

2014

Corporate social responsibility report

Building on success





Message from Gregg

Building on success

WestJet strives to push boundaries. In 1996 we introduced a new way to fly in Canada, focusing on a caring culture for our people and our guests and a business model that focused on low cost air travel. Almost 20 years later we continue to focus on what matters most – low fares and creating a remarkable experience through our caring WestJetters. This success has been built on the foundation of our social, economic and environmental responsibilities to our various stakeholders.

This corporate social responsibility (CSR) report, our fourth, is entitled Building on success and will cover both 2013 and 2014 so that we may bring the reporting of our corporate social responsibility more in line with the timing of our annual report.

This is our third CSR report using the Global Reporting Initiative (GRI) sustainability reporting guidelines. This CSR report outlines our efforts to maintain company transparency and accountability to our stakeholders. For this report, we are meeting the more defined standards of GRI 3.1 B+ reporting guidelines, whereas in the past we have operated under the less detailed C+ reporting guidelines. Under B+ standards, 20 indicators must be addressed, and we have chosen to have three indicators externally assured.

CSR reporting is not simply an exercise in detailing the past. We use the opportunity to focus on numerous facets of our company and to assess our initiatives in more detail to determine the areas in which we thrive and those that need improvement. The information in this report is a reflection of our efforts to improve the ways our airline operates in the communities we serve.

We grew our business in 2013 and 2014 through the additions of a new regional airline in WestJet Encore, more Boeing Next-Generation 737 aircraft and several new destinations. The launch of WestJet Encore midway through 2013 marked an important accomplishment as we launched an entirely new airline in just 18 months. Perhaps one of the most exciting new horizons for us was the announcement in November 2013 that WestJet would start service to Dublin, Ireland in 2014, marking WestJet's first European destination and an important turning point in our history.

Continued growth is important. It's just as important for us to demonstrate how we care for the communities we serve. We thrive on this notion of care, and in 2014 we took our brand platform of caring global. The WestJet Christmas miracle video spread our caring culture through social media garnering more than 34 million YouTube views around the world. It gave those who saw the video an understanding of what WestJet represents: a company committed to providing remarkable experiences for our guests.

I hope you find this report an accessible account of all WestJet is trying to do to enrich the lives of everyone in WestJet's world. It's all part of building on success.

Gregg Saretsky,
President and Chief Executive Officer

- Message from Gregg
- About this report
- Cautionary statement regarding forward-looking information
- Corporate profile
- Safety and security
- WestJetters
- Guests
- Environment
- Community investment
- Financial performance
- Corporate governance
- Product responsibility
- Conclusion
- Independent assurance report
- CSR content index



About this report

The Global Reporting Initiative (GRI) works towards a sustainable global economy by providing organizational reporting guidance. GRI's sustainability reporting framework enables all companies and organizations to measure and report their sustainability performance.

WestJet Airlines Ltd. includes its four directly wholly owned subsidiaries: WestJet Investment Corp., WestJet Operations Corp., WestJet Encore Ltd. and WestJet Vacations Inc., all of which are incorporated under the Alberta Business Corporations Act, as well as an indirect, wholly-owned Alberta partnership, established under the laws of Alberta (collectively WestJet). WestJet Encore began operations in June 2013. We have reported the results and performance indicators included in this report on a consolidated basis.

Our report is produced with a wide range of stakeholders in mind, including guests, WestJetters (employees of WestJet), shareholders, government agencies, charitable partners, communities, airports, suppliers and partner airlines.

The content of the report was defined based on the GRI performance indicators and themes considered material and inclusive to the stakeholders. Material issues are those with the potential to have a significant social, environmental, governance or other type of impact on our business success. They can also be issues that matter to our stakeholders and that could substantially influence their decisions about and assessments of WestJet. In 2015, we will be reviewing and re-assessing with our stakeholders the materiality, risks and opportunities of our social, environmental and economic aspects.

Our approach is to have selected performance indicators verified and independently assured by a third party. For 2013 and 2014, we hired Deloitte LLP to provide a review level assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information" issued by the International Federation of Accountants.

Information contained in this report covers the period of January 1, 2013 to December 31, 2014 unless otherwise stated. Where applicable, 2011, 2012 and 2013 information has been provided for comparative purposes.

All financial information is reported in thousands of Canadian dollars, unless otherwise noted.

Our last corporate social responsibility (CSR) report was released on December 13, 2012. The 2012 and 2011 Emissions from Vehicles amount included in the previous report was restated due to a change in the scope of the information included in this indicator. For the restated 2012 and 2011 values, please see the ground-support equipment section found on page 38 of this report.

We are always looking for ways to improve our reporting and welcome your feedback and questions to investor_relations@westjet.com.



Cautionary statement regarding forward-looking information

This corporate social responsibility (CSR) report contains forward-looking information as defined under applicable Canadian securities legislation, including but not limited to the International Air Transport Association's climate change industry goals; our plans to use future Workers' Compensation Board rebates for the purchase of injury prevention equipment; our long-term goal of zero workplace injuries; our goal of a cumulative 50 per cent improvement in fuel efficiency by 2020 as compared to the 2000 base year and our estimated annual fuel savings as a result of initiatives implemented by the company.

Forward-looking information may be identified by the use of the words "anticipate," "believe," "estimate," "intend," "expect," "may," "will," "should," "potential," "plan," "target" or other similar terms. Readers are cautioned that expectations, estimates, projections and assumptions used in the preparation of such information, although considered reasonable at the time of preparation, may prove to be imprecise and, as such, undue reliance should not be placed on forward-looking information.

Our actual results, performance or achievements could differ materially from those expressed in, or implied by, such forward-looking information. WestJet can give no assurance that any of the events anticipated will transpire or occur or, if any of them do, what benefits or costs we will derive from them. By their nature, forward-looking statements are subject to numerous risks and uncertainties, including but not limited to the impact of general economic conditions, changing domestic and international industry conditions, changes in consumer demand, changes in fuel prices, delays in aircraft delivery, changes in guest demand, terrorism, currency fluctuations, interest rates, competition from other industry participants (including new entrants, and generally as to capacity fluctuations and the pricing environment), labour matters, government regulation, stock-market volatility, the ability to access sufficient capital from internal and external sources, the ability to effectively implement and maintain critical systems and additional risk factors discussed in our Annual Information Form and other documents we file from time to time with securities regulator authorities, which are available through the internet at SEDAR at sedar.com or upon request without charge.

The forward-looking information contained in this CSR report is expressly qualified by this cautionary statement. Except as required by law, we do not undertake to update any forward-looking statements.



Corporate profile

WestJet is a publicly traded company based in Calgary, Alberta. Through scheduled flights across a growing network, WestJet also operates WestJet Vacations, which provides air, hotel, car and excursion packages, and WestJet Encore, a regional airline which operates a fleet of turboprop aircraft in a network of destinations in Canada.

We are proud to be Canada's most-preferred airline as defined by Leger Marketing, powered by an award-winning culture of care and recognized as one of the country's top employers by Randstad Canada. Established in 1996 in Western Canada, WestJet has grown from three aircraft serving five cities to a fleet of 122 Boeing Next-Generation 737 aircraft and Bombardier Q400 NextGen turboprop aircraft serving 93 destinations in North America, Central America, the Caribbean and Europe.

WestJet's mission is to enrich the lives of everyone in WestJet's world by providing safe, friendly and affordable air travel. We strive to be one of the top five airlines in the world as measured through metrics such as on-time performance, safety, profitability and guest satisfaction.

WestJet's efforts toward environmental and economic sustainability are born of the need for survival in this highly competitive, yet financially challenging, industry. What is good for efficiency and cost can also prove to be good for the environment, and WestJet aims for environmental responsibility through ongoing cost reduction and efficiency enhancements.

WestJet supports the International Air Transport Association's (IATA) goal of a cumulative global average improvement in fuel efficiency of 1.5 per cent per year through to 2020, and its aspirational goal of maintaining carbon-neutral growth after 2020 and a reduction in carbon dioxide (CO2) emissions of 50 per cent by 2050 as compared to 2005 levels.

We believe our social responsibility is more than our commitment to caring for the environment; we also must continue to provide support to the communities we serve both domestically and internationally.

Spreading our culture

Our distinct corporate culture as demonstrated by our fun, friendly and caring attitude was prevalent once again in 2013 and 2014.

We were excited and proud to showcase our culture to the world through the Christmas Miracle video. Featuring real-time gift-giving, the video had, by the end of 2013, been seen in every country in the world except two, achieved more than one billion Twitter impressions in its first month and garnered over 34 million YouTube views. Our spirit was displayed for all to see and showed that, if we work together, anything can happen.

In 2014, WestJet unveiled a new brand campaign to celebrate Canadians who go above and beyond in their daily lives and who inspire us. On aboveandbeyond.ca, we feature true stories of people who make a difference in the lives of others. We want to share and celebrate these stories because these are the people who demonstrate the same caring attitude we do as an airline and our continued inspiration to go above and beyond every day.

Furthering our reach

In November 2013, we announced our first transatlantic destination, launching seasonal service between Dublin, Ireland and St-John's, NF from June to October 2014. As well, in 2014 we announced our second transatlantic destination to Glasgow, United Kingdom, beginning in May 2015 with non-stop daily flights from Halifax, NS.

In 2013, WestJet also expanded to the southern United States, adding service to Dallas-Fort Worth, TX and Myrtle Beach, SC.

We successfully launched WestJet Encore in 2013 by introducing service to Fort St. John, Nanaimo and Terrace, BC and Brandon, MB. In 2014, WestJet Encore added one new Canadian destination, Penticton, BC, and announced service to Gander, NL beginning in 2015.

In addition to new destinations, WestJet Encore further expanded east and began serving its first two central-Canada destinations with service between Winnipeg, MB and Thunder Bay, ON and between Thunder Bay, ON and Toronto, ON. WestJet Encore announced in July 2014 its first Maritime destination, Fredericton, NB, with service from Toronto, ON beginning April, 2015.

WestJet Encore achieved an important milestone in July 2014, welcoming its one-millionth guest on board. We were pleased with WestJet Encore's first full year of successful operations, especially the service and affordable fares to new communities across Canada.

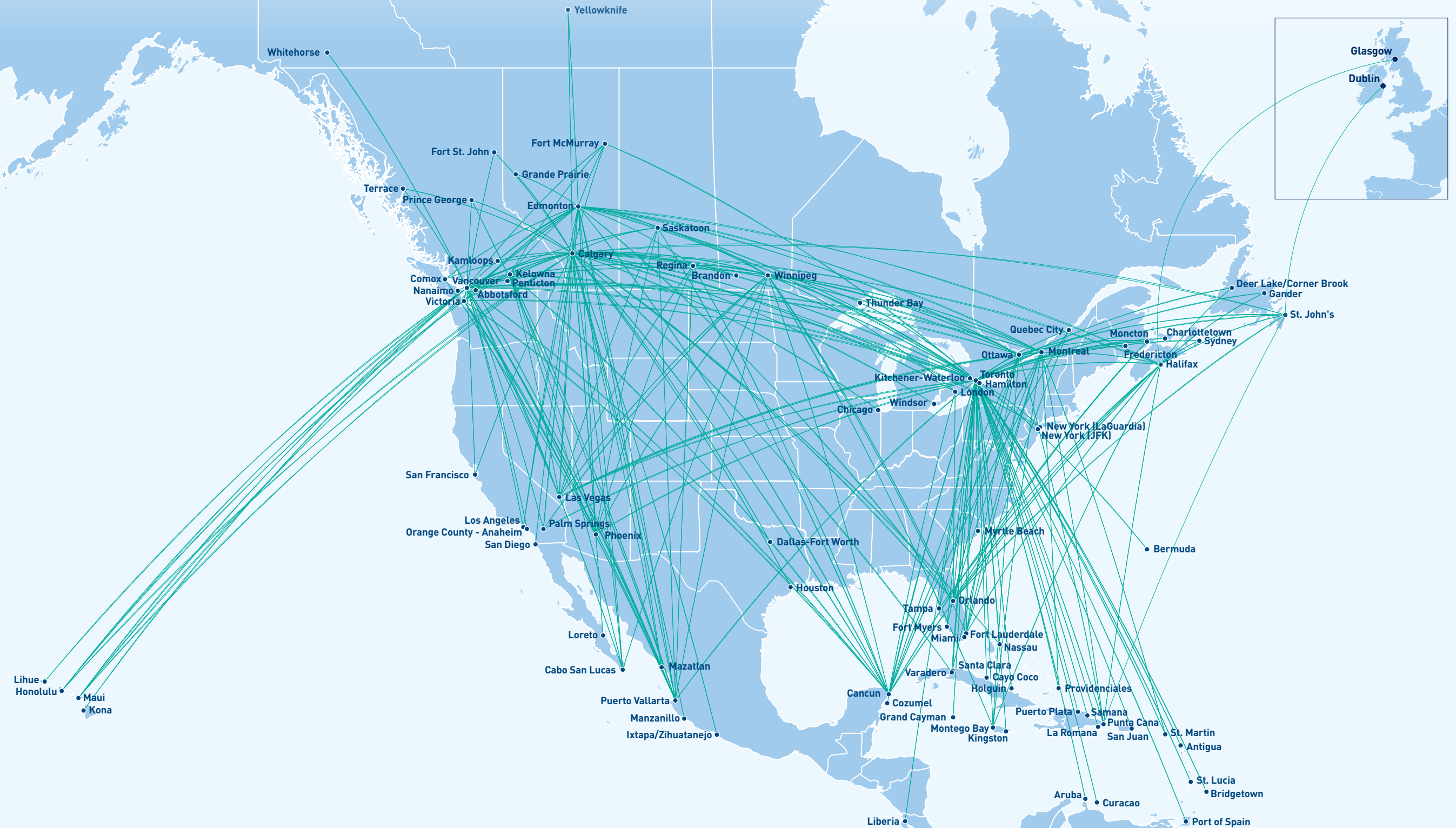
Turning to our fleet, in September 2013, WestJet signed an agreement with Boeing to purchase 65 Boeing 737 MAX aircraft. The deliveries are scheduled to begin in 2017 and continue through 2027. In July 2014, WestJet announced its plans to enter into wide-body service with plans to operate four Boeing 767-300ER aircraft with the first deployments on routes between Alberta and Hawaii during the winter season beginning in late 2015.

2013 and 2014 awards

- **2013 Best Video**
(Social Media in Travel and Tourism (SMITTY) Awards)
- **2013 Chairman's Circle Award:**
WestJet Vacations (CPSC)
- **2013 Canada's Most Preferred Airline**
(Leger Marketing)
- **2013 Excellence in Customer Service**
(Social Media Awards)
- **2013 Gold Stevie Award :**
Best Transportation Company
(American Business Awards)
- **2013 Highest equity score:**
airline, vacation package supplier brands
(Harris/Decima EquiTrend Study)
- **2013 #18 Top Social Brand**
(Social Brands 100)
- **2014 Interbrand Canada's Best Canadian Brands**
(Rank #20)
- **2014 Brands of the Year**
(Strategy magazine)
- **2014 Canada's Most Preferred Airline**
(Ipsos)
- **2014 Value Airline of the Year**
(Air Transport World magazine)
- **2014/2013/2012 Canada's Most Attractive Employer**
(Randstad)
- **2014/2013 WestJet RBC MasterCard**
ranked #1 in Canada
(Money Sense magazine and RewardsCanada.ca)
- **2014 Best 50 Corporate Citizens of Canada,**
Corporate Knights

Where we fly.

Each of our destinations contributes unique characteristics to our expanding network.



WestJet today:

Head office: **22 Aerial Place NE**
Calgary, AB
westjet.com
westjetvacations.com

WJA is publicly traded on the Toronto Stock Exchange

Scheduled airline service and vacation package provider across a growing network.

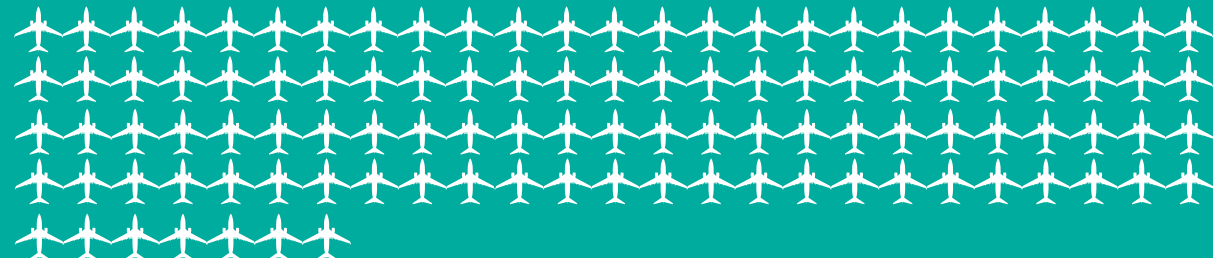
93

destinations in **20** countries across North America, Central America and the Caribbean and Europe.



107

Boeing Next-Generation 737 aircraft



15

Bombardier Q400 NextGen turboprop aircraft



Adding up the 2014 numbers

- More than **19.7 million** guests flew on WestJet aircraft
- More than **10,000** frontline and behind-the-scenes WestJetters
- WestJet aircraft travelled a combined **25,584,033,077** available seat miles (ASMs)

*As of December 31, 2014



Guest safety and security

Safety is a responsibility all WestJetters share. From our Executive team to our technical operations team, safety is more than a priority – it is our most important value. Everyone at WestJet is responsible for ensuring the highest level of safety in all of their duties and is required to report any condition or process that may be adversely affecting safety.

Safety framework

WestJet's Safety and Security team works closely with all operational departments. They are responsible for identifying and demonstrating conformity to the airline's safety, security and quality objectives to meet and exceed our regulatory commitments.

Airline operational safety and injury prevention programs are reviewed monthly by the safety management committee (SMC), which is chaired by Gregg Saretsky, WestJet's President, Chief Executive Officer (CEO) and accountable executive. The SMC is comprised of senior leaders from all departments. All critical safety functions are under the oversight of our Executive team, which establishes the overall safety policy and tracks and approves safety and risk-control initiatives.

WestJet's board of directors, through the safety, health and environment committee monitors compliance with our safety, health and environmental principles.

WestJet's safety management systems

At the core of our safety focus are our safety management systems (SMS): the operational SMS and occupational health SMS (OHSMS). Together these two SMS provide a comprehensive framework supporting the safety of WestJet's people, assets and guests. Under the accountability of the SMS these programs are guided by the safety action committee which is comprised of WestJet's safety managers and the policy committee which is comprised of operational vice-presidents and Executives of the Proactive Communication team (PACT), respectively. As WestJet believes all incidents are preventable, our SMS focuses on continuous improvement to heighten safety performance and foster the ongoing maturation of our safety culture.

Operational SMS

Canada was a leader in introducing SMS through regulation to Canada's air carriers in 2005. As the first country to mandate SMS, regulation has allowed Canada and WestJet to be at the leading edge of operational safety management.

Since then, WestJet has worked in conjunction with Transport Canada to develop and grow our SMS to where it is today: an organized set of programs, principles, processes and procedures at the forefront of safety management. WestJet's operational SMS integrates human, technical and financial resources to achieve the highest level of safety through a focus on proactive risk management and quality management processes. However, it is our employees' daily commitment to our core safety values that drives our excellent safety performance.

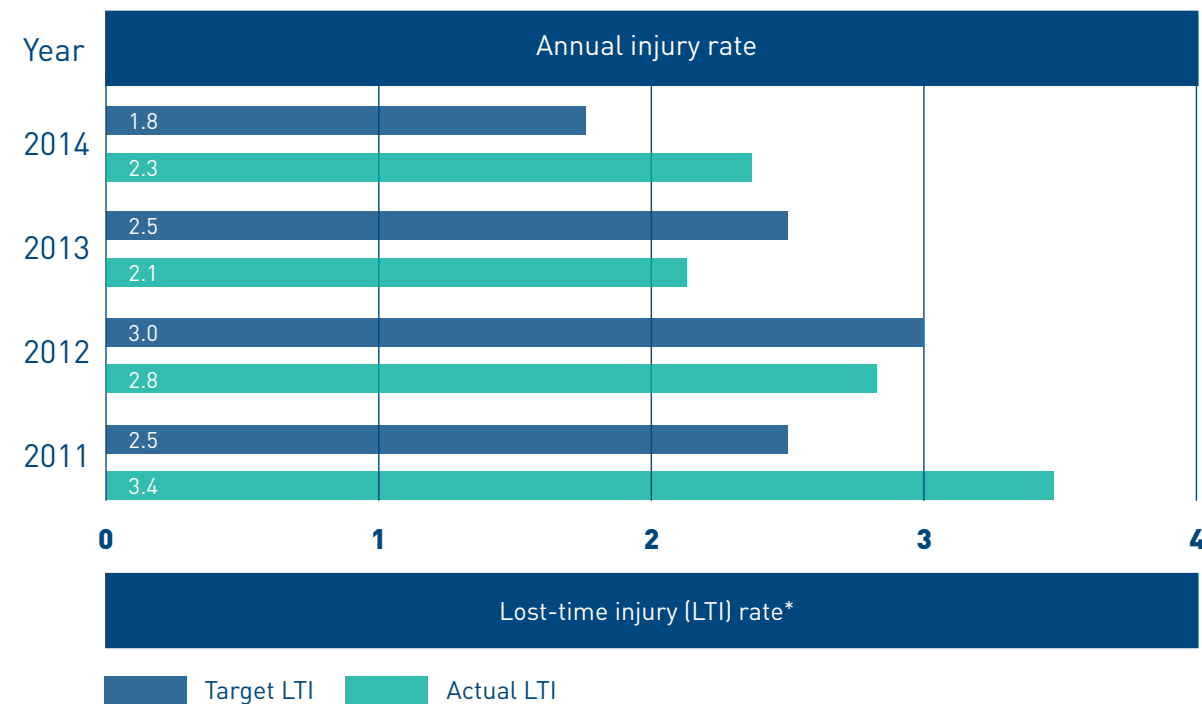
Our operational SMS also provides internal oversight of the company's safety programs and provides our leadership teams with a mechanism for management review and the continuous independent evaluation and improvement of the company's safety performance.

Occupational health SMS (OHSMS)

The guiding belief of WestJet's OHSMS is that all WestJetters should get home safely. WestJet's focus is on safely performing on time, which emphasizes that no job is so urgent it cannot be performed safely.

In 2011 WestJet began its journey to a world-class level of injury prevention. At WestJet a world-class level of injury-free operation is defined by achieving a lost-time injury rate of less than one (or fewer) per 100 full-time equivalent (FTE) employees (herein referred to as LTI rate). WestJet's goal is zero workplace injuries by 2016. This is an aggressive goal, but through proactive reporting and effective management of risk, this goal is achievable.

The table below presents WestJet's LTI rate performance over the past four years:



*The industry standard reporting metric for workplace injuries and illnesses resulting in time lost from work beyond injury date is per 100 FTE employees or 200,000 hours worked. **Total number of 2014 lost time incidents is based on case classification as at January 12, 2015

With our LTI rate falling to 2.14 in 2013 we set an aggressive 2014 target of an LTI rate of 1.80. While we did not meet our 2014 target, the 2011 to 2014 trend reflects a 31 per cent reduction in our LTI rate. Further, half of our measured operational groups had reductions in their LTI rates in 2014 when compared to 2013. Another positive result is that while the LTI rate increased from 2013, total disabling injuries (restricted work and lost-time injuries) decreased by three per cent in 2014 when compared to 2013.

The largest contributors to WestJet's LTI rate in 2014 were slips, trips, falls and sprains.

In 2015, all senior leaders across WestJet will include safety-related performance objectives in their plans, and senior leader injury prevention committees have been established for the two operational groups representing approximately 75 per cent of all lost-time injuries.

In 2011, WestJet embarked on an ambitious project to bring LTIs in the workplace to zero. We are pleased to have reduced LTIs by over 30 per cent in the last four years and remain committed to fulfilling our goal.

Through 2013 and 2014 WestJet maintained a certificate of recognition (COR) standing in Alberta and British Columbia. The COR rebates received from the provinces' respective workers' compensation boards were invested into equipment and programs focusing on injury prevention, such as equipment to support the safe transfer of guests with mobility challenges, flight crew cosmic radiation exposure assessment, in-house fall protection, advanced respirator fit-testing equipment, first aid training equipment and anti-fatigue matting.

In 2013 the first version of the company's occupational health and safety (OHS) manual was published. The movement of this content from WestJet's larger safety management system manual to a stand-alone publication further represents the importance of health and safety at WestJet and our desire to place more of a direct emphasis on our efforts. As the OHS manual continues to grow, WestJetters will be provided an accessible and easy-to-use resource to promote their continued safety at work.

Through 2014 an effective OHS policy committee was implemented to act as a steering committee for the OHS program. Under the accountability of the SMC this committee meets on a quarterly basis to review systemic OHS issues across the organization. The committee comprises the appropriate level of organizational leadership to effect decisive change and program implementation.

At the end of December 2014, WestJet had 40 OHS workplace committees comprised of 196 representatives covering all WestJet employees across all operational and support groups throughout our domestic network. The committees seek to meet, at minimum, nine times a year to support WestJetters and WestJet leaders in assessing workplace hazards, reviewing investigations and their associated corrective actions, and fostering injury prevention. We believe that frontline leaders and WestJetter OHS representatives are fundamental to the development of a mature safety culture and are critical to injury prevention. As such, WestJet continues to support the development of a model whereby leaders and OHS representatives are heavily involved in the identification of causal factors and corrective actions surrounding incidents. We believe that this creates accountability, demonstrates clear care and concern for the injured WestJetters and elicits corrective action plans directly from those who know the work best.

A proactive emergency response program

As a regulated component of our safety management system, our emergency response (ER) program is at the forefront of caring for our guests and employees. Our ER program is about doing the right thing to support guests, WestJetters and their families in the event of an incident.

Effective emergency preparedness requires strong corporate commitment to ongoing ER training. Formal training for ER team members is provided in classroom and online training environments. Training is reinforced through mock exercises designed to test and continually improve our readiness. The ER core team leads and co-ordinates WestJet's company-wide preparedness, including the development and maintenance of more than 140 ER checklists and the design and delivery of ER training.

WestJet's program also includes partnering with third-party providers who have the experience and resources to support any major emergency response activation. Their services include support through emergency call centers and providing advice and guidance to ensure full resourcing through any required response scenario.

Special assistance team

Our ER program is designed to be activated quickly in response to both day-to-day situations and significant events. Our special assistance team (SAT) program is at the heart of WestJet's ER program as it relates to family assistance. SAT members are specially trained WestJetters who provide support and assistance to survivors and loved ones after an emergency. Although the program was originally designed with an aircraft accident response in mind, SAT members also respond to smaller-scale situations at our airports and around our company. They can be activated for catastrophic events as well as situations like medical emergencies, employee accidents and illness.

We can be relied on to respond at a level that exemplifies our commitment to support and comfort our guests, employees and their relatives in response to an emergency situation.

Fatigue risk management

WestJet recognizes that fatigue can create safety risks for our people, guests and operations. For this reason, WestJet has a fatigue risk management system (FRMS) to identify and reduce fatigue-related risks to help ensure a safe work environment.

Fatigue risk management is considered a core part of our business. Our FRMS includes a policy, departmental plans and associated fatigue risk management procedures to mitigate work-related fatigue hazards and risks.

WestJet's FRMS is proactive and evidence-based to continuously monitor and manage fatigue. The FRMS provides education and training for all crew members, encourages the reporting of fatigue and includes procedures to investigate and improve upon our system to ensure fatigue is minimized and all crew members are fit for duty.

In 2014, we saw the further development of our FRMS with the launch of each department's specific fatigue risk management plan. Flying across multiple time zones can cause fatigue for our crew members, however our FRMS does not stop at only addressing this aspect. Any department that schedules employees outside of normal working hours (0700 to 2100 hours in their home time zone) is required to develop and implement a departmental FRMS plan to manage fatigue in the workplace. This allows each department to document how they comply with the requirements of the fatigue risk management policy and address the fatigue challenges unique to their own employee groups.

Line operations safety audit

In 2012, WestJet participated in its second line operations safety audit (LOSA) since 2006. A LOSA utilizes trained observers in the flight deck to evaluate aspects of crew performance under normal conditions. Data is collected to provide the operator with a diagnostic snapshot of safety strengths and weaknesses. The findings from our 2012 LOSA were included in the pilots' 2014 annual ground training where both our operational strengths and opportunities for improvement were well received by the pilots. LOSA is recognized by the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA) as an industry best practice for monitoring flight operations.

IATA operational safety audit

In 2014, WestJet completed its second IATA operational safety audit (IOSA) re-accreditation, and WestJet Encore successfully completed its first IOSA audit. The IOSA program is an internationally recognized and accepted evaluation system designed to assess the operational management and control systems of an airline. IOSA uses internationally recognized quality audit principles and is designed to conduct audits in a standardized and consistent manner. WestJet continues to prepare for its first enhanced IOSA (E-IOSA) to be conducted in 2016, which provides a framework for greater continuity of continuous improvement over a standardized 24-month cycle.

Safety and security training for all WestJetters

Safety and security awareness is one of our most effective tools in keeping WestJet and WestJetters safe. In addition to the specialized training for our Safety team members, all WestJetters are required to complete an annual online training course to broaden their awareness and understanding of our SMS and OHS programs.

Further, WestJet provides specialized training to OHS representatives and leaders through annual summits. The summits are full-day events through which training is provided on a number of health and safety topics, including responsibilities, inspections, and investigations, and also provides an opportunity for leaders to engage WestJetters in discussions about strategies for injury prevention.

Safety in numbers

Six components make up WestJet's safety management system:

1. Safety management plan
2. Documentation
3. Safety oversight
4. Training
5. Quality assurance
6. Emergency response plan

- We have more than 120 WestJetters assigned to critical, key, primary and procedural positions as part of the activation support and humanitarian response teams.
- Approximately 600 WestJetters are qualified as SAT members.
- We have more than 100 ER checklists.

A culture of caring

The Heart and Soul awards

WestJet holds annual Heart and Soul awards which recognize WestJetters who consistently demonstrate ongoing efforts into ensuring WestJet thrives in one of four categories: safety, safely performing on time (SPOT), guest experience and cost.

In the safety category, winners demonstrated these attributes:

- Inspire others to stay focused on safety.
- Consistently demonstrate the ability to keep safety top of mind and provide a remarkable guest experience.
- Proactively recognize opportunities to improve safety.
- Always react to prevent harm to our people or our guests.
- Generate solutions to safety risks and hazards to help WestJetters avoid injury.
- Take action to see that their ideas are implemented.
- Live our values to ensure our culture thrives.

The 2013 Heart and Soul award winners were:

- **Safety:**
Jennifer, Shift Lead, Victoria
- **SPOT:**
Bev, Shift Lead, Saskatoon
- **Guest experience:**
Ken, Shift Lead, Saskatoon
- **Cost:**
Debby, Analyst, Crew Accommodation, Calgary

The 2014 Heart and Soul award winners were:

- **Safety:**
Christine, Inflight Safety Investigator, Calgary
- **SPOT:**
Sherry, Flight Attendant, Toronto
- **Guest experience:**
Dennis, Customer Service Agent, Winnipeg
- **Cost:**
Fred, Flight Attendant, Toronto



WestJetters

WestJet's focus on our people has always been fundamental to the success of our airline. In an industry that has become largely commoditized, we recognize that WestJetters are an essential part of our business and that their commitment to caring for our guests supports our profitable results. Our goal remains to attract, train, motivate, develop and retain the right people. This is accomplished through our commitment to offering WestJetters innovative employee development and a total compensation program, in conjunction with a diverse and inclusive workplace that aligns with our core values. The over 68,000 resumes we receive each year is testament to the strong employment experience WestJet offers.

Our commitment to our people allows us to take care of WestJetters, who will in turn take care of our guests. If this occurs, we will build on our success and take care of our business which in turn allows us to take care of our people, and so on, as depicted in the graphic below. Our caring culture is essential to our continuous growth and is one of the key elements that provide us with the capability to expand on our success.



From 2012 to 2014, WestJet was recognized as Canada's Most Attractive Employer by the national recruitment firm Randstad Canada through a yearly survey of more than 7,000 Canadian job seekers.

2014 (total 10,406)

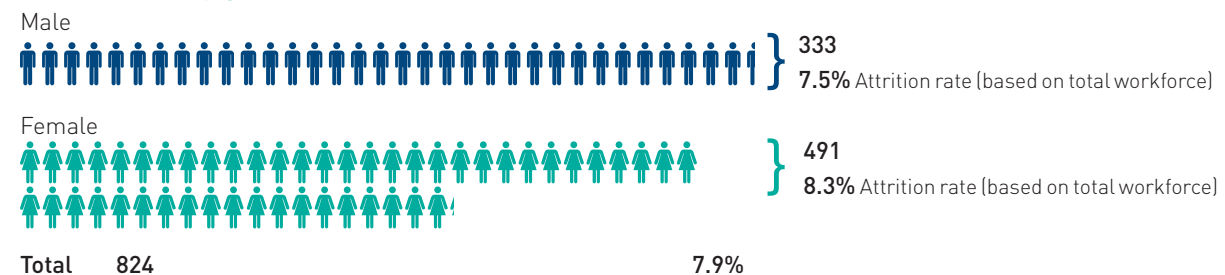


2013 (total 9,722)

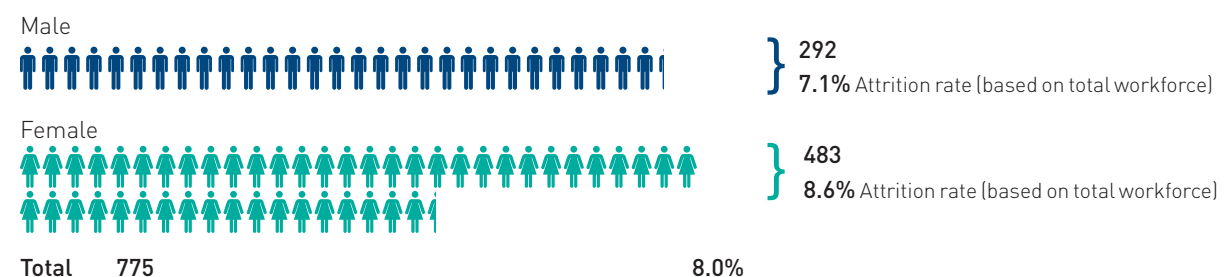


We keep a close eye on our turnover statistics as a high-level measure of workforce engagement, and turnover has remained stable year over year at approximately 8.0 per cent.

2014 attrition by gender



2013 attrition by gender



♂ or ♀ = 10 WestJetters

*Attrition includes voluntary and involuntary departures from the company.

Measuring employee engagement

Employee engagement is an important measure of WestJetters' commitment to their work and to the airline. Engaged employees are more productive, less likely to leave WestJet and have lower absenteeism, and research shows that companies with more engaged employees are more financially successful.

In our effort to ensure we are providing WestJetters a remarkable employment experience, we measure our success in part by recognition from various third parties. In 2013, WestJet was named one of Canada's Top 100 Employers through a Mediacorp study – a national competition to find which employers lead their industries by offering exceptional workplaces for their employees.

Additionally, an internal employee survey called the WHY survey, an acronym for we hear you, is conducted every two years. This survey measures WestJetter engagement in categories such as commitment to WestJet's success and whether employees would recommend us as a great place to work. These survey results help us determine whether the programs and employment environment we offer meet WestJetters' needs. This information is shared across the organization and forms part of development plans.

The 2014 WHY survey was conducted in the spring, and 57 per cent of all WestJetters participated, sharing valued feedback. The 2014 survey was administered by Aon Hewitt, the firm that evaluates Canada's top employers. The results of this survey were used in Aon Hewitt's annual Best Employers in Canada where WestJet was placed on the list of the 50 best employers in Canada.

Our overall engagement score on the Aon Hewitt survey was 73 per cent. This score places us in the top quartile of employers in Canada. As well, Aon Hewitt was able to benchmark us against industries with strong brands focused on the areas of transportation and guest service, and our 2014 score reflects industry-leading engagement levels. This strong performance aside, our 2014 results showed declines in engagement metrics compared to our 2012 survey. As a people-focused organization, we take these survey results and timeline trends very seriously. As such, the WestJet Executive team will work with WestJetters over the next two years to focus on the following areas:

- Leadership
- Recognition
- Managing performance
- Career opportunities
- Process improvements
- Resources

In addition, pulse-check surveys are planned over the next two years to gain ongoing perspective from WestJetters on our progress and to ensure that our efforts are hitting the mark with our people.

Employer of choice

WestJet is proud to say that we continue to attract the right people to work for us. In 2012, we received more than 25,000 applications from interested candidates, and in 2013 this number grew to more than 64,000 applications for 1,018 open postings. This number grew again by eight per cent in 2014 to 68,998 applications for 1,234 open postings. We believe that our unique culture and total rewards programs continue to attract the best candidates for our positions.

Employee development

When people join WestJet, many do so with the intention of seeing their careers take off. The opportunity for our people to advance and move from one role to another is an important driver of WestJet's growth. With the introduction in 2013 of the Career Central learning management system, we have been able to provide WestJetters with more opportunities for development through e-learning and instructor-led training. This system combines the technology we use for recruiting, onboarding and training WestJetters while encouraging them to be engaged and grow with us. As Career Central was implemented in late 2013, training data are only available for 2014.

In 2014, WestJetters took advantage of these new learning opportunities by completing 50,162 e-learning courses and 45,817 hours of instructor-led training.

WestJet supports employees in their personal and professional development through regular performance reviews. The review process displays our commitment to building a high-performance culture based on empowerment, accountability and strategic alignment. For general-band (non-frontline) WestJetters, one way we do this is with the Targeting Optimum Performance (TOP) program. TOP helps leaders and teams set objectives and regularly keep track of progress, and is based on both individual business objectives and WestJet's behavioural promises that define what it means to care and outlines expectations of WestJetters. The TOP program provides every general-band WestJetter equal opportunity for an annual performance review and performance conversation with their leader.

Out of the 1,840 employees eligible in 2013, 1,807 (or 98.2 per cent) had TOP reviews completed. While there was no formal schedule to move frontline employees to the TOP process, starting in 2014, every new hire, regardless of position (with the exception of new pilots), was eligible for a probationary review after six months of employment.

The number of performance reviews completed through the TOP program in 2013 (the first year we started collecting such data) and 2014 was:

2013	Number eligible for TOP	% of employees with TOP completed
Male	821	98.8%
Female	1,019	97.7%
Total	1,840	98.2%

In 2013, we began designing a career development planning tool, as part of Career Central, for WestJetters to formally set development objectives and track their progress, allowing these objectives to be reviewed and updated in the system on a regular basis. The development plan was rolled out to a small group of WestJetters in 2014 with broader use for 2015.

PACT: WestJet's Proactive Communications team

WestJet has a non-union workforce that helps foster our unique corporate culture. The Proactive Communications team (PACT) was formed in 1999 to help facilitate effective communication between leadership and employees. PACT represents its diverse membership by balancing the needs of WestJet with those of WestJetters through interest-based discussion, communication and respectful dispute resolution. PACT's chair holds a seat on WestJet's board of directors.

In 2014, PACT worked on negotiations for WestJet's first flight attendant agreement and continued negotiations on an agreement for the pilots. The flight attendant group is a very engaged group as demonstrated by the 90 per cent voter turnout for the first agreement. Although the agreement was not ratified, surveys and focus groups with the flight attendants gave us clear and important feedback to continue negotiations and a second attempt to reach an agreement in 2015 is now underway.

On December 21, 2014, WestJet pilots voted in favour of a new agreement. Included in their new contract are enhancements to pay and scheduling and preservation of industry-leading productivity. The new agreement is in place until April 30, 2019.

PACT is an important voice for our employees and by working with PACT, WestJet will continue to maintain an open dialogue with WestJetters.

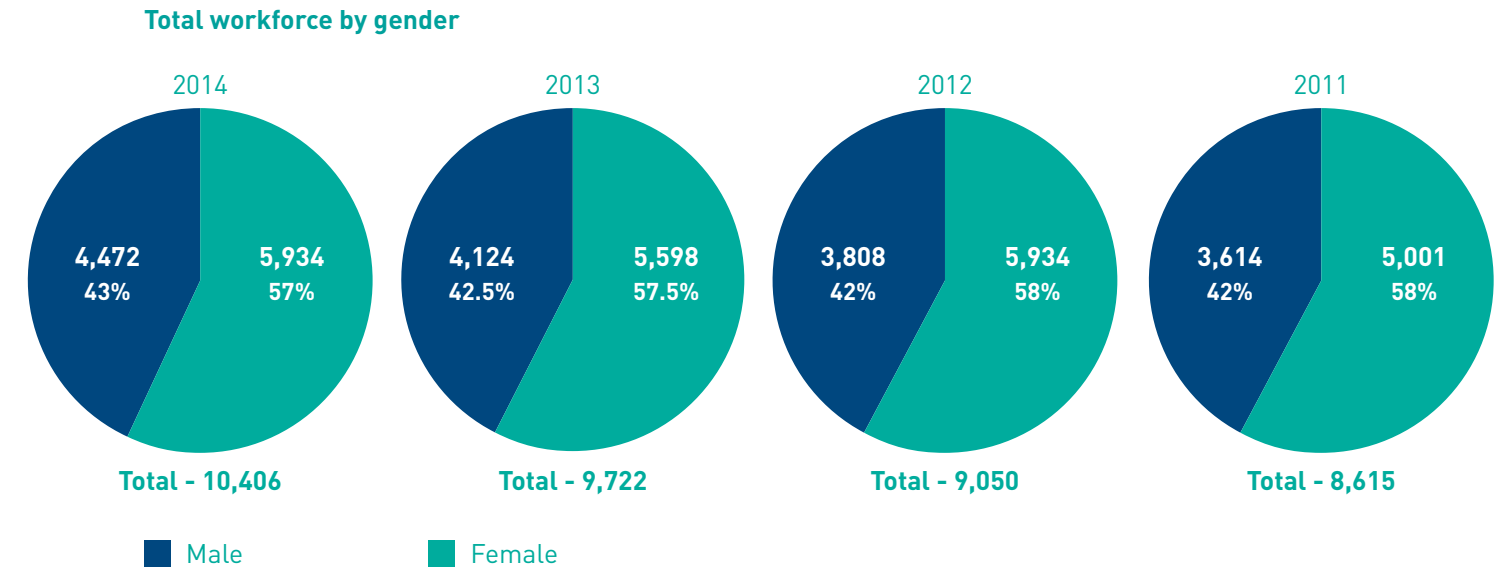
Diversity and inclusion

As a fundamental principle of employment, we fundamentally believe that all persons are equal in dignity and human rights without regard to race, religion, colour, national or ethnic origin, sex, sexual orientation, marital or family status, disability or age.

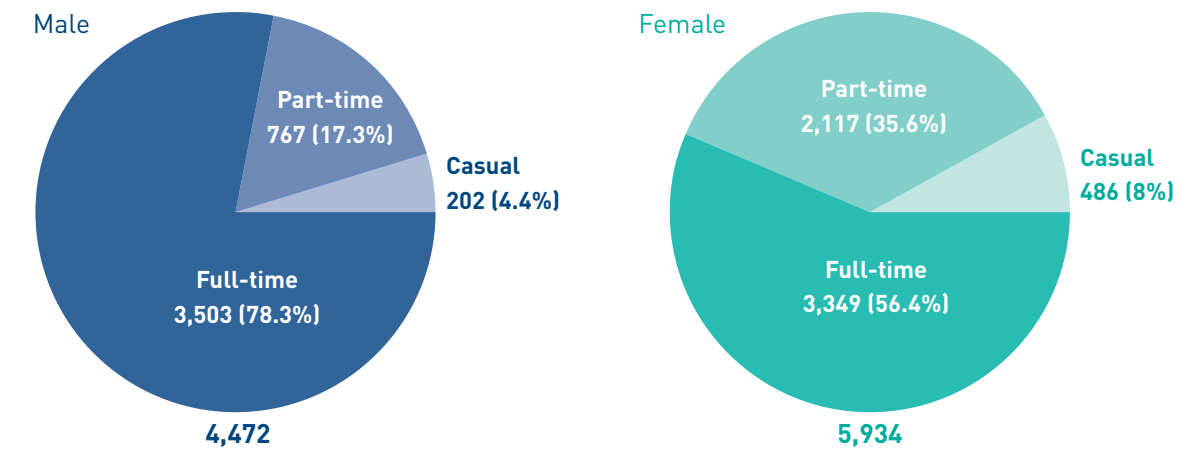
WestJet continually explores new and innovative ways to enhance our diversity hiring and talent management initiatives. In 2012, we signed the Catalyst Accord to commit our intention to increase the presence of women in leadership roles. We renewed that partnership for 2013, 2014 and 2015 because we believe it is vital for businesses and leaders to create inclusive work environments that encourage and promote women to lead. Our partnership with Catalyst has enabled increased education and awareness opportunities for WestJetters in support of WestJet's commitment to a balance of qualified women and men working in and leading our airline.

Diversity and inclusion at WestJet encompass employment equity, diversity in talent and evolving an inclusive culture. Our strategic focus for 2014 was on gender diversity and languages to align with our growing WestJetter population, expanding flight network and diverse guests. In doing so, we increased our recruitment focus to provide gender diverse slates of candidates for leadership positions and established a baseline of the language capabilities within the organization.

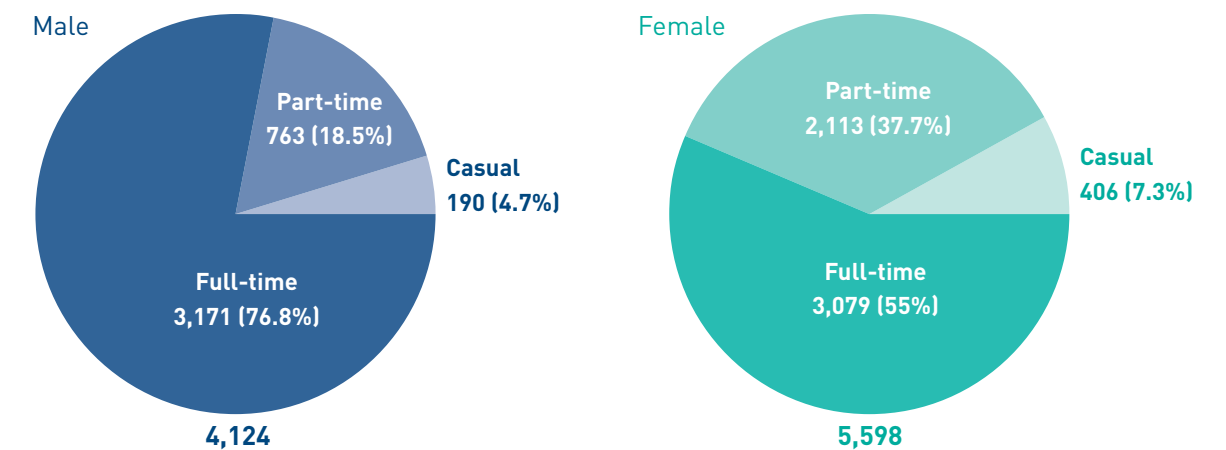
For 2015, the strategic focus will be integrating the WestJet employment equity plan into talent and recruitment objectives and processes, which includes ways to formalize opportunities for women in leadership and evolve an inclusive culture. We will be implementing training for recruiters and hiring managers to help align recruitment efforts with overall talent gaps in the business and in relation to the diversity of our guests, and an internal website will be made available to WestJetters to support awareness of diversity and inclusion initiatives.



2014 workforce by gender and employment type

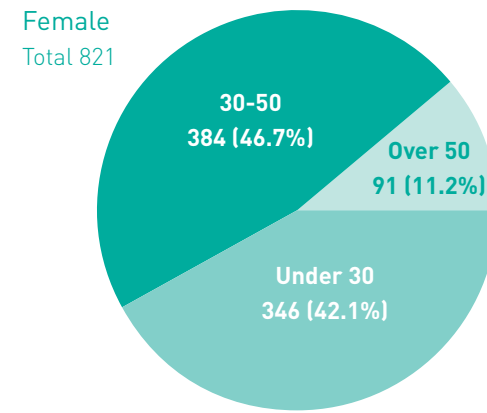
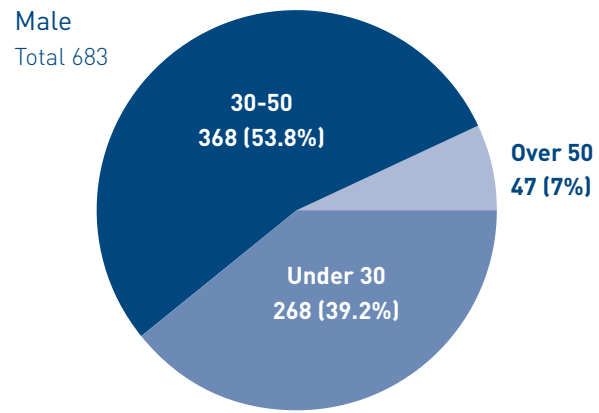


2013 workforce by gender and employment type

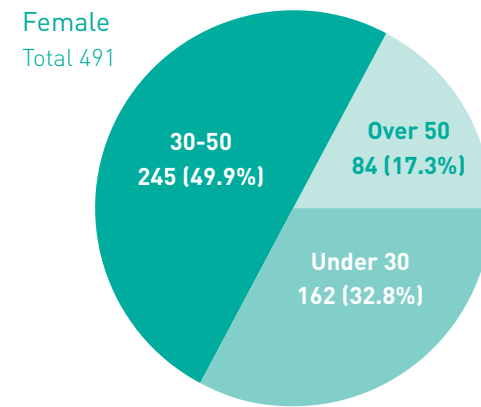
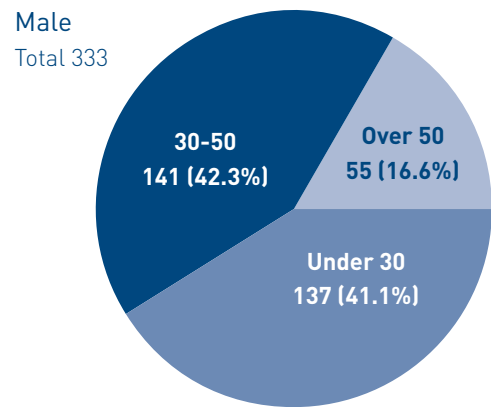


* Starting in 2013, WestJet began collecting more detailed diversity and inclusion data

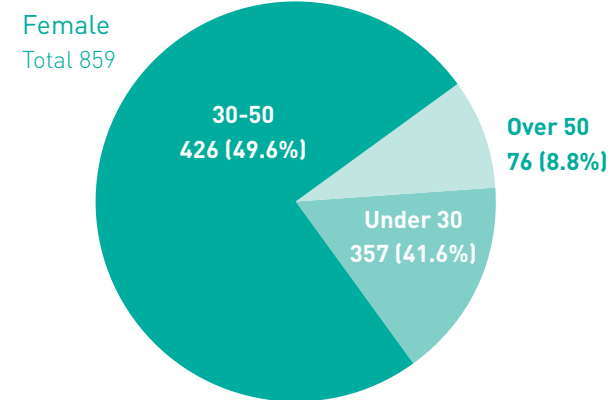
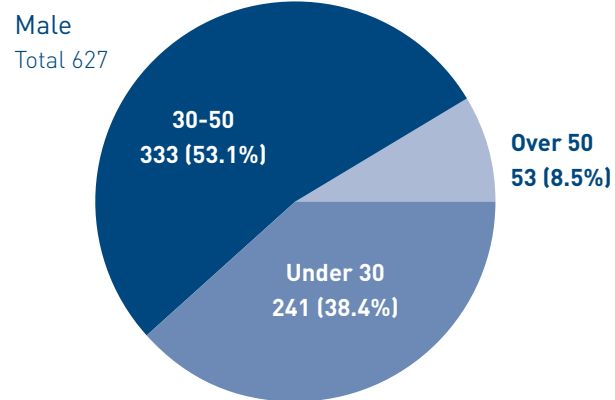
2014 New hires by age and gender



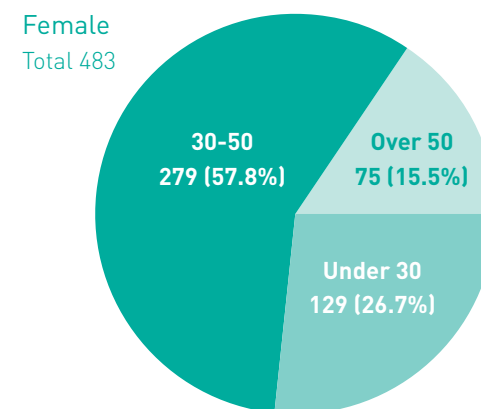
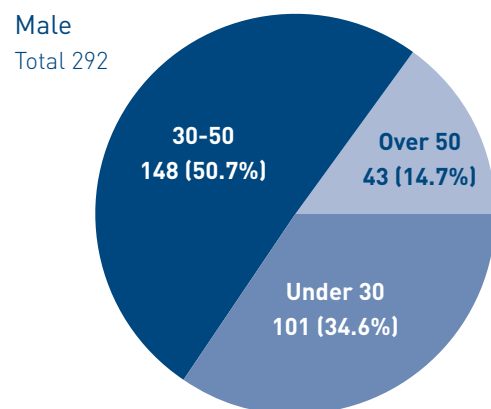
2014 Attrition by age and gender



2013 New hires by age and gender



2013 Attrition by age and gender



New hires by gender



Attrition by gender



Employment equity

WestJet is committed to the legislative requirements and objectives of the Canada Employment Equity Act and reports annually to government authorities on the representation of those designated groups within our company. Our employment equity policy and programs ensure fair employment opportunities in accordance with the Employment Equity Act. This means that every person is considered for employment and promotion based solely on his or her qualifications and ability to perform the job. As part of WestJet's new-hire package, every new employee receives an employment equity self-identification survey.

WestJet also possesses a unique and award-winning corporate culture that is one of caring and inclusion. WestJet was honored to be named in 2014 as one of Canada's Passion Capitalists by Knightsbridge Human Capital Solutions. As part of our commitment to employment equity WestJet has established an employment equity committee, which is comprised of employees from designated groups from across our organization. This committee is tasked with assisting in the development, monitoring and review of our employment equity plan and goals as well as acting as an advisory body on the implementation of employment equity in policies and practices.

WestJet is continuously reviewing hiring practices and training provided for recruiters and hiring managers related to employment equity to ensure ongoing compliance with federally regulated legislative requirements. Recruiters work with hiring managers to review monthly reports to ensure we're making progress in our employment equity goals and to measure what is working or not working to address employment equity. We are also planning a company-wide self-identification survey to gather up-to-date information about the diversity of our workforce.

2014		Female/Male				
Age group	Category	Total	Employees	Aboriginal	Visible minority	Disabled
Under 30	Middle management	30	15/15	0.0%/0.0%	0.0%/13.3%	0.0%/0.0%
	Office support	135	83/52	2.4%/1.9%	31.3%/30.8%	0.0%/1.9%
	Frontline	1,558	1,058/500	2.1%/1.6%	14.9%/22.8%	0.8%/2.0%
	Frontline licensed*	130	10/120	0.0%/2.5%	0.0%/13.3%	0.0%/0.0%
	Total	1,853	1,166/687	2.1%/1.8%	15.8%/21.5%	0.7%/1.6%
30 to 50	Senior management	53	13/40	0.0%/2.5%	23.1%/15.0%	0.0%/0.0%
	Middle management	394	197/197	2.0%/3.0%	13.2%/10.7%	2.0%/1.5%
	Office support	886	508/378	1.2%/1.6%	17.7%/24.0%	0.2%/2.1%
	Frontline	4,098	3,105/993	2.5%/1.7%	14.0%/25.0%	1.6%/1.3%
	Frontline licensed*	1,558	98/1,460	1.0%/1.7%	6.1%/7.6%	1.0%/0.7%
Total	6,989	3,921/3,068	2.2%/1.8%	14.3%/15.6%	1.4%/1.1%	
Over 50	Senior management	27	2/25	0.0%/0.0%	0.0%/0.0%	0.0%/4.0%
	Middle management	68	23/45	0.0%/0.0%	13.0%/2.2%	4.4%/2.2%
	Office support	179	89/90	1.1%/1.1%	9.0%/18.9%	2.3%/3.3%
	Frontline	953	729/224	1.4%/1.8%	5.9%/13.4%	1.9%/2.2%
	Frontline licensed*	337	4/333	0.0%/0.9%	0.0%/3.9%	0.0%/1.2%
Total	1,564	847/717	1.3%/1.1%	6.4%/8.5%	2.0%/2.0%	
Total		10,406	5,934/4,472	2.1%/1.7%	13.5%/15.3%	1.4%/1.3%

2013		Female/Male				
Age group	Category	Total	Employees	Aboriginal	Visible minority	Disabled
Under 30	Middle management	39	18/21	0.0%/0.0%	0.0%/14.3%	0.0%/0.0%
	Office support	158	97/61	3.1%/0.0%	21.6%/24.6%	0.0%/1.6%
	Frontline	1,640	1,129/511	2.1%/1.2%	15.0%/22.9%	0.9%/2.0%
	Frontline licensed*	89	7/82	0.0%/2.4%	0.0%/17.1%	0.0%/0.0%
	Total	1,926	1,251/675	2.2%/1.2%	15.2%/22.1%	0.8%/1.6%
30 to 50	Senior management	48	11/37	0.0%/2.7%	27.3%/13.5%	0.0%/0.0%
	Middle management	370	196/174	1.0%/2.9%	13.3%/11.5%	2.0%/1.7%
	Office support	831	476/355	1.9%/2.3%	16.8%/21.4%	0.2%/2.0%
	Frontline	3,784	2,849/935	2.5%/2.1%	13.8%/23.2%	1.7%/1.3%
	Frontline licensed*	1,397	85/1,312	0.0%/1.8%	7.1%/6.9%	1.2%/0.8%
Total	6,430	3,617/2,814	2.3%/2.0%	14.0%/14.5%	1.5%/1.1%	
Over 50	Senior management	26	4/22	0.0%/0.0%	0.0%/0.0%	0.0%/4.5%
	Middle management	62	22/40	0.0%/0.0%	13.6%/2.5%	4.5%/2.5%
	Office support	174	92/82	2.2%/0.0%	8.7%/17.1%	2.2%/3.7%
	Frontline	812	609/203	1.1%/1.0%	5.3%/12.3%	2.0%/2.0%
	Frontline licensed*	292	3/289	0.0%/0.7%	0.0%/3.8%	0.0%/1.4%
Total	1,366	730/636	1.2%/0.6%	5.9%/8.0%	2.1%/2.0%	
Total		9,722	5,598/4,124	2.1%/1.7%	13.2%/14.8%	1.4%/1.4%

* Frontline licensed employees include pilots, aircraft maintenance team and dispatchers

Taking action

We take the rights of WestJetters and our guests seriously. Employees in our Contact Centre, Airports and Inflight teams are provided training on accessibility and sensitivity in order to properly support our guests. Additionally, WestJet's Code of Business Conduct, which speaks to our intolerance of harassment and discrimination, applies to all employees, officers, members of the board of directors.

To support our environment of diversity and inclusion, all complaints of discrimination are reviewed and acted upon. In 2013, WestJet reviewed five incidents of reported discrimination. Two incidents were investigated by a Canadian Human Rights Commission (CHRC) investigator and one moved forward within our internal mediation process. The two other incidents are no longer subject to action: One incident was dismissed by the CHRC and the other complainant withdrew the complaint.

In 2014, WestJet received eight complaints; three are being investigated by the CHRC and one is being addressed through our internal mediation process. Two other incidents were dismissed by the CHRC and the final two complaints have been settled.

Employee well-being

WestJet provides many programs that support the health and well-being of our employees. Some of the programs that have been implemented are listed below.

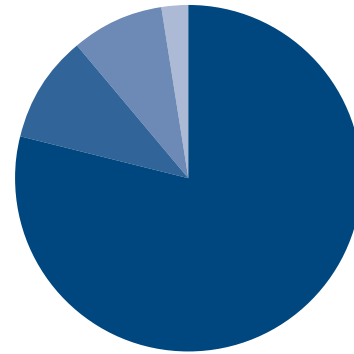
- The Employee and Family Assistance program (EFAP) is for all WestJetters and their immediate family members. EFAP provides help with personal problems that do or could affect a WestJetter's home or work life, such as marital or family problems, alcohol or drug misuse, depression, anxiety or stress, whether career-or work-related. Other services available through EFAP include:
 - Information on schools, day cares and specialty programs in the employee's area.
 - Help selecting after-school and summer programs for dependent children.
 - Information resources for the elderly, such as finances and home support.
 - Legal advisory services.
- WestJet's Calgary campus is equipped with a fitness centre, which can be used at no cost by WestJetters and retirees.
- WestJet campus-based paramedical services including massage, chiropractic, acupuncture and naturopathy WestJetters are each responsible for their own costs, but these services may be covered through WestJet's benefits program.
- Best Doctors is a program available for WestJetters who are eligible for benefits. It provides access to more than 53,000 expert physicians in more than 450 specialties and subspecialties worldwide. Members have unlimited access to Best Doctors services should they be diagnosed with or suspect they suffer from a serious medical condition.

Total compensation

WestJet's total compensation philosophy is fueled by ownership and designed to align corporate and personal successes. WestJetters share in our profits, are rewarded through our owners' performance award and are encouraged to participate in our employee share purchase program, which affords the opportunity to plan for the future and save for retirement.

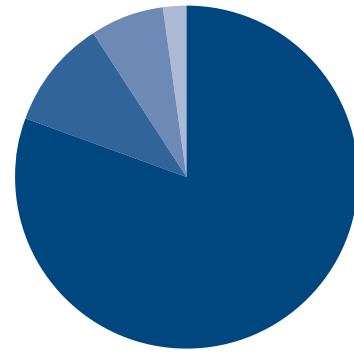
2014 total compensation (in thousands of CDN \$)

Salaries and benefits	\$626,373
Employee share purchase plan	\$79,942
Employee profit share	\$68,787
Share-based payment plans	\$18,626
Total	\$793,728



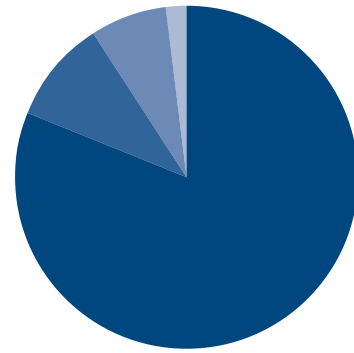
2013 total compensation (in thousands of CDN \$)

Salaries and benefits	\$582,225
Employee share purchase plan	\$73,010
Employee profit share	\$51,577
Share-based payment plans	\$14,533
Total	\$721,345



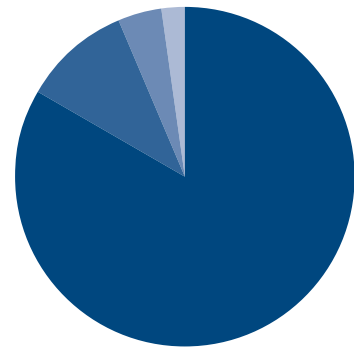
2012 total compensation (in thousands of CDN \$)

Salaries and benefits	\$538,917
Employee share purchase plan	\$65,439
Employee profit share	\$46,585
Share-based payment plans	\$12,815
Total	\$663,756



2011 total compensation (in thousands of CDN \$)

Salaries and benefits	\$481,211
Employee share purchase plan	\$58,682
Employee profit share	\$23,804
Share-based payment plans	\$12,553
Total	\$576,250



For more information on WestJet's total compensation expense, visit our annual report at <http://www.westjet.com/expanding-our-success>.

Executive compensation

WestJet's pay practices at the executive level are designed to be practical and well-aligned with our culture and values. WestJet's executive compensation philosophy is structured to reduce the fixed-cost component of compensation by paying below-market median base salaries (relative to a comparator group) while enhancing potential overall compensation through incentive-based plans tied to corporate performance.

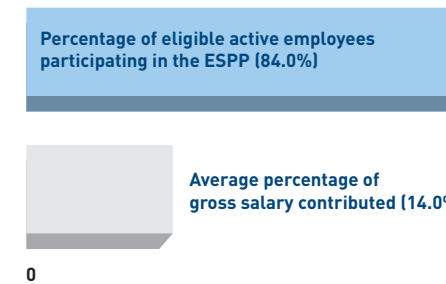
Our executives also receive short-term incentive payments (a minimum target payment that is a percentage of salary based on our profitability and operating metrics) and a long-term incentive plan including stock options and restricted share units granted as a percentage of base salary.

Employee share purchase plan

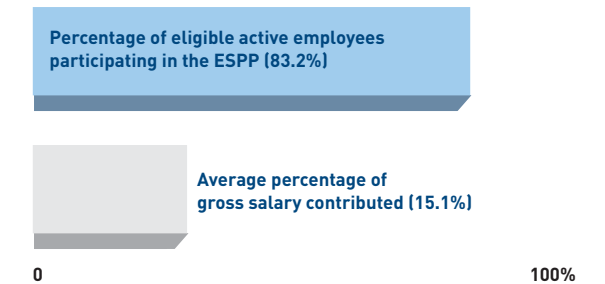
The employee share purchase plan (ESPP) encourages WestJetters to become owners of our company's shares and provides them with the opportunity to significantly enhance their earnings. Under the terms of the ESPP, WestJet employees may contribute up to 20 per cent of their gross salary to acquire voting shares of WestJet at the current fair market value. WestJet Encore employees may contribute up to 10 per cent. In both cases, contributions are matched by WestJet dollar for dollar.

Total participation

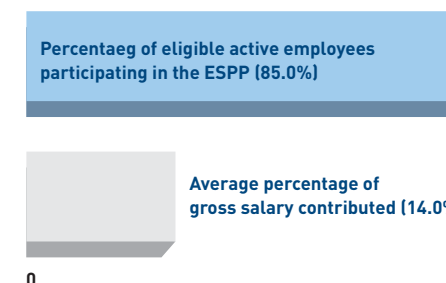
2014 (total \$68,787)



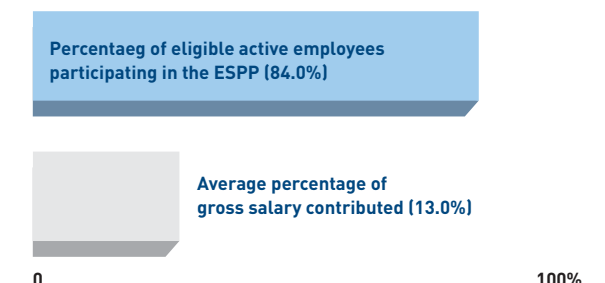
2013 (total \$51,577)



2012 (total \$65,439)



2011 (total \$58,682)



Profit sharing

All WestJetters are eligible to participate in the employee profit sharing plan. The share of profit earned is based on the company's earnings before-tax margin, resulting in WestJetters receiving larger awards when we are more profitable. Our profit share expense for the year ended December 31, 2014 totalled \$68.8 million – a 33.4 per cent increase from \$51.6 million in 2013.

Annual profit share (\$ 000)	
2014	68,787
2013	51,577
2012	46,585
2011	23,804

Owners' performance award

The owners' performance award (OPA) was originally introduced in 2011 and is designed to recognize WestJetters for their efforts in four key performance areas that ensure we continue to be sustainable: safety, on-time performance, guest experience and cost.

Safety metrics

As noted in the safety section of this report, world-class standards in employee safety are defined by achieving a lost-time-injury (LTI) rate of less than one injury per 100 full-time equivalents (FTE), and our LTI targets are based on achieving this standard by 2016.

On-time performance

Supported by lean operating principles, which WestJet introduced in 2013, a tremendous amount of effort is being placed on consistently improving our on-time performance (OTP) while keeping safety top of mind (which is why WestJet refers to this as SPOT – safely performing on time).

When our guests book a flight with us, they expect that we get them to their destination safely, comfortably and on time. Our SPOT goal is measured by the per cent of WestJet flights that achieve A15 on-time performance (arriving within 15 minutes of the scheduled time).

Guest experience

Guest experience is determined by a metric called "show we care." WestJet's Market Research team conducts a monthly online guest experience study designed to measure and track our guests' experiences from booking to baggage retrieval. Care is tracked by asking guests to rate their satisfaction with how WestJetters showed they cared about the guest as a customer.

Cost

The cost per available seat mile (CASM) is calculated by dividing operating expenses not including fuel and profit share by available seat miles. Available seat miles (ASM) is a measure of total guest capacity, calculated by multiplying the number of seats available for guest use in an aircraft by stage length.

Taking into account all these measures, in 2014 WestJetters received approximately \$4.8 million through the owners' performance award. The size of the reward varies each year depending on the results of the four key performance areas. For our 2014 OPA award we successfully paid out on SPOT and cost while falling short on our safety and guest experience measures.

Annual OPA awards (\$ 000)		Average payout for a full-time employee:	
2014	\$ 4,750	2014	\$616
2013	\$12,653	2013	\$1,712
2012	\$ 4,879	2012	\$710
2011	\$ 843	2011	\$131



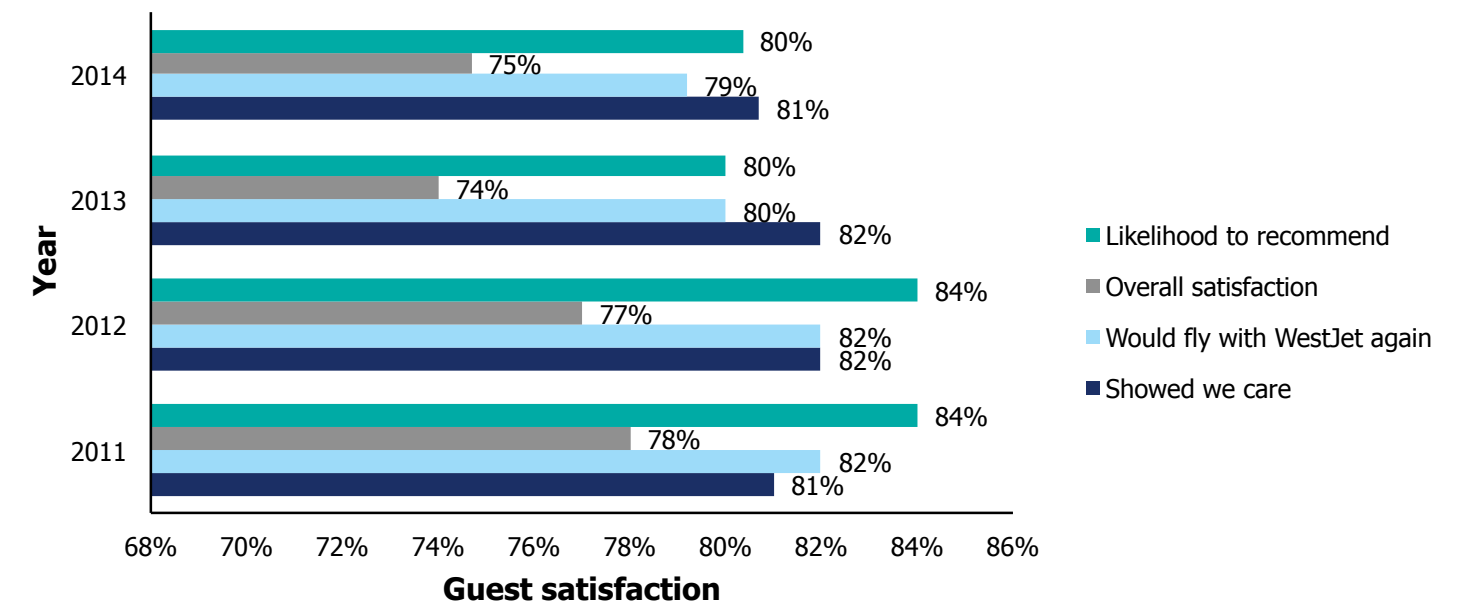
Guests

WestJet's success is founded on the efforts of WestJetters providing a remarkable guest experience. To ensure we continue to do our best to deliver this promise, we continuously measure our guests' satisfaction.

While we measure each step throughout the guest experience from booking to arrivals, there are four key guest satisfaction metrics that reflect guests' overall satisfaction:

1. Likely to recommend WestJet to friends and family.
2. Overall satisfaction with a recent flight experience.
3. Likely to fly with WestJet again.
4. Did we show we care?

The show-we-care metric is unique to WestJet and integral to our guest experience. Our brand is based on care and we want to ensure WestJetters are living up to this standard.



The guest satisfaction metrics are based on a 10-point scale. Our goal is to maximize the percentage of guests giving us positive scores - an eight, nine or 10 out of 10.

These results are shared across all departments, including the Executive team and our board of directors, to ensure guest experience is receiving the attention it deserves.

Operational indicators

An important component of guest satisfaction is the operations performance of the airline. The key metrics used by the industry are on-time performance (A15), measured in terms of whether a given flight arrived within 15 minutes of its scheduled arrival time; completion rate, or the percentage of scheduled flights completed; and bag ratio, or the number of bags per 1,000 guests that are delayed, damaged or pilfered.

2014		
Metric	WestJet*	US Carriers**
A15	78.9%	78.5%
Completion	98.6%	98.2%
Baggage ratio	4.66	3.67

2013		
Metric	WestJet*	US Carriers**
A15	73.9%	79.6%
Completion	98.6%	98.7%
Baggage ratio	4.78	3.21

2012		
Metric	WestJet*	US Carriers**
A15	75.8%	83.0%
Completion	98.9%	98.9%
Baggage ratio	4.10	3.17

2011		
Metric	WestJet*	US Carriers**
A15	76.5%	80.4%
Completion	99.4%	98.2%
Baggage ratio	2.68	3.59

*Includes WestJet Encore operations and metrics are based on current methodology.

**U.S. carriers info only includes domestic DOT reportable U.S. carriers.

2013 - 2014 WestJet baggage ratio metrics are based on current methodology (which was implemented January 1, 2014) This methodology is the ratio of bags per 1,000 guests which were either delayed, damaged or pilfered.

On an annual basis, our on-time performance in 2014 increased by five percentage points compared to the year prior, primarily due to fairer weather and a company-wide focus on reducing delays and downline effects. Our year-over-year completion rate remained strong for the 12 months ended December 31, 2014, which highlights our ability to complete our scheduled flights and ensure our guests reach their final destinations as soon as possible.

Over the past four years our show-we-care scores have been consistent, and we continue to work on initiatives that focus on making a difference. Our friendly service and the care we put into creating a pleasurable travel experience, and solving problems when they arise, are cornerstones of our caring culture.

Guest satisfaction, of course, is also affected by things beyond WestJet’s control. Weather is one of the most significant factors affecting on-time performance and therefore guest experience, so we continue to heavily invest in and bring forward new ways of communicating with our guests during flight disruptions as well as their flight journey in general.



Environment

WestJet is committed to growing responsibly and ensuring that we are an environmentally sustainable airline. We recognize that as our operations grow, it is inevitable that our environmental footprint does as well.

We take care of the environment by committing to meet the requirements of environmental regulations, implement environmental management processes that control and minimize our environmental impacts and continuously improve our environmental performance through regular reviews and evaluations following our environmental policy.

Our operations affect the environment through emissions caused by the burning of aviation fuel and other energy sources. Additionally, the materials we use in our business create waste and/or require the use of non-renewable resources.

Environmentally sustainable growth requires a long-term commitment. As the following initiatives demonstrate, WestJet is achieving both our business and environmental objectives by always looking for sustainable alternatives when investing in infrastructure and processes. WestJetters’ drive to achieve operational- and cost-efficiency propels environmental stewardship across our organization.

WestJet supports IATA’s goals of fuel-efficiency improvement and carbon-neutral growth from 2020. WestJet already operates one of the most modern and fuel-efficient fleets in North America and, as a result, achieving carbon neutral growth by 2020 will be a challenge that will require the efforts of both our airline and supplier partners such as aircraft manufacturers, airports and governments.

Emissions

Burning aviation fuel to operate our aircraft and using non-renewable energy sources to heat and power our buildings and operational equipment release greenhouse gases into the atmosphere. The most direct and tangible way to mitigate our carbon footprint is to operate our fleet and ground infrastructure as efficiently and safely as possible.

Our commitment to mitigating greenhouse gas emissions is focused on three core principles:

- Investment in fuel-efficient aircraft.
- Investment in technology, infrastructure and procedures that enable us to safely maximize operating efficiency in the air and on the ground.
- Working in good faith with government agencies and regulators to develop rules and policies that further drive our operating efficiency and our ability to grow sustainably.

Based on land mass, Canada is the second-largest country in the world, with a population of 35 million people scattered across nine million square kilometres. This means that air travel is essential to Canada’s domestic and international trade, as well as to connecting Canadians within the country and to the rest of the world. Air travel is necessary for Canada’s economic sustainability.*

In 2008, aviation emissions made up one per cent of total Canadian emissions. Despite the high and increasing demand for airline services in Canada, great strides in improving fuel efficiency have been made. The aviation industry accounts for approximately two per cent of all global fossil-fuel-related emissions.*

*Source: Canada's Action Plan to Reduce Greenhouse Gas Emissions from Aviation, June 2012

		2014		2013		2012		2011	
		MWh	tonnes CO2e	MWh	tonnes CO2e	MWh	tonnes CO2e	MWh	tonnes CO2e
Direct	Aviation fuel	11,748,504	3,104,201	11,080,145	2,927,606	10,443,082	2,759,281	9,946,748	2,628,139
	• Canada	6,637,866	1,753,863	6,297,687	1,663,981	6,064,400	1,602,341	6,143,910	1,623,350
	• International	5,110,638	1,350,337	4,782,458	1,263,626	4,378,682	1,156,939	3,802,838	1,004,789
	Diesel	5,761	1,529	5,098	1,353	5,043	1,339	5,801	1,540
	Gasoline	7,968	2,003	7,173	1,803	6,473	1,627	6,196	1,558
	Natural gas	9,367	1,733	8,916	1,650	9,171	1,697	7,693	1,424
Subtotal		11,771,600	3,109,466	11,101,332	2,932,412	10,463,769	2,763,944	9,966,438	2,632,660
Indirect	Electricity	14,256	11,690	14,125	11,583	14,891	12,211	15,246	11,434
Total		11,785,856	3,121,156	11,115,458	2,943,995	10,478,660	2,776,155	9,981,684	2,644,094

WestJet's total emissions for 2013 and 2014 were 2,943,995 tonnes and 3,121,156 tonnes of carbon dioxide equivalence (CO2e) respectively. A summary of emissions from the previous four years is included in the following table.

In the air: An overview

WestJet's significant investments in fleet and technology have greatly improved our aircraft fuel efficiency and our ability to operate more cost effectively. Between 2000 and 2014, we reduced our fuel consumption in litres per revenue tonne kilometre (RTK) by 45.6 per cent. The resulting fuel savings are equivalent to the amount of fuel that would have been used to fly a Boeing Next-Generation 737 from Calgary to Toronto and back approximately 47,883 times (based on our 2014 fuel usage).

	Total CO2e from aircraft			
	2014	2013	2012	2011
Total revenue per tonne kilometre (RTK)	3,367,350,295	3,163,284,391	2,950,362,903	2,728,780,336
Fuel consumption (litres)*	1,214,001,002	1,144,937,871	1,079,108,614	1,027,821,192
Fuel efficiency (litres/100RTK)	36.1	36.2	36.6	37.7
CO2e (millions of tonnes)	3,104,201	2,927,606	2,759,281	2,628,139

*based on litres uplifted into aircraft

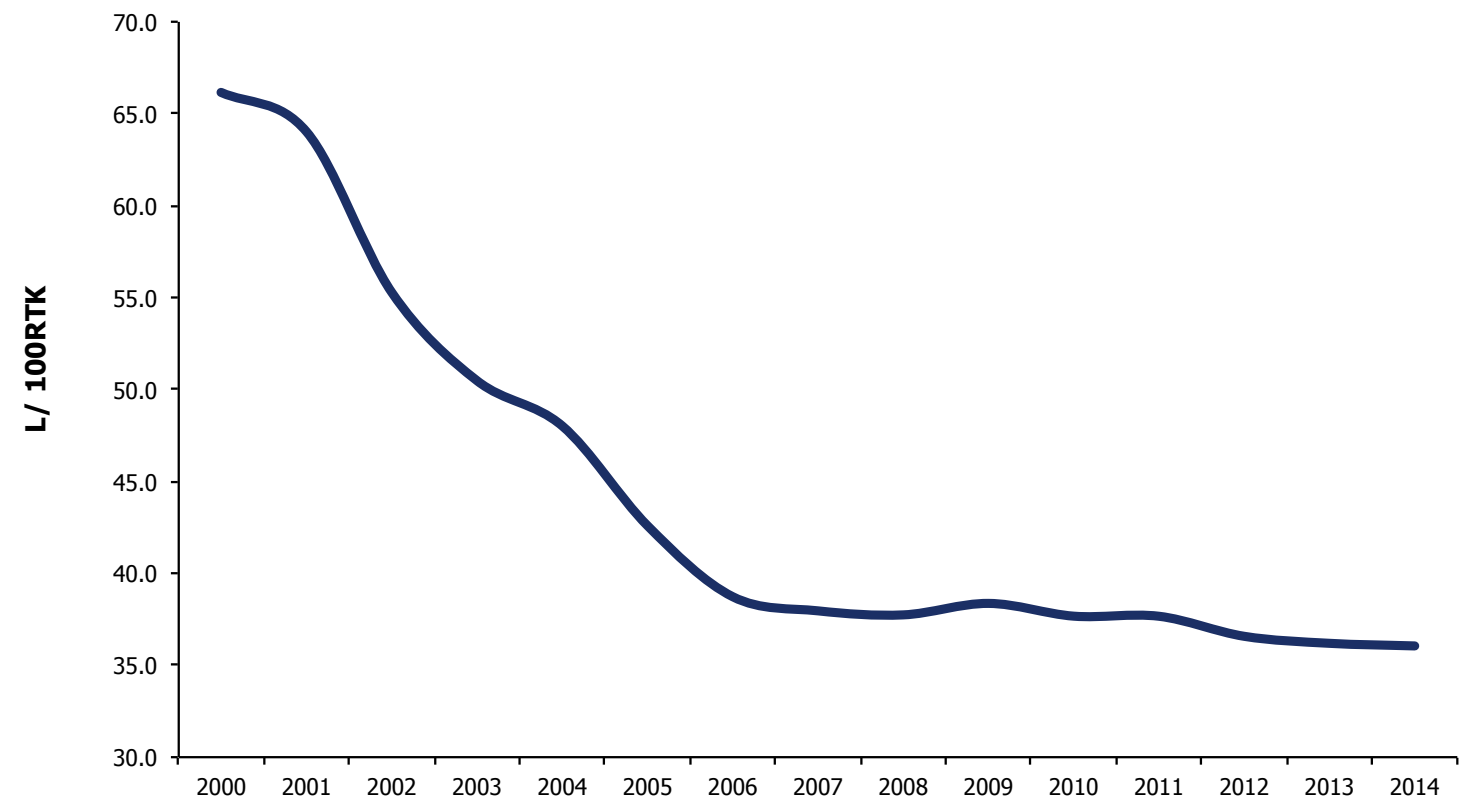
CO2e

Carbon dioxide equivalence (CO2e) is a quantity that describes, for a given greenhouse gas, the amount of CO2 that would have the same environmental impact when measured over a specific timescale (generally a 100-year timescale is used). Other greenhouse gases are methane, nitrous oxide and ozone, all of which occur naturally in our atmosphere. Including the emission of other greenhouse gases when calculating the level of greenhouse gas emissions ensures we are more accurately able to express our environmental impact in terms of emissions.

RTK

A revenue tonne kilometre (RTK) denotes one tonne of load (passengers and cargo) transported one kilometre.

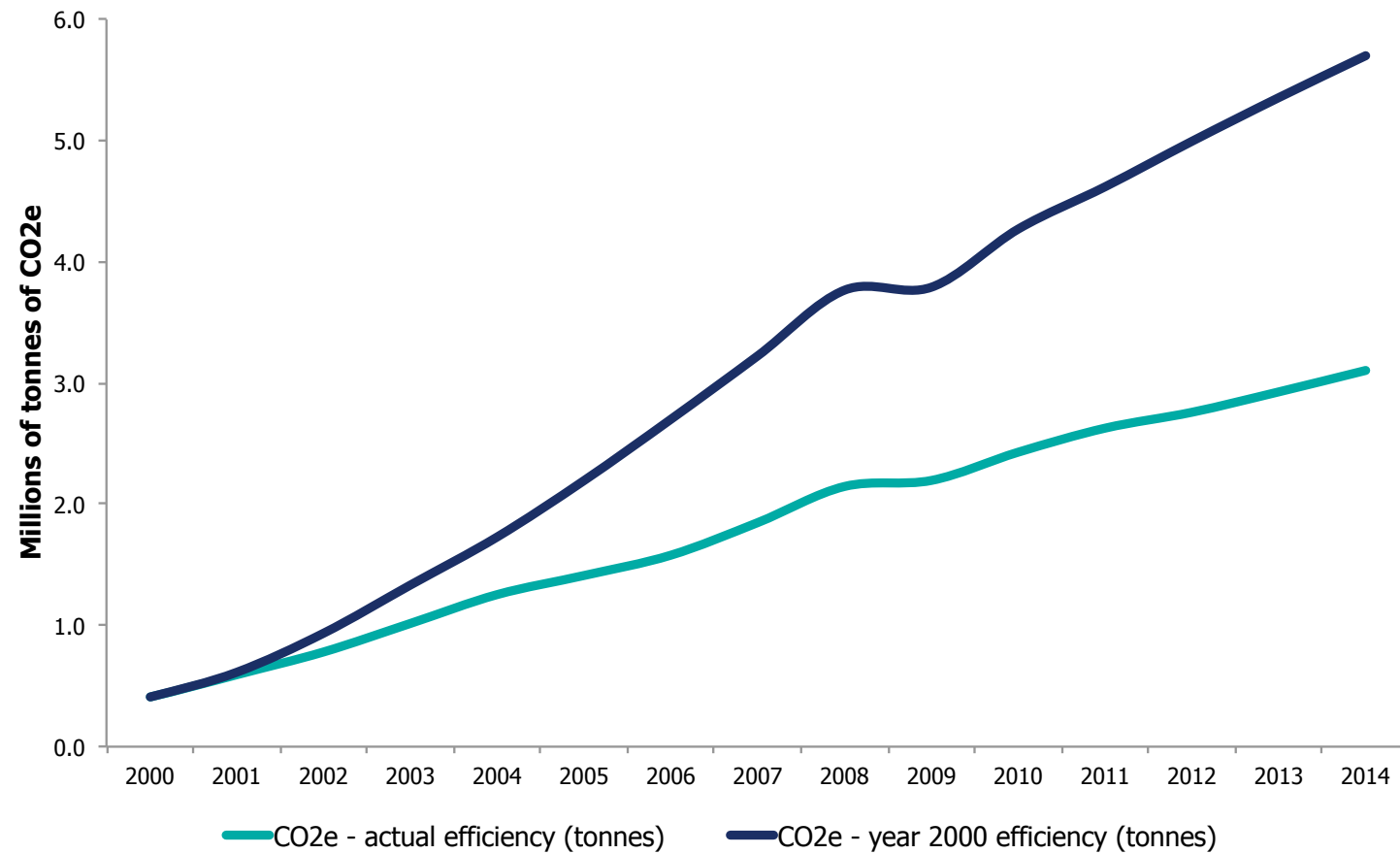
WestJet fuel consumption since 2000
in litres per revenue tonne kilometre



Total aircraft CO2e emissions

The following table summarizes our total aircraft CO2e emissions from 2011 to 2014. The 2013 and 2014 results include both WestJet and WestJet Encore information:

WestJet CO2e efficiency since 2000



The dark blue line represents the emissions that would have been generated if WestJet had continued to operate at its year 2000 efficiency level over the period from 2000 to 2012. The difference between the dark blue and teal lines displays the amount of reduced emissions as a result of efficiency improvements over the same period.

In 2012, we revised our fuel efficiency goal to a cumulative 50 per cent improvement by 2020 as compared to our base year of 2000. We continue to focus our efforts in improving efficiency in all aspects of our operations and working with stakeholders that can help us achieve our goals. Several of the initiatives that demonstrate WestJet's commitment to fuel-efficiency improvements are outlined in the following pages.

Our fleet of fuel-efficient aircraft

Between 2001 and 2014, WestJet spent more than \$2.9 billion on our fleet of Boeing Next-Generation 737-series aircraft and Bombardier Q400 NextGen aircraft. As a result, with an average aircraft age of 6.8 years, we have one of the youngest and most fuel-efficient fleets in North America.

In 2013, in addition to receiving our new Q400s and placing an order for 65 Boeing 737 MAX, we also announced that we would sell our 10 oldest Next-Generation 737 aircraft to be replaced with new, more fuel-efficient 737-800s over the course of two years (from late 2014 to 2015).

Boeing Next-Generation 737 aircraft

The Boeing Next-Generation 737 family is one of the most successful narrow-body aircraft in operation today. The aircraft include enhancements that improve fuel efficiency and reduce noise.

According to Boeing data, fuel consumption and emissions from our Next-Generation 737 aircraft (600-, 700- and 800-series) are approximately 15 to 30 per cent lower on a per-seat basis than the fleet of 737-200 series aircraft we replaced between 2000 and 2003. Our decision to remove the older series aircraft from service represents an ongoing operating investment to reduce our greenhouse gas emissions.

Blended winglets

WestJet was the North American pioneer in the use of Blended Winglet technology. Winglets are wing-tip extensions that increase the aircraft's range, payload and takeoff performance. Between 2003 and 2004, we retrofitted our existing 737-700s with these winglets; since then, all of our new 700- and 800-series aircraft arrive configured with winglets. Blended Winglets have reduced fuel consumption on these aircraft by up to 2.7 per cent per flight.

Recently, further improved winglet designs have been introduced to the market. Throughout 2014, WestJet installed Split Scimitar winglets on the 737-800 aircraft to reduce drag and improve fuel efficiency.

Tech-insertion engines

In May 2007, Boeing upgraded the standard CFM engine on the Next-Generation 737s with an improved CFM tech-insertion engine. The advanced technology and improvements in materials, coatings and geometry result in an engine that runs cooler and remains on the wing longer between scheduled maintenance. These engines also provide up to one per cent better fuel consumption over the engine's lifecycle.

Boeing performance improvements

Boeing has incorporated engine and aerodynamic improvements to the standard 737 configuration that reduces fuel consumption by a further two per cent. Starting in 2011, and through to 2012, these improvements were phased into Next-Generation 737 production (including WestJet's newest deliveries).

Bombardier Q400 NextGen

In 2012, WestJet made the decision to launch our second airline, WestJet Encore which began service in 2013. In August 2012, WestJet finalized an arrangement with Bombardier to purchase 20 Q400 NextGen with options for an additional 25 aircraft, which have a current list-price value of \$1.6 billion. The Q400 NextGen is a turboprop airliner built in Bombardier's Toronto facility. Eight aircraft were initially delivered in 2013, seven were delivered in 2014, and we will take delivery of 15 more aircraft by 2016.

WestJet Encore flies the Q400 NextGen to smaller cities across Canada and connects guests to the larger WestJet network. The Q400 NextGen has also allowed us to match the aircraft used to the capacity of a particular route, resulting in lower fuel use and reduced emissions when compared to a similar service provided by a Next-Generation 737.

For example, using our flight operations data, we compared the fuel burn of a Q400 NextGen replacing a Next-Generation 737 flying on routes with distances averaging 550 kilometres. On these routes, the Q400 NextGen burns on average 45 per cent less fuel than a Next-Generation 737, resulting in savings of approximately 3.8 tonnes of CO2e per flight.

Boeing 737 MAX

In September 2013, WestJet signed an agreement with Boeing to purchase 65 Boeing 737 MAX aircraft with an order value of \$6.3 billion (based on list price). The 737 MAX will be cleaner, quieter and more efficient than its predecessor, the Next-Generation 737. In addition to 13 per cent lower fuel and carbon emissions, the 737 MAX has an up to 40 per cent smaller operational noise footprint and approximately 50 per cent lower nitrogen oxide emissions than the International Civil Aviation Organization's Committee on Aviation Environmental Protection (CAEP/6) limits. The Boeing 737 MAX deliveries are scheduled to take place between 2017 and 2027.

Efficient flight operations and planning

Fuel-efficiency working group

In an effort to further reduce fuel consumption, WestJet formed a fuel-efficiency working group in 2011 comprised of stakeholders from across the company. The group was created with a mandate to implement cost-effective initiatives that will safely reduce fuel consumption. The working group focuses on evaluating and establishing policies and procedures to decrease weight on the aircraft through the use of detailed flight planning, improvements to aircraft efficiency and minimizing actual distance flown.

The table below provides some examples of initiatives, along with the estimated annualized fuel efficiency savings implemented so far. This is only a sample of the many practices currently in operation and new initiatives under evaluation by the WestJet fuel-efficiency working group as well as by Encore flight operations.

Fuel saving initiative	Estimated* (in litres)
Revised flight plans to accommodate changes in requirements for one flight attendant per 50 seats	903,000
Where possible, slowed down flights on average by 10 mins to decrease fuel burn and reduce wait times on the ground when airport gates are not available	900,000
Revised flight planning protocols to optimize additional fuel requirements and alternate airport selections	1,100,000
Removal of unused inflight entertainment systems components	175,000
Revised flight planning in accordance with changes to extended range twin engine operations standards	202,000
Reduced number of copies of flight operations manuals on board aircraft	22,000

*Estimated annual fuel savings

Fuel management and reporting systems

WestJet has installed new fuel management and reporting software systems that consolidate fuel efficiency and performance data into useable reports for planning and dispatching. These state-of-the-art systems enhance our ability to identify new efficiencies by optimizing the amount of fuel carried by our aircraft.

Required navigation performance

In 2004, WestJet was the first airline in Canada to integrate required navigation performance (RNP) technology into its flight operations. The primary driver for WestJet adopting RNP was its strong safety case, but the ability to improve our aircraft access and approach routes to various airports to gain operational efficiencies truly maximized our investment. RNP uses global positioning system (GPS) satellites and on-board avionic systems to allow aircraft to fly more direct and efficient precision approaches to and from airports.

WestJet is one of the most experienced air carriers in the world in RNP operations. Our commitment to a fully integrated RNP program means all our Next-Generation 737 aircraft are RNP certified and all our pilots are trained to fly RNP approach and departure procedures. WestJet was also the first foreign air carrier approved to conduct RNP approaches in the United States, which allowed us to expand our RNP strategy across our network.

RNP gives WestJet the ability to fly low-power descents from cruising altitude all the way to the runway (versus conventional descents that include numerous intermediate step-down altitudes and lengthy level segments). In 2013, we estimate that approximately 2.6 million litres of fuel were saved flying more than 43,500 RNP procedures at more than 20 airports across Canada and the U.S.

In 2013, work began to incorporate RNP into the public air navigational infrastructure. Nav Canada commissioned third-party navigation design companies to develop RNP procedures at airports across Canada. WestJet continues to provide regular input to Nav Canada's development process.

Engine washing

Engine washing improves engine performance and reduces fuel consumption and emissions. As turbine engines operate, their internal parts (e.g. compressor blades) get dirty. Dirt and grime that stick to the blade reduce its efficiency, which results in higher fuel consumption and greater greenhouse gas emissions. To combat this effect, WestJet washes its engines' internal parts every six months. We further improve the process to save even more fuel by scheduling washing to coincide with other engine maintenance.

On-board initiatives

WestJet monitors the amount of potable water regularly used on flights between certain locations and has created a water-filling matrix based on this information. The data allows WestJet to reduce the weight and fuel consumption of aircraft by only carrying the water that will be used. In 2012, WestJet started to load water at some international bases. This helped further reduce weight by eliminating the need to carry water for the return portion of international flights.

In August 2013, WestJet replaced its existing fleet of galley service carts with lightweight Driessen Hybrite models to improve guest experience. This initiative removed between 90 and 115 kilograms from each aircraft and will save an estimated 1.9 million litres of fuel per year. Once the replacements were complete, our employees were given the opportunity to purchase old carts and reuse them at home, which reduced our landfill requirements for disposal. On the ground: An overview

Buildings and equipment

WestJet owns and operates the Fred Ring Building and hangar facilities in Calgary (the "Campus") and we have chosen to build and operate these buildings with energy efficiency in mind. We also require the use of a variety of hangars, buildings and work spaces at or near airports in our network to provide safe and timely maintenance and ground-servicing operations. Unfortunately, as most of these buildings are leased, WestJet cannot easily influence energy-related matters such as energy source or equipment improvements, so emissions from these buildings are not included in this report.

In 2013, we performed upgrades and adjustments to building control and automation systems to decrease electrical usage at our Fred Ring Building in Calgary. Our building automation and lighting control systems were reprogrammed and upgraded to reduce energy use during times when certain floors of the campus building are unoccupied. When those floors are empty, the ventilation system now runs at reduced speeds and the lighting control systems perform an hourly sweep that automatically turns off lights accidentally left on.

In 2013, energy use by our Campus generated 13,233 tonnes of CO₂e. In 2014, our hangar saw increased usage by both maintenance and our flight crew training. This, along with slightly colder weather, resulted in a small increase in CO₂e generated by our facilities to 13,423 tonnes.

Facility	tonnes of CO2e			
	2014	2013	2012	2011
Fred Ring Building				
Electricity	5,106	5,112	5,468	5,059
Natural gas	622	633	614	397
Total	5,729	5,745	6,082	5,455
Calgary hangar				
Electricity	6,584	6,471	6,743	6,376
Natural gas	1,111	1,017	1,083	1,027
Total	13,423	13,233	13,908	12,858

Emissions data and measurement

The following methodologies were used in calculating our greenhouse gas emissions.

Type	Data	Unit of measure	CO2e factor	Source
Natural gas	Invoice	Gigajoule converted to m3	1.918 kg CO2e / m3	Environment Canada GHG Emissions Quantification Guidance
Electricity (2011)	Invoice	Kilowatt hour	750 g CO2e / kWh	2014 Environment Canada National Inventory report Alberta specific
Electricity (2012)	Invoice	Kilowatt hour	820 g CO2e / kWh	2014 Environment Canada National Inventory report Alberta specific
Electricity (2013)	Invoice	Kilowatt hour	820 g CO2e / kWh	2014 Environment Canada National Inventory report Alberta specific
Electricity (2014)	Invoice	Kilowatt hour	820 g CO2e / kWh	2014 Environment Canada National Inventory report Alberta specific
Vehicle fuel diesel	Purchased volumes	Litre	663 g CO2e / L	Environment Canada GHG Emissions Quantification Guidance
Vehicle fuel diesel	Purchased volumes	Litre	2289 g CO2e / L	Environment Canada GHG Emissions Quantification Guidance
Aircraft fuel	Purchased volumes	Litre	2557 g CO2e / L	Environment Canada GHG Emissions Quantification Guidance

Proactive support for public policy National Airline Council of Canada (NACC)

The NACC is a trade association composed of Canada's largest commercial airlines, including WestJet, that work together to ensure safe, sustainable and competitive air travel for Canadian consumers. Furthermore, the member airlines of the NACC are committed to actively working to reduce the impacts of air travel on the environment and have established an environment subcommittee to collaborate on industry initiatives. In 2011, the NACC released Improving Aviation Efficiency and Reducing Emissions: A NACC Framework, a report that details actions taken by the NACC members in improving fuel efficiency and reducing emissions. The report can be downloaded from airlinecouncil.ca.

Canada's Action Plan to reduce greenhouse gas emissions from aviation

Between 2005 and 2012, WestJet and other major Canadian air carriers voluntarily reported aviation greenhouse gas emissions to the Canadian government through a memorandum of understanding (MOU).

In 2010, WestJet was part of a joint government-industry working group on aviation emissions (the Working Group) that was established to develop a plan to replace the 2005 MOU. The Action Plan would capture the efforts of the domestic aviation sector in Canada in reducing greenhouse gas emissions and contributing to Canada's broader 17 per cent climate change target under the Cancun Agreements. The Action Plan participants were expanded beyond just airlines and included the NACC, Air Transport Association of Canada, Nav Canada, Aerospace Industries Association of Canada, Canadian Business Aviation Associations, Canadian Airport Council and Transport Canada.

WestJet and other Canadian air carriers have collected the necessary data to track fuel efficiency improvements achieved in 2012. The results show that Canadian air carriers continue to improve their annual fuel efficiency. The combined fuel consumption rate in 2013 was 36.83 litres per 100 RTK. Compared to 2012, Canadian air carriers improved fuel efficiency by 0.9 per cent, representing a 1.2 per cent average annual improvement from a 2005 baseline. More information can be found in the Action Plan annual report for 2012.

	2014		2013		2012		2011	
	tonnes of CO2e		tonnes of CO2e		tonnes of CO2e		tonnes of CO2e	
Electricity (kWh)	14,256,140	11,690	14,125,451	11,583	14,891,300	12,211	15,245,921	11,434
Natural gas	903,726	1,733	860,251	1,650	884,780	1,687	742,255	1,424
Total		13,423		13,233		13,908		12,858

*Environment Canada regularly revises and updates Alberta's electricity emission factors, which can result in changes to previously reported numbers. For the 2013 and 2014 numbers, we applied an emission factor of 0.82 kg of CO2e per kilowatt-hour (kWh). For 2012 and 2011, we applied an emission factor of 0.82 and 0.75 kg CO2e per kWh respectively.

Ground-support equipment

WestJet uses various types of ground equipment to support our operations and maintenance, ranging from aircraft tugs to catering trucks and vehicles used to transport our crew from the airport to our campus facility. Fuel consumption of this equipment is highly dependent on activity and weather conditions. In 2013, WestJet-owned ground equipment generated 3,156 tonnes of CO2e. In 2014, due to increased flights and number of airports we operate from, our 2014 emissions were 3,532 tonnes of CO2e.

	2014		2013		2012		2011	
	L	tonnes of CO2e	L	tonnes of CO2e	L	tonnes of CO2e	L	tonnes of CO2e
Diesel	574,145	1,529	508,065	1,353	502,657	1,339	578,162	1,540
Gasoline	875,067	2,003	787,755	1,803	710,843	1,627	680,476	1,558
Total	1,449,212	3,532	1,295,820	3,156	1,213,500	2,966	1,258,639	3,098

* The total CO2e emissions amounts for 2012 and 2011 have been restated to include additional fuel sources for ground vehicles that were not previously reported.

In 2011, we added a rechargeable lithium polymer battery-powered baggage tug to our ground fleet. The tug, which began operating at the Calgary International Airport in October 2011, successfully performed throughout the winter in frigid temperatures with excellent reliability. Baggage was transported to and from the aircraft on approximately 11 flights per day on a single battery charge.

At the end of 2014, WestJet had 14 battery-operated vehicles at our operation in Calgary and Whitehorse, with more planned for 2015. Some of these vehicles are positioned in airports to comply with their directive to only operate non-petroleum based fuel-powered tugs in the airport's newly constructed ground-level baggage areas.

As we continue to replace older equipment near its end of life or implement new equipment requirements, the vehicles we purchase now meet the same fuel emissions standards as road vehicles applied by the federal government.

To reduce greenhouse gas emissions from Canada's aviation sector, Canada has set a target of:

- Average annual improvements in aviation fuel efficiency of at least two per cent per year, from a 2005 baseline, until 2020, measured in litres of fuel per RTK. The 2005 baseline is consistent with Canada's commitments under the Cancun Agreements.

Canada's aviation sector also supports the following global aspirational goals:

- Carbon-neutral growth from 2020 onwards.
- Absolute greenhouse gas emission reductions by 2050.

The Action Plan and the 2012 report can be downloaded from the Government of Canada website at <https://www.tc.gc.ca/eng/policy/aviation-emissions-3005.htm>.

Pursuing global objectives

WestJet is committed to continuing to work with the Canadian government in support of developing aviation emissions policies on a global scale. WestJet recognizes and advocates for the International Civil Aviation Organization (ICAO) as the appropriate body to set a framework for a global-sector approach on reducing aviation emissions. As previously noted, we support IATA's goals of a cumulative global average improvement in fuel efficiency of 1.5 per cent per year through to 2020, carbon-neutral growth from 2020 and a reduction in CO2 emissions of 50 per cent by 2050 as compared to 2005 levels. For more information on IATA's climate change response, please visit: <https://www.iata.org/policy/environment/Pages/climate-change.aspx>.

Air traffic control

Air traffic control has a direct impact on the amount of fuel used by our aircraft during takeoff, landing and en route. Recognizing this, we work closely with Nav Canada, particularly on the Collaborative Initiatives for Emissions Reductions (CIFER) program that drives stakeholder collaboration. Nav Canada is the agency responsible for Canadian air traffic control.

WestJet has been a member of a performance-based navigation (PBN) working group (PBN Working Group) comprised of Transport Canada, Nav Canada and the Canadian aviation industry to develop and regulate an International Civil Aviation Organization (ICAO) state PBN implementation plan. An essential part of the PBN plan is the integration of RNP short transitions throughout Canadian airspace to improve accessibility and further leverage RNP and PBN capability to reduce fuel and greenhouse gas emissions.

Throughout 2013, Nav Canada held collaborative meetings with local airport authorities and air carriers, including WestJet and NACC, to discuss design concepts and operational considerations for the implementation of RNP short transitions across Canada. NACC submitted a priority list of airports that Nav Canada has accepted as the target production plan. Nav Canada anticipates starting to publish RNP approaches in early 2015 at the Calgary International Airport, and completing the remaining 22 airports on the NACC priority list by the end of 2017.

WestJet continues to support PBN implementation in Canada by participating in the Canadian performance-based aviation action team (CPAAT), which was formed in 2013 after the PBN Working Group chaired by Transport Canada completed its initial mandate. CPAAT will facilitate implementation of PBN operations in Canada and serve as a focus group for the continued development of PBN regulations and standards.

In September 2014, Transport Canada was mandated to work with the Canadian Airports Council, Nav Canada and industry to formalize a broad-based consultation process in advance of developing and implementing airspace changes. This initiative has delayed the PBN production schedule and introduction of RNP short transition. Draft RNP approaches are designed for Calgary, AB, Kelowna, BC, Vancouver, BC and Ottawa, ON airports and are expected to be published in the fall of 2015. WestJet and NACC remain fully engaged in the development process.

Renewable aviation biofuels

WestJet is engaged with the Canadian government and industry stakeholders in advancing the development and production of renewable biofuels for aviation in Canada. WestJet supports the development of renewable aviation biofuels that have a minimal impact on the ecosystem, do not displace or compete with food crops and are economically viable.

Additionally, by accelerating the production of renewable, Canadian-made aviation biofuel, WestJet and the aviation industry can achieve further emission reductions. This will strengthen the competitiveness of our industry so we can continue to deliver the affordable and high-quality air service our guests expect.

Carbon offset program

In November 2011, WestJet partnered with Carbonzero (carbonzero.ca/westjet) to provide guests with a voluntary carbon offset program that invests in certified projects in locations in the WestJet network. Our guests now have the option to calculate and purchase offsets to help mitigate the emissions resulting from their flights. In 2013, our guests purchased 37.7 tonnes of carbon offsets and 45.0 tonnes in 2014.

	tonnes of CO2e			
	2014	2013	2012	2011
Montreal, QC - Social housing retrofit project	19.7	12.1	11.7	6.9
Niagara, ON - Landfill gas to energy project	25.3	25.6	24.9	6.8
Total CO2e offset	45.0	37.7	36.6	13.7

Materials management

To support the operations and infrastructure of our airline, we use materials ranging from 100 per cent recycled-content napkins to hydraulic fluids used in landing gear. These materials, when made from non-renewable resources or if handled improperly, can affect the health and safety of WestJetters and the environment. Additionally, many products used for maintenance and safety are government-regulated and strictly controlled, with few substitutes.

Our materials management program promotes the safe and efficient use of materials by focusing on three core principles:

1. Minimize the use of materials and the creation of waste.
2. Handle and dispose of materials and waste safely and in accordance with regulations.
3. Replace materials made of non-renewable resources with sustainable alternatives where possible.

Environmental management

WestJet's Environmental Services team takes care of our environmental risk and ensures all precautions have been taken to prevent environmental incidents from happening. We do this by carrying out our operations to meet government regulations and protect the environment in each destination we serve. This includes integrating our environmental management system (EMS) into operations, interacting with governments on various environmental policies such as emissions, international recycling and renewable jet fuel and reporting our environmental performance to our senior leadership and board of directors.

Fred Ring Building

At a cost of about \$100 million, the Fred Ring Building in Calgary opened in 2009. This building was constructed to Leadership in Energy and Environmental Design (LEED) standards and awarded a gold LEED certification in 2011. The innovations in our six-storey home base offer numerous efficiencies, including maximized natural light, rainwater reclamation tanks, geothermal heating and efficient fixtures.

**Waste management
Calgary Campus**

WestJet's numerous waste management programs are constantly evolving. At our Calgary Campus, we recycle cardboard, paper, metal, plastic and alkaline batteries. There are recycling bins throughout the Calgary campus office building and the hangar to support WestJetters' recycling efforts. In May 2011, we implemented a program for our main food-service facilities to collect and compost organic waste.

In 2013, our diversion rate was 44.9 per cent (98.8 tonnes), of which 48.2 per cent (47.6 tonnes) were organics and were composted. In 2014, 47.8 per cent of all refuse was diverted, of which 46.7 per cent (44.9 tonnes) were organics and composted.

Materials (tonnes)	2014	2013	2012	2011
Waste	105.0	121.4	106.3	112.7
Recycling	96.1	98.8	93.7	60.0
Total refuse	201.1	220.3	200.0	172.8
Diversion rate*	47.8%	44.9%	46.8%	34.7%

*Total all recycling over total all refuse

WestJet continues to look at ways to track our domestic waste generation across other sites in which we operate to implement a more thorough waste management program. We are also improving our inventory and tracking systems to more easily track quantities of hazardous materials and waste.

Airports

Recycling at airports is managed by the respective airport authorities in accordance with government regulations. WestJet continues to work with airport authorities, other air carriers and government in support of recycling initiatives at the local level and for the industry as a whole.

Water usage

In line with LEED certification, our campus contains equipment and fixtures that reduce water consumption. In 2013, the total water volume consumed from the municipal system in the Calgary Campus was 27,386 cubic metres (m3) and we saw a slight decrease to 26,264 m3 in 2014.

	Volume consumption (m³)
2014	26,254
2013	27,386
2012	26,830
2011	28,199

Spills and releases

As per our EMS, we track, report, investigate and risk-assess all spills across our operations. In 2013 and 2014, WestJet had no significant spills that required reporting to a regulatory authority.

Environmental compliance

In 2013 and 2014, WestJet did not receive any significant fines or non-monetary sanctions for environmental non-compliance by a regulatory authority.



Community Investment

The Community Investment team extends WestJet's caring culture to make a difference in the communities we serve. They manage four signature programs designed to tangibly demonstrate our giving and caring ways: WestJet Cares for Kids, WestJetters Caring for Our Community, the Airport Giving program, and the WestJet Hero Holiday program. In addition to overseeing our charitable contributions and liaising with our charitable partners, the team also encourages and assists WestJetters with their volunteer efforts. In 2013 WestJet donated more than 15,000 single flights to a variety of charities, community-based groups and organizations and in excess of 16,500 single flights in 2014.

WestJet Cares for Kids

WestJet launched this program focused on children's health and wellness in 2007. The program's goal is to enable WestJetters to support children and their families in the communities where they live. WestJet provides its WestJet Cares for Kids charitable partners with the gift of flight to use for direct-program service delivery and business administration, as well as to raise funds through raffles and auctions.

We welcomed two new partners to the WestJet Cares for Kids program in 2014, Free the Children and the David Foster Foundation.

We announced our partnership with Free the Children at the conclusion of our 2014 Annual General Meeting in Toronto and surprised a group of invited youth from a local high school with a concert by Karl Wolf. As a part of our support of Free the Children WestJet also flew youth from remote Canadian communities to seven We Day events across the country.

Our partnership with the David Foster Foundation was announced at the 2014 David Foster Miracle Gala and Concert that was hosted by WestJet in our hangar and raised more than \$8.2 million for families with children in need of life-saving organ transplants.

In total WestJet donated 4,376 single flights to WestJet Cares for Kids partners in 2013 and 6,734 single flights in 2014.

Our eight national charitable WestJet Cares for Kids partners are:

1. Big Brothers Big Sisters of Canada (bbbbsc.ca)
2. Boys and Girls Clubs of Canada (bgccan.com)
3. David Foster Foundation (davidfosterfoundation.com)
4. Free the Children (freethechildren.com)
5. Hope Air (hopeair.org)
6. Missing Children Society of Canada (mcsc.ca)
7. Ronald McDonald House Charities of Canada (rmhc.ca)
8. Make-A-Wish Foundation of Canada (makeawish.ca)

Additionally, in 2013 and 2014 WestJet organized the following initiatives that put the spotlight on our Cares for Kids partners:

- In April 2013, Big Brothers Big Sisters of Canada (BBBS) commemorated 100 years of matching Canada's young people with volunteer mentors. To help celebrate their centennial, WestJet flew 100 Little Brothers and Sisters from across Canada to Ottawa to participate in BBBS's National Youth Summit. One evening during the summit WestJet organized a surprise concert for the youth in attendance.
- 2013 marked the 30th anniversary of Make-A-Wish Canada. To help celebrate this milestone, WestJet adopted our first wish and granted it from start to finish. With the support of WestJet Vacations, we fulfilled six-year-old McKenzie's wish to swim with the dolphins in Hawaii.
- During the summer months of 2013 WestJetters were encouraged to help the Missing Children Society of Canada (MCSC) in the search for missing children by becoming CodeSearch field agents. We also asked guests to join the The World's Most Valuable Project, an online search party, by donating their social media networks to allow MCSC to post missing children announcements through their profiles.
- We believe that everyone should get to travel for fun, not just for necessity. With this in mind in April 2014 WestJet treated five Hope Air families from across Canada to a special weekend in Toronto. The adventure was highlighted on the WestJet blog.
- In June 2014 we teamed up with Ronald McDonald House Charities Canada (RMHC) for a Father's Day surprise by bringing a hard-working dad together with his sick child. We also shared this story on the WestJet blog. The video capturing this surprise had garnered almost one million views through 2014 bringing the spirit of WestJet together with important awareness-raising of RMHC.
- In December 2014 WestJetters from 30 airport bases across Canada spread a little holiday joy by organizing and hosting special parties for kids at their local Boys and Girls Clubs (BGCC). In addition to hosting 32 holiday parties across Canada in 2013, as a meaningful way to recognize some very special BGCC members for the significant contributions they have made in their communities, WestJet and BGCC took 16 youth from across Canada on our inaugural Magic Plane flight for a Christmas trip to Orlando, Florida. The Magic plane is WestJet's unique Disney's Mickey Mouse-branded aircraft, hand-painted to represent Wizard Mickey magically lifting the aircraft to Walt Disney World.

WestJetters Caring for Our Community

WestJetters show their caring spirit not just in the air and at airports across the country, but as volunteers in their local communities as well. WestJetters can often be found making a difference by giving their time, talents and skills to a multitude of charitable and community initiatives throughout Canada.

WestJetters who donated more than 40 hours of their time and WestJetters who organized themselves into groups of five or more for volunteer projects received a gift-of-flight voucher. These vouchers were donated to their organization of choice for fundraising purposes. In 2013, more than 1,060 WestJetters gave 52,000 volunteer hours of their time to a variety of charitable and not-for-profit organizations across the country. More than 1,190 WestJetters gave in excess of 60,500 volunteer hours in 2014, representing a tripling of volunteer hours and an almost four-fold growth in the number of WestJetters who participate annually since 2009.

The dedication and many talents of WestJet owners are the foundation of our success as an airline. WestJet is proud to be able to help WestJetters share that dedication and talent with the people in the communities we call home.

Airport giving program

The Airport Giving program empowers WestJet owners to be active participants in giving back to the communities where we live and work. Community Investment teams at all our domestic airports review external donation requests and decide who to support based on their community's local needs and priorities.

The Airport Giving program also supports children's hospitals and pediatric wards across Canada. We recognize the vital contributions these institutions make in communities by treating millions of children for every disease and injury imaginable. Children's hospitals and pediatric wards provide state-of-the-art care, life-saving research and preventative education for children and their families every day.

In 2013, WestJet donated 4,612 single flights to charitable organizations across Canada through our Airport Giving program. In 2014 we donated 4,828 single flights through this meaningful program.

WestJet Hero Holiday

In 2012, we launched our first international community investment initiative, WestJet Hero Holiday, organized in partnership with Canadian charity Live Different (livedifferent.com).

A 10-day humanitarian trip to Puerto Plata, Dominican Republic, Hero Holiday is a meaningful initiative where 50 WestJetters immerse themselves in the local community of Nuevo Renacer and build new homes for families living in extreme poverty. In both 2013 and 2014 another 50 WestJetters participated in WestJet Hero Holiday trips and built five and eight new homes respectively, bringing our total count of homes built for deserving families in this community to 23. In 2013 WestJetters also made significant enhancements to the local community including refurbishing two basketball courts, purchasing equipment for a local medical clinic and underwriting the cost of a doctor at the clinic for three days per week for one year. In 2014 participants raised more than \$10,000 of extra funds that were matched by WestJet to purchase land in the Nuevo Renacer community for a new club for boys and girls.

Through the WestJet Hero Holiday we are able to bring our caring culture to one of the most impoverished communities in the Dominican Republic.

Women's and Men's Health

In 2013 for the month of October WestJet showed we care about a future without breast cancer by supporting the Canadian Breast Cancer Foundation (CBCF). One hundred per cent of the proceeds from I CARE pins and earbuds sold were donated to CBCF. In addition to this, more than 500 WestJetters and their families and friends participated in the CIBC Run for the Cure in 16 cities across Canada, raising \$101,000 for breast cancer research. In 2014 nearly 430 WestJetters and their families and friends participated in the CIBC Run for the Cure in 17 cities across Canada raising more than \$46,000.

In 2013 and 2014 men's health took the spotlight during the month of November as WestJetters were encouraged to change the face of men's health by getting involved in November. In 2013, 145 WestJetters participated in the WestJet Mo network and raised more than \$28,000 for men's prostate cancer and male mental health initiatives. In 2014 the WestJet Mo network included 86 participants and raised more than \$40,500.

Southern Alberta floods of 2013

Within hours of the heavy rainfall in June 2013 that triggered the worst flooding in Alberta's history, WestJet began responding to requests for support and putting plans in place to care for affected guests, WestJetters and communities.

Here are some ways WestJet contributed to relief and recovery efforts:

- Donated \$25,000 to the Canadian Red Cross, with an additional \$55,300 donated by individual WestJetters.
- Donated 600 one-way flights to the Canadian Red Cross and an additional 96 one-way flights to Canada Task Force 1 and 2.
- WestJet Cargo helped the Calgary Zoo with the relocation of 29 animals and flew 18,000 pounds of supplies to Calgary.
- Provided guests with the flexibility to change or cancel their flights in and out of Calgary during the evacuation period.
- 534 WestJetters signed up to let the Red Cross and the Calgary Stampede know they would like to volunteer.
- Partnered with the Calgary Stampede to promote their Hell or High Water campaign by purchasing 1,000 T-shirts that were worn by YYC airport WestJetters and flight crews on Friday, July 5, 2013.
- Sponsored the Halo High Water and Alberta Flood Aid benefit concerts.
- Ongoing donations of gift-of-flight vouchers to support fundraising efforts.

WestJet Christmas Miracle: Spirit of Giving

In 2014, we brought a snowy Canadian Christmas to the community of Nuevo Renacer in the Dominican Republic. More details are available on the WestJet blog.

Financial performance

WestJet has built an operating structure that allows us to be a leading high-value, low-cost airline. We established our competitive strengths and business model through:

- A strong corporate culture.
- An engaged and committed workforce.
- A strong and growing relationship with corporate Canada for the business traveller segment.
- A strong and growing WestJet Vacations business model.
- WestJet Encore, a recently formed and emerging low-cost regional carrier.
- Consistently striving to be among the top carriers for on-time performance, baggage ratio and completion rate.
- A remarkable guest experience resulting from our guest-centric culture.
- A healthy balance sheet.
- A network and schedule that continues to grow in breadth and increase in utility with our fleet growth and airline partnerships

As WestJet continued to expand our success throughout 2014, we reached record annual results, with net earnings of \$284.0 million and diluted earnings (per share) of \$2.20. This marked our 10th consecutive year of profitability and the 18th time we have reported an annual profit in our 19 years of reporting.

In 2014 we returned approximately \$100.7 million to our shareholders through our dividend and share buy-back programs. This has brought WestJet's total return (since these programs began in 2010) to more than \$500 million.

	2014*	2013*	2012*	2011*	2010*
Revenue	\$3,976,552	\$3,662,197	\$3,427,409	\$3,071,540	\$2,607,294
Operating expenses	\$3,501,081	\$3,262,687	\$3,051,689	\$2,814,989	\$2,415,940
Earnings from operations	\$475,471	\$399,510	\$375,720	\$256,551	\$191,354
Non-operating expenses	\$85,164	\$27,425	\$35,491	\$48,545	\$57,889
Earnings before income taxes	\$390,307	\$372,085	\$340,229	\$208,006	\$133,465
Income tax expense	\$106,350	\$103,363	\$97,837	\$59,304	\$43,268
Net earnings	\$283,957	\$268,722	\$242,392	\$148,702	\$90,197
Earnings per share, basic	\$2.22	\$2.05	\$1.79	\$1.06	\$0.62
Earnings per share, diluted	\$2.20	\$2.03	\$1.78	\$1.06	\$0.62
Cash and cash equivalents	\$1,358,071	\$1,265,005	\$1,408,199	\$1,243,605	\$1,159,316
Total assets	\$4,646,433	\$4,143,463	\$3,746,615	\$3,473,678	\$3,383,980
Total long-term liabilities	\$1,530,630	\$1,147,163	\$1,086,457	\$1,161,604	\$1,240,285
Shareholders' equity	\$1,777,502	\$1,589,840	\$1,472,305	\$1,370,217	\$1,304,233
Cash dividends declared per share	\$0.48	\$0.40	\$0.28	\$0.20	\$0.05
*Presented in thousands of Canadian dollars, except per share amounts					
Share performance**					
Share price at Dec 31	\$33.36	\$27.85	\$19.81	\$11.76	\$14.07 Share
price range	\$22.95 - \$34.95	\$19.65 - \$28.99	\$11.22 - \$28.99	\$10.30 - \$16.02	\$11.35 - \$14.87

**Publicly traded on the Toronto Stock Exchange under the symbols WJA and WJA.A



Corporate governance

Our board of directors is committed to the sustainability of our company, to make it responsive, resilient and well-positioned for a successful future. The board currently has 11 members, each bringing a unique background in business and management. All of our directors are independent (in accordance with National Policy 58-201 – Corporate Governance Guideline and section 1.4 of National Instrument 52-110 – Audit Committees), including the chair of the board, with the exception of Gregg Saretsky, our President and CEO, and Antonio Faiola, employee and Chair of PACT.

The board and WestJet leadership welcome engagement with WestJetters, guests and stakeholders. To provide timely and meaningful feedback, WestJet has developed practices appropriate to facilitate constructive engagements. For WestJetters, the company has established a confidential and anonymous hotline as an avenue for the confidential, anonymous receipt and treatment of complaints regarding any suspected violations of the company's code of business conduct.

Committees of the board

The board includes the following committees: audit, people and compensation, corporate governance and nominating and safety, health and environment.

Audit committee

The audit committee approves the scope and timing of the annual audit, and reviews and recommends the approval of the company's consolidated interim and annual financial statements. The audit committee also reviews and assesses the company's internal financial control systems and corporate approval procedures.

People and compensation committee

The people and compensation committee reviews director and senior officer compensation policies and monitors the administration of the company's share-based plans and the employee profit-sharing plan, all for the purpose of making recommendations to the board. Additionally, this committee assists the board in its oversight responsibilities regarding succession planning and WestJet's leadership development strategies.

Corporate governance and nominating committee

The corporate governance and nominating committee is responsible for proposing new nominees to the board and for assessing the effectiveness of the board, the committees and the contribution of individual board members. The committee regularly reviews various matters relating to the board and the corporation, including governance best practices, composition of existing committees and requirements for the creation of any other appropriate committees of the board.

Safety, health and environment committee

The safety, health and environment committee monitors compliance with the corporation's safety, health and environmental principles. The committee recommends policies and programs to maximize compliance with the principles; they periodically review the principles and various metrics for quality and evaluate compliance with the principles to identify areas for improvement.

More information on WestJet's board of directors and governance practices can be found in WestJet's Management Information Circular, which can be found in the financial reports section of <http://www.westjet.com>.

Board composition

New director nominees are assessed and recruited based on skills and expertise, as well as on character and behavioural qualities like credibility, integrity and communication skills. The corporate governance and nominating committee maintains an informal evergreen list of potential directors. The list is comprised of people who the committee feels would be appropriate board candidates if or when there is a board vacancy and who compliment the current mix of skills. In the past, the board has also used a third-party advisor to help recruit new directors, but relies primarily on recommendations from its current board members following a review of the competencies and skills of nominees it believes are required for the board.

Board performance review

On an annual basis, the chair of the board will assess, by way of discussion with each director, the performance of the board as a whole, the board committees and the chair of each committee and the performance, tenure and contribution of individual directors, with regard to the mandate of the board, committee mandates as well as attendance at board and board committee meetings and overall contribution. Furthermore, the corporate governance and nominating committee will annually assess the performance of the chair of the board with regard to the mandate of the chair of the board as well as attendance at board and board committee meetings and overall contribution.

Every five years, the board will engage an independent third-party consultant to conduct a board and committee assessment. The last independent assessment was conducted in February 2011 and the next is scheduled for early 2016.

Strategic planning and risk management

On an annual basis, the board holds at least one special meeting to discuss with management WestJet's long-term strategic plans. At this meeting, management presents to the board WestJet's strategic plans, key objectives, operational opportunities and risks. Also on an annual basis, the board reviews and approves WestJet's annual operating budget and capital expenditure plans.

At quarterly meetings throughout the year, the board monitors and evaluates progress towards the achievement of WestJet's strategic plans and, where appropriate, provides direction on revisions to be implemented by WestJet leadership. Aligning with its review, the board discusses and reviews any recent developments in the airline industry or the external environment and measures what impact such developments may have on the established targets set in its annual operating budget and capital expenditure plans.

The board's focus on risk management is entity-wide and requires the board, in conjunction with leadership, to identify and monitor principal risks and take reasonable steps for the implementation of appropriate systems to manage these risks. The board has ultimate authority for all aspects of sustainability, including WestJet's operational, economic, environmental and social performance.

Code of business conduct

WestJet's code of business conduct requires all employees, officers and members of the board to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. The code addresses issues with respect to basic principles of conducting business, potential conflicts of interest and the importance and handling of confidentiality of information. Any violation of the code is considered serious and can have severe consequences for both an employee and WestJet. The code is continuously reviewed by the board and is publicly available under WestJet's profile at [sedar.com](http://www.westjet.com/sedar).

Business integrity policy

WestJet's contribution to society as an upstanding and ethically sound company is demonstrated by the measures put in place to resist corruption and comply with existing regulations. The business integrity policy exists to ensure WestJet does not receive an improper advantage in its business dealings, and all payments and expenses are properly recorded in its financial books and records. WestJet has established a compliance committee who reports directly to the board and oversees the successful implementation and maintenance of the business integrity policy. Leaders across the business, and employees in specific areas with greater exposure, receive in-depth training on the policy and their duties and responsibilities.

Product responsibility

Advertising standards

WestJet complies with regulations in several countries in which we operate that provide requirements for advertising fares and disclosing fees.

WestJet complies with the Canadian Transportation Agency's All-Inclusive Air Price Advertising legislation (<http://www.cta.gc.ca/eng/airservicesadvertising>), which enables consumers to easily determine our total advertised air price and promotes fair competition between all advertisers in the air travel industry.

In the United States, WestJet complies with the U.S. Department of Transportation Enhancing Airline Passenger Protections legislation (<http://www.dot.gov/airconsumer/aviation-rules>). In addition to other elements, the legislation provides guidance on enforcement policies concerning air transportation price advertising practices. It requires carriers to notify consumers of optional fees related to air transportation, increases in baggage fees and prohibition of post-purchase price increases.

For service to Dublin, WestJet is subject to European Union regulations which set out the common rules for the operation of air services within the European Union (<http://bit.ly/1snWqzZ>).

Other applicable regulations include directives that deal with misleading advertising, comparative advertising, unfair terms in consumer contracts, clear indication of product prices offered to consumers and on-line communication and selling.

Aviation security standards

WestJet respects and strives to comply with applicable aviation security regulations and standards in jurisdictions where we operate. WestJet investigates every occurrence of non-compliance to identify the cause and develop and implement procedures to help ensure similar events do not occur in the future.

None of the fines paid from 2011 to 2014 were significant and the annual fines paid are presented in the table below:

	2014	2013	2012	2011
Segment guests	19,651,977	18,485,144	17,423,352	16,040,682
Total fines paid (in \$ thousands)	\$464	\$134	\$278	\$74
Number of fines per one million passengers	1.4	1.2	2.9	2.0

*Segment guest: Any person who has been booked to occupy a seat on a flight leg and is not a member of the crew assigned to the flight.

WestJet fines are procedural and regulatory in nature. These fines generally fall into the following categories:

- Immigration fines include fines: issued by Canada Border Service Agency (CBSA) for transporting an improperly or fraudulent documented person into Canada who is deemed inadmissible; issued by U.S. Customs and CBSA for failure to provide required/accurate Advance Passenger Information data within prescribed time limits, etc.; and, issued by foreign governments for transporting an improperly documented person into their country.
- Customs fines include fines for: failure to present persons, documents or baggage to customs officer on arrival within prescribed timelines or requirements; and, failure to arrange landing rights for custom clearance for a flight.
- Aviation security fines: violations of security protocols issued by Transport Canada, the U.S. Transportation Security Administration or other foreign government security requirements.

Conclusion

Building on success requires a relentless dedication to our mission of enriching the lives of everyone in WestJet's world. We seek out what needs improvement while celebrating those elements that are working well. This report is intended to accomplish both; reporting on what's working and what's not so that we can continue make WestJet one of the top airlines in the world.

Independent assurance report

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To the Board of Directors and Management of WestJet Airlines Limited ("WestJet")

We have reviewed selected performance indicators presented in WestJet's Corporate Social Responsibility Report (the "Report") for the years ended December 31, 2013 and December 31, 2014. A review does not constitute an audit and, consequently, we do not express an audit opinion on the selected performance indicators.

Responsibilities

WestJet management is responsible for collection and presentation of performance indicators set out in the Report. Our responsibility is to express a conclusion, based on our assurance procedures, as to whether anything has come to our attention to suggest that the performance indicators are not presented fairly in accordance with the relevant criteria.

Subject Matter

We reviewed the selected performance indicators listed below and set out in the Report [GRI Reference]:

Indicator	2013	2014
Total emissions (including emissions from aircrafts, owned and operated buildings, and vehicles) [EN16]	2.9 (millions tonnes carbon dioxide equivalent (CO2e))	3.1 (millions tonnes CO2e)
Total number of employees [LA1]	9,722 employees	10,406 employees
Lost time injury frequency [LA7] incidents	2.1 (# of lost time incidents per 200K hours worked)	2.3 (# of lost time per 200K hours worked)

The performance indicators were chosen by WestJet management primarily on the basis of perceived external stakeholder interest. We did not review the narrative sections of the Report except where they incorporated the performance indicators, nor did we review other indicators included in the Report.

Assurance standards and procedures

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Federation of Accountants. As such, we planned and performed our work in order to provide limited assurance with respect to the Subject Matter. We obtained and evaluated evidence using a variety of procedures including:

- Interviewing relevant WestJet management and staff responsible for data collection and reporting;
- Obtaining an understanding of the management systems, processes and the relevant controls used to generate, aggregate, and report the data at WestJet operations and corporate office;
- Reviewing relevant documents and records on a sample basis;
- Testing and re-calculating information related to the selected performance indicators on a sample basis; and,
- Assessing the information for consistency with our knowledge of WestJet's operations, including comparing WestJet's assertions to publicly available third-party information.

Our assurance criteria comprised the Global Reporting Initiative (GRI) Sustainability Reporting 3.1 Guidelines (2011), industry standards, and WestJet internal management definitions as disclosed in the Report, informed by relevant regulations. Our assurance team included individuals with environmental, health and safety, social, economic and assurance experience.

Environmental and energy use data are subject to inherent limitations of accuracy given the nature and the methods used for determining such data. The selection of different acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Conclusion

Based on our work as described in this report, nothing has come to our attention that causes us to believe that the performance indicators are not, in all material respects, presented fairly in accordance with the relevant criteria. This report is intended solely for use by the Management and Board of Directors of WestJet.

Deloitte LLP
Calgary, Alberta, Canada
May 27, 2015

CSR content index

Links to:
 2015 Management information circular (MIC)
 2014 Annual Report (AR)
 2014 Annual Information Form (AIF)
 2014 Corporate Social Responsibility Report (CSR)

	Page	
1. Strategy and Analysis		
1.1 Statement from the most senior decision-maker of the organization.	3	(CSR)
1.2 Description of key impacts, risks, and opportunities.	29-31	(AR)
2. Organizational Profile		
2.1 Name of the organization.	4	(CSR)
2.2 Primary brands, products, and/or services.	6	(CSR)
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	4	(CSR)
2.4 Location of organization's headquarters.	10 8-10	(AR) (AR)
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	6-8 2014	(CSR) (AR)
2.6 Nature of ownership and legal form.	4, 6	(CSR)
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	8-10	(CSR)
2.8 Scale of the reporting organization.	4	(CSR)
2.9 Significant changes during the reporting period regarding size, structure, or ownership.	4	(CSR)
2.10 Awards received in the reporting period.	7	(CSR)

	Page	
3. Report Parameters		
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	4	(CSR)
3.2 Date of most recent previous report (if any).	4	(CSR)
3.3 Reporting cycle (annual, biennial, etc.)	4	(CSR)
3.4 Contact point for questions regarding the report or its contents.	4	(CSR)
3.5 Process for defining report content.	4	(CSR)
3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	4	(CSR)
3.7 State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	4, 37	(CSR)
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	4	(CSR)
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	4, 39	(CSR)
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	4	(CSR)
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	4	(CSR)
3.12 Table identifying the location of the Standard Disclosures in the report. Policy and current practice with regard to seeking external assurance for the report.	54-61	(CSR)

CSR content index

(continued-02)

Links to:
 2015 Management information circular (MIC)
 2014 Annual Report (AR)
 2014 Annual Information Form (AIF)
 2014 Corporate Social Responsibility Report (CSR)

	Page			Page	
4. Governance, Commitments, and Engagement					
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	48-49 15-27		[CSR] [MIC]		
4.2 Indicate whether the Chair of the highest governance body is also an executive officer.	48-49 18		[CSR] [MIC]		
4.3 For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	48-49 18		[CSR] [MIC]		
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	48-49 19		[CSR] [MIC]		
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	25, 36		[MIC]		
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	19, 35		[MIC]		
4.7 Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	16		[MIC]		
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	20		[MIC]		
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	46 20		[CSR] [MIC]		
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	19		[MIC]		
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.				20	[CSR]
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.				21, 22, 24	[AIF]
4.13 Memberships in associations (such as industry associations and or national/international advocacy organizations in which the organization: *Has positions in governance bodies; *Participates in projects or committees; *Provides substantive funding beyond routine membership dues; or *Views membership as strategic.				39	[CSR]
4.14 List of stakeholder groups engaged by the organization.				4	[CSR]
4.15 Basis for identification and selection of stakeholders with whom to engage.				4	[CSR]
4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.				18, 29 17	[CSR] [MIC]
4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.				4	

CSR content index

(continued-03)

Links to:
 2015 Management information circular (MIC)
 2014 Annual Report (AR)
 2014 Annual Information Form (AIF)
 2014 Corporate Social Responsibility Report (CSR)

		Page	
DMA EC Aspects	Disclosure on Management Approach EC Economic performance Market presence	47 6	(CSR) (CSR)
DMA EN	Disclosure on Management Approach EN	31	(CSR)
DMA LA	Disclosure on Management Approach LA	16	(CSR)
DMA HR Aspects	Disclosure on Management Approach HR Non-discrimination	16	(CSR)
DMA SO Aspects	Disclosure on Management Approach SO Compliance	50	(CSR)
DMA PR Aspects	Disclosure on Management Approach PR Customer health and safety	11	(CSR)

Performance Indicators

Indicator	Disclosure	Page	
Economic performance			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	26, 43-46	(CSR)
EC2	Financial implications and other risks and	32	(AR)

		Page	
Environmental			
Indicator	Disclosure		
Energy			
EN3	Direct energy consumption by primary energy source.	32, 38	(CSR)
EN4	Indirect energy consumption by primary source.	30	(CSR)
Water			
EN8	Total water withdrawal by source.	42	(CSR)
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	32, 38	(CSR)
EN22*	Total weight of waste by type and disposal method.	42	(CSR)
EN23	Total number and volume of significant spills.	42	(CSR)
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation		Environment
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	42	(CSR)

CSR content index

(continued-04)

Links to:
 2015 Management information circular (MIC)
 2014 Annual Report (AR)
 2014 Annual Information Form (AIF)
 2014 Corporate Social Responsibility Report (CSR)

Social: Labor Practices and Decent Work		Page	
Indicator	Disclosure		
Employment			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	21 16	[CRS] [MIC]
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	22	[CSR]
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	20	[CSR]
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	13	[CSR]
LA7*	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	12	[CSR]
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	25	[CSR]
Training and education			
LA10	Average hours of training per year per employee by gender, and by employee category.	19	[CSR]
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	19	[CSR]
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	24 16	[CSR] [MIC]

Social: Human Rights (in WS speak - the right thing to do)		Page	
Indicator	Disclosure		
Remediation			
HR11	"Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms."	25	[CSR]
Social: Society			
Corruption			
S03*	Percentage of employees trained in organization's anti-corruption policies and procedures.	50	[CSR]
Compliance			
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	51	[CSR]
Social: Product Responsibility			
Customer health and safety			
PR1*	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	11-15	[CSR]
Product and service labelling			
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	29-30	[CSR]
Marketing communications			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	50	[CSR]
Compliance			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	51	[CSR]