



# Environmental, social and governance report

Our 2021 progress and impact

**BOMBARDIER**

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## Welcome to Bombardier's 2021 Environmental, Social and Governance (ESG) report

This report covers the ESG performance for fiscal year 2021. In this report, you will find how we manage ESG topics, our United Nations Sustainability Goals (UN SDG) advancement and our commitment to the United Nations Global Compact (UNGC). This report also covers our ESG plan and progress made towards achieving our goals. An ESG materiality matrix and an our analysis of risks and opportunities are also presented. While we progress on our ESG journey, we are committed to providing factual and pertinent data in a transparent matter. We have aligned our reporting to the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). We trust that this report provides the information you are looking for.

### Profile

Bombardier is a global leader in the business aviation industry, creating innovative and game-changing aircraft, and is a provider of choice to the defense industry. Bombardier products and services offer world-class travel experiences that set new standards in passenger comfort, energy efficiency, reliability and safety. Headquartered in Montreal, Canada, Bombardier is present in more than 12 countries, including its production and engineering sites and its customer support network.

### We invite your feedback and questions

Let us know your feedback and send us your questions at [csr@bombardier.com](mailto:csr@bombardier.com)

### Date of publication

May 10, 2022

Cover: The image shows an artistic rendering of our eco-demonstrator.

All amounts in this report are expressed in U.S. dollars, unless otherwise indicated.

# 2021 Highlights

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\$6.1B  
Revenues<sup>1</sup>

\$12.2B  
in Order backlog<sup>2</sup>

13,800  
Employees<sup>3</sup>



9%  
reduction in  
GHG emissions



2021  
MERCURE  
AWARD  
in the Health & Safety -  
Large Business  
category

Launched  
*Challenger 3500*  
with key  
sustainable features



Recognized as  
**ONE OF  
THE TOP 10**  
most attractive Canadian  
employers for interns  
in Engineering and IT



Bombardier  
contributed  
**MORE THAN  
\$2 MILLION**  
in in-kind donations,  
donations, sponsorships  
and memberships  
worldwide



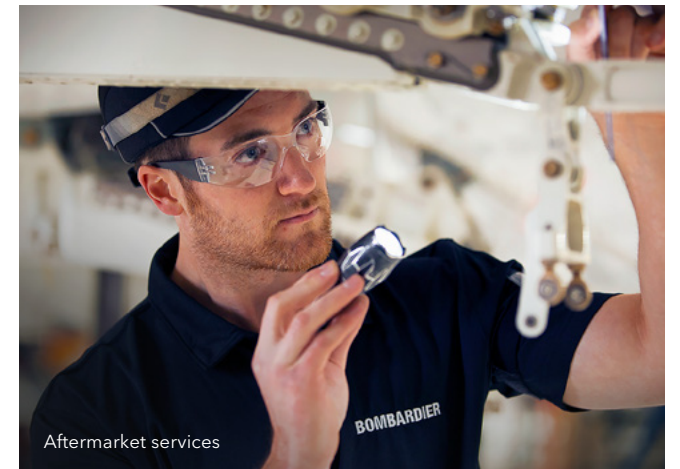
32%  
reduction in  
hazardous waste

1. For fiscal year 2021.  
 2. As at December 31, 2021.  
 3. As at December 31, 2021, including contractual and approximately 700 inactive employees.

# Bombardier today

## A portfolio of visionary aircraft that embody performance, sustainability and innovation

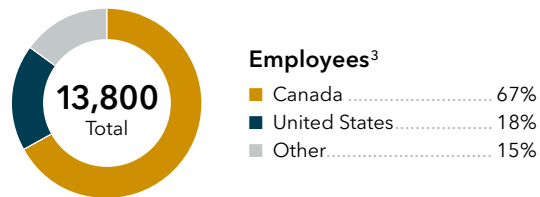
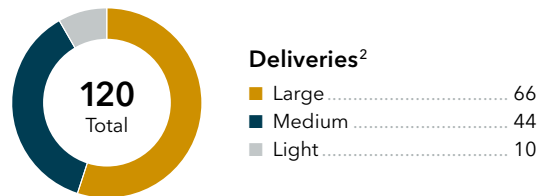
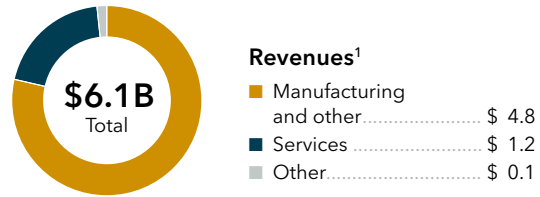
Bombardier is a global leader in aviation, creating innovative and game-changing aircraft. Its products and services provide world-class experiences that set new standards in energy efficiency, reliability, safety, passenger comfort and smooth rides. Headquartered in Montreal, Canada, the company is present in more than 12 countries, including production and engineering sites, as well as turnkey customer service locations. The team supports a worldwide fleet of approximately 5,000 aircraft in service. >



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# At a glance

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1. For fiscal year 2021.  
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 3. As at December 31, 2021. Including contractual and approximately 700 inactive employees.



### Bombardier’s worldwide presence

- Headquarters and Customer Response Centre
- Production site
- Authorized training provider
- Service Centre
- Other aftermarket sites:
  - line maintenance station
  - parts and component repair and overhaul
  - parts services

# Towards the future with confidence



With Bombardier’s shift to being a pure-play business jet company now complete, we can focus on designing, manufacturing and servicing the world’s best aircraft, all while reducing our environmental footprint.

I am proud to introduce this ESG report, which summarizes our efforts over the last year to produce innovative products in a responsible manner. We’re prioritizing initiatives where we can have the greatest impact given our corporate purpose and mission. We are immensely mindful of our responsibility to minimize our environmental footprint - in support of the business aviation industry target of achieving net-zero carbon emissions by 2050, and also because it’s the right thing to do.

During this busy year for business aviation, our diverse and dedicated team members made safety a priority as the pandemic continued to unfold. Our efforts were recognized by one of the most prestigious business awards in Quebec, *Les Mercuriades*. Bombardier is honoured to have received the 2021 Mercure Award in the Health & Safety - Large Business category.

Bombardier was also named by Universum among the Top 10 most attractive Canadian employers for interns in Engineering and IT, for which we are very proud. Fostering the STEM professional of the future is paramount to be a sustainable business. In addition, Women in Governance, a non-profit organization working to gain access for women to Board seats across Canada, recognized Bombardier’s achievements with a Bronze Parity Certification for the second year in a row.

Throughout the year, our Board of Directors approved ambitious targets, strategies and goals linked to our new ESG Plan, while our Corporate Governance and Nominating Committee began reviewing our progress on meeting those targets.

Thanks to our spirit of innovation and our talented employees, I am convinced that we will continue to offer market leading aircraft while demonstrating responsible stewardship of the skies we have the privilege to operate in.

PIERRE BEAUDOIN  
Chairman of the Board

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# Targeted action in the right direction

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I am proud to present Bombardier's 2021 ESG report, which demonstrates our progress towards reaching the various objectives we have set for 2025.

Our commitment as part of the United Nations Global Compact includes an assurance that we will act with unwavering integrity while reducing our environmental footprint, that we will promote and respect human rights, that we will work against corruption in all its forms, and that we will offer favourable labour conditions and expect the same throughout our value chain. To that end, we renew our commitment towards the ten principles of the United Nations Global Compact. In 2021 we also continued our progress on seven United Nations Sustainability Goals where we have the greatest impact.

Reducing our environmental footprint and being a leader in sustainable aviation are of the utmost importance at Bombardier. In 2021, we improved our environmental performance and launched a carbon neutral

test program for our new *Challenger 3500* aircraft. We conducted a European tour using Sustainable Aviation Fuel (SAF) aboard our aircraft to further promote its importance to our partners and clients.

Earlier this year, we performed a materiality assessment on ESG topics, the results of which are presented in this report. Reaching out to a vast group of stakeholders, we were able to validate that our priorities are well aligned to those of our stakeholders. We were also able to identify the areas where we need to focus our resources. This exercise is key to ensure that we develop our business with a positive impact across all our stakeholders.

As far as governance goes, in 2021 we improved our supplier interactions to ensure that ethics, employment and environmental considerations are at the heart of our supply chain. We also built a new conflict of interest management process with a special focus avoiding potential internal conflicts.

We are especially pleased in this year's report to recognize employees who are making a difference across various areas of our ESG development. Our success relies on the commitment of our employees throughout the organization.

We continue to stand by our principles. How we deliver results is just as important as what we achieve.

A handwritten signature in blue ink, appearing to read 'EM', written in a cursive style.

ÉRIC MARTEL  
President and Chief Executive Officer

# Accountable leadership

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## Ensuring Board and executive oversight of ESG topics

At Bombardier, the Environmental, Social and Governance (ESG) topics are under the responsibility of the Corporate Governance and Nominating Committee of the Board of Directors, which approves the ESG plan.

At the business executive committee level, sustainability is led by Daniel Brennan, Senior Vice President of People and Sustainability. Reporting to Mr. Brennan is our Vice President of Human Resources Information Systems and Sustainability, Paul Michaud, as well as a cross-functional team that contributes to different elements of the ESG plan.

Our ESG plan includes 25 strategies that contribute to achieving our ESG goals by 2025. Each strategy is owned by a member of our Senior Leadership Team, and has an identified responsible person and one or several subject matter experts. These key stakeholders are responsible for the progression of their strategy and ultimately the achievement of the 2025 ESG goals.

Such a broad and clear ownership of our ESG plan across the organization contributes to ensuring that the ESG topics are embedded in our core business. Different teams, including customer facing, community engagement, environmental experts, engineering professionals, supply chain experts and more, are all contributing to the advancement of the ESG plan and thus, are making Bombardier a more resilient and sustainable business. Our ESG plan advancement is a journey that relies on our collective effort as one Bombardier team!

## Aligning performance incentives with the long term strategy

To further advance the integration of ESG considerations within the business, and to increase senior executives’ accountability to achieving our ESG objectives, we incorporated non-financial ESG metrics - relating to greenhouse gas emissions, lost-time incidents, women in management and employee engagement - into the design of our long-term incentive plans for the 2021 financial year. The ESG metrics selected reflect business factors which are aligned to our long term strategy. These metrics will be reviewed and updated on a regular basis to optimize their alignment to key components of our ESG strategy.



# United Nations Sustainable Development Goals

As we deploy our ESG plan, we are well aligned with the United Nations Sustainable Development Goals (SDGs), focusing on seven goals where we can have the greatest impact.

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### Quality education

Bombardier fosters tomorrow's leaders by our efforts to develop the future talents of the industry through collaboration with academia on educational and research projects, prioritizing sustainability activities related to science, technology, engineering and mathematics (STEM) and entrepreneurship, and we welcomed more than 1,000 student interns<sup>1</sup> throughout the year.

See: pages [28](#) and [40](#)



### Gender equality

We are firmly committed to closing the gender gap in our workplace. Bombardier strongly believes that a more diverse workforce leads to better decision-making. In 2021, we received Bronze Parity Certification from Women in Governance and we supported the Women in Engineering Program in collaboration with Concordia University. Having reached our target of 25% of women in management, we increased the target to reach 30% by 2025.

See: pages [28](#) and [40](#)



### Decent work and economic growth

Given our global presence, we have the ability to set sustainability standards across our value chain and positively stimulate inclusive growth. In 2021, we incurred costs of \$1.4 billion<sup>2</sup> in wages, salaries and employee retirement and benefits and invested \$18.55 million<sup>3</sup> Cdn in our internship program to train the next generation of innovators.

See: pages [25](#), [28](#), [32](#), [48](#) and [51](#)



### Industry, innovation and infrastructure

Our products are setting new benchmarks in passenger comfort, reliability and eco-efficiency. In 2021, we invested \$101 million<sup>4</sup> in product development. We are committed to designing and manufacturing business jets incorporating advanced technologies and materials to improve durability, deliver a lower noise output and reduce fuel consumption.

See: pages [17](#), [20](#) and [35](#)



### Responsible consumption and production

As more than 80% of environmental impacts can be determined at the design stage, our sustainable design process ensures that we embed sustainability in all phases of our product life cycle. In 2020, we were thrilled to make history with the release of business aviation's first-ever Environmental Product Declaration (EPD), which we completed for our flagship *Global 7500* aircraft. In 2021, we continued preparing EPDs for all our products and will publish these in 2023.

See: pages [17](#) and [20](#)



### Climate action

Our product innovation strategies are aligned with the business aviation sector goals to achieve net-zero carbon emissions by 2050. In 2021, we published our ESG plan which includes clear strategies and goals to reduce carbon emissions. We worked to accelerate the adoption of low carbon fuels and contributed to Fueling the Future, raising industry leaders' awareness of the use of Sustainable Aviation Fuels (SAF) as a drop-in immediate alternative to traditional jet fuels.

See: pages [17](#), [20](#), [40](#) and [51](#)



### Partnerships for the goals

In 2021, we continued to participate in the International Aerospace Environmental Group to promote sustainability standards and guidelines in the industry. As a signatory of the Aviation Industry Commitment to Action for Climate Change and an active member of the General Aviation Manufacturers Association's Environmental Committee, we are contributing to the industry's progress to reduce the impact of air travel on climate change. Through industry partnerships, we led the definition of the CO<sub>2</sub> target for Business Aviation Commitment on Climate Change, namely the target of net-zero carbon emissions by 2050. We are also building partnerships with the communities where we have operations in order to promote social and economic development, sustainability initiatives and educational perseverance.

See: pages [20](#) and [40](#)

1. In Canada only.  
 2. Please refer to our 2021 Financial Report.  
 3. Includes interns' salaries and overhead investment for Canada.  
 4. Please refer to 2021 Financial Report.

# United Nations Global Compact

As a signatory to the United Nations Global Compact, we are committed to its ten fundamental principles on human rights, labour, the environment, and anti-corruption through our strategies, policies, and procedures across our operations.

## Human rights

We support and respect the protection of internationally proclaimed human rights, making sure that we are not complicit in human rights abuses; and uphold freedom of association and the effective recognition of the right to collective bargaining. Bombardier is very sensitive to the humanitarian crisis happening in Ukraine and will continue to support via organizations on the ground.

See:

- [Ethics and compliance](#)
- [Diversity and inclusion](#)

## Labour

We are working to ensure that neither forced or compulsory labour, nor child labour, is used in our operations or those of our suppliers; and we prohibit discrimination in respect of employment and occupation. Internally, we set up training to help leaders recognize and eliminate unconscious bias in their hiring and mentoring practices.

See:

- [Responsible supply chain](#)
- [Diversity and inclusion](#)

## Environment

We support a respectful approach to environmental challenges; we undertake initiatives to promote greater environmental responsibility; and we invest in the development and diffusion of environmentally friendly technologies. Our aircraft are certified to use 50% SAF. Additionally, our flight route optimization mobile application (eWAS Pilot with OptiFlight from SITA), available in our *Challenger 350* and *Challenger 3500*, helps customers save fuel and reduce carbon emissions.

See:

- [Sustainable aviation](#)

## Anti-corruption

We work against corruption in all its forms, including extortion and bribery. In 2021, we created an internal library of resources to help managers discuss issues of concern with employees. We also detailed our third-party due diligence directive which formalized the due diligence performed on our suppliers and clarified the escalation process.

See:

- [Ethics and compliance](#)
- [Responsible supply chain](#)

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# ESG plan and roadmap

Developed with the collaboration of talented teams across the organization, our ESG plan is forward-looking, bold, measurable and achievable. Our vision is to be the leader of sustainable aviation with the most advanced and environmentally responsible products, and with our creative, diverse and engaged employees. Throughout this report you will read more about our plan and the progress we have made in 2021.

In the Performance section, we present the ESG plan for each of the 11 areas. You can also find the full ESG plan by visiting: [www.bombardier.com/en/sustainability/our-esg-plan](http://www.bombardier.com/en/sustainability/our-esg-plan)



## ENVIRONMENTAL

- **Environmental footprint**  
Manufacture and service aircraft with the smallest possible environmental impact
- **Sustainable aviation**  
Lead sustainable aviation by designing innovative and environmentally responsible products



## SOCIAL

- **Health and safety**  
Target zero harm
- **Diversity and inclusion**  
Diverse workforce leading change toward an inclusive world
- **Employee engagement**  
Be an employer of choice
- **Customer satisfaction**  
Put customer at centre of products and services
- **Data privacy**  
Ensure best-in-class protection of personal data for all employees and customers globally
- **Communities**  
Be a vector of positive change in our communities



## GOVERNANCE

- **Board and committees**  
Strong governance for sustained shareholder value
- **Ethics and compliance**  
Uphold the highest ethical integrity and leadership standards
- **Responsible supply chain**  
Lead supplier practices in environment, ethics and employment

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# Stakeholder engagement

We are committed to engaging with all stakeholders, including employees, customers, suppliers, investors and industry partners, to name a few, consistently throughout the year to ensure that we develop and continuously evolve our business strategy. We take their concerns seriously and take action within our business to address them.

## Inspired by our employees

We engage with our employees regularly, both informally, through regular scrums and team meetings and formally through biannual and annual surveys, training programs, affinity groups, questionnaires and newsletters. We also regularly communicate with union representatives. We have set up hotlines, compliance officers, structures and information channels to enable employees to report concerns if they occur. We also recruited inspiring employees to serve as diversity and inclusion ambassadors. We have policies to encourage individual professional development, flexible work hours, employee recognition and regular mentorship. Finally, we also ensure that all employees commit to our Code of Ethics every year.

## Listening to our customers

Our customers have multiple ways to engage with us, including concierge services, customer satisfaction interviews, the Bombardier Mobile Response Team (MRT) and software applications that allow them to track aircraft performance and maintenance. Our customers also influence our product design by participating in customer forums for new products, product interviews and surveys, as well as in the customer advisory board. We proactively contact customers whenever a situation arises and conduct ourselves with the highest ethical standards at all times.

## Promoting supplier best practices

We ask our suppliers to sign the Supplier Code of Conduct and monitor them to ensure that they continually adhere to the values reflected in the code they signed. We invest time and resources in certain instances to train suppliers to improve and terminate relationships with suppliers who don't meet our standards. Bombardier rewards suppliers who help us exceed customer expectations and performance with Diamond certification. The program recognizes top performers in an award ceremony every year.

## Communicating clearly with investors

As a corporation listed on the Toronto Stock Exchange (TSX), Bombardier files disclosure documents required by provincial securities laws electronically through SEDAR, which can be accessed on the SEDAR website. We also hold quarterly results and periodic Investor Day calls, share relevant information with our investors, and are available to answer investors questions and concerns through our investor relations team.

## Collaborating with industry partners

Our expertise in sustainability issues gave us a leadership role on several working groups that form part of the International Civil Aviation Organization (ICAO) in 2021. One of our employees became the first Canadian to become vice-chair of a committee looking into noise and emissions. Another sits on the committee that helps determine SAF standards. We also take part in the General Aviation Manufacturers Association (GAMA) Environment Committee, the Aerospace Industries Association of Canada (AIAC), the National Air Transport Association (NATA) and the European Business Aviation Association (EBAA).

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# ESG materiality assessment

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We have recently conducted a comprehensive ESG materiality assessment as a step in ensuring optimal alignment of our ESG priorities with those identified by our stakeholders. We reached out to internal and external stakeholders to assess the importance of a wide range of ESG topics and mapped these results in a materiality matrix.

Internal stakeholders were comprised of our Board of Directors, our CEO and our Senior Leadership Team, while external stakeholders included clients, investors, suppliers, government representatives, non-for-profit organizations, industry collaborators, unions, media, educational institutions and our employees.

## Methodology

We held the consultation in the first quarter of 2022, providing a uniform survey across all stakeholder groups. Participants were asked to rate each topic according to its degree of importance, with 10 being the highest importance, and 0 being not important at all. A methodical approach inspired by the Global Reporting Initiative (GRI) Standards was followed. We selected 20 topics from a wide range of topics considered to be most relevant to our industry such as those included in other ESG reports. For each topic, we set a label and a detailed definition to ensure that all participants would answer with the same understanding of each different topic. We used information provided by the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) to ensure that definitions were standard in the industry.

We provided the survey with the same introduction to all, inviting them to provide their input in an unbiased manner. Each stakeholder group was given the same weight amongst the external and internal stakeholders, respectively. The resulting score for each ESG topic was therefore determined as the arithmetic average of all scores obtained for each stakeholder group.

## List of topics

- Community engagement
- Corporate governance
- Data privacy
- Diversity, equity and inclusion
- Employee engagement
- Energy consumption
- Ethics and compliance
- Greener aircraft
- Greenhouse gas emissions
- Human capital development
- Natural resource usage
- Noise management
- Product life cycle
- Product safety and quality
- Research and development
- Responsible supply chain
- Transition to a low carbon economy
- Waste management
- Water management
- Workforce health and Safety

Results are shown on the following page. >

# Materiality matrix

Results of the survey are shown in the graph. There is a high degree of correlation in the topic prioritization between internal and external stakeholders. The blue area reflects all topics that had an average score of 8.0 or higher out of 10 from both the internal and the external stakeholders. The topics with the highest scores were:

- Product safety and quality
- Ethics and compliance
- Research and development
- Workforce health and safety

Environmental topics related to climate come closely thereafter.

We will use these findings to ensure that our priorities and related resources support the those of a wide group of stakeholders.

### Legend

- Environmental topic
- Social topic
- Governance topic

Topics within the blue highlighted areas had an average score of 8.0 or higher out of 10 from both internal and external stakeholders.



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# Risks and opportunities

We regularly review the financial, strategic, operational and compliance risks and opportunities impacting our business. This approach requires a systematic analysis of all environmental, social and governance (ESG) issues to determine how we meet our own objectives while simultaneously serving the needs of customers, shareholders, employees and society.

## Climate change and the environment

A changing climate could result in physical risks (extreme weather, long-term shifts in climate patterns, sea level rise, population migration following habitat loss) and transition risks (policy and regulations, technology, market, reputation, public, customers, shareholders and investors reluctance), which could materially affect our business. We are increasingly incorporating climate-related considerations into how we manage and oversee our product design, manufacturing and customer services and support. We have also engaged in a rigorous assessment of the impact that the pathway to a low carbon global economy will have on our business development and strategies, by following the methodology of the Task Force on Climate-related Financial Disclosures (TCFD).

See:

- [Environmental footprint](#)
- [Sustainable aviation](#)

## Compliance and ethical conduct

Our international footprint exposes us to numerous risks related to current and future regulations. Failure to comply could result in heavy fines, harm our reputation and, as a result, reduce revenues and profitability. We continuously strengthen our compliance management system with a clear focus on fostering a sustainable compliant culture across our organization.

See:

- [Ethics and compliance](#)

## Health and safety

Our products, operations and service activities are subject to laws and regulations where we operate, which also govern our health and safety approach. We continue to build on our H&S strategy, which is based on a risk management approach where we make risk assessments and incident trend analysis in order to have action plans that are data driven. Our data-based actions provide significant positive results and help us manage in an efficient manner the H&S risks in all of our sites. While the COVID-19 pandemic is still with us, the health and safety of our employees remains our priority. Physical distancing and the wearing of masks have enabled us to manage the risks effectively.

See:

- [Health and safety](#)

## Human resources

Competition in the labour market is fierce when it comes to hiring highly-qualified employees, especially as we grow our Services and Support business line. Our success depends on our ability to recruit, develop and retain qualified talent that produces strong, diverse teams. To do this, we have begun to scale up our Talent Acquisition team to meet our hiring targets in growth areas, surveyed our employees to gauge their engagement and implemented measures where needed.

See:

- [Diversity and inclusion](#)
- [Employee engagement](#)

## Product development

Introducing new products or technologies requires a significant commitment to R&D investment, while global trends influence customer demands. We anticipate these changes and continuously improve, develop and invest in new products, technologies and services.

See:

- [Sustainable aviation](#)

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Photo: Global 6500



# Environmental

Continual innovation is helping us develop effective solutions to minimize the impacts of our products, services and operations.



# Environmental footprint

## Our objective: manufacturing and servicing aircraft with the smallest possible environmental impact

We are committed to continuously improving the environmental performance of our manufacturing and servicing activities and products across our value chain. We set ambitious goals to reduce carbon emissions, energy consumption and waste generation. By using resources more efficiently, and working with others to tackle environmental challenges, we can reduce costs, build our competitiveness, and ensure trust in our business. Through our preventive and continuous improvement mindset, we continue to maintain our eligible sites' ISO 14001 environmental management system certifications, making sure environmental risks and impacts are identified and effectively managed and reduced.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- Reduce greenhouse gas emissions, energy consumption and waste generated by our manufacturing and services

#### STRATEGIES

- Increase energy efficiency of production processes and site operations
- Increase use of renewable energy
- Optimize carbon offsets and trading opportunities
- Optimize manufacturing to reduce waste
- Promote use of electric vehicles

#### MEASURES

- 25% reduction in greenhouse gas emissions by 2025 relative to 2019
- 20% reduction in energy consumption by 2025 relative to 2019
- 5% reduction in total waste by 2025 relative to 2019
- 20% reduction in hazardous waste by 2025 relative to 2019

### 2021 PERFORMANCE<sup>1</sup>

#### HIGHLIGHTS

- 9% reduction in GHG emissions
- 8% reduction in energy consumption
- 20% reduction in total waste
- 32% reduction in hazardous waste

In 2021, GHG emissions reduced by 9% and energy consumption reduced by 8%, driven by equipment retrofits, replacements and footprint rationalization. We continued to increase the use of renewable electricity. The part of our electricity consumption that is from renewable sources has increased by 5% to reach 75% in 2021. This high rate is possible because our sites in Quebec are powered by hydroelectricity as well as the improving performance of our electricity suppliers in their transition to cleaner energy sources.

Our inventory and materials control program has helped reduce the total waste from 15.2 thousand tonnes in 2019 to 12.1 thousand tonnes in 2021.

In 2021, we set up a plan with yearly reduction targets until 2025. The pre-pandemic year 2019 was chosen as the reference year. We began specific initiatives in different sites to lower our GHG emissions, energy consumption and waste generation.



I love being in nature with my family and sustainable development is an integral part of our daily lives. Protecting the environment is therefore essential and spontaneous for me. Teamwork makes my role stimulating. The environment affects all functions of the company from engineering to aircraft maintenance, and each contributes to the achievement of objectives. After 35 years, I am still captivated by my job, constantly evolving and full of challenges for the future!

PIERRE DESMARAIS  
Lead, Environmental Strategy and Compliance

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1. Compared to the baseline of 2019 for continuing operations

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Measure	Baseline (2019) <sup>1</sup>	2020 <sup>2</sup>	2021 <sup>3</sup>	Difference compared to baseline
Greenhouse gas emissions (thousands of tonnes of CO <sub>2</sub> e)	102.5	89.8	<b>93.5</b>	–9%
Energy consumption (millions of gigajoules)	2.1	1.9	<b>1.9</b>	–8%
Total waste generated (thousands of tonnes)	15.1	11.1	<b>12.1</b>	–20%
Hazardous waste generated (thousands of tonnes)	5.5	3.6	<b>3.7<sup>4</sup></b>	–32%

**Reducing our greenhouse gas emissions**

Our ESG plan assigns a target of 25% reduction of our GHG emission by 2025, relative to 2019. In 2021, our GHG emission reduction is attributed to the replacement of existing equipment, retrofitting buildings and improving efficiency. We also worked on the construction of a new Global aircraft Manufacturing Centre at the Toronto Pearson International Airport in Mississauga, Ontario, and new service centres in Singapore and London-Biggin Hill, which will generate reduced GHG emissions in the next years, as they are all designed according to a sustainable approach.

In addition to efficiency improvement projects, we are working with our utility providers to increase the renewable portion of the energy we consume. To ensure we meet future compliance objectives, some of our sites are now participating on a voluntary basis in the Western Climate Initiative’s (WCI) cap-and-trade system for Greenhouse Gas Emissions (GHG) allowances, enabling them to proactively report emissions and the reduction of GHGs. Three of our largest sites are now using this approach.

**Managing energy consumption**

We have set the objective of reducing by 20% our energy consumption by 2025 relative to 2019. This means we need to look at every process associated with our operations. In 2021, we evaluated our manufacturing processes, as well as paint shop ventilation, chemical process tanks and control equipment. We started with the replacement of a VOC abatement system at the Dorval plant in Montreal and took the opportunity to improve the flue collection systems upstream in the paint shop. We continue to improve by looking for ways to make our processes more efficient.

For example, we installed light emitting diode (LED) replacement lighting in Wichita and Red Oak, USA, and Saint-Laurent, Canada, with the rest of the sites scheduled for future years. We also plan to move toward technologies using heat pumps and solar panels where the benefits are established and can be measured.

**Limiting waste generation**

We have set the objective of reducing our hazardous waste by 20% and the total waste generation by 5% by 2025 relative to 2019. Our efforts to reduce waste generation throughout our operations continued throughout 2021.

The material inventory management process we started in some sites in 2021 operates effectively to reduce our total hazardous and non-hazardous waste. In addition, we generated less waste in 2021 than usual because of a temporary pause in production due to COVID-19.

Thanks to our surplus material donation policy, we donated over four tonnes of excess leather and other materials as well as equipment to local schools and community groups to use in their own projects. We plan to improve this process of donating surplus products in the future in the interests of sustainable development.

**Avoiding water consumption**

Reducing water consumption remains one of our challenges. We are constantly working to implement low water consumption equipment and processes, and to reduce leaks in our water systems. In 2021, our water consumption decreased by 31% compared to 2020, mainly due to the upgrade of the water distribution system in a few sites in Montreal and the use of telecommuting due to the pandemic in some sites.

1. For continuing operations only.  
 2. For continuing operations only.  
 3. Environmental results include all sites in the scope of our reporting of environmental and energy data: buildings we own or lease long term and manage as the sole tenant, with more than 4,645 square meters (50,000 square feet) of conditioned space; sites having 100 employees or more; sites that are considered primary production/operation and service facilities; and joint ventures where we have operational control (where we own more than 50% of voting shares). To that end, the sites of Singapore, Red Oak and Berlin were included and the sites of Biggin Hill and Tianjin were excluded in 2021.  
 4. Waste results are impacted by the COVID-19 pandemic, production fluctuation and an adjustment in the calculation method.

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### Cutting our environmental footprint with our new *Global* aircraft manufacturing centre in Mississauga, Canada

We have a plan to right-size our production sites to ensure our long-term sustainability. To that end, we decided to replace our 1960s Downsview site with a new 770,000 square foot facility at Toronto Pearson International Airport.

The approximately \$400M centre currently in construction will significantly reduce our industrial and environmental footprint in Toronto. Energy consumption will drop by 60% due to natural efficient lighting, energy saving heating and cooling systems, and most recent manufacturing technologies. Modifications to our production workflow will also significantly reduce water consumption. Greenhouse gas emissions are expected to be cut in half when compared to the previous site operations. For onsite transportation, we will use electric vehicles. We also plan to install three Sustainable Aviation Fuel (SAF) tanks for departing aircraft. All 2,000 current employees from our Downsview operation will move to the new facility in 2023 for final assembly of *Global* aircraft.



Rendering of the Pearson manufacturing centre



### Preventive maintenance: Regular equipment inspections to protect the environment

We spend a lot of time inspecting equipment, training employees, and ensuring that everything operates well at all our manufacturing sites around the world. In addition, we are looking at replacing all our ground vehicles with fully electric options to reduce carbon emissions.

All our sites have emergency measures plans in place to efficiently handle airplane fluid, kerosene, and other toxins no matter the circumstances. We conduct regular inspections to ensure that equipment gets replaced so that it always operates properly. Robust environmental management systems at all our sites exist to ensure we effectively manage our carbon emissions, minimize any adverse impacts, use more sustainable materials, and divert waste from landfills.

# Sustainable aviation

## Our objective: leading sustainable aviation by designing innovative and environmentally responsible products

Our commitment to using innovative technologies and ingenuity to design and manufacture sustainable business jets continues. We are leading the industry with game-changing planes that provide world class air travel experiences and set new standards in passenger comfort, sustainable design, energy efficiency, reliability and safety.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOALS

- Commit research and development investments towards greener aircraft
- Develop and publish Environmental Product Declarations (EPDs) for all in-production aircraft
- Maximize the use of sustainable aviation fuel (SAF) in Bombardier flight operations

#### STRATEGIES

- Design products with sustainable materials and high efficiency
- Increase product sustainability throughout the whole life cycle
- Lead the adoption of SAF and sustainable aircraft operation

#### MEASURES

- Over 50% of R&D investments towards greener aircraft
- EPDs published
- SAF usage in flight operations

### 2021 PERFORMANCE

#### HIGHLIGHTS

- Launched *Challenger 3500* with key sustainable features
- SAF was used in most aircraft deliveries to VistaJet

We are developing specific measures that will support our target of putting 50% of total R&D investments towards greener aircraft by 2025. For 2021, 90% of our R&D expenses (excluding development expenditures capitalized to aerospace program tooling) were related to greener aircraft concepts. This includes the development, computer modeling, prototyping and testing of new aircraft concepts.

Greener aircraft have a smaller environmental impact than prior generations. Reduction of GHG emissions, reduced total waste and hazardous waste production, less water consumption, less hazardous materials and processes, lower fuel burn, and improved recovery rates at the end of life are examples of what a greener aircraft looks like. These expenses will, in the long term, contribute positively to the business aviation industry's commitment to achieve net-zero emissions by 2050.



For me, sustainable aviation is more than a goal, it is a passion in itself. Working with my colleagues, the entire value chain, our partners, shareholders and customers to achieve this goal is a great motivation for me. Every day we have to ask ourselves "What can we do better to ensure a sustainable future?"

MIGUEL GARCIA CLARO  
Senior Product Sustainability and Environmental Affairs Specialist

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**Business jets designed with sustainability in mind**

In 2021, we announced the launch of our *Challenger 3500*, which was a milestone in our sustainability journey. The flight test program is carbon neutral. The *Challenger 3500* contains our latest thinking in sustainable aircraft design with advanced technologies such as the eco app (eWAS Pilot with OptiFlight from SITA) which provides the ability to lower CO<sub>2</sub> emissions by optimizing the flight profile. By reducing fuel burn and the optimizing flight paths, the *Challenger 3500* delivers the lowest direct operating costs in its class with unmatched versatility. Customers can also select upcycled fabrics, alternative wood options or natural fiber-based sustainable cabin material options to create their own eco-friendly interiors. When it goes into service in 2022, this aircraft model will also have an Environmental Product Declaration (EPD).

**Raising the bar on Environmental Product Declaration**

Going forward, we plan on publishing EPDs for all our in-production business aircraft for full transparency about CO<sub>2</sub> emissions, noise, recyclability, water consumption and other environmental impact indicators. The EPD embeds environmental considerations across the entire life cycle from aircraft design to supply chain, production, manufacturing, testing, operation, product maintenance, and end-of-life. In 2020, we paved new ground when our *Global 7500* became the first business jet to achieve an Environmental Product Declaration (EPD).

**Investing in developing technologically-advanced solutions**

In 2021, we continued to make huge strides in aircraft efficiency, as we invest and innovate for the future. Investments in industry research projects, such as HORIZON, Aero21 and SA<sup>2</sup>GE (phases 2 and 3), bring together large aerospace companies, small and medium enterprises, local universities, and research centres to push the limits of technology and build more efficient aircraft. We also continued our collaborations with Scale AI, an artificial ecosystem cluster, to bring together our know-how and their academic expertise to improve maintenance predictability and inventory management.



Eco-demonstrator

**The eco-demonstrator**

Early in 2022, Bombardier publicly shared its research platform or prototype model called the eco-demonstrator. The eco-demonstrator allows us to test the feasibility of new ideas that could have the potential to reduce the environmental footprint of future technologies, such as a greener aircraft. Together with Canadian universities and industry members, Bombardier is modelling, building and testing these prototype models of future sustainable air vehicles. With the eco-demonstrator, Bombardier is exploring and studying the integrated wing-fuselage configuration. The aerodynamics of the integrated wing-fuselage configuration has the enormous potential to reduce carbon emissions through reduced drag and thus fuel consumption. With this research platform, Bombardier is also studying hybrid propulsion which will likely be a first step toward reducing the environmental footprint of business aircraft. We are also deepening our understanding of the next generation of business aircraft simulation that could optimize energy demand, reduce the environmental footprint and accelerate the introduction of new technologies.

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**Increasing the use of Sustainable Aviation Fuels**

Our leadership role in the promotion, adoption and scalability of Sustainable Aviation Fuel (SAF) - a blend of conventional jet fuel and synthesized blended agents derived from approved sources such as cooking oils, agricultural and forestry residues - is helping chart a course towards a less impacting fuel production and operational phase. Since 2017, we have been using SAF during demonstration flights as well as during flights to major air shows and events to raise industry awareness of SAF as a mainstream, drop-in alternative to traditional jet fuel for business aircraft. After certifying our aircraft to use up to 50% Sustainable Aviation Fuel (SAF) we began actively using it for deliveries. In 2021, we fueled our *Challenger 3500* and *Global 7500* aircraft with SAF during a tour in several European countries and SAF was used in most aircraft deliveries to VistaJet.

We also support the use of the Book & Claim tool. Book & Claim is a transactional process which gives a “Purchaser A” the option to buy SAF that is not physically available at a preferred location but is consumed somewhere else. The “Claim” portion of this transaction is “Purchaser A” realizing the environmental benefit associated with SAF.

**Transitioning to a low-carbon economy**

As a leading manufacturer, we recognize the important role we can play to address the growing threat of climate change, while embracing the opportunity to drive innovation, increase competitiveness and stimulate growth. We support the business aviation sector’s aspiration to achieve net-zero emissions by 2050. As an active member of the business aviation industry we intend, in collaboration with our peers, to make this happen by following a roadmap to decarbonization that encompasses four pillars:

- **Technology**, particularly new concepts for aircraft design, including ultra-efficient configurations, hydrogen propulsion, electrical and hybrid architectures and miniaturization, particularly for advanced air mobility. Bombardier is currently exploring new aircraft configurations, through its eco-demonstrator research platform, that could be integrated in future greener aircraft models.
- **Operations and infrastructure improvements**, such as airports, fuel delivery, the routing of aircraft, and navigation innovations. Notably, Bombardier’s new site in Toronto Pearson International Airport in Mississauga, which is set to open in 2023, will have three Sustainable Aviation Fuel (SAF) tanks for departing aircraft.
- **Sustainable Aviation Fuels**, both those that currently exist and those that are in development. Bombardier is constantly working to increase SAF usage in its operation and is working with the industry to increase SAF availability.
- **Market-based measures**, such as Book & Claim, offsetting and carbon capturing partnerships. Bombardier utilizes tools such as Book & Claim and is a voluntarily participating in the Western Climate Initiative’s (WCI) cap-and-trade system for Greenhouse Gas Emissions (GHG) allowances.

We are taking a systematic view at how the transition to a low-carbon global economy will impact our business development and strategies in the years to come. We are currently taking steps in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to develop a comprehensive low-carbon transition plan for our business.



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**Product safety and quality**

The quality and the safety of our products is paramount at Bombardier. In 2021, we continued to strengthen and nurture our safety culture which is the foundation of everything we do. To that end, our Safety Office worked hand in hand with our Ethics and Compliance team to create two new mandatory training modules for all of Bombardier employees. The training modules focused on undue pressure and respectful workplace. Fostering a respectful working environment that is free of undue pressure is key in order to create and build quality products that are safe and reliable. Additionally, in 2021 we focused on strengthening our internal communication across the organization to reinforce our safety accountability. Everyone has a role to play when it comes to safety. In fact, proactively identifying and managing hazards helps prevent accidents. Such interventions are within everyone’s reach. When it comes to the quality of the products and the parts that we receive from our suppliers, our Supplier Quality Assurance team

conducted 612 desktop audits and 7 onsite supplier audits for quality reassessments. The Supplier Compliance Team performed approximately 180 interventions at suppliers’ locations to further address quality issues. Finally, approximately 314 product inspections were also performed at suppliers’ sites.

At Bombardier we have a robust governance structure when it comes to safety. At the Board of Directors level, the Corporate Governance and Nominating Committee (CGNC) is responsible for the oversight of this important topic. At the Senior Leadership level, we have a Safety Committee that oversees our Transport Canada approved Safety Management System, which is led by our President and Chief Operating Officer, Éric Martel, and composed of three Executive Vice-Presidents as well as our Head of the Safety Office. The purpose of this committee is to review and govern top-level safety objectives and performance to ensure effective end-to-end safety management of Bombardier products. Moving forward, this committee will conduct quarterly meetings and will provide one annual report to the CGNC.

**25 years of Safety Standdown seminars**

A highlight of the year was celebrating our 25th year of Safety Standdown seminars with a two-day conference in Wichita, Kansas last November. More than 10,000 corporate, commercial and military pilots and other flight professionals from Brazil, Canada, China, Mexico, Switzerland and the USA have attended our Bombardier Safety Standdown seminars worldwide since they began in 1996. We don’t charge a fee for these workshops as they form part of our public commitment to safety in global aviation.

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# Social

Our focus is on creating a diverse and inclusive workplace where everyone is treated with empathy and respect, because we know it heightens our overall performance.



# Health and safety

## Our objective: target zero harm

Being a leader in preventive safety culture is a core value that underpins everything we do. Our focus is to provide a work environment free from harm by putting our people’s health and well-being first and making safety everyone’s responsibility. Our genuine care for our employees is what sets us apart, cascading to all levels of our organization and empowering every one of us to be a safety leader. Through our preventive and continuous improvement mindset, we continue to maintain our eligible sites’ ISO 45001 health & safety management system certifications, making sure our risks are identified and effectively mitigated.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- Reduce lost-time incidents towards best-in-class performance

#### STRATEGIES

- Targeted risk reduction programs
- Reduce employee exposures at source
- Well-being and mental health support embedded in employee value proposition

#### MEASURES

- 30% reduction in lost-time incident rate by 2025 relative to 2020
- Lost time severity rate

### 2021 PERFORMANCE

#### HIGHLIGHTS

- 1,451 Health and Safety (H&S) critical risk audits
- 580 risks mitigated on the shop floor
- 600 Operations Leaders trained on health and safety strategic management, roles and responsibilities
- 2021 Mercure Award in the Health & Safety - Large business category

In 2021, we had a slight deterioration in our lost-time incident rate compared to 2020. While we didn’t achieve that Health and Safety (H&S) target we are intensifying efforts to bring it on track. We made significant progress in the evolution of our H&S Strategy to evolve

our safety culture and drive performance to reach our 2025 objective of a 30% reduction in lost-time incident rate. Three of our sites reported zero lost-time incidents in 2021 and 40% of our sites have achieved a world-class rate in this measure.



For me, Health & Safety is about genuinely caring for our people. I’m inspired by how the business is united together using a risk management approach to identify and mitigate risks that are built on the common objective of protecting the health and well-being of our employees.”

KAREN WARD  
Leader, Health, Safety and Environment  
Centre of Excellence

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Measure	Baseline (2020)	2021	Difference
Incident rate (per 200,000 work hours)	1.49	<b>1.78</b>	+19.5%
Lost-time incident rate (per 200,000 work hours)	0.76	<b>0.81</b>	+6.6%
Lost-time severity rate (per 200,000 work hours)	38.8	<b>36.1</b>	-7.0%
Fatalities (employees)	0	<b>0</b>	0
Workforce represented in formal joint management-worker health and safety committees (%)	86	<b>82</b>	-4

**Increased accountability for leaders**

In 2021, we appointed a Vice-President of Quality & HSE, which was an important milestone in the governance of our Health and Safety Strategy. Moreover, we engaged our site leaders by giving them a voice at the biweekly governance meeting which allowed them to be more actively involved in the implementation of the H&S Strategy, and to better understand the impact that their own site had on the company’s global performance. We also engaged our leaders in performing 1,870 shop floor leadership safety tours as well as 1,451 critical risk audits which really strengthened our H&S governance and accentuated the message that health and safety is paramount to us.

To better understand the trends in H&S performance, we introduced a new scorecard that provides a comprehensive review of each site’s performance and tracks key performance indicators monthly, combining both leading and lagging indicators consolidated to the business level.

**Our H&S strategy**

In 2021, we continued to evolve our H&S Strategy by transitioning from a behavior-based approach to a risk management approach. This fundamental change in our H&S Strategy was approved by our executive committee, demonstrating that Health and Safety is top of mind at Bombardier.

Following this evolution of our strategy, 600 operational leaders received training on the H&S risk management strategy and their role and responsibilities. The training of our operational leaders was an important milestone in our strategy execution.

We also created a targeted action plan based on risk assessment and incident trend analysis. This helped us understand that ergonomic-related incidents and head injuries were among the most frequent injuries. We developed a Head Injury Prevention Standard that was deployed in all Bombardier sites. This targeted data-based action resulted in a 19% reduction in head injuries in 2021 compared to 2020. We also mandated an external diagnostic of our ergonomic initiatives to evaluate our prevention program as well as our leadership in this area. The findings will be used to develop an ergonomic strategy that will be implemented in 2022.

**2021 Mercure Award in the Health & Safety - Large Business category**

In 2021, *The Fédération des Chambres de Commerce du Québec (FCCQ)* awarded us the 2021 Mercure Award in the Health and Safety - Large Business category. Bombardier was recognized for minimizing the spread of COVID-19 among employees, industry colleagues and the public as well as for our preventative health and safety practices during the pandemic. Bombardier impressed the jury with increased sanitary measures, regular temperature screening, physical distancing, work bubbles and work-at-home mandates, contamination tracing, COVID-19 PCR testing and rapid testing on site, rigorous COVID-19 protocol agreements with federal and provincial governments and suspended employee travel that gave us a lower than average COVID-19 virus transmission rate among employees in 2020.

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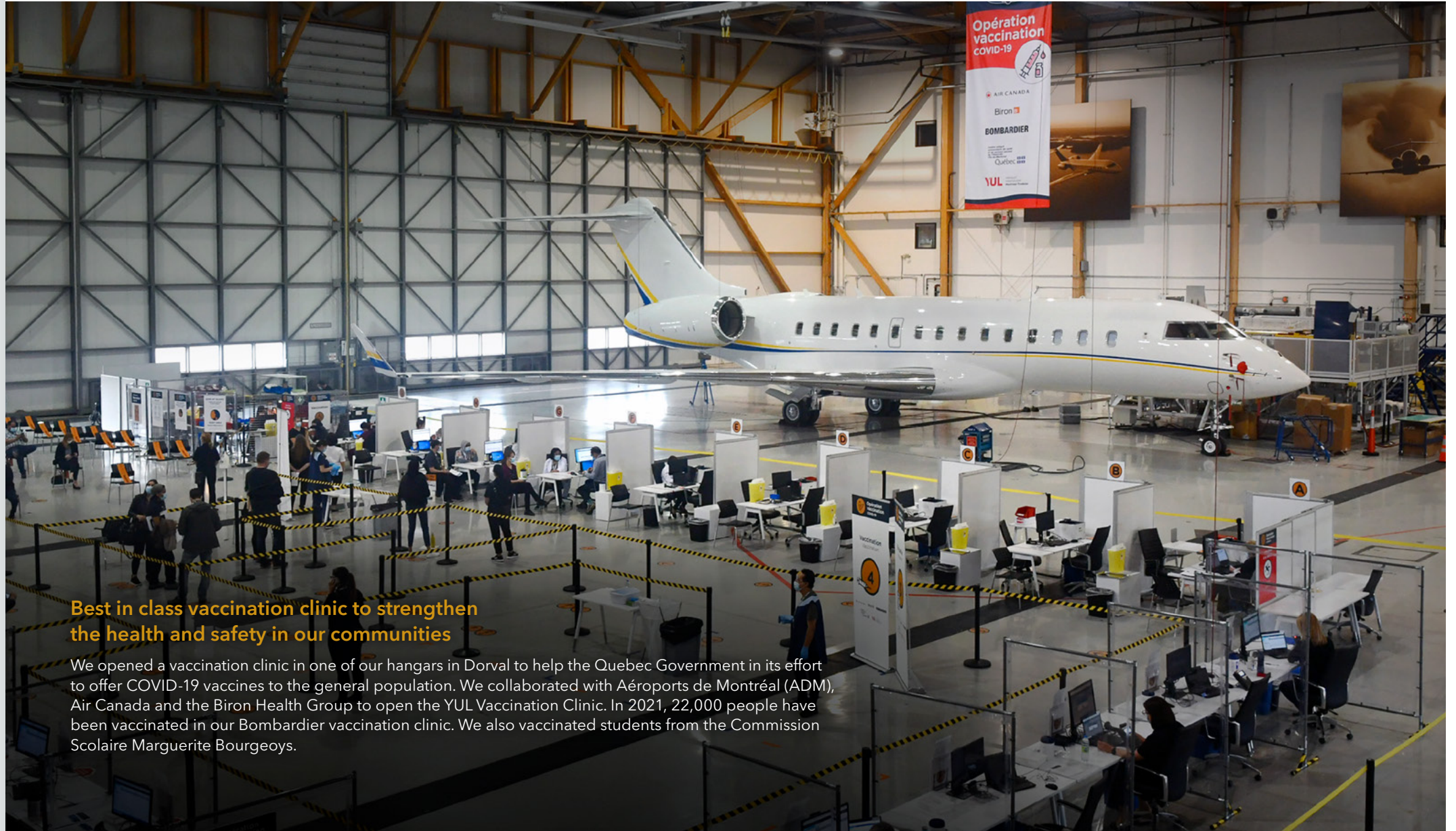
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**Best in class vaccination clinic to strengthen the health and safety in our communities**

We opened a vaccination clinic in one of our hangars in Dorval to help the Quebec Government in its effort to offer COVID-19 vaccines to the general population. We collaborated with Aéroports de Montréal (ADM), Air Canada and the Biron Health Group to open the YUL Vaccination Clinic. In 2021, 22,000 people have been vaccinated in our Bombardier vaccination clinic. We also vaccinated students from the Commission Scolaire Marguerite Bourgeois.

# Diversity and inclusion

## Our objective: having a diverse workforce leading change towards an inclusive world

We believe that a diverse inclusive workplace is fundamental to achieving a people-centric culture. We aim to create a work environment where employees feel connected to our company; where open dialogue is free of harassment and discrimination; and, where every employee feels empowered, respected and valued. By leading change, recruiting talent, developing talent and including everyone, we work hard to build a culture of respect and support.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- Increase representation of underrepresented groups across the organization

#### STRATEGIES

- Increase the hire of underrepresented groups
- Equip leaders to identify unconscious biases in making decisions on development, opportunities and promotions
- Measure diversity progress across the functions and hierarchical levels

#### MEASURES

- Over 30% women in management by 2025
- Percentage of underrepresented groups employed

### 2021 PERFORMANCE

#### HIGHLIGHTS

- 25.3% identify as women in management
- 20.2% identify as women among employees globally
- 13.4% identify as part of underrepresented groups employed in Canada<sup>1</sup>
- 28.4% identify as part of underrepresented groups employed in the United States<sup>2</sup>

### Implementing a framework for change

All of our actions in 2021 followed the four-pillar strategy we laid out in 2020: Lead, Recruit, Develop and Include.

- Our Lead pillar represents the good governance of the Diversity & Inclusion (D&I) program, the 'infrastructure' piece that supports the other pillars to drive change

- Our Recruit pillar addresses the diversification of the talent we attract and joins our workforce
- Our Include pillar addresses feelings of belonging and ensuring that all employees feel that they have a voice at Bombardier
- Our Develop pillar addresses equity in the way we train, develop and ultimately promote all employees

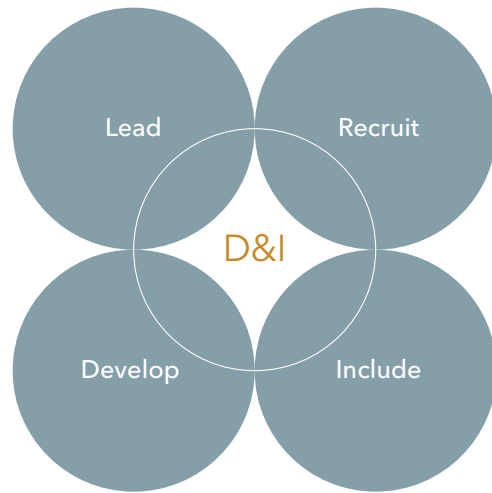


In order to do our best work for our customers, it is of the utmost importance to create a workplace where our employees can feel comfortable, accepted and perform to their potential. I'm very proud to work for a company that sees the value in this attitude and is actively creating such an environment for ALL our employees, and I will continue to be a D&I ambassador to foster inclusivity."

MARK HEMBREE  
Senior Advisor, Program Operations

1. In Canada, underrepresented groups refers to Indigenous Peoples or members of a visible minority  
2. In the United States, underrepresented groups refers to historically underrepresented races and ethnicities.

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**The Lead pillar**

This pillar covers four important areas of D&I infrastructure: governance; data and insights; benchmarking and external commitments; and D&I leadership training. For the latter, in 2021, we developed and began deploying the first module of our D&I Leadership Training. We train our leaders on D&I topics to further embed D&I into our work culture and for competence-building. To that effect, we are equipping our leaders with knowledge on unconscious biases and how to interrupt them. We believe that unconscious biases

can be barriers in situations where decisions are made about development and career-building opportunities. We want to reduce these barriers as much as possible in order to foster a working environment where people are hired, developed, promoted and paid equitably.

Bombardier continued its commitment to benchmark its Canadian policies, practices, and outcomes in terms of employee representation with Women in Governance, a Canadian non-profit organization dedicated to advancing women’s equality in the workplace. We earned the Bronze Parity Certification for the second year in a row. Bombardier also committed to submitting data on the representativeness of its employee population in Canada to The Transparency Project, a non-profit dedicated to advancing women’s representation in corporate Canada, and thus contributed to creating greater transparency and dialogue around the progress that still needs to be made in corporate Canada regarding women’s representation, including those that identify as Indigenous, Black, visible minorities, members of the LGBTQ+ community, and those with disabilities.

We continued to track our progress towards our goal of achieving 30% female representation among our management positions, which includes managers, directors, and above. In 2021, representation increased 0.4 percentage points, settling at 25.3% female representation among management positions globally. We see that female representation is greater in middle management than for upper management, and we are aiming to close the gap.

In terms of commitments addressing ethnocultural diversity, we continued to implement actions aligned with the signing of the BlackNorth Initiative’s CEO Pledge to address anti-Black racism in Canada. While the commitment was made in a Canadian context, the spirit of those commitments has no borders for Bombardier.

Here are some key highlights related to our commitments:

- **TRAINING:** We developed the first module of the Diversity & Inclusion Leadership Training for leaders.
- **DONATIONS AND SPONSORSHIPS:** We supported *Pour 3 Points*, a Canadian non-profit organization working to improve outcomes of disadvantaged youth in the Greater Montreal Area by teaching life skills through sports. It was founded in 2010 by Fabrice Vil, a well-known lawyer, journalist and activist from the Black community of Montreal. Our support of this organization was in line with the goal of allocating 3% of our Canadian corporate donations and sponsorships budget to organizations tied to Black communities.
- **RECRUITMENT AND REPRESENTATION:** We are committed to achieving 5% Black representation among Canada-based interns, on a yearly basis, by 2025. In addition, Bombardier committed to 3.5% Black representation among executives and Board of Director roles, based in Canada, by 2025. To track this, we invite all of our employees in Canada to identify their visible minority status on a voluntary basis at the point of hire. From 2021, we also started conducting yearly self-declaration campaigns in case people want to update their declaration. Specifying which visible minority group one identifies with is entirely optional and new from Q1 2021. From these efforts, we see that we currently stand below targets with 1% Black representation among our Canada-based interns for 2021 and no one having self-declared as Black among our pool of Canada-based executives and our Board of Directors as of December 31, 2021. >

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**The Recruit pillar**

Attracting and recruiting a diverse workforce is a key aspect of ensuring equity. To do so, certain efforts must be made: addressing unconscious biases, participating in structured university internship programs for women, and hiring talent from other historically underrepresented groups through our own internship program.

In 2021 we provided training to 250 people to help hiring managers recognize unconscious biases, which is an important step in order to enable the recruitment of diverse employees. This training was also deployed to the Talent Acquisition team.

Through the Women in Engineering internship program from the Gina Cody School for Engineering and Computer Science at Concordia University, Bombardier welcomed 37 female interns. They gained real-life work experience and received individualized mentoring from our professionals to help them pursue engineering and technology careers. In addition, our 37 interns designed outreach activities to demystify STEM professions among female high school students. Presentations were conducted online as a result of the COVID-19 pandemic, but future plans for the program include in-person high school visits.

In 2021, 38% of our students from Bombardier’s internship program were from underrepresented groups<sup>1</sup>. Bombardier’s internship program welcomed a total of 1,000 students<sup>2</sup> in 2021. Moreover, 95% of new hires were from the first echelon group that are not first-line managers or supervisors. Recruiting new talent is important for Bombardier. It provides fresh perspectives and new ideas that help us remain competitive and innovative.

**The Develop pillar**

Bombardier’s employees are brilliant, resourceful and innovative, and we provide them with opportunities to continue to learn and develop their expertise at work. To that end, we launched a mentoring program for permanent employees that is accessible globally to office-based staff. By making the program structured but open to all, and by promoting it internally, we believe that we can make mentoring more accessible to employees from historically underrepresented groups.

In 2021, we also took steps to reduce the risks of bias in the performance management and promotion process by adding anti-bias reminders. Checks and balances were introduced, and D&I information was made available to leaders as they prepared for the performance reviews. While there is more to do, this was a step forward in driving for greater equity.

**The Include pillar**

To foster greater inclusion, we supported the Women in Engineering affinity group that began in 2020 and supported others to create new affinity groups to encourage networking, mentoring, outreach, etc. The Women in Engineering group is our most active and mature affinity group to date but remains in its growth phase. For example, to track our progress on inclusion, the Women in Engineering affinity group launched an “inclusion survey” in our Engineering business unit. In doing so, they aimed to measure the difference in perceptions of men and women regarding pay equity, fairness of promotions, and so on. More than 80% of our engineers answered the survey and this helped influence the global D&I strategy for 2022, as well to develop a specific action plan for the Engineering business unit.

D&I ambassadors also launched three other groups, BProud (focused on the LGBTQ+ community), the East Asian affinity group, and the Black Experience and Initiative affinity group. Employees that identify as “allies” can join these groups to advance their respective agendas. Activities and communication occurred around Black History Month, Pride Month, Women’s International Day and Reconciliation Day, to name a few.

Our D&I Ambassadors group remains active. In 2021, members contributed to various D&I projects and the group remains a key forum for D&I innovation and spreading our message.



The pandemic and the business transformation triggered reflection on how I could positively influence the gender gap at Bombardier. Though I was nervous to launch the Women in Engineering affinity group, the engagement and traction we generate speak to how important this topic is. The “How can I help?” response we get from our teammates at every level of management leaves me confident that we will move the needle.”

HEATHER BEATON  
Fellow, Engineering

1. Underrepresented groups in Canada represents women, visible minorities and in the United States it represents Indigenous Peoples and people with disabilities.  
2. Only in Canada.

QUESTIONS and ANSWERS | Working towards gender parity: Overcoming barriers

**Our ambition is to create a gender diverse and inclusive workforce with more than 30% of management positions held by women by end of year 2025. We know that diversity leads to better decisions. Our efforts to attain gender parity continued in earnest throughout 2021 with parity analyses, a mentorship program and events featuring honest conversations.**

**Q:** How does your mentorship program help in the workplace?

Our mentorship framework offers employees a transparent way to fulfil their career development goals while giving them opportunities to formally network. It can be a positive way for historically under-represented groups to reach out to people who can inspire them. So far, over 80 people have volunteered to serve as mentors.

**Q:** Can you talk about a specific event that sparked honest conversations?

One of our most popular projects to encourage conversation about diversity and inclusion took place when NASA Jet Propulsion Laboratory systems engineer Farah Alibay, PhD, spoke. The opportunity for 600 of our employees (globally) to hear a young Canadian who worked on the InSight, Mars Cube One, and Mars 2020 missions talk about overcoming barriers was unforgettable. The presentation took the format of an interview conducted by one of our interns. Together, the two women spoke about Dr. Alibay's career path from Montreal to the UK to the United States. She described some of the struggles she's faced as an engineer due to her multiple identities. She also expressed her passion for Mars and her job. Afterwards, a great variety of interns spoke about the inspiration they received from her presentation. We are confident that the conversation about success, inclusion and diversity will continue in the coming years.



Intern Alexandra Kravets with Dr. Farah Alibay

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# Employee engagement

## Our objective: being an employer of choice

We are focused on building and maintaining a people-centric culture. Empowering our employees, nurturing their talent and listening to their feedback enable us to innovate and deliver excellence to our customers. To foster engagement, we've increased employee recognition, invested in professional development, revised our talent reviews, launched a flexible workplace policy, and tied executive compensation to employee engagement. We seek out regular feedback to assess our effectiveness.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- Recognized as employer of choice and increased employee engagement score

#### STRATEGIES

- Introduce programs that enhance employee experience and empowerment, including flexible work environment
- Measure engagement throughout employee life cycle

#### MEASURES

- Employee engagement score of at least 75% by 2025
- Voluntary turnover

### 2021 PERFORMANCE

#### HIGHLIGHTS

- Formalized a Flexible Work Policy
- Tied executive compensation to employee engagement
- 10,633 hours completed on LinkedIn Learning and 2,770 active users

We thrive on creating a unique workplace where employees can bring their whole selves and feel inspired, valued and committed to contribute to the success of our company. We want everyone to feel empowered to create their own journey and we will pave the way

by providing an amazing employee experience that will support them every step of the way. From their onboarding, to their career development and offboarding, we take care of our people every step of the way.



By facilitating our “Plant a tree” project I have had the wonderful opportunity to collaborate with many enthusiastic employees at several Bombardier sites. I believe that many of us are looking for opportunities to engage with colleagues who are passionate about the environment and the communities in which we live, and are looking to be part of a gesture that will last beyond our own lifetimes.”

LAURA SYKES  
Senior Analyst, Strategy and Business Development

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**Employee feedback**

We believe employee input and feedback is integral to strengthening our operations and culture. In 2021, we engaged with our employees through a pulse survey, focus groups and action planning activities.

In 2021, we completed an employee engagement pulse survey to gather honest feedback on how our employees feel, and how can we improve as a company. This comes as part of our desire to enable our employees to speak their mind through this anonymous and open vehicle. The survey provided insights on where to deploy our future employee engagement efforts: communication, learning and development opportunities and workload sustainability.

As a result of the feedback we received, we have scheduled more frequent all-hands meetings and regular communication through staff channels. While three priorities have been identified globally, business unit leaders are expected to have their own engagement plans and support activities to engage their workforce depending on the specific feedback received from the employee engagement survey.

**Career development**

We support our employees in achieving their professional ambitions by giving them access to several forms of career development including Bombardier's self-service learning platform, LinkedIn Learning, on the job experiences and opportunities and mentoring.

We are committed to providing state-of-the-art learning experiences and opportunities to develop leadership competencies within our employees. In 2021, we further enhanced our self-service learning platform, Bombardier's Academy of Learning, which focuses on offering diverse development resources on leadership, functional, and soft skills. We specially enhanced the resources offered to reinforce the adoption of the Bombardier values, and added diversity and inclusion training material to ensure that employees can contribute in creating a warm, welcoming and inclusive culture in which everyone feels they belong.

In 2021, within the Academy's self-development component, we provide employees access to more than 16,000 courses through LinkedIn Learning. More than 2,500 seats on the platform are active which gives us a 69% learning activity ratio and an average time spent of 3h50min per viewer.

We also established individual development plans that include biannual talent reviews with internal promotion targets, regular guidance and mentoring opportunities with colleagues and leaders.

This year we formalized our mentoring experiences to ensure that all employees seeking mentoring can be paired with interested and engaged mentors. Not only have we created a list of available mentors, but we have also created a mentorship framework which outlines the benefits of mentoring, a step-by-step relationship building guide, and suggested activities. Over 80 mentors have joined the program and we will continue to offer mentor-skills development opportunities to optimize the mentoring experience for all.

**Performance management**

We do everything we can to empower employees to take ownership of their career and grow. We conducted more than a dozen of workshops both virtually and on site to educate and equip our employees and leaders with their performance management conversations. Through these interactive workshops we covered many topics including performance objective setting, corporate values, feedback, career development plans, recognition and more.

In 2021, we announced the removal of numerical ratings that will be applicable in the 2022 performance reviews so we can focus on more meaningful conversations and feedback quality. This approach is in line with our people-centric value where the individual and their development will be at the centre of the conversation.



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**Work environment**

Through our new flexible work policy, Bombardier supports a flexible work environment where employees can have the opportunity to work remotely, and under a flexible schedule, within a framework established by their manager and where suitable for their role. The purpose of the work policy is to provide employees a work environment under which they can perform at their best capabilities, with optimal impact on their work, while enabling them to meet their personal life responsibilities and interests, to position Bombardier as an employer of choice.

We supported our employees who desired to be vaccinated by hosting a vaccination clinic where we administered vaccines for them, their families and friends. See the [Health and safety](#) section for more details on the vaccination clinic.

**Employee experience**

Our biggest opportunity to become an employer of choice is to provide the necessary resources and support for our people to learn and grow through their journey at Bombardier. That includes hiring strong, long-serving employees coming from our internship and new grad programs which are crucial levers to hire and develop our leaders of tomorrow.

We launched a New Graduate program for recent graduates in engineering and accounting that allows them to experience different fields and have a clearer view of where they want to further their careers. In the first two years, they rotate through several positions, with four to six months in each.

They also receive extra training, invitations to group activities, assignments to special mandates and are paired with an appropriate mentor through the program. By creating unforgettable learning experiences for our employees, we’re confident that they will thrive and realize their full potential.

While we are committed to co-creating an engaged culture in which everyone contributes, we also believe that individuals and teams that ensure operational excellence should be recognized. In 2021, we celebrated the delivery of our 1,000th aircraft from our *Global* series.

We encourage employees to transition into new roles when they wish to progress in their career. Through the Welcome Aboard platform that was updated in 2021, we welcome them, whether they are new employees or are transitioning into new functions so they feel enabled to perform, included and active member of the team. We are helping our employees understand the organizational context and an offer training to our hiring managers as well as our human resources business partners. Every new employee is given an access to the platform.

We value the feedback and guide our employees when they leave our company. To gather more insights into our employee’s experience, we have implemented an exit survey pilot program. Through this pilot program we engage employees who have left and returned to Bombardier through exit interviews and discussions to uncover their reasons for leaving and why they returned. Initial results suggest that these employees are looking for more career development opportunities and struggle with the workload. These opportunities for improvement are aligned with the feedback received from our employees through our employee engagement survey.



# Customer satisfaction

## Our objective: put customer at centre of products and services

We are committed to providing the best global customer service experience in business aviation today. Our customers’ desire for safe, efficient and effective service delivered in the most environmentally and socially ethical ways possible drives our activities. Our installations, products and services set new standards in energy efficiency, passenger comfort, reliability and safety.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- Attentive to clients’ needs and conducting our business interactions in a transparent manner at all times

#### STRATEGY

- Act as one team for ethical interaction during and after acquisition of an aircraft, always with transparent and factual product information

#### MEASURE

- Bombardier market share

### 2021 PERFORMANCE

#### HIGHLIGHTS

- Completed expansions in Dubai and Singapore
- Ongoing expansions in Paris, Miami, London and Melbourne
- Launched *myMaintenance* app, part of *Smart Link Plus* to view aircraft data
- Customer perception strategy developed

We continued working to improve our customer offerings with new infrastructure capacity, strategic partnerships and customer satisfaction interviews during 2021. Expansions and refurbishments announced in 2021 joined those already underway around the world. Sales of our *Global* aircraft went particularly well with the 1,000th sold in December. We also reconfirmed the construction of a new *Global* manufacturing centre in Ontario that will help us meet our sustainability objectives.

We made several partnerships with strategic allies to meet our goal of safe business travel for our customers. We launched a new application, *myMaintenance*, that allows our customers to gain access to valuable aircraft data and insights to quickly assess their aircraft needs. As in previous years, we continuously looked for new ways to connect with customers. We put into place customer satisfaction interviews and a new strategy to refine our services & support that we plan to implement fully next year.



I am driven by a quote my dad thought me when I was younger: “If you don’t satisfy your customers, there is always competition ready to do it for you and it’s much easier to retain your existing customer versus going out to find new ones.” I use this in everything that I do, whether it’s internal customers, colleagues or external customers.”

ELI TRABOULSI  
Field Service Representative /  
Air Safety Investigator

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**Expanding support infrastructure**

We strive to provide our customers with exceptional after-market maintenance, repair and overhaul (MRO) by original equipment manufacturer (OEM)-trained teams wherever they go. As we significantly expand our service and support infrastructure footprint worldwide, we also take care to save energy and reduce waste.

In 2021, we announced new interior repair and refurbishment capabilities in Dallas. Additionally, we had significant service centre expansions underway, targeted to be complete in 2022, including at Miami, London-Biggin Hill, Paris and Melbourne, Australia. This is in addition to our expansions completed in Singapore and Dubai in 2021. Our Berlin facility was acquired in December 2020, and 2021 was spent integrating and optimizing the site. Furthermore, our 2021 strategic cooperation with Signature Flight Support will allow customers to further benefit from services and support.

Additionally, new Line Maintenance Stations opened in 2021 to serve customers at strategic locations in the U.S. and Europe, along with 30 Customer Response Team mobile units worldwide. All are equipped to support our business jets, including two purchased by notable customers last year.

A modified *Global 6000* became a U.S. Air Force E11-A last June for their Battlefield Airborne Communications Node (BACN) program. Then in December, NetJets took delivery of its first *Global 7500* that became our 1,000th *Global* delivered.

**Enhancing comfort via connectivity and concierge**

We believe in creating a smooth air travel experience for our customers while improving operational efficiency. In 2021, we established two important service agreements that enable us to meet our standards for both. Each will provide our customers with impeccable service while allowing us to focus on what we do best.

Collins Aerospace powers customers’ cockpit and cabin connectivity needs, including providing a streamlined customer experience from sign up to training, operations and troubleshooting. As Bombardier’s preferred service provider, Collins connectivity specialists work closely with our Bombardier Customer Response Centre technicians for year-round support. Collins connectivity is also being integrated within our digital platform for a streamlined digital experience. Our customers can make their time in the air as entertaining and productive as it is in their home and office.

Our Signature Flight Support collaboration ensures that business aviation customers in the U.S. and Europe save time and maximize their assets’ value. They’ll get both turnkey access to an elite selection of concierge services and the Bombardier Mobile Response Team (MRT) for maintenance and other critical aircraft needs. In 2021 and at the start of 2022 we developed environmental projects, such as making Sustainable Aviation Fuel (SAF) increasingly available throughout the industry.

**Communicating with customers to track performance**

Our dedication to transparent ethical communications had us reaching out to customers in two ways in 2021. Our first communication stemmed from our desire to ensure customer satisfaction in the wake of the pandemic. We confirmed that our processes are easy to navigate, and our customers feel supported and safe in their dealings with us.

Later in the year, we developed a strategy to track customer support perception with the aim of improving our relationships and building transparency, particularly in terms of aircraft reliability and service centre operations. This project will continue in 2022.



Rendering of the Miami service centre expansion

QUESTIONS and ANSWERS | Enabling reliable service with new technologies

**Q:** What’s the latest milestone in your digital transformation?

In 2021, we launched the new *myMaintenance* app to support customers subscribed to our *Smart Link Plus* connected aircraft program.

**Q:** What is *Smart Link Plus*?

*Smart Link Plus* is Bombardier’s aircraft health management program. To enable this service, Bombardier and GE Aviation have developed the *Smart Link Plus* box, a health monitoring unit that collects crucial aircraft data from sensors within various systems. Flight and maintenance crews looking to increase an aircraft’s operational efficiency rely on them to determine when the aircraft may need servicing. While in-flight, the *Smart Link Plus* service collects takeoff, landing and in-flight data.

**Q:** How does the new *myMaintenance* app increase *Smart Link Plus*’ usefulness?

The *myMaintenance* app makes *Smart Link Plus* data and insights available on any personal electronic device, enabling flight and maintenance crews secure access to their aircraft information. If an aircraft is equipped with cabin internet, the data can be transmitted to ground crews who can use it to quickly and efficiently prioritize and proactively troubleshoot aircraft in-flight fault notifications without having to distract a flight crew. Full flight data is automatically and wirelessly transmitted, and accessible once the aircraft has landed.

Our 24/7 Customer Response Centre (CRC) and dedicated team of experts and specialists can support remote troubleshooting efforts using our data visualization tool and organize additional support as required for customers subscribed to *Smart Link Plus*.

**Q:** How else can the *myMaintenance* app help?

The *myMaintenance* app allows subscribers to access their aircraft’s historical data to help track, troubleshoot, and manage their aircraft service needs 24/7, from anywhere in the world.



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# Data privacy

## Our objective: ensure best-in-class protection of personal data for all employees and customers globally

We strive to collect, use and disclose the personal data that is under our care in compliance with applicable data protection laws and regulations in every country in which we operate.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- Increased awareness of data privacy requirements and embed data privacy into our day-to-day activities and processes

#### STRATEGIES

- Implement and maintain data privacy policies, systems and processes that embed legal requirements and best practices worldwide
- Provide regular employee training, monitor compliance and conduct risk assessments

#### MEASURE

- Percentage of employees trained

### 2021 PERFORMANCE

#### HIGHLIGHTS

- Increased training and awareness of data privacy best practices
- Continuous monitoring of legislative landscape pertaining to data privacy
- All new hires receive data privacy training in the first month of employment

In 2021, our onboarding protocol for new employees was updated to ensure that the data privacy training module is now part of the HR onboarding kit to familiarize our new employees with internal policies and controls to prevent personal data from being lost, accidentally destroyed, misused, unintentionally disclosed, or improperly accessed.

Regarding personal data we collect through our online interactions, such as when someone visits our websites, customer portals or applications, our privacy statement<sup>1</sup> provides the following information:

- Which personal data we collect
- How and why we collect it and our lawful basis for processing it
- If and how the data is used for marketing and advertising purposes
- How we store, process, transfer and protect personal data
- Rights of data subjects regarding their personal data



1. See the full Bombardier Privacy Statement at: [www.bombardier.com/en/privacy](http://www.bombardier.com/en/privacy)

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### Cyber security breach

In 2021, Bombardier announced it suffered a limited cyber security breach where an unauthorized party accessed and extracted data by exploiting a vulnerability affecting a third-party file transfer application. Bombardier promptly initiated its response protocol upon detection of the data security incident, and proactively contacted employees, customers and other external stakeholders whose data was potentially compromised and also notified appropriate authorities. Bombardier confirmed it was not specifically targeted as the vulnerability impacted multiple organizations using the application.

### Cyber security

Our cyber security team is continuously working to improve our systems’ security features, processes and controls in place in order to prevent personal data from being lost, misused, compromised or accessed by unauthorized parties.

In 2021, we began developing a series of awareness campaigns to train employees on cyber security, including how to avoid phishing, save data (including personal data) properly, prevent data privacy breaches and transfer data safely.

### 2021 highlights on cyber security

- Increased cyber security awareness training, including participating in the global Cyber Security Awareness Month
- Cyber security awareness training included classes and videos, focusing on protecting identities and passwords to ensure access to critical and personal data is protected
- Invested in a new identity and access management governance platform, enhancing access control to personal data
- Transformed cyber security incident and event monitoring system, increasing threat monitoring and detection capabilities



# Communities

## Our objective: being a vector of positive change in our communities

We are committed to being a vector of positive change and making a difference in our communities. We do this because we believe that by contributing to build strong communities, we can provide real social benefits for individuals while adding value to our business. Our primary focus is to offer tangible support in three areas where we can have a strong impact: education, environmental sustainability and socioeconomic development.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- Diverse internship and scholarship programs and align donations and sponsorships to support ESG plan

#### STRATEGIES

- Promote talent in underrepresented groups through internship and scholarship programs
- Focus donations and sponsorships on ESG plan priorities

#### MEASURES

- Number of internships and scholarships
- Percentage of donations and sponsorships towards ESG initiative

### 2021 PERFORMANCE

#### HIGHLIGHTS

- Recognized as one of the top 10 most attractive Canadian employers for internships in Engineering and IT
- 1,000 student interns<sup>1</sup>, of which 39% were women
- \$5.1 million contributed in in-kind donations, donations, sponsorships and memberships through Bombardier and the J. Armand Bombardier Foundation
- 97% of Bombardier's donations and sponsorships aligned with ESG plan priorities

In 2021, we progressed on our community goals through our contributions to organizations dedicated to education, environmental sustainability and socioeconomic development. Bombardier invested more than \$2 million in donations, sponsorships and memberships, with 44% going to charitable organizations, 30% to commercial initiatives and 26% to community investments. Our employees also donated funds, including over \$900,000 Cdn to the Centraide campaign.

Despite the pandemic, we ensured that interns felt supported by offering onboarding sessions, training and online events to create a sense of belonging and emotional support. We are proud that Bombardier was recognized as one of the Top 10 most attractive Canadian employers for engineering and IT internships in 2021<sup>2</sup>.



B Effect is for me a concrete demonstration of the importance of the communities where Bombardier operates. I am grateful to contribute to B Effect, while ensuring regular governance over our activities and actions."

OLIVIER PAHUD  
Program Manager

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1. Only in Canada.  
2. According to Universum.



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**Promoting underrepresented talent through internships**

Our Internship Experience Team also organized an internal conference with Farah Alibay, PhD, an aerospace engineer who recently made history with her team by participating in the landing of the Ingenuity experimental helicopter on Mars - the first aircraft to attempt a controlled flight on another planet. Employees and interns across the company were invited to join the conference for an important conversation that revolved around learning from failure, and the importance of perseverance when facing a challenge. The conference was hosted by one of our interns, Alexandra Kravets and Gina Cody, PhD, joined the conference to share her inspiring point of view.

In collaboration with Gina Cody School of Engineering and Computer Science at Concordia University, Bombardier is supporting the Women in Engineering - Career Launch Experience. This program is a unique equity, diversity and

inclusion program which adds mentorship and professional development to the internship of female engineering or computer science students while they are completing an internship. For the first time, in 2021 we also encouraged our women interns from Concordia University to participate in outreach activities in high school to create awareness about career possibilities for girls interested in STEM (Science, Technology, Engineering, and Mathematics).

In 2021, our projects in 37 colleges and universities across Canada continued to enable 1,177 young people to get hands-on experience with cutting-edge technologies. We also saw our first cohort of 10 participants graduate from an apprenticeship training program developed in association with Texas State Technical College (TSTC) in Red Oak. Another 70 people are currently enrolled in the two-year Department of Labor (DOL) accredited Bombardier Aerospace Apprenticeship Program (BAAP).

Bombardier is also involved in promoting work integrated learning (WIL). We are one of the five founding members of the Canadian Mobility Aerospace Institute (CMAI) along with CAE, Pratt & Whitney Canada, Bell Helicopter and Siemens. The CMAI is a pan-Canadian, not-for-profit organization that provides work-integrated opportunities for current and future workers in the mobility industries (aerospace, rail, marine, land). Among its services, CMI offers a talent and workforce development tool known as Placement SPOT. This platform offers value-added collaborative services for both students and companies. CMAI and its partners - including employers and post-secondary institutions - organize internships, as well as micro work-integrated learning opportunities.

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**Contributing to the future through education**

More than half of our community contributions went to community sponsorships and donations. We also partnered with educational organizations to set up apprenticeship training that promotes study in aviation, entrepreneurship and STEM.

Our partnerships with the charity Aviation Connection and the Canadian Council for Aviation & Aerospace (CCAA) both continued in 2021. The CCAA provided student work placement wage subsidies for our internship program. Aviation Connection offers a three-year program in which two Bombardier ambassadors visit five different high schools in Quebec annually as part of a class teaching artificial intelligence and aviation using drones.

For many years, Bombardier has sponsored several student case competitions to encourage the leaders of tomorrow. In addition to financial support, our employees actively participated as judges, coaches and in networking events. A few of the competitions we support are: John Molson MBA International Case Competition, *Jeux du commerce*, *Jeux du génie*, *Compétition Québécoise d'ingénierie*.

Our engineers are highly involved in École Polytechnique's Integrator Project IV: Aircraft Design and Toronto Metropolitan University's Aircraft Design Project, an aircraft design capstone project given over two semesters that also included lectures and classes on aircraft design. This project is entirely led, organized and supported by Bombardier. Students are asked to design an aircraft based on a set of requirements that mimics what is done in the industry. A team of more than five Bombardier engineers are supporting this project. Bombardier has been leading this key project for more than 15 years.

Toronto Metropolitan University's Aircraft Design Project is a project that aims to provide students with an opportunity to participate in a real-world aircraft design assignment. This project is given over one semester under the coordination of two professors. Up to four Bombardier engineers from the Advanced Design group act as supervisors and mentors. Bombardier engineers also give a series of lectures on key technical subjects pertaining to aircraft design and participate in the grading of the reports and presentation. Bombardier has participated in this project for more than four years.

**Promoting environmental sustainability**

One way we act on our commitment to environmental protection is through long-term partnerships linked to various facilities across the world - for example, we participate in conservation efforts in Querétaro, Montreal, Toronto and Singapore.

In one example, we began working with local partners who wanted to set up a conservation forest within the Sierra Gorda Biosphere Reserve, in Mexico, in 2008. That led to the development of a nonprofit Grupo Ecologico Sierra Gorda IAP community organization five years later. Every year, more than 35,000 people work in the forest planting trees, composting, growing food and conducting ecotours. As of now, the community group has protected 250 hectares from development, capturing a total of 5,000 tonnes of CO<sub>2</sub>.

We conducted and supported tree-planting initiatives in Montreal and Toronto, Canada, as well as Singapore. We are extremely proud of our efforts to increase environmental sustainability through community service.

**Encouraging socioeconomic development**

We are also proud of our efforts to encourage socioeconomic development, which made up 36% of our contribution to communities in 2021.

Bombardier has a long history of supporting local communities and their socioeconomic development. An important part of that history is staying connected with the needs of our communities and our employees. In 2021, Bombardier contributed to *GRIS-Montréal* and *Pour 3 Points* for the first time.



Sierra Gorda

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Learjet donation



B Effect

**Learjet donation to College of the North Atlantic**

In October 2021, we concluded an important partnership with the College of the North Atlantic (CNA) located in the province of Newfoundland and Labrador with the in-kind donation of the *Learjet* 45-001 Flight Test Vehicle. Bombardier’s *Learjet* 45-001 flight test vehicle (FTV) arrived at its new home in Gander in early October.

We believe it is important that we support innovation within the aviation industry and proactively contribute to its evolving needs. To do that well, we need to invest in its talent. At Bombardier, we take this responsibility seriously. We have already established many successful collaborations over the years with other educational institutions specializing in aerospace and engineering. When the opportunity presented itself for this donation to the CNA, we were extremely happy to pursue it as it is our first partnership of this kind in Newfoundland and Labrador. We look forward to building on this partnership and wish the students of CNA much success and happy learning.

The Gander-based college will use the *Learjet* for programs linked to its Aircraft Maintenance Engineering Technician (AMET) Advanced Diploma and Aircraft Structural Repair Technician courses. The donation fits well within our ESG goals to support aviation education going forward.

**“#ThisIsOurShotCA” campaign**

We joined partner corporations, governments and citizens across Canada in 2021 to set up a promotional campaign for COVID-19 vaccinations called “#ThisIsOurShotCA.” The promotion included an informational website and a contest in which participants who got vaccinated could win a prize. In November 2021, the grand prize winner Melanie Powell of Banff, Alberta joined her husband, three children, and her brother for a wedding anniversary celebration in Toronto on board a Bombardier *Global 5000* flight we donated.

**Joining forces with the J. Armand Bombardier Foundation: Empowering women**

Bombardier, the Employee Charity Fund and the J. Armand Bombardier Foundation joined forces to support *La rue des Femmes*, a relational health centre in Montreal that helps homeless women rebuild their lives and reintegrate into society. The J. Armand Bombardier Foundation also supported Up with Women, a Toronto-based non-profit that helps vulnerable women build profitable careers.

**Community volunteering**

Our employees around the world care deeply about the communities in which they live and work. They have created volunteer programs that serve community groups in Canada, Mexico, the United States and throughout the world.

In 2021, more of our Montreal employees joined the employee-led volunteering initiative B Effect, which doubled its impact by including 114 new participants. Volunteers helped local community groups like the *Centre Bon Courage*, *La Corbeille*, *Moisson Montréal* and *VertCité* and distributed food and school supplies, cleaned facilities and delivered Christmas baskets. They worked with local groups cleaning up parks and shore lines. The We Care group in Red Oak, Texas, had similar activities.

In Mexico, employees worked with a local foundation, which organized group volunteering activities to paint schools, teach students to read, collect blankets or books or clean up facilities four or five times a year. Often these activities took place on weekends so that employees could invite their families.

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## The J. Armand Bombardier Foundation

One of the J. Armand Bombardier Foundation’s (Foundation) main philanthropic objectives is capacity building, from an individual, organizational and societal perspective. The three philanthropic partnerships put forward are the result of the wave of new applications that have been submitted to us since the beginning of the pandemic. This is a goal that has taken on its full meaning in 2021, when the pandemic was in full swing and disrupted the usual achievements and ways of doing things. It was reflected in many ways, both in the allocation of grants and in the programming of Philagora, the Foundation’s capacity building initiative. In 2021, the J. Armand Bombardier Foundation donated \$3 million.

### Windmill Microlending

Since 2005, Windmill Microlending has supported hundreds of newcomers by offering them micro-loans to help them achieve their career goals. Nationally, more than half of the Windmill Microlending clients work in health, an area where training, examination and licensing costs are among the highest. This is all the more relevant as affordable credit is scarce or non-existent for newcomers who do not have a credit history or collateral in Canada. Beyond the loan, the Windmill Microlending offers support in the form of mentoring and coaching success.



### Quebec Aboriginal Projects

The organization provides a wide range of programs and services to meet the basic needs and promote the well-being of the Indigenous community. One project that caught the Foundation’s attention is the Managed Alcohol Program (MAP). Within the urban indigenous community, an increasing number of people are vulnerable to the dangers of street life because of their age and the deterioration of their physical and or cognitive health due to alcohol abuse. They are often denied access to shelters and housing services because of their severe alcohol dependence. In the fall of 2020, Quebec Indigenous Projects launched a permanent residency program rooted in a harm reduction philosophy and with the goal of addressing the chronic and social barriers and effects of alcohol dependence. This project provides housing with alcohol management and on-site medical follow-up for eight Indigenous men experiencing homelessness.



### Women’s Legal Education and Action Fund (LEAF)

The central purpose of LEAF is to ensure to equality by addressing the inequalities faced by women and girls who experience discrimination on multiple intersecting topics such as poverty, disability, race, sexual orientation and religion. The Foundation has partnered with the LEAF Technology-Facilitated Violence (TFV) project. Among the consequences of the proliferation of technology in our societies are the use of technology for manipulation, control and sexual violence against women, as well as the proliferation of all forms of misogyny and gender-based violence online. Falling behind in regulating technology, increases the risk of seeing violence against women as a result of technological changes.



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# Governance

We are building on our solid foundation of ethics and compliance, operating openly and honestly, and with unwavering integrity.

# Board and committees

## Our objective: maintaining strong governance to sustain shareholder value

We are firmly committed to a responsibly operated business that creates a financially-resilient future. Our Board of Directors has embedded ESG core values throughout our organization by using strong governance approaches, including accountability, controls and performance reviews. Careful oversight will be necessary for us to attain our vision of becoming a net-zero emissions business by 2050, while ensuring ESG is an integral part of our decision-making processes.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- ESG performance regularly reviewed at Governance Committee

#### STRATEGY

- Governance Committee oversees and monitors ESG plan

#### MEASURE

- Number of ESG status reviews in year

### 2021 PERFORMANCE

#### HIGHLIGHTS

- Two ESG status reviews conducted by the Board of Directors
- 33% women serving on our Board of Directors
- Bronze parity for Women in Governance
- Approved ESG targets for 2025

Last year, our Board of Directors approved an ESG plan with clear targets for 2025. This, in addition to overseeing strategic initiatives that ensured increased profitability, cash flow generation and debt reduction.

The Corporate Governance and Nominating Committee (CGNC) oversees and monitors ESG development and performance.

The diversity policy target for women directors on the Board that we achieved at the end of 2020 continued this year. Women comprised 33.33% of all directors of the Corporation throughout 2021.



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### Tracking performance measures to meet ambitious targets

In 2021, each independent committee of the Board reviewed ESG performance measures related to their specific oversight responsibilities.

Accountability remains the purview of the Audit Committee, which monitors the quality and integrity of our accounting and financial reporting systems, disclosure controls and procedures, internal controls and management information systems.

The CGNC initially reviewed the ESG plan before recommending it to the Board. It also tracked all ESG performance measures.

The CGNC and Human Resources and Compensation Committee (HRCC) both monitor the implementation and effectiveness of our diversity policy, including our commitment to fight anti-Black racism in Canada as encompassed in the BlackNorth Pledge.

The HRCC reviewed occupational health and safety matters every quarter and an annual consolidated Ethics and Compliance activity report on human resources issues, employment equity, harassment and discrimination. It also reviewed and approved the new ESG-measure incentives in our executive compensation policy.



Challenger 3500

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# Ethics and compliance

## Our objective: upholding the highest ethical integrity and leadership standards

We are committed to operating openly, honestly and with unwavering integrity as a key business value. Stakeholders trust us to achieve operational excellence while acting in compliance with all laws and regulations. Our culture of integrity is backed by a robust Compliance Management System including a strong code of ethics, a rigorous supplier code of conduct and continuous risk management in an agile organization.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- All significant risks proactively identified, acted upon and monitored

#### STRATEGIES

- Proactively use data-driven approach to identify risk areas and drive decisions
- Provide employee centric training and advice

#### MEASURE

- Percentage of compliance risks identified for which a response plan is being implemented

### 2021 PERFORMANCE

#### HIGHLIGHTS

- 93% of compliance risks identified for which a response plan is being implemented
- 100% completion rate of annual training campaign including new modules on Respectful workplace and Undue pressure
- Designed and implemented conflict of interest management framework
- Established annual Code of Ethics certification process for all office employees, 100% completion rate

### Creating a culture of integrity

A culture of integrity encompasses all levels of our organization. Our leaders reinforce our shared responsibility to act with unwavering integrity, such that employees feel personally accountable for upholding standards, and a network of over 25 ethics and compliance ambassadors help encourage ethical behaviour.

The Ethics & Compliance Office designs and implements processes, training and communication strategies, while ambassadors act as representatives of the office at their site and help answer questions, and promote awareness initiatives.



Being able to serve Bombardier Red Oak as their site Ethics and Compliance ambassador allows me to connect and establish a positive rapport with employees and provides a great foundation to help the employees feel safe and secure in discussing any issues, they would normally keep to themselves. By staying transparent, honest and authentic, the employees trust that I am there to listen and help them."

CHAD HARRISON  
Site Compliance Officer

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**Reinforcing policies and processes**

All of our employees are informed of the importance to respect our Code of Ethics, which forms the backbone of everything we do. It requires that employees behave in a way that enhances our people and customer-centric organization. They agree to be transparent and authentic at all times and at all levels of the organization. They must act ethically, protect privacy and respect each other.

In 2021, we established a new process for annual certification of the Code of Ethics through which all office employees attest that they have read and understood the Code and that they haven’t breached it in the previous year. On the first year of process, we achieved a completion rate of 100%.

We also set up a new potential conflict of interest disclosure process on our automated ethics and compliance platform where employees can disclose any possible situation that could lead to a conflict of interest. This process helps us increase transparency, ensure standardization across our organization, and handle possible conflicts of interest early so that they may be appropriately managed before an issue arises.

**Managing risk with training and awareness**

Empowering and encouraging our employees to identify instances of potential wrongdoing provides us with an extra safeguard in the event of unforeseen failures or violations, but employees need to be aware of available options.

In 2021, we provided training to help employees and managers recognize, prevent and manage harassment and undue pressure. We used multiple instances to remind

them about the reasons they should report concerns or potential misconduct they witnessed and the different reporting channels available to them.

We continued to publish regular communications on these topics in multiple formats. A new Dear Amanda column in our *What’s New?* newsletter encouraged employees to anonymously describe situations they faced in order to receive public feedback from our ethics and compliance team. Articles featuring our ethics and compliance ambassador serve as a reminder about available resources to promote ethics on the front line.



QUESTIONS and ANSWERS | Ethics and Compliance Toolbox for leaders

**Q:** What is the E&C Toolbox?

The E&C Toolbox is an electronic resource library providing a collection of tools and materials in the forms of articles, checklists and information to promote open communication about ethics.

**Q:** How will it be used?

We encourage our leaders to use the E&C toolbox as a starting point for regular conversations with their teams. In 2022, metrics will track how many times such conversations take place.

**Q:** Why do you think this tool is important?

In surveys, we've discovered that 90% of our employees would approach their manager first when raising a concern or reporting a potential misconduct, before turning to any other resource. One of the tools we created is a checklist to help managers follow clear steps to make sure that they are prepared to receive and handle concerns or reports of potential misconduct, ensuring they maintain confidentiality and protect the employee from retaliation. We want to empower managers with tools to handle such conversations.



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# Responsible supply chain

## Our objective: leading supplier practices in environment, ethics and employment

We work with thousands of suppliers with whom we actively engage by requiring them to adhere to our Supplier Code of Conduct in line with our vision. The Supplier Code of Conduct details our expectations of suppliers in respect of human rights, legal compliance, health and safety, the environment, anti-corruption, ethics and governance. To further proactively engage our suppliers, we have created a Diamond recognition program that enables them to share best practices and continuously improve. We are now including an ESG component to the program.

### 2021-2025 STRATEGIC OBJECTIVES

#### GOAL

- All suppliers commit to Bombardier standards, compliance is monitored and enforced

#### STRATEGIES

- Secure supplier commitment to Bombardier's standards, monitor compliance and take appropriate action in case of breach

#### MEASURE

- Percentage of suppliers who committed to adhering to Bombardier standards

### 2021 PERFORMANCE

#### HIGHLIGHTS

- 90% of our top 100 suppliers, accounting for 84% of our total spend, committed to adhering to our standards
- Started incorporating ESG into the Diamond program
- Took steps towards a one-stop supplier tool to manage suppliers in 2022

#### Processes

In 2021, we focused on improving operational efficiency and strengthening our processes. It started in October 2020 with the implementation of a more detailed Third-Party Due Diligence Directive, which formalized the due diligence performed on

our suppliers and clarified the escalation process, including simplifying and streamlining the handling of red flags to ensure prompt treatment.



For me, leading a responsible supply chain is to accompany our suppliers in their sustainability journey. It's about raising the bar when it comes to environmental, employment and ethical practices. I'm inspired by how much the supply chain team can play an important role in making a company more sustainable and that makes my job even more fulfilling."

JENNY PANFILI  
Manager, Procurement,  
Procurement Management Office

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**Operational efficiency**

To reinforce our operational efficiency, we will start mapping our multi-tier suppliers. We are investigating tools that could assist us to monitor real-time supply chain disruptions and help us gain agility and implement appropriate mitigation efforts faster where required. This collaborative solution is scheduled to be launched in 2022.

Throughout 2021, we demonstrated compassion, open communication and transparency in the face of pandemic-related transportation and logistics disruptions that had all of us struggling to find parts, services and materials.

**Supplier quality**

In 2021, the Supplier Quality Assurance Team performed 612 desktop supplier audits and 7 onsite supplier audits for quality reassessments. The Supplier Compliance Team performed approximately 180 interventions at suppliers’ locations to further address quality issues. Finally, approximately 314 product inspections were also performed at suppliers’ sites.

**Environmental management compliance strategy**

We also regularly develop training to help supply chain agents improve their operations by understanding and complying with frequently changing legislation. In 2021, we continued our environmental management compliance strategy to ensure that suppliers are on track to phase out hexavalent chromates, as required by new environmental regulation coming out of Europe.

**Building a resilient supply base with Diamond recognition**

Several years ago, we started a program to reward suppliers who help us exceed customer expectations with Diamond certification. The program recognizes top performers in an award ceremony every year.

In 2021, we embedded ESG values into our criteria for the certification by including questions about environmental and social efforts into the application process. New questions about the materials suppliers use, assessment of environmental risks associated with their activities, and their health and safety management systems are now part of the certification.



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	Baseline	2021	Reference
<b>Environmental<sup>1</sup></b>			
Greenhouse gas emissions (thousands of tonnes of CO <sub>2</sub> e)	102.5	<b>93.5</b>	Baseline: year 2019, for continuing operations
Energy consumption (millions of gigajoules)	2.1	<b>1.9</b>	Baseline: year 2019, for continuing operations
Total waste generated (thousands of tonnes)	15.1	<b>12.1</b>	Baseline: year 2019, for continuing operations
Hazardous waste generated (thousands of tonnes)	5.5	<b>3.7<sup>2</sup></b>	Baseline: year 2019, for continuing operations
R&D investments towards greener aircraft	N/A	<b>90% of R&amp;D expense (excluding development expenditures capitalized to aerospace program tooling)</b>	Measure under development. See Sustainable aviation section for more information
EPDs published	1	<b>1</b>	Global 7500 aircraft
SAF usage in flight operations	SAF available at delivery upon client request	<b>SAF was used in most aircraft deliveries to VistaJet</b>	
<b>Social</b>			
Fatalities	0	<b>0</b>	Baseline: year 2020, for continuing operations
Lost time incident rate (per 200,000 work hours)	0.76	<b>0.81</b>	Baseline: year 2020, for continuing operations
Lost time severity rate (per 200,000 work hours)	38.8	<b>36.1</b>	Baseline: year 2020, for continuing operations
Percentage of underrepresented groups	N/A	<b>13.4% in Canada<sup>3</sup>, 28.4% in the United States<sup>4</sup></b>	
Percentage of women	20.4%	<b>20.2%</b>	Baseline: year-end 2020, for continuing operations
Percentage of women in management	24.7%	<b>25.3%</b>	Baseline: year-end 2020, for continuing operations
Employee engagement score	N/A	<b>N/A</b>	Formal survey planned for 2022
Voluntary turnover	4.2%	<b>7.2%</b>	Baseline: year 2020, for continuing operations
Bombardier market share - Aircraft sales	25% in units 31% in revenues	<b>30% in units 34% in revenues</b>	Baseline: three-year period ended December 31, 2020, for business aircraft units delivered
Bombardier market share - Aftermarket services	38%	<b>39%</b>	Baseline: year 2019, as a percentage of revenues
Percentage of employees trained on data privacy	N/A	<b>All new hires receive data privacy training in the first month of employment</b>	
Student internships	1,200+	<b>Approx. 1,200</b>	Baseline: three semesters of 2020
Student scholarships	0	<b>0</b>	
Percentage of donations and sponsorships towards ESG initiatives	91%	<b>97%</b>	Baseline: year 2020
<b>Governance</b>			
Number of ESG status reviews by governance committee	0 (plan established in 2021)	<b>2</b>	
Percentage of compliance risks identified for which a response plan is being implemented	0	<b>93%</b>	
Percentage of suppliers who committed to adhering to Bombardier standards	N/A	<b>90%</b>	The measure represents our top 100 suppliers, accounting for 84% of our total spend, committed to adhering to our standards

1. Scope: buildings we own or lease long term and manage as the sole tenant, with over 4,645 square meters of conditioned space; sites having 100 employees or more; primary production/operation and service facilities; and joint ventures where we own more than 50% of voting shares). Singapore, Red Oak and Berlin were included and the sites of Biggin Hill and Tianjin were excluded in 2021.

2. Waste results are impacted by the COVID-19 pandemic, production fluctuation and an adjustment in the calculation method.

3. In Canada, underrepresented groups refers to Indigenous Peoples or members of a visible minority.

4. In the United States, underrepresented groups refers to historically underrepresented races and ethnicities.

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Bombardier’s 2021 ESG report is guided by the Global Reporting Initiative Standards, the International Integrated Reporting Council framework and the Sustainability Accounting Standards Board metrics. This report shows how Bombardier integrates environmental, social and governance considerations to create sustainable, long-term value. It is part of our ongoing dialogue with stakeholders. We welcome your feedback and questions at [csr@bombardier.com](mailto:csr@bombardier.com).

Our 2021 ESG report addresses Bombardier’s performance across all our facilities worldwide including our joint ventures focusing on business aviation. We have included financial data for Bombardier Inc. and its subsidiaries as well as updates on the environmental, social and governance issues that are most important to the company and our stakeholders. The reported quantitative data reflects performance for the year ended December 31, 2021.

Most of the financial information in this report is extracted from our 2021 Financial Report. All financial figures are in U.S. dollars unless otherwise stated. For more detailed information regarding our financial disclosures for the year ended December 31, 2021, please see our 2021 Financial Report available on our website: [www.bombardier.com/en/investors/financial-reports](http://www.bombardier.com/en/investors/financial-reports) and on SEDAR [www.sedar.com](http://www.sedar.com)

#### Data verification

The information provided for our environmental indicators is partially verified by an external party. Three Bombardier sites in Montreal, Canada receive external verification for GHG emissions and energy consumption under the Quebec cap-and-trade system for GHG emission allowances (C&T system).

#### Forward-looking statements

This ESG report includes forward-looking statements, which may involve, but are not limited to: statements with respect to our objectives, anticipations and outlook or guidance in respect of various financial and global metrics and sources of contribution thereto, targets, goals, priorities, market and strategies, financial position, financial performance, market position, capabilities, competitive strengths, credit ratings, beliefs, prospects, plans, expectations, anticipations, estimates and intentions; general economic and business outlook, prospects and trends of an industry; customer value; expected demand for products and services; growth strategy; product development, including projected design,

characteristics, capacity or performance; expected or scheduled entry-into-service of products and services, orders, deliveries, testing, lead times, certifications and execution of orders in general; competitive position; expectations regarding revenue and backlog mix; the expected impact of the legislative and regulatory environment and legal proceedings; strength of capital profile and balance sheet, creditworthiness, available liquidities and capital resources, expected financial requirements, and ongoing review of strategic and financial alternatives; the introduction of, productivity enhancements, operational efficiencies, cost reduction and restructuring initiatives, and anticipated costs, intended benefits and timing thereof; the anticipated business transition to growth cycle and cash generation; expectations, objectives and strategies regarding debt repayment, refinancing of maturities and interest cost reduction; expectations regarding availability of government assistance programs, compliance with restrictive debt covenants; expectations regarding the declaration and payment of dividends on our preferred shares; intentions and objectives for our programs, assets and operations; and the impact of the COVID-19 pandemic on the foregoing and the effectiveness of plans and measures we have implemented in response thereto; and expectations regarding gradual market and economic recovery in the aftermath of the COVID-19 pandemic.

Forward-looking statements can generally be identified by the use of forward-looking terminology such as “may”, “will”, “shall”, “can”, “expect”, “estimate”, “intend”, “anticipate”, “plan”, “foresee”, “believe”, “continue”, “maintain” or “align”, the negative of these terms, variations of them or similar terminology. Forward-looking statements are presented for the purpose of assisting investors and others in understanding certain key elements of our current objectives, strategic priorities, expectations, outlook and plans, and in obtaining a better understanding of our business and anticipated operating environment. >

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**Forward-looking statements** (continued)

Readers are cautioned that such information may not be appropriate for other purposes. By their nature, forward-looking statements require the Corporation to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause our actual results in future periods to differ materially from forecast results set forth in forward-looking statements.

While the Corporation considers these assumptions to be reasonable and appropriate based on information currently available, there is risk that they may not be accurate. The assumptions underlying the forward-looking statements made in this ESG report include the following material assumptions: growth of the business aviation market and increase of the Corporation’s share of such market; proper identification of recurring cost savings and executing on our cost reduction plan; optimization of our real estate portfolio, including through the sale or other transaction in respect of real estate assets on favorable terms; and access to working capital facilities on market terms. For additional information, including with respect to other assumptions underlying the forward-looking statements made in this ESG report, refer to the Guidance and Forward-looking statements – section in the Management Discussion & Analysis (MD&A) of our financial report for the fiscal year ended December 31, 2021 which can be viewed on SEDAR at [www.sedar.com](http://www.sedar.com).

Given the impact of the changing circumstances surrounding the COVID-19 pandemic and the related response from the Corporation, governments (federal, provincial and municipal), regulatory authorities, businesses, suppliers, customers, counterparties and third-party service providers, there is inherently more uncertainty associated with the Corporation’s assumptions as compared to prior years.

Certain factors that could cause actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to, risks associated with general economic conditions, risks associated with our business environment (such as risks associated with the financial condition of business aircraft customers; trade policy; increased competition; political instability and force majeure events or global climate change), operational risks (such as risks related to developing new products and services; development of new business ; order backlog; the certification of products and services; the execution of orders; pressures on cash flows and capital expenditures based on seasonality and cyclicity; execution of our strategy, productivity enhancements, operational efficiencies, restructuring and cost reduction initiatives; doing business with partners; product performance warranty and casualty claim losses; regulatory and legal proceedings; environmental, health and safety risks; dependence on certain customers, contracts and suppliers; supply chain risks; human resources; reliance on information systems; reliance on and protection of intellectual property rights; reputation risks; risk

management; tax matters; and adequacy of insurance coverage), financing risks (such as risks related to liquidity and access to capital markets; retirement benefit plan risk; exposure to credit risk; substantial debt and interest payment requirements; restrictive debt covenants; reliance on debt management and interest cost reduction strategies; and reliance on government support), market risks (such as foreign currency fluctuations; changing interest rates; increases in commodity prices; and inflation rate fluctuations). For more details, see the Risks and uncertainties section in Other in the MD&A of our financial report for the fiscal year ended December 31, 2021.

Any one or more of the foregoing factors may be exacerbated by the ongoing COVID-19 outbreak and may have a significantly more severe impact on the Corporation’s business, results of operations and financial condition than in the absence of such out-break. As a result of the current COVID-19 pandemic, additional factors that could cause actual results to differ materially from those anticipated in the forward-looking statements include, but are not limited to: risks related to the impact and effects of the COVID-19 pandemic on economic conditions and financial markets and the resulting impact on our business, operations, capital resources, liquidity, financial condition, margins, prospects and results; uncertainty regarding the magnitude and length of economic disruption as a result of the COVID-19 outbreak and the resulting effects on the demand environment for our products and services;

uncertainty regarding market and economic recovery in the aftermath of the COVID-19 pandemic; emergency measures and restrictions imposed by public health authorities or governments, fiscal and monetary policy responses by governments and financial institutions; disruptions to global supply chain, customers, workforce, counter-parties and third-party service providers; further disruptions to operations, orders and deliveries; technology, privacy, cyber security and reputational risks; and other unforeseen adverse events.

Readers are cautioned that the foregoing list of factors that may affect future growth, results and performance is not exhaustive and undue reliance should not be placed on forward-looking statements. Other risks and uncertainties not presently known to us or that we presently believe are not material could also cause actual results or events to differ materially from those expressed or implied in our forward-looking statements. The forward-looking statements set

forth herein reflect the Corporation’s expectations as at the date of this report and are subject to change after such date. Unless otherwise required by applicable securities laws, we expressly disclaim any intention, and assume no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. The forward-looking statements contained in this ESG report are expressly qualified by this cautionary statement.

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Bombardier is a global leader in aviation, creating innovative and game-changing planes. Our products and services provide world-class experiences that set new standards in passenger comfort, energy efficiency, reliability and safety.

Headquartered in Montréal, Canada, Bombardier is present in more than 12 countries including its production/engineering sites and its customer support network. The Corporation supports a worldwide fleet of over 5,000 aircraft in service with a wide variety of multinational corporations, charter and fractional ownership providers, governments and private individuals.

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ISBN: 978-2-923797-58-8  
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