

Something to Declare

What we've gained
on the journey to sustainability

Corporate Responsibility Report 2010





The journey to sustainability has no final destination. But each time we cross the frontier from one year to the next, it's an opportunity to account for where we've been and what we've accomplished so far. For our 2010 Corporate Responsibility Report, we've chosen to highlight the GTAA's broader strategic objectives through the first-hand stories of people who've helped turn them into realities. After working together throughout the past year to pursue responsibility in all its dimensions – social, environmental and economic – we confidently have something to declare.

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 guests and ensuring the long-term success of the organization, our airline customers and the regional economy.

Be sure your papers are in order

“The packaging on our new paper didn’t say anything about recycled content. And it was coming from Indonesia, where they’re cutting down rainforests. I knew it wasn’t right.”



John Sekelyk was grabbing a fresh pack of paper for one of the GTAA's photocopiers when he noticed something odd: The label made no reference to the paper being recycled, whereas the veteran purchaser knew that his department's latest specs for office paper stipulated at least 30% recycled content. What's more, the manufacturer was in Indonesia, where many pulp mills, John understood, were harvesting trees from endangered rainforests: "I knew this wasn't the paper we'd spec'd in our tender. Our policy is to use environmentally friendly products whenever possible."

The GTAA goes through a lot of paper – nearly 4 million sheets a year – so there's no question that extending the green purchasing policy to this office staple makes a difference. Unfortunately, the supplier didn't

look at things that way. So John issued a new tender, underlining the recycled requirement and adding the criteria that papers must be manufactured in Canada and certified by the Forest Stewardship Council. A new supplier has met all of those eco-conscious criteria.

The GTAA's adherence to its Environmental Management System and other environmental standards is factored into all purchasing evaluations. It's a commitment that more and more employees are reinforcing at home as well. "I'm all for recycling," says John, who brings his old batteries into the office so he can take advantage of the safe disposal bins. "Working for the GTAA has just enhanced that interest." And, he might have added, his sharp eye for package labels has helped make the workplace even greener.

DECLARED VALUE:

52%

of non-hazardous waste from day-to-day operations at Toronto Pearson was diverted to recycling programs in 2010.

4 million sheets of 30% recycled office paper are used in the GTAA offices each year.

John Sekelyk
Buyer and expert in tracing papers



Place your photo here

“I was really surprised to find there’s a gallery in the airport. But it makes total sense, because thousands – millions – of people come through that space, so the exposure is obviously high.”

Like many young artists, photographer Geoff Fitzgerald was always looking for interesting new venues where he might exhibit his work. But one gallery he came across on the web was pretty unusual, even for the arts community: Terminal 1 at Toronto Pearson. When he thought about it, though, what better place to reach a huge potential audience – including many art lovers en route to visiting museums around the globe?

So Geoff submitted a selection of images and was happy to have one chosen for a juried exhibition in 2008. The next year, he was back as a featured artist in a show called “Pastoral Portraits,” mounted in conjunction with Toronto’s CONTACT Photography Festival. His striking images of bees in their hives were part of a personal campaign to raise awareness of the dramatic, unexplained decline in North America’s vital honeybee population.

“It was also great for my artistic CV,” Geoff recalls, “having my work shown at a gallery rather than, say, at a coffee shop. People recognize the kind of exposure that a place like Terminal 1 can give you.”

Now hard at work on a range of projects, including more bee-themed events, Geoff credits his airport show with providing an important boost to his career. And that’s exactly the role that Toronto Pearson is meant to play: “A key part of our mandate is to support local and regional art, culture and heritage,” explains Lee Petrie, curator of the airport’s permanent collection and six exhibition spaces. “And above all, of course, we’re here to provide a more pleasant and interesting experience for our guests.”



DECLARED
VALUE:

50+

exhibitions have been mounted in Terminal 1 since it opened in 2004.

6 exhibition spaces showcase art, craft and heritage exhibits for the enjoyment of guests at Toronto Pearson.



Geoff Fitzgerald
Photo artist and bee movie star

Proceed to the designated lane

“People want to help protect the environment, and they also enjoy exploring green spaces with their families. They’re intrigued to find that they can do both right beside the country’s largest airport.”

September 23, 2010, marked the official opening of the Etobicoke Creek Trail, created through a partnership among the cities of Mississauga, Toronto and Brampton. The 3.7 km stretch of multi-use recreational trail runs through airport land southwest of Toronto Pearson, offering walkers and bikers from nearby communities access to a unique natural environment.

“This trail is the result of many years’ work,” says Michael Gusche, Project Manager with the City of Mississauga, which borders the airport. “It connects neighbourhoods and gives residents a whole new perspective on their community. One moment you can be spotting deer and other wildlife; the next, you’re watching planes take off and land. There’s nothing quite like it anywhere else in Ontario.”

To construct this initial section of the trail, spearheaded by the City of Mississauga, Michael Gusche worked with local businesses and the GTAA’s environmental experts to stabilize creek banks, protect wetland and plant new trees. Recycled asphalt was used for paved pathways. And a parking lot on GTAA property was carefully constructed using permeable concrete, drought-resistant native plants and bioswales to reduce storm sewer infrastructure and improve the quality of surface water runoff.

“This is just one part of a trail system that will eventually extend 50 km,” Michael explains, “from the shores of Lake Ontario, north through Toronto, Mississauga and Brampton, to the headwaters of Etobicoke Creek in Caledon. It’s truly a collaborative effort – and the GTAA has played a key role in making it happen.”



DECLARED
VALUE:

3.7 KM

of the Etobicoke Creek Trail have been developed along the southwestern edge of Toronto Pearson – one leg in a network of biking and walking paths that will eventually extend some 50 km.

Michael Gusche
Mississauga administrator
and community trailblazer

We will be pleased to assist you

“Facilities is like the engine in your car: you expect it to start every time. It’s not glamorous. It’s about getting dirty, working in tight spaces, in extreme weather – because it has to get done.”

For the 100-plus men and women of the Facilities Maintenance group at Toronto Pearson, being taken for granted is simply added proof that they’ve done their job – delivering a consistently satisfying experience to airport guests.

“When guests check in, they don’t think about the fact that their bags may travel a kilometre before being loaded onto an aircraft,” explains Nar Surujpaul, Coordinator, Building Reliability. “And if it’s snowing, they assume they’ll be able to land; they don’t worry about the huge effort that goes into clearing the airfield. Day in and day out, our people look after thousands of small tasks that go without notice but are crucial to the operation of the airport.”

Nar is among hundreds of employees who’ve seen their jobs evolve significantly as the GTAA has pursued its business transformation strategy over the past two years. In all areas, the focus has shifted from managing issues to anticipating them before

they arise. Backed by detailed analysis and planning, maintenance teams can now be more proactive in making sure things run smoothly. And when a problem does come up, the joint response from Facilities Maintenance and Operations is far more streamlined than in the past.

“It’s about opening channels of communication and working smarter,” says Nar. “There’ve been some growing pains, but the old lines between departments are being erased through constant dialogue. We understand each other’s roles better – and if something’s not working, we find another solution.”

Whatever the challenge, from problems with a passenger boarding bridge to a plumbing backup caused by improperly discarded diapers, efforts are better coordinated across the board. “People are helping out wherever they’re needed, even if it’s not part of their defined duties,” Nar says. “Everyone’s more team-focused.”

DECLARED VALUE:

76

airline partners serve 5 continents and over 180 destinations from Toronto Pearson.

400,000+ aircraft movements are managed annually at Toronto Pearson.

87 bridged gates in 2 terminals support arrivals and departures via 5 runways.

Nar Surujpaul
Reliability Coordinator
and team booster



Are you bringing back any gifts?

“We’re not just here to support guests flying in and out of the airport. We want people to see how we’re contributing to the local economy and reaching out to help the community.”

Cardio health is a topic that Dave Chant takes personally. Now the GTAA’s General Manager, Security Strategy, he had just finished university and started his airport career when his father died suddenly of a heart attack at age 55. It was a sobering reminder of the need to stay fit. So when several of his work colleagues suggested taking part in Ride for Heart, the annual biking event in support of the Heart and Stroke Foundation of Ontario, Dave was immediately on-board. “I wanted to be part of the team, raising money for a good cause,” he says. “At the same time, it would help get me in shape to avoid going down the same path as my father.”

After fundraising at work and in the community, the 10 teammates took to their bikes on a cold, wet weekend in early June 2010. “It was absolutely brutal,” Dave recalls. “As I came down the Don Valley and turned onto the Gardiner Expressway, the wind and

rain hit me in the face and I thought, ‘Why did I ever get into this?’ If I hadn’t been doing it for charity, I probably would have pulled off. But when you know you’re part of a large group trying to make a change in heart care, that really motivates you.”

Despite the bad weather, the GTAA team raised nearly \$9,000 and Dave reached his target of 25 km. In 2011 he extended his ride to 75 km, joined by a growing number of co-workers who are committed to the partnership between the Heart and Stroke Foundation and the GTAA. “The company backs these kinds of fundraising efforts even more than in the past,” Dave says. “It’s part of our maturing as an organization. Personally, I have quite a few charities that I like to support. Being able to do it with people at work is a bonus.”

So will he be riding next year? “I wouldn’t miss it for the world.”

**DECLARED
VALUE:**

\$9,000

was raised by 10 GTAA volunteers in the 2010 Ride for Heart charity biking event for the Heart and Stroke Foundation of Ontario.

\$72,530

was pledged to runners and walkers in the Runway Run, held each June on a closed Toronto Pearson runway to raise funds for the William Osler Health System Foundation.

\$101,768

was contributed to the United Way through employee donations matched by the GTAA, as well as from other fundraising efforts.

Dave Chant
GTAA security strategist
and rider with heart



Form a single line for faster service

“I never believed it would work. This has forced us to talk to each other more, which we were all afraid might slow things down. But now I know I have teammates who’ve got my back. It’s been great.”

From the day it was implemented – after nearly two years of consultation and planning – Toronto Pearson’s business transformation initiative was put to the test. On December 6, 2010, employees in the Operations and Customer Experience group assumed their new roles in a “matrix” management structure that allocates more responsibility to individuals and promotes a team-based approach to working effectively. And on the very first shift, a catering truck collided with a passenger jet, grounding the aircraft.

“We’d just taken on our new roles and were faced with a major incident,” recalls Sue Peric, Manager, Operations, in the Communications Centre. “It was showtime.” In her former position, Sue would have established a command post and directed the response through a classic hierarchical structure. In the new model, the first line of decision making fell to a whole team – from

the crane crew freeing the truck from the aircraft’s wing to terminal staff helping guests whose travel plans had been disrupted.

“With everyone more empowered and accountable, we just had to trust each other,” Sue says. “We got a real appreciation for how much we all knew, which I think we’d taken for granted in the past. That first day wasn’t perfect, but in the end the whole team did a great job.”

For Sue, this strengthened sense of teamwork is the most significant outcome of the business transformation process: “It used be painful trying to get people to sit across a table and talk about what worked and what issues needed to be addressed. You’d really have to push to get that kind of dialogue. Now it’s becoming an automatic response. Everyone says, ‘Hey, guys, that went well overall – what can we be doing better?’”

DECLARED
VALUE:

33%

*of Canadian air traffic is routed
through Toronto Pearson.*

*32 million guests passed through
our terminals in 2010.*

Sue Peric
Manager Operations
and true believer

Drive forward on the green signal

“Many of our drivers who have access to different kinds of vehicles will actually refuse to drive a gas taxi. They see both the economic advantage and the advantage for the environment.”

More than 600 taxis and limousines are licensed by the GTAA to provide exclusive access to Toronto Pearson. Each of those vehicles travels at least 250,000 km per year, so collectively they have a significant impact on greenhouse gas emissions. It was natural, therefore, that the greening of the commercial fleet should become a priority among the GTAA's sustainability initiatives – as it is for the taxi and limo operators.

“When we began looking more closely at the environmental impact of our fleet,” recalls Tim Dougherty, the GTAA's Commercial Vehicles Manager, “we wanted to make sure we weren't behind the curve – we needed to get in front of it. And the industry was there ahead of us.” Working with operators directly and through the Consultative Committee on Taxis and Limousines (which meets every two months), Tim and his colleagues found that the majority already used alternative-fuel vehicles. Drivers share their customers' growing concerns over the health of the planet. They also have a more immediate incentive – the need to fight rising fuel costs in a highly competitive business.

Today more than 80 per cent of the airport's taxi and limo fleet is comprised of propane-powered vehicles (or, more accurately, dual-fuel cars with small reserve gasoline tanks for emergency use). That number is constantly growing as operators take advantage of increasingly cost-efficient after-market technologies. At the same time, the GTAA and its industry partners consult regularly with vehicle manufacturers on future developments that will make the fleet even greener while further reducing operating costs.

“As an organization that's committed to sustainability, the GTAA has to take every opportunity to do its part,” Tim says. “We're already discussing what we could be doing 10, 15, even 25 years down the road. We don't know what the technology will be, but we know we need to get there.”



DECLARED
VALUE:

80%

of taxis and limos licensed by the GTAA are powered by greener, more cost-effective propane.

20/2020 The GTAA has pledged to cut GHG emissions by 20% (from 2006 levels) over the next decade.

Tim Dougherty
Manager, Groundside Operations, GTAA,
and green fleet fan

Where are you flying to/from today?

“About 75% of our guests are departing from or flying to Toronto, and we’ll continue to nurture that demand. But in our global hub strategy, connections – the other 25% – represent the real growth opportunity.”

Each time a flight is added at Toronto Pearson – whether by a new airline or an existing one expanding its offering – the economic impact extends far beyond carriers’ balance sheets. Increased traffic means greater demand for airport services, higher tourist spending in the GTA and strengthened relationships between local and international companies – all of which translates into potential job gains across the community.

This is why new business development plays a key role in the GTAA’s business strategy. “It’s not just about adding new routes and airlines,” explains Shamni Bangah, Manager, Air Service Marketing. “We’re also ‘thickening’ existing connections to give travellers more convenient access to and from key destinations.”

One way of motivating airlines challenged by razor-thin margins is to offer incentives. A carrier adding two flights a week to Paris, for example, may be offered an annual subsidy to help establish the service. In 2010, incented activity represented about 5 per cent of business at Toronto Pearson – but

the effect goes much deeper. “From the carrier’s perspective, we’ve incented the entire route, not just those two incremental flights,” Shamni explains. “The average cost of all flights to that destination goes down, making it easier to sustain the business and potentially grow it further.” Of course, much depends on working with airlines to ensure that new additions are sustainable: “For the 56 routes on which we’ve helped to expand services, our retention rate is 93 per cent.”

Incentives are just one business-building technique in a toolbox that includes operational and marketing support, as well as more attractive landing fees – which have been reduced at Toronto Pearson every year since 2007. “We have the facilities and processes in place,” Shamni says. “And now we have airline partners – especially our major network carriers, Air Canada and WestJet – offering competitive connections to more travellers than ever. As we work together to make our global hub strategy a reality, the economic benefits will be felt right across the country.”

DECLARED VALUE:

\$46_M

in cost savings were delivered to air carriers by the GTAA in 2010.

\$24 billion in airport-related goods and services was added to the economy last year.

35,000 people work at Toronto Pearson, earning about \$2 billion in wages annually.

Shamni Bangah
Air Service marketer
and connector of dots

Message from the Chair and the President

Making Our Declaration

The GTAA's commitment to managing our business responsibly is grounded in the dedication of thousands of people who work every day to ensure that Toronto Pearson is meeting the needs of our customers, employees, business partners and the wider community. This report is our collective declaration of progress to date.

Corporate responsibility has always been an integral part of the GTAA's business strategy – it is woven into everything that we do.

Beginning in 2007, one of the three themes of our strategic plan was a commitment to ensuring long-term sustainability – not only with respect to our environmental impact, but in all aspects of operating Toronto Pearson for the benefit of our customers, our employees and the communities we're here to serve.

This dedication to managing our business responsibly is even more ingrained in the GTAA's new strategic plan for 2011 through 2015, which emerged from a major collective effort during the year covered by this report. A keen awareness of our social impact underlies our new vision statement: "Toronto Pearson will be North America's premier portal to a world of possibilities." As we strive to make our airport a true global hub, we understand the crucial role it plays in contributing to the economic prosperity of our

surrounding communities and all of Canada.

Similarly, a deep sense of corporate accountability frames the GTAA's newly crafted mission statement: "Together, we will attract, serve and delight our customers by consistently delivering value through innovative products and services." In partnering with air carriers to encourage the development of new routes, we're fulfilling the mandate set out in our corporate charter: To operate and develop Toronto Pearson for the general benefit of the public. We work to create a more engaging, relevant and memorable experience for our airport guests. And, at the same time, we connect them to friends and family, to colleagues and potential partners – to new business and leisure opportunities and adventures in every corner of the globe.

Delivering on this promise requires a high level of commitment and collaborative focus within our own organization. Indeed, this is where corporate responsibility meets its greatest test – in our ability to respect the values,

develop the talents and inspire the united efforts of our people. The importance we place on this dimension of managing responsibly is reflected in the most fundamental of the strategic initiatives we've mapped out for achieving the GTAA's vision: First and foremost, we must empower our employees, providing them with the training and tools, as well as the confidence and trust, to create the best possible experiences for our customers.

Of course, another key component of corporate responsibility is recognizing what more needs to be done. Throughout this report we identify gaps in performance against identified targets and benchmarks, in line with the rigorous reporting procedures stipulated by the Global Reporting Initiative (GRI). We're committed to addressing all of these specific issues as quickly as our current resources and the economic climate allow. More generally, at the GTAA, we operate with a constant awareness of what further distance we must cover en route to achieving our

vision. Our people are working together to find new ways of better delivering value to our customers while respecting the triple bottom line of social, environmental and economic responsibility.

There have been many victories to celebrate over the past year, both large and small – from the introduction of a more dynamic, people-centred brand for Toronto Pearson to our continued leadership of Partners in Project Green, encouraging hundreds of companies to collaborate on sustainability initiatives within the Pearson Eco-Business Zone. In the year ahead, we will continue to pursue the specific imperatives outlined in our strategic plan while developing a comprehensive policy on corporate responsibility.

Our ultimate goal is declared through everything we do as a business – and, even more fundamentally, as an organization of like-minded people: to continue enhancing the benefits we bring to our communities while minimizing our physical impact on the planet.

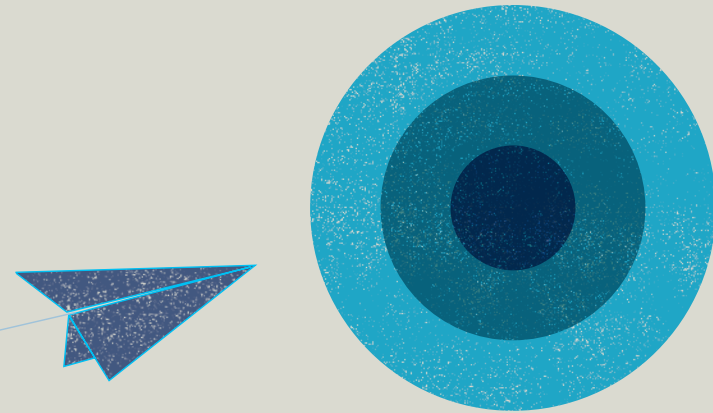


Marilynne E. Day-Linton
Chair

Lloyd A. McCoomb
President and Chief Executive Officer

mandate

Operate the airport safely and efficiently for the general benefit of the public. Generate, suggest and participate in growing Ontario's transportation facilities to generate economic activity. Operate on a financially viable basis, providing capital for optimal development of the airport.



Our Vision

Toronto Pearson will be North America's premier portal to a world of possibilities.

Our Mission

Together, we will attract, serve and delight our customers by consistently delivering value through innovative products and services.

Our Values

Integrity: Say what you mean, mean what you say.

Accountability: Walk the talk.

Pursuit of excellence: Reach higher.

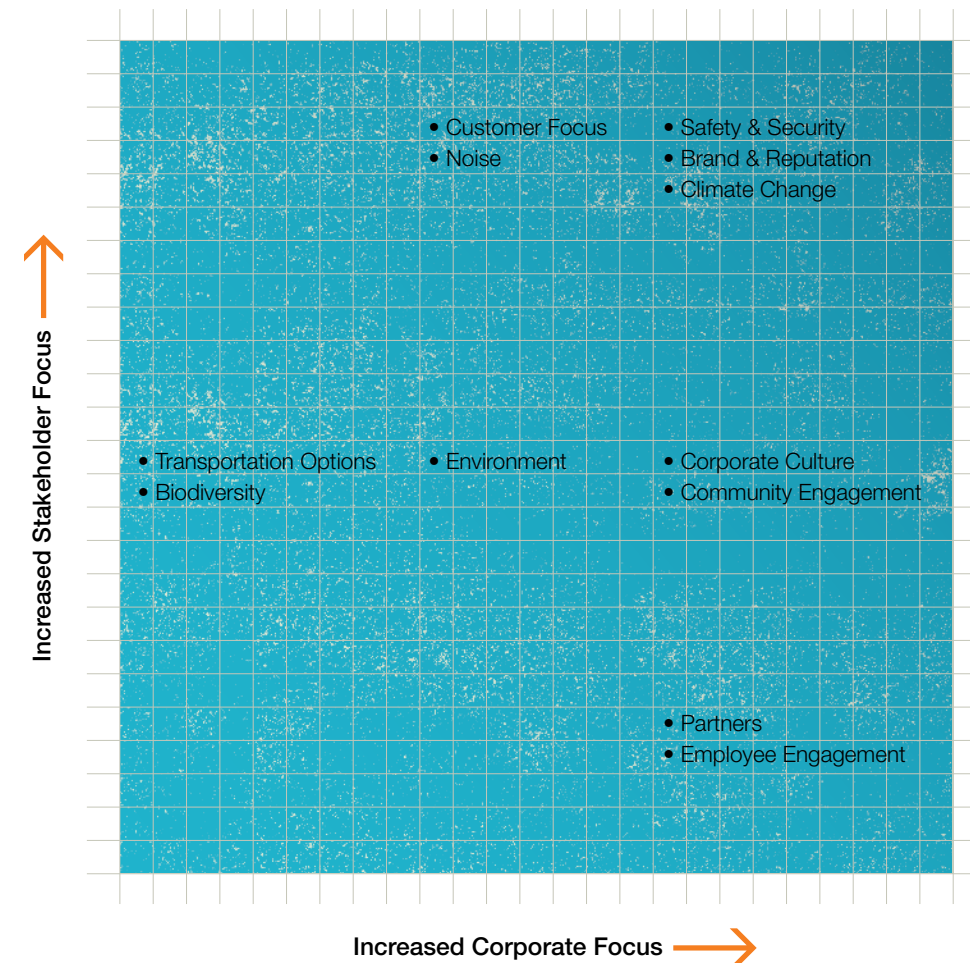
Collaboration/teamwork: Stronger together.

Stewardship: Responsibility to others.

Materiality

Areas of focus for the 2010 Corporate Responsibility Report have been identified based on stakeholder input, primarily through surveys, and the corporate risk management and strategic plan documents. Stakeholder surveys were not designed specifically for the purposes of corporate responsibility reporting, but the results do provide an overview of what most concerns our guests, tenants and partners. The new GTAA strategic plan provides a roadmap for the airport to achieve its corporate goals, and the risk management exercise was undertaken, as it is every year, to ensure that management was aware of ongoing and new areas of risk or concern for Toronto Pearson and the airport/aviation industry as a whole.

The results of these documents were compiled by ranking issues and topics raised externally and internally. This is presented in the following materiality matrix:

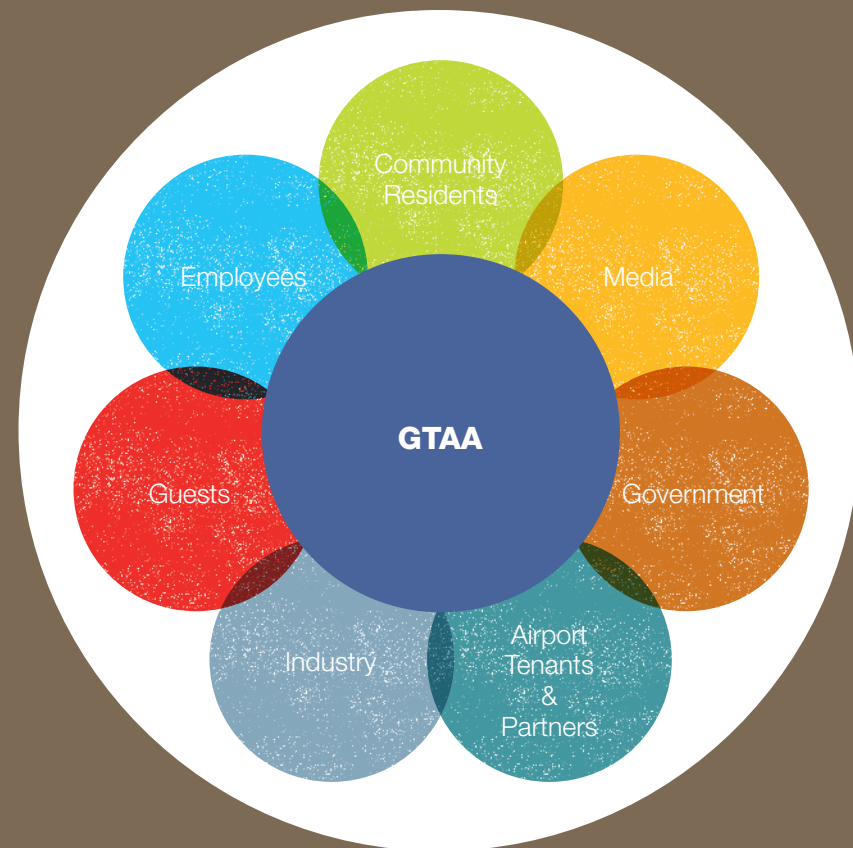


There is increasing corporate focus (left to right) and increasing stakeholder interests (bottom to top). Issues in the top/right portion are of paramount interest at both the stakeholder and corporate levels.

Engaging Our Stakeholders

In 2009, with the assistance of Canadian Business for Social Responsibility (CBSR), the GTAA began the identification of major stakeholder groups for Toronto Pearson. Since then, the current list of potential stakeholders has been expanded to include any person or group that has direct dealings with the airport, or has influence over or is impacted by airport operations. Groups specifically identified fell into four categories: those with economic ties to the airport, our community, our partners and our people. Identified stakeholder groups are shown in the figure below.

Key Stakeholder Groups



The GTAA, having realized the extent to which our operations can affect employees, partners and tenants, and the communities around the airport, has taken a broad-based approach to communicating with and receiving feedback from our stakeholders.

The following is a breakdown of some of the forms of communication employed with the different stakeholder groups and how we engage with these groups. Engagement with these stakeholder groups has been undertaken to meet the needs of the airport.

Employees

How we engage	How often
Updates on corporate intranet	Continuously
Company-wide meetings	Annually
Management meetings	Quarterly
Employee surveys	Annually
Anonymous complaints and "whistle-blowing"	Continuously
Informal meetings with the CEO	Regularly

The GTAA takes employee concerns and issues very seriously and has implemented several new means by which employees may directly or indirectly make their views known. "Coffee with Lloyd" is an informal meeting held in the different buildings where employees work on a regular basis. They are invited to ask our CEO about any topic that interests or concerns them. The internal portal offers an option called "Your Voice at the GTAA" which provides responses to comments or questions employees ask, which can be submitted anonymously.

Airport Tenants & Partners

How we engage	How often
Airline consultative committee	Quarterly
One-on-one meetings	Regularly

In response to concerns raised by the airlines and other tenants and partners regarding the handling of comments and complaints, the GTAA created the position of Tenant Airlines Representatives. These dedicated individuals at the GTAA are designated contacts for the airlines and other tenants and partners who wish to voice their concerns, which will be followed through with appropriate remedial action.

Guests

How we engage	How often
Guest surveys by GTAA, Airport Service Quality (ASQ), etc.	Regularly
Noise Complaints Line and Online Complaint Form	Continuously
Web portal for passengers, visitors and the community	Continuously

Our central complaints management system ensures that we address all comments and complaints received from guests and community members in a timely and appropriate manner, taking remedial action wherever appropriate, and responding wherever possible. In 2010 the GTAA handled 1,943 complaints, 253 compliments and 857 inquiries through our customer feedback system.

The year started with significant security obstacles related to an attempted terrorist attack on a Detroit-bound flight in late 2009. Accordingly, comments related to subsequent enhancements to security pushed overall complaints in the first quarter to levels that had not been reached in more than two years. While these enhancements targeted U.S.-bound guests, an inability to meet the demands of more stringent security requirements in the transborder sector resulted in screening-staff redeployment from other sectors. This in turn caused increased wait times across all sectors. Given the fact that security checkpoints are an early touchpoint for all guests in their overall airport experience, it was no surprise that not only did perception of security processes suffer, but that a reverse halo effect resulted in a harsher scrutiny of other aspects of the airport experience. There were also increased complaints about other airport processes that were seemingly unrelated to security, along with a significant drop in many areas of the Airport Service Quality (ASQ) survey as well as the overall score.

A return to more manageable security processes in April, however, signalled a return to improved public perception. Both ASQ and customer feedback from May onward showed positive signs, culminating in record-low complaints for the busy summer vacation season. Nothing highlighted this upward trend with more impact than the August unveiling of free public WiFi.

Community Residents

How we engage	How often
Noise Complaints Line and Online Complaint Form	Continuously
Web portal for passengers, visitors and the community	Continuously
Community meetings	Quarterly

The GTAA has established the Community Environment and Noise Advisory Committee (CENAC) as a forum with community representation on these matters. In addition, a more robust Community Engagement Program is currently under development. Community concerns typically revolve around noise and air-quality issues. These may be addressed by the Noise Office or Environmental Stewardship, depending on the nature of the complaint. In 2010 there were three air-quality-related complaints (odour) and one inquiry related to the GTAA's cogeneration facility. Toronto Pearson is sensitive to the issue of aircraft noise and air quality. The GTAA balances safety and airport operations with the interests of area residents and works with the aviation community. The GTAA receives, analyzes and responds to community concerns regarding aircraft noise and air quality. In 2010, there were 1,245 noise complaints from 311 individuals that were registered.

Government

How we engage	How often
Meetings	Continuously

The GTAA is very proactive regarding communications with government agencies and individual politicians. Typically, issues of concern are policy, legislation or regulations that could affect airport operations. Any concerns raised by any level of government regarding the airport or GTAA operations are sent to the appropriate operating division to be addressed. Communications and issue resolutions are documented and kept on file. The GTAA has filed all necessary registrations to comply with Federal and Provincial lobbying requirements.

Industry

How we engage	How often
Industry association meetings and conferences	Regularly

The GTAA is very active in the Canadian Airports Council (CAC), Airports Council International (ACI), the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA) and other aviation and airport industry groups. Regular communications between association members and attendance at industry meetings help keep the GTAA informed on issues affecting the aviation industry and airports around the world.

Media

How we engage	How often
Interviews	Continuously
Press releases	Continuously

The GTAA receives many inquiries from the media regarding airport and aviation issues, airlines, air traffic, weather and other issues related to all facets of airport operation and aviation in general. Each inquiry is handled by an appropriate GTAA spokesperson, responding specifically to the issue raised. Such correspondence is generally released to the public by the media in print or on radio or television. Social networking, as well as the release of information through online media, is expected to be a larger part of media and public communications in future.

about this report



The GTAA produces a Corporate Responsibility Report on an annual basis to provide an update for our stakeholders and the general public who are interested in how the company is moving forward with regards to its environmental and social performance.

Our 2010 Corporate Responsibility Report covers our operations and activities that occurred between January and December 2010, with the exception of performance data related to winter operations, which is presented following the operational season running from July 1, 2009, to June 30, 2010. This is indicated accordingly in the tables. Our last report published was for the 2009, calendar year and is available on our website.

We continued to follow the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines for the 2010 report. A content index located at the end of this report outlines where information can be found. To avoid duplication of data, some requirements of the GRI are reported in the GTAA's 2010 Annual Report. Completion of the Airport Operators Sector Supplement (AOSS) is expected for 2011 and will be used for the 2011 report.

On the back cover of this report is the contact information for providing your feedback. Please let us know what information and topics you would like to see covered in our future reports.

Report Boundary

The GTAA operates Toronto Pearson International Airport, located within the boundaries of the cities of Toronto and Mississauga, in Ontario, Canada. The GTAA sub-leases various lands, facilities and operations to other private entities for the purpose of aviation which are not the subject of this report. The GTAA subleases various lands, facilities and operations to other private entities for the purpose of aviation. Those operations are not the subject of this report.

All information contained in this report focuses on the facilities and operations owned and/or operated by the

Greater Toronto Airports Authority at the Toronto Pearson International Airport. Any information provided that does not include the entire facility – such as airborne emissions (where, for example, aircraft emissions are not included) – are clearly labelled.

Measuring and Reporting Our Performance

This year, 2010, was the final year in our three-year internal verification program to assess our data, including, but not limited to, how this information is captured, collected, reviewed and reported. The information and data related to the performance indicators were evaluated to ensure a documented process, and adequate control was in place. In addition, random data sampling occurred to help us ensure the data we are presenting is consistent and accurate.

We continue to try to better align our data with the GRI Indicator Protocol requirements. As a result, there have been a few indicators where the type of data or the method of presenting it has changed from the previous year. This has been clearly indicated in the respective sections.

In our previous two reports (2008 and 2009), we have indicated that, to the best of our knowledge, there have been no substantiated complaints regarding breaches of customer privacy and losses of customer data. During 2011 it was brought to our attention that one complaint about a 2008 incident was filed with the federal privacy commissioner. This was overlooked as we currently do not have a methodology or internal process for recording this type of incident. We are in the process of establishing a reporting and record-keeping system, so that in future, any incidents can be reported in a timely fashion. We hope to have a system in place by the end of 2012.

ENVIRONMENTAL

Responsibility

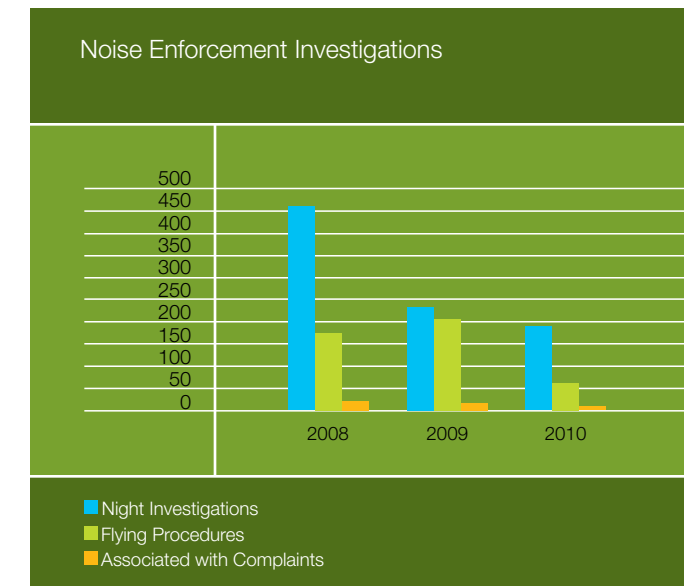
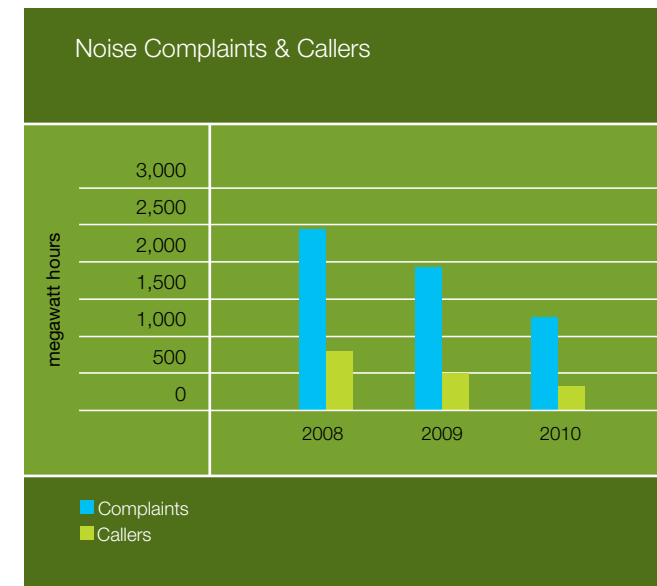
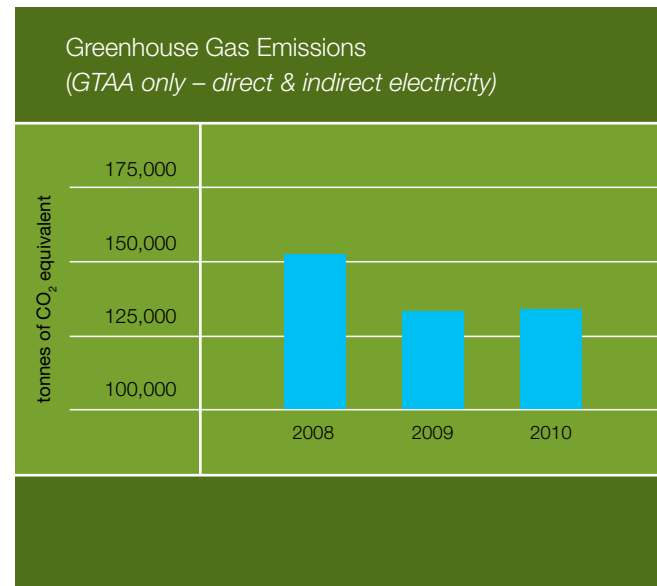
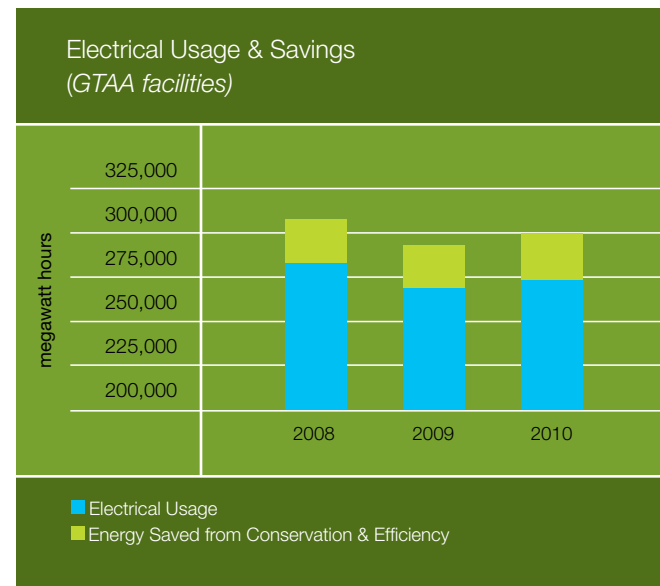
Environmental Management

Operating an airport can have significant environmental impacts if not managed appropriately. The environmental mandate for the GTAA is to mitigate the environmental effects of operating an airport while improving or maintaining the physical world we live in. Our Environmental Management System (EMS) covers the operation maintenance and development of the the facilities owned and operated by the GTAA at Toronto Pearson International Airport. In 2010, for the 12th year, the GTAA maintained the certification of our EMS to the ISO 14001 standard. The purpose of our management system is to ensure that the policies and procedures are in place and continually being reviewed, so that our impacts on our surrounding environment are minimized and we remain compliant with regulatory requirements. These policies – including High-Performance Buildings, Greenhouse Gas Reduction, Green Procurement and Low-Emission Internal Combustion and Electrical Vehicle Use in and under the Terminals – provide additional guidance in specific areas of importance.

As part of our annual review and given the ongoing concerns and global scale of greenhouse gas impacts we decided it was time to add Climate Change to our list of aspects. Although air quality has always been and continues to be an important aspect that we manage, we feel that separating climate change into its own area will allow us,

not only to focus more closely on reducing greenhouse gas emissions but also set us up for addressing any other future concerns connected to climate change. Targets are set and reviewed annually to ensure we are continually improving our performance.

Short-Term Targets (due 2010)	Status	Details
Finalize and implement an Anti-Idling Policy for all airside vehicles.	Achieved	Refer to Improving the Impacts of Our Fleet, pg. 28-29.
Develop and implement a work plan to recycle all landscape-related materials.	Achieved	Refer to Waste Management, pg. 30.
Reduce sodium chloride amounts by 3% each year based on the annual per-event average.	Not achieved	Refer to data table on pg. 31.
Establish a baseline for 2009 for quantity of potassium acetate and sodium formate used at the airport.	Achieved	Refer to data table on pg. 31.
Implement the plan (designing, building and opening) for a pedestrian/cycle trail along Etobicoke Creek from the 401 to Derry Road.	Achieved	Refer to story on pg. 6.
Enhance community awareness of airport operations related to noise management.	Achieved	Refer to Noise and the Community, pgs. 29-30
Determine quantity of potable water used for non-potable purposes that could be sourced from alternative sources such as rainwater, process water or grey water.	Extended	A contractor has been hired to undertake this study in 2011.
Develop a plan to “green” GTAA’s vehicle fleet – i.e., replace existing fleet with electrical vehicles and hybrids, etc.	Extended	Refer to Improving the Impacts of Our Fleet pg. 28-29
Establish baseline data from 2008 and convert 10% paper and printing practices to those certified environmentally-friendly and convert 10% of printed copies of publications to electronic copies.	Achieved	100% of our corporate publications are produced on FSC-certified paper. <i>Toronto Pearson Today</i> printed copies have dropped, from upwards of 15,000 to 3,000. <i>GTAA Today</i> printed copies have dropped from 1,200 to 300.
Investigate and develop the ability to track and report on spills-related events.	Achieved	The existing CODES system will still be used. New categories were created to reflect the Emergency Response Plan.
Maintain a 45% diversion from solid waste for all GTAA facilities.	Achieved	Refer to Waste Management, pg. 30.
Conduct a historical analysis of metal sample results to investigate, evaluate and determine the source of metal exceedances.	Completed	Refer to Stormwater Management, pg. 30.
Medium-Term Targets (due 2015)		
Complete aquatic and riparian habitat improvements on Etobicoke and Spring Creek, as per master plan.	On track	Refer to Biodiversity, pg. 30.
Develop and implement a habitat management plan.	On track	Refer to Biodiversity, pg. 30.
Long-Term Targets (due 2020)		
Achieve a 20% GHG reduction from 2006 emissions.	On track	Refer to Climate Change and Resource Use, pg. 28 and the data table on pg. 31.



Climate Change and Resource Use

The GTAA has committed to reducing GHG emissions (direct and indirect) by 20% below 2006 numbers by 2020. As part of the new Greenhouse Gas Policy and this initiative, a committee has been formed to consider different projects that might help Toronto Pearson reduce energy use and/or greenhouse gas emissions.

Since a portion of Ontario's electricity comes from coal and natural-gas-fired utilities, our energy use also results in greenhouse gas emissions. Anything we can do to reduce our energy consumption lowers the greenhouse gas emissions attributable to our operations and helps us meet our greenhouse gas target for 2020.

The majority of the energy-saving initiatives have taken place with lighting improvements in the terminals as well as our airside operations, where older inefficient lighting has been upgraded with more efficient fluorescent and LED technology. Below are highlights of a few initiatives:

T3 Lighting Management Upgrade

The lighting system at Terminal 3 was upgraded to take advantage of advances in the capabilities of the lighting system to improve lighting efficiency and let operators change lighting conditions depending on time of day and activity levels in different areas.

Removal or Replacement of Red Obstruction Lights (ROLs)

An audit of our airside operations showed that we had 432 more ROLs than what is required under airport

zoning. To reduce energy consumption, those lights that were identified as unnecessary were removed entirely, while the remainder (173 lights) were changed over to LED lights, which are just as bright but require much less electricity to run.

Solar Photovoltaic Stop Signs

During an audit of our airside lighting systems, it became obvious that the illuminated stop signs around the apron areas and at the runway access roads were connected to runway edge lighting, which requires that the runway edge lights all be on in order to operate the signs (whether or not that runway is in use at the time). To remedy this, new LED-illuminated stop signs, equipped with solar panels and batteries (for solar energy storage) were installed.

The GTAA continues to participate in the Mississauga Smart Commute program, which encourages more sustainable commuting options such as public transit, bicycling, carpooling, etc. According to Smart Commute, GTAA staff reduced single-occupancy vehicle use by 297,846 km, which represents 3,701 vehicle round trips. This translates to a reduction of 64,671 kg of CO₂ equivalent emissions from carpooling by GTAA staff.

Improving the Impacts of Our Fleet

The GTAA is in the process of developing a master plan to evaluate our fleet composition, research new technology, and expand and enhance existing technology already in place at Toronto Pearson International Airport to help support our

initiative to reduce greenhouse gas emissions. With the assistance of the Province of Ontario and participation in a green fleet consortium project, electric and hybrid vehicles will be procured as replacements wherever operationally and financially feasible.

The GTAA has implemented a fast-charging infrastructure in Terminal 1. This system supports 95% of the GTAA's electric vehicles and equipment fleet and has been designed to support all of the airlines' requirements for charging ground-service equipment. The GTAA has 80 fast-charge systems in operation, which provide 160 charging ports.

In addition to improving the vehicles we drive, the GTAA utilizes an online pooled vehicle reservation system enhance vehicle utilization by letting multiple users to reserve a vehicle for their immediate requirements, thus allowing us to determine the right size of the passenger fleet.

An Anti-idling Policy has been finalized and will be implemented in 2011 for all GTAA vehicles operating airside. The long-term future plan is to expand this program to all airside operators at Toronto Pearson International Airport.

Noise and the Community

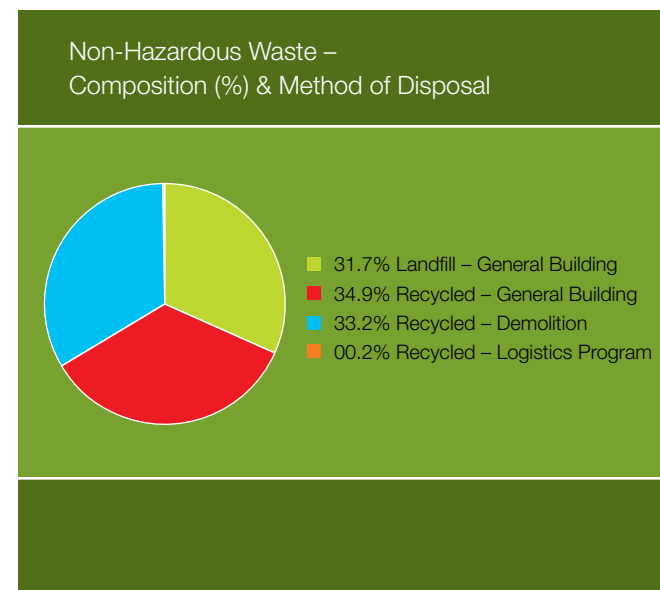
The GTAA's Noise Management Office (NMO) utilizes an Airport Noise and Flight Track Monitoring System (NFTMS) that combines radar data from Nav Canada with mapping from a geographical information system (GIS). This data is then correlated with noise readings collected at the noise monitoring terminals (NMTs) in the surrounding communities. In 2010 the NMO began the preparation for the replacement of the current noise system in order to ensure the continued

accurate analysis of complaints, identify possible violations of the flight procedures and promote to the community an understanding of airport operations in relation to noise. This new system would allow for greater community awareness and engagement by having the added features to allow for:

- Customized reporting features, so that virtually any information captured in the system can be extrapolated and analyzed for presentation internally, as well as provided directly to the Community Environment Noise Advisory Committee (CENAC), politicians and community groups.
- A web access feature, so that residents can see flight tracks over their own neighbourhoods, thus gaining a greater awareness for flight operations that affect their location.

The GTAA has also increased its participation in community outreach programs. The NMO assisted in research projects for presentation to various political leaders and residents' associations. These efforts focused on researching and analyzing operations and reporting on statistics affecting specific neighbourhoods to assist the residents in gaining a better awareness of potential noise issues.

In particular, the NMO conducted a comprehensive study on a Toronto community, which was presented to CENAC in June 2010. The study included portable noise monitoring data, a comparison and analysis of flight patterns over the area, complaint and aircraft movement statistics, a historical analysis of aircraft composition of flights operating at Toronto Pearson, as well as other information.



Our effort also pertains to addressing the aviation community. In 2009, revisions were made to the night flight program which put greater emphasis on the air carriers monitoring their own use of nighttime movements. An updated Directive outlining the new night flight program was distributed in 2010 and regular meetings with air carriers and general aviation operators continued to be held to discuss statistics, procedures and issues arising from the night flight program.

For more information on our noise program, please refer to our Noise Management section on our website at: <http://www.torontopearson.com/en/noise/>.

Biodiversity

The GTAA continues to work with the Toronto Region Conservation Authority and other stakeholders in balancing airport operations and apprehensions associated with biodiversity in particular wildlife management.

As a result of the creek monitoring program, an erosion hot spot was identified for repair in 2010. This erosion hot spot was compromising airport assets and was repaired via a robust design with inherent vegetated components. The overall monitoring program continues to confirm the effectiveness of previous works and to identify other potential concerns.

Waste Management

The GTAA is always looking at different ways to divert materials from landfill. In 2010 our waste management program in the GTAA's buildings was expanded: Paper towels are

now being recycled in all buildings; an organics program was implemented in Terminal 3 to capture food waste from the prep kitchens; and a trial organics program was started in the fall in the GTAA's Administration building to capture the food waste of the employees.

Our Logistics Program continues to assist retail tenants in the terminals to return their reusable products – such as pallets, crates, trays, kegs and beer bottles – and recycle the shrink wrap used in product packaging and transporting. In addition to managing and recycling our demolition and construction materials in 2010, we created a target and subsequent program to compost all outside organic waste including grass clippings.

Stormwater Management

The GTAA's significant infrastructure investment in its Stormwater Management Plan is complemented by an extensive sampling program. Key locations are sampled weekly to monitor the water quality of stormwater leaving the airport property. Metal concentrations have become a concern; therefore, a historical analysis of metal sample results from four locations during the period 2000-2010 was undertaken. The historical analysis revealed the following:

- Aluminum concentrations generally increased over the study period.
- Copper and lead concentrations generally decreased over the study period at three of the four locations.
- Iron and zinc concentrations generally increased over the study period at two of the locations and decreased at the other two locations.
- At one location, only two other metals were found – cadmium (concentrations remained stable) and chromium (concentrations generally decreased over the study period).

As the airport is a complex site, the historical analysis was unable to pinpoint a single point source in the drainage areas for higher metal concentrations. Non-point sources that could be contributing to the higher metal concentrations are various building components, equipment, vehicles and minor spills. However, no samples from the various drainage areas were taken to concretely identify the cause behind the high numbers.

As this study did not pinpoint the exact sources of the higher metal concentrations, further investigation is required. Additional rounds of sampling may be taken at potential source sites to assist in identifying a point source contributing to the higher metal concentrations.

Environmental Performance Data 2010

	2008	2009	2010
Materials used			
Pesticides – selective and non-selective (litres of concentrate)	0	60	125
Larvicide – West Nile (kilograms)	34.62	0.774	0.2
(millilitres of concentrate)	0	173	23
Glycol – for winter period 2009-10 (cubic metres) ¹	10,065	9,073	5,179
Potassium acetate – quantity purchased ¹ (litres – '08, '09; kg – '10) ²	1,665,400	175,044	283,617
Sodium formate quantity purchased (kilograms) ¹	1,450,000	710,000	475,075
Road salt – granular (tonnes) ¹	5,408	3,350	2,655
Road salt – salt brine (litres) ¹	n/a	235,318	160,751
Road salt – sodium formate (kilograms) ¹	51,000	44,000	39,000
Paper purchased – sheets	6,482,500	4,473,780	3,826,251
– sheets per employee	5,402	3,834	3,466
Direct energy consumption			
Natural gas consumption (gigajoules)	2,341,462	2,146,119	1,404,993
Unleaded fuel consumption (litres)	626,949	614,019	581,205
Diesel fuel consumption (litres)	2,070,600	1,222,440	711,583
Indirect energy consumption			
Total electrical consumption (megawatt hours)	282,412	267,894	272,259
Energy saved due to conservation and efficiency improvements (megawatt hours)			
Total direct and indirect greenhouse gas emissions	24,526	24,970	26,957
Total CO ₂ equivalent (tonnes)	152,790	133,031	133,666
Emissions of ozone-depleting substances			
Total ODS released, CFC-11 equivalent (tonnes)	0.006	0.0087	0.0027
Other significant air emissions			
Not including mobile sources			
VOC emissions (tonnes)	3	3	2
NO _x emissions (tonnes)	47	52	40
SO ₂ emissions (tonnes)	3	1	2
CO emissions (tonnes)	35	40	31
Total Particulate Matter (tonnes)	17	19	18
PM ₁₀ (tonnes)	17	17	18
PM _{2.5} (tonnes)	5	8	6
Total water withdrawal from Lake Ontario (cubic metres)	1,221,150	926,174	1,060,710
Wildlife strikes (number)	54	56	83
Total water discharge ¹			
To Lakeview Plant sanitary system from stormwater facilities (cubic metres)	Not previously reported by destination	64,123	65,435
(kilograms of BOD)	Not previously reported by destination	13,828	21,636
From Central deicing facility (cubic metres)	Not previously reported by destination	64,815	46,239
(kilograms of BOD)	Not previously reported	399,886	276,122
To Humber plant sanitary system from central deicing facility (cubic metres)	Not previously reported by destination	149,979	124,216
(kilograms of BOD)	Not previously reported	963,610	702,542
From Terminal 3 stormwater collection (cubic metres)	Not previously reported by destination	58,181	35,951
(kilograms of BOD) Not previously reported	3,922	1,931	
Non-Hazardous Waste			
Landfill – general buildings (tonnes)	3,240	2,903	2,649
Landfill – demolition waste (tonnes)	3,961	23	3
Recycled – general buildings (tonnes)	2,573	2,573	2,915
Recycled – demolition waste (tonnes)	385,917	15,748	2771
Recycled – logistics program shrink wrap (tonnes) ³	11.83	11.42	12.71
Hazardous Waste			
Disposal – total amount (litres)	265,212	371,463	222,981
(kilograms)	1,335	20	988
Recycled – computers/batteries (tonnes)	20.9	5.56	24.89
Remediated & reused – contaminated soil (tonnes)	3,510	0	0
Significant spills (number)	0	0	0

Notes: ¹ All values for 2010 are based on the winter season due to their relationship to the winter operations of an airport.

² New supplier as of fall 2009 uses kilograms for billing.

³ Values changed to represent shrink wrap only; previous years had included other products that are reused and not recycled.

SOCIAL

Responsibility

The GTAA has a responsibility to its employees, its partners and to the surrounding community where it operates. To help guide these complex daily interactions, the GTAA relies on establishing policies that implement training and review performance to help measure where we are and determine where we need to go.

People

The renewed People and Culture division (formerly Human Resources) has taken steps to foster a culture that encourages collaboration, breaking down silos within the organization and create a more nimble corporation that is open to doing business differently and challenging the status quo. The new People and Culture strategy focuses on organizational effectiveness, improving human resource services to become more effective and more efficient, helping to evolve the culture at the GTAA to support the Vision, Mission and Values initiative and the new Strategic Plan, and to improve and evolve union relationships to build stronger partnerships founded in trust.

Policies and guidance documents exist to uphold our commitments to providing a workplace free of discrimination or harassment, lay out the details of the collective agreements between the unions and the GTAA, and support employee active learning programs.

Labour Relations

Freedom of association and collective bargaining by GTAA employees are not at risk. Non-managerial employees of the GTAA are represented by two unions, which are recognized by the GTAA and with whom the GTAA has negotiated collective agreements.

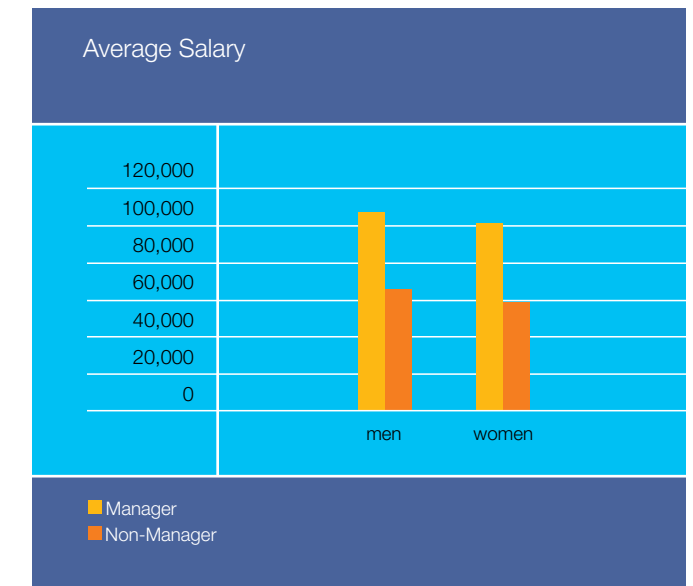
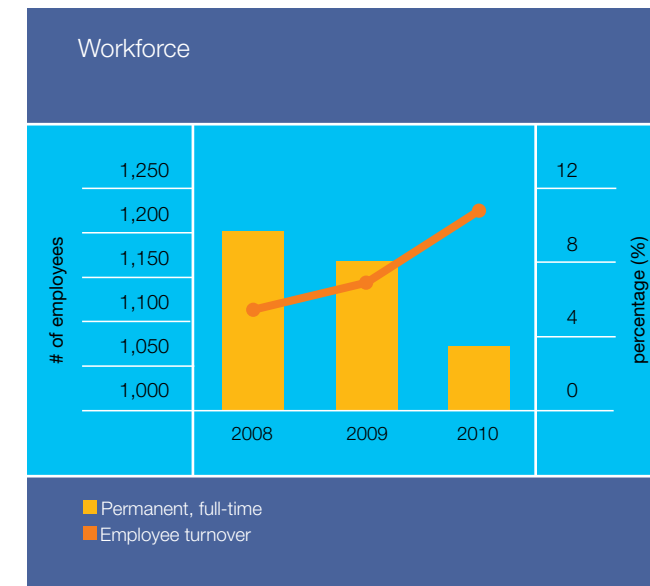
Permanent, full-time employees are provided a comprehensive compensation package that includes group health benefits, paid and unpaid leave, and participation in a Defined Contribution Pension Plan. (Some employees whose employment transferred to the GTAA are grandfathered in a Defined Benefit Pension plan; however, new enrollments are not permitted in this plan.)

The GTAA embraces its obligations under federal employment equity and human rights legislation. Employee salaries are determined based on the value of work performed, regardless of the gender of employees. All stating salaries exceed the local minimum wage rate specified under labour legislation.

The collective agreement includes language pertaining to minimum notice periods regarding significant operational changes, in particular the articles on Layoff/Recall and Technological Change, where a 120-day notice period is provided to the union. At the commencement of this notice period, the parties meet to consult prior to the employees ultimately receiving notice pertaining to such operational changes.

Occupational Health and Safety

All GTAA employees are represented by both a Workplace Health and Safety Committee (WHSC) and a Policy Occu-



pational 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 for ensuring that safe conditions prevail within the workplace and for taking appropriate and effective measures (preventative and corrective) to protect the health and safety of employees. Both 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 and 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 is fully funded by the GTAA, administered by an external vendor and is available to employees and their family members 24 hours a day, 365 days per year, online or via a toll-free 1-800 number.

Training and Education

The GTAA provides employees with a wide range of both job-specific and developmental training opportunities, based on training plans that are created for them based on their specific, identified training needs. As part of the business transformation initiatives, a training and development program was provided to ensure the employees have the tools they need to work more effectively and productively.

Regular performance and career development reviews are conducted for non-unionized employees. As per the collective agreement, unionized staff are not subject to reviews.

The GTAA also regularly provides information sessions to employees on a range of topics, including retirement planning.

Corruption and Anti-Competitive Behaviour

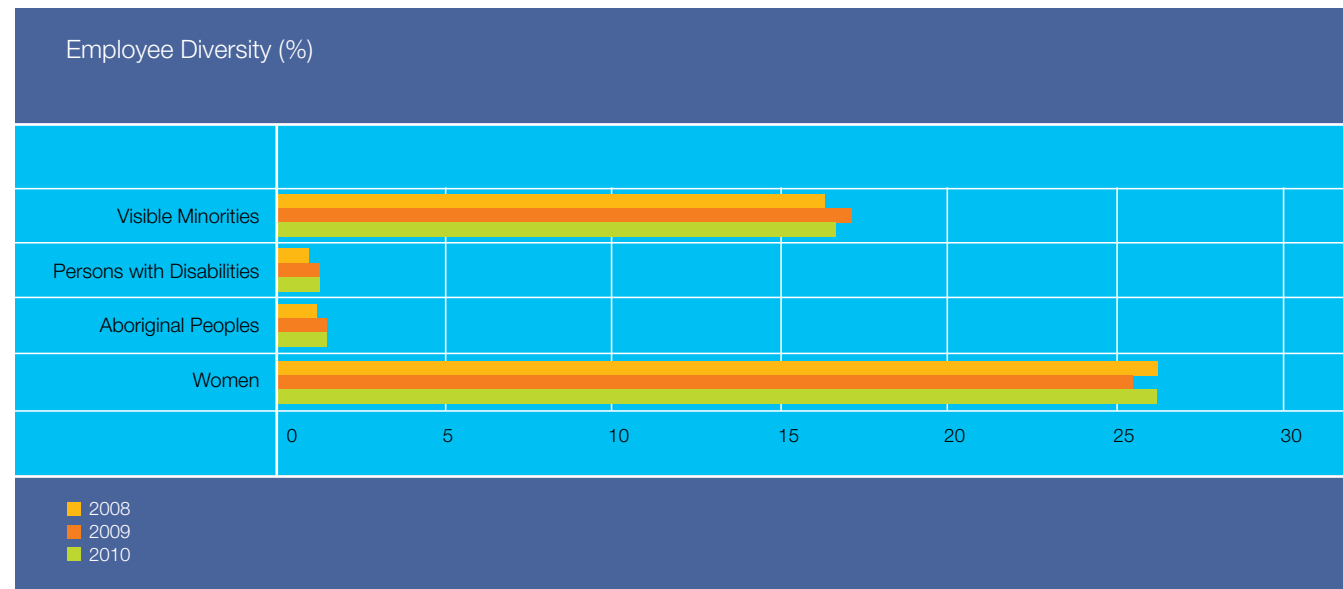
All GTAA employees, contracted staff and Board members know, understand and adhere to the GTAA Code of Business Conduct and Ethics, which addresses the issue of corruption. During employee orientation, all GTAA staff are required to review the code and sign a statement affirming that they shall conduct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

In 2010 there were no legal actions for anti-competitive behaviour, anti-trust and monopoly practices taken against the GTAA.

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

Partners

Emerging from a past that was focused on construction and operations, the GTAA's objective is to now become a more customer-focused, commercially-driven enterprise. The GTAA is working to build more meaningful and productive



partnerships with all our service providers. To accomplish this and to foster better communication and improve our responsiveness in meeting the needs of our partners (airlines, concessions, service providers and others), the GTAA has restructured to provide clearer points of contact for partners, allowing for stronger relationships between the GTAA and our partners, and ensuring that the GTAA can more quickly address and respond to concerns raised by our partners.

Customer Satisfaction

In 2010 the International Air Transport Association (IATA), which represents airlines worldwide, honoured Toronto Pearson with the IATA Eagle Award for Most Improved Airport – recognizing the significant strides we’ve made in meeting the needs of global carriers.

The GTAA participates in the Airport Council International’s (ACI) Airport Service Quality (ASQ) main program. Using standardized sample sizes, questions and methodology as outlined through the ASQ programme, 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. The ACI generates quarterly reports that can be used to compare the level-of-service performance of participating airports worldwide. While ASQ scores have improved over time, it should be noted that Toronto Pearson has not distanced itself from the industry average, which has also steadily risen over the last three years, nor has this resulted in an improved overall ranking.

Community

Charged with communicating our plan – we are open for business – the GTAA strives to expand our expertise and capabilities in the areas of public affairs and internal and external communications. We are building the Toronto Pearson community into a place for innovation, work and play. A revamped website is underway, which will coincide with the public launch of the new Pearson brand in the first half of 2011.

The GTAA strongly believes in sharing information and encouraging communications, both internal and external. The GTAA actively encourages strong relationships by fostering respect, confidence and trust between the corporation and the municipalities we impact.

Public Policy

The GTAA actively engages all levels of government regarding issues that have an impact on the corporation and the air transportation industry. The GTAA registers its lobbying activities in accordance with federal, provincial and municipal regulations. Further information regarding specific policy issues are contained in the GTAA registrations on the federal, provincial and City of Toronto lobbyist registration websites.

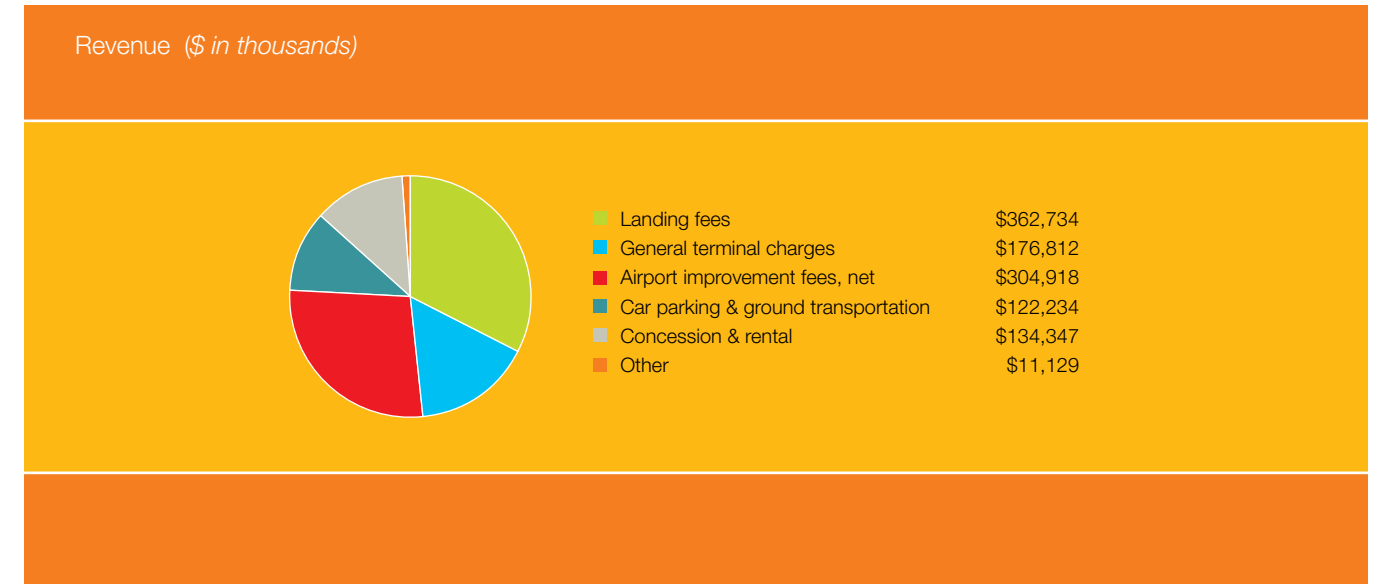
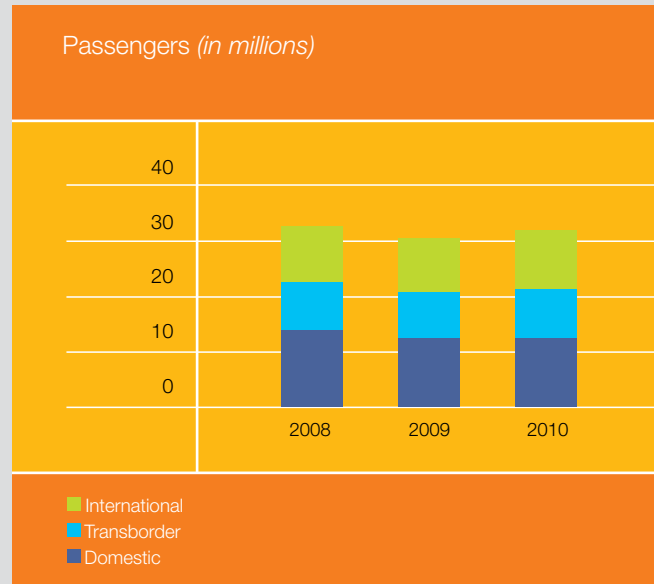
Social Performance Data 2010

	2008	2009	2010	
Labour Indicators				
Total workforce ¹				
Full-time employees, permanent	1201	1167	1072	
Full-time employees, term (contract)		31	32	
Part-time, permanent		0	0	
Rate of employee turnover (%)	5.4	6.7	10.1	
Breakdown of employees (%)				
Women	26.2	25.5	26.2	
Aboriginal Peoples	1.4	1.4	1.1	
Persons with disabilities	1.2	1.2	0.9	
Visible minorities	16.6	17.1	16.3	
Percentage of employees covered by collective bargaining agreements	76.1	76.5	78.3	
Employees receiving regular performance and career development reviews (%)	23.9	23.5	21.7	
Average Salary ²				
Women	\$59,720	\$62,890		
Managers			100,958	
Non-Managers			58,369	
Men	\$67,760	\$70,910		
Managers			106,611	
Non-Managers			64,360	
Workplace accidents				
No lost-time injuries (cases)	80	84	75	
Lost-time injuries (cases)	30	13	10	
Lost-time injuries frequency (Injuries/200,000 hours worked)	2.39	1.01	0.84	
Lost-time injury severity (hours lost/200,000 hours worked)	8.94	5.65	15.9	
Average hours of training per year per employee (hours)	20.7	25	31.1	
Human Rights Indicators				
Employee training on policies and procedures concerning aspects of human rights that are relevant to operations				
Accessibility and sensitivity	# of hours	33	69	0
	cumulative % of employees	25	24	29
Harassment awareness	# of hours	141	165	391
	cumulative % of employees	91	91	100
Violence in the workplace	# of hours	315	90	87
	cumulative % of employees	60	57	73
Incidents of discrimination (# of complaints)	0	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	4,650	5,700	11,300	
Municipal	34,808	0	0	
Total	39,458	5,700	11,300	

Notes: ¹ Further breakdown started in 2009.
² Further breakdown started in 2010.

ECONOMIC

Responsibility



Our economic focus is to ensure the long-term financial viability of Toronto Pearson International Airport. To this end, key priorities have been identified that impact on all areas of airport management and cross all organizational structures.

- Provide employees with a challenging and engaging work environment.
- Maintain sufficient cash in the business to ensure day-to-day operations.
- Understand the risks we face and develop proactive strategies to manage risk.
- Enable intelligent business choices.
- Build our competence as intelligent buyers and managers of contracts.
- Provide air carriers with appropriate pricing signals.
- Improve financial and business processes.
- Implement an internal audit program that aligns with management values.

Procurement Practices

The GTAA's 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.

The GTAA does not screen significant suppliers on human rights and actions taken. Virtually all our suppliers are located in Canada and the U.S., where this is not seen as an issue. As companies operating in Canada, the GTAA and its contractors are obligated to comply with all applicable laws including, but not limited to, Canadian Human Rights legislation.

Economic Performance Data 2010

	2008	2009	2010
Total Revenues ¹	1,172,555	1,115,227	1,112,174
Operating Costs ¹	1,218,469	1,134,467	1,115,985
Salaries, wages and benefits	108,571	123,948	109,130
Donations (charitable, scholarships, staff donations)	117,877	102,687	177,811
Partners in Project Green	275,000	275,000	275,000
Ground rent	140,622	140,615	120,317
Property taxes (Payment in Lieu of Taxes – PILT)	23,857	25,041	26,293

Note: ¹ Values for 2008 have changed from previous year's report as per 2010 Annual Report.

Global Reporting Initiative

The Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines were followed in preparing this report. GRI provides an internationally recognized framework for CSR reporting. The index found below is a brief outline of where the information can be found in this report. To avoid duplication of information, some requirements of the GRI are reported in the 2010 Annual Report (AR) (<http://www.torontoperson.com/en/AnnualReports/>) as indicated in the CSR Report Index. Additional information and past CSR

Reports are located on the GTAA's website (<http://www.torontoperson.com/en/gtaa/corporate-social-responsibility/>).

For more detailed information on how we comply with the GRI G3 Guidelines and explanations for the indicators we do not report on, please refer to our "Supplement – Reporting in Accordance with the GRI" on our website, <http://www.torontoperson.com/en/gtaa/corporate-social-responsibility/>.

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Core Indicators		
	EC1	37
	EC2	AR 48-49
	EC3	AR 43,68,81
	EC4, EC7, EC8	Supplement
	EC6	3, 36
Additional Indicators		
	EC5	32
	EC9	AR 6

Environmental performance

Management Disclosure		26
Core Indicators		
	EN1	31
	EN2	Supplement
	EN3 EN4	31
	EN8	31
	EN11, EN12	Supplement
	EN16	31
	EN 17	Supplement
	EN19 EN20, EN21	31

	EN22	31
	EN23	31
	EN26	26-30
	EN27, EN28	Supplement
Additional Indicators		
	EN5, EN6, EN7	28
	EN9, EN10	Supplement
	EN13 EN14	30
	EN15	Supplement
	EN18	28-29
	EN24, EN25, EN29, EN30	Supplement

Labour practices and decent work performance

Management Disclosure		32
Core Indicators		
	LA1 LA2	35
	LA4, LA5	32, 35
	LA7	35
	LA8	33, Supplement
	LA10	35
	LA13	35 & AR 22-23
	LA14	35
Additional Indicators		
	LA3	Supplement
	LA6, LA9	33
	LA11, LA12	33, 35

Human rights performance

Management Disclosure		32
Core Indicators		
	HR1	Supplement
	HR2	36
	HR4	35
	HR5	32
	HR6, HR7	Supplement
Additional Indicators		
	HR3 HR4	35
	HR8	Supplement
	HR9	35

Society performance

Management Disclosure		33-34
Core Indicators		
	SO1	24
	SO2 SO3 SO4	34
	SO5	34
	SO8	Supplement
Additional Indicators		
	SO6	35
	SO7	Supplement

Product responsibility performance

Management Disclosure		AR 25
Core Indicators		
	PR1, PR3, PR6, PR9	Supplement
Additional Indicators		
	PR2, PR4	Supplement
	PR5	23, 24, 34
	PR7	Supplement
	PR8	25

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

Memberships and Affiliations

- Smart Commute Mississauga board member and on a committee to study TDM programs for the airport area
- Canadian Airports Council
- Airports Council International North America
- International Association of Airport Executives Canada
- Canadian Business for Social Responsibility

Awards and Recognition

In 2010 the GTAA was recognized for the following achievements:

- IATA Eagle Award (2010) for “Most Improved Airport”
- Airport Revenue News 2010 “Airport with the Best Customer Service,” “Airport with the Best Concession Management Team” (for both the airport as a whole and for Terminal 1), “Airport with the Best Overall Concession Program”
- Travel Press Agents’ Choice Award (2010) travel agents’ favourite Canadian Airport (2nd year in a row)

Caution regarding forward-looking information

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 to not 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.



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Statement GRI Application Level Check

GRI hereby states that **Greater Toronto Airports Authority** has presented its report “Something to Declare - What we’ve gained on the journey to sustainability” (2010) to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 23 November 2011


Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 8 November 2011. GRI explicitly excludes the statement being applied to any later changes to such material.

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Please send questions and comments on this year’s 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:
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