

2024 Sustainability report

Progress and impact



Welcome

This report gives an overview of Bombardier’s sustainability performance for fiscal year 2024.

This report describes progress made in 2024 towards Bombardier’s Environmental, Social and Governance (ESG) plan. It also includes achievements made toward the United Nations Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC). Where relevant, the report follows reporting standards from the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). Bombardier is dedicated to providing accurate and relevant data in a transparent manner.

For detailed information, please refer to the SASB index and GRI index pages available at this link:

<https://bombardier.com/en/sustainability>

PROFILE

Bombardier designs, builds, modifies and maintains aircraft for the world’s most discerning people, businesses and governments. That means not simply exceeding standards, but understanding customers well enough to anticipate their unspoken needs.

For them, Bombardier’s talented teams are committed to pioneering the future of aviation – innovating to make flying more reliable, efficient and sustainable. And they are passionate about delivering unrivaled craftsmanship and care, giving their customers greater confidence and the elevated experience they expect.

Bombardier customers operate a fleet of more than 5,100 aircraft, supported by a vast network of Bombardier team members worldwide and 10 service facilities across six countries. Bombardier’s performance-leading jets are proudly manufactured in aerostructure, assembly and completion facilities in Canada, the United States and Mexico.

You are invited to send your feedback and questions

Feedback and questions can be sent to csr@bombardier.com

Date of publication

July 15, 2025

The cover page of this report features Bombardier’s talented team members, the *Global 7500* and *Challenger 3500* aircraft, as well as its EcoJet research prototype.

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



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1. For fiscal year 2024.
2. As at December 31, 2024.
3. As at December 31, 2024, including contractual and inactive employees.

GRI 2-6

Snapshot of 2024



\$8.7 billion
REVENUES¹

\$14.4 billion
IN ORDER BACKLOG²

18,800
EMPLOYEES³

■ **Greenhouse gas (GHG) emissions (scope 1 and 2) were 23% lower compared to baseline year 2019**

See page [13](#)

■ **Awarded with the Canadian Silver Gender Parity Certification from Women in Governance**

See page [24](#)

■ **2025 Aviation Week Laureates for publishing Environmental Product Declarations (EPDs) for all aircraft in production**

See page [16](#)

■ **80% employee engagement score**

See page [27](#)

■ **Development flight test on Global 6500 aircraft using 100% "drop-in" Sustainable Aviation Fuel (SAF)**

See page [16](#)

■ **\$1.3 million CAD contributed to Centraide of Greater Montréal by Bombardier employees and the company**

See page [35](#)

Above: The team responsible for conducting life cycle assessments of Bombardier's aircraft and publishing the Environmental Product Declarations (EPDs)



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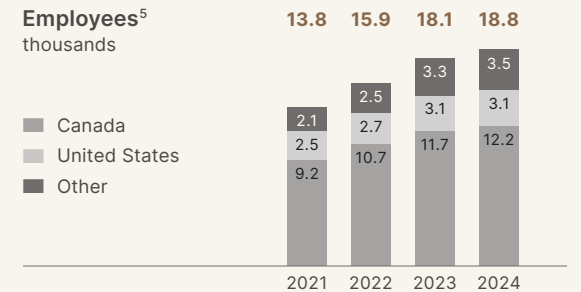
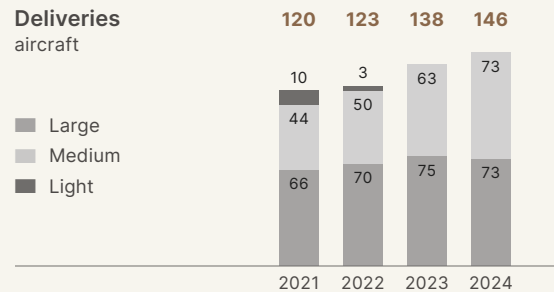
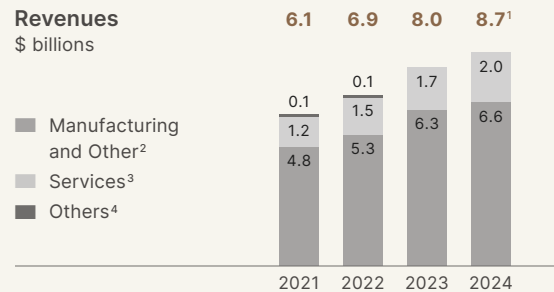
At a glance

Bombardier's global footprint extends from its headquarters in Greater Montréal to production and engineering sites as well as an extensive customer support network around the world.



LEGEND

- Headquarters
- Production sites:
 - aerostructures
 - assembly
 - completion
- ★ Bombardier Defense and Bombardier Flight Test Centre
- ◆ Customer Response Centre
- Service Centre
- ▲ Service locations:
 - Mobile Response Team
 - line maintenance stations
 - component repair and overhaul facility
 - aircraft parts facilities



1. Total revenues for fiscal year 2024 were \$8,665 million, consisting of \$6,580 million, \$2,036 million and \$49 million for Manufacturing and Other, Services, and Others respectively. 2. Includes revenues from sale of new aircraft, pre-owned aircraft and Defense. 3. Includes revenues from Services and Support including parts, Smart Services, service centres, training and technical publications. 4. Includes revenues from sale of components related to commercial aircraft programs. 5. As at December 31, 2024, including contractual and inactive employees.

Progressing toward a sustainable future



PIERRE BEAUDOIN
Chairman of the Board



ÉRIC MARTEL
President and Chief Executive Officer

As we embark on another chapter of our sustainability journey, we are proud to share the progress we have made towards our comprehensive and measurable action plan. Our goal is to be transparent about the measures we're taking at Bombardier to drive sustained progress, from reducing our environmental footprint to improving our health and safety record and helping our team members thrive in their careers.

Our steadfast commitment to sustainability values runs across our organization, which is powered by more than 18,000 dedicated team members. This commitment starts with our Board of Directors, which I am honoured to chair. Our Board is entrusted with overseeing and monitoring Bombardier's sustainability strategy and performance. Members of the Corporate Governance and Nominating Committee receive regular updates on Bombardier's progress, ensuring that our efforts are rigorously reviewed and approved, driving us towards a more sustainable future.

I am immensely proud of the progress we have made in 2024. As we strive towards achieving our 2025 goals, I am continually inspired by the boundless potential of Bombardier, driven by our passionate and talented people.

I am delighted to present Bombardier's Sustainability Report for 2024, a year marked by steady progress and significant achievements in our pursuit of sustainability excellence.

Amongst our many accomplishments, we reached a milestone in March of last year by achieving our 2025 goal of publishing Environmental Product Declarations for all our in-production aircraft. This journey began in 2020 when Bombardier made history by publishing the first business jet EPD for the *Global 7500*. To this day, we remain the only business jet manufacturer to disclose this comprehensive analysis of the environmental impact of our products.

Bombardier's environmental research benefits the entire aviation industry. Our financial investments, such as using a blend of sustainable aviation fuel in all our operational flights through a Book-and-Claim system, demonstrate our commitment to reducing emissions in our industry.

We're also working tirelessly to ensure that Bombardier team members all over the world have every opportunity to succeed and to lead fulfilling careers. Our efforts are yielding excellent results, as evidenced by our overall employee engagement score of 80% in 2024, surpassing our 2025 target of 75%.

Before you delve into the details of Bombardier's sustainability accomplishments I am pleased to confirm that Bombardier has renewed its pledge to the 10 principles of the United Nations Global Compact. We have also continued to make progress on the seven United Nations Sustainable Development Goals where we can have the greatest impact.

Together, we are not just shaping the future of aviation but also pioneering a legacy of sustainability and innovation that will inspire generations to come.



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Accountable leadership

Ensuring Board and executive oversight of sustainability

At Bombardier, sustainability is principally governed by the Corporate Governance and Nominating Committee of the Board of Directors (Board), which recommends approval of the ESG plan and related reports to the Board. See the section on [Board and committees](#) for more information.

As of January 2025, sustainability at the Senior Leadership Team is led by Caroline Maso, Senior Vice President, People and Sustainability. She is supported by Bombardier's Vice President of Human Resources Information Systems and Sustainability, Paul Michaud, who oversees a dedicated sustainability team that collaborates with people across the company on various aspects of the ESG plan.

The company's Senior Leadership Team is regularly updated on sustainability developments, including progress toward the ESG plan and future initiatives. The ESG plan consists of 24 strategies that help achieve the sustainability goals related to 11 topics by 2025. In this report, the strategies are shown at the beginning of each topic under the respective Performance sections. Each strategy has a Senior Leadership Team member as its owner and designated leaders who work with subject matter experts. These stakeholders oversee the progress of their respective strategies, ensuring that their teams have the skills and competencies needed for the execution of the plan and ultimately the realization of the 2025 sustainability goals. Senior Leadership Team members are also accountable for processes, controls, procedures, monitoring, managing and overseeing areas of sustainability and climate risks and opportunities that fall within their teams' areas of responsibility.



The Sustainability Reporting Working Group (SRWG) was created in 2024 with the purpose to plan and prepare for upcoming sustainability reporting requirements that may apply to Bombardier or its affiliates around the globe.

Different teams contribute to the advancement of the ESG plan and make Bombardier more resilient and sustainable. Members of these teams meet two to three times a year through Sustainability Forums. These forums create synergies between different departments to accelerate sustainability initiatives, to share knowledge on sustainability issues and ensure a strong governance of the ESG plan.

Aligning performance incentives with long-term strategy

To further integrate sustainability considerations within the business and to increase senior executives' accountability in achieving sustainability objectives, Bombardier included non-financial sustainability metrics in the design of the long-term incentive plan for the grant year 2024. The selected sustainability metrics reflect business factors that are aligned with Bombardier's long-term strategy. These metrics are reviewed and updated on a regular basis.

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United Nations Sustainable Development Goals

The ESG plan is aligned with the United Nations Sustainable Development Goals (SDGs), focusing on seven goals where Bombardier can have the greatest impact.



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4 Quality education

Bombardier develops the future talents of the industry through collaboration with academia on educational and research projects that prioritize sustainability activities related to science, technology, engineering and mathematics (STEM), and entrepreneurship. In 2024, Bombardier offered approximately 600 internships in Canada, allowing interns to gain invaluable experience and contribute to innovative solutions.

See: [Communities](#)

5 Gender equality

In 2024, Bombardier received the Canadian Silver Parity Certification from Women in Governance, celebrated the Bombardier graduates from the A Effect program, and enrolled women in the next cohort to fuel their talent and develop their full potential. Bombardier has a Women@Bombardier Forum championed by Caroline Maso, Senior Vice President, People and Sustainability.

See: [Belonging](#)

8 Decent work and economic growth

Bombardier’s global presence can stimulate inclusive growth globally. In 2024, Bombardier invested \$1.8 billion¹ in wages, salaries and employee retirement benefits, and invested approximately \$13 million² CAD in its internship program in Canada to train the next generation of innovators.

See: [Communities](#)

9 Industry, innovation and infrastructure

Bombardier designs and manufactures business jets that incorporate advanced technologies and materials to improve durability, deliver a lower noise output and reduce fuel consumption.

See: [Sustainable aviation](#)

12 Responsible consumption and production

In 2024, overall GHG emissions (scope 1 and 2) were lower by 23% compared to 2019 and water consumption was lower by 48% compared to 2019.

See: [Environmental footprint](#)

13 Climate action

Bombardier supports the business aviation commitment to achieve net-zero carbon emissions by 2050. In 2024, Bombardier used a Book-and-Claim system to purchase Sustainable Aviation Fuel (SAF) at an approximate 30% blend for all flight operations.

See: [Sustainable aviation](#)

17 Partnerships for the goals

In 2024, Bombardier maintained its contributions to the International Aerospace Environmental Group (IAEG) and to the International Civil Aviation Organization (ICAO) to promote sustainability standards and guidelines in the industry. In addition, as an active member of the General Aviation Manufacturers Association’s (GAMA) Environmental Committee, Bombardier is contributing to the industry’s progress toward reducing the impact of air travel on climate change and fully supports the goals of the Business Aviation Commitment on Climate Change (BACCC). Bombardier is also building partnerships with communities to promote social and economic development, sustainability initiatives and educational perseverance.

See: [Sustainable aviation](#), [Belonging](#), [Communities](#)



1. Refer to the 2024 Financial Report.
2. Includes interns' salary and overhead investment in Canada.

United Nations Global Compact

As a signatory of the United Nations Global Compact (UNGC), Bombardier is committed to promoting the 10 fundamental principles relating to human rights, labour, the environment and anti-corruption, through its strategies, policies and procedures across its operations.

The following is an overview of how the UNGC principles are incorporated into Bombardier's daily operations.

Human rights

Bombardier considers the respect of human rights to be a fundamental corporate responsibility and a value governing all its activities. The highest importance is placed on respecting human rights while conducting business activities everywhere Bombardier operates. The same expectations apply to all business partners.

See: [Belonging](#), [Ethics and compliance](#), [Responsible supply chain](#)

Labour

Bombardier prohibits employment discrimination and works to prevent and reduce the risk that forced or child labour is used at any step in its operations or those of its suppliers. Bombardier trains leaders on practices that enhance employee belonging.

See: [Belonging](#), [Responsible supply chain](#)

Environment

Bombardier addresses environmental challenges by undertaking initiatives to promote greater environmental responsibility and investing in the development of technologies. The company engages with suppliers to make its supply chain more sustainable and collaborates with its peers in the aviation industry to foster a transition toward a low-carbon economy.

See: [Sustainable aviation](#)

Anti-corruption

Bombardier is committed to conducting business ethically and in compliance with all applicable Anti-Corruption Laws. Bombardier does not take part in nor tolerate any kind of corruption, whether passive or active, public or private. The company takes a risk-based approach to third-party due diligence under which it verifies, where it deems required, information about third parties with whom it intends to or has established a relationship. Due diligence shall namely be performed on customers, prospective customers, and suppliers.

See: [Ethics and compliance](#), [Responsible supply chain](#), [Communities](#)



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ESG plan

The ESG plan, developed in 2021 through the collaboration of teams across the organization, continues to drive the company’s sustainability progress through the five-year period ending in 2025.

Bombardier is committed to a sustainable and financially resilient future. The company strives to advance sustainable business aviation by decreasing the environmental footprint of its operations and fostering a culture of creativity, belonging, and engagement among employees.

This report presents progress made in 2024 toward achieving the ESG plan by 2025. The plan includes objectives, goals, strategies, measures and targets to drive change in the business by bringing sustainability into the business decision-making process. In the Performance section of this report, the ESG plan specifics are presented for each of the 11 topics of the plan. You can also find the complete ESG plan by visiting:

www.bombardier.com/en/sustainability/our-esg-plan

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Stakeholder engagement

Bombardier team members are connoisseurs who care. They take a personalized approach, going above and beyond to exceed expectations and demonstrate what makes Bombardier unique.

Bombardier is dedicated to engaging with all stakeholders, including employees, customers, suppliers, investors, industry partners and governments, to make sure that its business strategy keeps evolving in line with the ecosystem in which it operates. Bombardier considers the concerns and ideas that stakeholders raise and works toward addressing them, as appropriate.

Employees

Bombardier regularly engages with its employees, both informally through daily and weekly team meetings, and formally through yearly surveys, training programs, employee forums, questionnaires and newsletters. Bombardier also frequently communicates with union representatives. Multiple channels, including a reporting system and compliance resources, are available to enable employees to report ethics and compliance issues.

Customers

Customers have various ways to engage with Bombardier, such as through concierge services, customer satisfaction interviews, account managers and the Bombardier Customer Support Network. Customers also influence Bombardier’s product design by joining customer forums for new products, product interviews and surveys, and customer advisory boards. Bombardier aims to always maintain the highest ethical standards and engages with customers as soon as an issue arises.

Suppliers

Bombardier representatives are constantly interacting with suppliers via quality audits, monthly program reviews, quarterly business reviews, supplier interventions on site, suppliers rate readiness and more. Bombardier also rewards suppliers who help surpass customer expectations and performance with the Supplier Recognition Program (SRP). This program recognizes top performers in an award ceremony every year.

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 website www.sedarplus.ca. Bombardier discloses relevant information to investors, through quarterly financial results calls, reports and periodic investor events. This information is available on the company’s dedicated relations website at ir.Bombardier.com. Additionally, the Investor Relations team is available to address any questions and concerns from investors.

Industry partners and governments

Bombardier’s expertise in sustainability is shared with the International Business Aviation Council (IBAC), the General Aviation Manufacturers Association (GAMA) Environment Committee, the Aerospace Industries Association of Canada (AIAC), the National Business Aviation Association (NBAA), the International Aerospace Environmental Group (IAEG) and the European Business Aviation Association (EBAA). Through a variety of committees, Bombardier collaborates and provides expertise to the International Civil Aviation Organization (ICAO) toward developing Standards and Recommended Practices (SARPs) in safety, security, cyber security and environmental practices. Bombardier participates in public debates and engages in public policy advocacy by communicating in a compliant and appropriate manner with policymakers, regulators and key industry stakeholders.



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Materiality matrix

In 2022, Bombardier conducted a materiality assessment to ensure optimal alignment of its sustainability priorities with those identified by its stakeholders.

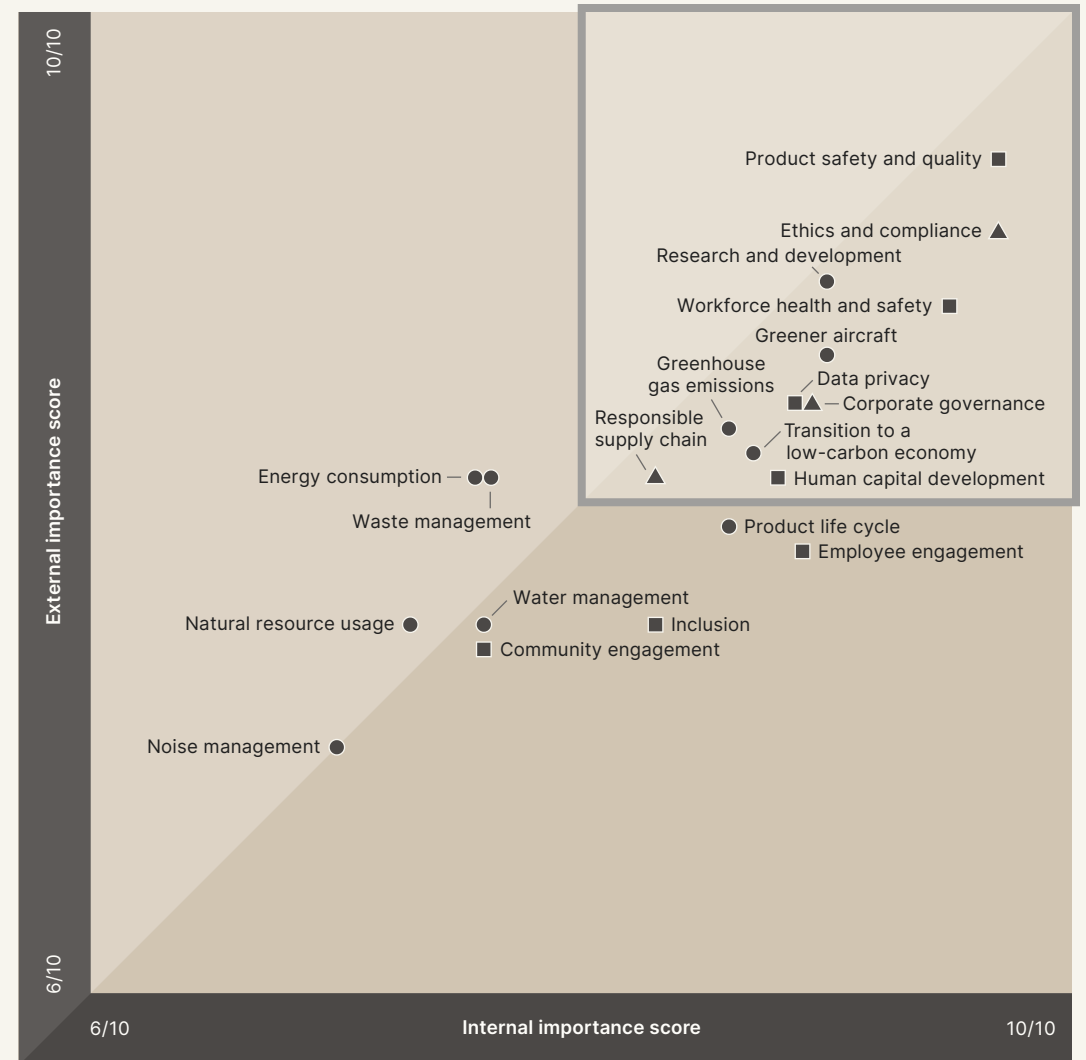
The Sustainability team reached out to internal and external stakeholders to assess the importance of a range of topics and mapped these results in a materiality matrix. Internal stakeholders were comprised of Bombardier’s Board of Directors, CEO and Senior Leadership Team, while external stakeholders included Bombardier’s employees, clients, investors, suppliers, government representatives, non-for-profit organizations, industry collaborators, unions, media and educational institutions.

Results of the survey are shown in the graph. The framed 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

LEGEND

- Environmental topic
- Social topic
- ▲ Governance topic
- Topics with an average score of 8.0 or higher





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1. Based on International Organization for Standardization (ISO) 31000:2009.

Risk management

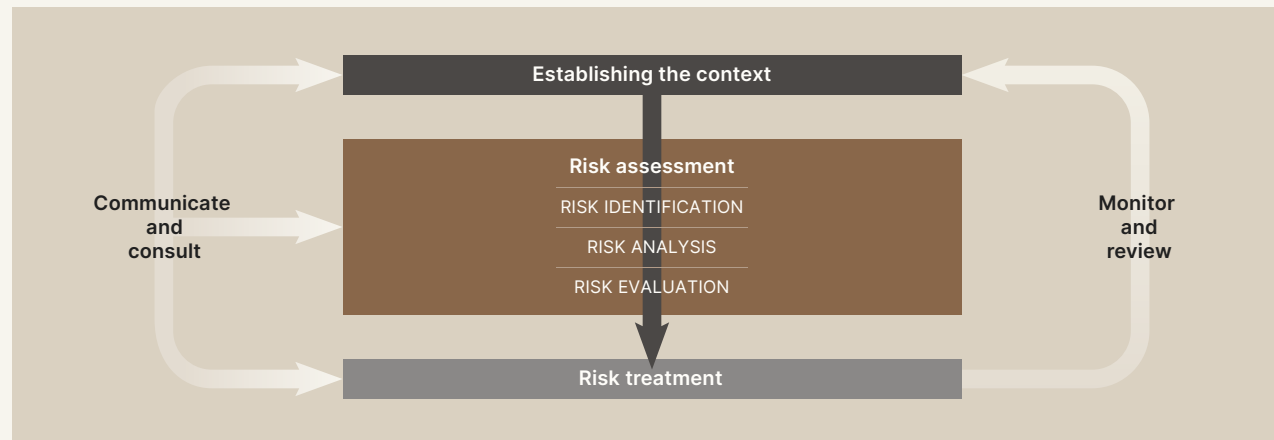
Bombardier’s risk management framework covers sustainability and climate-related risks along with other business risks. Risk management activities are a key part of Bombardier’s governance, planning, decision making and organizational structure.

The risk management process involves a continuous cycle of activities for each risk category. The risk assessment exercise, which includes identification, analysis and evaluation, determines the probability and impact of the risk happening and the effectiveness of existing controls. After risks are assessed, mitigation actions are defined and implemented by the respective functions. In addition, the Internal Audit team evaluates major risks every year.

The Board of Directors is accountable for overseeing the overall risks that Bombardier faces. The Audit Committee reviews significant business risks and actions taken by management to monitor, control and manage those risks, including the adequacy of policies, procedures and controls.

Information on how risks related to each topic of the ESG plan are managed and relevant policies and processes are addressed within the Performance section of this report.

Risk management framework¹



Environmental footprint

ESG PLAN

Objective: Manufacture and service aircraft with the smallest possible environmental impact

GOAL

- Reduce greenhouse gas emissions, energy consumption and waste generated by 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 (scope 1 and 2) 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

2024 HIGHLIGHTS

- Greenhouse gas (GHG) emissions (scope 1 and 2) were 23% lower compared to baseline year 2019
- 6.2 metric tonnes of excess leather and fabric upcycled or donated by Bombardier
- Implementation of reusable containers to transport parts between Querétaro (Mexico) site and other Bombardier sites

Energy efficiency of production processes and site operations

Bombardier continues to increase the energy efficiency of production processes and site operations. In 2024, energy consumption was 11% lower than the 2019 baseline and had decreased by 5% compared to 2023. The 2024 results can be explained mainly by a reduction in energy consumption following the transition to the new manufacturing site in Toronto (Canada), milder than normal temperatures in Montréal, the continuation of the optimization plan at the manufacturing site of Saint-Laurent and other new projects including:

- Replacement of air conditioning units in Saint-Laurent (Canada)
- Light-emitting diode (LED) lighting in Hartford (USA) and Wichita (USA)

Additional projects that were implemented in 2024 and that will impact the 2025 results:

- Replacement of a Volatile Organic Compounds (VOC) abatement system and of rotor concentrators in the *Challenger* plant in Montréal (Canada)
- A new heat pump and a recovery loop that reuses heat at the *Challenger* plant in Montréal (Canada)
- A new configuration that minimizes energy and natural gas consumption during down time of the spray booths at the Centre of Excellence in Montréal (Canada)



Bombardier is certified according to ISO 14001:2015, an internationally recognized standard for environmental management systems (EMS) that provides a framework to design, implement and continually improve environmental performance.

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Renewable energy

In 2024, Bombardier maintained its focus on using renewable electricity by completing the installation of solar panels at the Biggin Hill (UK) site, which generated approximately 737,000 kilowatt-hours (kWh) of renewable electricity. The solar panels at the Singapore service centre also continued to generate renewable electricity. In 2024, the share of Bombardier’s electricity consumption from renewable sources was 76%. The percentage of grid electricity was 99% and the percentage of renewable energy purchased was 76%. The results are relatively stable compared to year 2023 which can be explained by a decrease in energy consumption in the province of Québec (Canada), where hydro-electricity is highly renewable, an increase in renewable electricity generated from the Biggin Hill (UK) solar panels, as well as an improved environmental performance from electricity providers, namely in Wichita (USA) and Querétaro (Mexico).

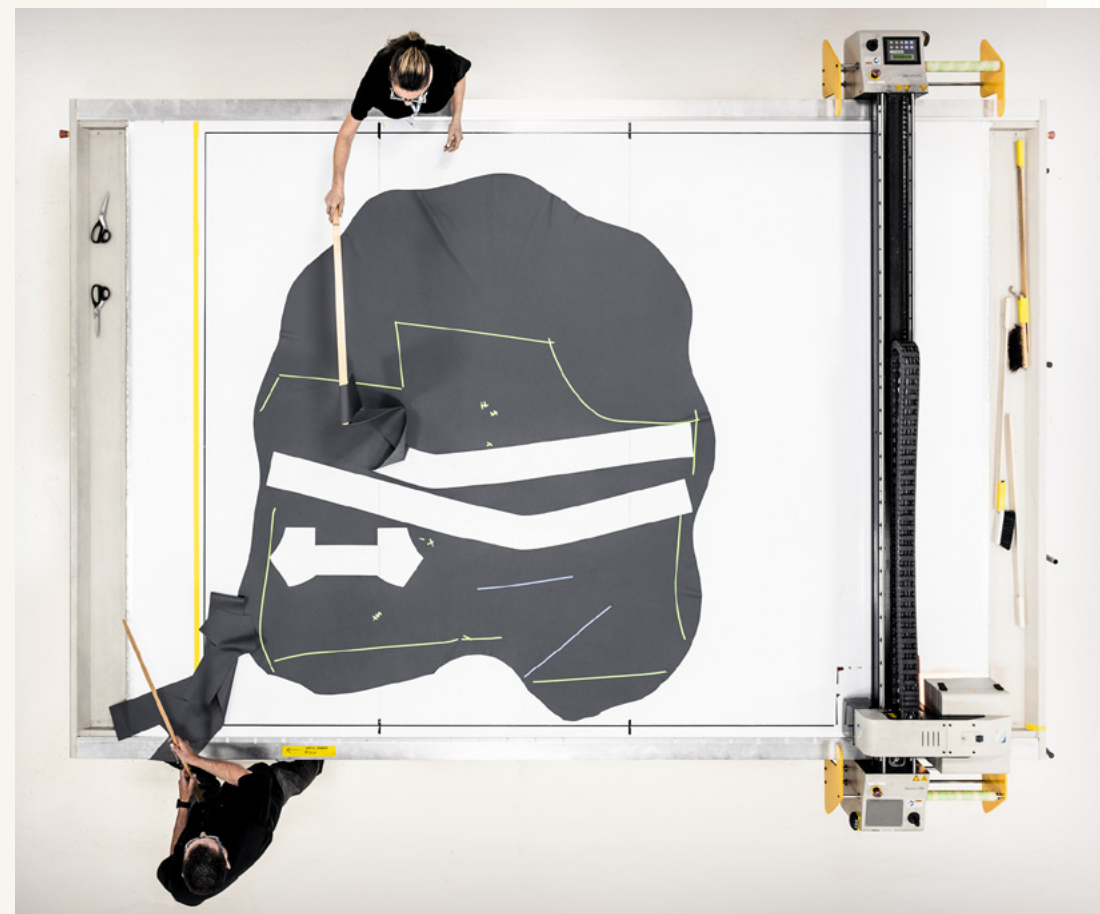
Carbon emissions reduction and trading

In 2024, greenhouse gas (GHG) emissions (scope 1 and 2) were 23% lower compared to the 2019 baseline and reduced by 10% compared to 2023. This reduction in 2024 was achieved through the purchase of a blend containing approximately 30% Sustainable Aviation Fuel (SAF) via the Book-and-Claim system, the continuation of the optimization plan at the Saint-Laurent (Canada) manufacturing site and the improved environmental performance by electricity providers.

Bombardier’s stance on carbon emissions offsets is to prioritize reduction at source and to focus on long-lasting reductions. Three of Bombardier’s main sites in Québec voluntarily participate in the Western Climate Initiative’s (WCI) cap-and-trade system for greenhouse gas emissions (GHG) allowances, which requires to externally audit the GHG emissions that are reported and to cover them by purchasing allowances. Bombardier has a process to optimize the financial aspects of the program all while supporting the transition to a low-carbon operation.

Electric vehicles

Bombardier added two heavy-duty electric trucks, one electric maintenance vehicle and three hybrid vehicles for industrial security at its Montréal (Canada) sites. Seven charging stations were added to recharge these new vehicles.



Waste management

Bombardier upcycled and donated excess leather and fabric with a total weight of 6.2 tonnes. This included 2.5 tonnes of excess leather used for aircraft mockups and 3.0 tonnes of excess leather used to create merchandise items sold to employees as part of the Centraide campaign. In addition, Bombardier donated excess leather and fabric with a total weight of 0.7 tonnes to Cegep Marie-Victorin, Collège Lasalle, Centre Communautaire Bon Courage, and Les Affûtés Petite Italie for various projects. These organizations have been long-standing partners in sustainability efforts, demonstrating a continuous commitment to support local communities and sustainable practices.

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Waste

In 2024, Bombardier’s total waste and hazardous waste were both 25% lower compared to baseline year 2019. These results stem from an increase in production and service activities, partly offset by projects to reduce waste, notably:

- Implementation of reusable containers to transport parts between Querétaro (Mexico) site and other Bombardier sites.
- Improving the filter press process for wastewater treatment which reduced wastewater at the *Challenger* plant in Montréal (Canada).
- Implementation of a battery recycling program at the Red Oak (USA) site.

Also, in 2024, for all of the company’s worldwide operations, 38% of hazardous waste generated was recycled and 66% of hazardous and non-hazardous waste was valorized. There were no recordable spills in 2024.

Water consumption

Water consumption was 48% lower in 2024 compared to the baseline year 2019. This represents a decrease close to 7% in water consumption compared to 2023. This reduction is explained by the improvements made to the underground fire protection system at the *Challenger* plant in Montréal (Canada) and the completed transition to a new manufacturing site in Toronto (Canada) in April 2024, mitigating the impact of the increase in production and service activities.

Environmental footprint risk management

Bombardier is certified according to ISO 14001:2015, an internationally recognized standard for environmental management systems (EMS) that provides a framework to design, implement and continually improve environmental performance. Certified sites have been transitioned to a global corporate certificate in 2023, and other sites where health, safety and environment systems are not currently certified are being phased in. To that end, Bombardier’s service centre in Biggin Hill (UK) was ISO 45001/14001 certified in 2024. The Health, Safety and Environment Policy that was reviewed and updated in 2023 to align to the current company structure and objectives remained in place.

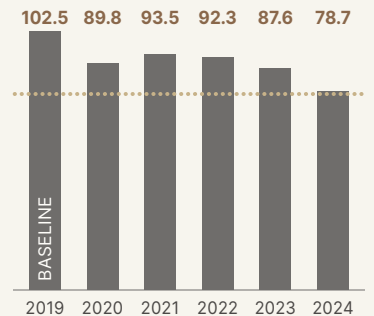
ESG plan performance¹

Measure	Baseline (2019) ²	2020 ³	2021	2022	2023	2024	2024 vs. baseline	2025 targets vs. baseline
Gross greenhouse gas emissions – scope 1 and 2 (thousands of tonnes of CO ₂ eq)	102.5	89.8	93.5	92.3	87.6	78.7	-23%	-25%
Energy consumption (millions of gigajoules)	2.1	1.9	1.9	1.9	2.0	1.9	-11%	-20%
Total waste generated (thousands of tonnes)	15.1	11.1	12.1	12.2	11.7	11.3	-25%	-5%
Hazardous waste generated (thousands of tonnes)	5.5	3.6	3.7	4.3	4.2	4.1	-25%	-20%

1. Environmental results include all sites in the scope of the reporting of environmental and energy data: buildings owned or leased for the long term and managed as the sole tenant by Bombardier, 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 Bombardier has operational control (where Bombardier owns more than 50% of voting shares).
 2. 2019 was selected as the baseline year because COVID-19 made 2020 an unusual year with impacted production, deliveries, suppliers and employees. The baseline measures correspond to the sum of the 2019 environmental data from the Bombardier aviation sites owned, from which four sites divested in 2020 were removed (Belfast, Morocco, Tucson BCA and West Virginia) and two sites that met the reporting scope criteria in 2020 were added (Singapore and Biggin Hill).
 3. For continuing operations only.

Greenhouse gas emissions

Scope 1 and 2
 ■ thousands of tonnes of CO₂ eq
 ●●● ESG plan target



Sustainable aviation

ESG PLAN

Objective: Lead sustainable aviation by designing innovative and environmentally responsible products

GOAL

- Commit research and development investments toward greener aircraft
- Develop and publish Environmental Product Declarations (EPDs) for all in-production aircraft
- Maximize 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

- EPDs published
- SAF usage in flight operations

2024 HIGHLIGHTS

- **2025 Aviation Week Laureates for publishing EPDs for all in-production aircraft**
- **Development flight test on Global 6500 aircraft using 100% “drop-in” Sustainable Aviation Fuel (SAF)**
- **Meritorious Service to Aviation Award to Laurent and Pierre Beaudoin**

Significant progress on products with sustainable materials and high efficiency

Bombardier’s EcoJet research project aims at maturing and delivering technologies that reduce aircraft CO₂ emissions through a combination of advanced aerodynamic shapes, highly integrated propulsion, leading edge systems and efficient structures. The EcoJet team is modelling full-scale blended wing body aircraft shapes, designing potential features across all structures and systems, and testing scaled models with a blended wing body configuration. The advanced concept shape of the aircraft could contribute up to a 20% emissions reduction through aerodynamic improvements alone.

Hybrid propulsion systems are being studied as well as digital and simulation capabilities to further optimize energy demand and accelerate the introduction of new technologies.

In 2024, as part of the EcoJet research project, Bombardier continued to leverage its 18-foot-wide scaled demonstrator, allowing the Engineering team to gather significant data toward the advancement of multiple technologies. New capabilities were being studied via multiple collaboration projects that fall into three main areas: structures, systems and technical.

continues



A series of informative videos on the EcoJet research project was published in 2024 with the aim of helping the public understand the paradigm shift ahead with respect to novel configurations in business aviation.

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Significant progress on products with sustainable materials and high efficiency (continued)

Here are a few examples of Bombardier’s collaborations:

- With the Consortium de recherche et d’innovation en aérospatiale au Québec (CRIAQ), to leverage the wealth of knowledge within the local aerospace ecosystem.
- With the University of Victoria’s Centre for Aerospace Research, to provide flight testing expertise for the various demonstrator testing campaigns, and to work on research that will help create the next generation of transonic wings, resulting in reduced energy consumption.
- With Quaternion Aerospace, to manufacture, maintain and improve the blended wing body scaled demonstrators.
- In the Transport de demain (TDD) program to continue developing capabilities to design the next generation of aircraft systems that are lighter and include a maximized modularity.
- In the Les projets collaboratifs de l’aéronef de demain (LPCAD-2) program that focused on the blended wing body scale demonstrator, which concluded in 2024.

As part of the EcoJet research project, a four-hour development test was conducted in 2024 on a *Global 6500* using 100% SAF that is expected to be qualified as a drop-in replacement for conventional jet fuel. The extensive development testing showed very encouraging aircraft and systems performance with the “drop-in” SAF. A Life Cycle Assessment (LCA) was performed on the EcoJet research project to understand how ecodesign parameters can be utilized early in the design process to maximize design configurations for the environment.

Finally, a series of informative videos on the EcoJet research project was published in 2024 with the aim of helping the public understand the paradigm shift ahead with respect to novel configurations in business aviation.

Product sustainability throughout the life cycle

An Environmental Product Declaration (EPD) is a document that reports key scientific data about the environmental impact of a product and ensures transparency in environmental communication, in accordance with ISO 14020.



Sustainable Aviation Fuel (SAF) & Book-and-Claim

SAF is a blend of conventional jet fuel and fuel derived from approved sustainable sources such as used cooking oils or forestry and agricultural residues. Approved sources cannot come from lands with high biodiversity or carbon stocks, cannot compete with the food chain and must provide a societal benefit. The reduction of greenhouse gas emissions associated with SAF is achieved throughout its life cycle.

The Book-and-Claim system allows an aircraft operator to order and pay for SAF without transporting SAF over long distances from where it is available. The paying operator can claim the greenhouse gas emissions reductions associated with the use of SAF, and the operator that uses SAF pays for the cost of regular jet fuel and does not claim the reduction in greenhouse gas emissions. The system requires a rigorous accounting of SAF quantity and related greenhouse gas emissions reductions. In addition to substantially reducing in-sector carbon emissions, it also allows the industry to optimize fuel delivery logistics and contribute to generating demand for the ramp-up of SAF production on a global basis.

The LCA forms the scientific foundation of the Environmental Product Declaration (EPD) and is conducted in accordance with ISO 14044 to ensure accuracy and consistency. The LCA analyzes the environmental impact of a product throughout its life cycle against potential impact indicators such as acidification, eutrophication, global warming, photochemical ozone creation, total freshwater use and water scarcity potential. An LCA provides crucial information that can help reduce a product’s environmental footprint and offer insights for implementing more sustainable strategies starting at the product design stage. In 2024, Bombardier published an EPD for its *Challenger 650* jet, making it the only business aircraft manufacturer to disclose the environmental impact of all its in-production aircraft.

Sustainable Aviation Fuel and sustainable aircraft operation

All Bombardier in-production aircraft are compatible with SAF at 50% blend as allowed by American Society for Testing and Materials (ASTM). Bombardier is working actively with the ASTM on raising future blend ratios and developing the full potential of SAF as a critical pathway for the industry. Bombardier also supports SAF development and global adoption through its participation in the International Civil Aviation Organization (ICAO), via membership in the International Business Aviation Council (IBAC), contributions to the General Aviation Manufacturers Association (GAMA) and Aerospace Industries Association of Canada (AIAC) committees, and involvement in the Canadian C-SAF initiative.

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Sustainable Aviation Fuel and sustainable aircraft operation (continued)

As a founding member of the International Aerospace Environmental Group (IAEG), Bombardier is also actively participating in workgroup 12 that focuses on life cycle assessment and in workgroup 13 that focuses on 100% paraffinic SAF compatibility collaboration.

In 2024, Bombardier purchased approximately 2.5M U.S. gallons of blended SAF for all its flight operations through the Book-and-Claim system, with a blend of approximately 30% of neat SAF, which is the blend currently available in North America. Flight operations include flight tests used to verify that each aircraft meets standards before delivery, experimental flight tests, demonstration and marketing flights. This was enabled by an agreement with Signature Aviation, a partner that allows the purchase and measurement of SAF through the Book-and-Claim system. This initiative mitigates the potential net impact on climate change of the use of jet fuel by replacing it with SAF, which results in lower greenhouse gas emissions throughout the life cycle.

Product safety and quality

In 2024, Bombardier continued to collaborate with the Canadian government and industry partners to modernize the Canadian aviation regulation that governs its Safety Management System (SMS). In parallel, Bombardier worked with the Federal Aviation Administration (FAA) to implement the new SMS in design and manufacturing. Bombardier was also active in updating the SM-0001, which is the industry standard for implementing SMS.

To continuously improve the safety culture within the company, employees were surveyed as part of the company's 2024 employee engagement survey on their level of comfort in raising concerns regarding safety hazards and how to report on them. The results showed improvements from 2023. Since 2012, product safety training has been provided every three years to all employees and contractors who are working on Bombardier products. As at December 31, 2024, 97% of the targeted group of people have completed the training. In 2024, a new product safety training was deployed to all employees who may impact aircraft safety and quality. Additionally, SMS and product safety have been integrated into the Bombardier Operational Excellence (BOE) management and launched at two Montréal sites at the end of 2024. The remaining Bombardier sites are to be covered in 2025. New SMS cards that serve as a reminder on how to report a hazard and the essential elements of the SMS have been distributed to all employees.

To further Bombardier's efforts regarding the quality of its products, a Quality Management System (QMS) training was launched in 2024 and 97% of the targeted employee population completed it. From a quality certification standpoint, Bombardier's manufacturing sites are certified according to Transport Canada requirements and through a bilateral agreement with the Federal Aviation Administration (FAA) and the European Union Aviation Safety Agency (EASA). To that end, the new manufacturing site in Toronto (Canada) was certified in 2024 with the support of Transport Canada. Bombardier's services centres around the world are certified according to local regulations. Finally, in 2024, the Supplier Quality Assurance team conducted 548 quality reassessments and 115 on-site supplier audits. The Supplier Compliance Team performed 323 product inspection audits at suppliers' sites.



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Information on product improvements, including safety enhancements and recalls

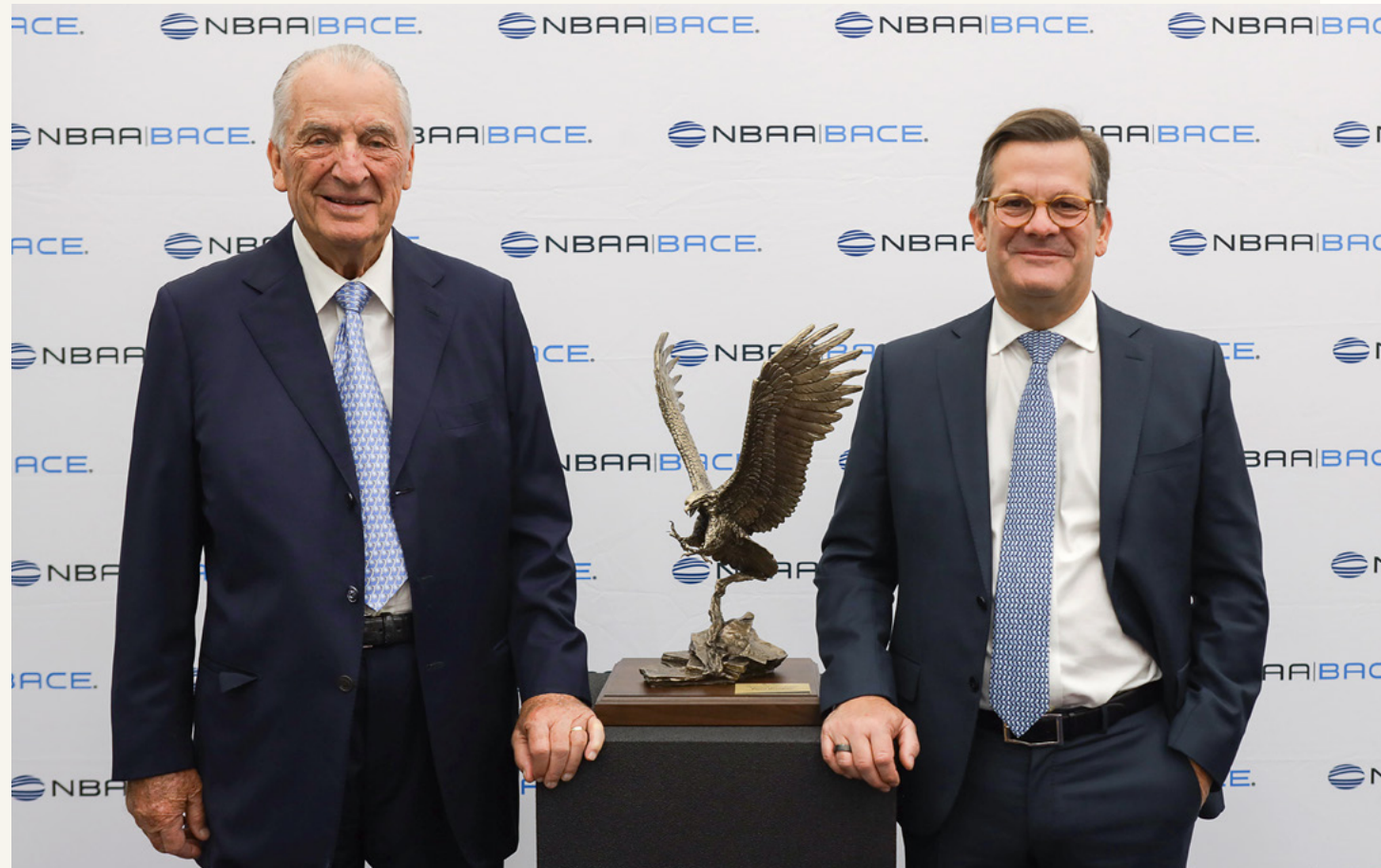
Service Bulletins for all Bombardier In Service aircraft are released expeditiously and actively supported by Bombardier’s Customer Service teams worldwide. Operators have direct access and notification via Bombardier’s customer portal.

Information on counterfeit parts detected

Bombardier’s Quality Management System meets the rigorous requirements of AS9100D with respect to counterfeit parts. Moreover, the Supplier Code of Conduct states that suppliers are expected to develop, implement and maintain effective methods and processes appropriate to their products to minimize the risk of introducing counterfeit parts and materials into products supplied to Bombardier.

Airworthiness Directives

Bombardier has established a system to continuously identify hazards and proactively address safety risks. Airworthiness directives are published by regulatory authorities to support the execution of mandatory corrective actions on aviation products. Hazard reporting plays a key role in identifying safety risks and is supported by a positive safety culture and an effective reporting system. Airworthiness directives for *Global* and *Challenger* aircraft originate in Canada. Airworthiness directives for *Learjet* aircraft originate in the U.S.



Meritorious Service to Aviation Award

In 2024, Laurent and Pierre Beaudoin received the National Business Aviation Association (NBAA) Meritorious Service to Aviation Award for their visionary leadership. “Laurent and Pierre exemplify the pioneering spirit of this honour. Their trailblazing leadership drove the creation of entirely new market categories for business and commercial aircraft and helped set the standard for excellence in safety and sustainability. Their work continues to inspire current and future generations of business aviation professionals,” said NBAA President and CEO Ed Bolen.

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Safety Standdown and Flight Attendant Safety Summit

In 2024, Bombardier hosted its 28th Safety Standdown, a three-day seminar in Wichita (USA). The theme of the conference was “Elevate your Influence” showcasing how it’s incumbent upon all aviation professionals to learn new concepts, apply them in daily operations, and share their newfound knowledge with colleagues. Since 1996, more than 10,000 aviation professionals have attended Bombardier’s Safety Standdown seminars with free admission as part of Bombardier’s ongoing contribution to the betterment of the industry. In 2024, Bombardier held the second annual Flight Attendant Safety Summit in Montréal to share ideas and best practices for enhancing cabin safety in aviation.

Sustainable aviation risk management

In addition to its Safety Management System (SMS) and its Quality Management System (QMS), Bombardier follows the industry practices described in ARP (Aerospace Recommended Practice) documents that provide a systematic and comprehensive way to manage safety risks proactively and deliver quality products to customers. Bombardier SMS program covers airport operations, flight operations, maintenance organizations, as well as design and manufacturing stages of the aircraft life cycle.

To ensure that quality and safety are the top priorities of the organization, the President and CEO is the executive accountable for Bombardier’s Safety Committee and for its Safety Management System (SMS). In 2024, the committee met four times, with a final on-site meeting at the end of year. A go-and-see meeting at the *Challenger* site aimed at demonstrating safety commitment from all levels in the organization and highlighted what was implemented to improve product safety daily.

ESG plan performance

Measure	2022	2023	2024	2025 targets
Total Environmental Product Declarations (EPDs) published	2 <i>(Challenger 3500 added)</i>	4 <i>(Global 5500, Global 6500 added)</i>	5 <i>(Challenger 650 added)</i>	All in-production aircraft
SAF usage in flight operations ¹	9.3K U.S. gallons	2.5M U.S. gallons	2.5M U.S. gallons	—

1. SAF blend procured through the Book-and-Claim system. The blend is approximately 30% neat SAF.



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Health and safety

ESG PLAN

Objective: Target zero harm

GOAL

- Reduce lost-time incidents toward 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

2024 HIGHLIGHTS

- **28% decrease in lost time incident rate compared to 2020 baseline**
- **50% decrease in the number of slips, trips and falls in 2024 compared to 2023**
- **ISO 14001 / ISO 45001 certification of Biggin Hill (UK) as Bombardier's first international certified service centre site**

Targeted risk reduction programs

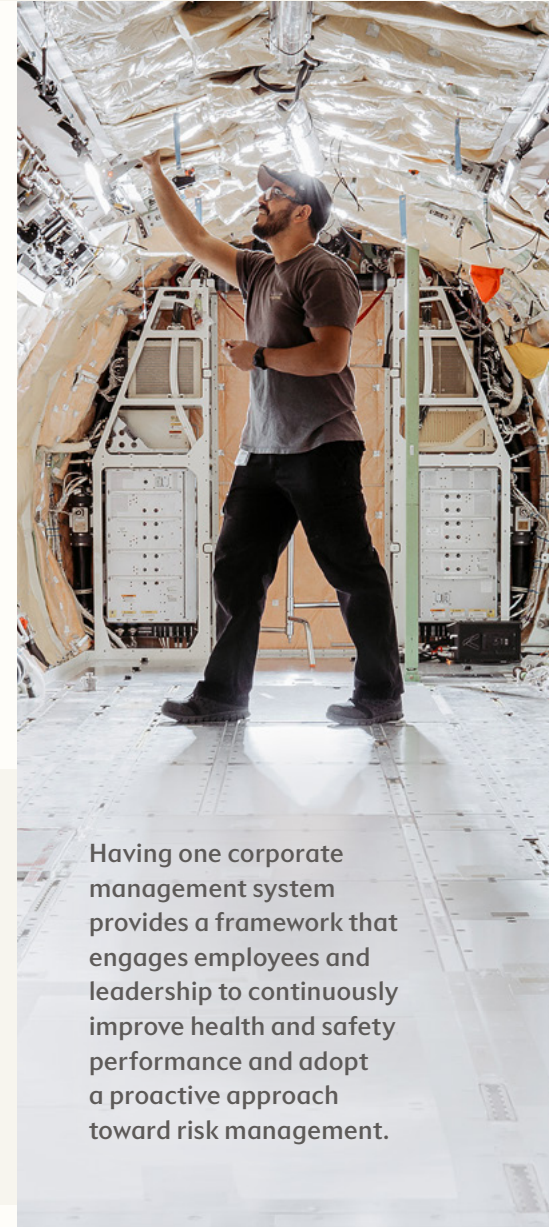
Bombardier's health and safety strategy is built on the foundation of effective risk management. Top risks are identified through risk assessments and incident trend analysis and then prioritized to create targeted action plans to mitigate them. In 2024, the top risks across Bombardier were ergonomics, slips, trips and falls followed by head strikes.

TO PREVENT ERGONOMIC INJURIES:

Ergonomic-related incidents continue to be the largest contributor to the lost-time incident rate and the lost-time severity rate accounting for 43% of all lost-time incidents. Bombardier maintains focus on deploying the ergonomics strategy, including:

- **Training**
Since the start of the ergonomic strategic plan, 79% of the Montréal operations employees received training as well as one-on-one coaching on ergonomics at the workstations.

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Having one corporate management system provides a framework that engages employees and leadership to continuously improve health and safety performance and adopt a proactive approach toward risk management.

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Health and safety

Targeted risk reduction programs (continued)

TO PREVENT ERGONOMIC INJURIES:

- **Risk reduction projects**
High priority workstations were identified through risk assessments and a plan to reduce risks was established. Achievements include:
 - ... Revamping four workstations in the seat department at the Centre of Excellence in Montréal (Canada).
 - ... Installing new platforms to improve access while working on the aircraft engines at the *Challenger* site in Montréal (Canada).
 - ... Using automatic drilling machines in several workstations in the Assembly and Fabrication sectors of the Saint-Laurent site (Canada).
 - ... Incorporating deburring sequences into machining programs to reduce manual sandblasting tasks on large parts at the Saint-Laurent site (Canada).

... Purchasing of electric presses for straightening aluminum extrusions during manufacturing at the Saint-Laurent site (Canada).

... Updating the early pain detection process to include interventions with a kinesiologist and deployed structured stretching and micro-pause programs at the Montréal (Canada) manufacturing sites.

TO PREVENT SLIPS, TRIPS AND FALLS:

Lost-time incidents related to slips, trips, and falls were down 50% compared to 2023. This reduction is mainly due to proactive awareness campaigns such as winter safety measures in the parking lots in Canada and an improved 5S program across various sites. The 5S program focuses on maintaining a structured and organized workspace where everything has its place, reducing clutter and potential hazards.

TO PREVENT HEAD STRIKES:

Working in, under or around aircraft presents a risk of head strikes on components of the structure of the aircraft. While this risk continued to be a priority in recent years, head strike incidents increased in 2024. Preventive measures are in place as part of the Head Injury Prevention Program based on a hierarchy of controls:

1. Restrict movement of personnel under low structures by use of barricades.
2. Where practical and feasible, apply protective padding on protruding objects or low structures that pose a risk of head injury.
3. When the first two measures are not adequate in controlling the hazard, bump caps must be worn.

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Health and safety risk management

Bombardier is certified according to ISO 45001:2018 Occupational Health and Safety management systems. Certified sites were transitioned to a global corporate certificate in 2023 and other sites whose HSE systems are not currently certified are being phased in. To that end, Bombardier's service centre in Biggin Hill (UK) was Bombardier's first international service centre to obtain ISO 45001/14001 certification in 2024. Having one corporate management system provides a framework that engages employees and leadership to continuously improve health and safety performance and adopt a proactive approach toward risk management. To transition to a global corporate certification, Bombardier's health and safety system was audited by a third party. The Health, Safety and Environment Policy that was reviewed and updated in 2023 to align to the current company structure and objectives remained in place.

Bombardier Aircraft Assembly Centre in Toronto (Canada) built with health and safety in mind

When compared to the previous Toronto site, the new building footprint was optimized for the *Global* aircraft programs and includes substantial improvements in energy efficiency and environmental protection. From a safety perspective, the design addresses some key risks by minimizing interaction between commercial vehicles and pedestrians, providing new and expanded fall protection systems and improving local exhaust ventilation for exposure control. The new facility also allows for convenient part delivery to the production line, better workplace organization and access to support specialty shops. These features support Bombardier's ongoing commitment to reduce health and safety risks and adverse environmental impacts associated with operations.

Strengthening the health and safety culture

Bombardier continues to enhance its preventive culture through various initiatives. These include regular health and safety awareness campaigns linked to the targeted prevention program, as well as training for leaders focused not only on technical knowledge but also on fostering a strong safety culture. Examples include:

- Establishing a leadership HSE competency profile in Montréal (Canada) to enhance technical knowledge and increase accountability of frontline leaders on the shop floor.
- Providing safety culture training for leaders in Querétaro (Mexico) to further develop HSE preventive culture.
- Implementing the leadership ProActors Program in Red Oak (USA), which has positively impacted HSE dialogues with employees.
- Conducting HSE culture training called "Rigor, Conviction, Leadership" in Saint-Laurent site (Canada).

Well-being and mental health support embedded in employee value proposition

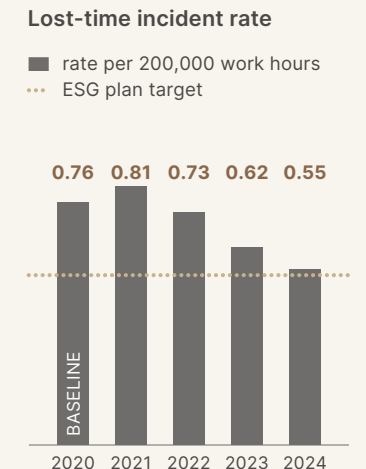
In 2024, the cross-functional Well-Being Steering Committee supported the deployment of the well-being and mental health strategy. Notably, the internal website dedicated to employee well-being was revamped to facilitate access to resources, information on Bombardier's Employee Family Assistance Program and learning opportunities. Throughout 2024, all employees were invited to participate in information sessions to raise awareness and introduce the available tools and resources. To acknowledge International Mental Health Day, Bombardier partnered with the Employee and Family Assistance Program (EFAP) to create a learning opportunity related to managing anxiety. The initiative encourages employees to talk about anxiety in the workplace, informs about tools and services available to support employees at work, and concretizes how the EFAP can support and accompany leaders and employees dealing with anxiety or caring for someone experiencing anxiety.

ESG plan performance

In 2024, the lost-time incident rate reached 0.55, an improvement of 28% from the 2020 baseline. The lost-time severity rate reduced by 26% compared to the 2020 baseline to reach 28.5.

ESG plan performance

Measure	Baseline (2020) ¹	2021	2022	2023	2024	2024 vs. baseline	2025 target vs. baseline
Fatalities (employees)	0	0	0	0	0	0	—
Lost-time incident rate (per 200,000 work hours)	0.76	0.81	0.73	0.62	0.55	-28%	-30%
Lost-time severity rate (per 200,000 work hours)	38.8	36.1	34.7	26.1	28.5	-26%	—



1. The baselines for health and safety are the 2020 measures for continuing operations, meaning Commercial Aircraft and Aerostructures activities were removed as they were divested during the year.

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Belonging

ESG PLAN

Objective: Creating a culture where all employees belong and bring their authentic selves to work

GOAL

- Continuously foster an inclusive environment where employees feel respected, valued, and empowered to reach their full potential

STRATEGIES

- Support employee forums to increase awareness and create connections
- Develop programs and practices that support an inclusive experience for all employees
- Facilitate training and dialogue to nurture an environment where everyone feels valued and supported

MEASURES

- Belonging index

2024 HIGHLIGHTS

- **Doubled the number of women enrolled in Canadian A Effect programs**
- **Launched the Mosaic Select development program**
- **Awarded with the Silver Canadian Women in Governance Gender Parity Certification**

Employee forums to increase awareness and create connections

Bombardier’s employee forums support the goal of increasing the sense of belonging of all employees. The forums’ main activities consist of hosting awareness through online and in-person networking events, acting as a resource for employees, and offering developmental activities to its members. The four forums are championed by members of the Senior Leadership Team and help guide Bombardier’s practices toward becoming more inclusive.

Here are examples of activities held in 2024. In all cases, participation is open to all employees:

- The **Women@Bombardier Forum** and its affinity groups focus on women. In 2024, they organized awareness-raising and networking activities like the International Women’s Day that was celebrated in 13 sites, and two global networking events to discuss mentoring and learning about different departments. The forum also offered development opportunities to its members, such as masterclass conferences with women leaders on negotiating skills, and the art of executive presentation.

continues

Bombardier’s employee forums support the goal of increasing the sense of belonging of all employees:

- **Women@Bombardier Forum**
- **Mosaic Forum**
- **BProud Forum**
- **B-Enabled Forum**



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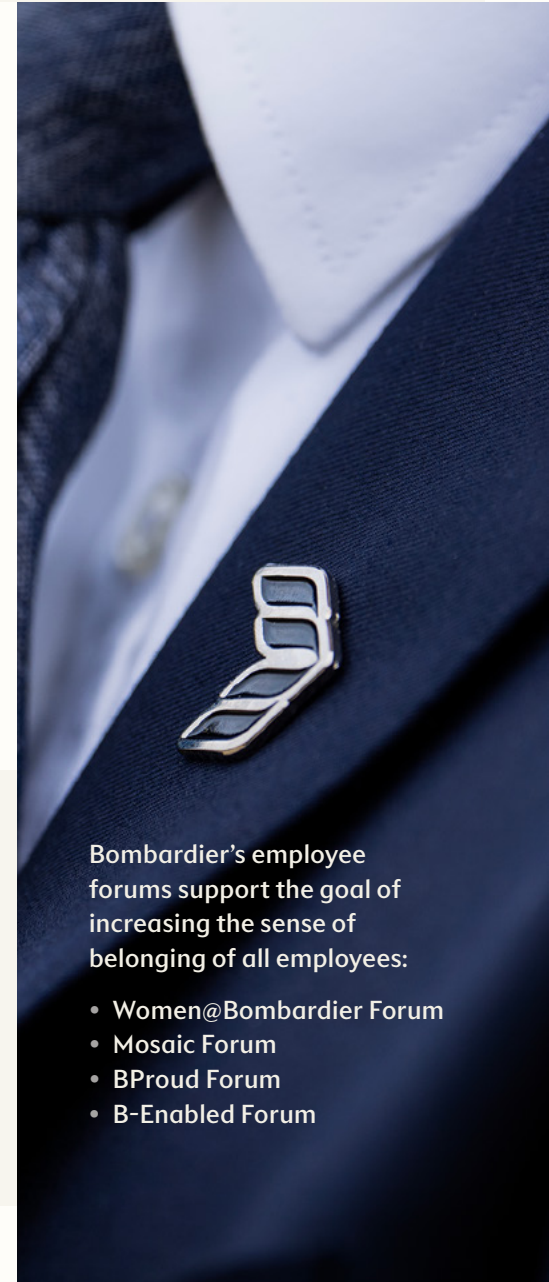
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Belonging

Employee forums to increase awareness and create connections (continued)

- The **Mosaic Forum** and its affinity groups focus on Indigenous Peoples and ethnocultural diversity. In 2024, they organized awareness through various activities such as Lunar New Year, Black History Month celebrations, Hispanic Heritage Month and National Truth and Reconciliation Day.
- The **BProud Forum** focuses on LGBTQ+ communities. In 2024, it organized Bombardier's Pride parade participation in Montréal (Canada) and Querétaro (Mexico) with internal support. Pride flags were raised in eight Bombardier sites across the world: Montréal (Canada), Toronto (Canada), Hartford (USA), Miami (USA), Tucson (USA), Biggin Hill (UK) and two Querétaro sites (Mexico). The BProud Forum also held webinars on the topic of LGBTQ+ family and caregiver basics and had a networking event for Transgender Visibility Day. Querétaro employees participated in an intercompany gathering to share best practices regarding LGBTQ+ initiatives.
- The **B-Enabled Forum** focuses on people with disabilities and neurodiversity. In 2024, B-Enabled announced a partnership with Starkey and onboarded a new team at Bombardier Flight Test Center (BFTC) in Wichita (USA). Starkey nurtures the development and promotes the independence of people with intellectual disabilities. Following their referral and onboarding by Starkey at Bombardier's request, four new employees joined the BFTC and are now responsible for monthly stock validation. B-Enabled also organized four networking events in Wichita (USA), Toronto (Canada), Montréal (Canada) and Querétaro (Mexico). They reviewed their governance model and organized an AGM to further formalize their work, an innovation that other Forums have sought to integrate into their governance model.



Programs and practices that support an inclusive experience

In 2024, a development program was created and offered to twelve selected participants of the Mosaic Forum with the goal of providing a targeted development program and specific opportunities to members of this forum. The twelve selected participants received psychometric testing, coaching, mentoring, and presented their development plan to Senior Leadership Team members and key executives.

Moreover, seeing the positive effects and benefits of Canadian A Effect programs throughout the years, Bombardier doubled the number of women enrolled in the program in 2024, reaching almost 40 yearly participants. This external program's focus is to propel female ambition.

Employees at Bombardier are encouraged to participate in the forums' activities and to volunteer during specific events. Members can join committees to assist the affinity group's agenda and to take part in the conversation to improve the sense of belonging of all employees at Bombardier.

Facilitate training and dialogue to nurture an environment where everyone feels valued and supported

In 2024, Bombardier sustained its commitment to fostering a respectful workplace by continuing to train directors and senior leaders on practices that enhance employee belonging. This initiative is part of a training rollout that began in 2022.

Bombardier continued to nurture dialogue with new talents including during events such as Le Salon international de la femme noire and the Ontario Society of Professional Engineers (OSPE) conference, where an engineer from the Women in Engineering affinity group participated in a panel on intersectionality. Bombardier pursued its dialogue with Black employees through the employee forums to identify possible improvements to policies and practices. In addition, Bombardier allocated part of its donations and sponsorship budget in Canada to Black-led and Black-empowering organizations. Bombardier is working to increase the number of Black employees in its workforce through outreach activities, such as participating in recruiting events like the one held at Le Salon international de la femme noire.

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Belonging

External benchmarking and commitments

In 2024, Bombardier received the Canadian Silver Gender Parity Certification by Women in Governance for a second year in a row. This award recognizes an organization’s commitment to gender parity in the workplace through the mechanisms it implements to bridge equity gaps. This Women in Governance certification is proof of Bombardier’s commitment to making progress with regards to gender diversity and female leadership.

Belonging risk management

To prevent the mismanagement of conflicts or sensitive situations, the Human Resources team collaborates with the Communications team and is also trying out new ideas, listening, and staying connected with participants of the employee forums to better understand different viewpoints. Finally, in 2024, Bombardier updated its policy, which sets out its objective to promote different perspectives and ideas within its Board of Directors and management positions.

Belonging index

The Belonging index is a newly established metric at Bombardier designed to assess the sense of belonging at the workplace and track its progress over time. Starting in 2024, Bombardier evaluated this index through the annual Employee Engagement Survey, using a weighted average of four questions carefully chosen to encompass various facets of belonging:

1. **There is a spirit of cooperation and teamwork within my work unit.**
2. **Where I work, people accept a variety of ideas, perspectives and working styles.**
3. **I feel that my career goals can be met at Bombardier.**
4. **I work in an environment that is free from harassment and discrimination.**

ESG plan performance

Measure	2024
Belonging index	77%



Employee engagement

ESG PLAN

Objective: Be an employer of choice, creating an employee experience in which heart meets mastery

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

2024 HIGHLIGHTS

- **80% employee engagement score**
- **New onboarding process to improve the experience and integration of all new employees**
- **3.9% voluntary turnover rate**

Programs that enhance employee experience and empowerment, including flexible work environment

In 2024, a total of 395 first-line leaders completed the First-Line Leadership program (FLL). To date, about 64% of Bombardier’s first-line leaders have completed the program which helps them improve their skills in communication, conflict resolution, team management, delegation and coaching. The High-Potential Program continued in 2024 with about 80 employees completing the program. These employees were selected based on their ability to grow and take on leadership roles in the company.

Bombardier maintained its Flexible Work Policy that allows employees to work partly from the office and partly from home, and on a flexible schedule, within a framework set by their manager and where appropriate for their role. The goal is to give employees a work environment where they can perform to their best potential while allowing them to balance their personal life obligations.

continues



Bombardier measures engagement throughout an employee’s journey to understand where the organization is having a positive impact and where it can improve.



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Programs that enhance employee experience and empowerment, including flexible work environment (continued)

Throughout 2024, salaried employees and leaders were invited to multiple Bombardier Academy of Learning (BAL) webinars with practical information to manage their performance and career development. Bombardier added a greater variety of online webinars and increased the total volume of live and recorded content available to employees to support their learning and development.

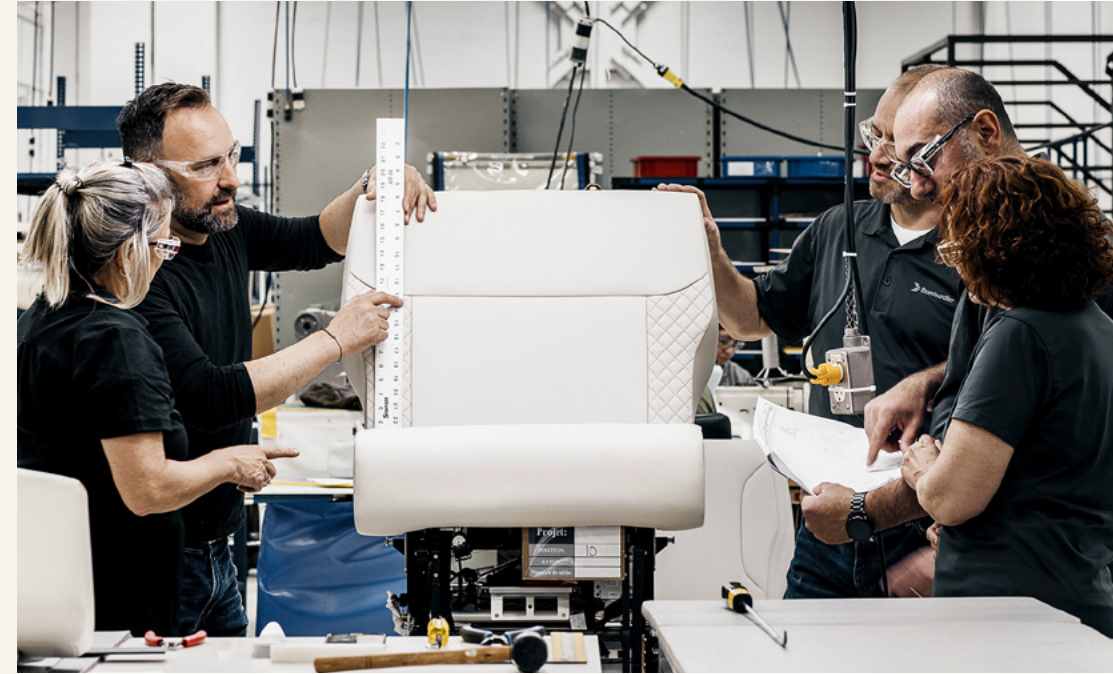
Measuring engagement throughout the employee life cycle

Bombardier measures engagement throughout an employee’s journey to understand where the organization is having a positive impact and where it can improve. In 2024, a new onboarding process was launched to improve the experience and integration of all new employees. The onboarding process includes:

- An in-person information sessions with general and site-specific content.
- Live sessions on Bombardier products, Aircraft 101, and Bombardier Operational Excellence.
- Trainings on topics such as ethics and compliance, cybersecurity and health and safety.
- A survey conducted 90 days after hire to continue perfecting the onboarding process.
- A site to assist new employees with relevant information.

Bombardier conducts annually a global employee engagement survey, where the employee experience is measured across various dimensions. In 2024, the employee engagement score was 80%, improving on the 79% engagement score measured in 2023. This engagement score is based on four factors:

1. if employees feel energized by their job;
2. if employees would recommend Bombardier as a place to work;
3. if employees feel proud to be working at Bombardier; and
4. if employees are ready to go above and beyond what is asked of them for the organization to be successful.



Improving employee retention

Bombardier conducts offboarding surveys, which help the company understand the reasons for an employee’s departure and how it can improve employee retention. It also gives insights on the voluntary turnover rate. In 2024, the voluntary turnover rate was 3.9%, an improvement compared to the rate of 5.3% for 2023. The employee turnover rate is an important performance indicator that is reviewed by the Senior Leadership Team. Mitigation measures are implemented when a high turnover trend is detected in a department or a business unit.

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Employee engagement



Employee engagement risk management

Bombardier has set up a process to use the employee engagement survey as a tool to prompt conversations, promote positive changes in the company and to increase employee engagement. This means that some initiatives are deployed company-wide, and that each business unit has its own employee engagement plan to address challenges that are common across each organization. In addition, each people leader must have a specific engagement plan for their team to address team-specific challenges. This layered action planning process is compulsory and must be documented by leaders by the end of the first quarter of each year. Leaders get training to help them act upon their results with the most impact.

The information sessions on results and tendencies at the enterprise level to Human Resources representatives and senior directors and above ensures greater transparency and action planning alignment. Moreover, Bombardier has a talent review process happening twice a year with the aim of supporting the development of competencies of salaried employees. More specifically, there are midyear talent review and year-end succession review cycles to understand the talent and succession pipeline within the organization.

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ESG plan performance

Measure	2022	2023	2024	2025 target
Employee engagement score	73%	79%	80%	75%
Voluntary turnover (last 12 months)	7.0%	5.3%	3.9%	—

Employee engagement score



Customer satisfaction

ESG PLAN

Objective: Setting the highest standards and fostering true connections

GOAL

- Exceed customer expectations with unrivalled products and services built around them, fostering long-term relationships that make customers feel like a part of the Bombardier family

STRATEGIES

- Products that meet the highest standards; a highly engaged workforce who are proud to be connoisseurs who care; staying ahead of the curve with innovation and a commitment to sustainability

MEASURES

- Bombardier market share

2024 HIGHLIGHTS

- **Bombardier voted #1 in the Aviation International News (AIN) 2024 Product Support Survey**
- **Launch of My Bombardier Portal, a one-stop-shop to help customers navigate the digital applications ecosystem**
- **Expanded the Mobile Response Team**

Connoisseurs who care

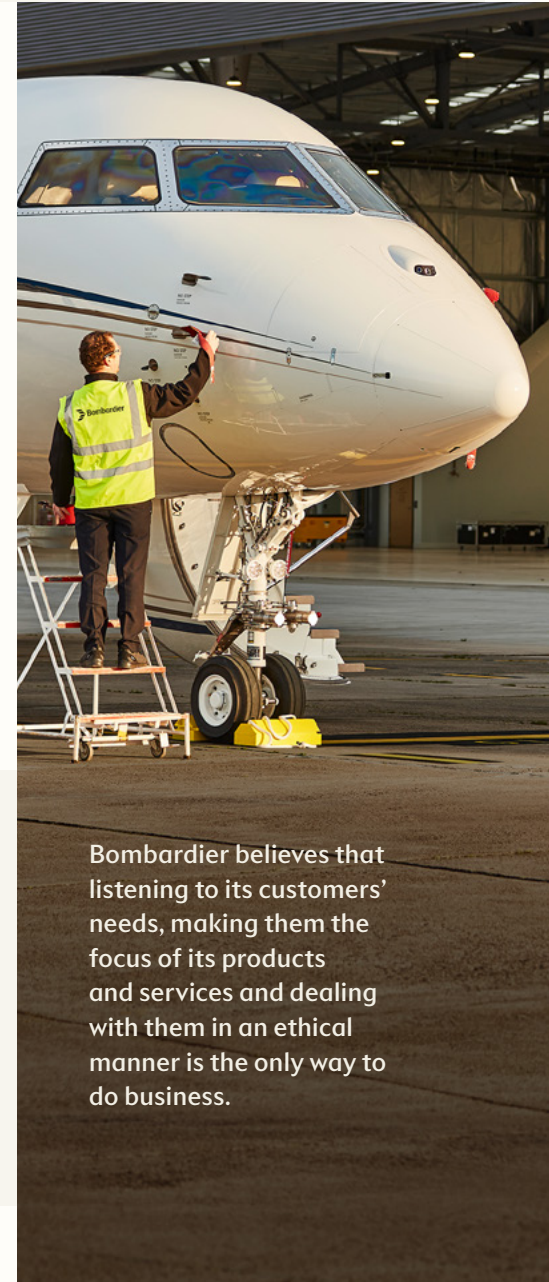
Bombardier’s caring approach is a true differentiator for its customers, who appreciate being treated like family. This includes “always-on” access to the Bombardier team and company leadership.

In 2024, Bombardier has built on this success by growing its Mobile Response Team (MRT) to meet customers wherever they are. The MRT is now able to reach new areas in the United States to respond more promptly to customers’ needs.

With the goal of continuously satisfying all customers, Bombardier continued to advance its Certified Pre-Owned Program throughout the year whereby used aircraft refurbished by Bombardier are sold to customers as an alternative to purchasing a new aircraft.

In 2024, Bombardier continued to host industry events to support customers, such as maintenance and operations conferences in Europe, North America, South America and Asia, as well as the Safety Standdown and the Flight Attendant Safety Summit.

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Bombardier believes that listening to its customers’ needs, making them the focus of its products and services and dealing with them in an ethical manner is the only way to do business.

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Customer satisfaction

Connoisseurs who care (continued)

Surveys are used on a continuous basis to stay connected with customers. Results are monitored and actions are taken as appropriate. Additionally, Bombardier introduced six new customer appreciation events in 2024 to thank engaged customers for their loyalty, further strengthening relationships and acknowledging the ongoing support from valued clients.

Bombardier stays connected with customers through different channels, such as:

- The **Full Throttle** blog, which is updated every month, and allows customers to stay updated with Bombardier’s news. Social media platforms and email campaigns are also used to inform customers of enhancements or product updates.
- Bombardier’s online **Customer Insights Community**, which started in 2017, now has close to 765 members. This online community allows customers to share their opinions on product development, operational needs, new tools and more. In 2024, Bombardier continued to survey this community on various topics to stay attuned to their needs.
- **Customer Advisory Committees** where selected customers are invited to provide feedback on their aircraft and discuss how products and services can improve. Customers are informed of updates on products and introduced to new business initiatives. In 2024, a Service centre sub-committee was established to provide feedback specifically on the services.
- **Voice of the Customer Forum** where senior leadership members respond to feedback received from customers. In 2024, updates from the flight demonstration team were added to the forum. The goal is to elevate the flight demonstration experience for customers.

In addition to these various channels, Bombardier launched in 2024 a one-stop-shop application called My Bombardier Portal to help customers navigate the digital applications ecosystem. The application aims to make it easier and more convenient for customers and flight crew members to use their aircraft.

Bombardier continued the Customer Satisfaction Innovation Award to recognize employees who directly and positively impacted customer satisfaction. As part of this initiative, all Customer Services employees were invited to submit ideas to improve customer satisfaction. Many good ideas continued to be submitted and implemented, building on the success of the previous year.



Bombardier Mobile Response Team

Bombardier’s caring approach is a true differentiator for its customers, who appreciate being treated like family. This includes “always-on” access to the Bombardier team and company leadership. In 2024, Bombardier has built on this success by growing its Mobile Response Team (MRT) to meet customers wherever they are. The MRT is now able to reach new areas in the United States to respond more promptly to customers’ needs.



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Customer satisfaction

Customer Credo

In 2024, Bombardier continued to focus on its Customer Credo, which is a set of customer satisfaction values that employees are expected to live by. The Credo is based on five cultural pillars that aim to place the customer at the centre of the organization. While the Customer Credo ethos of “customer centricity” remained the same, Bombardier worked in 2024 on going a step further to “make it easy” for customers.

Bombardier believes that listening to its customers’ needs, making them the focus of its products and services and dealing with them in an ethical manner is the only way to do business. In 2024, Bombardier furthered its commitment to making every customer process and interaction as easy and smooth as possible. For Bombardier it is the best way to keep existing customers and to welcome new customers to the family.

Ethical interaction during and after acquisition of an aircraft

Bombardier is proud of its diverse team of experts who communicate with customers every day. Having relevant team members involved in customer conversations ensures that the information shared is reliable and accurate.

Bombardier also implemented many policies to guide how it does business such as the Third-Party Due Diligence Policy, the Anticorruption Policy, the Antitrust and Competition Law Policy and the Export Control Policy. Employees must act in compliance with such policies. Moreover, every year, employees must confirm their commitment to comply with the Code of Ethics and report any conflict of interest.

BOMBARDIER’S CULTURAL PILLARS

- **We are a people and customer-centric organization.**
- **We value performance and honour our commitments to shareholders.**
- **Operational excellence is fundamental to our company’s DNA and an integral part of everything we do.**
- **We work together with a team spirit.**
- **We are transparent and authentic at all times and at all levels of the organization.**

ESG plan performance

Measure	2022	2023	2024
Bombardier market share – Aircraft sales (three-year average)	24% in units, 33% in revenues	24% in units, 35% in revenues	23% in units, 34% in revenues
Bombardier market share – Aircraft services	41% in revenues	46% in revenues	52% in revenues



Data privacy

ESG PLAN

Objective: Ensure protection of personal data for all employees and customers globally

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

MEASURES

- Percentage of employees trained

2024 HIGHLIGHTS

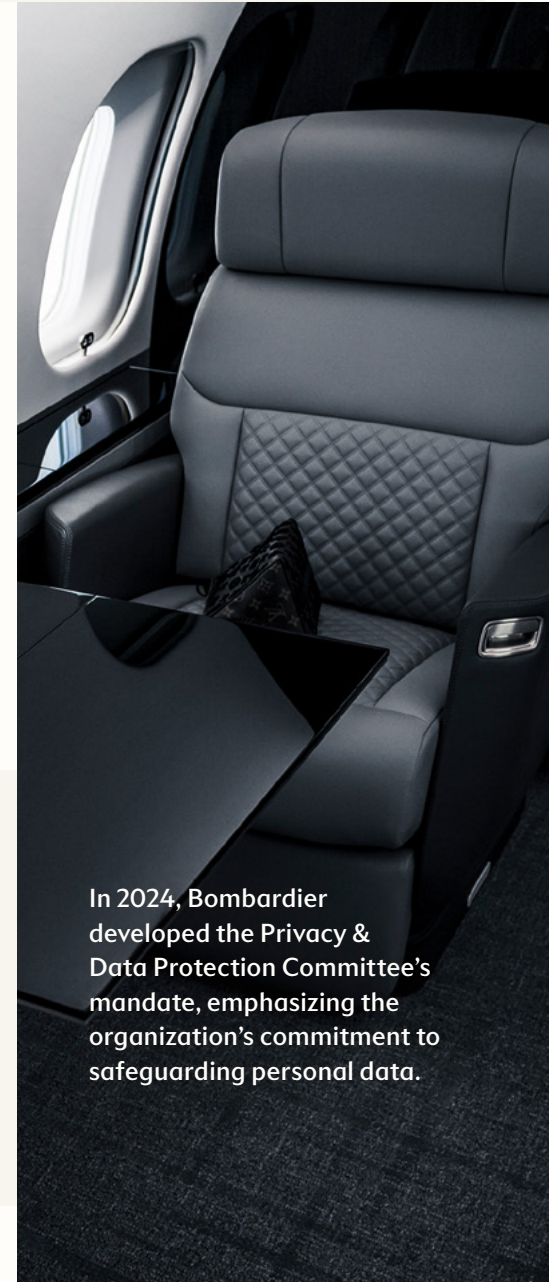
- Appointed a new Data Privacy Officer
- Built and organized the Privacy & Data Protection Office
- Adopted and launched the Personal Data Protection Policy and the Privacy Protection Program

Ensuring implementation and continual improvement of data privacy policies, systems and processes and embedding legal requirements and best practices worldwide

In 2024, Bombardier grew its data privacy team and created an official Privacy and Data Protection Office, demonstrating the organization’s commitment in ensuring protection of personal data for all employees and customers. The official Privacy and Data Protection Office includes people, processes, and tools dedicated to safeguarding data privacy.

Bombardier also continued its work toward improving of its privacy protection practices. Amongst other priorities, Bombardier launched in 2024 two important frameworks: its Personal Data Protection Policy and the Privacy Protection Program. Both of those frameworks represent important building blocks leading to privacy protection by providing guiding principles for employees.

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In 2024, Bombardier developed the Privacy & Data Protection Committee’s mandate, emphasizing the organization’s commitment to safeguarding personal data.

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Ensuring implementation and continual improvement of data privacy policies, systems and processes and embedding legal requirements and best practices worldwide *(continued)*

In 2024, new information technology projects were assessed by the Privacy and Data Protection Office to evaluate the privacy-related risks, the sensitivity and the scope of processing to ensure that appropriate mechanisms are implemented to protect personal data. Privacy impact assessment also continued with the aim to be more efficient and better at addressing newly introduced legal requirements.

Committees also provide governance over data privacy and cyber security matters. The Cyber Security Governance Committee, composed of senior leaders from different parts of the organization, meets monthly to oversee the cyber security strategy and direction. In 2024, Bombardier developed the Privacy & Data Protection Committee's mandate, emphasizing the organization's commitment to safeguarding personal data. A new Artificial Intelligence (AI) Steering Committee was also formed in 2024 to govern the use of AI and develop guiding principles for the ethical use of AI within Bombardier. Finally, continual development of the privacy protection program to proactively manage risks and continuously improve practices is at the centre of Bombardier's 2023-2025 privacy protection priorities.

Provide regular employee training on data privacy and cyber security

New employees received data privacy and cyber security training as part of their onboarding and employee awareness activities were conducted throughout 2024 for employees who work with a computer. In 2024, employees were given regular phishing simulations to raise awareness of how to spot and treat phishing emails. Employees who failed a simulation, for example by clicking a malicious link, were directed to take additional reinforcement training on phishing prevention. The company also participated in a cyber security awareness month (CSAM) campaign in November that included additional and targeted training, facts, interactive games, learning videos and more about cyber security.

ESG plan performance

Measure	2022	2023	2024
Percentage of employees trained on data privacy	96% of office employees hired completed data privacy training	95% of office employees hired completed data privacy training	92% of office employees hired completed data privacy training



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Communities

ESG PLAN

Objective: Be a vector of positive change in communities

GOAL

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

STRATEGIES

- Promote talent from different backgrounds through internship and scholarship programs
- Focus donations and sponsorships on ESG plan priorities

MEASURES

- Number of internships and scholarships
- Percentage of donations and sponsorships toward sustainability initiatives

2024 HIGHLIGHTS

- **\$1.3 million CAD contributed to Centraide of Greater Montréal by Bombardier employees and the company**
- **\$2.1M in in-kind donations, monetary donations and sponsorships in Bombardier’s communities worldwide**
- **Top Co-op Employer Award in the industry category of the Ted Rogers School of Management**

Promoting talent from different backgrounds through internship and scholarship programs

In 2024, Bombardier evolved its internship program to increase the retention rate of interns. The focus shifted to having fewer new interns but increasing their opportunities to become permanent employees following their internship. In 2024, Bombardier offered approximately 600 internships in Canada. 32% of the interns in Canada were international students and 38% were women, of which 19 were from the Women in Engineering – Career Launch Experience (WIE-CLE) from the Canadian Gina Cody School of Engineering and Computer Science of Concordia University.

These WIE-CLE interns were partnered with Bombardier mentors during their internship and had the chance of presenting to primary and high school students their career paths as well as moderating activities aimed at promoting careers in the Science, Technology, Engineering and Mathematics (STEM) field.

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Bombardier focuses on making donations to non-for-profit organizations and sponsoring initiatives that are aligned with its ESG plan.

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Promoting talent from different backgrounds through internship and scholarship programs (continued)

Supporting emerging talents from different perspectives and backgrounds is important for Bombardier's long-term success. In 2024, Bombardier partnered and sponsored many events with the goal of supporting women students and fostering networking opportunities within women engineering professionals. Here are a few examples:

- Women in Engineering – Power of Networking, organized by Concordia University
- POWE Speed networking, organized by McGill University
- Women in Engineering Networking organized by McMaster University

Bombardier's women engineers were present at Les filles et les sciences, an event organized by Réseau Technoscience Région métropolitaine and held at Polytechnique, to spark interest in Science, Technology, Engineering and Mathematics (STEM). At the event, two workshops demonstrated pieces of aircraft, systems, and materials to provide a better understanding of how aircraft are made. The workshops were conducted by interns from the WIE-CLE group, while WIE ambassadors staffed the booth, showcasing various plane materials and coding systems to the students who visited. The kids were after asked to create their aircraft and to present it. In addition, through out the year, women engineers from Bombardier mentored women and gender non-conforming students from Concordia University through GEMinAI, a program for gender equity mentoring in artificial intelligence (AI). All these collaborations and partnerships aim at fostering a diverse pipeline of STEM professionals to have a more diverse workforce in the years to come.

Focusing donations and sponsorships on ESG plan priorities

Bombardier focuses on making donations to non-for-profit organizations and sponsoring initiatives that are aligned with its ESG plan. In 2024, the company invested \$2.1M in in-kind donations, monetary donations and sponsorships in its communities worldwide, of which 92% were aligned with the ESG plan priorities.

From an environmental standpoint, Bombardier supported many initiatives, notably through a partnership with Soverdi, an organization that plants trees in the Montréal area. Employees from Red Oak (USA), and Toronto (Canada) also partnered with One Tree Planted and Tree Canada to plant trees in 2024. Over 4,500 trees were planted on the behalf of Bombardier in 2024. The goal is to give an opportunity to Bombardier employees to contribute to the community where they work and to decrease the heat island effect where Bombardier's sites are located. Bombardier continued to support the non-profit Grupo Ecologico Sierra Gorda IAP community organization which has the mission of protecting the Sierra Gorda Biosphere Reserve in Mexico.

From a social standpoint, the community engagement team collaborates with the four employee forums to determine where Bombardier should invest in its communities and how employees can benefit and participate in these partnerships. In 2024, Bombardier took significant steps in community engagement by:

- Donating to and sponsoring Le Salon International de la Femme Noire
- Participating in a Black Aviation Professionals Network event
- Continuing its partnership with One Drop through the Indigenous Water Allyship Program
- Contributing to the Native Women's Shelter in Montréal (Canada)
- Supporting the Gord Downie & Chanie Wenjack Fund
- Providing assistance to the Habilitas Foundation, which focuses on helping children with disabilities

Top Employer Award

In 2024, Bombardier received the **Top Co-op Employer Award** in the industry category of the Ted Rogers School of Management from Toronto Metropolitan University. This award is given based on the feedback received from interns.



In 2024, Bombardier continued its multi-year sponsorship of three FIRST Robotics competitions. The company's continuous support emphasizes its commitment to fostering interest in STEM among the next generation. Bombardier employees also volunteered for the FIRST Robotics competitions. A new partnership in 2024 was with the pan-Canadian organization Let's talk Science, which creates educational resources to introduce children to STEM. Bombardier also sponsored and participated in the Eurêka Festival which aims at making science accessible and fun for youth. Bombardier's booth was popular, featuring an aircraft creation station.

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Focusing donations and sponsorships on ESG plan priorities (continued)

Bombardier continued in 2024 to give scholarships and support work-study programs to youth interested in aerospace and STEM. Here are a few examples:

- \$75,000 CAD in scholarships to graduates of L'École nationale d'aérotechnique for their academic perseverance.
- Scholarships for the winners of the Défi apprenti Génie and Défi Génie inventif in collaboration with the Réseau Technoscience Région métropolitaine.
- Invested more than \$1.5M CAD in scholarships to students from l'École des métiers de aérospatiale de Montréal as part of a work-study program.

Communities risk management

Bombardier, through its Ethics and Compliance Office, conducts a thorough check of every organization before partnering with them to avoid any reputational risks. Additionally, Bombardier has a Policy on Donations, Sponsorships and Memberships that provides a clear set of guidelines for donations, sponsorships and memberships that apply to all corporate community investments given to any non-profit organization, non-governmental organization or charity from any Bombardier entity. Other processes, such as a review by the team responsible for all company expenses, ensure that donations are reported and comply with Bombardier policies.

Bombardier employees supporting their communities

Bombardier employees are supporting their communities around the world, with all donations made in local currencies. Highlights of 2024 include:

- \$1.3 million CAD contributed to Centraide of Greater Montréal by Bombardier employees and the company.
- \$30,000 dollars were contributed by Wichita (USA) employees to the United Way of the Plains.

- Approximately \$200,000 CAD was raised for the Make-A-Wish Foundation through an event where 37 teams totalling 225 Bombardier cyclists biked for 48 hours.
- Bombardier employees also donated \$52,000 CAD to their Greater Montréal community via the Employee Charity Fund.
- Their time was generously contributed to many local initiatives through various employee-led volunteering programs, such as the B Effect in Montréal (Canada) that was awarded by la fondation Le Chaînon for its volunteering involvement, Fundación Merced in Querétaro (Mexico) and We Care in Red Oak (USA).

Bombardier supports these employee-led initiatives and maintains a work environment where employees are encouraged to give back to their communities.

ESG plan performance

Measure	2022	2023	2024
Student internships	~ 1,200	~ 1,400	~ 600
Percentage of donations and sponsorships toward sustainability initiatives	89%	96%	92%



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Board and committees

ESG PLAN

Objective: Strong governance for sustained shareholder value

GOAL

- Sustainability performance regularly reviewed at the Corporate Governance and Nominating Committee (CGNC)

STRATEGIES

- CGNC oversees and monitors ESG plan

MEASURES

- Number of sustainability status reviews in year

2024 HIGHLIGHTS

- Sustainability update provided at every CGNC Board meeting
- Continued Sustainability forums throughout 2024
- Enhanced Climate Report prepared by the Climate Working Group

Board oversight and monitoring of sustainability

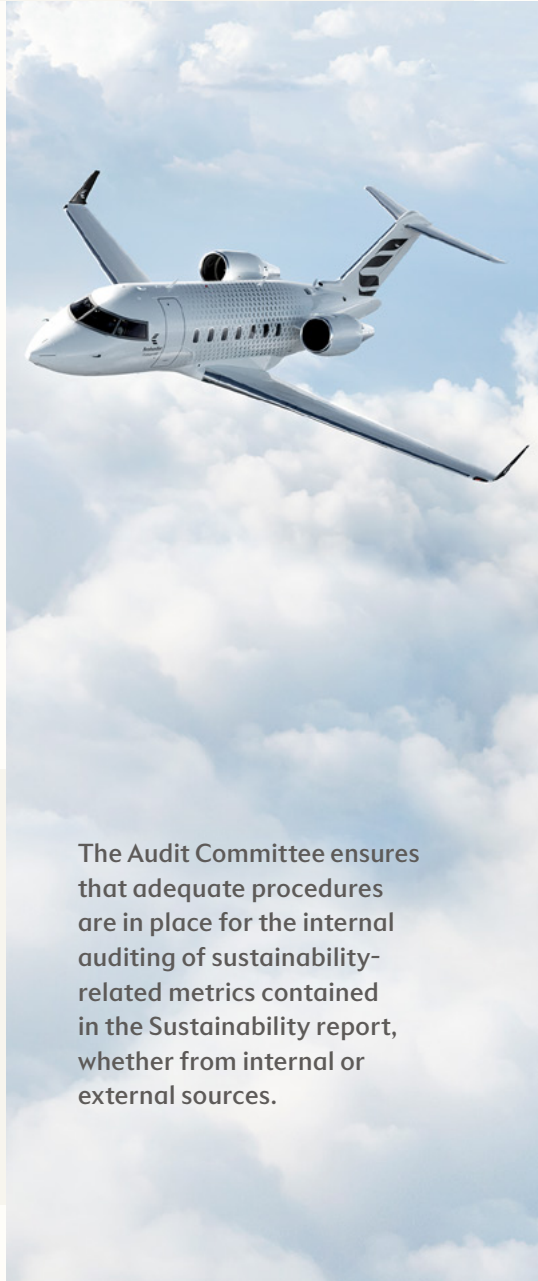
The Board of Directors (Board), with the assistance of its committees, exercises oversight of Bombardier’s global corporate strategy, which includes various sustainability-related topics such as the ESG plan. “Corporate Social Responsibility” is listed in the Board’s skills matrix, as it is one of the primary competencies that Bombardier believes is required to effectively oversee and manage its business, all as described in the most recent management proxy circular that is available on the company’s website at ir.Bombardier.com or at SEDAR+ at www.sedarplus.ca.

As such, the Board is structured to ensure that certain directors have sufficient experience and knowledge of sustainability-related matters in order for the Board to effectively oversee Bombardier’s sustainability strategy.

The Corporate Governance and Nominating Committee (CGNC) of the Board supports the Board’s oversight responsibilities by monitoring Bombardier’s sustainability development and performance, including its ESG plan, practices, related policies and disclosures.

The Audit Committee ensures that adequate procedures are in place for the internal auditing of sustainability-related metrics contained in the Sustainability report, whether from internal or external sources.

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Board oversight and monitoring of sustainability (continued)

The CGNC reviews and recommends approval by the Board of Bombardier’s Sustainability report, in conjunction with the Board’s Audit Committee, which has specific oversight and responsibility for any sustainability-related metrics within the report. In 2024, the CGNC met four times and a sustainability update was provided by the Senior Vice-President, People and Sustainability, at every meeting. Following each meeting, the Chair of the CGNC provided a summary to the full Board, including key matters addressed in the sustainability updates. The topics discussed during those updates included a review of the corporation’s sustainability performance and sustainability-related measures, developments in upcoming mandatory sustainability reporting, as well as significant initiatives that advanced the ESG plan. These updates ensure that the Board is well informed of sustainability developments and progress of the ESG plan. The CGNC also monitors various sustainability-related topics through regular reports provided by different teams within the company, such as the company’s programs and practices with respect to product safety management and to privacy matters.

The Board’s Audit Committee supports the Board’s oversight responsibilities in relation to risks related to environmental matters, including monitoring environmental, financial and operational risks and their disclosure, if required, in the company’s financial statements. The Audit Committee ensures that adequate procedures are in place for the internal auditing of sustainability-related metrics contained in the Sustainability report, whether from internal or external sources. The Audit Committee also receives quarterly reports on ethics and compliance matters, including reporting related to the Code of Ethics, investigations, awareness, risk management and due diligence performed on contractual transactions.

The Board’s Human Resources and Compensation Committee (HRCC) is responsible for overseeing the total compensation of the CEO and senior officers who report directly to the CEO, including the determination of incentive plan key performance measures, which in 2024 included sustainability-related performance indicators and targets. The HRCC also receives quarterly reports on employee health and safety matters, including lost-time incident rates and company programs and initiatives to reduce risks and incidents. Members of the CGNC, Audit Committee and HRCC are composed exclusively of independent members of the Board.

Sustainability committees

Starting in 2022, Bombardier established a Climate Working Group with experts from different functions such as finance, accounting, corporate legal, sustainability, environment, engineering and operations. The Climate Working Group is responsible for conducting climate risk assessments, developing the company’s climate strategy, as well as preparing the Climate report enclosed as an appendix to this report.

In 2024, sustainability forums continued throughout the year, an initiative that was officially launched in 2022. These forums bring together representatives from various teams across the organization that contribute to the progress of the ESG plan and provide opportunities to share sustainability-related developments, initiatives and knowledge among all sustainability contributors. For additional information on sustainability governance at Bombardier, refer to the Accountable leadership section.

ESG plan performance

Measure	2022	2023	2024
Number of sustainability status reviews by CGNC	4	4	4

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Ethics and compliance

ESG PLAN

Objective: Uphold the highest ethical integrity and leadership standards

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

MEASURES

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

2024 HIGHLIGHTS

- **Two awards at the Brandon Hall Group Excellence Awards in 2024**
- **New awareness module for the Board of Directors**
- **100%¹ of identified compliance risks had a response plan in implementation**

Business ethics risks throughout the value chain

Bombardier ensures business ethics and compliance (E&C) in various aspects of its value chain. It achieves this by establishing procedures and implementing controls throughout the business, from the creation of its products to sourcing of materials, and from promotion to delivery. Examples of such processes are:

- the due diligence performed on customers; and
- the due diligence performed on third parties such as suppliers and vendors.

DUE DILIGENCE PROCESS FOR BOMBARDIER CUSTOMERS

Before selling an aircraft, Bombardier's Ethic and compliance (E&C) team conducts a thorough due diligence check on the aircraft's ultimate owner. The potential buyer completes a due diligence questionnaire that the E&C team reviews using different compliance tools and search engines. If everything is clear, the sale can move forward. However, if red flags are raised, the E&C team performs a deeper analysis of potential legal, financial and reputational risks that Bombardier might face by dealing with this prospective client.

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Training and communication are integral parts of Bombardier's culture. By investing in its employees' development and maintaining rigorous ethical standards, Bombardier continues to build a resilient and responsible organization.

Business ethics risks throughout the value chain (continued)

Following this assessment, the E&C team determines if the sale can move forward, unless the red flags are ones which the Third-Party Due Diligence Directive for New and Pre-Owned Aircraft Transactions requires review by the Risk Management Committee (RMC). In that case, the RMC, comprised of executives from various functions, determines whether the transaction can move forward.

THIRD-PARTY DUE DILIGENCE

To deal with suppliers or vendors, Bombardier has a four-step risk-based approach for third-party due diligence. This helps to identify and mitigate risks related to fraud, corruption, modern slavery, conflicts of interest, etc.

Data-driven approach to identify risk areas and drive decisions

Bombardier continuously uses data to identify needs and gaps and improve its compliance program. This data can take the form of disclosures or reports made by employees, investigation results or recommendations, internal audit findings, observations made by the E&C team or the E&C Ambassador Network and more. The collected data helps Bombardier understand whether tools, training, additional attention and awareness, or new or improved processes and controls are needed to help employees make better decisions.

Empowering employees through essential training and communications

Bombardier believes that continuous learning and effective communication are the cornerstones of its organizational culture. In 2024, significant strides were made in enhancing the ethics and compliance training programs and communication initiatives, underscoring its commitment to employee development and ethical standards.

In the course of the year, onboarding training was provided to interns and new employees on ethics and compliance, which is crucial for fostering a culture of integrity and accountability within the organization. It ensures that all team members understand the legal and ethical standards they must adhere to, which helps prevent misconduct and promotes a positive work environment. Such training empowers employees to make ethical decisions confidently, contributing to the overall success and sustainability of the organization. In the first quarter of 2024, a customized eLearning module – Acting with Integrity – was launched and specifically designed for production employees. This module aims to equip them with the skills and knowledge to make ethical decisions and contribute to a positive work environment. Additionally, training sessions for third parties continued, focusing on preventing bribery and understanding Bombardier’s Code of Ethics. These sessions are designed to ensure that all partners adhere to the highest ethical standards, reinforcing Bombardier’s dedication to ethical business practices. A new awareness module for the Board of Directors was also developed in 2024, covering critical topics such as respectful workplace, financial irregularities and cybersecurity.

The Ethics and Compliance team deployed annual trainings with an overall completion rate of 97%. These trainings included the Conflict of Interest Disclosure campaign, which is crucial for reinforcing the organization’s commitment to transparency and ethical conduct, and the annual Code of Ethics certification. The Code of Ethics certification was accompanied by an Anti-corruption eLearning module, highlighting employees’ dedication to upholding the highest standards of integrity and ethical behaviour.

In addition, the eLearning module on Conflicts of Interest, developed in 2023, won two awards at the Brandon Hall Group Excellence Awards in 2024: a bronze medal in Best Compliance Training and a silver medal in Best Custom Content.

Training and communication are integral parts of Bombardier’s culture. By investing in its employees’ development and maintaining rigorous ethical standards, Bombardier continues to build a resilient and responsible organization. Throughout 2024, advice on E&C topics continued to be provided in different ways, ensuring that employees remained informed and supported:

- internal articles in the employee “Altitude Express” newsletter covered a number of topics such as sexual harassment, use of social media, undue pressure and discrimination;
- a column answering common E&C questions from employees was published three times and a column called Ethics Tips provided biweekly tips on ethics;
- an E&C Toolbox was available for managers and employees with new content added regularly; and
- the content roadmap was refreshed every quarter with new ready-to-use downloadable material.

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Ethics and compliance

Empowering employees through essential training and communications (continued)

Bombardier expects all employees to speak up when they witness ethical misconduct. To help them, an E&C Ambassador Network has expanded from last year to include more than 37 employees from different functions and locations, offering personal guidance on E&C-related issues. These ambassadors play a key role in answering employees' questions, encouraging discussions on ethics and compliance and helping employees take the right decisions. Throughout 2024, the E&C team continued to respond to inquiries sent by email or via the online reporting portal (Ethics Line). Bombardier values the importance of employees being well versed in E&C topics. This knowledge enables them to make informed and ethical business decisions, identify misconduct, and report any breaches of the Code of Ethics promptly and without fear of retaliation. This continued effort in 2024 highlights Bombardier's dedication to maintain a culture of integrity and accountability.

Investigation process

Bombardier is committed to conducting business ethically and does not tolerate any violation of its Code of Ethics, policies or of any applicable laws or regulations by its employees or business partners. It is crucial to Bombardier's success and reputation that any alleged violations are reported promptly and investigated thoroughly to avoid any damaging consequences for both Bombardier and the individuals involved. Bombardier has established a process for conducting investigations in accordance with lawful fraud examination techniques, which includes but is not limited to the examination of books and records, voluntary interviews of appropriate personnel and other evidence-gathering procedures as necessary under the circumstances. If misconduct is confirmed, appropriate measures are taken. Additionally, a root cause analysis is performed.

Ethics and compliance risk management

Bombardier manages ethics and compliance risks throughout its value chain through various means, including a compliance risk assessment process (CRA) where risks are identified and analyzed, and where concrete strategies are developed to manage and mitigate those risks. This process is a cross-organizational effort led by the E&C team where professionals from various functions own and monitor risks and are responsible for implementing response plans. The compliance risk register, which is a centralized compliance risk management tool, facilitates the management of related activities and allows the visualization of relevant key performance indicators. Every year, the CRA is reviewed by all key stakeholders along with the dedicated resources from the E&C team. They review all identified risks and associated mitigation actions to determine if changes are required. If new risks are added, new mitigation actions are identified. In 2024, 100%¹ of identified compliance risks had a response plan in implementation.

ESG plan performance

Measure	2022	2023	2024
Percentage of compliance risks identified for which a response plan is being implemented	100%	100%	100% ¹

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ESG PLAN

Objective: Lead supplier practices in environment, ethics and employment

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

MEASURES

- Percentage of suppliers who agree to adhere to Bombardier standards as described in the company’s Supplier Code of Conduct

2024 HIGHLIGHTS

- Launched Supplier Recognition Program with four awards including the Environmental Sustainability Award
- Bombardier’s Chief Procurement Officer (CPO) named in the 2024 Top 15 Chief Procurement Officers by DiversityPlus
- 98% of the top 150 suppliers, accounting for 83% of the total spend, agreed to adhere to Bombardier’s Supplier Code of Conduct or to standards at least as robust as those provided by Bombardier’s Supplier Code of Conduct

Securing supplier commitment to Bombardier’s standards

In 2024, 98% of the top 150 suppliers, accounting for 83% of the total spend, agreed to adhere to Bombardier’s Supplier Code of Conduct or to equivalent standards that are as robust as those provided by the Supplier Code of Conduct, which outline expectations regarding how suppliers should conduct business. The Supplier Code of Conduct integrates the ten principles of the United Nations Global Compact (UNGC), addressing areas of human rights, labour, environment, and anti-corruption.

It provides ethical standards that Bombardier expects its suppliers to adhere to while conducting business with Bombardier or throughout their own supply chain, including matters such as non-discrimination, child labour, forced labour, modern slavery/human trafficking, employment rights and practices, drugs and alcohol, environmental practices, anti-corruption, and fraud. In light of emerging regulations and evolving best practices, the Supplier Code of Conduct was reviewed and updated in 2023 to incorporate additional topics such as conflict minerals and ethical sourcing, cyber security, counterfeit parts, insider trading and tipping, and trade control.

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Considering the increasing number of sustainability-related regulations globally, Bombardier has put in place a cross-functional governance body that held, in 2024, workshops aimed at the continuous improvements of the organization’s practices.

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Monitoring suppliers' compliance to Bombardier's standards and taking appropriate action in case of a breach

Bombardier's representatives are constantly interacting with suppliers via quality audits, monthly program reviews, quarterly business reviews, supplier interventions on site, suppliers rate readiness and more. These interactions allow Bombardier to have visibility on suppliers' way of doing business and whether they respect the standards. Bombardier takes prompt action in case of non-compliance with its standards, including working with suppliers or alternate suppliers, where appropriate, and implementing a corrective action plan to remedy the situation.

Bombardier has taken measures to strengthen the existing third-party due diligence process for suppliers by enhancing it with a comprehensive four-step risk-based approach that improves Bombardier's ability to identify and mitigate risks associated with its supply chain. In 2024, selected suppliers went through the process with the objective of testing it and improving it as necessary.

Making procurement practices more sustainable

Considering the increasing number of sustainability-related regulations globally, Bombardier has put in place a cross-functional governance body that held, in 2024, workshops aimed at the continuous improvements of the organization's practices. In 2024, Bombardier also continued to implement its environmental management compliance strategy to ensure that suppliers are on track to reduce and/or eliminate the use of hazardous and toxic substances in its supply chain such as hexavalent chromates. The supply chain experts worked with the product sustainability team and a third-party provider to collect Controlled Substance Declaration Forms in accordance with the European Union REACH regulation.



Supplier Recognition Program

In 2024, Bombardier launched its Supplier Recognition Program (SRP) which aims at recognizing outstanding performance of suppliers on various topics. The SRP is comprised of four awards:

- The **Diamond Supplier Award**, which was created several years ago, rewards suppliers who achieve excellence and contribute to Bombardier success.
- The **Environmental Sustainability Award**, new in 2024, was created to encourage, incentivize and recognize suppliers for their sustainability innovation and leadership.
- The **Quality Award**, new in 2024, was created to recognize suppliers that deliver high quality products, therefore preventing defects.
- The **Outstanding Partnership Award**, launched in 2023, was created to recognize suppliers for their alliance, collaboration and outstanding customer support and service.

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Responsible supply chain

Responsible supply chain risk management

Bombardier uses a monitoring solution that detects global events that could potentially impact its supply chain. This tool increases visibility over the organization’s supply chain and monitors events that may cause disruptions or impact its operations, such as natural disasters, labour disruptions or cyberattacks. In 2024, more than 10,000 tier 1, 2 and 3 aerospace suppliers were mapped out in Bombardier’s monitoring solution enabling the organization to have a robust surveillance system.

In 2024, Bombardier continued to strengthen its knowledge of its supply chain’s financial health by engaging with a technology firm that provides information on the financial health of public and private companies around the world allowing to further mitigate risk.

In addition, Bombardier launched the Supply Chain Diploma Program, as part of the Supply Chain Faculty, to elevate and strengthen the business acumen of its employees working in supply chain. The Supply Chain Diploma Program covers six key areas, including logistics, supply chain, negotiation, quality, new product development, and finance, across three different levels.

This aims at building internal capabilities, reducing supply chain risks and reflects Bombardier’s commitment to continue to develop its talented employees.

MANAGEMENT OF RISKS ASSOCIATED WITH THE USE OF CRITICAL MATERIALS

A critical material is a material that is both essential in use and subject to the risk of supply restrictions. To that end, Bombardier uses a “Just Be Prepared” approach to critical materials, ensuring that supplies are available when needed and that Bombardier has the proper resources and information available, including:

- The Supplier Intervention team collaborates with suppliers and conducts on-site interventions to ensure timely delivery of critical parts, including those from the Services segment. By working closely with suppliers, the team ensures a robust supply chain, maintaining capacity and preventing interruptions.

- The Advanced Supplier Management team keeping a steady inflow of material. In 2024, this team continued to advance their tools and interventions to elevate their impact. One of the tools is a 360° capability assessment questionnaire to track performance and prevent related risks such as sustainability risks which includes modern slavery risks. After the assessment, Bombardier collaborates with its suppliers on an improvement plan to address risks of interruptions or delays in deliveries.
- The organization is putting in place multiple governances with key executives, to review critical suppliers, review supplier performance and create action plans to reduce supply chain-related risks.

Reporting on modern slavery

A Modern Slavery Report setting out the steps taken to prevent and reduce the risk that forced or child labour exists at any step of the production or the importation of goods was published in accordance with the Canadian legislation recently adopted on modern slavery. To consult Bombardier’s Modern Slavery Report, see:

www.bombardier.com/en/sustainability/governance/modern-slavery-report

ESG plan performance

Measure	2022	2023	2024 ¹
Percentage of suppliers who agree to adhere to Bombardier standards as described in the company’s Supplier Code of Conduct	95%	98%	98%

1. The measure in 2024 represents Bombardier’s top 150 suppliers, accounting for 83% of its total spend, who agree to adhere to the company’s standards or to standards at least as robust.



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Measures	Baseline	2022	2023	2024	Reference
ENVIRONMENTAL					
Greenhouse gas emissions (thousands of tonnes of CO ₂ eq)	102.5	92.3	87.6	78.7	Baseline: year 2019, for continuing operations
Energy consumption (millions of gigajoules)	2.1	1.9	2.0	1.9	Baseline: year 2019, for continuing operations
Total waste generated (thousands of tonnes)	15.1	12.2	11.7	11.3	Baseline: year 2019, for continuing operations
Hazardous waste generated (thousands of tonnes)	5.5	4.3	4.2	4.1	Baseline: year 2019, for continuing operations
Total Environmental Product Declarations (EPDs) published	—	2 <i>(Challenger 3500 added)</i>	4 <i>(Global 5500, Global 6500 added)</i>	5 <i>(Challenger 650 added)</i>	All in-production aircraft
SAF usage in flight operations	—	9.3K U.S. gallons	2.5M U.S. gallons	2.5M U.S. gallons	SAF blend procured through the Book-and-Claim system. The blend is approximately 30% neat SAF.
SOCIAL					
Fatalities	0	0	0	0	Baseline: year 2020, for continuing operations
Lost-time incident rate (per 200,000 work hours)	0.76	0.73	0.62	0.55	Baseline: year 2020, for continuing operations
Lost-time severity rate (per 200,000 work hours)	38.8	34.7	26.1	28.5	Baseline: year 2020, for continuing operations
Belonging index	—	—	—	77%	
Employee engagement score	—	73%	79%	80%	
Voluntary turnover (last 12 months)	—	7.0%	5.3%	3.9%	
Bombardier market share – Aircraft sales (three-year average)	—	24% in units, 33% in revenues	24% in units, 35% in revenues	23% in units, 34% in revenues	
Bombardier market share – Aircraft services	—	41% in revenues	46% in revenues	52% in revenues	
Percentage of employees trained on data privacy	—	96% of office employees hired completed data privacy training	95% of office employees hired completed data privacy training	92% of office employees hired completed data privacy training	
Student internships	—	~ 1,200	~ 1,400	~ 600	
Percentage of donations and sponsorships toward sustainability initiatives	—	89%	96%	92%	
GOVERNANCE					
Number of sustainability status reviews by CGNC	—	4	4	4	
Percentage of compliance risks identified for which a response plan is being implemented	—	100%	100%	100%¹	
Percentage of suppliers who agree to adhere to Bombardier standards as described in the company's Supplier Code of Conduct	—	95%	98%	98%	The measure in 2024 represents Bombardier's top 150 suppliers, accounting for 83% of its total spend, who agree to adhere to the company's standards or to standards at least as robust.

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Climate report Introduction

The objective of this Climate report is to inform stakeholders on how Bombardier is assessing and acting upon risks and opportunities related to climate change and the transition to a low-carbon global economy.

Bombardier published its first Climate report pursuant to the Taskforce on Climate-related Financial Disclosures (TCFD) as an appendix to the 2022 ESG report. The Climate report was reviewed in 2023 to incorporate recommendations from the International Financial Reporting Standards (IFRS) S2 standard and was updated in 2024.

Strategy

This section describes the company's support of the business aviation strategy with regards to climate.

Industry commitment toward net-zero carbon emissions by 2050

For many years, Bombardier has contributed to the business aviation industry's efforts on reducing greenhouse gas emissions. In October 2021, at the National Business Aviation Association's 2021 Business Aviation Convention and Exhibition (NBAA-BACE), the heads of the General Aviation Manufacturers Association (GAMA), International Business Aviation Council (IBAC) and NBAA pledged:

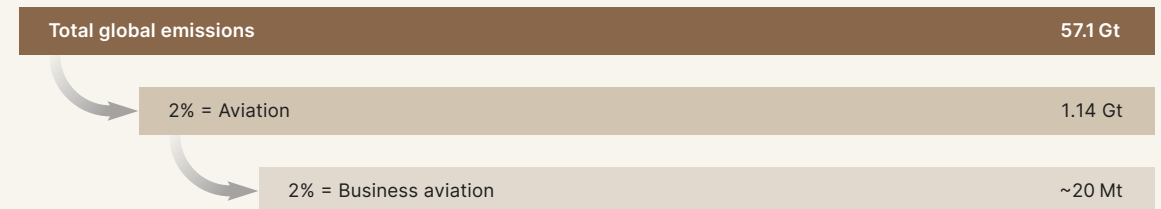
- to reach net-zero carbon emissions by 2050;
- to increase fuel efficiency by 2% per year between 2020 and 2030; and
- to maintain carbon-neutral growth from 2020 onward.

These updated climate goals followed a planned review of the Business Aviation Commitment on Climate Change in 2021. In October 2022, governments met at the International Civil Aviation Organization (ICAO) 41st General Assembly in Montréal and adopted a goal of net-zero carbon emissions for international flights by 2050.

Total carbon emissions from business aviation

The illustration shows CO₂ eq emissions for business aviation in the context of global emissions across all sectors. In 2023, according to United Nations Environment Programme's Emission Gap Report 2024, total global CO₂ eq emissions were 57.1 gigatonnes (Gt), of which aviation accounted for approximately 2%. The business aviation industry estimated back in 2021 that it accounted for approximately 20 million tonnes of CO₂ eq per year, representing approximately 0.04% of the total yearly annual emissions.

Indicative emissions per year
CO₂ eq





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Strategy

Path toward net zero for business aviation

The business aviation industry has projected its path toward net-zero carbon emissions by 2050 as shown in the graph below. This projection was originally created in 2009 to track the evolution of CO₂ emissions in the business aviation industry. It shows the actual emissions of CO₂ for the overall business jet industry (jets and turboprops combined) and the forecasted emissions until 2050 based on the four key pillars the industry is relying on to reduce its CO₂ emissions:

- Reduction from technology improvement.
- Reduction from operation and infrastructure improvements.
- Reduction from sustainable aviation fuel adoption.
- Reduction from introduction of global market-based measures.

The adoption of Sustainable Aviation Fuel (SAF) amongst business aviation operators and the introduction of new technologies in business aviation will be the main drivers to help the industry in its path toward net zero.

Bombardier's actions to support the business aviation industry toward net zero

As a leading manufacturer and servicing company for business aircraft, Bombardier is acting on the following pillars:

SUSTAINABLE AVIATION FUELS

The gradual replacement of regular jet fuel with SAF will require widespread efforts to increase the production of SAF on a global scale, both for commercial and for private aviation. SAF is produced from sustainable feedstocks, which are sources that do not use fossil fuels and that do not impact food production. The reduction of greenhouse gas emissions associated with SAF is achieved throughout its complete life cycle. Bombardier is engaged in supporting SAF. Since January 2023, the company has used a fuel blend that includes approximately 30% neat SAF for all its operational flights (pre-delivery testing, demonstration and development). To maximize the reduction of emissions related to the use of SAF, Bombardier uses the Book-and-Claim system through its partnership with Signature Aviation. Moreover, Bombardier conducted in 2024 a four-hour development test on a *Global 6500* using 100% SAF that is expected to be qualified as a drop-in replacement for conventional jet fuel. See the [Sustainable aviation](#) section for additional information.

TECHNOLOGY

Technology improvements have been constant throughout the history of aviation, leading to more fuel-efficient aircraft models in each generation. Bombardier is participating in that effort by investing in innovative aircraft research, such as the EcoJet research project that aims to achieve up to a 20% reduction in emissions through aerodynamic improvements associated with the blended wing body design, and reaching up to 50% reduction when combined with advancements in propulsion, systems, materials and structures developed with industry partners. See the [Sustainable aviation](#) section for additional information.

OPERATIONS AND INFRASTRUCTURE

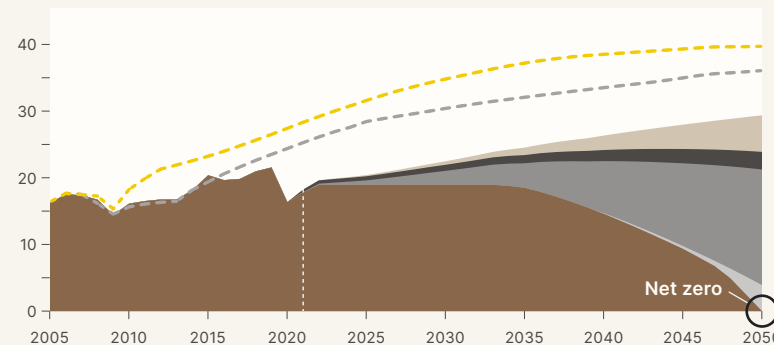
Future aircraft operations will also benefit from advances in navigation and airport-based operations systems that will further reduce the industry's total greenhouse gas emissions. Such advances may allow aircraft to move around airports without any carbon emissions via on-board or on-ground-based electrical power. To that end, Bombardier continues to transition its site ground transportation to electrical buggies, aircraft towing vehicles and forklifts.

GLOBAL MARKET-BASED MEASURES

The industry will need to rely on market-based measures such as the purchase of carbon credits available in other industries should the above-mentioned pillars not be sufficient to reach net zero. For the time being, Bombardier continues to prioritize reductions at source that generate lasting results. See the [Environmental footprint](#) section for additional information.

Business aviation total CO₂ emissions (2021 forecast¹) million tonnes, 2005–2050F

- 2009 forecast --- 2015 forecast
- Technology
- Operations and infrastructure
- Alternative fuels
- Global market-based measures
- Projection to net zero



¹ Sources: IBAC and GAMA, Business Aviation Commitment on Climate Change (BACCC)



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Climate scenarios

This section shows the climate scenarios chosen by the company and how they could potentially impact Bombardier.

The models of the United Nations Intergovernmental Panel on Climate Change (IPCC) were used to establish the climate scenarios in the table shown here. The IPCC produces emission projection scenarios driven by different socioeconomic assumptions, which are called Shared Socioeconomic Pathways (SSPs). Although global warming is trending to exceed 1.5 °C, the climate scenario SSP1-1.9 is maintained as lower limit for this analysis. This will be reassessed in future years as additional climate data points are obtained.

The listed scenarios were chosen in 2022 and apply to Bombardier's entire scope of operations. These scenarios reflect the degree to which the business aviation industry will achieve its target of reaching net zero carbon emissions by 2050. In Scenario 1, the industry successfully reaches net zero emissions by 2050. In Scenario 2, the industry achieves a 50% reduction in CO₂ emissions compared to 2005 levels. Scenario 3 reflects the eventuality that global warming continues significantly and represents greater vulnerability to climate change impacts.

Bombardier has identified potential risks for 2024 related to each scenario. The potential risks and opportunities listed in the table correspond to what was identified in the Risks and opportunities section of this Climate report.

Shared Socioeconomic Pathways (SSPs)	Business aviation industry	Potential risks for Bombardier	Potential opportunities for Bombardier
SCENARIO 1: SSP1-1.9			
Local CO ₂ emissions reduce to reach net zero after 2050. Global temperatures reach 1.5 °C warmer than pre-industrial levels by 2100.	The business aviation industry reaches its goal of net zero by 2050.	<ul style="list-style-type: none"> • Cost of GHG emissions (risk #1) • Regulatory restrictions on products and their use (risk #2) • Climate-related litigation (risk #3) • Development of new technologies (risk #4) • Demand for business aircraft (risk #5) 	<ul style="list-style-type: none"> • Optimize energy consumption (opportunity #1) • Develop lower emissions aircraft (opportunity #2)
SCENARIO 2: SSP1-1.9			
Local CO ₂ emissions reduce to reach net zero after 2050. Global temperatures reach 1.5 °C warmer than pre-industrial levels by 2100.	The business aviation industry reaches a level of net CO ₂ emissions by 2050 that corresponds to 50% of the 2005 level.	In addition to the risks above: <ul style="list-style-type: none"> • Sustainable Aviation Fuel ramp-up (risk #6) 	Opportunities mentioned above.
SCENARIO 3: SSP3-7.0			
Emissions and temperatures rise steadily and CO ₂ emissions roughly double from current levels by 2100. Global warming continues significantly.	The business aviation industry does not significantly reduce its CO ₂ emissions compared to the 2005 level.	In addition to the risks above: <ul style="list-style-type: none"> • Severe weather events impact on Bombardier (risk #7) • Severe weather events impact on supply chain (risk #8) 	No opportunities related to this scenario.

Risks and opportunities

This section lists climate-related risks and opportunities that may impact the company over various time horizons.

Risks

Each risk has been assessed based on the likelihood of a risk materializing over a time horizon and the impact on Bombardier if the risk does materialize. Each criterion used to determine the level of impact was given a low-medium-high rating and the average resulted in the overall level of impact. The following set of criteria was used:

Category	Criteria	Measure	Low	Medium	High
Likelihood		Probability of occurring during time period	< 10%	10–50%	> 50%
Impact	Business units	Company sites impacted	Single site	Several sites	Whole company
	Reputational	Impact on reputation	Low	Medium	High
	Compliance	Impact on compliance	Low	Medium	High
	Stakeholder expectations	Impact on internal and external stakeholders	Low	Medium	High
	Business continuity	Impact on business continuity	Low	Medium	High
	Financial impact	Impact on annual net income	< \$25M	\$25M–50M	> \$50M

The estimated potential financial impact reflects the average annualized impact on net income, assuming current business volume and current U.S. dollar value (i.e., no future inflation). In 2024, the financial thresholds were adjusted to better align with Bombardier’s current financial performance.

For the purposes of assessing the time horizon, the short, medium and long term, were established at years 2035, 2050 and 2100, respectively. The medium-term horizon of 2050 is set to align to the business aviation industry’s target of reaching net-zero carbon emissions.

The short-term horizon of 2035 is an intermediate step toward that goal, and the long-term horizon of 2100 represents an outlook of how climate is expected to evolve in the decades following the industry’s targeted achievement of net zero.

Physical risks are those that result from climate events or changes, such as earthquakes, hurricanes, floods, fires, storms, water scarcity, etc., whereas transition risks result from actions or changes to support a low-carbon economy.

The identified risks are concentrated in geographical areas where Bombardier has operations (see [At a glance](#) section) and where Bombardier’s suppliers are located. None of those risks currently affect Bombardier’s business model and value chain. However, Bombardier anticipates that risks #2, 4, 5, 6 and 8 could affect its business model and value chain in the future.

The table that follows shows a detailed analysis of those risks and corresponding mitigation strategies.

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Risks (continued)

Number	Type	Classification	Risk name	Risk description	Time horizon	Likelihood	Impact	Mitigation
1	Transition risk	Policy and legal	Cost of GHG emissions	Cost of emitting GHG could increase in both the mandatory and voluntary carbon markets, impacting the costs of operating.	Short term	High	Low	Continue to optimize sites and processes to reduce scope 1 and 2 emissions.
2	Transition risk	Policy and legal	Regulatory restrictions on products and their use	Authorities could introduce regulations that impact aircraft design, production and/or usage based on environmental criteria.	Short term	Medium	Low	Continue to develop aircraft by collaborating with suppliers and engaging in the industry efforts toward regulatory compliance.
3	Transition risk	Policy and legal	Climate-related litigation	There could be an increased exposure to litigation related to climate, potentially resulting in increased costs and reputational impact.	Medium term	Low	Medium	Avoiding misleading information and continuing to reduce Bombardier's direct and indirect climate impact.
4	Transition risk	Technology	Development of new technologies	Competitors from within or outside the industry could bring new products or aircraft models with reduced emissions before Bombardier does, resulting in a loss of market share.	Medium term	Medium	Medium	Continuing to develop more efficient aircraft, making investments in new aircraft technologies and collaborating with universities, governments and industry associations.
5	Transition risk	Market	Demand for business aircraft	Demand for business aircraft could fluctuate as clients increasingly consider climate, potentially impacting sector revenues.	Medium term	Medium	Medium	Pursue efforts, including supporting customers in mitigating climate impacts and reducing GHG emissions.
6	Transition risk	Market	Sustainable Aviation Fuel ramp-up	The production and availability of SAF does not ramp up to the levels required to achieve the industry decarbonization targets, severely inhibiting the industry ability to achieve its decarbonization plan resulting in legislative barriers to business aviation as well as reputational loss.	Medium term	Medium	Medium	Pursue a strategy to promote the adoption of SAF within the industry, use SAF into Bombardier's operational flights through the Book-and-Claim system or direct purchase, and explore opportunities to make SAF available to customers across its service centres.

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Risks (continued)

Number	Type	Classification	Risk name	Risk description	Time horizon	Likelihood	Impact	Mitigation
7	Physical risk	Acute/Chronic	Severe weather events impact on Bombardier	Severe weather events become more frequent generating disruption or damage to installations and operations and increased insurance premiums.	Medium term	Medium	Low	Consider exposure to severe weather events in Bombardier’s footprint and facility resilience strategy and adapt its sites’ emergency response plans as required.
8	Physical risk	Acute/Chronic	Severe weather events impact on supply chain	Severe weather events become more frequent, potentially generating disruption in manufacturing and servicing aircraft.	Short term	Medium	Low	Continue to enforce a proactive approach by monitoring and engaging with suppliers to ensure supplies are available and the necessary resources are in place.

Opportunities

The climate transition also presents several opportunities. As with risks, the opportunities were assessed based on their likelihood and impact. Each criteria used to determine the level of impact was given a low-medium-high rating and the average resulted in the overall level of impact. The following set of criteria was used:

Category	Criteria	Measure	Low	Medium	High
Likelihood		Probability of occurring during time period	< 10%	10–50%	> 50%
Impact	Business units	Company sites impacted	Single site	Several sites	Whole company
	Reputational	Impact on reputation	Low	Medium	High
	Stakeholder expectations	Impact on internal and external stakeholders	Low	Medium	High
	Financial impact	Impact on annual net income	< \$25M	\$25–50M	> \$50M

continues

Opportunities (continued)

None of the identified opportunities currently affect Bombardier’s business model and value chain. However, Bombardier anticipates that the opportunity #2 could affect its business model and value chain in the future.

The table that follows shows a detailed analysis of those opportunities and corresponding realization strategies.

Number	Type	Classification	Opportunity name	Opportunity description	Time horizon	Likelihood	Impact	Realization
1	Opportunities	Resource efficiency	Optimize energy consumption	Make Bombardier’s operations more efficient and resilient by reducing energy consumption and increasing the share of energy from renewable sources.	Short term	High	Low	Invest in installations, equipment and processes to optimize energy use, and migrate to sustainable energy sources.
2	Opportunities	Products and services	Develop lower emissions aircraft	Retain and increase market share by developing future generations of aircraft with reduced emissions.	Medium term	High	Medium	Continued R&D investments, including EcoJet research program. Closely monitor and continue to leverage research collaboration and technology development programs.

Initiatives in support of climate strategy

The climate-related risks and opportunities set out above are addressed through Bombardier’s strategic and financial planning as well as capital investments. Here are a few recent examples:

- The Bombardier Aircraft Assembly Centre in Toronto (Canada) that commenced operations in 2024 reduced energy consumption in Toronto by 22% compared to 2023. Water consumption also improved and electric vehicles are used for onsite transportation.
- Solar panels were added to the Singapore Service Centre (Singapore) and to the Biggin Hill (UK) site, together generating 6,705 gigajoules (GJ) of electricity.
- Investing in R&D projects, such as the EcoJet research project, destined to develop the aircraft of tomorrow that will significantly reduce greenhouse gas emissions.
- Purchasing a blend of about 30% neat SAF via a Book-and-Claim system for all of Bombardier’s operational flights to reduce the company’s CO₂ emissions.

For additional examples regarding investments that contribute to reducing Bombardier’s environmental footprint, see the [Environmental footprint](#) and [Sustainable aviation](#) sections.



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Risk management

This section explains Bombardier's climate risk management approach.

Processes for identifying and managing climate-related risks

Risks identified in this Climate report were assessed by the Climate Working Group, combining experts from finance, accounting, corporate legal, sustainability, environment, engineering and operations. The broad composition of this group ensures that climate-related risks are assessed in a holistic way.

Mitigation actions are being implemented to address the risks identified by the Climate Working Group. The Corporate Governance and Nominating Committee of the Board of Directors is also informed of those risks through its review of this Climate report.

From an operational standpoint, environmental experts in Bombardier's facilities work in alignment with the ISO 14001 environmental management system certifications to ensure environmental risks are identified, managed and mitigated. Using this management system, each site can evaluate, plan, approve and implement objectives and targets to respond to environmental risks, in accordance with Bombardier's environmental strategic plan. The progress of selected projects is tracked by each site's management. To deliver projects and achieve planned objectives and targets, each site's five-year CAPEX budget is adjusted according to priorities.

Bombardier's Global Security team is responsible for preparing the company for emergencies. This team performs risk assessments that are comprised of nineteen risks as of 2024, such as natural disasters that would include climate-related events and threats. The Bombardier Emergency Response Plan (BER) is developed and maintained in accordance with local regulations, CSA Z1600, and NFPA-1600 standards. Under this plan, three teams may be deployed depending on the severity of a given emergency: Level 1 – First Response team, Level 2 – Local Emergency Operation Centre, and Level 3 – Corporate Emergency Operations Centre. Though risks may materialize differently, the crisis management protocol followed by the Global Security team remains the same: notify, assess, activate, manage information, decision, and back to normal.

The identification of climate-related risks by the Climate Working Group, environmental experts on site and the Global Security team are aligned with Bombardier's risks management framework, which is that each function of the business is responsible for installing the appropriate structures, processes and tools to allow proper identification of risks. Once the risks have been identified, analyzed and evaluated, a risk mitigation plan provides the actions to be implemented by management. For more information on Bombardier risk management overall approach, see the [Risk management](#) section.

The process to monitor climate-related risks did not change compared to the prior reporting period.



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Metrics and targets

Environmental metrics:

Bombardier tracks a complete set of measures¹ of its environmental performance.

Gross greenhouse gas emissions (GHG) thousands of tonnes of CO ₂ equivalent (tCO ₂ eq)	2019 Baseline ²	2020 ³	2021	2022	2023	2024
Scope 1	78.1	68.8	71.1	69.7	66.0	61.8
Scope 2	24.5	21.0	22.4	22.6	21.6	16.9
Total scope 1 and 2	102.5	89.8	93.5	92.3	87.6	78.7

The metrics used to select, develop, and implement projects to reduce Bombardier’s impact on climate. The main metrics are listed below:

- energy consumption
- renewable electricity and renewable energy
- energy intensity
- greenhouse gas emissions (scope 1 and 2)
- greenhouse gas emissions intensity
- ozone depleting substance emissions
- water withdrawal
- waste generated (hazardous and non-hazardous)
- waste valorized (hazardous and non-hazardous)

For the full disclosure of environmental metrics, see Bombardier’s environmental performance here:
<https://bombardier.com/en/sustainability/environmental/environmental-performance>

For disclosure in accordance with the Sustainability Accounting Standards Board (SASB), see Bombardier’s SASB index here:
<https://bombardier.com/en/sustainability/sasb-index>

Greenhouse gas (GHG) emissions targets

Bombardier discloses scope 1 and scope 2 GHG emissions. Additionally, as part of the 2021 ESG plan, an absolute target has been set to reduce GHG emissions (scope 1 and 2) by 25% in year 2025 compared to the 2019 baseline.

GHG emissions are calculated in accordance with the GHG Protocol which is the set of standards most widely recognized to calculate GHG emissions. No changes were made to the method of calculation in 2024. See [Environmental footprint section](#) for additional climate-related targets.

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1. Environmental results include all sites in the scope of the reporting of environmental and energy data: buildings owned or leased for the long term and managed as the sole tenant by Bombardier, 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 Bombardier has operational control (where Bombardier owns more than 50% of voting shares).
 2. 2019 was selected as the baseline year because COVID-19 made 2020 an unusual year with impacted production, deliveries, suppliers and employees. The baseline measures correspond to the sum of the 2019 environmental data from the Bombardier aviation sites owned, from which four sites divested in 2020 were removed (Belfast, Morocco, Tucson BCA and West Virginia) and two sites that met the reporting scope criteria in 2020 were added (Singapore and Biggin Hill).
 3. For continuing operations only.



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Metrics and targets**Scope 3 emissions**

Bombardier strives to be as transparent as possible when it comes to its environmental footprint. As part of an ongoing process, Bombardier is working to collect scope 3 emissions data.

For product-related emissions, Bombardier is the first and only business aircraft manufacturer to publish Environmental Product Declarations (EPDs) for its in-production aircraft. The EPD makes a rigorous evaluation of the environmental impact of a product during its life cycle. For GHG emissions, the EPD shows the emissions generated at each of four steps of the value chain. The EPD components are detailed in the table below.

As of March 2024, Bombardier has an EPD for all in-production aircraft and is the only business jet manufacturer to disclose the scientifically analyzed environmental impact of its in-production aircraft. This will provide a unique view of the emissions' impact of all products throughout their life cycle and supports the design engineering group with historic emissions data in making design decisions related to environmental impacts of future aircraft. See the [Sustainable aviation](#) section for additional information.

EPD Component	Description	Scope association
Upstream	GHG emissions generated by the complete supply chain, from raw materials to finished components	Scope 3
Core	GHG emissions generated by the manufacturing by Bombardier	Scope 1 and 2
Operation	GHG emissions generated by the operation of the aircraft during its lifetime	Scope 3
End of life	GHG emissions generated by the disposal and recycling of the aircraft at its end of life	Scope 3



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Bombardier’s 2024 Sustainability report is guided by the Global Reporting Initiative (GRI), the International Financial Reporting Standards (IFRS), the Task Force on Climate-related financial Disclosures (TCFD), and the Sustainability Accounting Standards Board (SASB).

This report shows how Bombardier integrates environmental, social and governance considerations to create sustainable, long-term value.

Bombardier welcomes your feedback and questions to csr@bombardier.com

This Sustainability 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 our industry; customer value; expected demand for products and services; growth strategies including, potential revenues and year-over-year growth generated therefrom; 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, credit ratings, available liquidities and capital resources, expected financial requirements, capital allocation and deployment of excess liquidity and ongoing review of strategic and financial alternatives;

the introduction and anticipated results of productivity enhancements and profitability initiatives, operational efficiencies optimizing the use of our manufacturing and services facilities, cost reduction and potential future restructuring initiatives, and anticipated costs, intended benefits and timing thereof; the ability to continue business growth and cash generation; expectations, objectives and strategies regarding debt repayment, refinancing of maturities and interest cost reduction; 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; expectations regarding the availability of government assistance programs; the impact of new, or exacerbation of existing global health, geopolitical or military events, or international trade disputes or renegotiation of existing trade arrangements, on the foregoing and the effectiveness of our plans and measures in response thereto; and expectations regarding the strength of markets, economic downturns or recession, and inflationary and supply chain pressures. In addition, statements that “we believe” and similar statements reflect our beliefs and opinions on the relevant subject. These statements are based on information available to us as of the date of this report. While we believe that information provides a reasonable basis for these statements, that information may be limited or incomplete. Our statements should not be read to indicate that we have conducted an exhaustive inquiry into, or review of all relevant information. These statements are inherently uncertain, and investors are cautioned not to unduly rely on these statements.

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, guidance, outlook and plans, and in obtaining a better understanding of our business and anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes. By their nature, forward-looking statements require management 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 management considers these assumptions to be reasonable and appropriate based on information currently available, there is risk that they may not be accurate.

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The assumptions underlying the forward-looking statements made in this report include the following: alignment of production rates to market demand, including the supply base supporting our product development and production rates in a commercially acceptable and timely manner; deployment and execution of growth strategies, including our Services, Pre-owned and Defense businesses; and mitigation of international trade disputes and protection measures (including tariffs) or changes to existing trade agreements. For additional information about these and other assumptions underlying the forward-looking statements made in this report, refer to the Forward-looking statements – Assumptions section in the management’s discussion and analysis (MD&A) of Bombardier’s financial report for the period ended March 31, 2025. Given the impact of the changing circumstances surrounding new or continuing global health, geopolitical and military events, and new or threatened international protectionist trade policies or measures, as well as the related response from the Corporation, governments (federal, provincial and municipal, both domestic, foreign and multinational intergovernmental organizations), regulatory authorities, businesses, suppliers, customers, counterparties and third-party service providers, there is an inherently higher degree of uncertainty associated with the Corporation’s assumptions. Certain factors that could cause actual results to differ materially from those anticipated in the forward- looking statements include, but are not limited to: operational risks (such as risks related to business development and growth; order backlog; deployment and execution of our strategy, including cost reductions and working capital improvements and manufacturing and productivity enhancement initiatives; developing new products and services, including technological innovation and disruption; the certification of products and services;

pressures on cash flows and capital expenditures, including due to seasonality and cyclicity; doing business with partners; product performance warranty and casualty claim losses; environmental, health and safety concerns and regulations; dependence on a limited number of contracts, customers and suppliers; supply chain risks; human resources risks including the departure of senior executives, the global availability of a skilled workforce, and the failure to attract and retain quality employees; reliance on information systems (including technology vulnerabilities, cybersecurity threats and privacy breaches); reliance on and protection of intellectual property rights; reputation risks; scrutiny and perception gaps regarding sustainability and corporate social responsibility matters; adequacy of insurance coverage; acquisitions; risk management; and tax matters); financing risks (such as risks related to liquidity and access to capital markets; substantial debt and interest payment requirements, including execution of debt management and interest cost reduction strategies; restrictive and financial debt covenants; retirement benefit plan risk; exposure to credit risk; and availability of government support); risks related to regulatory and legal proceedings, as well as changes in laws and regulations; risks associated with general economic conditions and disruptions, both regionally and globally, that may impact our sales and operations; business environment risks (such as risks associated with the financial condition of business aircraft customers; trade policy; increased competition; political instability and geopolitical tensions; financial and economic sanctions and trade control limitations; global climate change; and force majeure events); market risks (such as foreign currency fluctuations and changing interest rates, including our ability to hedge exposures thereto; increases in commodity prices; and inflation); and other unforeseen adverse events. For more details, see the Risks and uncertainties section in Other in the MD&A of Bombardier’s financial report for the fiscal year ended December 31, 2024.

Any one or more of the foregoing factors may be exacerbated by new or continuing global health, geopolitical or military events, or new or exacerbated international trade disputes or renegotiation of existing trade arrangements, which may have a significantly more severe impact on the Corporation’s business, results of operations and financial condition than in the absence of such 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 management’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 report are expressly qualified by this cautionary statement.



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GRI 2-1

Bombardier designs, builds, modifies and maintains the world’s best-performing aircraft for the world’s most discerning people, businesses and governments. That means not simply exceeding standards, but understanding customers well enough to anticipate their unspoken needs.

For them, Bombardier’s talented teams are committed to pioneering the future of aviation – innovating to make flying more reliable, efficient and sustainable. And they are passionate about delivering unrivalled craftsmanship and care, giving their customers greater confidence and the elevated experience they expect.

Bombardier customers operate a worldwide fleet of more than 5,100 aircraft, supported by a vast network of Bombardier team members worldwide and 10 service facilities across six countries. Bombardier’s performance-leading jets are proudly manufactured in aerostructure, assembly and completion facilities in Canada, the United States and Mexico.

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The back cover features Bombardier’s *Global 7500* aircraft, a talented employee, and the highly anticipated *Global 8000*, expected in 2025.

