

404-3 Percentage of employees receiving regular performance and career development reviews
General KPI Information

- a) GRI description: Percentage of employees receiving regular performance and career development reviews.
- b) Calculation protocol available in: GRI Standards, GRI 404:
GRI Standards can be downloaded at the following link: <https://www.globalreporting.org/standards>
- c) Boundaries: Air Canada, including Air Canada Rouge® and Air Canada Vacations® (Full Disclosure)

Quantitative KPI Information

	Units	2021				2020				2019			
		Non-management		Management		Non-management		Management		Non-management		Management	
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Percentage of total employees who received a regular performance and career development review during the reporting period	% employees	0.9%	0.8%	79.3%	85.4%	1.6%	1.2%	86.6%	92.6%	1.0%	0.9%	94.8%	94.2%