

SUSTAINABILITY

PLAN

1.0



TOGETHER TOWARDS A SUSTAINABLE FUTURE

ADM

Aéroports
de Montréal

01

INTRODUCTION

Message from management **+**

Organizational profile **+**

ADM and its Sustainability Plan **+**

A constantly evolving process **+**

Awards **+**

Strategic sustainability
framework **+**

02

MAKE CHANGE POSSIBLE

Orientation 1 **+**
Decarbonizing activities

Orientation 2 **+**
Focusing on people

Orientation 3 **+**
Promoting a healthy and quality
environment

03

BECOME AN AGENT OF CHANGE

Employees creating a
positive impact **+**

Join the movement **+**

01

INTRODUCTION

Message from Management **+**

Organizational profile **+**

ADM and its Sustainability Plan **+**

A constantly evolving process **+**

Awards **+**

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The publication of this first sustainability plan adds to the actions put forward by ADM and allows it to share its vision with its stakeholders so that they in turn can take ownership of the levers and means of implementation.

Making every stakeholder count, and taking action on this journey to sustainability, is essential to ensure ADM is a responsible organization and a leader in its industry.



MESSAGE FROM MANAGEMENT



The aviation industry is currently facing considerable challenges that require a profound transformation in the way it does business, operates, and collaborates with its ecosystem. In response to this challenge, ADM Aéroports de Montréal, along with all of its partners, has decided to act to operate world-class airport sites that are safe, influential in their industry, and recognized by their communities for their sustainable practices and social responsibility.

The COVID-19 pandemic had a major impact on ADM's activities and delayed projects, but it also demonstrated our ability to manage crises and mobilize our airport communities around innovative solutions to maintain operations. Our teams also took advantage of this period of considerable upheaval to reflect on how to adapt to the new challenges of today. This forced pause allowed us to take stock of the situation and reaffirm our ambition to be sustainable, but more importantly, to plan for change through the implementation of concrete actions.

Accordingly, in 2021, ADM revamped its Commitment to Sustainable Development for its two airport sites, YUL Montréal-Trudeau International Airport and YMX International Aerocity of Mirabel, revised its objectives and targets, and updated its 2021-2025 Sustainable Development Action Plan. It was an exercise that involved all departments of the organization, as well as numerous stakeholders, who gave their input on key topics to be addressed to make the sites better airports and ADM an even more engaged corporate citizen.

A sign that our efforts are bearing fruit, we were pleased to see our organization rewarded with the renewal of the Airports Council International (ACI) Airport Carbon Accreditation, Optimization level, BOMA BEST Gold certification for the YUL terminal, ISO 14001 certification, and awards related to

customer service and the quality of health measures in our facilities (Skytrax, Airport Health Accreditation and GBAC STAR™ accreditation).

The publication of this first sustainability plan adds to the actions put forward by ADM and allows it to share its vision with its stakeholders so that they in turn can take ownership of the levers and means of implementation.

Making every stakeholder count, and taking action on this journey to sustainability, is essential to ensure ADM is a responsible organization and a leader in its industry.

The expectations of travellers, the technology and the approaches to ensuring mobility, locally and internationally, are constantly changing. We are counting on every partner in the airport and airline ecosystem to work with us to help shape the next decade and ensure that travel will always be an enjoyable experience.

A handwritten signature in black ink, appearing to read 'P. Rainville'.

Philippe Rainville
President and CEO

A handwritten signature in black ink, appearing to read 'Martin Massé'.

Martin Massé
Vice President, Sustainable Development

ORGANIZATIONAL PROFILE

ADM Aéroports de Montréal, the airport authority for the Greater Montreal area, is responsible for the management, operation and development of YUL Montréal-Trudeau International Airport and YMX International Aerocity of Mirabel under a lease entered into with Transport Canada in 1992 and expiring in 2072.

ADM intends to succeed in its various business segments – airport, real estate and commercial services – and to develop each of its two sites to their full potential. To that end, YUL acts as a domestic, transborder and international passenger hub, while YMX acts as an all-cargo airport and a world-class aerospace and innovation hub. YUL handles more than 20 million passengers and 200,000 tonnes of cargo annually through its two sites.

Montréal-Trudeau International Airport and International Aerocity of Mirabel are major centres of economic activity and development drivers for the Greater Montreal area.



Nearly 200 companies are active at YUL and more than 40 at YMX, enabling the two sites to support a total of nearly 60,000 jobs and generate nearly \$8 billion in nominal GDP in Québec.



ADM AND ITS SUSTAINABILITY PLAN

By deciding to put sustainability at the centre of its priorities, ADM has made a commitment to go beyond the basics to do its part in the transition of the airline industry. Through strong employee engagement and ongoing dialogue with all of its stakeholders, ADM can have a positive impact on its community, both economically and socially, while reducing its environmental footprint.

The implementation of a public platform of sustainable development indicators in 2019 and the publication in May 2022 of the first Sustainability Report with reference to GRI (Global Reporting Initiative) Standards ensure visibility of the progress being made, tangible measures put in place, and challenges faced by the organization.

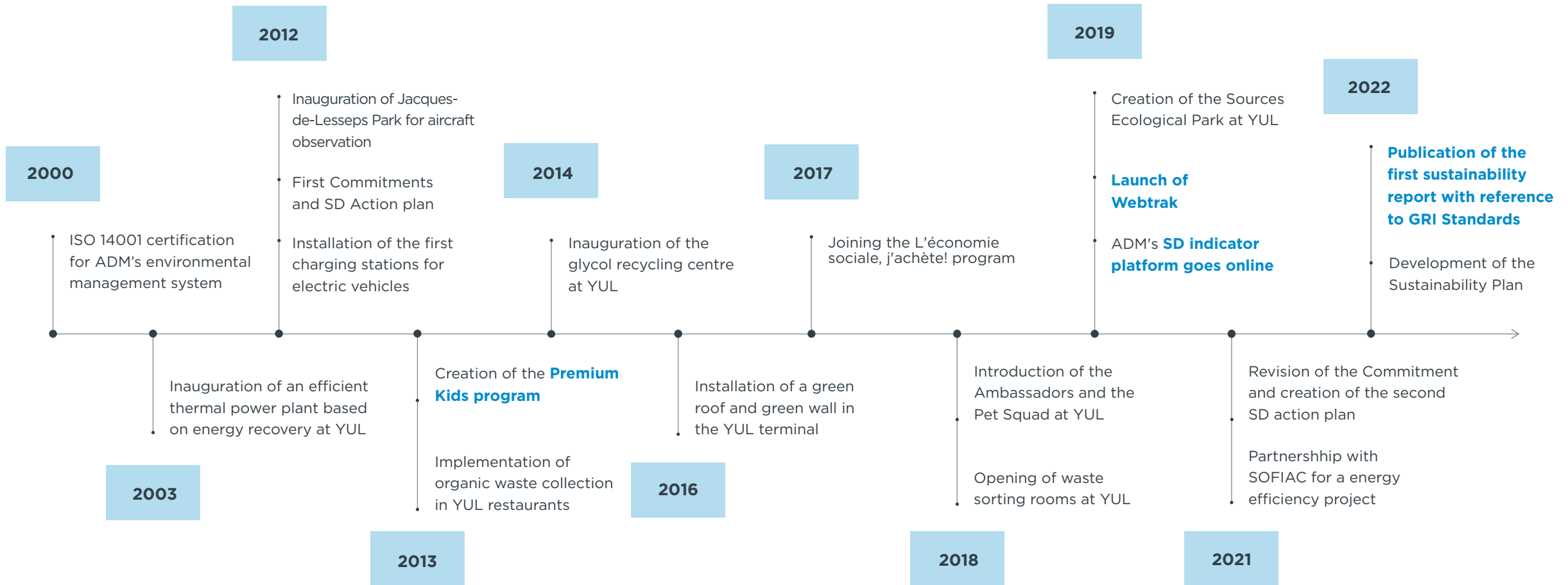
By enhancing its roadmap and drawing a strategic and operational link between its vision, its Commitment to Sustainable Development, and its various action plans, ADM can be guided by its Sustainability Plan, which clarifies its ambitions to all key players.

Through this Sustainability Plan, ADM aims to:

- Provide a framework to encourage its external ecosystem and employees to embark towards a common destination.
- Increase its transparency to the general public.
- Foster the emergence of communities engaged in sustainable development.



SUSTAINABLE DEVELOPMENT (SD) AND ADM: A CONSTANTLY EVOLVING PROCESS



AWARDS

ADM has worked hard over the past 20 years to implement a variety of initiatives to support its sustainability aspirations and these have stood out in many areas.

The energy and environmental performance of ADM's facilities has been recognized on numerous occasions, including by the BOMA BEST Gold certification of YUL's terminal building. YUL was also the first Canadian airport to receive the Airport Carbon Accreditation for both the Reduction and Optimization levels.

A major benchmark in the airport industry worldwide, the Skytrax World Airport Awards have recognized YUL as one of the Top 10 airports in North America for the past decade.

The quality of YUL facilities and the work of YUL airport community employees also stood out in the 2021 Skytrax ranking: 3rd in the "Best Airport Staff Service in North America" category and 5th in the "World's Cleanest Airport in North America" category.

In October 2022, following an audit also conducted by Skytrax, YUL also retained the prestigious 4-star "World Airport Star Rating" certification that was first awarded to

it in 2019 and had allowed it to join the ranks of other major international airports around the world.

In recognition of the ongoing efforts of the maintenance teams, among others, during COVID, the YUL terminal won Airport Health Accreditation (AHA) from Airports Council International (ACI), as well as "GBAC STAR™" accreditation from the Global Biorisk Advisory Council®.

Find all the certifications and awards obtained by ADM on its [website](#).



STRATEGIC SUSTAINABILITY FRAMEWORK

In addition to placing sustainable development at the very heart of its mission, ADM has adopted a **Commitment to Sustainable Development** and a vision. To implement these commitments, ADM has undertaken a process based on a strategic framework defined according to the risks and opportunities to which it is exposed and the expectations of its stakeholders. The organization is also guided by the United Nations Sustainable Development Goals (SDGs). However, while all of the SDGs are relevant in some way to ADM's business, an internal consultation determined that the organization has the most impact on 6 of the 17 goals.

Sustainable development vision

ADM's ambition is for YUL and YMX to become world-class airports that are safe, influential in their sectors and recognized by their communities for their sustainable practices and social responsibility.

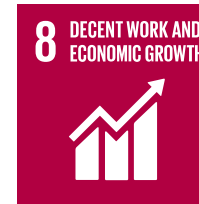
Values

At the heart of our collective success, ADM's values drive our sustainable development approach: audacity, reliability, openness, collaboration and passion.

ADM MISSION

From a sustainable development perspective, ADM's mission is to:

- Connect Montreal and the world through the TALENT and PASSION of its teams.
- Offer a REMARKABLE, SAFE and EFFICIENT EXPERIENCE while ensuring the enhancement of its facilities.
- Contribute to the PROSPERITY of its community by embodying the VITALITY of Greater Montreal.



STRATEGIC SUSTAINABILITY FRAMEWORK

Sustainability challenges

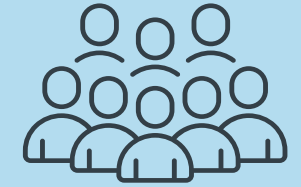
ADM's commitment to sustainable development identifies several sustainability challenges on which the organization is taking action. In addition to this commitment, the organization has undertaken a structured process to identify and prioritize sustainability topics relevant to its industry and activities. To do so, it reviewed airport trends and disclosure standards, which enabled it to draw up a list of relevant environmental, social and governance (ESG) topics. It then assessed their importance to its stakeholders and their potential impact on its activities. This methodology, also known as double materiality, allowed it to identify material topics, i.e., those for which it has a significant impact or which may have a significant effect on its performance.

ADM consulted its stakeholders in the fall of 2022 through a survey of 13 stakeholder groups internal and external to the organization. More than 450 respondents gave their opinion on the importance they attach to 26 sustainability topics. In addition, the organization is conducting a structured analysis of key business risks to identify, prioritize and address risks. All sustainability challenges facing ADM are

integrated into this assessment. Risks are assessed in terms of their frequency and their potential impact on ADM's overall performance. The results of the consultation and risk analysis are represented in a materiality matrix that visualizes the sustainability challenges that the organization needs to prioritize and that its stakeholders want it to disclose information on.

Some of the sustainability challenges exposed in the matrix are not covered in the Sustainability Plan. For these challenges, ADM is continuously working to put in place best practices that address the concerns that are essential for any airport wishing to meet the minimum expectations of its passengers, employees, partners and the community. These are detailed in its [Sustainability Report](#).

13



STAKEHOLDER GROUPS

450

RESPONDENTS

26



SUSTAINABILITY topics

STRATEGIC SUSTAINABILITY FRAMEWORK

List of environmental, social and governance issues

1	People's health, safety and security
2	Cybersecurity and data protection
3	Employee well-being and quality of life
4	Residual materials management
5	Stream quality
6	Customer experience
7	Sustainable airport infrastructure
8	Airport operational resilience
9	Greenhouse gas emissions
10	Climate change adaptation and resilience
11	Land access, intermodality and connectivity
12	Air quality
13	Responsible employer and partner to its employees
14	Business ethics
15	Greening and biodiversity
16	Technological innovation
17	Soundscape
18	Relationship with neighbouring communities
19	Inclusive and fair culture that values difference
20	Responsible and local sourcing
21	Universal accessibility
22	Local economic benefits
23	Drinking water consumption
24	Energy consumption
25	Responsible product and service offering
26	Promoting Montreal's culture

Importance to stakeholders



Possible impact on ADM's activities



STRATEGIC SUSTAINABILITY FRAMEWORK

Sustainable development strategy

ADM has developed a precise and ambitious roadmap to achieve its vision of sustainable development, based on three main orientations:

01

DECARBONIZING ACTIVITIES

To position ADM in the global challenge of net-zero emissions

02

FOCUSING ON PEOPLE

Including employees, passengers, airport users, partners and community members

03

A HEALTHY AND QUALITY ENVIRONMENT

Promoting a healthy and quality environment in its communities

This sustainability plan presents the objectives identified for each orientation, the corresponding targets, and the key actions to achieve them.

Wherever possible, the organization has established targets against which its sustainability performance can be assessed. However, in some cases, these targets refer to actions or next steps that are essential in a sustainability approach.

Ultimately, these objectives will be an integral part of ADM's future projects and operations. In fact, ADM's new buildings and infrastructure will be required to be certified in sustainable development to underscore the organization's sustainability efforts.



STRATEGIC SUSTAINABILITY FRAMEWORK

01 DECARBONIZING ACTIVITIES



02 FOCUSING ON PEOPLE



03 A HEALTHY AND QUALITY ENVIRONMENT



MAIN OBJECTIVES

- Contribute to the fight against climate change and adapt to it to strengthen ADM's resilience
- Mobilize key players in the airport ecosystem to work together towards net-zero emissions

- Provide a stimulating, rewarding and inclusive work environment that promotes employee well-being
- Deliver a remarkable customer experience
- Maintain harmonious relations with the community
- Use ADM's buying power as a lever for change

- Achieve Zero Waste at YUL's terminal building
- Protect and enhance natural environments of high ecological value on its sites
- Ensure sound and responsible water management

SDG



STRATEGIC SUSTAINABILITY FRAMEWORK

Employees and partners

ADM's employees are one of the essential links in the success of the organization's sustainable development approach. They help to implement it and are ambassadors for ADM to its value chain and the general public.

Governance

The Management Committee is responsible for the strategic framework and the implementation of the Sustainability Plan. It reports annually to the Board of Directors.

The Sustainable Development Committee, composed of many internal employees, develops and implements ADM's sustainable development commitments. It works to integrate SD principles and commitments into ADM's business model and practices and ensures the deployment of the action plan.

Publications

ADM publishes an **integrated annual report** that includes a review of activities, a financial portrait of the organization and a section on the progress of its sustainable development action plans and its approach to managing environmental, social and governance (ESG) aspects. It also makes its sustainable development indicators available to the public **via its website**, where it presents a complete picture of its performance in this area in addition to presenting various highlights of interest.



02

MAKE CHANGE POSSIBLE

Orientation 1 **+**
Decarbonizing activities

Orientation 2 **+**
Focusing on people

Orientation 3 **+**
Promoting a healthy
and quality environment



02

MAKE CHANGE
POSSIBLE

ORIENTATION 1

Decarbonizing activities

INTRODUCTION

ADM has the lowest GHG emissions of any major Canadian airport today. This good performance was achieved thanks to the implementation of energy efficiency measures and the low carbon footprint of hydroelectricity. At a time when the Canadian government is releasing an Action Plan* to make aviation carbon neutral by 2050, and the International Civil Aviation Organization (ICAO) is announcing an agreement to make civil aviation carbon neutral by 2050, ADM is releasing its own roadmap to reduce its net carbon emissions to zero by 2040.

This is in addition to ADM’s sustained decarbonization efforts over the past few years, which have enabled it to reduce and then stabilize its emissions despite the increase in passenger numbers at YUL.

As part of efforts to go even further, in November 2021, ADM signed an agreement with SOFIAC (Société de financement et d’accompagnement en performance énergétique) for the development of a large-scale energy efficiency and GHG emissions reduction project at YUL and YMX. This project, which will cover the entire airport infrastructure, will bring gains in terms of decarbonization, the implementation of innovative energy solutions and a significant reduction in energy consumption. Spread over several years, it will create local economic benefits of several tens of millions of dollars.

While reducing its GHG emissions, ADM is preparing to deal with the consequences of climate change. It has conducted an initial analysis of the current and future climate vulnerability of its infrastructure and operations at YUL and YMX. The review of climate hazards and the analysis of their impact established that the organization already has a good level of resilience. It also allowed the organization to identify the most vulnerable elements to consider in its future adaptation plan, such as integrating climate considerations into the design of its infrastructure.

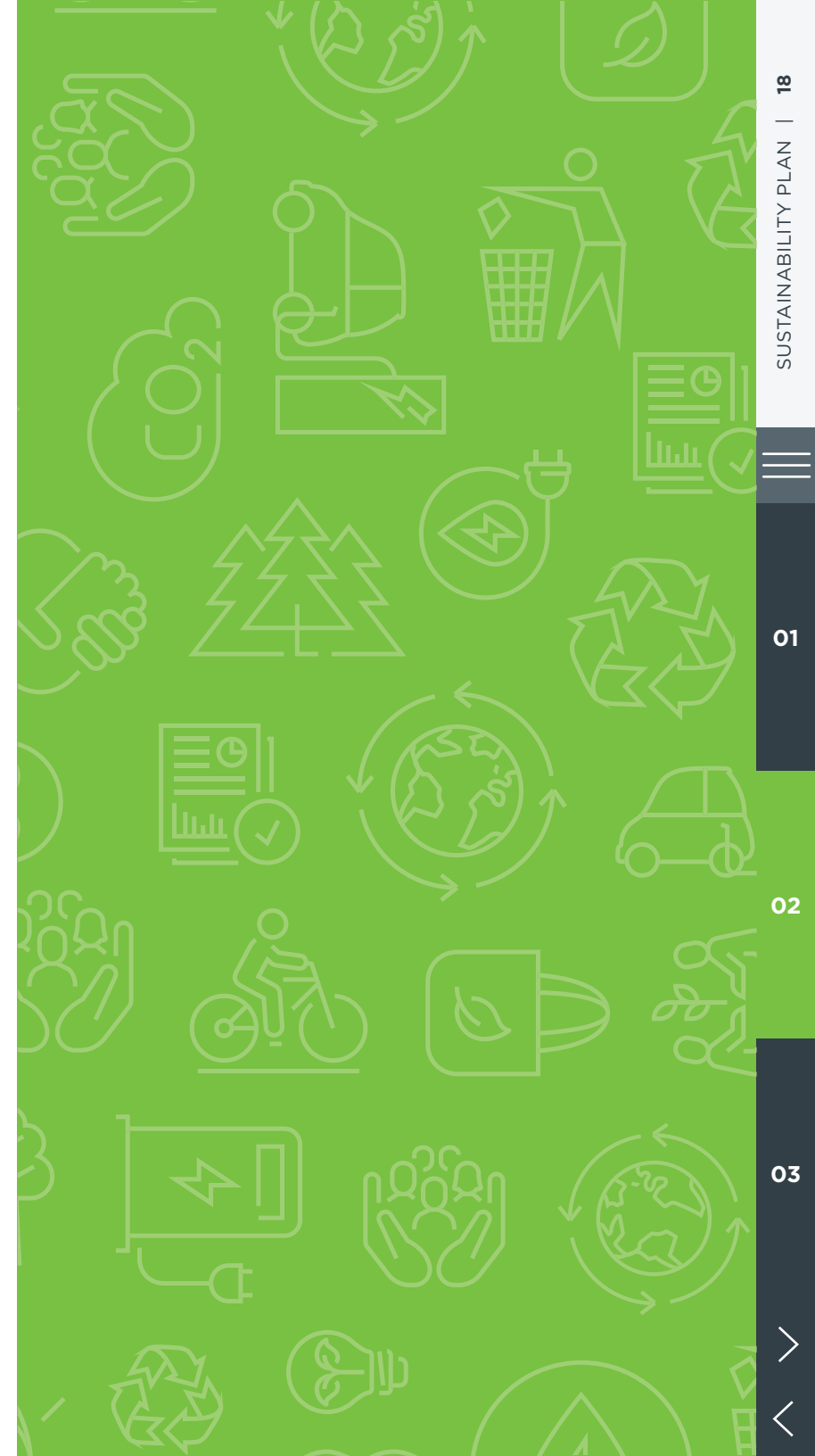
At the same time, the transition to a global low-carbon economy could result in additional costs for airlines, which would be reflected in the price of an airline ticket. Some individuals or companies will also want to reduce their carbon footprint related to their travel or that of their employees. Both of these phenomena would reduce the demand for air travel during the industry’s transition period. To cover this risk, our airport development plans are designed with a flexible approach, which allows for the adjustment of investment levels according to different air traffic projection scenarios.

Finally, ADM intends to report the information according to the recommendations of the TCFD (*Task Force on Climate-related Financial Disclosures*) in 2023.

Main objectives:

- Contribute to the fight against climate change and adapt to it to strengthen ADM’s resilience
- Mobilize the key players in the airport ecosystem to work together to achieve net-zero emissions

*Canada’s Aviation Climate Action Plan (2022-2030)



GHG EMISSIONS FROM ADM (SCOPE 1 AND 2)

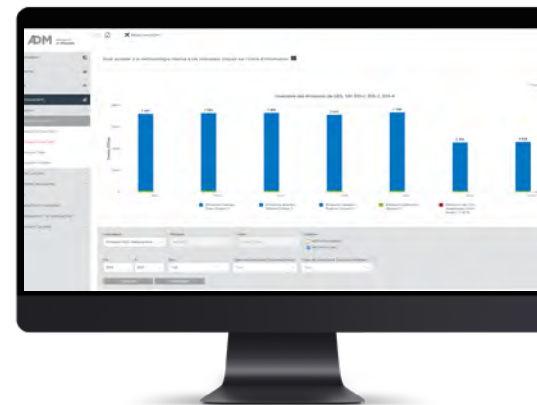
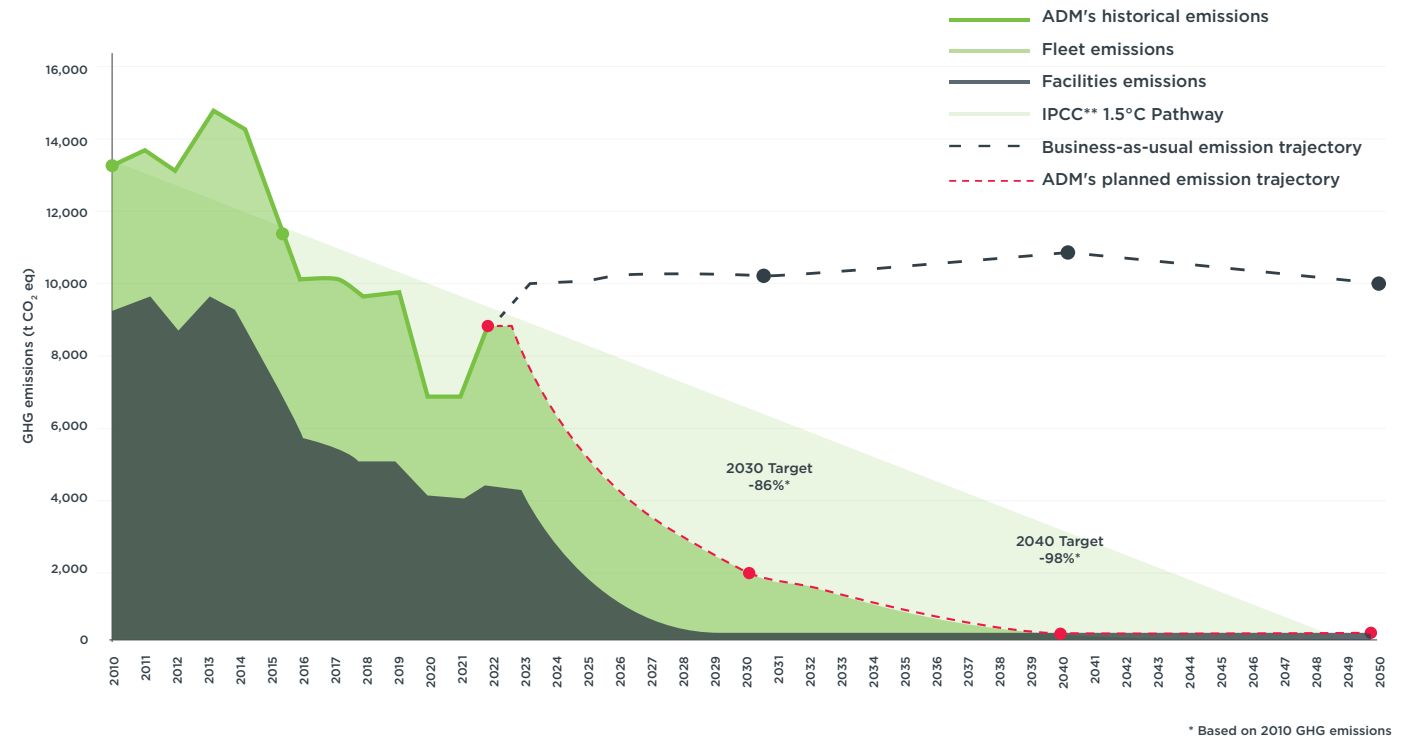
Contribute to the fight against climate change and adapt to it to strengthen ADM's resilience

To meet the goals of the Paris Agreement and limit global warming to 1.5 degrees Celsius, ADM has identified the science-based reduction targets it must achieve in its roadmap to net-zero emissions. The priority is to implement short- and medium-term measures to achieve these targets. However, ADM plans to offset its residual emissions through the purchase of carbon offsets by 2030.

Currently, half of ADM's emissions come from its buildings and are mainly due to the use of natural gas for heating. Efforts to reduce emissions have been made for several years at YUL, including:

- The integration of energy criteria in the choice and operation of equipment and in the design and management of buildings.
- The use of renewable natural gas (RNG), produced from organic waste, to fuel the boilers in the main terminal building. In 2021, nearly 42,000 m³ of RNG were purchased.
- The purchase of electric vehicles and the installation of engine and cab heaters on 50 heavy-duty vehicles in ADM's fleet, reducing fuel consumption by approximately 70% when the vehicle is idling.

ADM's emissions trajectory (scope 1 and 2) and reduction targets



ADM's GHG emissions inventory available [online](#)

**United Nations Intergovernmental Panel on Climate Change

GHG EMISSIONS FROM ADM (SCOPE 1 AND 2)



TARGETS

Global target: net-zero emissions in 2040*

Reduce emissions* by 86% by 2030 from 2010 levels

SPECIFIC TARGETS

Reduce GHG emissions from the airport terminal by 20% by 2025 compared to 2015

Reduce the energy intensity (GJ/m²) of YUL's terminal building by 15% by 2030 compared to 2015

Reduce ADM's vehicle-related GHGs by 50% by 2030 from 2015 levels

Electrify 100% of ADM's light-duty fleet by 2030 (EV100 initiative)

*Scope 1 and 2 emissions



GHG EMISSIONS FROM ADM (SCOPE 1 AND 2)

MEASURES

- Implementation of an intelligent energy management system to better measure and control energy use in the terminal.
- Deployment of measures to reduce energy demand and manage peak demand.
- Improvement of the thermal envelope of the terminal.
- Upgrading of part of the YUL heat distribution network by converting it from a medium- to a low-temperature hot water system.
- Use of renewable natural gas as a transitional measure.
- Planning the conversion of YUL's thermal power plant and YMX's building heating systems to non-fossil fuel sources.
- Design and construction of new ADM Zero Carbon buildings that are highly energy efficient and do not use fossil fuels.
- Progressive electrification of ADM vehicles and deployment of required charging stations.
- Exploration and testing of new technologies and alternative fuels available on the market for vehicles to identify those that will reduce GHG emissions while meeting operational needs.
- Conduct of an energy audit of ADM's buildings at YMX and identification of opportunities for improvement.
- Active monitoring of carbon capture and sequestration solutions.



INDIRECT EMISSIONS (SCOPE 3)

Mobilize key players in the airport ecosystem to work together towards net-zero emissions

The fight against climate change is a challenge for the entire aviation sector and requires a joint effort from partners. Thus, ADM's roadmap would be incomplete without measures to help its partners, passengers and employees in its airport communities reduce their GHG emissions.

Indeed, as demonstrated by the inventory carried out by ADM as part of its Airport Carbon Accreditation, ADM's scope 1 and 2 emissions represent only 2% of the emissions linked to YUL's activities.

In the past, ADM has deployed numerous measures to support its partners, including the installation of aircraft preconditioned air units and ground power units. The organization will continue to support the decarbonization of its partners' ground operations and is involved in industry partnerships that promote the development of low-carbon flight technologies and fuels. In this regard, the organization is a member of the Canadian Council for

Sustainable Aviation Fuels (C-SAF) and the SAF+ (Sustainable Aviation Fuels) consortium, which plans to have a 30-million-litre sustainable aviation fuel plant in operation by 2025-2026.

Many measures will also be deployed to encourage passengers and employees of the YUL airport community to use more environmentally friendly modes of transportation. The opening of the REM station at YUL will undoubtedly be one of the key measures. Finally, ADM will continue to focus on projects that promote inter-city transportation to and from YUL.

YUL's indirect emissions inventory (scope 3) is available [online](#)

TO LEARN MORE

C-SAF brings together key players in the aviation industry and governments to accelerate the commercial production and use of low-carbon, sustainable aviation fuels produced in Canada.



SPECIFIC TARGETS

Offer electric vehicle charging services adapted to demand in our parking lots

Electrify 100% of ground support vehicles, including light-duty vehicles, at YUL by 2030*

Reach 20% of modal share dedicated to public transport for passengers by 2030

Aim for 50% of trips by an alternative mode of transportation to the solo gasoline car, including avoided trips, for terminal employees by 2030

Achieve a utilization rate of 100% of aircraft preconditioned air units and ground power units (PCAs & GPUs) by 2030

*Applicable to vehicles for which an electric alternative exists



INDIRECT EMISSIONS (SCOPE 3)

MEASURES

- Encourage and support the electrification of our partners' vehicles and equipment.
- Identify and implement measures to increase the use of PCAs and GPUs at YUL.
- Give priority to electric taxis in the granting of taxi permits and install rapid charging stations in conjunction with Hydro-Québec.
- Encourage car rental companies to convert their fleets to electric vehicles as much as possible.
- Support the ecological transition of ADM employees, particularly with the program to support the use of public transportation and carpooling.
- Build a Réseau express métropolitain (REM) station at YUL.
- Promote alternative transportation to the solo car among the airport community and our passengers.
- Carry out an inventory of indirect GHG emissions for the YMX site.



INDIRECT EMISSIONS (SCOPE 3)

80% reduction
IN LIFECYCLE GHG EMISSIONS

Decarbonizing the aviation sector requires the collaboration of all industry players. ADM is helping to accelerate the deployment of sustainable aviation fuel here in Québec through its participation in the SAF+ consortium, which will bring to market a low-carbon fuel that offers an 80% reduction in lifecycle GHG emissions as an alternative to fossil fuel.

*Chrystal Healy, Vice President,
Corporate Responsibility, TRANSAT*

REDUCE GHG EMISSIONS

200 tonnes of CO₂ eq. in 2021

ADM is a committed partner in reducing GHGs. For example, in 2020, we collaborated with ADM to install 12 charging stations for our ground handling equipment, allowing us to reduce GHG emissions by approximately 200 tonnes of CO₂ equivalent per year. At Air Canada, we are very proud of this project carried out in collaboration with ADM, and we are applying this success model at every opportunity to accelerate the deployment of our electric equipment in various Canadian airports.

*Stéphanie Rondou-Pontbriand, Eng., M.Sc., P.Eng. and M.Sc. Senior Manager,
Climate Change & Aircraft Noise, Air Canada*



02

MAKE CHANGE
POSSIBLE

ORIENTATION 2

Focusing on people





INTRODUCTION

The airport sites managed by ADM are unique workplaces. They are where most of the world's visitors, professionals from all over the world, some of our daily goods, and even the mail, organ donations and life-saving medicines, converge. They offer unlimited possibilities for developing the skills of every employee and enabling them to make a difference every day.

However, in a context of airport recovery and changing travel patterns, ADM faces many challenges: attracting and retaining talent; being an engaged airport community that contributes positively to local social life; providing the best possible customer service to everybody, regardless of their situation or limitations; all while ensuring the safety and security of all operations.

As an ambassador for Montreal, ADM wants its two platforms to be a vibrant reflection of the city's culture and energy. To honour this promise at both YUL and YMX, ADM is working to create a work environment that allows everyone to be proud to work for the organization. Because, while the

airport business has never been more complex, it has never been more exciting.

ADM is also an active and continuously involved member of its community. It strives to maintain harmonious relations with its stakeholders, particularly with the communities around its airports. Accordingly, it has been making efforts for several years to manage the soundscape. In addition to contributing to the prosperity of its community by being involved in the development of Greater Montreal, it is also improving its procurement practices to maximize local and social benefits while reducing its environmental footprint.

Main objectives

- Provide a stimulating, rewarding and inclusive work environment that promotes employee well-being
- Deliver a 'wow' customer experience
- Maintain harmonious relations with the community
- Use ADM's buying power as a lever for change





A RESPONSIBLE EMPLOYER AND PARTNER TO ITS EMPLOYEES

Provide a stimulating, rewarding and inclusive work environment that promotes employee well-being

ADM aims to be an outstanding employer by offering its employees development opportunities, quality jobs and a stimulating environment. Through concrete actions, ADM fosters a workplace that respects differences and the diversity of its talents. Its goal is to attract and mobilize everyone who can help create a humanized airport – one that meets the needs of our passengers, now and in the future.

In a fast-paced job market, a context of post-pandemic recovery, hybrid work and staff shortages leading to fatigue on the teams, the road to achieving this ambition is paved with challenges.



ADM is striving to develop an onboarding experience that allows each employee to establish strong ties with his or her team, area of expertise, and the ADM brand. Its goal is to make employees ambassadors for its commitment to sustainable development.



TARGETS

Evaluate annually the engagement rate of ADM's employees and strive to improve it

Aim for ADM's workforce to mirror the labour market availability ratios by 2025 for the targeted groups*

Maintain gender parity on the Board of Directors and in the management of ADM and aspire to greater diversity by 2025 while respecting the skills required

*Women, visible minorities, persons with disabilities and Indigenous people





A RESPONSIBLE EMPLOYER AND PARTNER TO ITS EMPLOYEES

MEASURES

- Invest the equivalent of 2.5% of payroll annually in developing the skills of ADM employees to increase their employability and employee mobility.
- Update the workforce management program to ensure succession for key positions.
- Improve the onboarding program for new employees.
- Review and diversify the recognition program.
- Maintain opportunities for discussions between senior management and ADM employees, such as virtual sessions with the CEO.
- Promote airport careers to target groups, to increase the share of women, visible minorities, First Nations people and people living with disabilities on the teams.
- Structure and deploy the equity, diversity and inclusion program.
- Implement an internal women's mentoring program.





EMPLOYEE WELL-BEING AND QUALITY OF LIFE

Flexi-Work

Thanks to the new Flexi-Work programs set up by ADM, I can maintain cohesion with my team by being physically present in the office two to three days a week, and then carry out my projects remotely the rest of the time by taking advantage of dedicated tools (online exchange platform, budget for teleworking equipment, etc.).

*Pascale Girard,
Civil Engineer, ADM employee*

Several support programs

ADM is committed to the health, safety and well-being of its employees and has several support programs available to us. As such, through a telemedicine application, we can receive advice on mental health, physical health, finances, career management and potential family challenges.

*Guerdy Louis-Jacques,
CAD Technician, ADM employee*





EMPLOYEE WELL-BEING AND QUALITY OF LIFE

Provide a stimulating, rewarding and inclusive work environment that promotes employee well-being

Ensuring the health and safety of its employees, particularly through accident prevention, has always been a priority for ADM. This is reflected in sound risk management at all of its sites and ongoing collaboration with its partners. Similarly, being able to count on fulfilled employees on a daily basis is essential for the organization. This is why it offers various support programs to create an optimal work and family environment, both physically and psychologically.

The actions taken by ADM during the pandemic demonstrate its proactivity. In addition to deploying measures to ensure the safety of everyone on its sites, it made sure to equip its employees for this period of instability and change. It maintained ongoing communication with its employees to inform them of the assistance available to them and to preserve the sense of belonging and closeness that has always characterized its culture.



The “Équilibre, bien dans mon ADM” program

A mobilizing, engaging and inclusive program that touches all areas of health and wellness (physical, mental, social, financial, occupational health and safety) with a focus on mental health.



TARGETS

Maintain the frequency, severity and incidence rates of work-related accidents at levels below those of 2019*

*This target applies to construction sites managed by ADM as well.





EMPLOYEE WELL-BEING AND QUALITY OF LIFE

MEASURES

- Maintain the health and safety hazard prevention program to ensure a safe and healthy work environment for all.
- Relaunch and improve the “Équilibre, bien dans mon ADM” program.
- Maintain a hybrid work mode (Flexi-Work) to allow for freedom in managing time and location.
- Deploy the occupational health and safety plan developed following a risk analysis by the health and safety policy committee and the local occupational health and safety committees.
- Maintain a health and safety management system specific to construction sites.





CUSTOMER EXPERIENCE

Inspire meaningful connections through customer experience

ADM's promise is to deliver inspiring meaningful connections for every passenger. Today, the airport experience must be a reflection of local culture, a pleasant time accessible to everyone that eases the stresses of travel and keeps the wonder possible. YUL is, and will remain, a mirror of Montreal's cultural, gastronomic, artisanal and artistic distinctiveness and the legendary hospitality of its residents.

Such an ambition requires ensuring a smooth and uniform passenger flow regardless of the partner providing the service. With this in mind, ADM has leveraged its position as an airport authority in recent years to implement processes that cut across its operations and those of partners. Thanks to the Customer Experience Committee set up in 2018, it has identified the critical touch points influencing the passenger experience and worked on solutions with its partners.

Numerous measures have been implemented to reassure and assist passengers, including the creation of a team of ambassadors posted in the terminal, **the YUL Pet Squad** and the launch of the **YUL satisfaction tool**. The move from a Skytrax certification rating of 3 (out of 5) in 2018 to 4 in 2019, and its maintenance in 2022, are confirmation of the efforts made.

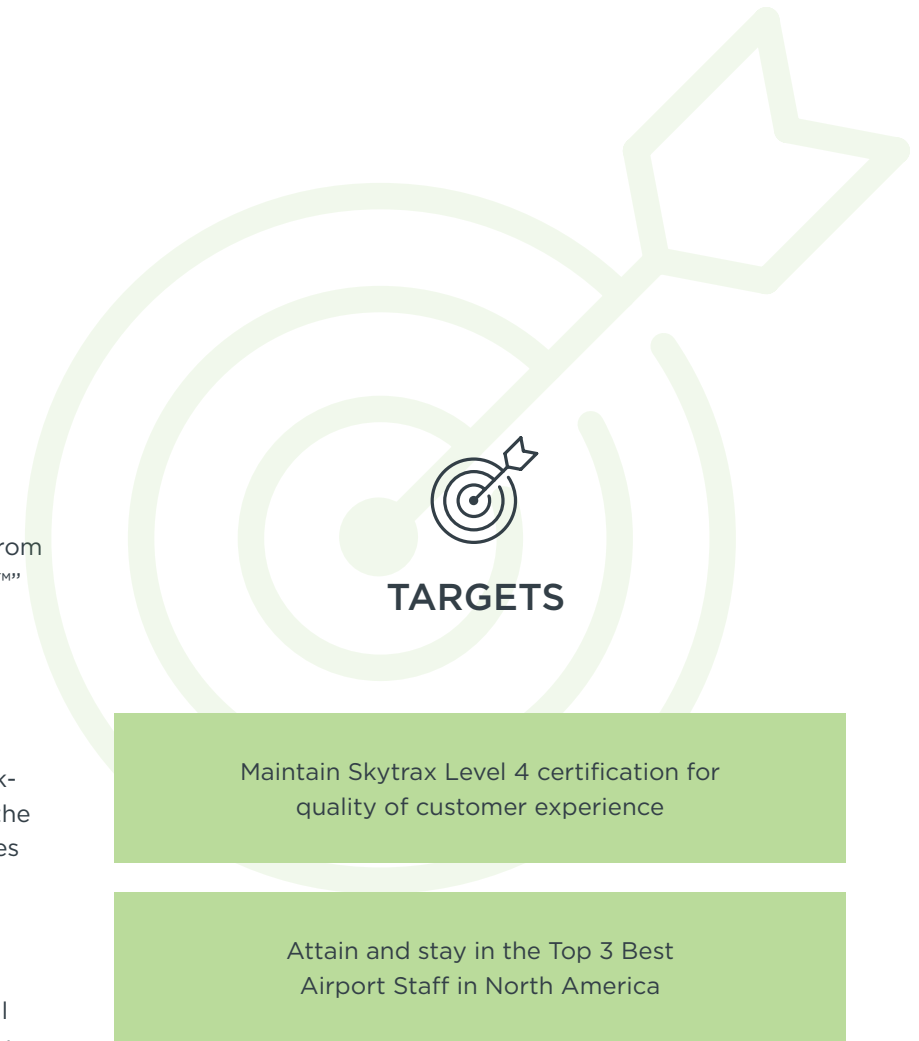
This integrated approach was especially beneficial during COVID. ADM centralized countries' health requirements to support airlines and passengers and defined cleanliness

standards and health guidelines for all partners. This leadership earned it Airport Health Accreditation (AHA) from the Airports Council International (ACI) and "GBAC STAR™" accreditation from the Global Biorisk Advisory Council®.

ADM is carrying out many major projects to ensure that YUL's facilities are accessible to everyone, and to be proactive in the application of relevant regulations*. For example, people requiring assistance can now receive pick-up services from the time they arrive at the airport up to the aircraft gate, or upon their arrival. The website and facilities are gradually being upgraded, including the parking and check-in kiosks, which will be changed to accommodate hearing, visual and mobility impairments.

Facilities will continue to be adapted and new services will be developed in the coming years to meet the increasingly diverse needs of children with autism.

Finally, ADM plans to strengthen its responsible service offering and increase passenger awareness of the concrete actions they can take while at YUL to help it achieve its sustainable development objectives.



Maintain Skytrax Level 4 certification for quality of customer experience

Attain and stay in the Top 3 Best Airport Staff in North America

*Accessible Transportation for Persons with Disabilities Regulations (SOR/2019-244)

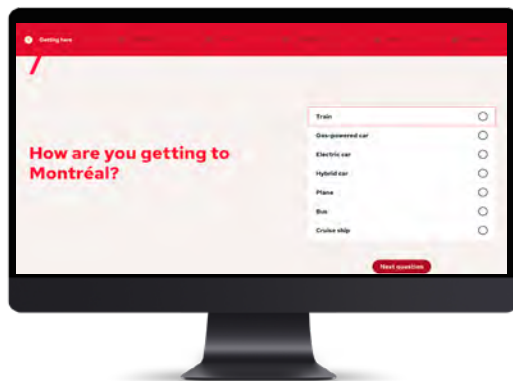




CUSTOMER EXPERIENCE

MEASURES

- Provide spaces and activities that make the airport experience positively memorable and maximize passenger well-being, including immersive experiences, nature contact and environmental education.
- Maintain the ambassador and Pet Squad programs.
- Continue to integrate elements of Montreal's identity into YUL's facilities.
- Deploy measures to accommodate special needs, such as people with mobility impairments, children, the LGBTQ+ community and others.
- Engage employees of the YUL airport community to develop a culture of service that lives up to the ADM promise and relaunch recognition programs.
- Encourage partners and service providers to enhance their eco-friendly product and service offerings at YUL.



To offset the GHG emissions from your flight, check the programs offered by your airline or use the **Tourisme Montréal** calculator.





COMMUNITY AND SOCIAL INVOLVEMENT

Maintain harmonious relations with the community



For neighbouring communities, an airport is much more than a place for passengers and goods to pass through. ADM wants to fully assume its role as an economic player, a responsible citizen, and a promoter of Montreal culture, and to make its airports places of experimentation for social and environmental initiatives.

With this in mind, the organization wants to open the doors of its facilities to the community in order to forge ties and create opportunities for coming together. It wants to establish a participatory approach that will allow it to dialogue with its stakeholders on its future development projects.

In addition to maintaining its involvement in several causes that are dear to its heart, ADM will be addressing other social issues, such as human trafficking and sex tourism.

Over 2,000 participants

HAVE BENEFITTED FROM THIS PROGRAM SINCE ITS INCEPTION

With the Premium Kids program, ADM plays a key role in enabling children with autism spectrum disorders or functional limitations to experience the airport process with family members. Over 2,000 participants have benefitted from this program since its inception in 2013. Our organization is proud to have been involved in the development and realization of this magnificent project since its first year.

Julie Champagne, Executive Director, Autisme Montréal



TARGETS

Implement a community involvement strategy for ADM and its employees by 2025

Define a stakeholder engagement strategy in 2023





COMMUNITY AND SOCIAL INVOLVEMENT

MEASURES

- Develop event programming at both airport sites, including cultural, environmental and charitable activities and cultural showcases.
- Structure and implement a professional donations, partnership and philanthropy program.
- Improve the facilities at the Jacques de Lesseps Aircraft Observation Park.
- Launch an awareness campaign on human trafficking and sex tourism.
- Continue to use the “O” on the YUL facade to promote events in the city and show ADM’s support for causes dear to the organization.
- Continue current programs, including Premium Kids and organ transports with the Canadian Organ Donors Association (CODA).





SOUNDSCAPE

Maintain harmonious relations with the community

The operation of an international airport in an urban setting like YUL generates aviation activities involving flights over nearby communities. Since managing the soundscape is a shared responsibility, ADM works with its partners, Transport Canada, NAV Canada and the airlines, to reduce the noise impacts of these activities while ensuring smooth and safe operations. This includes enforcing flight schedule restrictions at YUL, strictly analyzing exemptions and reporting possible violations to Transport Canada.

ADM also relies on the Soundscape Advisory Committee. This committee provides an effective forum for sharing issues, concerns and mitigation measures implemented by ADM and its partners.

In order to monitor and analyze the noise levels associated with flight operations, the organization acquired the ANOMS noise monitoring software several years ago. In addition,

in the interest of transparency, it deployed the **Webtrak** platform in 2019, which displays air movements, and recorded noise levels. It also makes available to the public an annual report on the soundscape as well as **statistics** related to complaints and air traffic at YUL. Major construction work is communicated to residents in advance.

Finally, a study of best practices conducted in 2019 identified several avenues for improvement and led to the development of an action plan based on the principles recommended by ICAO (International Civil Aviation Organization, Balanced Approach to Aircraft Noise Management). This plan was the subject of a public consultation in 2020 and is currently being implemented.



TARGETS

Keep the number of movements during restricted hours lower than in 2019

Continuously increase the % of aircraft operating at YUL that meet ICAO Chapter 14 requirements*

*<https://www.icao.int/environmental-protection/pages/fr/bruit.aspx>





SOUNDSCAPE

MEASURES

- Evaluate the feasibility of using a criterion based on the sound signature of aircraft instead of their weight to regulate night operations.
- Implement a Fly Quiet program to encourage the use of quieter aircraft at YUL.
- Collaborate with partners to identify and implement measures to reduce noise-related nuisances.
- Implement a good neighbour committee with citizens.
- Maintain and continually improve the means of consultation and communication with citizens.
- Continue to monitor residential development under the air corridors by raising awareness among municipalities and boroughs.





RESPONSIBLE AND LOCAL PROCUREMENT

Use ADM's buying power as a lever for change

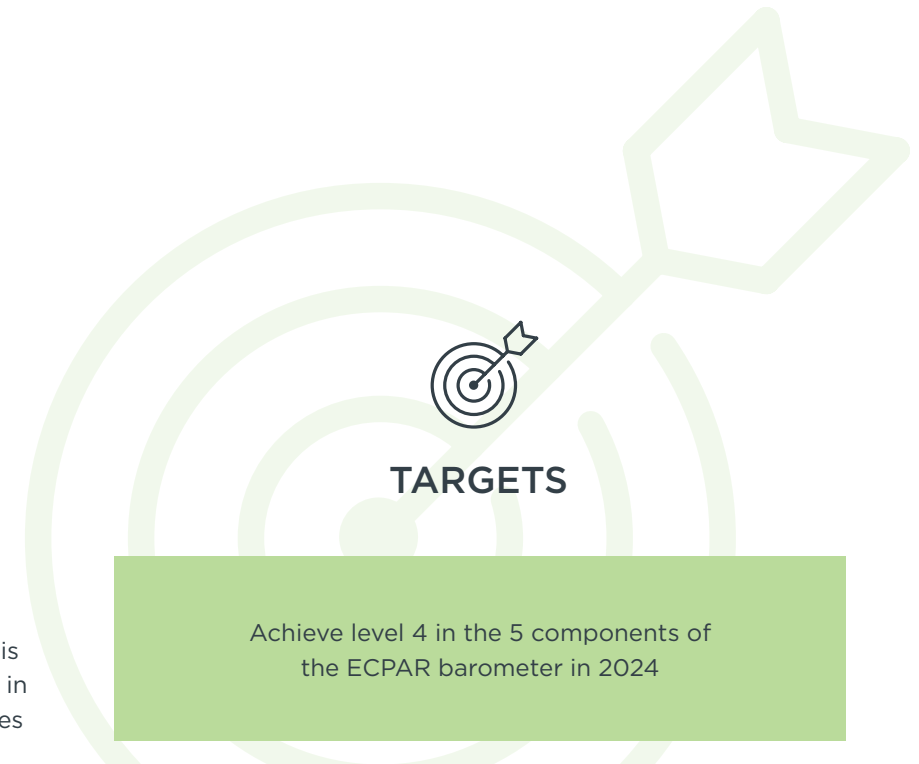
ADM is committed to using its buying power as a lever for change and for implementing its sustainability vision. To that end, the organization integrates its sustainability objectives into its procurement practices.

ADM has made continued progress since launching its procurement approach in 2016. Sustainability criteria are now integrated into its supplier evaluation process and it has just recently revised its responsible procurement policy and guide. It has also developed an approach to working with its key suppliers - i.e., organizations that can support its transition in operational efficiency, sustainability, customer experience, health and safety, and innovation and continuous improvement.

According to the ECPAR (Espace de concertation en approvisionnement responsables) 2020 barometer, ADM is now among the top 10% of the most mature organizations in terms of the inclusion of responsible procurement principles in its operations. With over 70% of its purchases coming from the Greater Montreal area, ADM is aware of its influence with its suppliers, but also of the fact that it can help them integrate sustainable development principles into their operations.

TO LEARN MORE

The **ECPAR barometer** measures the practices of organizations according to five levels of maturity (little interest, commitment, progress, maturity, exemplarity) for each of the five components of sustainable procurement: the existence of a vision; a policy and a governance system; the mobilization of stakeholders; the concrete operationalization of commitments; and the measurement of results.



TARGETS

Achieve level 4 in the 5 components of the ECPAR barometer in 2024

Maintain a local procurement rate* of 70% and increase the rate of purchasing from social economy enterprises

Establish and optimize ADM's key supplier performance by 2024

*Local procurement is defined as ADM expenditures made in Québec.





RESPONSIBLE AND LOCAL PROCUREMENT

MEASURES

- Define a complete dashboard, including performance indicators and long-, medium- and short-term targets.
- Analyze purchases to identify contracts and products with high potential for improvement in terms of social and environmental performance and then make the relevant changes according to the procurement schedule.
- Develop a privileged relationship with ADM's key suppliers.
- Continue ADM's involvement in the "L'économie sociale, j'achète" initiative led by the Conseil d'économie sociale de l'île de Montréal.
- Develop in-house teams' skills related to responsible procurement.
- Share ADM's expertise with external partners.
- Showcase YUL and YMX airport communities, best initiatives in responsible procurement.





02

MAKE CHANGE
POSSIBLE

ORIENTATION 3

Promoting a healthy and
quality environment



INTRODUCTION

As reflected in its **Environmental policy**, ADM is committed to maintaining a balance between airport operations, environmental protection and the well-being of the community, employees and passengers.

Aware that airport and aviation activities have an impact on the environment and that, here again, efforts must be collective, the corporation is actively working with its partners to measure and minimize its footprint. To this end, numerous initiatives have been implemented at both airport sites. Many of these initiatives have been **certified and recognized**, underlining the efforts made.

In 2000, ADM implemented an ISO 14001-certified environmental management system (EMS). This certification, and above all its maintenance for more than 20 years, demonstrates ADM's commitment to responsible practices and continuous improvement programs.

In its recent relevance analysis, in addition to greenhouse gas emissions, ADM identified a number of environmental issues, including waste management, greening and biodiversity, watercourse quality and drinking water consumption. Processes are in place and the teams are fully committed to meeting the resulting challenges. This exercise also highlighted the importance of air quality for stakeholders, a topic that ADM will be addressing in the coming years.

Main objectives:

- Achieve Zero Waste at YUL's terminal building
- Protect and enhance natural environments of high ecological value on its sites
- Ensure sound and responsible water management





RESIDUAL MATERIALS MANAGEMENT

Achieve Zero Waste at YUL’s terminal building

For several years now, ADM has been multiplying its waste management initiatives at YUL and YMX by following the “4Rs” principle (reduce at source, reuse, recycle and recover).

At YUL, the residual materials managed by ADM come mainly from the airport terminal. They are generated in particular by passengers and food concessions. Sorting rooms have been in place since 2018 in the domestic jetty and since 2021 in the transborder and international jetties. This additional sorting has enabled YUL to significantly increase the recovery rate of recyclable and compostable materials. Despite the sorting that has been done, maintaining and even increasing the recovery rate remains a challenge.

Continued support for concessions to improve their performance remains a priority for ADM. An ongoing awareness campaign on the proper management of residual materials is underscoring the importance of adopting good practices in this regard.

ADM has gone one step further by regulating the distribution of single-use plastic items in the terminal building since March 1, 2023. These must now be replaced by compostable items. This measure will greatly simplify sorting for passengers, whose contribution is essential to ensure a good recovery rate.

Passengers are being encouraged to do more to reduce the amount of waste generated while at YUL. They can bring their own reusable bottles and use the water refill stations provided in the terminal. They are also being encouraged to check their carry-on baggage for prohibited items that will be confiscated at screening points. Although ADM has processes in place to donate confiscated items, not all items can be accepted by charities and are therefore discarded.

Recovering 70%

OF RESIDUAL MATERIALS AT YUL BY 2025

ADM monitors the performance of its concessions to optimize their waste management. We feel well-equipped to contribute to the objective of recovering 70% of residual materials at YUL by 2025.

*Mohammed Chahrour,
President, Paramount*



TARGETS

Recover 70% of residual materials at YUL by 2025

Achieve Zero Waste* in the terminal by 2030

Keep the volume of residual materials per passenger below the 2019 level

Divert 90% of construction, renovation and demolition waste from landfill

*Zero Waste is equivalent to diverting 90% of residual materials from landfill.





RESIDUAL MATERIALS MANAGEMENT

MEASURES

- Implement a policy to reduce the use of single-use plastic in YUL concessions and VIP lounges.
- Test the use of returnable containers at YUL.
- Set up a performance program for concessions and support them in their improvement process.
- Optimize the recovery of food donations at YUL.
- Identify and evaluate possible partnerships for the recovery of final waste.
- Deploy green squads in the YUL terminal to educate passengers on residual materials sorting.
- Raise awareness and train employees of ADM and the YUL and YMX airport communities.
- Identify opportunities for the recycling and recovery of international waste in order to reduce the amount of waste sent to landfill, in collaboration with the relevant authorities.

TO LEARN MORE

Residual materials generated on board aircraft from transborder and international flights are deemed international waste. Their management is governed by the Government of Canada's International Waste Directive. Under this directive, this waste cannot currently be recovered.





GREENING AND BIODIVERSITY

Protect and enhance natural environments of high ecological value on ADM's sites

Numerous measures have been implemented by ADM in terms of greening and biodiversity protection on its sites. For both YUL and YMX, it has defined requirements for the protection of natural environments with high ecological value and for greening applicable to its tenants' projects, as well as to its own construction and development projects. Several tree plantings were carried out along the road network serving YUL in accordance with its greening master plan. The organization has also participated in off-site planting projects in partnership with GRAME and Soverdi*.

Aware of the positive impact of nature on humans, ADM is expanding its greening activities inside its buildings. It is gradually applying the concept of biophilia in its terminal building, notably by increasing the presence of green walls and plants.

Finally, the creation of the Sources Ecological Park on a portion of its land located northwest of the YUL runways is a first for a Canadian airport, which earned ADM the ICI+ Green Project award at the EnviroLys Gala, as well as the Gemme award in the "Innovative Achievement" category, presented by the Conseil régional de l'environnement (CRE) de Montréal in 2020. Various projects are planned to enhance this natural environment, which is already accessible to the public, and to improve and preserve its diversity.



TARGETS

Complete a minimum of one greening project per year at YUL or YMX

Establish Biophilia Guidelines in 2025

TO LEARN MORE

Biophilia refers to man's innate affinity for living things and natural systems. Used in the field of architecture, it is a design that reproduces the conditions of a natural environment. Biophilia allows for the reduction of stress and absenteeism as well as better concentration.

*Groupe de recommandations et d'actions pour un meilleur environnement (GRAME) Société de verdissement du Montréal métropolitain (Soverdi)





GREENING AND BIODIVERSITY

MEASURES

- Carry out plantings on the YUL site, particularly along access roads, in accordance with its greening master plan.
- Improve natural amenities in YUL's two publicly accessible parks, Sources Ecological Park and Jacques-de-Lesseps Park.
- Develop the Sources Ecological Park (plantings, trails, etc.) to make it even more attractive, and implement an invasive species control strategy.
- Relaunch planting projects in neighbouring communities, for example at nearby schools.
- Develop and implement a greening master plan for YMX, including a biodiversity protection strategy that promotes the recovery of species at risk.
- Develop a common understanding of the concept of biophilia within ADM and identify promising projects.





WATER MANAGEMENT

Ensure sound and responsible water management

Since taking over the management and development of YUL and YMX, ADM has ensured sound water management. The opening of the de-icing facility at YUL in 1997 demonstrates that this has long been an important issue for ADM. Since its initial construction, this infrastructure has been upgraded and in 2014, a centre to recycle glycol for reuse in aircraft de-icing was built, a first for an airport. Watercourse protection equipment was also installed at strategic locations at YUL and YMX.

One challenge facing ADM, which will be potentially magnified by climate change, is the drainage of part of its territory at YUL. The capacity of the outlets into which the water is discharged is insufficient, which means that the water remains in the retention basins for a longer period of time, which can increase the risk of bird hazard. The organization will be working closely with municipal authorities to resolve this situation over the next few years.

Finally, the organization is also concerned about drinking water consumption. At YUL, ADM has installed low-flow equipment in most of its sanitary facilities, which still account for nearly 50% of its water consumption, and new reduction measures have been identified. In addition, its teams

recently conducted an analysis of the situation. Although the volume of water used is largely dependent on the number of passengers, several initiatives to reduce it have been identified and will be deployed gradually.



ADM's teams also closely monitor the quality of these watercourses; the results of their work are available on [its website](#).



TARGETS

Define a target for the reduction of drinking water consumption at YUL and YMX in 2023

Establish a strategy to reduce watercourse bank erosion for YUL and YMX in 2023





WATER MANAGEMENT

MEASURES

- Continue to upgrade the sanitary facilities in the terminal building.
- Optimize the operation of air conditioning and humidity control equipment in the terminal to reduce their water consumption.
- Automate the treatment of process water in the terminal.
- Raise concession awareness to reduce their consumption of drinking water.
- Conduct an inventory of drinking water consumption at YMX and conduct an audit of ADM's main buildings at YMX to identify opportunities for reduction.
- Evaluate the feasibility of a grey water recovery pilot project.
- Identify a pilot project for rainwater recovery and reuse.
- Stabilize the banks of watercourses at YUL to limit erosion.
- Develop a stormwater, sanitary and drinking water master plan for YMX.
- Promote the installation of green infrastructure to improve the quality of watercourses.
- Participate as a partner in GRAME's "Allô Ruisseaux" program, which aims to improve the quality of watercourses in the West Island of Montreal.



03

BECOME AN AGENT OF CHANGE

Employees creating a positive impact **+**

Join the movement **+**

EMPLOYEES CREATING A POSITIVE IMPACT

more than
70

PEOPLE INVOLVED IN THE PROCESS
SINCE 2021

9

VICE-PRESIDENCIES INVOLVED

more than
3000

ACTIONS GENERATED IN THE
ACTION PLANS

6

MONTHS TO UPDATE SUSTAINABLE
DEVELOPMENT COMMITMENTS
AND BUILD ACTION PLANS

JOIN THE MOVEMENT

With your contribution, ADM can prepare for the future and achieve its ambitious goals.

Here are several concrete ways to get involved and help shape the future with ADM:



I AM A
PASSENGER
OF THE AIRPORT



I AM A
SUPPLIER
OR PARTNER



I AM AN
EMPLOYEE OF THE
AIRPORT COMMUNITY



JOIN THE MOVEMENT



I AM A PASSENGER, I CAN:

- Take public transportation to the airport
- Offset the GHG emissions from my travels with my airline or with Tourisme Montréal's **calculator**
- Take only what is necessary, to lighten my baggage
- Check that my hand baggage does not contain any **prohibited items**
- In the terminal, sort residual materials appropriately
- Bring a reusable water bottle and fill it up at the fountains after the screening point
- Eat local food and enjoy the art in the terminal
- Alert an officer if I observe a health, safety or environmental hazard
- Provide feedback on the quality of customer service to **YULsatisfaction**



JOIN THE MOVEMENT



I AM A SUPPLIER OR PARTNER, I CAN:

- Encourage my employees to take public transportation or carpool to the airport
- Reduce and properly sort residual materials in the workplace and ensure that my employees are trained to do so
- Develop a sustainability plan for my organization
- Inform ADM of my sustainable innovations or how my products and services meet ADM's sustainable development commitments
- Enhance the eco-friendly experience of passengers in my business, for example by offering sustainable, local and health and wellness products
- Prevent accidents and implement practices that promote the well-being of my employees



JOIN THE MOVEMENT



I AM AN EMPLOYEE OF THE AIRPORT COMMUNITY, I CAN:

- Learn about ADM's sustainability goals
- Use public transit, bike or carpool to get to work
- Sort residual materials properly in my workplace
- Bring a reusable water bottle and fill it at the fountains
- Favour the consumption of local products
- Reduce energy consumption (turn off lights, screens, radios, etc., adjust temperature if possible) and water consumption in work areas
- Participate in environmental training and awareness activities



TO CONTACT US

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ADM wishes to thank all the devoted employees and suppliers whose pictures appear in this Sustainability Plan.

This Sustainability Plan was published in February 2023.

*The original text written in French shall prevail.
Ce document est également diffusé en français.*



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