



Non-Stop to Equity

Toronto Pearson Employment Equity
Narrative Report 2024

Land Acknowledgment

We acknowledge that the land on which Toronto Pearson sits is within the Treaty Lands and Territory of the Mississaugas of the Credit First Nation, as well as the traditional territory of the Huron Wendat and Haudenosaunee peoples. We recognize these peoples and their ancestors as peoples who inhabited these lands since time immemorial. We offer this acknowledgement respectfully and in appreciation of all Indigenous Peoples who have cared for and continue to care for the land.

About Toronto Pearson

Toronto Pearson plays an important role in driving local, regional and national trade, while also promoting economic growth. Located in one of the fastest-growing cities in North America and Canada's most populous region, we connect people and goods to the global economy. Toronto Pearson serves 195 destinations, uniting and reuniting people from all corners of the globe.

Pearson is operated by the Greater Toronto Airports Authority (GTAA). In 2024, the GTAA directly employed approximately 1,787 FTE of the approximately 50,000 people who work at the airport.

The reference of “Toronto Pearson” or “Pearson” in this report refers only to the GTAA and its workforce and does not apply to any other employers at the airport.

Message from the Director

As Canada’s busiest airport and one of North America’s most vital international gateways, Toronto Pearson stands at the forefront of a rapidly evolving global travel and transportation landscape. With a growing population, increasing travel demand and heightened expectations for accessibility, sustainability and inclusivity, our mission has never been more critical – or more ambitious.

Our goal is to build a more equitable and inclusive future for everyone who works at and passes through Toronto Pearson. Through Pearson’s Long-Term Investment in Facilities and Terminals (LIFT) program and our broader Diversity, Equity & Inclusion (DEI) efforts, we are investing not only in infrastructure, but in people, systems and culture. These commitments are key to ensuring the airport remains a world-class hub that reflects the diverse communities it serves.

In 2024, we took significant steps forward. We engaged our workforce through enhanced cultural programming, strengthened partnerships, improved accessibility and made measurable progress toward our equity goals. We identified and removed systemic barriers in our employment systems, empowered our Employee Resource Groups and launched new strategies to support and celebrate underrepresented groups across all levels of our organization. The successes and insights outlined here are the result of a dedicated and collaborative effort.

However, we recognize that transformation is ongoing. Our three-year DEI strategy and future-focused initiatives are designed to maintain momentum, remain accountable and deliver results that matter – not just within our terminals, but across our region and industry.

Thank you for taking the time to review this report. We are proud of our progress, committed to continuous improvement and excited about what we will achieve – together.



Molaria Awosedo, Director,
Inclusion & Workplace Culture

2024 Highlights

Completed Employment Service Review

We identified and addressed over 95 percent of systemic barriers across talent management, compensation, learning and policies to foster a more inclusive workplace.

Improved Accessibility

In partnership with the Rick Hansen Foundation, we collaborated with our teams and airport partners to update our workspace and achieve Certified Gold status.

Black History Month Event

In collaboration with our airport partners, we hosted Black Excellence: A Heritage to Celebrate; a Future to Build, an in-person celebration recognizing the history, contributions and future of Black Canadians.

Inspired Women on International Women's Day

We hosted *Invest in Women: Accelerate Progress*, an engaging panel discussion and networking event that celebrated women in aviation and promoted inclusion and gender equity.

Showed Our Pride in the 2SLGBTQ+ Community

We created a vibrant environment of belonging with performances, educational content and a partnership with The ArQuives to honour Pride Month.

Raised Awareness During National Accessibility Week

We invited employees to participate in our first 2K Walk, Talk & Roll to explore accessibility services and highlight the experiences of persons with disabilities.



Our Diversity, Equity & Inclusion Strategy

Starting in 2023, we developed a three-year Change to: Diversity, Equity & Inclusion (DEI) strategy that provides focus, milestones and accountability for our work. It is aligned with Toronto Pearson's 10-year strategic plan to create a next-generation airport, with a relentless focus on customer experience, operational excellence, innovation and employee culture and experience.

The DEI strategy builds on these strategic pillars to ensure that we deliver against our corporate goals in the most inclusive manner possible. Our DEI strategy has five focus areas:

Leadership commitment and accountability

Ensuring we continue to have leaders who are role models of behaviours, values and norms that foster inclusion.

Fair and equitable people practices

Ensuring that our talent practices are free from barriers for any group at every stage of the employment cycle.

Inclusive airport and workplace culture

Embedding in the fabric of the GTAA, with diverse representation at all levels and a safe, respectful and inclusive work environment.

Strong community partnerships and impact

Building up the communities around us and ensuring that Toronto Pearson is seen as a leader in DEI and an employer of choice.

Business diversity

Supporting organizations that have DEI embedded in their culture through our procurement processes.





Who We Are

Each year, we conduct a diversity census that asks all our employees to self-identify the demographic groups to which they belong. It also asks their views on our DEI progress. This guides us as we focus on advancing in areas where we need further progress.

	2024	2023	2022	Labour Market Availability ¹
Women	26.3%	26.8%	29.0%	48.2%
Visible Minorities	30.0%	27.1%	28.4%	21.3%
People with Disabilities	8.2%	7.6%	9.0%	9.1%
Indigenous Peoples	1.3%	1.2%	1.7%	4.0%
2SLGBTQIA+ ²	3.6%	3.0%	4.1%	4.0%

1. Labour market availability (LMA) is the percentage of a designated group in the Canadian labour market. It is derived from census information and updated every five years. LMA is a commonly used benchmark for judging employment equity, but it is a broad national measure and not industry specific.

2. Although 2SLGBTQIA+ is not currently an officially recognized Employment Equity Group, we began tracking metrics for this community in 2022 to ensure our programming is intentional across our business.

Rising Up

How we're celebrating diversity and the communities we serve

We recognize that visibility is vital for a sense of belonging. We are proud to celebrate major holidays and festivals from numerous cultures and mark national observance days with events and digital signage. These provide an important signal to our workforce and passengers: Everyone is welcome here.



Toronto Pearson wishes you a safe and peaceful

Rosh Hashanah and Yom Kippur



**HAPPY NEW YEAR
BONNE ANNÉE
新年快乐**

WISHING YOU ALL THE BEST FOR THE COMING YEAR
EN VOUS SOUHAITANT LE MEILLEUR POUR LA NOUVELLE L'ANNÉE
祝您来年一切顺利

Toronto Pearson 

**CELEBRATING
National AccessAbility Week**

Did you know Toronto Pearson offers services and tools to assist travelers? Here are a few of the services available:

- Hearing Loop
- BlindSquare
- In-terminal shuttle service
- Aira
- Sunflower Lanyard

Scan to learn more about our commitment to improving the passenger experience.




Indigenous History Month
Honour, Learn and Reflect.



TORONTO PEARSON WISHES YOU A

HAPPY RAMADAN



HAPPY PRIDE



Toronto Pearson 

HAPPY INTERNATIONAL WOMEN'S DAY!




We're so grateful for the work that our female members do in promoting our fire department and protecting Canada's busiest airport.

Toronto Pearson celebrates

BLACK HISTORY MONTH

Join us in honouring the great contributions of Black communities. Let's embrace this time to reflect and aspire towards an inclusive future.

Toronto Pearson 

Toronto Pearson wishes you a

Happy Easter



Marking Culturally Significant Days

We produced over 100 pieces of content to commemorate various cultural and international days recognized by the Canadian Centre for Diversity and Inclusion, the Canadian government and the United Nations throughout the year. These took the form of displays on our in-terminal digital screens, posts on our social media channels and celebratory articles on our internal corporate portal.

Among the events we marked were: Lunar New Year, Diwali, Caribbean Carnival, National Indigenous Peoples Day, National Day for Truth and Reconciliation, Pride Month, Black History Month, International Women's Day, National AccessAbility Week, National Disability Employment Awareness Month and Orange Shirt Day.

We have also developed reference guides to support leaders with cultural and religious observances such as Ramadan and Passover.

Cultural and Awareness Events

Black History Month: In February, Toronto Pearson proudly celebrated Black History Month under the theme Black Excellence: A Heritage to Celebrate; a Future to Build. With over 100 employees in attendance, our event in Terminal 1 showcased live Afro-Caribbean music, powerful speakers and cultural recognition through collaboration with the City of Toronto and local artists. This celebration was a moment to honour the achievements and innovations of Black Canadians while reinforcing our shared commitment to a more inclusive future. At Pearson, we recognize that embracing diversity strengthens our airport community and aligns with our broader vision of equity and representation across our workforce.

International Women's Day: On March 8, Toronto Pearson celebrated International Women's Day with an in-person panel event, Invest in Women: Accelerate Progress, held in Terminal 3. Hosted by the Women's Alliance @YYZ and our DEI team, this session aligned with the 2024 United Nations theme #InspireInclusion. The panel featured voices from aviation – including apprentices, executives, and educators – who shared their lived experiences and strategies for closing the gender gap. Coffee chats and social spotlights further amplified women's contributions across Pearson. These initiatives underscore our ongoing commitment to inclusive leadership and advancing gender equity in traditionally underrepresented areas within our industry and organization.

National AccessAbility Week: During National AccessAbility Week in May, Toronto Pearson hosted its first 2K Walk, Talk & Roll, inviting employees and our airport partners to explore our accessibility features across Terminal 1. This event, in partnership with New Visions Toronto, raised awareness of the experiences of persons with disabilities while highlighting our dedication to inclusive infrastructure. We also donated over \$20,000 to support New Visions' critical work. These efforts reflect progress under our Accessibility Plan and our broader mission to identify and remove barriers – ensuring that Pearson remains accessible, equitable and welcoming to all employees, passengers and community members.

Pride Month: Toronto Pearson celebrated Pride Month with a vibrant lineup of events honouring the 2SLGBTQ+ community. Highlights included a dazzling drag performance by Priyanka, winner of the first season of "Canada's Drag Race," and live music in partnership with the City of Toronto. We collaborated with The ArQuives to educate employees through a fun and informative trivia event on Canadian queer history. Pride flag-raising ceremonies, digital storytelling, curated wellness content and sweet treats for National Coming Out Day helped foster a culture of belonging. At Pearson, we are committed to championing authenticity, inclusion and allyship – ensuring everyone feels safe and supported to be their true selves.

Sharing Experiences

We help foster understanding by inviting notable speakers to share their lived experience. These are opportunities for our airport community to hear new perspectives and reflect on how each of us can help build a more inclusive environment.

In 2024, as part of our focus on inspiring and empowering women, we hosted 2024 International Women's Day celebration, Invest in Women: Accelerate Progress, where we welcomed speakers to share their perspectives on women in aviation, including:

Jo-Anne Tabobandung, Dean of Aviation, First Nations Technical Institute, shared social media spotlights on LinkedIn, X and Viva Engage that highlighted the incredible women who work at Toronto Pearson.

Jo-Anne was joined on the panel by **Nordia King, Aircraft Mechanic Apprentice at Elevate Aviation**, and **Johnathan Sawicki, Director, Safety, Security & Environment at Air Canada Rouge**, who participated in the discussion on women in aviation and organizations that are inspiring inclusion and closing the gender gap.

Rosemary Sadlier, former president of the Ontario Black History Society, was our keynote speaker at our Black History Month event. Rosemary was central in the establishment of Black History Month in Canada and shared her reflections with us. Rosemary was joined by **Seth Hilarice, Baggage Systems Office and Air Canada concierge agent at Pearson**.

Community Partnerships

As a major employment zone, we are a vital source of high-quality jobs for the neighbourhoods that surround the airport. We engage with these communities through initiatives such as our Uplift Fund, which provided \$700,000 in 2024 to skill-building and career growth programs. Workforce development is a key priority for our community outreach. We support numerous groups that are advancing employment diversity in the aviation industry.

Our support includes attending fundraising events, contributing to research reports, signing pledges and making direct financial contributions.



WOMEN

- Northern Lights Aero
- Catalyst

ACCESSIBILITY

- New Visions
- Holland Bloorview

2SLGBTQ+

- The ArQuives

INDIGENOUS

- Native Canadian Centre of Toronto (NCCT)
- Woodland Cultural Centre
- Indigenous Tourism Association of Canada

VISIBLE MINORITIES

- BlackNorth Initiative
- Giants of Africa
- Urban Pilots & Professionals Network
- Black Aviation Pilots Network

You Belong

How we're building an equitable environment where everyone can thrive

We're committed to creating a workplace where everyone feels welcome and can be themselves. That means ensuring our physical spaces are accessible and our corporate culture and practices foster a sense of belonging. We continue to execute on our Employee Accessibility Plan, which focuses on:

- Gathering more data and feedback
- Upgrading our physical workspaces
- Providing increased training opportunities
- Making our communications accessible
- Procuring accessible goods, services and facilities



Employment Systems Review

The 2024 Employment Service Review at Toronto Pearson highlights our continued commitment to DEI as a cornerstone of its operations. As Canada's busiest and most internationally connected airport, Pearson has taken major steps to create a more inclusive, accessible and equitable work environment.

Actions stemming from the 2024 Self-Identification Survey included:

- Closing gaps in representation among women and persons with disabilities
- Expanding mentorship programs that saw a 96 percent satisfaction rate
- Upgrading infrastructure and hosting educational events to support accessibility
- Donating to accessibility organizations
- Identifying and removing more than 95 percent of known systemic barriers
- Laying a strong foundation for inclusive growth through internal learning modules, inclusive leadership training and improved employee engagement initiatives

The Employment Service Review affirms that DEI is not just a value at Pearson – it is an embedded practice that drives its future.

Creating an Accessible Airport

Toronto Pearson is working to create a more accessible airport through a wide range of strategic initiatives, infrastructure improvements and inclusive programming.

- In 2024, Pearson continued to advance its Accessibility Plan (2023–2026), addressing both physical and systemic barriers across the airport. Updates were made to the Pass & Permit Control Office, and partnerships with airlines helped ensure that accessibility enhancements were implemented at all touchpoints of the passenger journey.
- The airport hosted its first-ever 2K Walk, Talk & Roll during National AccessAbility Week, offering employees and our airport partners a firsthand look at accessible services and infrastructure. This event, along with Pearson's \$20,000 donation to New Visions Toronto, highlighted the organization's commitment to both awareness and action.
- Further engagement included virtual programming for National Disability Employment Awareness Month and the International Day of Persons with Disabilities, where Pearson amplified the voices and experiences of employees with disabilities. Internally, accessibility was integrated into broader DEI goals, with over 95 percent of identified employment barriers addressed – many of which were related to accommodations, learning access and fair hiring practices.

Ongoing training and employee resources, including modules on inclusive language and unconscious bias, reinforce a culture of inclusion. Through these efforts, Pearson is embedding accessibility into every aspect of airport life – for both employees and the millions of passengers it serves.

Lifting Each Other Up

Toronto Pearson supports several employee resource groups. These grassroots employee-led initiatives foster inclusion and enable workers to come together to share their experiences and celebrate diversity.

Black Professionals Network: Provides an empowering community for Black employees through professional development and networking activities.

Rainbow Runway: Enables 2SLGBTQIA+ people to connect and build a welcoming airport workplace while breaking down barriers and challenging stereotypes.

Sky's the Limit: Supports employees with a visible or invisible disability and their allies and helps create a more accessible airport and inclusive workplace.

Women's Alliance @ YYZ: A community for women employees that provides support and fosters professional development.

Leading the Way

Toronto Pearson's commitment to excellence and inclusion has been recognized through several prestigious awards that highlight both its operational performance and leadership in DEI. These accolades reflect the airport's ongoing efforts to create a world-class passenger experience while fostering an inclusive workplace culture. From being named the best large airport in North America to receiving national and global recognition for its DEI initiatives, these honours reinforce Pearson's position as a leader in both aviation and equity.

Global EDI Award

Received from the International Airport Review for leadership in Equity, Diversity and Inclusion (EDI) on a global scale.

DEI Leader of the Year

Awarded by Charity Village, recognizing outstanding leadership in DEI.

Accessibility Certified Gold

Led by the Passenger Care Team, awarded by the Rick Hansen Foundation for both Terminals 1 and 3 after Pearson undertook numerous upgrades to remove barriers and improve accessibility for both passengers and employees.

Community Impact Award

Awarded by the Urban Pilots & Professionals Network, this award highlights the importance of fostering DEI within the community.

Talent Unlimited

How we're recruiting, retaining and promoting a diverse workforce

We're working across the employment cycle to ensure our workforce reflects the communities we serve and that everyone has the opportunity to reach their full potential. That means constantly assessing where and how we attract new talent, how we recognize potential and how we nurture professional development and leadership.



Broadening the Talent Pool

At Toronto Pearson, inclusive recruitment is a core part of our strategy to build a diverse and inclusive workforce. In 2024, Toronto Pearson took meaningful steps to ensure fair and barrier-free hiring practices.

- By partnering with platforms like Textio, we reviewed job postings to remove non-inclusive language and appeal to a broader talent pool.
- We strengthened our relationships with aviation organizations that prioritize diverse talent, attending job fairs and events to increase visibility as an inclusive employer.
- Internally, Pearson conducted a comprehensive employment systems review, which identified and addressed barriers in recruitment, such as perceptions of inequitable access to internal opportunities and bias in advancement practices. In response, we've committed to transparent hiring processes and mentorship programs that support underrepresented groups, particularly women and visible minorities.

These efforts align with our broader DEI strategy to ensure that all candidates have an equal opportunity to thrive at Pearson.

Leading with Intention

At Toronto Pearson, leaders are being equipped with the tools and knowledge to foster an inclusive workplace and effectively manage a diverse workforce. Since 2022, all our leaders have been required to complete four core Inclusive Leadership training sessions, which cover topics such as tackling bias, embracing diversity, leveraging diverse thinking and driving innovation. Each leader must also complete a capstone presentation to demonstrate their learning.

In 2024, Pearson expanded its internal learning resources by launching three additional self-paced training modules: Active Allyship, Leading Inclusive Teams and Understanding Unconscious Bias and Inclusive Language. These resources are designed to build ongoing awareness and accountability among people leaders. The training has been made a mandatory leadership goal, reinforcing that inclusion is a shared responsibility. This structured approach ensures that leaders across all departments are equipped to support diverse teams, make equitable decisions and contribute to a respectful and inclusive organizational culture.

Guiding Growth

2024 Mentorship Program Highlights

The 2024 Mentorship Program continued to evolve based on a thoughtful review of 2023 data and participant feedback, resulting in key improvements that enhanced the experience for both mentors and mentees.

Improved Matching Process

The introduction of the “Meet Our Mentors” bios enabled mentees to make more informed choices by aligning their professional goals and learning objectives with the right mentor, giving them greater control in shaping their career paths.

New Mentors

The program’s reach expanded with the addition of seven new mentors from across business units, broadening the diversity of leadership experience available to mentees. This enhanced the learning opportunities and participants’ exposure to various facets of the organization.

Improved Kickoff

The structure of the kickoff sessions was also refined to foster deeper dialogue and collaboration. These sessions now offer a more supportive space for newer mentors to gain insights from returning mentors, sharing best practices and advice that help build stronger mentoring relationships.

Introduced Speed Mentoring

A major milestone in 2024 was the inaugural Speed Mentoring event, held in partnership with the Leadership Enablement and Development (LEAD) Program. This initiative connected LEAD alumni with leaders at Toronto Pearson, promoting cross-organizational mentorship and reinforcing our commitment to supporting talent development, especially among women and visible minorities.

Mentorship Cohort



96%

of mentors and mentees reported that the program positively contributed to their career development, demonstrating its growing impact.

The Future

Strategic Framework and Leadership Commitment

Toronto Pearson continues to implement its three-year DEI Strategy (2023–2026), anchored by five strategic pillars: Leadership Commitment & Accountability; Fair & Equitable People Practices; Inclusive Airport & Workplace Culture; Strong Community Partnerships & Impact; and Business Diversity. Each pillar includes specific outcomes and tactics to ensure measurable progress, with senior leaders held accountable for driving inclusive norms, values and behaviours across the organization.

Evolving Employment Systems & Representation Goals

Building on DEI assessments, Pearson will continue to analyze demographic and sentiment data from employee self-identification and engagement surveys. This allows the setting of transparent representation targets that extend beyond the core designated groups, guiding targeted recruitment, mentorship and development initiatives. Continued removal of systemic barriers – particularly in talent management, compensation, learning access, advancement and accommodation – is central to sustaining equitable access and growth opportunities for women, visible minorities, Indigenous Peoples and persons with disabilities

Integrated Culture & Community Engagement

DEI is being embedded into the organizational fabric through programming and partnerships that promote inclusion across all employment equity groups. Future efforts include expanded cultural celebrations, ongoing internal and external communications, and employee recognition programs, such as Reach for the Stars. Partnerships with organizations like New Visions Toronto, the Native Canadian Centre of Toronto, ArQuives and sector-specific associations strengthen community impact and enhance Pearson's position as a DEI employer of choice. These efforts, in tandem with accessible infrastructure investments under Pearson LIFT, drive alignment between DEI goals and long-term institutional growth.