

# **The Calgary Airport Authority Fighting Against Forced Labour and Child Labour in Supply Chains Act FY2025 Supply Chain Transparency Report**

# Introduction

This report (the "Report") of The Calgary Airport Authority ("Calgary Airports") is prepared under the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (Canada) (the "Act") and covers Calgary Airports' most recently completed financial year ending December 31, 2025 (the "Reporting Period"). The Report outlines the steps taken during the Reporting Period to prevent and reduce the risk that forced or child labour is used during any step of the production of goods in Canada or elsewhere, or importation of goods into Canada, by Calgary Airports.

Calgary Airports recognizes that forced labour and child labour are complex global issues, and risks associated with forced labour and child labour exist in every industry. As a responsible corporate citizen, we have an active role to play in ensuring that human rights are upheld. We believe that ethical business practices are fundamental to long term sustainability. We are committed to operating with responsible business practices and upholding internationally recognized human rights as reflected in the United Nations Universal Declaration of Human Rights. Calgary Airports is committed to treating our employees, contractors and supply chain partners with respect and dignity, and we continue to maintain a responsible and transparent supply chain.

# Our Structure, Activities and Supply Chains

## Structure

Calgary Airports is a not-for-profit, non-share capital corporation, incorporated on July 26, 1990 under the *Regional Airports Authorities Act* (Alberta). We are responsible for the safe and efficient operation, management, and development of both YYC Calgary International Airport and YBW Springbank Airport, under long-term leases from the Government of Canada.

Calgary Airports is governed by an independent Board of Directors that is dedicated to maintaining the highest standards of corporate governance. The Board of Directors regularly reviews and updates Calgary Airports' governance systems to adapt to evolving standards, stakeholder expectations and legal requirements. The Board of Directors regularly undertakes governance activities to ensure compliance with applicable laws and promote ethical conduct, integrity and transparency and to foster long-term success. The Board of Directors oversees the execution of Calgary Airports' strategic agenda and oversees Management, who are responsible for managing day-to-day business activities.

The Board of Directors appoints Calgary Airports' President and Chief Executive Officer and sets and reviews their annual goals. Succession planning, including the appointment, training and evaluation of senior management, is regularly monitored by the People, Governance and Nominating Committee of the Board of Directors.

As of December 31, 2025, Calgary Airports employed 391 employees, including both unionized and non-unionized employees, as well as students. All employees are located in Canada, and support various areas such as Operations, Facilities Management, Safety, Security, Information Technology, Commercial, People and Finance.

## Activities

Calgary Airports has operated YYC Calgary International Airport since July 1992, pursuant to the Agreement to Transfer, which provided for the transfer of operational control of YYC Calgary International Airport from the Government of Canada to Calgary Airports under a long-term lease agreement. In October 1997, Calgary Airports entered into a lease with the Government of Canada for the operation of YBW Springbank Airport for a term concurrent with the YYC Calgary International Airport lease term.

## Our Vision

Our Vision helps guide our decision making, and clearly articulates our desire to deliver excellent customer service while serving as ambassadors for our region:

*As proud champions of our region, we connect local and global communities, creating exceptional experiences as the airport of choice.*

## Our Mandate

Our mandate is defined by the governing legislation of the *Regional Airports Authorities Act* (Alberta). Our mandate defines who we are and describes why we exist.

*We will act for the general benefit of the public in our region by:*

*Managing and operating the airports for which we are responsible in a safe, secure and efficient manner; and*

*Advancing economic and community development by promoting and encouraging airline and transportation service improvements and the expansion of the aviation industry.*

## Our Values

Our Values describe how we meet our mandate and make our vision a reality. Our Values are:

1. *We prioritize genuine concern and compassion for everyone we engage with, from our team members to our partners and guests, always striving to help and support one another.*
2. *We actively seek diverse perspectives in our decision-making and collaboratively tackle challenges.*
3. *We work together with trust and transparency, supporting one another to achieve the collective goals of our organization.*
4. *We grow, evolve and adapt with purpose, continually aligning our actions with our vision.*
5. *We embrace curiosity and boldly challenge the status quo, exploring new opportunities and taking thoughtful, responsible risks that drive purposeful innovation.*

## Supply Chain

Calgary Airports is committed to ensuring that our procurement process for goods and services required to maintain and grow the airports we operate occurs in a fair, open, honest and transparent manner. Procurement and supply chain activities are centralized at Calgary Airports, and suppliers are evaluated and selected based on established processes. Sole source contracts over \$147,000 are disclosed in our Annual Report.

Within our diverse supply chain, the core supplier categories related to facilities management include assets and infrastructure, replacement parts, safety and security, electrical components and equipment, construction and goods not for resale. To support the scale and scope of our operations, we engage with suppliers through contracts and agreements for services including those related to cleaning services, security guard services and parking management services. The vast majority of our supplier base is located in Canada, accounting for approximately 97% of our annual supply chain spend, with the remainder of our spend going to US and European suppliers.

## Policies and Due Diligence Processes

Calgary Airports is committed to the highest levels of integrity and ethical conduct. We have integrated principles of responsible business conduct within our Code of Conduct and Conflict of Interest Policy, Hiring Policy, Respectful Workplace and Violence Prevention Policy, Employment Equity Policy, Procurement Policy, Whistleblower Policy and Enterprise Risk Management program. These policies and programs set the expectations that we have for our employees and contractors and support us in identifying and addressing risks associated with unethical or illegal activities.

### Code of Conduct and Conflict of Interest Policy

Our Code of Conduct and Conflict of Interest Policy sets out the general standards of conduct required of our Board of Directors, employees, volunteers and contractors. The Policy requires our workers to uphold the highest ethical standards, and strictly adhere to all federal, provincial and municipal laws. Calgary Airports requires that all employees complete training on our Code of Conduct and Conflict of Interest Policy upon hire.

### Hiring Policy

Calgary Airports is an equal opportunity employer that is committed to hiring and retaining a diverse group of employees. The Hiring Policy reflects these principles, and in addition outlines the requirements for posting roles, the interview and selection process, and candidate verification process.

### Respectful Workplace and Violence Prevention Policy

We are committed to providing and maintaining a professional and positive work environment that supports dignity and self-esteem and values the contributions of all individuals. As stated in our Respectful Workplace and Prevention of Violence Policy, we do not tolerate any form of discrimination, harassment, violence or bullying as described in the Canadian Human Rights Act among our employees, volunteers, contractors or guests. Calgary Airports requires that all employees complete annual training on our Respectful Workplace and Violence Prevention Policy.

## Employment Equity Policy

We are committed to the principle of employment equity, and upholding the *Employment Equity Act* (Canada), by working to maintain a representative workforce at all levels so that no person is denied employment opportunities or benefits for reasons unrelated to ability. We continuously strive to identify and eliminate employment barriers for designated groups that may result from employment systems, policies and practices.

## Procurement Policy

Our Procurement Policy, in conjunction with our Contract Management Policy and Approval Policy, provides guidance and direction for individuals involved in the procurement of goods and services for Calgary Airports. Collectively, these policies also set out Calgary Airports' basic principles of procurement, contracting and the appropriate approvals required to acquire goods and services while ensuring that Calgary Airports' operational needs are met in the most competitive, economic, efficient, sustainable and effective means possible and simultaneously minimizing risk to the organization, environment and people. Our Procurement Policy includes a section on forced labour and child labour.

## Whistleblower Policy

Through our Whistleblower Policy, we have an established mechanism for our employees to raise concerns in good faith without fear of retaliation or adverse employment action.

Calgary Airports contracts a third party to act as an intake service for whistleblower complaints, which allows whistleblowers to remain anonymous if they choose. Calgary Airports has a dedicated webpage and phone number for whistleblower complaints, which are managed by this third-party provider.

## Enterprise Risk Management ("ERM")

Calgary Airports has a formal, comprehensive ERM program. A formal risk register identifies, categorizes and rates potential risks. Meetings are held regularly to identify emerging risks and monitor previously identified risks. Formal reports on the ERM program and key risks identified are provided to the Board of Directors, the Audit and Finance Committee, or a committee thereof on a quarterly basis

# Forced Labour and Child Labour Risks

We maintain a comprehensive understanding of our supply chain and the locations from which we purchase goods and services, which are primarily within Canada. Calgary Airports continually assesses the risk of forced labour and child labour in our supply chain, and our assessment indicates that these risks remain very low. Based on our ongoing process of risk assessment, if any areas of elevated risk are identified, we remain committed to the implementation of measures that would mitigate these risks.

# Measures Taken to Remediate Forced Labour or Child Labour

To date, we have not identified any instances of forced or child labour in our activities or supply chains and therefore have not undergone steps to remediate any harm of forced or child labour. Calgary Airports' Whistleblower Policy is available to bring any such instances to the attention of the Board of Directors. If, in the future, an instance of forced or child labour is alleged, we would act promptly to investigate the reported concern and develop and implement a corrective plan to remedy the situation.

# Remediating Income Loss to Vulnerable Families

Calgary Airports recognizes that efforts to prevent and reduce the risks of forced or child labour can have the unintended consequence of contributing to a loss of income for the most vulnerable families. As Calgary Airports is not aware of any instances of forced or child labour in its activities or supply chain to date, Calgary Airports has not taken any measures to remediate any loss of income to vulnerable families resulting from measures taken to eliminate forced or child labour in our activities or supply chain. Calgary Airports understands that preventing such negative impacts to vulnerable families is integral to this process.

# Community Commitment

Calgary Airports plays a vital role in contributing to our city and region. Recognizing this, we are committed to reflecting that influence through meaningful community support. In 2025, Calgary Airports launched the [YYC Wings Community Investment Program](#), an initiative focused on fostering connections, empowering people, and supporting the growth and well-being of our region. Throughout the Reporting Period, Calgary Airports' community impact included over \$160,000 in financial and in-kind donations for community and aviation-focused initiatives, in addition to \$356,700 raised at the YYC Partners Golf Charity Classic.

## Not In My City, Not In Our Airport

In 2018, YYC Calgary International Airport became the first Canadian airport to partner with #NotInMyCity, an organization launched in 2017 dedicated to raising awareness and taking collective action to prevent and end human trafficking, sexual exploitation and modern slavery. Since 2018, Calgary Airports has supported

awareness campaigns, promoted #NotInMyCity branding and messaging throughout YYC Calgary International Airport and continues to provide training to employees and volunteers to identify those in distress.

Our annual YYC Partners Golf Charity Classic raised \$356,700 for #NotInMyCity to support its work in 2025. We remain committed to fostering this relationship and championing efforts to prevent and end human trafficking.

## The Mustard Seed

Calgary Airports continues to support The Mustard Seed. During the Reporting Period, 70 Calgary Airports members volunteered more than 395 hours, serving 5,400 meals to Calgarians experiencing homelessness and poverty.

## Vecova

For almost 30 years, Calgary Airports has supported Vecova in its mission to build a future for people of all abilities and connect individuals with meaningful work opportunities. At YYC Calgary International Airport, the Vecova team provides cart retrieval services and customer service support for guests. The expanded partnership of donating gently used unclaimed lost and found items to Vecova has been a great success and is a continued practice.

# Employee Training

We continue to recognize the importance of enhancing the capacity of our staff to identify, understand and effectively manage the risks of forced labour and child labour within our operations and throughout our supply chain. During the Reporting Period, Calgary Airports provided organization-wide training on our Procurement Policy, which incorporated training on forced labour and child labour. Calgary Airports has plans to develop specific training on forced labour and child labour risks which it intends to provide to all staff.

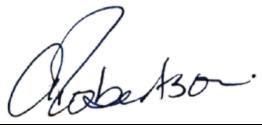
# Assessing Effectiveness

We are committed to developing an approach to the prevention of forced labour and child labour that will enable us to review the effectiveness of our actions over time. Our commitment is to focus on continuous improvement to enhance our ability to assess and mitigate forced labour and child labour risks across our operations and supply chains in subsequent reporting periods. We will continue to build upon the foundations created and align our actions and objectives with the Act. Calgary Airports has incorporated forced labour and child labour risks into its ERM program as an actively monitored supply chain risk. This risk area is subject to ongoing assessment to ensure that controls and mitigation measures remain effective, and the ERM program is regularly reviewed to confirm that emerging risks are appropriately identified and managed.

# Attestation Statement

In accordance with the requirements of the Act, and in particular, section 11 thereof, I attest that this Report was approved by The Calgary Airport Authority's Board of Directors on May 13, 2026, and that I have reviewed the information contained in the report for The Calgary Airport Authority. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the Report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed within this Report.

**The Calgary Airport Authority**

Per:  \_\_\_\_\_

Andrea Robertson  
Chair of the Board of Directors

May 13, 2026

I have the authority to bind The Calgary Airport Authority.