

GREATER TORONTO
AIRPORTS AUTHORITY

Corporate Responsibility Report 2009



The Greater Toronto Airports Authority (GTAA) was incorporated in 1993 and manages Toronto Pearson International Airport under terms set out in our December 1996 lease with the Canadian federal government.

The focus of the GTAA continues to be on competitiveness, growing the airport's status as an international gateway, meeting the needs of our travellers, and ensuring the long-term success of the organization, our airline customers and the regional economy.

Every year, the Greater Toronto Airports Authority (GTAA) provides services to millions of guests passing through Toronto Pearson International Airport. As the not-for-profit corporation behind a key Canadian transportation hub and a major international gateway, we're accountable to many stakeholders in many communities. This presents unique challenges when it comes to evaluating our social, environmental and economic impact.

For all the complexities of our business, however, ensuring that we act responsibly is not complicated. As we constantly explore possible strategies to meet the needs of our customers, we pursue only those that are truly sustainable. Then each year we report on how well we've maintained that commitment, inviting others to measure our success.



*Lloyd A. McCoomb,
President and Chief Executive Officer*

*Marilynne E. Day-Linton
Chair*

THE VALUE OF RESPONSIBILITY

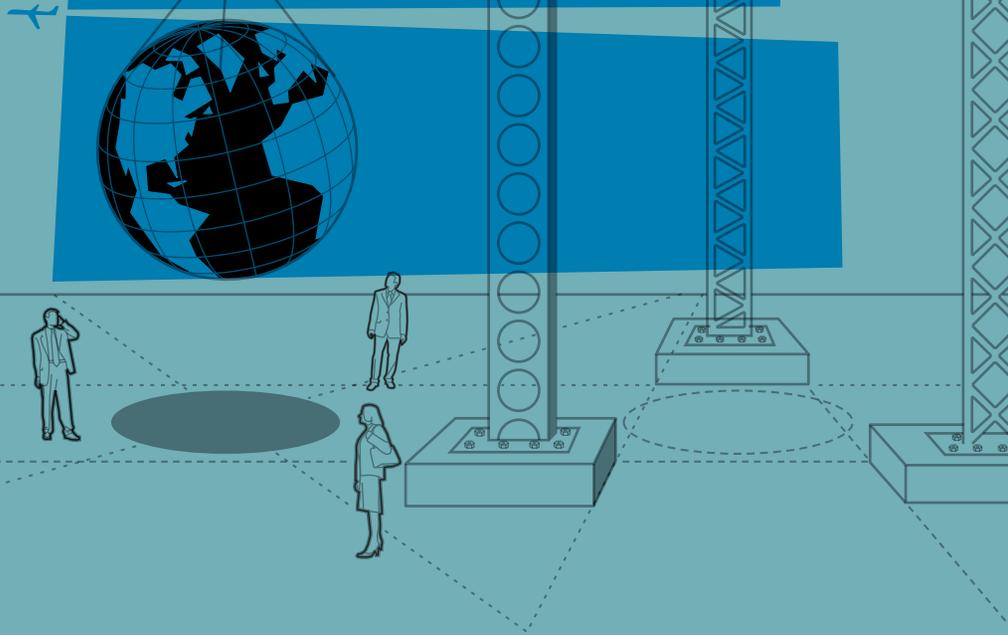
In a severe economic downturn, there might be a temptation to view corporate responsibility (CR) as a “softer” objective that can be put on hold until the need for austerity has passed. In fact, the opposite is true. Over the past year, we’ve seen that continuing to advance the goals of CR is the key to managing our organization through a challenging period and beyond.

As the full impact of the global recession became clear in early 2009, the GTAA, like many organizations, moved quickly to revisit our basic strategic assumptions regarding economic stability. We responded to the crisis with a four-point action plan that included cost-cutting measures and deferral of capital spending. Significantly, our plan also included incentives for carriers to expand or enhance their services through Toronto Pearson. The immediate aim was to stimulate business among our airline partners, which in turn would mean additional traffic for our airport. But over the longer term this measure will benefit all of our stakeholders, as service improvements spark higher passenger volumes and contribute to the overall economic health and sustainability of surrounding communities. In other words, our response to a short-term crisis also reflects the broader social and economic goals that drive our CR commitment.

In the past decade, the GTAA’s pursuit of corporate responsibility has evolved from a set of worthy aspirations to become an integral part of how we do business. This report showcases several instances where bottom-line priorities converge with the broader objectives of CR. In moving to reduce greenhouse gas emissions, for example, we’re also reducing energy costs. Similarly, as we transform our organizational structure to operate more flexibly and efficiently, we’re encouraging GTAA employees to share their hands-on experience in shaping the new strategy – which not only builds engagement, but also yields new tools that we can use to translate smart ideas into results.

In some areas, we’ve found that by improving work processes we can operate more efficiently. Our subsequent, unprecedented decision in 2010 to make workforce reductions has been extremely difficult for everyone concerned. But here again we can apply the test of CR to confirm that a painful choice serves a greater good. By transforming the GTAA to meet the competitive challenges ahead, we ensure the sustainability of our own business and of the wider community that counts on the social and economic benefits our airport provides.

A basic tenet of CR is that there are always new avenues to explore in building a sustainable future. However, as we hope this report makes clear, we’ve already achieved many significant milestones as we work with our stakeholders to realize the full value of responsibility.

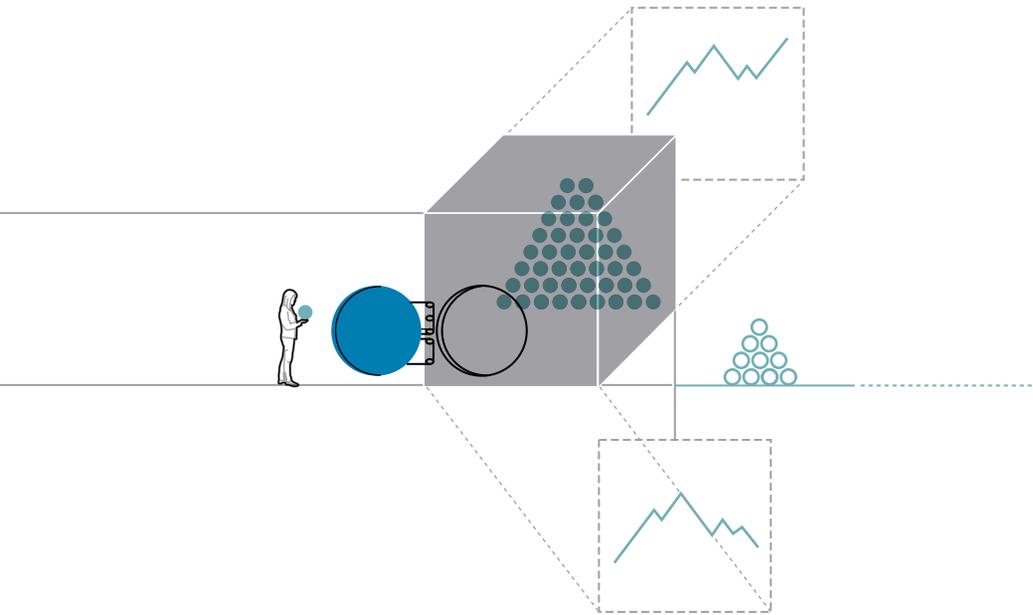


RESPONSIBILITY
IS OFTEN
CHALLENGING.
AND ALWAYS
POSSIBLE.

This is the fifth annual corporate responsibility report produced by the GTAA. It carries on our commitment to full transparency in accounting for our actions against a triple bottom line of social, environmental and economic indicators. Guided by the standards of the Global Reporting Initiative (GRI), this year we've further refined our reporting methodology. And we begin by highlighting some examples of how CR permeates our business – just a few among many possible stories from an organization that is making every effort to respond to and help create a world of possibilities.

The stories we've chosen to showcase cut across all areas of the GTAA. We examine our four-point action plan in response to the global economic downturn. We review our new strategy for reducing greenhouse gas emissions, as well as our collaborative efforts in the Pearson Eco-Business Zone through Partners in Project Green. We look at our responsibilities toward a vital group of stakeholders – our employees – as we've worked together to consolidate several collective labour agreements and assess core competencies for management roles. And we illuminate the ongoing transformation of our organizational structure to better meet the needs of customers while ensuring everyone at the GTAA can contribute more directly to our success.

What ties all of these stories together is our continued adherence to the principles of social, economic and environmental responsibility – and our broader mandate, central to our strategic plan since 2007, to make Toronto Pearson a globally competitive, fully sustainable North American gateway. At the same time, these stories from the past year point emphatically to the future. They help articulate our new vision as we focus on redefining what is possible to meet the needs of a changing world.



WE'VE BEEN

Saving

FOR THE

FUTURE.

As 2009 began, the banking crisis of the previous fall had broadened into a devastating global downturn. The aviation industry, as a key enabler of economic activity worldwide, was clearly going to see a significant negative impact. The GTAA responded with a four-point action plan addressing immediate challenges. Developed within the framework of our overall business strategy, the plan also reflected our commitment to corporate responsibility. In securing our financial health, we would help ensure the sustainability of the many communities that depend on our airport, beginning with our own workforce.

In early 2009, Transport Canada issued an update predicting that the deepening recession would result in a 5.8 per cent drop in air passenger traffic through Toronto Pearson over the coming year; in August that figure was revised to 6.4 per cent. This unprecedented decline would mean a corresponding reduction in revenues for the GTAA and our airline customers. Fortunately, by the end of the year, the actual decrease in traffic proved to be slightly less severe than forecast. However, at 6.1 per cent, or about 2 million fewer trips, it still had serious implications for Canada's most-used airport.

As a not-for-profit company, the GTAA operates with the goal of breaking even each year. Our budget for 2009, already responding to the worsening economic situation, had assumed a 2.5 per cent reduction in annual passenger traffic. The additional decline predicted by Transport Canada would create a shortfall of about \$30 million. It was clear that we would have to move quickly and decisively.

In February 2009, the GTAA issued an Economic Response Plan setting out remedial steps in four key areas: cost reduction, deferral of capital spending, new incentives to airlines and an increase in the Airport Improvement Fee (AIF) paid by passengers. In the following pages we'll examine this plan and its impact in more detail.

The Four-Step Plan

1. Cost reduction and containment: Fixed expenses account for about two-thirds of the GTAA's annual budget. We are therefore limited in where we can implement cost-cutting. Nevertheless, the Economic Response Plan identified several measures for reducing 2009 expenditures, including:

- closure of the Terminal 3 Satellite and other non-essential facilities
- a temporary salary freeze for all management positions
- a hiring freeze, as well as the suspension of summer and co-op student employment programs
- early retirement packages for qualifying employees
- cost-efficient consolidation of contracted services wherever possible.

2. Deferral of capital spending: Under the response plan, all but the most critical capital investments were placed on hold. Deferred projects included Pier G planning and design, the Terminal 1 parking garage expansion, the Terminal 2 garage demolition and the Terminal 3 Master Plan.

3. Airline incentive program: We recognized that stimulating air traffic at Toronto Pearson would not only benefit our airport but also would provide a boost to surrounding communities and, indeed, the national economy. We therefore launched a two-year program offering rebates of up to 50 per cent for airlines that introduced new routes or added service on existing ones.

4. Increase to the Airport Improvement Fee: All major Canadian airports charge an AIF. It was introduced at Toronto Pearson in 2001 to help fund the \$4.4 billion redevelopment of our facilities, as well as the servicing of associated debt. Under the Economic Response Plan, the AIF was raised from \$20 to \$25 for departing passengers only.

This was a decision that the GTAA weighed carefully. We knew that it risked having a negative impact on passenger traffic, which in turn would place added financial pressure on our airline partners. On the other hand, the extra revenues from a higher AIF (projected to be about \$22 million in 2009) would help significantly in our efforts to maintain economic sustainability. What's more, it built on the longer-term recognition that investing in airport infrastructure was an essential catalyst for regional economic growth.

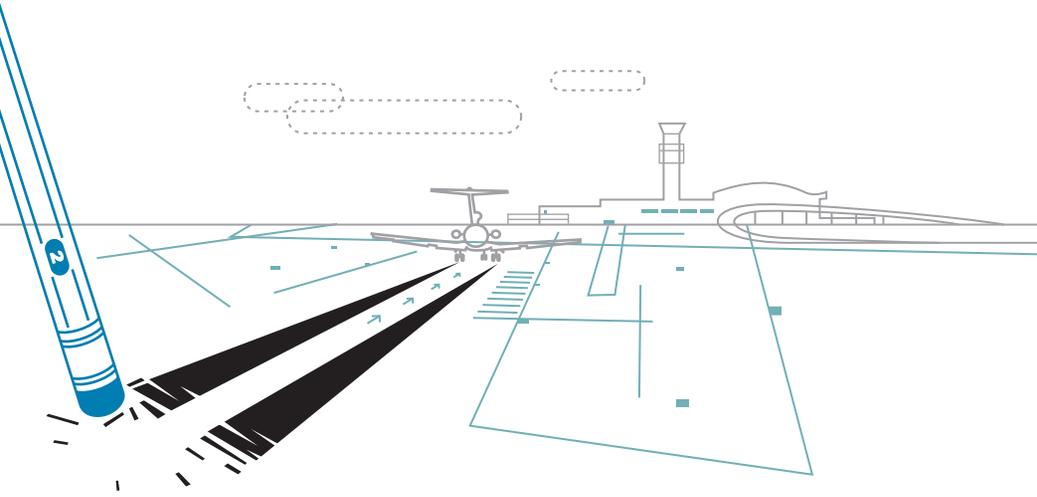
Addressing the broader social and economic implications of our financial policies is an intricate balancing act.

Balancing Responsibilities

The GTAA is a not-for-profit enterprise – but, by the same token, we're also “not for loss.” Addressing the broader social and economic implications of our financial policies is an intricate balancing act. For instance, even as we work to meet the high expectations of our many stakeholders, we need the support of capital markets to finance our long-term debt. As the recession continued taking its toll through the first half of 2009, access to capital became restricted – at the very time when we had to plan for a significant volume of maturing debt obligations in the following year. The Economic Response Plan was therefore vital in demonstrating to capital markets that the GTAA was moving proactively to mitigate the effects of the downturn.

At the same time, we had to balance air carriers' general approval for our new incentive program against their natural concern that an AIF increase could reduce passenger traffic. Moreover, as we implemented various cost-containment measures to help finance those welcome incentives, our reduced expenditures on goods and services – by 20 per cent, or more than \$57 million, compared to 2008 – would have an unknown impact on the businesses of many airport suppliers and, potentially, the livelihoods of their employees.

Again, it's always a question of maintaining balance – and of never forgetting that our obligation to be fiscally responsible does not end at our own bottom line. If, as in the past year, a challenging situation requires a decisive response, we remain keenly aware that our financial initiatives have deep social and economic impacts – and, precisely for that reason, we try to balance short-term compromises against the broader benefits of ensuring a sustainable, globally competitive transportation gateway at Toronto Pearson.



WE DON'T WANT

OUR

Footprint

TO GIVE US AWAY.

The GTAA is committed to taking concrete action in the face of global climate change. In 2009, we developed a comprehensive strategy for reducing our carbon footprint and crafted a policy on greenhouse gas (GHG) emissions at Toronto Pearson. Focusing initially on energy savings, we've set an ambitious GHG reduction target for 2020. Over the past year we made significant progress toward that objective. We're confident that we have a sound framework in place as we continue to define and implement new conservation measures.

In recent years, as the magnitude and potential impact of climate change became increasingly clear, the GTAA chose to lead by example. Rather than waiting to comply with international agreements and planned legislation, we moved proactively to find ways of reducing energy consumption at Toronto Pearson. We believe it is our responsibility, as a Canadian transportation hub and a respected player in the global aviation industry, to make a meaningful contribution in this area.

After weighing scientific opinion on the most effective measures to combat the global environmental threat, we joined organizations around the planet in supporting the initiative to reduce greenhouse gas emissions by 80 per cent, relative to 2000 levels, by the middle of the century. To achieve this ambitious goal, we recognized that we had to take action immediately. We therefore set a near-term target of cutting emissions by 20 per cent (from 2006 levels) over the next decade. This "20/2020" commitment is the centrepiece of the GTAA's environmental sustainability strategy and of the GHG policy that we formally unveiled in December 2009. In the following sections we'll examine both in more detail.

*Our green commitment is now embedded
in our outlook as an organization.*

Giving Ourselves Credits

At Toronto Pearson, pursuing sustainable development requires a careful weighing of priorities: We are in business to meet the social and economic needs of our community. At the same time, we must respect the ecological limits of our planet. This understanding frames our Comprehensive Sustainability Strategy, completed in July 2009.

A key component of the new strategy is our decision not to shrink the GTAA's footprint through the purchase of carbon credits – the financial instruments, representing emissions offsets or allowances, that are traded in specialized international markets. Instead we will earmark the equivalent funds for use in GHG reduction initiatives. In other words, rather than make payments to a third party to compensate for the emissions produced by our facilities, we will “pay” ourselves to genuinely reduce them.

Every year we will calculate the total emissions that would have required us to buy credits in order to meet our reduction targets. That amount will then be applied toward research, testing, infrastructure and implementation of conservation projects. The terms and accountabilities of this new approach are detailed in our Greenhouse Gases Policy, published in December 2009.

Targeting the Sources

To meet our 20/2020 target, Toronto Pearson will have to realize an annual 2 per cent reduction in emissions from 2011 onward. In addition to focusing on electricity use, we will also be looking at ways to reduce the GHG output from our vehicle fleet and from various combustion sources at the airport.

Terminal 3 presents some unique challenges. While compliant with building codes in effect when it opened in 1990, the terminal is far less energy-efficient than most newer structures. We would need to reduce the facility's current consumption by nearly 50 per cent to achieve our 20/2020 goals. An energy audit undertaken in 2009 has pointed to a potential reduction of about 10 per cent through a multi-year program of upgrades.

GHG reduction targets for Toronto Pearson do not include the airport's cogeneration plant, which produces electricity primarily using gas turbines. The plant operates as a peak generation facility, supplying electricity to Ontario's power grid. The end users of that power therefore assume accountability for any associated emissions. The same plant also produces

steam for heating and cooling that is captured as a by-product of generation and is effectively emission-free. In 2009 the facility provided the equivalent of 72,232 GJ of heating and 613 MWh of cooling to the airport.

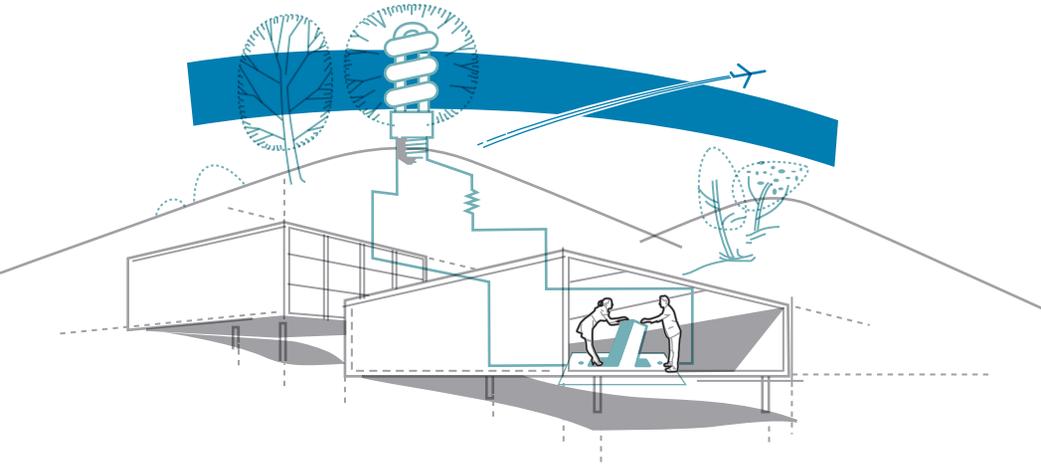
The Bigger Picture

Of course, the GTAA's efforts to reduce our footprint must be seen in the broader context of the global aviation industry, which accounts for about 4.9 per cent* of total climate change impact. While our Greenhouse Gases Policy is specifically aimed at reducing the GHG output from equipment owned or operated by the GTAA, we're always looking for ways to assist our airline customers in reducing their emissions. For instance, the financial incentives to carriers introduced last year (see page 8) included rewards for service improvements on existing routes, which often will mean an added green bonus as airlines switch to newer, more fuel-efficient aircraft.

Moving forward, our 20/2020 target will be factored directly into the GTAA's budgeting process, with GHG reductions calculated as cost savings. This reflects the degree to which our green commitment is now embedded in our outlook as an organization. Having a hard reduction target – with an absolute value that remains constant, even if we continue to grow – is galvanizing our efforts to create a new kind of airport.

By choosing not to buy carbon credits and instead invest in further improving Toronto Pearson, we're affirming our belief that economic and environmental sustainability go hand in hand. Moreover, we're encouraging everyone at the GTAA to contribute ideas to the cause. As we embrace smart suggestions from the front lines of our operations – for instance, replacing hundreds of costly warning lights with low-voltage, long-life LED units – we will bring about real and lasting change, through 2020 and beyond.

**Atmospheric Environment*, July 2009, volume 43, issues 22–23, pages 3520–3537.



WE CAN'T WAIT
FOR IT

TO

TURN

GREEN.

The GTAA's commitment to environmental responsibility extends well beyond the boundaries of our airport. We're proud to be the driving force behind Partners in Project Green, which helps to create joint sustainability initiatives among more than 12,500 companies located in the Pearson Eco-Business Zone. This year the partnership focused in particular on cutting energy use to reap the combined benefits of a reduced carbon footprint and lower operating costs. There's still a long way to go, but this new model of corporate openness and collaboration holds huge promise for the future.

The Pearson Eco-Business Zone is Canada's largest employment area. More than 350,000 people work here – for airport-related providers of transportation, logistics and hospitality services, and for a wide range of companies in key industries such as auto parts, plastics, pharmaceuticals and food processing. In 2009, the first full year since its official launch, Partners in Project Green made great strides in uniting this remarkably diverse business community around a common goal: to realize quantifiable benefits from environmentally sustainable practices.

Our collaborative efforts have already yielded some encouraging successes, notably in energy savings, at the beginning of what we all know is a long road ahead. Even more important, Partners in Project Green has benefited from, and contributed to, a marked shift in thinking. Businesses are realizing that sustainability should not be seen as a cost – the price of making altruistic gestures or complying with government policy. Effective green initiatives not only help save the planet but also save money at the bottom line.

In the following pages we'll look at how this unique sustainability project is bringing more and more companies together in a new understanding of why it pays to be green.

Saving Energy = Saving Costs

In spearheading Partners in Project Green – working closely with the Toronto and Region Conservation Authority, four municipal governments and hundreds of area companies – the GTAA has stressed that this initiative, like the challenges it aims to address, must be paced for the long term. That said, we know that by sharing ideas among organizations whose sustainability goals are aligned, we should all be able to achieve tangible gains more quickly.

A case in point is energy conservation. The companies in the Pearson Eco-Business Zone together account for about 1/26th of total electricity usage in Ontario. Within such a huge consumption figure, there are clearly opportunities to save. In 2009, Partners in Project Green launched a program of free energy audits and created opportunities for member companies to share advice and best practices. As a result, more than 2,500 businesses implemented energy conservation measures, collectively saving some 5.4 megawatts in electricity demand and more than 3.6 million m³ of natural gas – with corresponding reductions in operating expenses. It's a modest beginning, but one that shows our fledgling initiative is headed in the right direction.

The Power of Collaboration

At this stage, a more meaningful measure of success for Partners in Project Green is the degree to which participating businesses – in steadily growing numbers – acknowledge the value of working together to gain the competitive advantages of sustainability.

In 2009, nearly 750 employees from more than 200 companies took part in networking and training events designed to help them reduce energy costs, exchange information on new technologies and identify green business opportunities – all grounded in the shared belief that sustainability makes sound fiscal sense.

Even direct competitors have recognized the value of partnering in this area. A number of airport-area hotels, for example, now hold regular roundtable discussions to examine cost-effective green solutions that will benefit all of them and, indeed, the entire hospitality sector. Similar initiatives are underway among logistics companies and other industry groups across the Pearson Eco-Business Zone.

We understand that the journey to true sustainability is only just beginning.

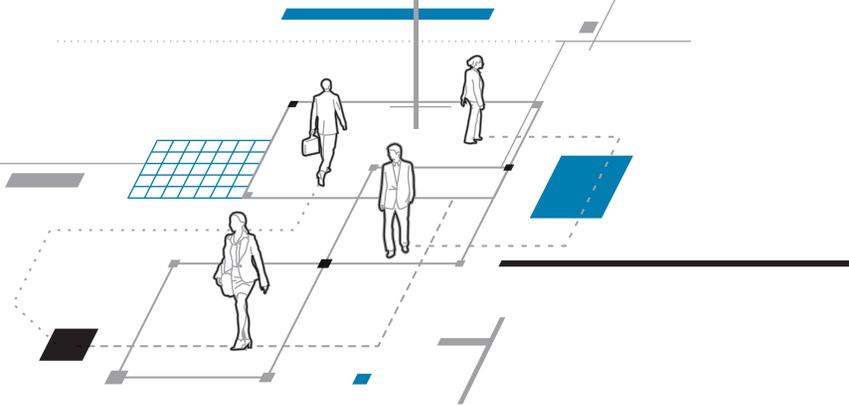
A Good Start to the Journey

One positive outcome of the global recession is that an urgent need to get costs under control has motivated many businesses to look more closely at the financial advantages of going green. In some cases, that sharpened scrutiny prompts new kinds of questions. For instance, if an airport-area plant is just one of several operated by a large company, local management may be less free to implement green measures autonomously. Many such businesses are turning to Partners in Project Green for proof points as they sell the merits of a homegrown solution to head office executives – and potentially right across entire enterprises, spreading the benefits even further.

As we explore these various dimensions of our green business partnership, we're pleased to celebrate signs of momentum but at the same time understand that the journey to true sustainability is only just beginning. Last year Toronto Pearson was honoured to receive an Environmental Achievement Award from the Airports Council International – North America for our work in developing and launching Partners in Project Green. Yet even as we share that welcome recognition with our partners, we're cautious about equating progress with success. In the pursuit of sustainability, there is no room for hubris. The timelines are too long, the challenges are too great and the need to get it right is far too important.

What we can celebrate is a great beginning. Partners in Project Green is an initiative for which there are no real models – and that's precisely what has freed people to start thinking differently, trying new solutions and seeing what does or doesn't work. As we continue moving ahead, writing the "rules" as we go, we'll build on the experiences of thousands of companies around Toronto Pearson as we establish a new global benchmark for green economic development.

// OUR PEOPLE:
PREPARING FOR THE FUTURE



WE'RE
WORKING
TOGETHER

TO MAKE THINGS

WORK **Better.**

A key CR indicator for the GTAA is how well we're engaging and motivating our own people, who in turn work to meet the needs of all other stakeholders. In 2009, we continued building a sustainable organization through two milestone achievements: We consolidated three collective agreements into a single contract covering all unionized employees (other than most of those employed in Emergency Services). And we completed an assessment of core competencies within our management team as part of a multi-year learning and development project to foster leadership across the organization.

The mandate of the GTAA has always been to serve the needs of our customers – the airlines and guests who use our facilities – and, by extension, the broader socio-economic community that depends on our airport as a transportation gateway to the world. But those concentric circles of influence begin much closer to home, with the stakeholders to whom we have the deepest and most immediate responsibility: our own employees.

Over the past few years, we've been rethinking the deployment and training of our workforce, consciously balancing business objectives with the goals and aspirations of the people on the front lines who turn our strategic vision into reality. In 2009, we made two key advances in human resources management – specifically, in labour relations and leadership development – that helped reinforce our commitment to the GTAA's people while bolstering the foundation for further initiatives to come.

Crafting a New Agreement

When the GTAA was established, there were two collective agreements in effect at Toronto Pearson – one with the airport’s firefighters and the other, through the Public Service Alliance of Canada (PSAC), covering the balance of our unionized employees. Then in mid-2006 the GTAA assumed the employment of about 200 people at Terminal 3 who had previously been employed by a service contractor. This new group was covered by two additional collective agreements, one with PSAC and the other with the Canadian Auto Workers (CAW).

The first big challenge for the GTAA and our employees was to resolve the question of representation. For any future negotiations, it was preferable to define a single bargaining unit for our entire unionized workforce of approximately 900 employees (not including about 80 members of the Pearson Airport Professional Firefighters Association). Talks began in late 2006 and continued through the following year under the auspices of the Canada Industrial Relations Board. The question was then put to a membership vote, and in February 2008 a majority of employees chose to be represented by the CAW.

The next step was to take three collective agreements – differing significantly in areas such as compensation, benefits and terms of employment – and consolidate them into one set of provisions that would apply uniformly across the entire workforce. This too required long and complex negotiations. But on July 24, 2009, the process reached a successful conclusion when 87 per cent of the membership voted to ratify a single new agreement.

Welcome Flexibility

What does this milestone mean for the GTAA? Certainly labour relations promise to be more straightforward in the years to come, with just one bargaining unit and a comprehensive agreement covering nearly all employees. The accord also brings a new flexibility to all future planning. Individual employees who in the past could not, for example, easily change jobs between Terminal 1 and Terminal 3 can now pursue opportunities wherever they arise. And as an organization we have the flexibility we need to transform our business, deploying our people more effectively and giving individuals more freedom to make decisions and stand behind them.

The GTAA is not an abstract business entity but a group of people working together to achieve common goals.

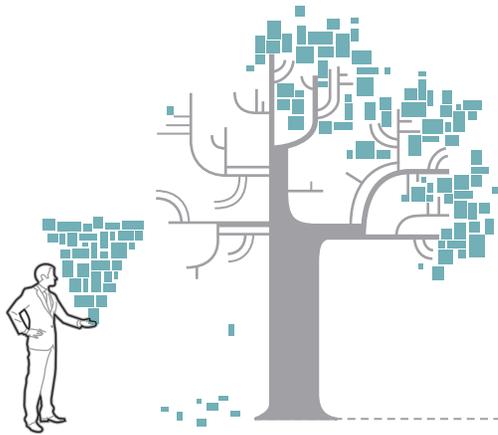
With so many outstanding issues now resolved, we expect the pursuit of transformation – which we explore further in the next section of this report – to continue gaining momentum. As employees find more personal fulfillment in their roles thanks to the changes we’ve worked out together, we look forward to receiving their valued input, through their union representatives, as true partners in the business.

Developing Leaders

Another noteworthy human resources achievement for 2009 was in the area of training and development. During the previous year, a cross-functional management team had been brought together to help define the leadership traits required to implement the GTAA’s vision. The result was a set of 10 core competencies that were deemed essential at all levels of the organization.

In the fall of 2008, an initial group of managers took part in a formal assessment of their existing skills and future leadership potential. Last year saw the completion of that evaluation process for all remaining members of our management team. Each participant received a 360-degree feedback report that guided subsequent discussions with his or her direct manager regarding personal career planning. At the same time, the consolidated findings from these assessments provided a baseline for creating a comprehensive new training curriculum. In 2010, a series of courses will be introduced that weave the 10 competencies into every area of professional development – initially for managers and ultimately, at least at the first level of mastery, for all of our people at every level.

Once fully implemented, the multi-year training initiative will complete another crucial step in the evolution of the GTAA – not as an abstract business entity, but as a group of people working together to achieve common goals and ensure a sustainable future.



WE'RE
MANAGING
CHANGE by

Changing

HOW WE

MANAGE.

As part of our stewardship of corporate sustainability, the GTAA is committed to the most efficient and responsible use of all resources – including our people. Having spent more than a decade building a globally competitive airport, we're more focused than ever on providing the best possible service to our customers. The next step in the process is to transform how we engage and inspire the people who deliver that service. We're rethinking how we're organized, improving communications and encouraging everyone to play a more active and accountable role in day-to-day decision-making.

In the initial decade after the GTAA was established, our focus was on the massive new building and expansion projects that would transform Toronto Pearson into one of the world's leading airports. We therefore moved quickly to put in place the organizational structures and processes – some inherited, some designed to address short-term issues – that were necessary to meet immediate challenges and get the job done. As we undertook one of the largest construction projects in Canadian history, many operational areas were necessarily structured in ways that stressed resilience and continuity over other considerations.

Now our focus has shifted from managing the reinvention of our airport – and often managing *around* it to keep our airlines and passengers satisfied – to vigorously setting new standards in operational excellence and superior customer service. In 2009, we announced a business transformation initiative aimed at reorganizing how our people work together and providing the training and support they need to secure Toronto Pearson's place among the top-ranked airports globally.

Why change now?

Our primary transformation project involves two GTAA departments: Operations and Customer Experience, and Facilities. We're restructuring our organization to eliminate overlaps, better coordinate planning and enhance productivity. Key to our success is a commitment to improving day-to-day communications between all functional areas as well as with our customers and other stakeholders.

The changes we're implementing will enable the GTAA to:

- deliver superior customer service, boosting guest satisfaction levels while attracting and retaining airline partnerships
- streamline current practices and processes to ensure optimum effectiveness
- give individual employees more say in how they carry out their roles
- improve cost controls, sharpening our competitive edge in the transportation marketplace.

Our aim is to better utilize resources, eliminate duplication and clarify accountabilities – so we can shift our collective energy from managing activities to delivering results for our customers and our community.

We've taken a four-phase approach to this transformation process. In Phase One, completed in the spring of 2009, a steering committee developed the rationale for organizational change, stressing the critical need to embrace a more customer-centric approach to service or risk losing our competitive advantage. In Phase Two, implemented through the balance of 2009, a working group partnered with outside consultants to understand the impact of proposed changes and develop a blueprint for transformation – with a particular emphasis on communicating with employees every step of the way. Throughout 2010, Phases Three and Four will focus respectively on transition planning and implementation.

Communications at the centre

In restructuring our organization, we're shedding traditional hierarchies in favour of a more flexible matrix approach that facilitates collaboration among teams. A single Consolidated Communications Centre will now draw upon the resources and expertise of all functional areas, responding quickly to changing needs.

Our aim is to better utilize resources, eliminate duplication and clarify accountabilities.

Coordinating this integrated effort is the *shift leader* – a newly created role whose responsibilities transcend the functions of specific departments. The shift leader is in turn supported by *functional managers*, who apply their teams' knowledge and skills to designated tasks. The result is a more effective response – with clearer communications and chains of command – to challenges that arise every day in a complex facility such as Toronto Pearson.

For example, if an alarm system malfunctions, the alert will be picked up by monitoring employees in the Consolidated Communications Centre, where the shift leader can immediately determine what resources are required to fix the problem. He or she may consult the functional managers responsible for security system protocols and maintenance. But all efforts to remedy the situation will be managed from a central point.

Weighing the benefits

Efficiently deployed within this new structure, GTAA employees can:

- respond more quickly and effectively to customers' needs
- ensure a safer, more secure airport facility
- continue to meet and exceed quality assurance benchmarks
- take on more responsibility and accountability in their day-to-day roles.

As a result of this initiative, some organizational areas will now require fewer people to deliver the same or even better results. Staff reduction, however, was never the goal but simply the outcome of a process that tries to balance the value we place in our employees with the need to find new ways of making airport operations more efficient.

Moreover, as we encourage all employees to broaden the scope of their decision-making – with the higher degree of accountability that entails – we believe that people in every area of the company will find their jobs more fulfilling. With improved training and greater responsibility, they'll gain added satisfaction from delivering the calibre of service that is valued by our customers and vital to the future prosperity of nearby communities and indeed the entire country.

CORPORATE MANDATE

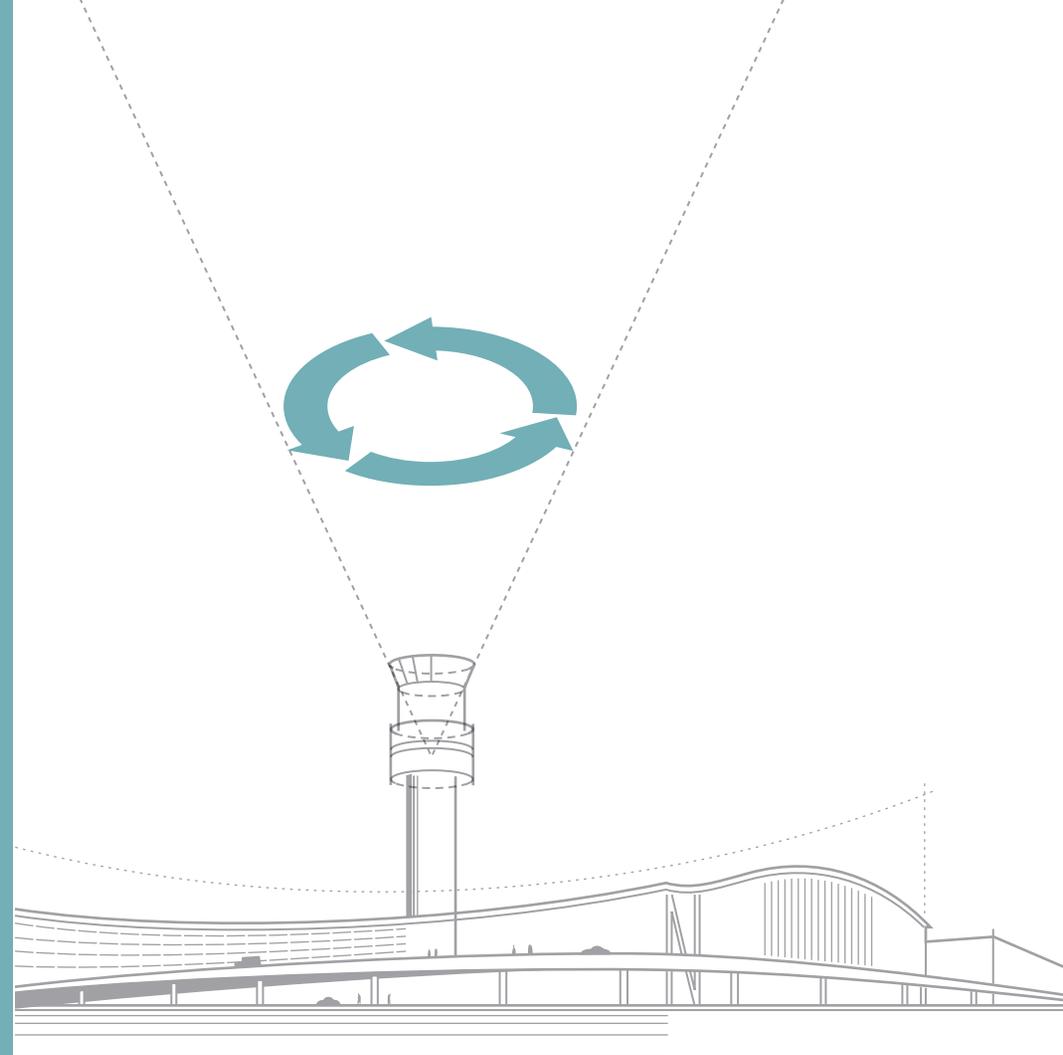
The GTAA's mandate is to operate Toronto Pearson International Airport as a commercial enterprise, continuously improving its facilities and services and setting fees for their use. Our corporate priority is to ensure a safe, secure and efficient airport while delivering the services, amenities and overall capacity required to meet the public's needs responsibly and effectively.

Our vision for Toronto Pearson is to create a globally competitive facility that provides a welcoming gateway to our region. We will continue to develop and manage the airport as we foster a more comprehensive understanding of the communities we serve.

SUSTAINABLE APPROACH

We understand that Toronto Pearson's impact extends far beyond the role we play in helping travellers reach their destinations or in moving cargo from A to B. We will achieve our sustainability goals only by consistently viewing the business requirements of our mandate in their broader social and environmental context.

As we work to provide our region with reliable access to the world, we have a responsibility to consider how our activities may affect the physical environment, the social landscape and the material prosperity of people and enterprises – whatever global economic challenges we face together. We know that the GTAA's future success depends on the success of our communities. And that fundamental understanding defines how we do business.

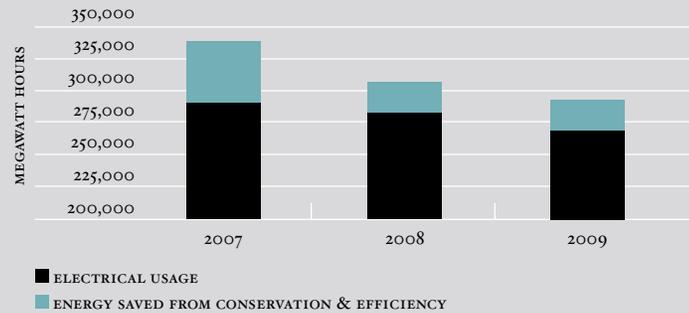


We will achieve our sustainability goals only by consistently viewing the business requirements of our mandate in their broader social and environmental context.

CHARTING RESULTS

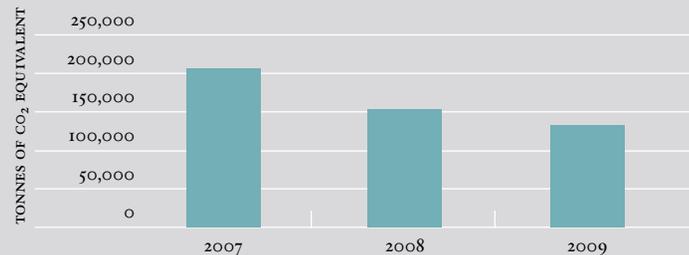
ENVIRONMENTAL

Electrical Usage & Savings (GTAA facilities)



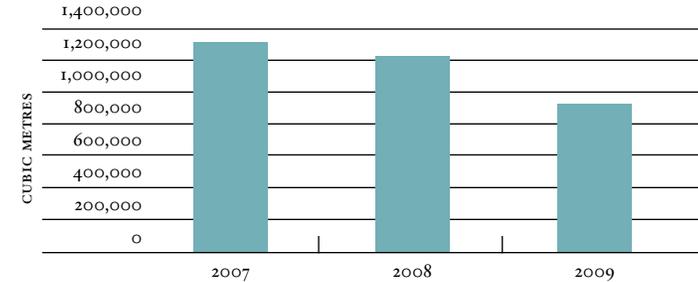
Greenhouse Gas Emissions

(GTAA only – direct & indirect electricity)

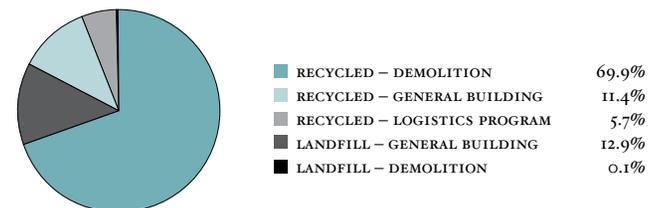


Our indirect emissions are based on OPG's reported emissions. Since 2009 was a cool, wet, year the coal-fired peaking plants were not in use as much as in 2008, lowering reported emissions substantially. In order to compare 2008 and 2009, it would be most appropriate to consider EN20 and EN3.

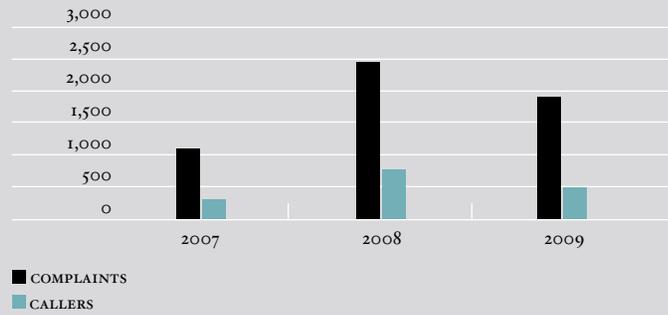
Water Consumption (GTAA facilities)



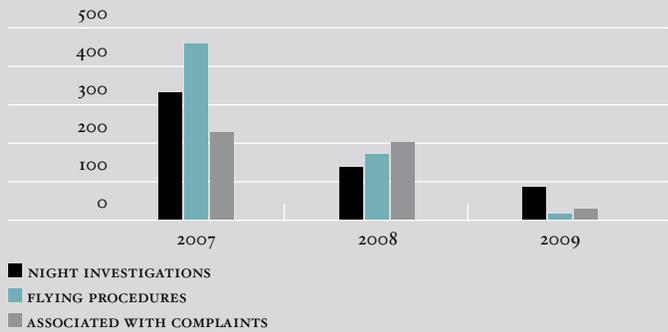
Non Hazardous Waste – Composition (%) and method of Disposal



Noise Complaints and Callers

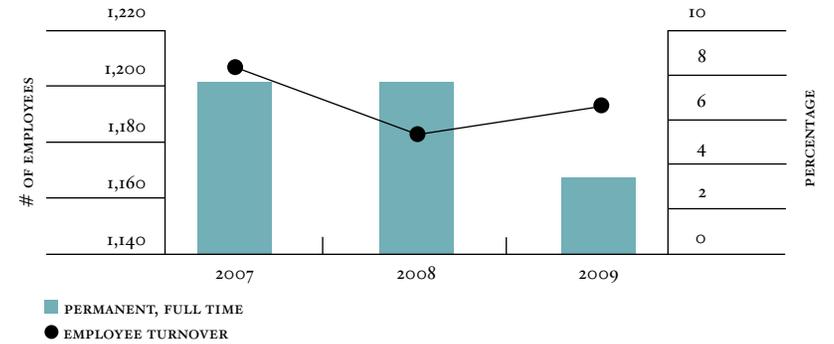


Noise Enforcement Investigations

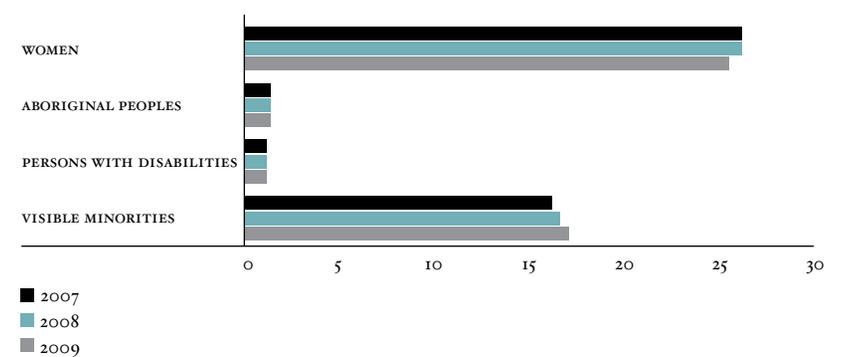


SOCIAL

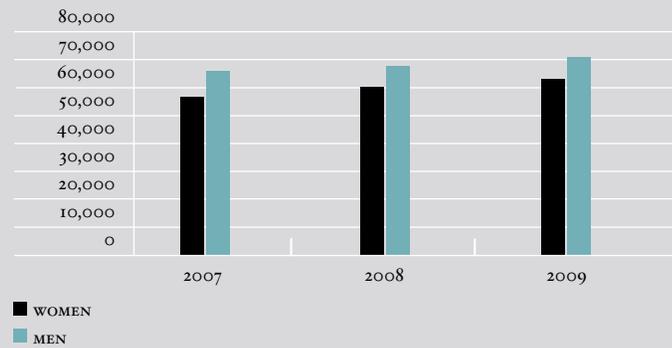
Workforce



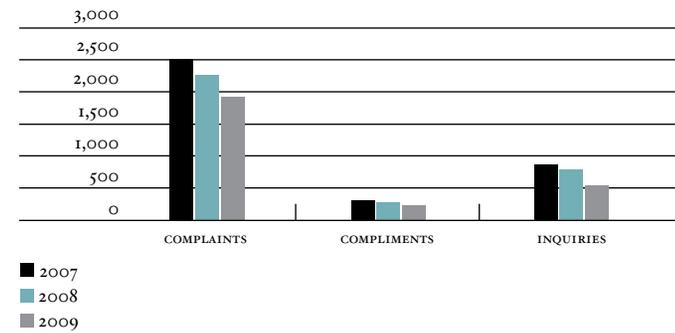
Employee Diversity (%)



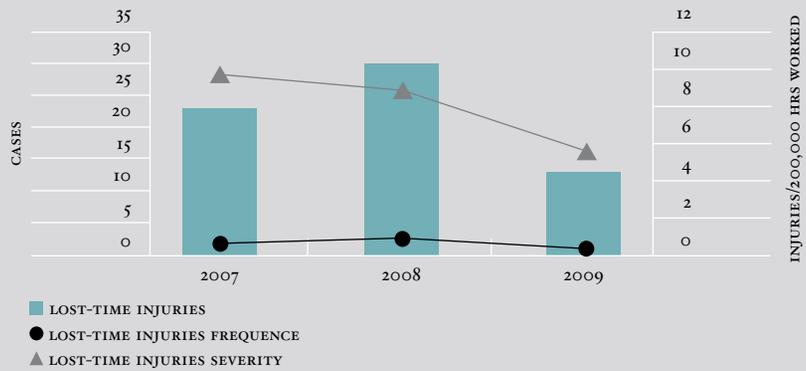
Average Annual Salaries



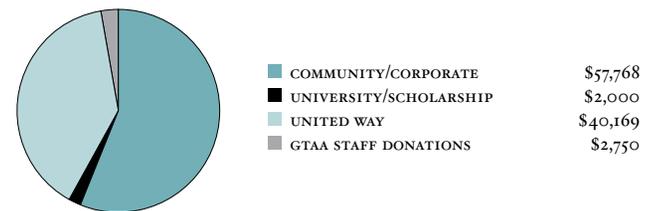
Customer Feedback Tracking



Workplace Accidents

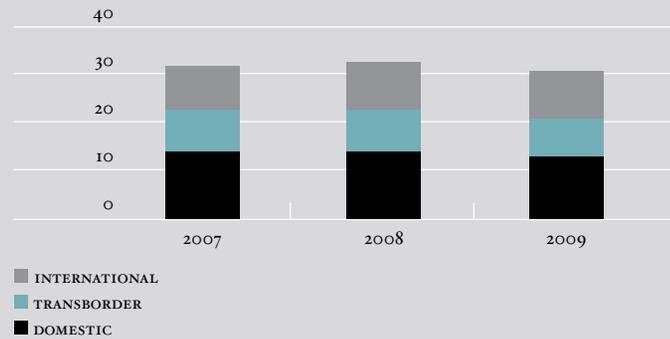


Charitable Donations (\$)

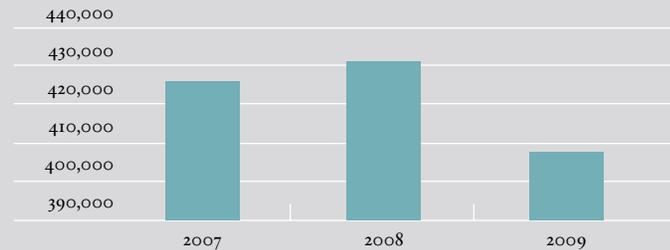


ECONOMIC

Passengers in millions



Aircraft Movements



Revenues (in thousands)



Operating Expenses (in thousands)



MEASURING PERFORMANCE

Collecting Data & Reporting

The GTAA's CR report is based on the requirements of the Global Reporting Initiative G3 Guidelines – the most widely recognized index of standards for sustainability reporting. However, the operations of an airport are unique and there are some issues not covered by GRI that are important to the community in the vicinity of the Toronto Pearson. To address this matter, the GTAA is engaged with several airports internationally to develop an Airport Operators Sector Supplement (AOSS) to the GRI. Upon its completion, which is anticipated in 2011, we will modify our reporting to include all relevant indexes from the supplement.

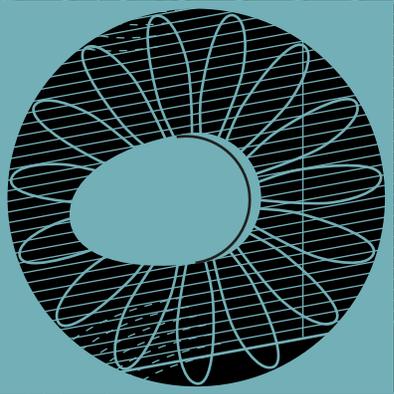
In this CR report, we continue to address each GRI Indicator to establish a comprehensive baseline of information and data. As we move forward in our reporting, we are creating a more formalized materiality process to determine what information to present in our report and to ensure that the data is the most relevant to our stakeholders. In 2009 the GTAA undertook several initiatives to map as well as engage our stakeholders. One of these initiatives entailed the assistance of Canadian Business for Social Responsibility (CBSR) – a non-profit, business-led organization of Canadian companies committed to operate in a socially, environmentally and financially responsible manner. CBSR facilitated a mapping session to identify our stakeholders and to prioritize them, followed by one-on-one interviews with some of our external stakeholders. (If you would like to give us your feedback, or information and topics that you would like us to cover in future, please refer to the back cover of this report on how to contact us.)

With this CR report, we continue on our path forward to ensure that we offer information of interest to our stakeholders and that our information-gathering methodology is sound. We are in the second phase of a three-year internal verification program to assess our data, including, but not limited to, how this information is captured, collected, reviewed and reported. You will note changes in how information for some performance indicators were reported this year compared to past reports, which is reflected in the Performance Data tables. Every effort is being made, wherever possible, to improve our reporting and to align it better with the Indicator Protocol requirements.

Management Approach

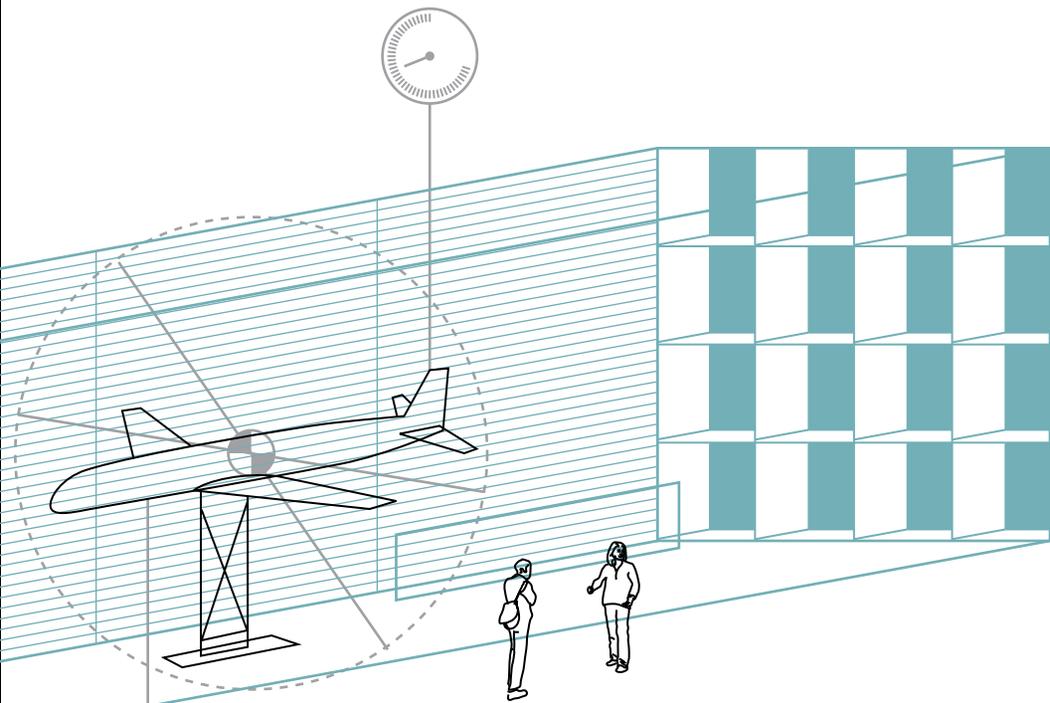
To guide our complex daily operations, the GTAA has adopted several management systems and assigned responsibility for each of these systems to a designated executive. The information generated by these systems was used for this CR report. To manage interactions within our operations, the GTAA has also implemented certain corporate policies, including the Human Resources Health and Safety Policy and Procedures, and the Employee Handbook, which features the Employee Equity Policy, the Policy with Respect to AIDS, the Anti-Discrimination Policy, the Harassment Policy, and the Occupational Health, Safety and Loss Control Policy.

(For information on our management approach regarding economic issues, please refer to our 2009 Annual Report at: http://www.gtaa.com/en/gtaa_corporate/publications/annual_reports/.)



GRI

PERFORMANCE



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9	933

INDICATORS

ENVIRONMENTAL RESPONSIBILITY

Environmental Management System

The GTAA developed a comprehensive Environmental Management System (EMS), which was certified in 1999 to ISO 14001. Our current system continues to evolve and has resulted in a comprehensive plan to mitigate environmental impacts of our operations. As part of our annual EMS aspects/impacts review, we evaluate activities at Toronto Pearson to determine if they could have an impact on the environment, whether positive or negative, and if the impact is significant. Targets and programs are put into place for all activities that are identified to have a significant environmental impact.

The majority of our EMS targets are aligned with the GRI Environmental Performance Indicators (EPIs). Although these targets do not provide the complete data required, the information helps us improve our overall performance under the specific EPI. Our targets for 2009 are shown in the Performance Data tables, and year-end status of the targets is indicated by the following symbols:

✓ Achieved ~ Ongoing ✗ Not Achieved

The 2009 aspects/impacts review identified possible negative impacts to air quality and increased greenhouse gas (GHG) emissions and fuel consumption from vehicular traffic in and around the airport. At this time, the impacts are not quantified, as scope 3 emissions are not calculated. As part of our EMS, targets and strategies have been set to mitigate any possible impacts, including the creation of an anti-idling initiative; greening our fleet; running a logistics program to minimize the number of vehicle deliveries to the terminal buildings; operation of the electric-powered automated people mover “LINK Train” between the terminals and off-site parking; and plans for a future air-rail link in conjunction with Metrolinx.

2009 EMS TARGETS

✓ Implement the Green Tenant Policy for non-terminal tenants.

Reducing Our Energy Consumption

The majority of the direct energy-saving initiatives have been implemented in the terminals, which is where motion sensors, lighting programs (including re-lamping) and increased employee awareness have been utilized to ensure the most efficient use of energy.

We are also involved in initiatives to reduce indirect energy consumption. The GTAA is a member of Smart Commute Mississauga and works with Metrolinx to improve public transit and commuting options to and from the airport. According to Metrolinx, in 2009 the GTAA has reduced single-occupancy vehicle use by 167,720 km, which represents 2,017 vehicle round trips. This translates to a reduction of 39,070.71 kg of CO₂ equivalent emissions from carpooling by GTAA staff.

Biodiversity

Approximately 8 km of the Etobicoke and Spring creeks flow through the west side of Toronto Pearson. Due to the development activities around the airport and in the GTA, the valley lands in the vicinity are part of the remaining “natural” areas in the city’s west end. As such, they have become important linkages and a refuge for wildlife.

Our current endeavours and future plans for managing impacts on biodiversity follow the requirements of the Canadian Environmental Assessment Act (CEAA).

We have also been working extensively for the past decade with the Toronto and Region Conservation Authority (TRCA) – an ongoing partnership that has culminated in a \$3.5 million master plan for the rehabilitation of the Etobicoke and Spring creeks. No restoration work was completed in 2009. We are monitoring the two creeks to determine the effectiveness of previous restoration works and to identify any future concerns.

EMS TARGETS

- ~ Complete aquatic and riparian habitat improvements on Etobicoke and Spring creeks, as per the master plan – this is a long-term target up to 2015.
- ~ Implement the plan to design, build and open a pedestrian/cycle trail along Etobicoke Creek from Highway 401 to Derry Road. (The trail was officially opened September 2010.)

Noise

The GTAA Noise Management Office monitors adherence to noise-operating restrictions and noise-abatement procedures at Toronto Pearson. In addition to receiving, analyzing and responding to complaints from the public regarding aircraft noise, the GTAA reviews and recommends amendments to those restrictions and procedures. The GTAA Enforcement Office investigates potential violations, takes preventative actions and recommends assessment of penalties to be implemented by Transport Canada.

(For more information on our noise program, please refer to our website, Noise Management, at: http://www.gtaa.com/en/community_relations/noise_management/.)

EMS TARGETS

- ~ Enhance community awareness of airport operations in relation to noise management

ENVIRONMENTAL

Environmental Performance Data: 2009

	2007	2008	2009
MATERIALS USED			
Pesticides – selective and non-selective (litres of concentrate)	0	0	60
Larvicide – West Nile virus (kilograms)	0.67	34.62	0.774
(millilitres of concentrate)	0	0	173
Glycol – winter 2008-09 (cubic metres)	5,878	10,065	9,073
Potassium acetate – quantity purchased (litres)	<i>Not calculated</i>	1,665,400	175,044
Sodium formate – quantity purchased (kilograms)	<i>Not calculated</i>	1,450,000	710,000
Road salt – granular (tonnes)	4,960	5,408	3,350
Road salt – salt brine (litres)	n/a	n/a	235,318
Road salt – sodium formate (kilograms)	–	51,000	44,000
Paper purchased – sheets	5,850,000	6,482,500	4,473,780
Sheets per employee	4,875	5,402	3,834

2009 EMS TARGETS

- ✓ Reduce overall airport glycol usage by implementing and expanding deicing plans, programs and strategies.
- ✓ Establish a baseline for 2009 for quantity of potassium acetate and sodium formate used airside at the airport.
- ✓ Reduce road salt amounts by 3% each year on a per-event basis.
- ~ Establish baseline data from 2008 and convert 10% paper and printing practices to those certified as environmentally friendly; convert 10% of printed copies of publications to electronic copies.

	2007	2008	2009
DIRECT ENERGY CONSUMPTION			
Natural gas consumption (gigajoules)	2,622,931	2,341,462	2,146,119
Unleaded fuel consumption (litres)	750,687	626,949	614,019
Diesel fuel consumption (litres)	1,135,295	2,070,600	1,222,440

2009 EMS TARGETS

- ✗ Reduce overall gasoline fuel consumption by 5% based on 2008 annual consumption figures.
- ✓ Reduce overall diesel fuel consumption by 3% based on 2008 annual consumption figures.
- ✗ Improve the average fuel economy rating (litres/100 kilometres) for the GTAA light fleet (gasoline) by 5% using 2006 as the fleet baseline.

INDIRECT ENERGY CONSUMPTION

Total electrical consumption (megawatt hours)	290,192	282,412	267,894
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2009 EMS TARGETS

- ✓ Reduce electrical consumption by 5% in GTAA facilities using 2008 as a baseline.

ENERGY SAVED DUE TO CONSERVATION AND EFFICIENCY IMPROVEMENTS

(megawatt hours)	47,784	24,526	24,970
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TOTAL WATER WITHDRAWAL FROM LAKE ONTARIO

(cubic metres)	1,311,860	1,221,150	926,174
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2009 EMS TARGETS

- ✓ Maintain the 2005 water-consumption baseline usage at the airport.

ENVIRONMENTAL RESPONSIBILITY

	2007	2008	2009
WILDLIFE STRIKES	48	54	56

2009 EMS TARGETS

- ✓ Evaluate the Wildlife Control Program and identify opportunities for improvement.

TOTAL DIRECT AND INDIRECT GREENHOUSE GAS (GHG) EMISSIONS

Total CO ₂ equivalent (tonnes)	204,383	152,790	133,031
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2009 EMS TARGETS

- ✓ Determine the impact on the GTAA of a 20% reduction of GHG by 2020.
- ~ Develop and implement an anti-idling program for all airside and groundside vehicles.

EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)

Reported ODS releases are from heating, ventilation and air-conditioning (HVAC) equipment

Total ODS released – CFC-11 equivalent (tonnes)	0.00032	0.006	0.0087
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OTHER SIGNIFICANT AIR EMISSIONS

Does not include mobile sources.

VOC emissions (tonnes)	4	3	3
NO _x emissions (tonnes)	64	47	52
SO ₂ emissions (tonnes)	4	3	1
CO ₂ emissions (tonnes)	157	35	40
Total particulate matter (tonnes)	20	17	19
PM ₁₀ (tonnes)	20	17	17
PM _{2.5} (tonnes)	7	5	8

	2007	2008	2009
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TOTAL WATER DISCHARGE

To Lakeview plant sanitary system

From stormwater facilities (cubic metres)	<i>not previously reported by destination</i>		64,123
(kilograms of BOD)	<i>not previously reported</i>		13,828
From Central Deicing Facility (cubic metres)	<i>not previously reported by destination</i>		64,815
(kilograms of BOD)	<i>not previously reported</i>		399,886
<i>To Humber plant sanitary system</i>			
From Central Deicing Facility (cubic metres)	<i>not previously reported by destination</i>		149,979
(kilograms of BOD)	<i>not previously reported</i>		963,610
From Terminal 3 stormwater collection (cubic metres)	<i>not previously reported by destination</i>		58,181
(kilograms of BOD)	<i>not previously reported</i>		3,922

2009 EMS TARGETS

- ✗ Achieve 0 annual exceedances of federal guidelines for stormwater quality.

NON-HAZARDOUS WASTE

Landfill – general building (tonnes)	2,897	3,240	2,903
Landfill – demolition waste (tonnes)	1,760	3,961	234
Recycled – general buildings (tonnes)	2,421	2,573	2,573
Recycled – demolition waste (tonnes)	248,718	385,917	15,748
Recycled – logistics program (tonnes)	1,396	1,274	1,275

2009 EMS TARGETS

- ✓ Maintain a 45% diversion from solid waste for all GTAA facilities.

ENVIRONMENTAL RESPONSIBILITY

	2007	2008	2009
HAZARDOUS WASTE			
Disposal – total amount			
(litres)	136,551	265,212	371,463
(kilograms)	9,967	1,335	20
Recycled – computers/batteries (tonnes)	6.78	20.9	5.56
Remediated & reused			
– contaminated soil (tonnes)	1,620	3,510	0
SIGNIFICANT SPILLS	0	0	0

2009 EMS TARGETS

- ✗ Develop next generation of “codes” to allow for data extraction for spills information.
- ✓ Analyze baseline data and develop a program to reduce spills on airside.

SIGNIFICANT FINES AND NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

\$	0	0	0
#	0	0	0

SOCIAL RESPONSIBILITY

Training and Education

The GTAA provides employees with job-specific as well as developmental training based on their specific professional needs. We also offer regular information sessions to employees on a wide range of topics, including retirement planning.

All full-time employees within our Safety & Security department are required to have a full understanding of the GTAA's human rights policies, procedures and obligations.

Only non-unionized employees receive regular performance and career development reviews. As per the collective agreement, unionized staff are not subject to reviews.

Occupational Health and Safety

All GTAA employees are represented via a Workplace Health and Safety Committee (WHSC) as well as a Policy Occupational Safety and Health (POSH) Committee. These committees meet regularly to discuss health and safety concerns, review progress and make recommendations to improve health and safety in the workplace, ensuring that the underlying principles of the internal responsibility system are followed at all times.

Both collective agreements with unionized employee groups affirm that the GTAA has the primary responsibility to ensure that safe conditions prevail within the workplace and to take appropriate and effective measures – preventative and corrective – to protect the health and safety of employees. The GTAA and the unions jointly declared their intent to develop and maintain a safe workplace and that work practices shall be governed by the Canada Labour Code regulations.

The GTAA provides a confidential counselling and referral service to all employees and their families in order to foster and maintain wellness and productivity. Our Employee Assistance Program, which is fully funded by the GTAA, is administered by an external vendor and available to employees and their family members 24 hours a day, 365 days per year online and via a toll-free 800-number.

SOCIAL RESPONSIBILITY

Customer Satisfaction

The GTAA participates in the Airport Service Quality (ASQ) program of Airports Council International (ACI). Using standardized sample sizes, questions and methodology as outlined in the ASQ program, the GTAA consults with departing passengers on a daily basis in an effort to gain feedback on their experience at Toronto Pearson. The GTAA reports the survey results monthly to the ACI, which in turn generates quarterly reports that can be used to compare the service performance levels of participating airports worldwide. As a complement to the ASQ program, the GTAA has initiated an internal survey of arriving passengers using web-enabled handheld devices as a real-time information-gathering tool.

Consulting Our Stakeholders

Employees: In June 2009, we conducted our second survey of employee engagement across the GTAA. The results, while generally indicating continued loyalty and even pride among the majority of employees, pointed to one area of concern that hadn't changed substantially since the previous survey in 2007: Most front-line employees could not see the connection between their day-to-day actions and the overall goals of the strategic plan.

Guests: We also conducted our second usage and attitude survey in 2009. Responses from a sampling of 5,591 Toronto Pearson guests helped us refine our analysis of key segments identified in the previous year's survey. This survey was augmented by a more narrowly focused study targeting guests, employees and consumers in general. In this case we found that while the airport scored high in areas such as safety, security and overall efficiency, respondents felt no sense of relationship to Toronto Pearson.

Other key stakeholders: In the fall of 2009, we commissioned a qualitative survey of elected officials and administrative staff at all levels of government. We sought their views on the role that Toronto Pearson plays in the social and economic life of nearby communities, the province and the country. Here again the findings showed that while many respondents had a more favourable opinion of the airport than in the past, they could not articulate a compelling "story" around Toronto Pearson.

Community

Under the terms of a ground lease with the federal government, the GTAA has established the Community Environment and Noise Advisory Committee (CENAC) as a forum with community representation on matters related to noise and environmental impacts.

(For more information on our committees and community involvement, please refer to our website, Working with Our Neighbours, at: http://www.gtaa.com/en/community_relations/community_consultation/.)

Corruption

All GTAA employees, contracted staff and Board members are required to know, understand and adhere to the GTAA Code of Business Conduct and Ethics. During their orientation, all of the GTAA staff are required to review the code and sign a statement affirming that they shall conduct themselves in accordance with the code and proactively disclose any potential conflicts of interest.

The GTAA has made a confidential, anonymous ethics hotline available to employees, which is administered by an independent third party. Through the Confidential, Anonymous Reporting for Employees (CARE) program, GTAA employees may report any perceived instances of unethical or illegal business practices.

SOCIAL

Social Performance Data: 2009

	2007	2008	2009
Labour Indicators			
TOTAL WORKFORCE			
Permanent full-time employees	1,201	1,201	1,167
Rate of employee turnover (%)	8.3	5.4	6.7
Percentage of employees covered by collective bargaining agreements	77.4	76.1	76.5
WORKPLACE ACCIDENTS			
No lost-time injuries (# of cases)	88	80	84
Lost-time injuries (# of cases)	23	30	13
Lost-time injuries frequency rate (injuries/200,000 hours worked)	1.8	2.39	1.01
Lost-time injury severity rate (hours lost/200,000 hours worked)	9.79	8.94	5.65
AVERAGE # OF HOURS OF TRAINING PER YEAR PER EMPLOYEE			
	19.7	20.7	25
EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS (%)			
	22.6	23.9	23.5
BREAKDOWN OF EMPLOYEES (%)			
Women	26.2	26.2	25.5
Aboriginal peoples	1.4	1.4	1.4
Persons with disabilities	1.2	1.2	1.2
Visible minorities	16.2	16.6	17.1
AVERAGE SALARY			
Women	\$56,600	\$59,720	\$62,890
Men	\$65,811	\$67,760	\$70,910

	2007	2008	2009
Human Rights Indicators			
EMPLOYEE TRAINING ON POLICIES AND PROCEDURES CONCERNING ASPECTS OF HUMAN RIGHTS THAT ARE RELEVANT TO OPERATIONS			
Employment equity awareness for managers			
# of hours	0	0	0
Cumulative % of employees	<i>did not calculate</i>	7	7
Accessibility and sensitivity			
# of hours	646	33	69
Cumulative % of employees	<i>did not calculate</i>	25	24
Harassment awareness			
# of hours	1,095	141	165
Cumulative % of employees	<i>did not calculate</i>	91	91
Violence in the workplace			
# of hours	138	315	90
Cumulative % of employees	<i>did not calculate</i>	60	57
INCIDENTS OF DISCRIMINATION			
(# of complaints)	1	0	0
INCIDENTS OF VIOLATIONS INVOLVING RIGHTS OF INDIGENOUS PEOPLES			
(# of complaints)	0	0	0
Society Indicators			
TOTAL VALUE OF FINANCIAL AND IN-KIND CONTRIBUTIONS TO POLITICAL PARTIES, POLITICIANS AND RELATED INSTITUTIONS.			
Federal	0	0	0
Provincial	15,350	4,650	5,700
Municipal	28,419	34,808	0
Total	43,769	39,458	5,700
TOTAL NUMBER OF LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOUR, ANTI-TRUST AND MONOPOLY PRACTICES AND THEIR OUTCOMES			
	0	0	0

ECONOMIC RESPONSIBILITY

Economic Benefits

In 2009, Toronto Pearson International Airport handled 30.4 million guests in 407,339 aircraft movements and created approximately 185,000 jobs. This translates to \$4.5 billion dollars in taxes, \$26.4 billion in economic output and \$6.8 billion in income.

Although the GTAA only operates at one location – Toronto Pearson – our contracting and purchasing policies and procedures contain a section pertaining to local supplier preference. The GTAA will give preference to purchasing goods and services from Greater Toronto Area local contractors if all factors of cost, quality and service are comparable.

ECONOMIC PERFORMANCE

Economic Performance Data – 2009

		2007	2008	2009
Direct economic value generated and distributed (including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payment to capital providers and governments)				
Total revenues	(\$ in thousands)	1,183,357	1,172,555	1,115,227
Operating costs	(\$ in thousands)	1,227,307	1,218,469	1,134,467
Salaries, wages and benefits	(\$ in thousands)	107,139	108,571	123,948
Donations (charitable, scholarships, staff donations)	(\$)	55,543	117,877	102,687
Partners in Project Green	(\$)	30,000	275,000	275,000
Political contributions	(\$)	43,769	39,458	5,700
Ground rent	(\$ in thousands)	149,474	140,622	140,615
Property taxes – payment in lieu of taxes (PILT)	(\$ in thousands)	22,691	23,857	25,041

AWARDS AND RECOGNITION

In 2009 the GTAA was recognized for the following achievements:

AIRPORTS COUNCIL INTERNATIONAL – NORTH AMERICA

Environmental Achievement Award, Special/Innovative Projects category – first place for **Partners in Project Green**, our initiative with the Toronto and Region Conservation Authority
2009 Excellence in Marketing and Communications Contest, Creative Innovations category – third place for the research program **Your Voice at Pearson**

SMART COMMUTE

Honourable mention for being a true leader in promoting the use of sustainable modes of transportation since their launch in 2008

BAXTER TRAVEL MEDIA ANNUAL AGENTS' CHOICE AWARDS

2009 Best Domestic Airport – voted by 3,200 readers of TravelPress.com

ARC AWARDS COMPETITION (CONDUCTED BY MERCOMM, INC.)

Annual Report – 3 Gold (Non-Traditional Format, Interior Design, Writing); 2 Bronze (President's Letter, Photography); Honours (Cover Photo/Design)

2008 Corporate Social Responsibility Report – Gold (Overall); Silver (Interior Design, Written Text); Honours (Illustrations)

MEMBERSHIPS AND AFFILIATIONS (PARTIAL LISTING)

- Board member, Smart Commute Mississauga; participant in a committee to study transportation demand management (TDM) programs for the airport area
- Canadian Airports Council (CAC)
- Airports Council International (ACI) – North America
- International Association of Airport Executives (IAAE) – Canada

GLOBAL REPORTING INITIATIVE (GRI)

G3 GUIDELINES INDEX

The Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines – an internationally recognized framework for CSR reporting – were followed in preparing this report. Please refer to the index below to find information. To avoid duplication of data, some requirements of the GRI are reported in the 2009 Annual Report, at: www.gtaa.com/en/gtaa_corporate/publications/annual_reports/.

For additional information and to view past CSR Reports, please refer to our website at: www.gtaa.com/en/community_relations/. For details on how we comply with the GRI G3 Guidelines and for explanations regarding the GRI indicators that we do not report on, please refer to our website, Reporting in Accordance with the GRI located on the website at: www.gtaa.com.

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REPORT APPLICATION LEVELS

		2002 IN ACCORDANCE					
		C	C+	B	B+	A	A+
Mandatory	Self-declared						
	Third party checked		Report Externally Assured		Report Externally Assured		Report Externally Assured
Optional	GRI-checked						

Information not contained in the report. Please refer to 'Reporting in Accordance with the GRI' located on our Website, www.GTAA.com, for details.

For further information on the Global Reporting Initiative, visit: www.globalreporting.org.

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This Corporate Social Responsibility Report (the “Report”) contains certain forward-looking information about the Greater Toronto Airports Authority (“GTAA”). This forward-looking information is based on a variety of assumptions and is subject to risks and uncertainties. There is significant risk that predictions, forecasts, conclusions and projections, which constitute forward-looking information will not prove to be accurate, that the assumptions may not be correct and that actual results may vary from the forward-looking information. The GTAA cautions readers of this Report not to place undue reliance on the forward-looking information as a number of factors could cause actual results, conditions, actions or events to differ materially from the targets, expectations, estimates or intentions expressed in the forward-looking information. The forward-looking information contained in this Report represents expectations as of the date of this Report and is subject to change. Except as required by applicable law, the GTAA disclaims any intention or obligation to update or revise any forward-looking information whether as a result of new information, future events or for any other reason.

Please send questions and comments on this years report and let us know what information and topics you would like to see addressed in future reports.

Feedback can be provided via email to: environment@gtaa.com or by mail to the address below, attention: Environment Department.

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