

## Air Canada: Leadership and Governance

**Introduction** Leadership and governance are critical to the success of any major corporation, and Air Canada stands as a testament to effective corporate governance and visionary leadership. This document highlights how Air Canada's governance structure and leadership team steer the airline towards sustainable success, ensuring accountability and strategic foresight in all business activities.

**Corporate Governance Structure** Air Canada employs a robust governance framework to ensure transparency, accountability, and ethical business practices:

- **Board of Directors:** Comprising a diverse group of experienced professionals, Air Canada's Board oversees corporate strategies, risk management, and ethical conduct. The Board includes committees focused on audit, governance, finance, and risk management, each playing a crucial role in overseeing specific aspects of corporate governance.
- **Regulatory Compliance:** Adherence to both national and international regulatory standards is rigorously maintained to ensure operations are not only compliant but also exceed minimum requirements for safety and operational integrity.

**Leadership Philosophy** The leadership at Air Canada is driven by a philosophy that emphasizes sustainable growth, innovation, and passenger satisfaction:

- **Executive Leadership:** Led by the CEO, Air Canada's executive team combines industry veterans and new leaders who bring fresh perspectives and innovative ideas to the airline.
- **Strategic Decision-Making:** Strategic decisions are informed by comprehensive market analysis, stakeholder feedback, and long-term industry forecasts, ensuring that Air Canada remains agile and competitive.

**Innovation in Leadership** Innovation is at the heart of Air Canada's leadership approach, with several initiatives demonstrating this focus:

- **Leadership Development Programs:** Air Canada invests in developing future leaders through executive training programs, mentorships, and succession planning to ensure leadership continuity.
- **Crisis Management:** The leadership team's effective management of crises, such as the COVID-19 pandemic, demonstrates robust and adaptive leadership, quickly implementing strategies to mitigate impacts and capitalize on new opportunities.

**Ethical Leadership and Corporate Responsibility** Ethics and responsibility guide every decision made by Air Canada's leadership:

- **Sustainability Commitment:** Leadership initiatives that drive sustainability efforts, aligning with global standards and addressing environmental concerns.
- **Community Engagement:** Strong leadership support for community programs and philanthropic efforts, reflecting the airline's commitment to social responsibility.

**Outlook** Under its current leadership, Air Canada is well-positioned to navigate future challenges and opportunities. The governance structure is continuously refined to address

emerging global trends and stakeholder expectations, ensuring that Air Canada remains a leader in the aviation industry.