graduates, focusing on young women and underrepresented youth.



Education

In 2023, to further contribute to the training and development of pilots in Canada, Chorus established Cygnet Aviation Academy: an accredited training academy that, together with CAE, prepares pilots for direct entry into partnering airlines, including Jazz.

Cygnet is the first of its kind pilot academy in Canada providing leading edge flight training with direct access to career opportunities. Aviation students are provided an industry-leading education experience based on collaborative training and curriculum development. Cygnet follows a Transport Canada-approved Integrated Air Transport Pilot License (iATPL) training program. Top-performing graduates are given the opportunity to transition to first officer positions at partnering airlines.

Jazz was instrumental in developing the program and welcomed Cygnet as the 13th educational institution participating in its Jazz Aviation Pathways Program. We are pleased to offer this pathway for welcoming new entrants to the aviation industry.

For more information, please visit the [Cygnet Aviation Academy website](#).



* Student and Instructor Pathways / La Passerelle Jazz - élève et instructeur de vol
 ** Instructor Pathways / La Passerelle Jazz - instructeur de vol



Planet

Our Planet

We leverage our expertise across various facets of regional aviation to support efforts to reduce the overall environmental impact of our industry. Caring for every nut and bolt on the aircraft, we extend their useful life, minimizing the need to mine raw materials to produce new ones. Our leasing services, with a global reach, allow us to invest in innovative approaches to sustainability within the aviation sector. We're doing our part by building lasting partnerships and delivering sustainable solutions.

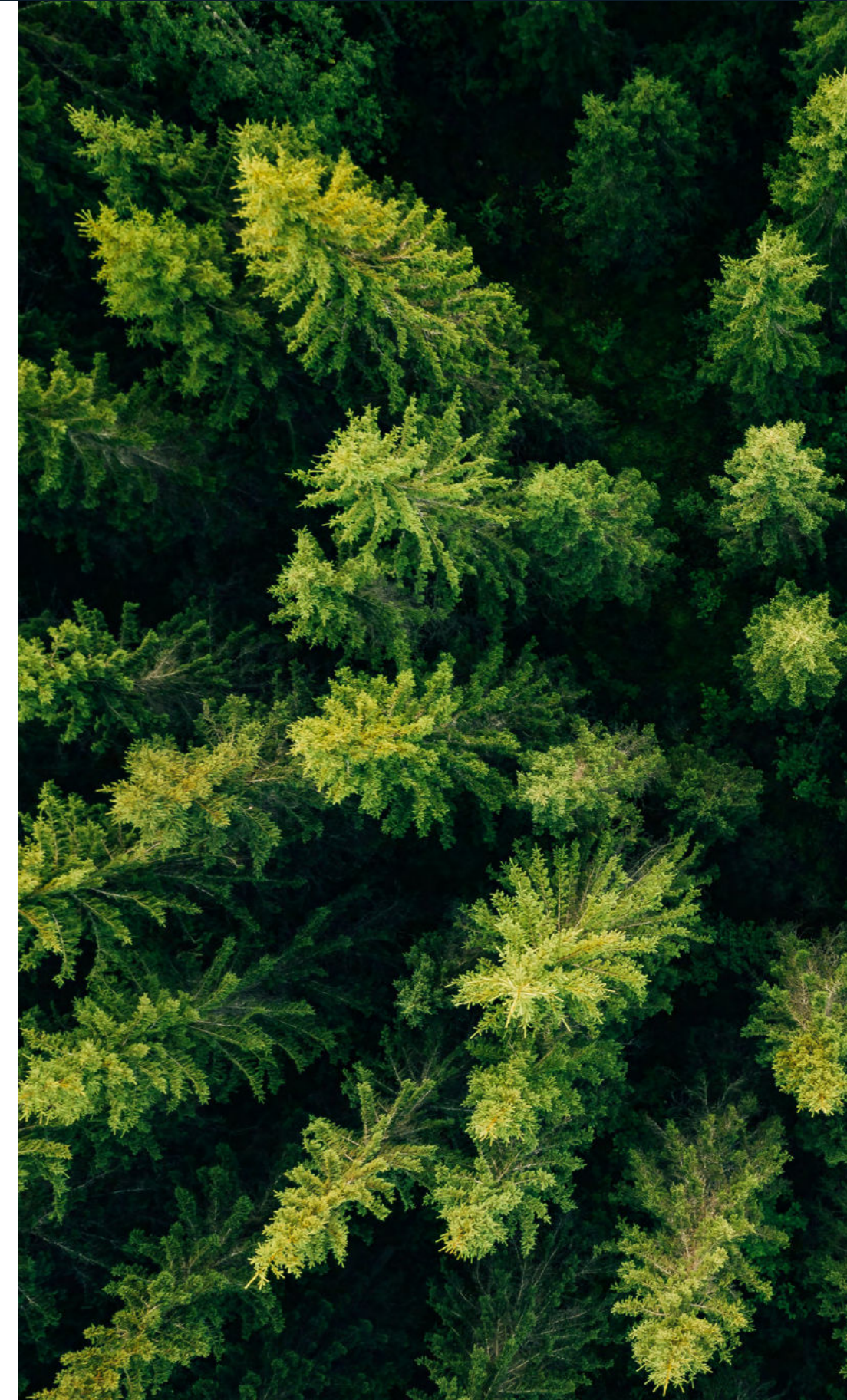
Reaching Net-Zero

Chorus is striving for net-zero GHG emissions within our operations by 2050. Achieving this goal will require significant technological advancements and coordinated efforts from governments and industry, the specifics of which are difficult to predict at this time. In recognition of the need for coordinated action, we have joined industry groups that are contributing to the development of frameworks for the decarbonization of the aviation industry. For example, industry has contributed to Canada's recently published [Aviation Climate Action Plan 2022-2030](#), which sets out a vision for net-zero aircraft emissions by 2050 and charts a pathway to get there. The Action Plan identifies a range of initiatives, including increased use of sustainable aviation fuel (SAF), new propulsion technologies, and international coordination, that will need to be moved forward in parallel for it to succeed. We will continue to work with our industry and government partners on a collective approach to reducing greenhouse gas emissions.

The Action Plan is part of Canada's commitment to the [International Civil Aviation Organization \(ICAO\)](#). Jazz participates in [ICAO's Carbon Offsetting and Reduction Scheme for International Aviation \(CORSIA\)](#) alongside airlines from 118 participating countries. CORSIA is a market-based mechanism designed to offset emissions above a baseline level from international flights, reducing emissions elsewhere in the world to pursue carbon-neutral growth for the aviation sector. The aviation community is currently in the pilot phase of the CORSIA program, which will transition into the first phase beginning in 2024. Jazz continues to record and submit our flight emission records through the CORSIA program.

We are continually adopting efficiency measures that reduce fuel consumption on the ground and in the air. Our ongoing aircraft fuel efficiency measures include:

- Reduced thrust on takeoff, where safe to do so
- Single-engine thrust to taxi
- Reduced auxiliary power unit usage during ground operations
- Efficient flight profiles



Our Carbon Footprint

Substantially all of Chorus' Scope 1 and Scope 3 emissions come from jet fuel used in our owned, leased or managed aircraft, with the remainder coming primarily from the fuel used (i.e., propane, diesel and gasoline) to operate our ground support equipment (GSE) which support our aircraft. Our Scope 2 emissions result from indirect emissions from electricity acquired to power our offices and facilities, both leased and owned.

We employ the operational control method of greenhouse gas accounting, as set out within [ISO 14064-1: 2006, the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard](#), which means that we account for all of the GHG emissions from operations over which one of the Chorus companies has control over day-to-day policies. Under this greenhouse gas accounting methodology, when our aircraft are leased to third parties, the fuel burn from these aircraft is recorded within the Scope 1 inventory of the lessee. As the lessor of these aircraft, we record the same fuel burn within our Scope 3 emissions.

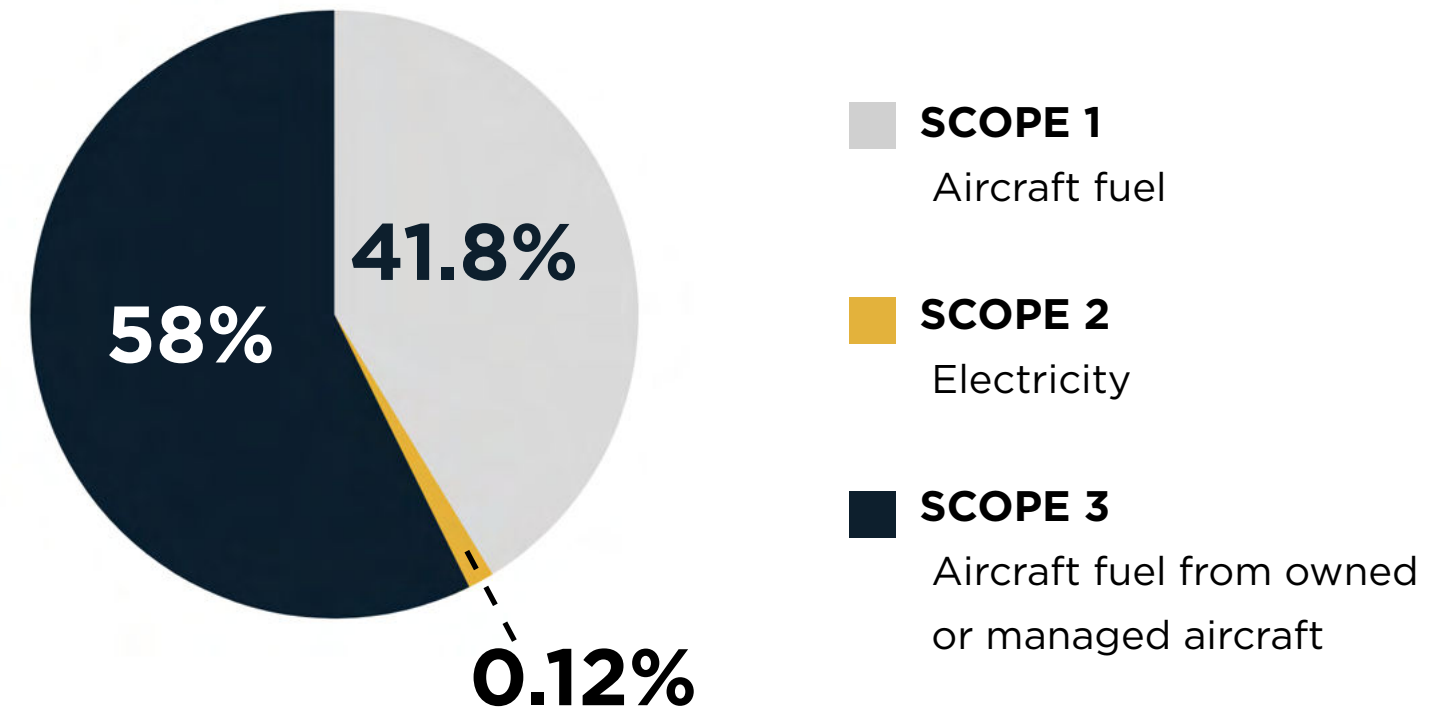
The majority of Chorus' Scope 1 emissions are generated from Jazz's operations under its Capacity Purchase Agreement (CPA) with Air Canada. Under the terms of the CPA, the composition of Jazz's fleet and all flight schedules are determined by Air Canada.

Chorus' reported Scope 3 emissions consist of fuel burned by aircraft operated by third parties using aircraft leased by Falko or Voyageur, which we believe constitute the overwhelming majority of Chorus' Scope 3 emissions. In Falko's case, these emissions are further broken down into aircraft that are majority or wholly owned by Chorus and aircraft that Falko manages on behalf of third-party owners. As our customers increase their efforts to reduce their carbon footprint, we expect to see a reduction in the intensity of the Scope 3 emissions derived from our leased aircraft.

This is Chorus' first year measuring and reporting GHG emissions from all three scopes. Although the methodology may be refined in future, we see value in making this information available to our stakeholders now.

See Notice to Recipients and Endnotes including endnote 1.

Summary of Chorus' Emissions



TYPE OF EMISSIONS (MtCO ₂ e)	2022
SCOPE 1 (Direct)	
Aircraft Fuel (Jazz)	966,355
Aircraft Fuel (Voyageur)	19,515
Propane	1
Diesel	39
Gasoline	858
TOTAL SCOPE 1	986,768
SCOPE 2 (Indirect)	
Electricity	3,053
TOTAL SCOPE 2	3,053
SCOPE 3 (Other, Indirect)	
Aircraft Fuel (owned aircraft)	908,924
Aircraft Fuel (managed aircraft)	460,796
TOTAL SCOPE 3	1,369,720
TOTAL ALL SCOPES	2,359,541

Climate Risk

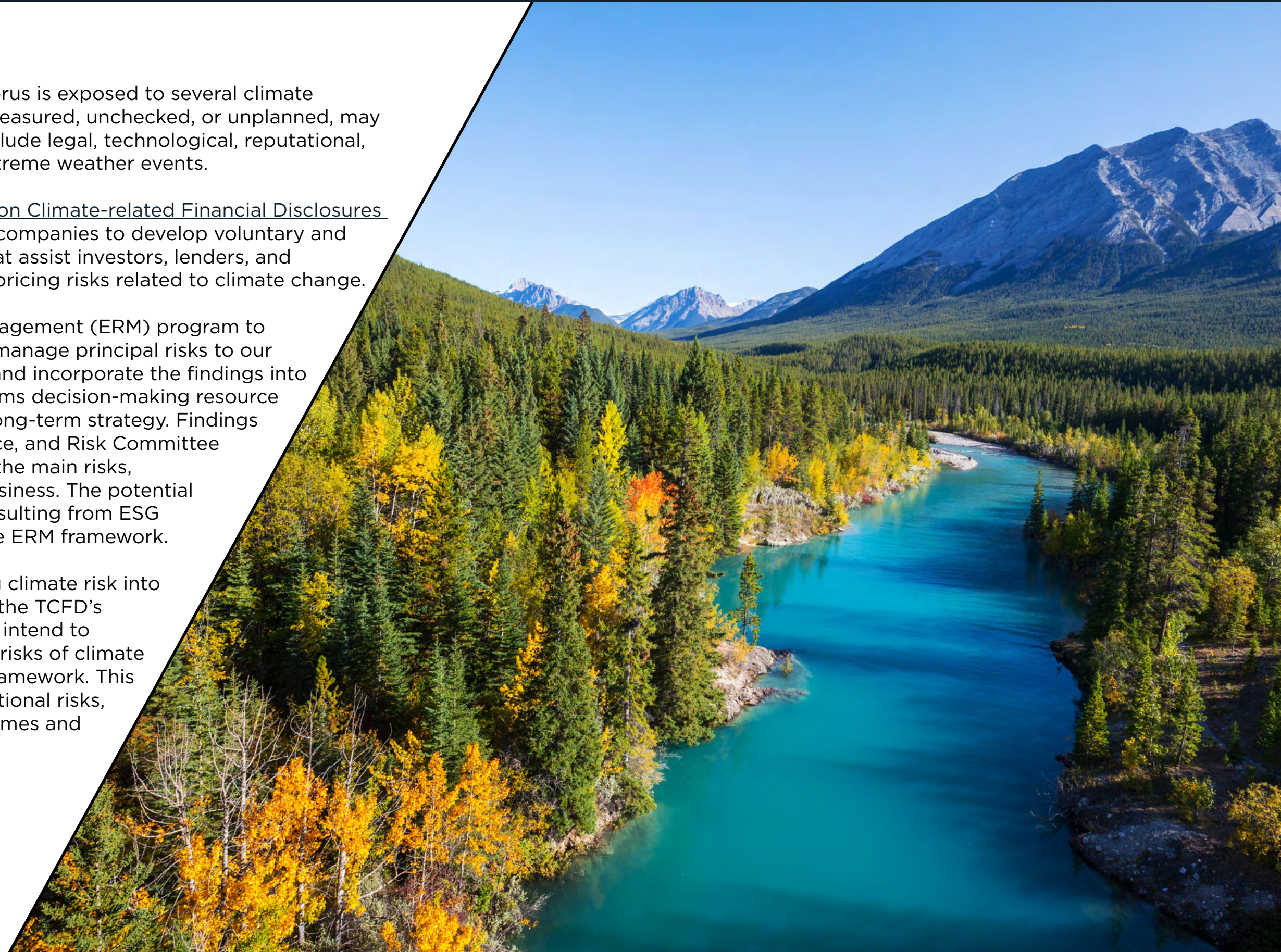
Like the rest of the aviation industry, Chorus is exposed to several climate change-related risk factors that, left unmeasured, unchecked, or unplanned, may present material risks in future. These include legal, technological, reputational, market-based and physical risks from extreme weather events.

The [Financial Stability Board Task Force on Climate-related Financial Disclosures \(TCFD\)](#) has established a framework for companies to develop voluntary and consistent climate-related disclosures that assist investors, lenders, and insurance underwriters in assessing and pricing risks related to climate change.

Chorus maintains an Enterprise Risk Management (ERM) program to accurately identify, assess, mitigate and manage principal risks to our business. We update the ERM quarterly and incorporate the findings into our strategic planning. This process informs decision-making resource allocation, and the development of our long-term strategy. Findings are shared with the Board’s Audit, Finance, and Risk Committee which helps inform its understanding of the main risks, opportunities and changes facing our business. The potential risk of reputational damage to Chorus resulting from ESG issues is identified as a key risk within the ERM framework.

We are in the process of both integrating climate risk into our latest risk assessment and acting on the TCFD’s recommendations. Throughout 2023, we intend to further integrate the near and long-term risks of climate change into our business into the ERM framework. This process will consider physical and transitional risks, including temperature and weather extremes and legal, policy and market impacts.

See Notice to Recipients and Endnotes including endnote 2, 3, 4 and 5.





Environmental Management System

Our [Environmental Policy](#) commits us to continually finding and implementing more environmentally-friendly ways to conduct our business and to help our customers conduct theirs.

Jazz and Voyageur maintain an Environmental Management System (EMS) to structure the management of their environmental impacts and maintain environmental compliance. This framework assists them in maintaining a high level of environmental performance through continued review and evaluation of their activities.

Supporting New Technologies

Falko, is leveraging its aircraft leasing and asset management expertise to support the future of low-carbon aviation technology.

In 2022, Falko signed a letter of intent regarding an order of up to 200 electric vertical take-off and landing aircraft (eVTOL) from [Eve Air Mobility](#). EVTOLs use electric power to hover, take off and land vertically. These vehicles may hold the promise of transporting people or goods using only electric power.

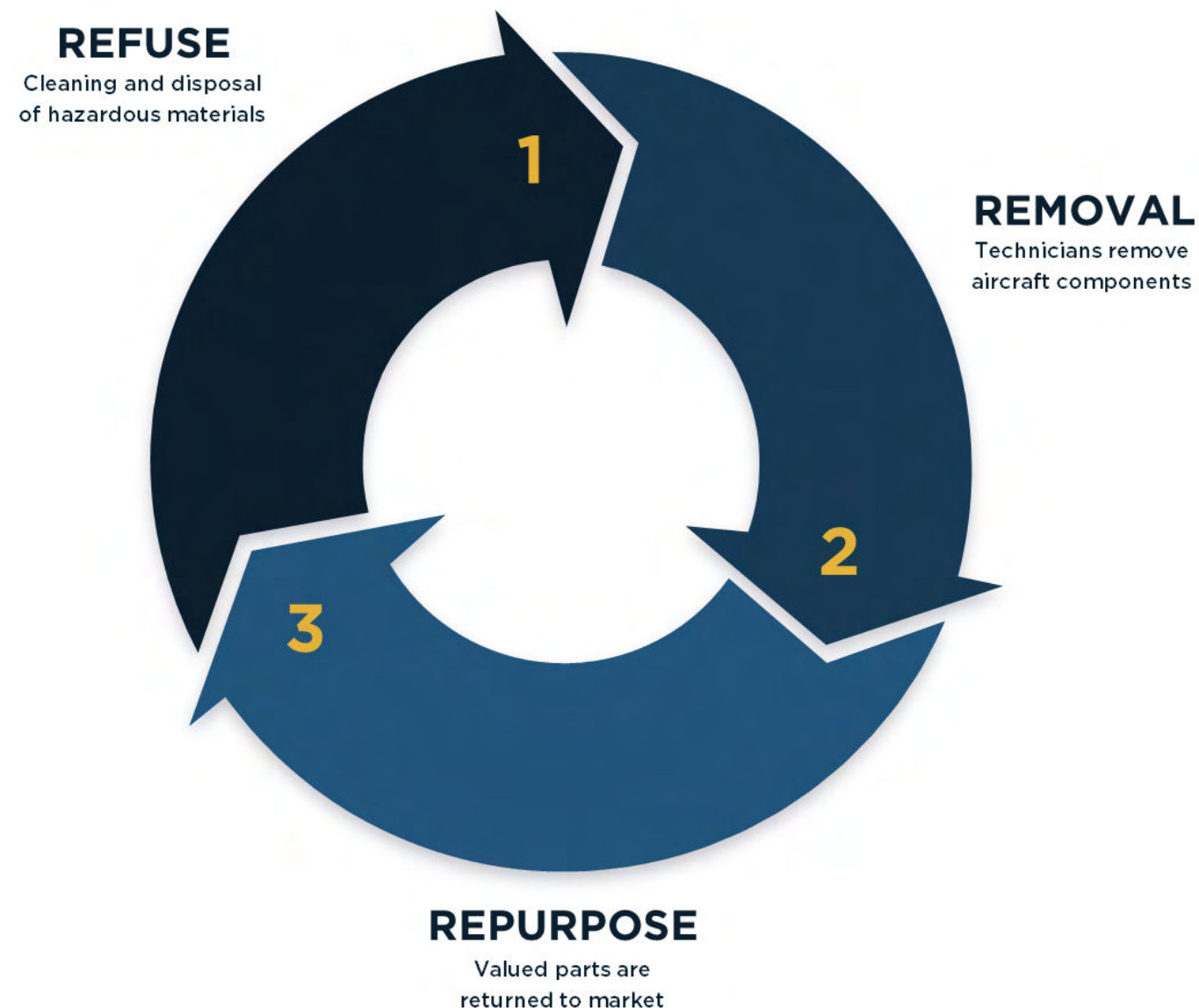
In connection with the eVTOL order, Eve and Falko aim to collaborate with Falko's existing operators to develop initial route networks where Eve's aircraft can be deployed in early adopter markets. Eve's product portfolio of next-generation air traffic management software, service capabilities, and fleet operations services will also be introduced to create a safe, scalable network for each Falko lessee using Eve's aircraft.

Falko also maintains an investment in [Electric Aviation Group](#), which is focused on developing hydrogen-electric regional aircraft capable of ranges up to 1,200 nautical miles.



Aviation and the Circular Economy

The transition from a linear economy to a circular economy, including within aviation, can put economic growth on a sustainable pathway by reducing the consumption of finite resources and minimizing waste and environmental impacts. The aviation industry is well-positioned to contribute to the circular economy as aircraft structures are designed to last. However, the viability of circular economy practices hinges on the ability to separate parts in a way that retains their value. Aircraft are not often designed with disassembly in mind, which makes our maintenance, repair and overhaul (MRO) expertise critical.



1

The aircraft is first cleaned of hazardous substances such as oil, fuel and chemical oxygen generators

2

Technicians remove components in accordance with the relevant maintenance manual using non-destructive inspection and repair methods

3

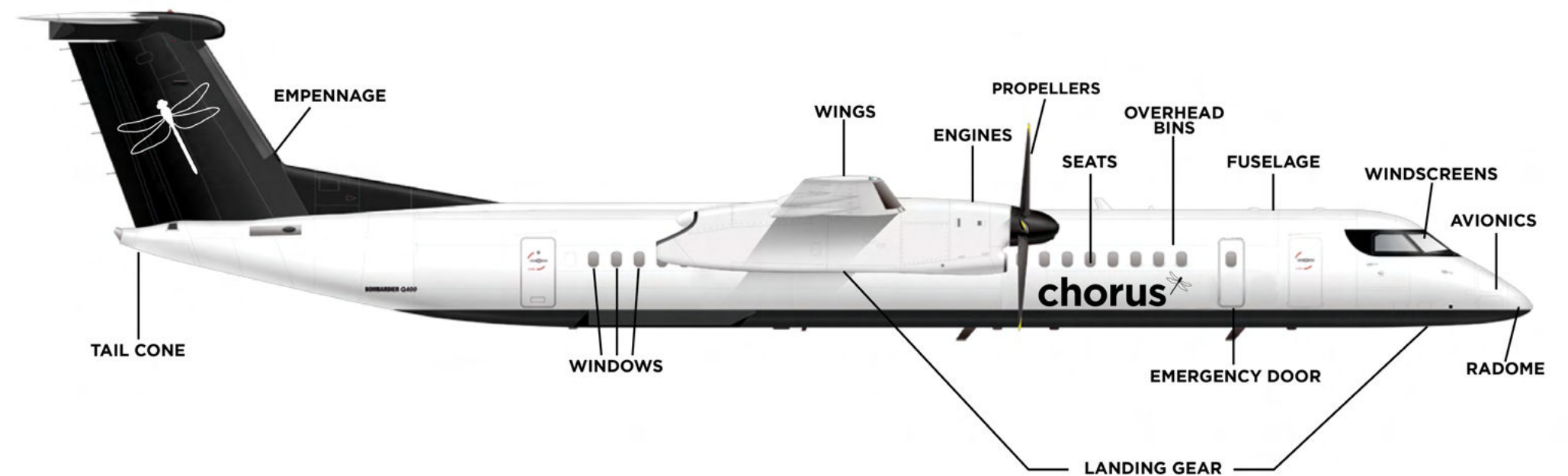
Valued parts such as engines, flight control systems and thrust reversers are re-certified and returned to the market for use on other aircraft

Aircraft End-of-Life

Chorus considers the environmental impact of its aircraft across their full lifecycle. Our expertise in nose-to-tail aircraft maintenance allows us to restore or repurpose aircraft parts, giving some aircraft a new life rather than sending them to a landfill. Over 15,000 aircraft worldwide are expected to reach retirement within the next 20 years. Given this, the circular economy, and our participation in it stands as an essential component of the future of aviation sustainability.

Today, 85-90% of the weight content of retired aircraft is reused or recycled, and it is estimated that 40-50% of the weight of all dismantled aircraft is returned to the parts distribution pipeline. Most of the remaining unserviceable material is recycled and returned to the supply chain as raw materials. However the separation of different structural materials, such as various aluminum alloys, titanium, and stainless steel, all require substantial manual work.

Voyageur reuses or recycles 100% of an aircraft's nearly 1,000 parts. Parts are carefully dismantled, becoming used serviceable materials which can be reused on a new aircraft. Every part we restore to circulation decreases the volume of raw materials required by the aviation industry, incrementally improving the sector's environmental footprint. See the timelapse video below of our Voyageur team skillfully breaking down a retired aircraft. We recycle, or upcycle, the few aircraft parts that cannot otherwise be reused.



Aircraft End-of-Life

Sometimes parts that cannot find a home within the aviation industry can be put to surprising uses. Unrecyclable material consists of cabin interior components such as insulation blankets, carpets, seat cushions, sidewalls, and ceiling panels. These all contain embedded flame retardants, and safety regulations exclude them from recycling. Reclaimed leather from donated Jazz and Voyageur seat covers flies again in the form of luggage tags – a carbon-neutral product handmade by fairly-paid artisans – and as luggage bags, complete with seat buckle closures. We’re always looking for more opportunities to partner in giving aircraft parts new life within the circular economy.

In the past, we have donated engine intake covers to animal rescue facilities to be repurposed as bathing pools to keep the animals happy and cool during the hot summer months, offered flight deck shells to the National Research Council and given away galley carts to long-term care facilities to assist with food and beverage delivery while their dining halls were closed.

Jazz, through its Jazz Technical Services (JTS) division, actively seeks recovery/recycling opportunities in its MRO services. Jazz noted that metals from the hottest section of aircraft engines are some of the most difficult to recover and located a vendor specializing in the recovery of the platinum and other precious metals found within these parts, keeping those materials out of the landfill and allowing the metals to be used for new purposes. Jazz also launched a recycling project focused on scrap ignitors, with both projects incrementally increasing the percentage of the aircraft we can successfully recycle.

Moving forward, we will continue to carefully identify circular economy opportunities as we prolong the lifespan of our aircraft and seek to find a use for every nut and bolt.



Hazardous Waste and Environmental Compliance

We protect the environment by complying with environmental laws, including those related to the handling of hazardous substances. Our practices allow us to operate responsibly while using a wide range of substances and materials.

We maintain environmental policies and procedures for the safe containment, storage, transportation and disposal of hazardous materials in our facilities and in compliance with all applicable environmental regulations. This includes oily rags, cleaning chemicals, used jet fuel and other substances that need to be separated from the general waste stream to maintain the health of our environment.

Where safe and practical, we seek to find new uses for used materials. For example, our Jazz and Voyageur facilities consolidate and treat waste jet fuel for contamination. It is then mixed with oils and fuels collected from our other local facilities and sold as an alternative fuel for power generation, asphalt-making and other uses. In addition, Voyageur has innovated further by repurposing used jet fuel for use in our ground support equipment, turning potential waste into a valuable resource.

Waste and Recycling in our Facilities

In recognition of the threat that single-use plastics pose to our ecosystems, Voyageur has taken steps toward eliminating single-use plastics from its facilities by purchasing reusable water bottles for guests to use while on-site and installing touchless water fountains throughout the facility. In 2022, these water bottle filling stations avoided using 29,864 single-use plastic water bottles. In 2023, Voyageur will look to further encourage water conservation by giving away reusable water bottles to employees.

In 2022, we recycled 58 tonnes of non-hazardous waste across Chorus, achieving a diversion rate of 44.5%. We also maintain battery and uniform recycling programs in collaboration with our partners at Air Canada. In 2023, we will closely review our waste management practices for further opportunities to increase the percentage of waste we divert from landfills.

NON-HAZARDOUS WASTE TYPE	VOYAGEUR WEIGHT	JAZZ WEIGHT	CHORUS WEIGHT	TOTAL
Landfilled Waste	4,354 kg	66,057 kg	2,148 kg	72,559 kg
Recycled Waste	43,785 kg	13,649 kg	815 kg	58,249 kg



GRI Index

Disclosure Number	Disclosure Title	2022 Response
The Organization and its Reporting Practices		
2-1	Organizational details	<p>Chorus Aviation Inc. 3 Spectacle Lake Drive, Suite 380 Dartmouth, Nova Scotia, B3B 1W8 Canada.</p> <p>See the 2023 'Annual Information Form', pages 5 and 6 for more information on our ownership structure and countries of operation.</p>
2-2	Entities included in the organization's sustainability reporting	See the 2023 ' Annual Information Form ', pages 5 and 6 .
2-3	Reporting period, frequency and contact point	<p>This report is prepared annually and covers the calendar year from January 1, 2022 to December 31, 2022.</p> <p>Please contact us at sustainability@chorusaviation.com for questions on the report.</p>
2-4	Restatements of information	No restatements of information have been included in this report.
2-5	External assurance	We did not seek external assurance for this report. It has been reviewed and approved by our Executive Committee.
Activities and Workers		
2-6	Activities, value chain and other business relationships	See the 2023 ' Annual Information Form ', pages 7 and 8 .
2-7	Employees	See the 2023 ' Annual Information Form ', page 19 .
2-8	Workers who are not employees	Chorus does not have contracted employees.



GRI Index

Disclosure Number	Disclosure Title	2022 Response
Governance		
2-9	Governance structure and composition	See ' Governance Structure ' section of this report.
2-10	Nomination and selection of the highest governance body	The Directors are nominated and elected at each annual shareholder meeting of Chorus in accordance with the Corporation's Restated Articles of Incorporation, Third Amended and Restated By-Law No.1 and as further explained in the Corporation's 2023 Management Proxy Circular , pages 17 and 18 .
2-11	Chair of the highest governance body	The Chair is an independent member of the Board of Directors. See the ' ESG Governance ' section.
2-12	Role of the highest governance body in overseeing the management of impacts	See the ' Governance, Safety and Sustainability Committee Charter ', the ' Governance Structure ' and the ' Board Oversight ' section of this report.
2-13	Delegation of responsibility for managing impacts	See ' Board Oversight ' section of this report.
2-14	Role of the highest governance body in sustainability reporting	See ' Board Oversight ' and the ' Governance, Safety and Sustainability Committee Charter ' section of this report.
2-15	Conflicts of interest	See ' Mandate of the Board of Directors ' and ' Code of Ethics and Business Conduct '.
2-16	Communication of critical concerns	Chorus engages the services of ClearView, an independent third party, which provides an Ethics Reporting Hotline that is available year-round, 24 hours a day, 7 days a week to receive reports of potential misconduct. See our ' Code of Ethics and Business Conduct ' and ' Ethics Reporting Policy ' for more information.
2-17	Collective knowledge of the highest governance body	See ' Board Oversight ' section of this report.
2-18	Evaluation of the performance of the highest governance body	See ' 2023 Management Proxy Circular ', page 45 .
2-19	Remuneration policies	See ' 2023 Management Proxy Circular ', page 57 .
2-20	Process to determine remuneration	See ' 2023 Management Proxy Circular ', page 57 .



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Disclosure Number	Disclosure Title	2022 Response
Strategy, Polocies and Practices		
2-22	Statement on sustainable development strategy	See ‘Message from the President & CEO’ section of this report.
2-23	Policy commitments	See ‘Governance Documents’ on the ‘People and Governance’ page of our website, as well as our ‘Code of Ethics and Business Conduct’ .
2-24	Embedding policy commitments	See the ‘Roles and Responsibilities’ section of our ‘Code of Ethics and Business Conduct’ .
2-25	Processes to remediate negative impacts	See the ‘Code of Ethics and Business Conduct’ .
2-26	Mechanisms for seeking advice and raising concerns	See the ‘Code of Ethics and Business Conduct’ and the ‘Ethics Reporting Policy’ .
2-27	Compliance with laws and regulations	In 2022, Chorus Aviation did not receive any material fines relating to non-compliance with laws and regulations.
2-28	Membership associations	<p>The Chorus group of companies, individually or collectively, hold the following memberships:</p> <ul style="list-style-type: none">• National Airlines Council of Canada (NACC)• Regional Airlines Association (RAA)• Air Transportation Association of Canada (ATAC)• Canadian Council for Aviation and Aerospace (CCAA)• Ontario Aerospace Council (OAC)• Federally Regulated Employers – Transportation and Communications (FETCO)• Program Advisory Committee members (PAC) at Confederation College, Sault College and Seneca College• Waterloo Institute for Sustainable Aeronautics (WISA)• Canadian Association of Defense and Security Industries (CADSI)• International Society of Transport Aircraft Trading (ISTAT)• European Regional Airline Association (ERA)• Aircraft Leasing Ireland (Ibec)• The Aviation Club UK• Western Canada AME Association

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Disclosure Number	Disclosure Title	2022 Response
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	See ' Stakeholder Engagement ' section of this report.
2-30	Collective bargaining agreements	See ' Labour Relations ' section of this report.
Material Topics		
3-1	Process to determine material topics	See ' Materiality ' section of this report.
3-2	List of material topics	See ' Materiality ' section of this report.
3-2	Management of material topics	See ' Materiality ' section of this report.
Economic Performance		
201-1	Direct economic value generated and distributed	See ' Q4 2022 Chorus Financial Statements '.
201-2	Financial implications and other risks and opportunities due to climate change	See the 2023 ' Annual Information Form ', page 52 .
201-3	Defined benefit plan obligations and other retirement plans	See the 2023 ' Annual Information Form ', page 39 .
201-4	Financial assistance received from government	Chorus did not receive any government financial assistance in 2022.
Anti-corruption and Anti-competative Behaviour		
205-1	Operations assessed for risks related to corruption	See ' Anti-Corruption ' section of this report.
205-2	Communication and training about anti-corruption policies and procedures	See ' Anti-Corruption ' section of this report.
205-3	Confirmed incidents of corruption and actions taken	See ' Anti-Corruption ' section of this report.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	See ' Anti-Corruption ' section of this report.

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Disclosure Number	Disclosure Title	2022 Response
Emissions		
305-1	Direct (Scope 1) GHG emissions	See ' Carbon Footprint ' section of this report.
305-2	Energy indirect (Scope 2) GHG emissions	See ' Carbon Footprint ' section of this report.
305-4	Other indirect (Scope 3) GHG emissions	See ' Carbon Footprint ' section of this report.
305-4	GHG emissions intensity	See ' Carbon Footprint ' section of this report.
305-5	Reduction of GHG emissions	See ' Carbon Footprint ' section of this report.
Waste		
306-1	Waste generation and significant waste-related impacts	See ' Waste and Recycling ' section of this report.
306-2	Management of significant waste-related impacts	See ' Waste and Recycling ' section of this report.
306-3	Waste generated	See ' Waste and Recycling ' section of this report.
305-4	Waste diverted from disposal	See ' Waste and Recycling ' section of this report.
305-5	Waste directed to disposal	See ' Waste and Recycling ' section of this report.
Labour and Management Relations		
402-1	Minimum notice periods regarding operational changes	Notice periods depend on any statutory and/or contractual requirements applicable to employees in different jurisdictions. For instance, the Canada Labour Code which applies to the majority Chorus employees, requires 120 days' notice of technological change affecting the employment of a significant number of employees. Policies and collective agreements applicable to Canadian-based employees must respect this minimum but can be supplemented by Chorus or provided for in collective agreements. The Canada Labour Code also requires notice and engagement with employee representatives and/or unions in case of layoffs which exceed a certain scale and the layoff process in all Canadian collective agreements effectively provides notice of pending changes. Certain collective agreements also create notice requirements for matters of particular concern to the employees to whom they apply, for example, in the case of outsourcing of maintenance and related work or the introduction of a new type of aircraft.

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Disclosure Number	Disclosure Title	2022 Response
Occupational Health and Safety		
403-1	Occupational health and safety management system	See ‘ Safety Management System ’ of this report.
403-2	Hazard identification, risk assessment, and incident investigation	See ‘ Hazard Identification, Risk Assessment and Incident Investigation ’ section of this report.
403-3	Occupational health services	See ‘ Occupational Health and Safety ’ section of this report.
403-4	Worker participation, consultation, and communication on occupational health and safety	See ‘ Occupational Health and Safety ’ section of this report.
403-5	Worker training on occupational health and safety	See ‘ Health and Safety Training ’ section of this report.
403-6	Promotion of worker health	See ‘ Health and Safety Training ’ section of this report.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See ‘ Prioritizing Safety ’ section of this report.
403-8	Workers covered by an occupational health and safety management system	See ‘ Occupational Health and Safety ’ section of this report.
403-9	Work-related injuries	See ‘ Occupational Health and Safety ’ section of this report.
403-10	Work-related ill health	See ‘ Occupational Health and Safety ’ section of this report.
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	See ‘ Prioritizing Safety ’ section of this report.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	See ‘ Prioritizing Safety ’ section of this report.

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Disclosure Number	Disclosure Title	2022 Response
Employement Practices		
401-1	New employee hires and employee turnover	See ' Recruitment ' section of this report.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See ' Recruitment ' section of this report.
401-3	Parental leave	181 employees took parental leave in 2022 (100 women and 81 men). See the ' Wellness & Accommodation ' of this report.
Training and Education		
404-1	Average hours of training per year per employee	See ' Employee Development & Engagement ' section of this report.
404-2	Programs for upgrading employee skills and transition assistance programs	See ' Employee Development & Engagement ' section of this report.
404-3	Percentage of employees receiving regular performance and career development reviews	100% of management and administrative employees receive performance reviews.
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	See ' Promoting Equity, Diversity & Inclusion ' section of this report.
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	See ' Promoting Equity, Diversity & Inclusion ' section of this report.
Freedom of Association & Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	82% of our employees are covered by a collective agreement. See ' Labour Relations ' section of this report.

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Disclosure Number	Disclosure Title	2022 Response
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	See ‘ Community Engagement ’ section of this report.
413-2	Operations with significant actual and potential negative impacts on local communities	See ‘ Community Engagement ’ section of this report.
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	See ‘ Privacy ’ section of this report.



Caution Regarding Forward-Looking Information

The information contained herein covers the period beginning on January 1, 2022, and ending on December 31, 2022, unless otherwise indicated.

Certain information contained in this report may constitute forward-looking information as defined in applicable securities laws. Forward-looking information includes information that is predictive in nature, depends upon or refers to future events or conditions, and includes statements regarding Chorus’ (and/or its subsidiaries) operations, business, financial condition, expected financial results, performance, prospects, opportunities, priorities, targets, goals, ongoing objectives, strategies, and outlook. In some cases, forward-looking information can be identified by terms such as “anticipates,” “estimates,” “expects,” “forecasts,” “projects,” “targets,” and similar terms or the negative versions thereof. By its nature, forward-looking information requires Chorus to make assumptions and is subject to inherent risks, uncertainties and other factors which may cause actual results to differ materially from such information, therefore, reliance should not be placed on forward-looking information. Chorus does not guarantee the accuracy, adequacy, or completeness of the information in this report (including the estimated impact of the initiatives described herein) and cautions that the information in this report has not been verified by a third party.

Although Chorus has and may continue to establish targets in relation to ESG matters, including in relation to diversity and GHG emissions, Chorus’ ability to achieve these targets depends on many factors, including: changing demographics and evolving definitions of diversity, aircraft selection decisions by its customers, such as Air Canada’s fleet decisions under the capacity purchase agreement with Jazz; the pace of technological development, particularly in relation to the development of low or zero-carbon aircraft propulsion systems and the availability and economic feasibility of sustainable aviation fuel; and the collective actions and efforts of governments, industry and other stakeholders. Furthermore, future circumstances, such as changing economic conditions, Chorus’ financial condition, pressure from investors or other stakeholders, and/or changing regulatory requirements, may lead Chorus to prioritize other nearer-term interests over progressing our ESG goals. Therefore, there can be no assurance that Chorus’ ESG goals will be achieved, produce the expected results or meet stakeholder expectations. If Chorus is unable to meet its ESG targets, Chorus could face adverse reactions from investors and other stakeholders, which could cause reputational harm or other adverse effects to Chorus.

For further information on risks, uncertainties and assumptions that may impact forward-looking information, please refer to Chorus’ public disclosure record available under its profile on the System for Electronic Document Analysis and Retrieval (SEDAR) at www.sedar.com, including the risk factors set out within Chorus’ Annual Information Form dated February 15, 2023. Except as otherwise indicated, the information provided within this report is based on matters as they exist as of the date of this report and not as of any future date and will not be updated or otherwise revised to reflect information that subsequently becomes available or circumstances existing or changes occurring after the date hereof, except as may be required by applicable law.



Notice to Recipients and Endnotes

Notice to Recipients

Purpose of this Report

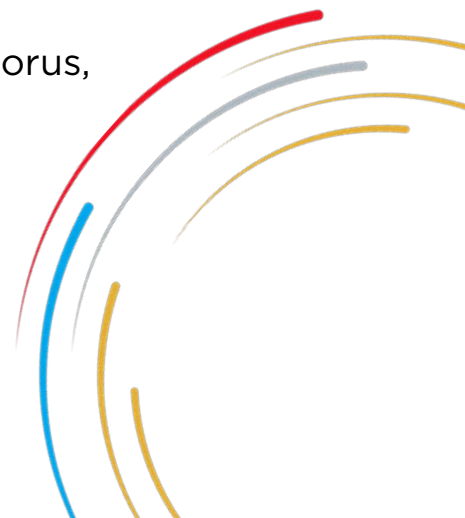
This document is to be used solely as part of Chorus Aviation Inc. (“Chorus”) environment, social and governance program. This document does not constitute an offer or solicitation in connection with any securities.

Date of Financial Information and Currency

Unless expressly stated otherwise, (i) historical financial information included in this presentation is provided as of December 31, 2022, and (ii) all references to “\$” or “Dollars” in this presentation are to Canadian dollars (CAD).

Endnotes

1. Scope 1 Jazz data source: CORSIA fuel consumption data collected by Chorus.
2. Chorus acquired Falko Regional Aircraft Limited and interests in certain aircraft managed by Falko in May 2022. Aircraft fuel emissions are inclusive of Falko fleet GHGs from the full calendar year 2022, but do not include any aircraft sold prior to Dec. 31, 2022.
3. Scope 3 data source: IBA NetZero Emissions Calculator.
4. Scope 3 owned aircraft consists of aircraft that are wholly or majority owned by Chorus and are leased to third parties. Includes eight aircraft that are currently on lease from Falko to Jazz and included in Jazz’s Scope 1 emissions.
5. Scope 3 managed aircraft consists of aircraft that are managed by Falko, but are not wholly or majority owned by Chorus, and are leased to third parties.
6. Aircraft recycling data and estimates source: [Aircraft Fleet Recycling Association](#).
7. Figures for women include all employees internationally. Figures for other designated groups only include employees in Canada.



A photograph of an airplane on a runway at sunset. The sky is a mix of orange, pink, and blue. The runway is wet, reflecting the colors of the sky. The airplane is in the center, facing the viewer. The tail of the airplane is visible, and the wings are spread. The overall mood is serene and professional.

chorus[✈]

Sustainability Report 2022

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