

VANCOUVER AIRPORT AUTHORITY
2012 SOCIAL REPORT



Our People

Our people are essential to our success. With 402 employees, of whom 307 are members of the Public Service Alliance of Canada (PSAC), the Airport Authority strives to create a workplace where employees truly enjoy and are fulfilled by their jobs.

The average age of an Airport Authority employee is 44.5, with an average length of service of 10.4 years. Our voluntary five-year average turnover rate is 3.2 per cent, with a consistently high average attendance rate of 96 per cent. The Airport Authority's annual voluntary turnover rate increased from 1.8 per cent to 2.8 per cent in 2012.

OUR CORPORATE VALUES

- We promote collaboration and teamwork
- We accept accountability
- We strive for creativity
- We have a passion for results

We maintain a highly skilled and efficient workforce by investing in the development of our team members, listening to feedback and recognizing outstanding contributions.

CAREER DEVELOPMENT

To enable a cross-functional and flexible team, the Airport Authority's skilled trade employees are encouraged to develop proficiency in a second trade. In 2012, approximately 70 per cent of our maintenance trades group were dual-ticketed or in the process of becoming dual-ticketed. Additionally, the Airport Authority supported apprenticeship training for nine tradespersons in 2012.

The Airport Authority maintains a target of 35 hours of training per employee on average during normal work hours each year. In 2012, we exceeded this target with an average of 40 hours of training and apprenticeship hours per employee. We also offer up to \$20,000 tuition reimbursement on the successful completion of education programs outside of normal work hours.

We offer employees a range of training options, from online and departmental training to corporate and external courses. Focus areas include leadership and performance management; business acumen; personal performance; communications and relationships; computer and technical training; and health and safety.

Investing in employee career development improves our organization's business results. In 2012, the Airport Authority completed its second year of a new performance management program, through which employees establish specific objectives that align with both team objectives and the Airport Authority's annual business plan. Individual development plans are created collaboratively by each employee and their manager. The Airport Authority's performance management program reflects our commitment to open, feedback-rich communication in support of the business.

Airport Authority Employee Training (2008- 2012)

	2008	2009	2010	2011	2012
Total training and apprenticeship hours	22,985	16,695	16,462	17,200	16,071
Average training/apprenticeship hours per full-time equivalent position	55	40	42	45	40

EMPLOYEE COMMUNICATION

Tools used for employee communication in 2012 include all-employee meetings and myYVR, the Airport Authority's corporate intranet.

Two times per year, employees attend all-employee meetings to learn about what's happening in the organization and provide feedback. In 2012, the Human Resources department amended the meeting format to maximize attendance given the Airport Authority's shift work environment, reducing meeting times to 75 minutes and introducing electronic voting keypads to receive immediate and anonymous feedback from employees via poll results. Employees responded positively to these changes, and participation in all-employee meetings increased from 45 per cent in Fall 2011 to 76 per cent in Spring 2012.

RECOGNITION

The Airport Authority strongly believes in rewarding employees who, through their actions and achievements, have made an outstanding contribution to our collective success. Reward programs include individual recognition and awards programs and departmental safety awards.

Health and Safety

The health and safety of our employees is the Airport Authority's top priority. We adhere to the highest standards for employee health and safety, and we work hard to continually build our strong safety culture. Health and safety strategies include:

- Proactive occupational health and safety management system processes
- Rigorous construction safety management program
- Competency-based safety training philosophy
- Robust disability management and return-to-work programs
- Ongoing health surveillance and monitoring programs
- Employee and family assistance program, offering confidential, personalized guidance and counseling

WELLNESS

The Airport Authority's Wellness Program, now in its eleventh year, is an incentive-based program that promotes physical fitness, nutrition and overall wellness. The program is overseen by a joint employee-management Wellness Committee, which provides guidance and leadership for employer-sponsored wellness programs and initiatives. Programs offered in 2012 included lunch-and-learn sessions on everything from psychological health to nutrition and on-site fitness classes.

SAFETY INITIATIVES

The Airport Authority recognizes that a key aspect of a safe workplace is ongoing proactive risk assessment of our work environment. The Airport Authority empowers employees to identify hazards in our workplace, and as a result, we endeavor to reduce the frequency and severity of injuries and health problems in our daily work. Our comprehensive safety initiatives extend beyond our employees to include tenants, contractors and major service providers, as well as the travelling public. These initiatives include:

- Adherence to regimented safety management system principles for risk management
- Compliance with all regulatory requirements under the Canada Labour Code Part II
- Submission of annual departmental safety goals and objectives
- A stringent contractor safety management system
- Ongoing public safety inspections
- Regular departmental safety inspections
- A standardized root-cause analysis accident and incident investigation program
- A comprehensive computer-based safety training system for recurrent training
- Accurate and readily-accessible health and safety information for all employees

As a result, we had no health and safety non-compliances from either Human Resources and Skills Development Canada or WorkSafeBC in 2012.

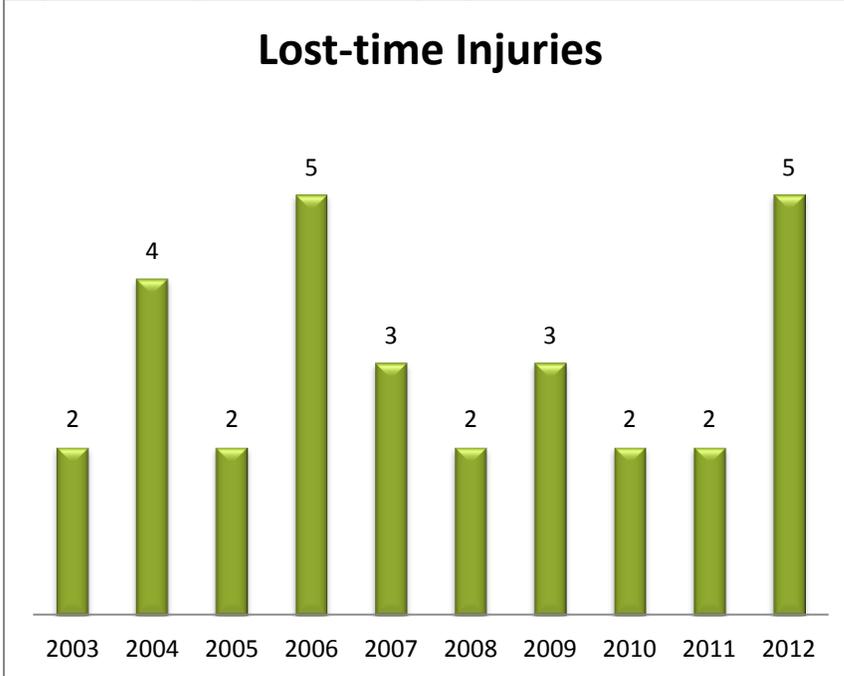
To continually improve our health and safety initiatives, the Airport Authority holds monthly meetings of employee, management and employer representatives. Committees include the Joint Occupational Safety and Health Committee, composed of employee and employer representatives working together to identify and resolve safety and health issues; and the Policy Occupational Safety and Health Committee, a senior-level joint committee which participates in the development of occupational health and safety policies and programs.

Regular review of health and safety programs helps the Airport Authority identify key areas of improvement along with strong health and safety performance areas. The Airport Authority successfully passed the Certificate of Recognition audit for its health and safety management system and disability management program in 2012.

LOST-TIME INJURIES

One of the ways we measure health and safety performance is by tracking any injuries that occurred on the job that resulted in an employee missing work. There were five lost-time injuries in 2012, which resulted in 34 lost-time days at the Airport Authority. Our target for each of these indicators is zero.

Airport Authority Health and Safety Key Performance Indicators (2003-2011)



Respect and Equality

WORKFORCE DIVERSITY

The Airport Authority wants a workforce that reflects the vibrancy and diversity of the communities we serve. We comply with the Employment Equity Act to ensure fair employment practices across our organization.

The Airport Authority reports its workforce demographics to the federal government, showing how each of the designated groups is represented within various occupational classifications. Demographic data is taken from a survey supplied to each employee to complete voluntarily in confidence. As such, numbers are based upon employees' self-identification as a member of a designated group.

The Airport Authority regularly offers comprehensive, onsite training to our employees on various topics including disability awareness and respect in the workplace.

The Airport Authority led a number of employment equity initiatives in 2012, including an awareness campaign in October to mark Diversity Awareness Month. Activities included a mapping exercise that encouraged employees to pin their places of birth and ancestral origins on maps placed throughout the offices; trivia contests featuring questions about diversity; and an internationally-inspired Hot Dog Day that fostered some interesting conversations about diversity.

All Airport Authority employment postings are distributed to a variety of outreach organizations in our community, including Spinal Cord Injury B.C., Immigrant Services Society, the United Native Nations, Western Institute of the Deaf, Women in Aviation and the Canadian Association of Professionals with Disabilities. We also partner with the Greater Vancouver Business Leadership Network (GVBLN) to promote employment opportunities with the Airport Authority.

THE ACCESSIBLE AIRPORT

The Airport Authority is a world leader in creating accessible air terminal facilities. We have a facilities design policy that specifies the highest applicable building code requirements with respect to access for people with disabilities, and we utilize an independent access consultant to review all new construction and retail projects. Features of our accessible airport include:

- Low-pile carpets, high-contrast pathways and specially designed unisex washrooms
- Visual paging, TTY/TTD (Telecommunications Device for the Deaf), closed captioning decoders and visual fire alarm strobes
- Tactile maps and distinct and consistent floor treatments to identify locations within the terminals

Community Investment

Our community investment program is guided by three focus areas: First Nations; environment and accessibility; and the greater YVR community. An online application system accessible at www.yvr.ca provides a central portal for requests. Driven by guidelines and criteria, the Airport Authority provides support in the form of donations, sponsorships and gifts-in-kind. The Airport Authority targets approximately one per cent of excess of revenue over expenses for community investment contributions, including in-kind donations. In 2012, the Airport Authority contributed an estimated \$46,000 of in-kind donations to 27 organizations, and provided \$675,000 in funding to 69 charities and community organizations. Organizations we supported include:

- YVR for Kids
- Richmond Hospital Foundation
- Great Canadian Shoreline Cleanup
- Celebration of Light Fireworks Festival
- Quest Food Exchange
- The United Way, through employee-driven giving

Additionally, coin collection kiosks in the post-security areas of the Domestic and International Terminals encourage passengers to donate loose change to charity. More than \$20,000 was collected in 2012 for distribution to local charities.

Connecting With Our Communities

As a community-based organization, we know that connecting with our communities – our neighbours, our employees and our business partners – is key to the Airport Authority's continued success. To this end we have created and supported a number of initiatives that not only contribute to the community, but offer opportunity for participation and engagement.

QUEST FOOD EXCHANGE

In 2012, the Airport Authority continued its relationship with Quest Food Exchange (Quest), as the not-for-profit's official transportation sponsor. Quest collects and distributes overstock, mislabeled or near-expiry products that would otherwise go to waste and diverts that food to people who need it. This relationship provides opportunities for more than simple sponsorship.

In 2012, the greater YVR Community came together to raise funds to provide some 3,200 lunches for children in need; more than 50 Sea Island businesses and stakeholders raised 516 kilograms of pennies for the *Final Boarding Call for the Penny at YVR* program. The Airport Authority also led the Christmas Hamper drive for Quest, creating 165 hampers for Quest clients and raising money to cover an additional 200 hampers. Additionally, the Airport Authority and its business partners donated more than \$80,000 in food, furniture, electronics and other donated goods to Quest.

GREAT CANADIAN SHORELINE CLEANUP

In 2012, Vancouver Airport Authority entered into a multi-year agreement as the B.C. provincial sponsor of the Great Canadian Shoreline Cleanup. Launched in 1994 by the Vancouver Aquarium, this program is recognized as one of the largest direct action conservation programs in Canada. As provincial sponsor, the Airport Authority hosted the kick-off clean-up event at Sea Island's Iona Beach, with more than 250 volunteers collecting 853 kilograms of garbage. The Airport Authority also invited all airports across the province to participate and provided support and

materials to all participating airports.

YVR WHEELCHAIR EXPERIENCE TOURS

For 20-plus years, the Airport Authority has worked hard to provide travellers of all abilities a positive experience travelling through YVR. That commitment continued in 2012 with a new partnership with Spinal Cord Injury B.C. The Airport Authority sponsored the development of a series of nine how-to travel videos, each focusing on a different aspect of the airport experience. Along with guided tours, this program has become a valuable training tool and helpful community service.

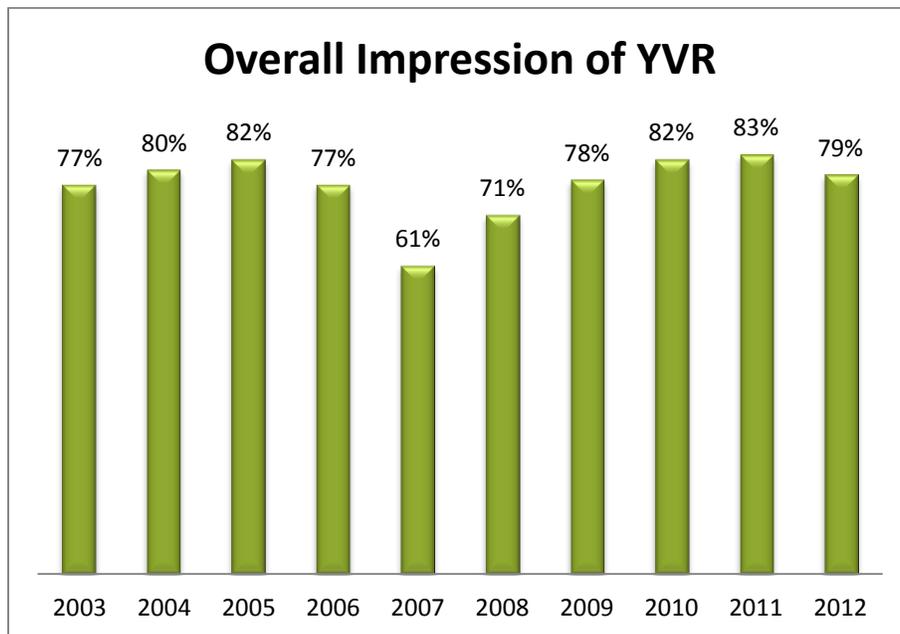
YVR BANNER PROGRAM

Building upon the tradition of First Nations artwork on display at YVR, the Airport Authority sponsored a contest to select artwork for the hundreds of street banners gracing YVR's curbs, ramps and parking areas. Open to B.C. First Nations artists, we received 18 submissions from 14 artists. This mix of established and emerging artists submitted a range of pieces celebrating the B.C. First Nations art tradition and the theme of flight. The work of two artists was chosen: Valerie Malesku from Queen Charlotte City and Michelle Stoney from Hazelton. Banner art will rotate on a seasonal basis.

COMMUNITY SURVEY

As part of our public consultation activities, each year we undertake a community survey, conducted and compiled by an external consultant. The survey explores overall impressions of the Airport Authority and the impact YVR has on the community, and seeks recommendations for improving services and communications.

In 2012, overall impressions of YVR were positive, with approximately 79 per cent of Metro Vancouver residents giving the airport a rating of 4 out of 5 or higher. While still a very positive rating, the 2012 results reflect a reduction of four per cent from 2011, which can be attributed to a lack of high-profile public-facing campaigns in 2012.



Communications

The Airport Authority is committed to open, timely and informative conversations with our stakeholders. We keep the community informed about YVR using a number of tools, including:

ONLINE COMMUNITY

YVR's corporate website, www.yvr.ca, received more than 11,000 visitors per day in 2012. Real-time flight information, facts and stats, and the latest news about YVR is all available online, as is [YVR Connections](#), the Airport Authority's community-focused blog. Featuring some 90 stories in 2012, the blog offers a lighter take on the many personalities and features that make YVR unique. The Airport Authority's electronic newsletter [YVR Air Mail](#) is distributed monthly to 4,500 subscribers and also available on the website.

More than a buzzword, social media is an important business tool that engages customers and the community alike. Vancouver Airport Authority is active on various social media platforms including Twitter and Facebook. In 2012, the Airport Authority defined its social media strategy with the goal to care for every customer – both online and in the terminal – as well as building and engaging the community.

YVR's Twitter handle, @YVRAirport, has the most Twitter followers of any Canadian airport, and the Airport Authority uses the platform to respond to customer enquiries, promote airport activities and to communicate important operational messages that affect passengers. For example, Vancouver was hit with an unprecedented one-day record snowfall in December 2012, which impacted flights and holiday travel plans. YVR's customers turned to Twitter; to ensure travellers had the latest info, the Airport Authority responded to every enquiry and updated its feed every 30 minutes with the latest information. The estimated audience reach from Airport Authority tweets and re-tweets was 500,000 people in a single day.

MEDIA RELATIONS

A key component of our communications efforts is providing timely updates to the public via the media on operational, business and community activity at YVR. In 2012, YVR Media Relations facilitated approximately 800 enquiries, on topics ranging from the impact of weather on flight schedules to new airline announcements. Media coverage of the Airport Authority in 2012 generated a total circulation of 1.2 billion.