

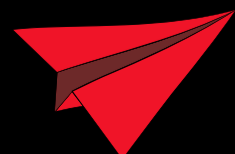


AIR CANADA
FOUNDATION

Impact report 2025



Helping kids spread their wings



This report highlights the impact the Air Canada Foundation made across communities in 2025, including through its partnerships, fundraising and Air Canada employee engagement initiatives.



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A message from Michael

For 13 years, the Air Canada Foundation has committed to improving the health and well-being of children and youth across Canada, raising more than \$20 million to support access to medical care, reduce social and economic barriers and create opportunities for moments of joy and possibility.

In 2025, we strengthened this commitment by deepening partnerships and expanding initiatives that make a meaningful difference in our communities. Through our Autism Aviation Days, more than 130 families experienced a supportive, stress-free introduction to air travel as the program expanded to three new cities, Québec City, St. John’s and Kamloops, helping children on the autism spectrum and their families build confidence with each step of the passenger journey.

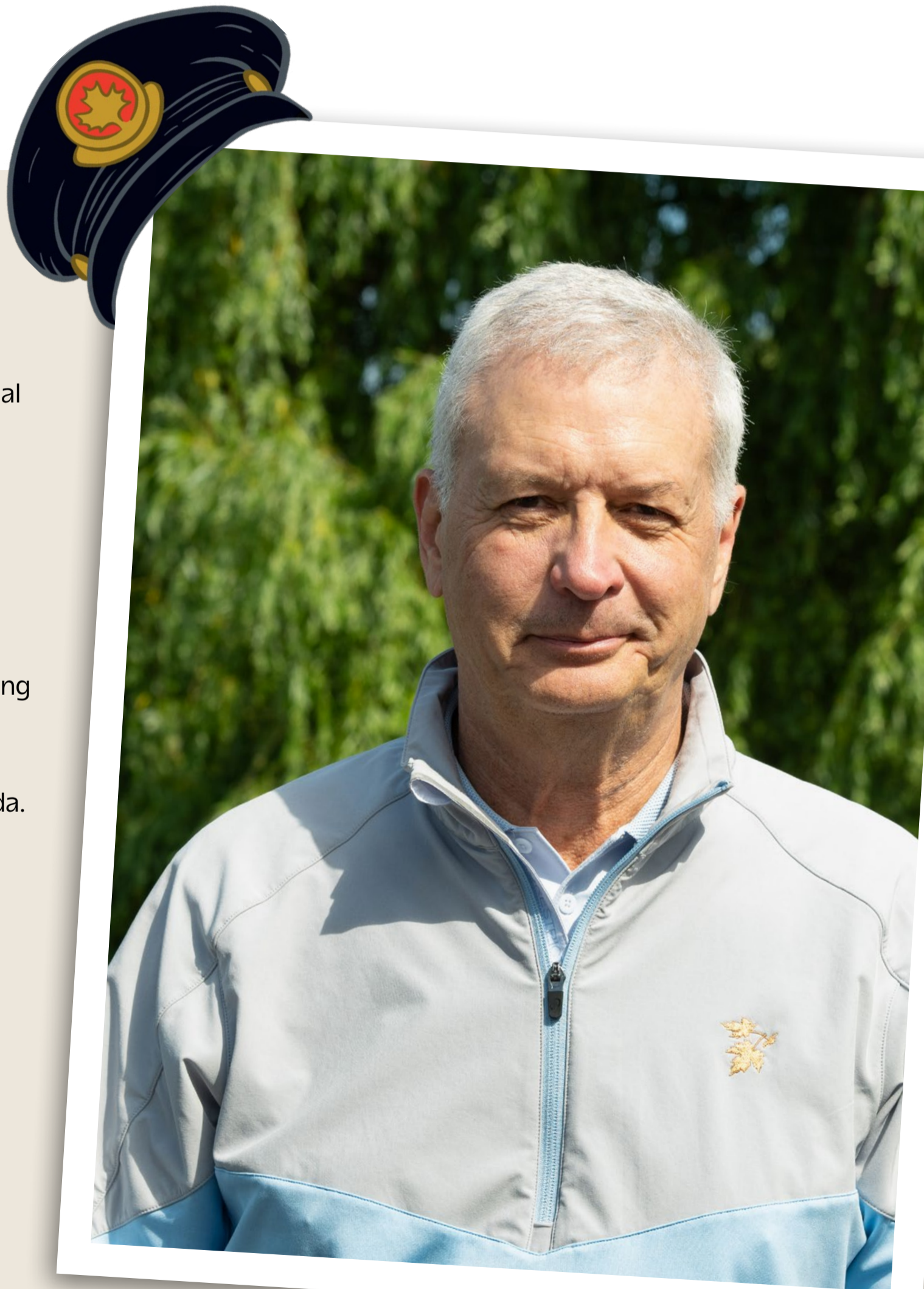
Our employees also played an essential role. From community events to fundraising initiatives, over 900 of them volunteered their time and energy country-wide. This included a record-breaking 387 participants in Opération Père Noël, helping ensure 733 children experienced the magic of Christmas morning.

Thanks to the generosity of Aeroplan Members and our Aeroplan partners, 27.5 million Aeroplan points were raised during Points Matching Week. These points will help sick children travel for medical care not available in their home communities, demonstrating the power of partnership and collective giving.

As we look ahead, the Air Canada Foundation will keep playing a key role in meeting our company’s commitment to social responsibility. We will achieve this by working collaboratively with partners, investing in programs that respond to community needs and empowering our employees to make a positive difference in the lives of young people across Canada.

My sincere thanks to our employees, partners, donors and Aeroplan Members for your dedication and generosity. Your support makes it possible for the Air Canada Foundation to help young people across Canada reach their full potential.

Michael Rousseau
President and CEO, Air Canada



A message from Priscille

Each year, I am reminded of the profound difference we can make when compassion and community come together. In 2025, the Air Canada Foundation continued to stand with children and families across the country, helping them access the care, support and opportunities they need to thrive.

With the generosity of our partners and supporters, we reached meaningful milestones. Our 13th annual Air Canada Foundation Golf Tournament raised \$1.3 million (net) to strengthen programs that improve children’s health and well-being. During Aeroplan’s Points Matching Week, 27.5 million Aeroplan points were raised, each one representing hope for a child who must travel far from home for essential medical care.

Thanks to this generosity, the Air Canada Foundation Hospital Transportation Program continued to open doors that no child should have to face alone. In 2025, it helped 460 families travel on 605 trips to reach life-saving treatment, turning donated Aeroplan points into moments of relief, hope and possibility.

Beyond these flagship initiatives, we invested nearly \$1.8 million in communities across Canada in addition to providing Aeroplan points and airline tickets to charities. These contributions strengthened programs in hospitals, shelters, community centres and youth-serving organizations, extending our reach to children and families facing significant challenges. Our long-standing partnerships continued to flourish in meaningful ways. Further, the Air Canada Foundation was recognized with the Dave Wilson Memorial Award of Appreciation at the annual Strangers in the Night gala, celebrating 15 years of working together to uplift the West Island community in Montréal.

We can feel proud of what we have achieved together. Every point, every dollar and every hour volunteered has helped create brighter tomorrows for young people across Canada.

I thank all our supporters for their continued belief in our mission and for empowering more children to spread their wings.

Priscille LeBlanc
Chair of the Air Canada Foundation

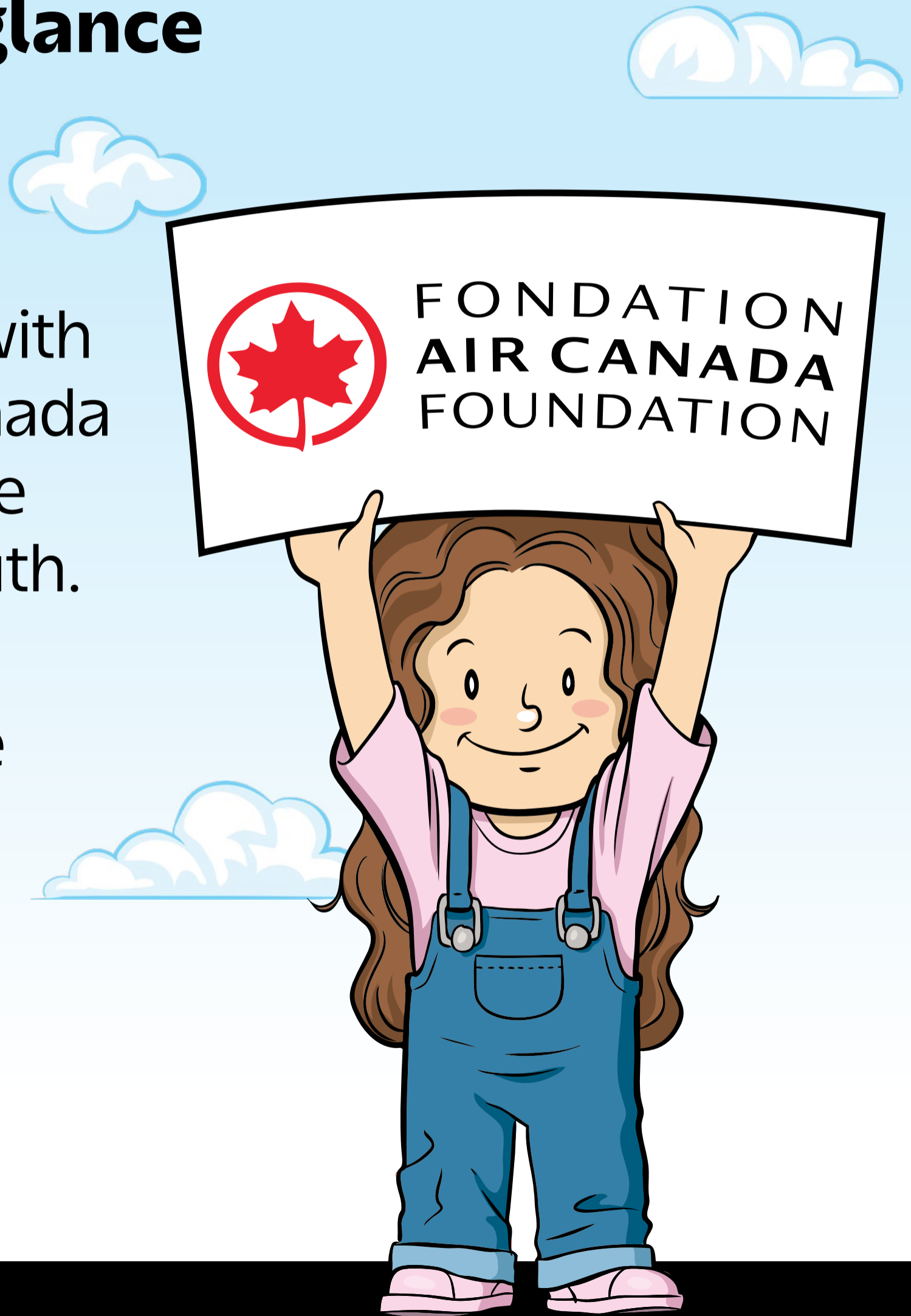


The Air Canada Foundation at a glance

Our mission

Through its programs and partnerships with Canadian-registered charities, the Air Canada Foundation is committed to improving the health and well-being of children and youth.

Guided by three main pillars — **Health, Protection, Dreams** — we strive to create lasting, meaningful change in the lives of children and families across the country.



Our pillars

We help kids spread their wings through:



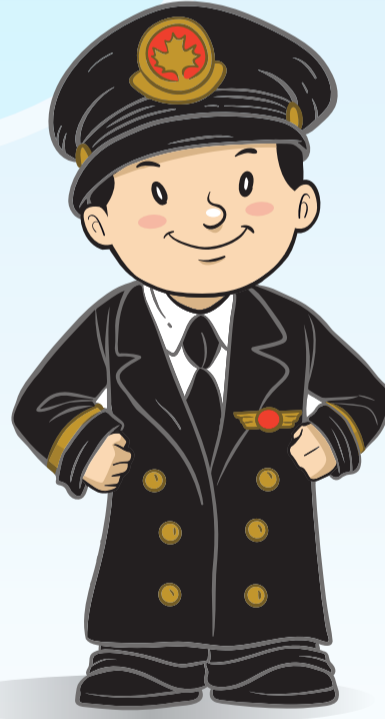
Health

Working with pediatric hospitals and community organizations to improve health outcomes for children and youth.



Protection

Addressing the effects of socio-economic adversity such as food insecurity and poverty, as well as the impact of trauma, so that children can live a healthy childhood.



Dreams

Fostering hope for seriously ill and impoverished children and for those facing physical, mental or social adversity.

Our structure

About us

Established in 2012, the Air Canada Foundation was created to support children and youth, humanitarian relief and health-focused causes, extending the commitment of Air Canada employees, partners, customers and stakeholders.

Led by a dedicated team of Air Canada employees, the Foundation oversees fundraising efforts and manages a wide range of programs that support its mission. The team collaborates closely with departments and committees across Air Canada to create meaningful opportunities for employees to get involved, whether through volunteering, participating in feedback initiatives or contributing to humanitarian relief efforts. Together, these efforts help make a lasting impact in communities across Canada.



The Air Canada Foundation is guided and supported by our Board of Directors that works closely with our team to carry out the organization's mission. This Board list reflects the composition as of the 2025 reporting year.



Priscille LeBlanc



Louise-Hélène Sénécal



Arielle Meloul-Wechsler



Amos Kazzaz



Panagiota (Peggy) Zafiris



Lucie Guillemette



Carolyn Hadrovic

Funding the Foundation



The path to funding

Funding the Foundation

Funding the Foundation

As an independent charitable organization, the Air Canada Foundation generates its own funding to sustain its programs and partnerships. In 2025, the generosity of our Air Canada community enabled us to raise \$2.1 million and collect more than 42 million Aeroplan points. Highlights of our fundraising efforts include:

Aeroplan Points Matching Week

27.5M points

Aeroplan's annual fundraising event is the fuel that drives the Air Canada Foundation's Hospital Transportation Program.

Air Canada Foundation Golf Tournament

\$1.3M net

The annual golf tournament is the Air Canada Foundation's largest fundraising event.



Every Bit Counts

\$61,212

A program that enables passengers on board Air Canada flights and in Maple Leaf Lounges to donate loose change in any currency. Work is underway to modernize the program and introduce enhanced, updated ways for customers to contribute.

Air Canada employee contributions

\$71,493

Each year, Air Canada employees demonstrate their generosity through employee-led fundraisers and the payroll donation program.

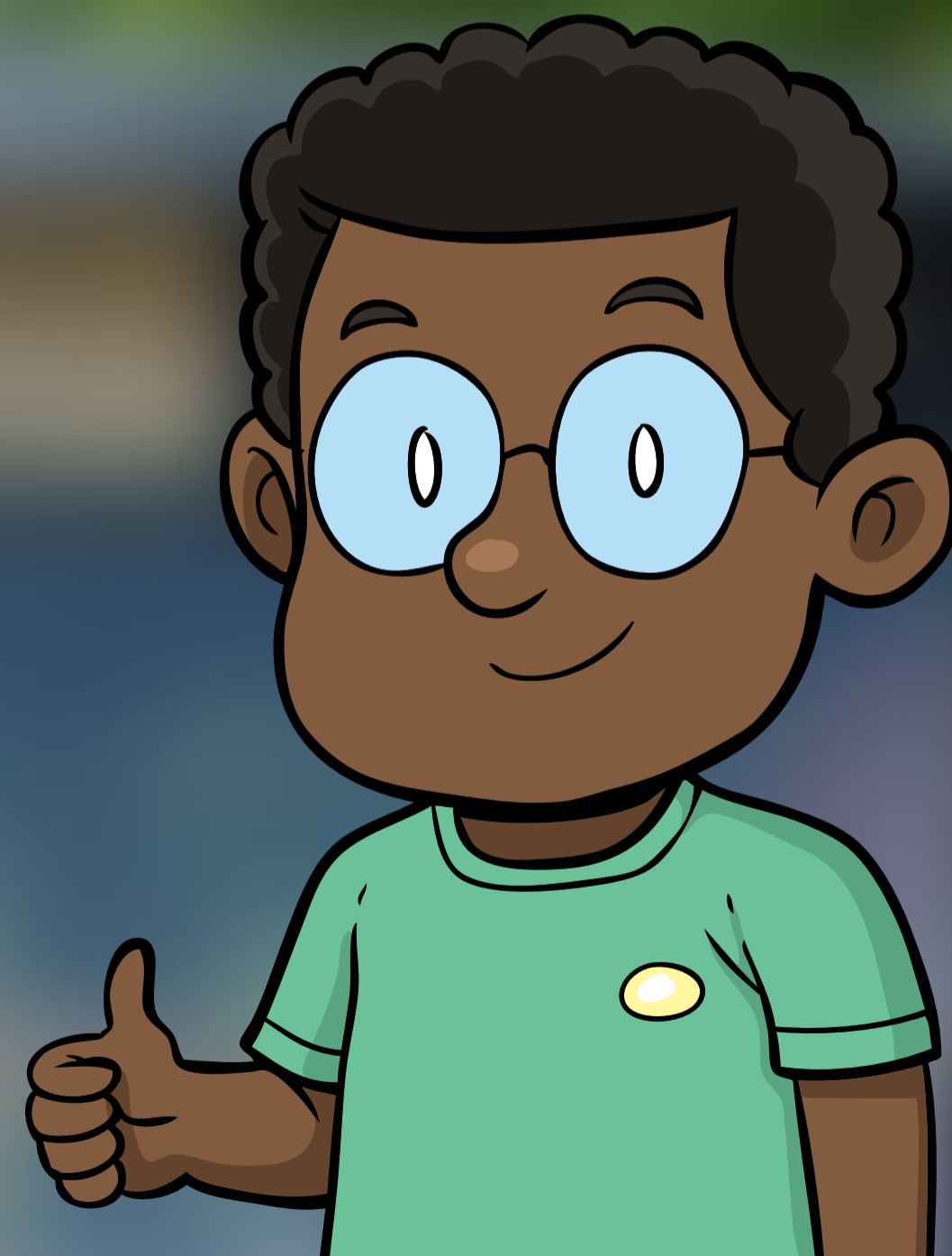
Individual donations

\$47,000

Individual donations are gifts from supporters outside Air Canada.

Key partnerships and programs | Dollars granted to the community

Our impact



Key partnerships and programs

In 2025, the Air Canada Foundation donated nearly \$1.8 million to communities across Canada and provided 2,089 airline tickets to support fundraising efforts and charitable programs. Guided by the Air Canada Foundation's granting strategy, which was refreshed in 2024, we continued to strengthen our impact for equity-deserving children and youth across our pillars.



Provided

7 Autism Aviation Days
to support over 130 families

Donated

35,050,000 Aeroplan points
to support 14 partners

Invested nearly

\$1.8 million
in communities across Canada

Offered

605 trips
to transport children for essential medical care through the Air Canada Foundation Hospital Transportation Program

Supported

240 kids
with socks and underwear for the year in partnership with Community Clothing Assistance

Realized

1,113 dreams

Dreams Take Flight:
1,068 kids on 8 flights

Starlight Children's Foundation® Canada:
33

Shine Foundation:
5

Air Canada Fan Flight:
7

Supported

550,193 meal deliveries

Breakfast Club of Canada:
98,800

Food Banks Canada:
215,000

Second Harvest:
197,401

Calgary Meals on Wheels:
14,110

Fredericton Community Kitchens:
9,882

Food Stash Foundation:
15,000

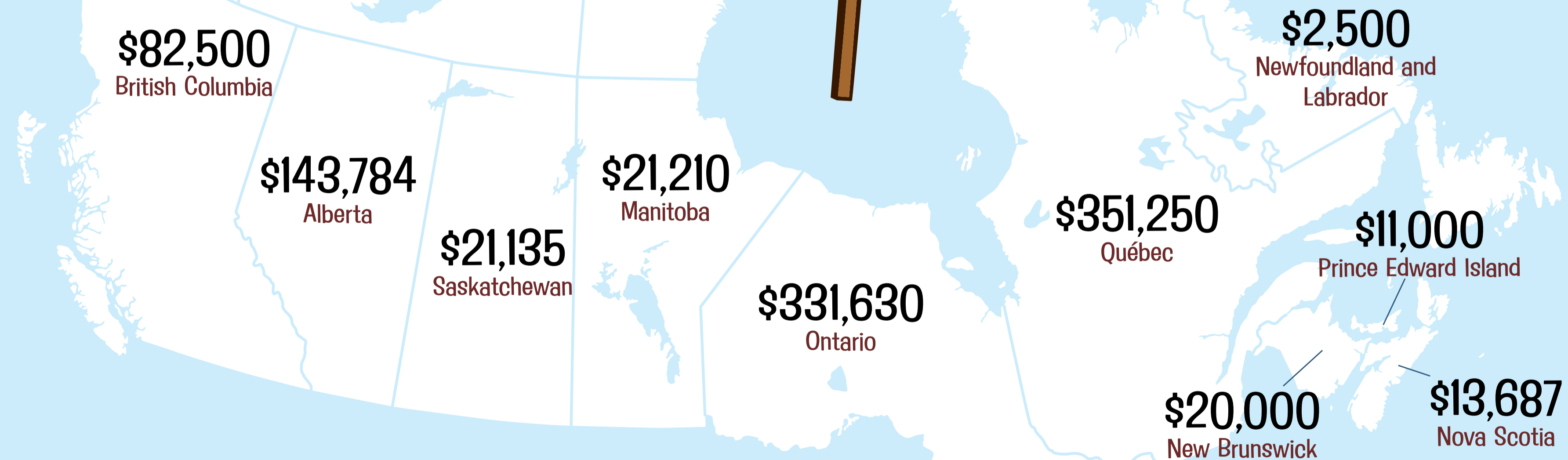
Key partnerships and programs | **Dollars granted to the community**

Dollars granted to the community

In 2025, nearly \$1.8 million was donated to organizations across Canada that help children spread their wings, including:



\$794,648
NATIONAL PROJECTS



Improving health outcomes of children and youth



Variety Manitoba

Variety's Special Needs Program provides life-changing support for children and their families by funding specialized equipment, supplies and services that are otherwise inaccessible.

From hearing aids and sport wheelchairs to communication devices, specialized strollers and essential therapies, such as speech and physiotherapy, the program ensures children of all abilities can grow, thrive and reach their full potential.

Through our partnership, we helped Variety Manitoba respond to hundreds of requests for support including funding specialized equipment for 80 children and therapy service-based assistance for 261 children, a representation of more than 3,000 hours of essential services. This contribution helped more children across Manitoba gain greater independence, mobility and opportunities for inclusion.



Program

Variety's Special Needs Program



Support

\$20,000

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Ellie

When a sensory assessment showed Ellie needed ongoing occupational therapy, her mom quickly realized the limited school-based support and lack of insurance coverage made it impossible to access the care Ellie needed. As a single parent, paying for regular sessions wasn't an option. Through Variety Manitoba's Special Needs Program, Ellie now receives biweekly occupational therapy that provides consistent, personalized support, helping her build essential skills at home and easing pressure on her family. Her story reflects the growing number of families turning to the Variety Manitoba's Special Needs Program as gaps in public services continue to widen.



CHANCES (Caring, Helping And Nurturing, Children Every Step)

CHANCES supports families and young children in Prince Edward Island by offering inclusive programs designed for those experiencing additional life challenges. Its Strong Start Family Program engages children aged zero to six and their caregivers in early-learning activities, active play and shared experiences that foster confidence, development and community connection.

Our donation helped cover the cost of groceries for families participating in the Strong Start Family Program and funded essential training for CHANCES's team. This support strengthens CHANCES's ability to deliver high quality, reliable care to the children and caregivers they serve.



Program

Strong Start Family Program



Support

\$11,000

Starlight Children's Foundation® Canada

Starlight Children's Foundation® Canada supports seriously ill children and their families through programs that bring comfort, joy and positive experiences. In 2024, Starlight introduced the Pediatric Indigenous Kit Program, co-developed with Indigenous representatives, to provide culturally meaningful emotional-support tools to Indigenous pediatric patients in hospitals serving the largest Indigenous populations.

Our donation enabled Starlight to provide 625 kits to seven hospitals across Canada with the highest intake of Indigenous pediatric patients, offering culturally grounded comfort and care to children disproportionately affected by poverty and systemic inequities. This support helped hospitals address an urgent gap in mental health and emotional care by ensuring that Indigenous children received items that honoured their identity, affirmed belonging and brought moments of joy and resilience during stressful hospital experiences.



Program

Pediatric Indigenous Kit Program



Support

\$50,000

Protecting childhood and helping kids feel safe



Calgary Meals on Wheels | Christie Refugee Welcome Centre's Centre for Refugee Children

Calgary Meals on Wheels

Twice a week, Calgary Meals on Wheels delivers a hot, nutritious soup lunch to elementary schools serving vulnerable students at no cost. Its Hot Soup Program guarantees children receive the nourishment they need to focus, learn and thrive.

In 2025, the Air Canada Foundation's contribution made it possible to provide around 14,110 nutritious soup lunches to 1,400 food-insecure children at 14 Calgary schools, helping ensure students received the healthy meals they needed to succeed throughout the school day.



Program
Hot Soup Program



Support
\$12,000

Christie Refugee Welcome Centre's Centre for Refugee Children

The Centre for Refugee Children supports unaccompanied and separated children and youth (UASCs) who have fled their countries of residence alone in search of safety and protection in Canada. These young people face immense challenges as they navigate complex legal and settlement systems without a parent or caregiver.

In 2025, the centre expanded its commitment to these youth with the opening of Anchor House, a five-room, 12-bed residence providing emergency housing for newly arrived minors in the

Greater Toronto Area. Since opening in February 2025, Anchor House has provided safe accommodation to 18 youth, offering stability and compassionate care during their first, most vulnerable weeks in Canada.

The centre also welcomed 211 new intakes of unaccompanied and separated children in 2025, up from 180 the previous year, and supported 160 young people with housing, school enrolment, income assistance and other critical needs.

Our donation helped fund a housing and settlement worker who provides vital, hands-on support from the moment youth arrive, whether at the airport, a port-of-entry or through referrals from immigration officials, ensuring they receive immediate protection, guidance and access to essential services.



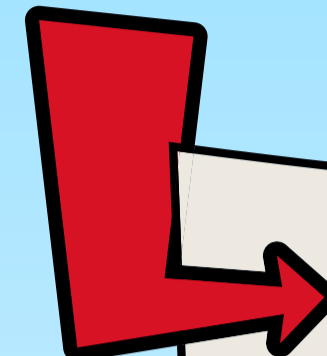
Program

Centre for Refugee Children



Support

\$10,000



A new start for two young friends

Two teenage boys arrived in Canada alone in Montréal. The Centre for Refugee Children arranged their move to Toronto, placing them in shared transitional housing and offering settlement, health, education and basic needs support. Thanks to this support and their newfound friendship, the boys took their first steps toward a safer, more hopeful future.





**Igniting
hope and
making
dreams
come
true**

Shine Foundation

Through our partnership with Shine Foundation, we help make meaningful Dreams a reality for children and youth living with severe physical disabilities. These Dreams are deeply personal, providing tools and experiences that restore independence, confidence and joy in everyday life. In 2025, five incredible Dreams came true thanks to this collaboration.



Program

Wish granting

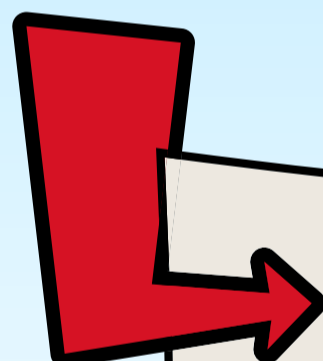


Support

\$40,000

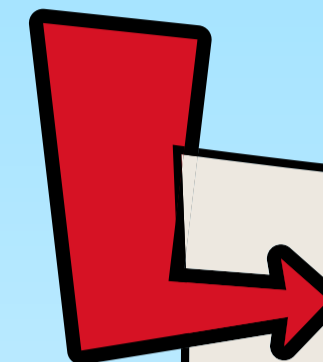
“Dreams build confidence, strengthen independence and create moments of joy that continue long after the Dream is delivered. From accessible air travel that reconnects families and unlocks new experiences, to custom equipment, we are deeply grateful to the Air Canada Foundation for its partnership and the magic it has helped create.”

- Tiffany Houston,
Chief Executive Officer, Shine Foundation



Haley's Dream

After a life-altering accident left Haley paralyzed from the waist down, everyday life became a challenge. Her Dream of an accessible vehicle lift changed everything, giving her the freedom to drive herself, meet friends and reclaim her independence. Today, Haley moves through the world with confidence and choice, empowered to live life on her own terms.



Josephine's Dream

Living with Hurler syndrome meant Josephine spent much of her time indoors, watching life on her family's farm from the sidelines. Her Dream of an all-terrain wheelchair rig brought her back into the heart of family life. Now, she helps with chores, visits calves and races across the fields with the wind in her face. More than mobility, Josephine's Dream gave her confidence, independence, more purpose and responsibilities.



Dr. Clown Foundation

The Dr. Clown Foundation uses a personal-relationship approach to bring joy and emotional support to vulnerable people. Since 2002, its therapeutic clowns have uplifted hospitalized children, students in specialized schools, patients of all ages and seniors in care facilities.

In 2025, our donation enabled the Foundation to expand its Therapeutic Clown Program across several social pediatrics settings in Quebec, including the Atikamekw community of Manawan, the new social pediatrics clinic in Lachine and the Montérégie youth centre. In Manawan, recurring four-day monthly visits allowed artists to build trusted relationships with children, support their emotional well-being, encourage school participation and create joyful, culturally respectful moments that help them navigate daily challenges. In Lachine and Montérégie, vulnerable children facing social exclusion, anxiety, developmental delays and complex circumstances benefited from consistent therapeutic interactions that reduce stress, strengthen connection and promote healthy development. Across all three communities, this sustained presence helped children experience the calming, confidence-building impact of Dr. Clown’s relationship-based approach.



Program

Dr. Clown
Therapeutic Program



Support

\$75,000



Best Buddies Canada

Best Buddies Canada fosters meaningful friendships between students with and without intellectual or developmental disabilities. Through its school-based programs, the organization promotes inclusion, acceptance and connection in schools and communities across the country.

With Air Canada Foundation support, Best Buddies Canada launched 18 new Friendship Program chapters across Ontario, British Columbia and Alberta. These chapters now support 540 participants with and without intellectual and developmental disabilities, creating opportunities for one-to-one friendships, leadership development and a stronger sense of belonging. Each chapter receives tailored guidance from a program advisor, helping participants build confidence, reduce social isolation and form meaningful relationships within their communities.



Program

Friendship Program



Support

\$15,000



“It’s a great way to get involved in the community and make great friendships; it teaches us that everyone deserves equal opportunities, and we are all people with vibrant personalities.”

**- Ella Mellinghaus,
Peer Buddy**

Air Canada Foundation Hospital Transportation Program | Autism Aviation Days | Air Canada Fan Flight | Dreams Take Flight Canada

Impact through travel

Leveraging Air Canada's global network to unlock opportunities only travel can make possible.



Air Canada Foundation Hospital Transportation Program

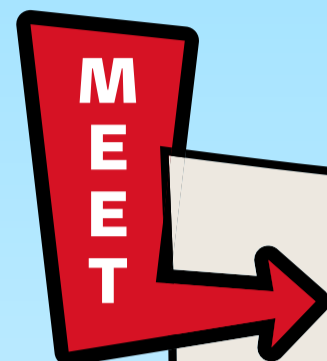
Through the Air Canada Foundation Hospital Transportation Program, sick children can travel with an accompanying adult to access essential medical care not available in their community. In 2025, the program saw its most significant growth to date, supporting 257 per cent more families than the previous year thanks to the support of our new partners and the 13 members of Canada's Children's Hospital Foundation (Partners).

The program is funded by Aeroplan points that are generously donated by Aeroplan Members through the Aeroplan Donation Program. Donated points are redistributed to partners of the Air Canada Foundation Hospital Transportation Program, including 15 pediatric hospitals across the country, Hope Air and the David Foster Foundation. In 2025, the David Foster Foundation joined the Air Canada Foundation Hospital Transportation Program as a partner, allowing donated Aeroplan points to help children receive life-saving organ transplants. A total of 35,050,000 Aeroplan points were donated to said partners, along with 782 airline tickets, supporting 471 families through 605 trips.



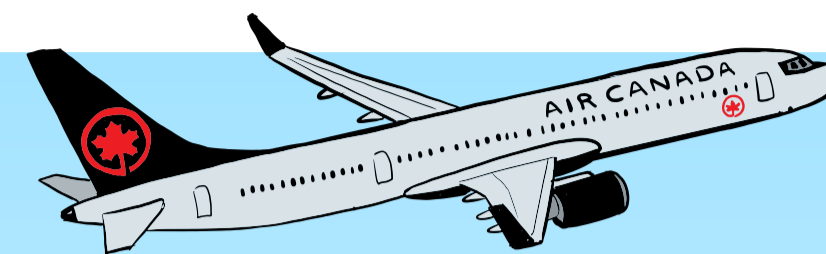
Air Canada Foundation Hospital Transportation Program | Autism Aviation Days | Air Canada Fan Flight | Dreams Take Flight Canada

During Aeroplan's annual Points Matching Week in 2025, all donated points were matched by Aeroplan, with additional matching from TD, CIBC and AMEX, helping maximize the impact for children and families served. Thanks to the generosity of Aeroplan Members and partners, 27.5 million points were raised, extending the reach of the Air Canada Foundation Hospital Transportation Program into 2026.



Maddox

Shortly after birth, doctors discovered Maddox had multiple unexplained fractures caused by a rare genetic disorder that makes bones extremely fragile. This was the start of her family's journey toward answers, strength and resilience. Thanks to the Air Canada Foundation Hospital Transportation Program, Maddox and her family can travel from Cape Breton to Montréal to receive specialized care at Shriners Hospitals for Children Canada. The hospital is home to an internationally recognized team known for treating rare and complex bone diseases. Over the years, this support has allowed Maddox to undergo critical surgeries and treatments that have made a meaningful difference in her daily life. Today, her spirit shines brightly, and her story reflects courage, hope and the power of community.



In 2025, a total of **42,253,888 points** was raised for the Air Canada Foundation Hospital Transportation Program

In 2026, Aeroplan Members can double the impact of their donation during Points Matching Week, taking place **Oct. 5-11, 2026.**

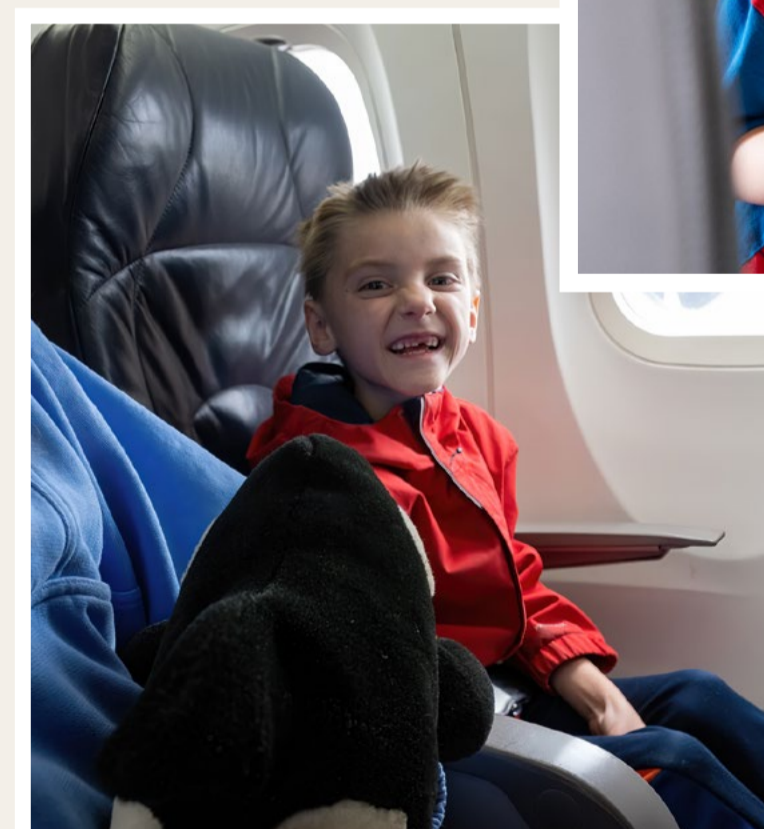
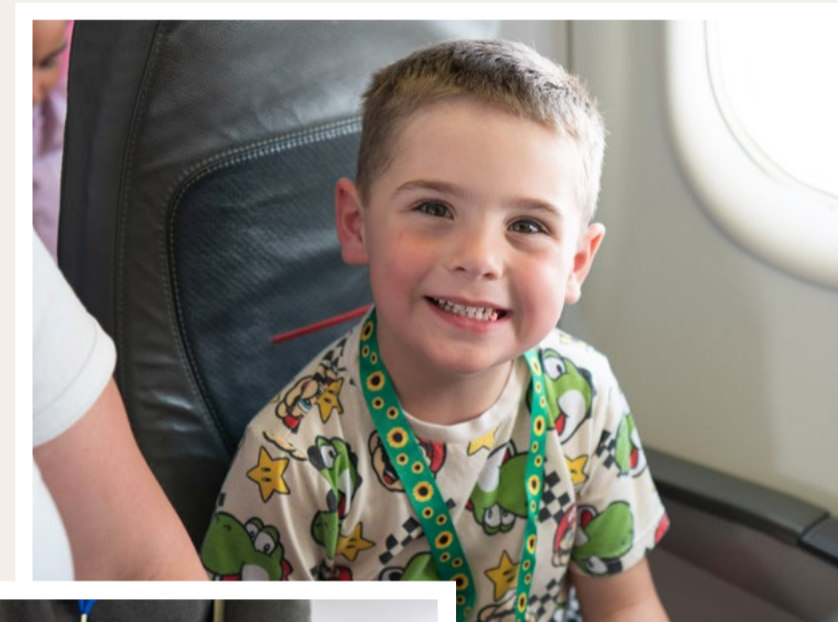
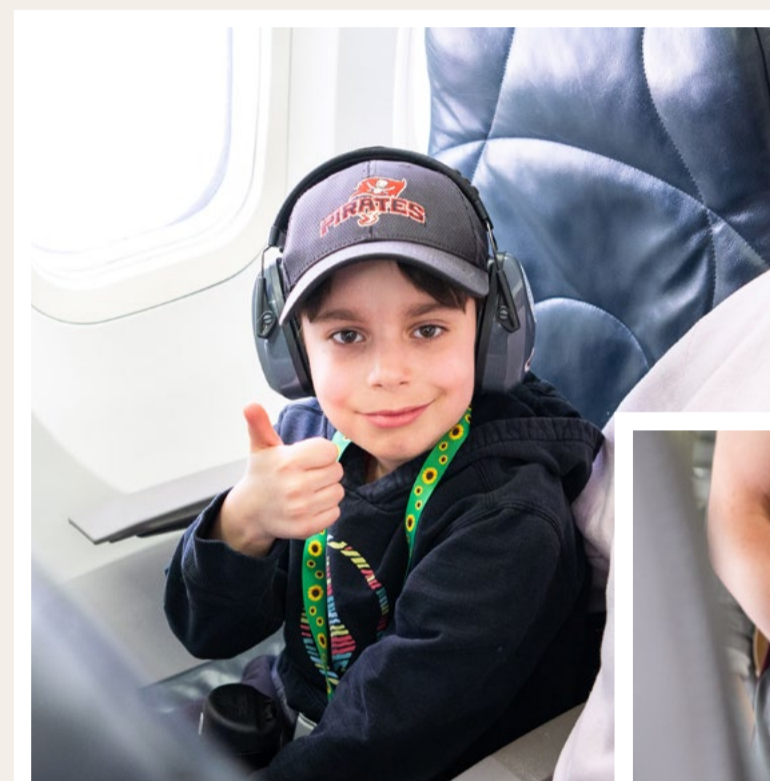
Autism Aviation Days

In 2025, Air Canada and the Air Canada Foundation celebrated another successful year of Autism Aviation Days across the country. These events aim to provide a supportive environment where children on the spectrum can familiarize themselves with elements of air travel. This includes the entire pre-flight process, from check-in to boarding and aircraft taxiing, giving children and their families the chance to ease anxiety and build confidence for future journeys.

With the support of regional charitable partners, Jazz Aviation and PAL Airlines, the Air Canada Foundation hosted seven events, including in Québec and Newfoundland for the first time, assisting over 130 families.

“The Air Canada Foundation’s dedication toward inclusion and accessibility helped create a reassuring and memorable experience for many families. We were moved by the team’s professionalism, compassion and commitment to making a meaningful difference in the lives of people with autism. Over 60 people had the opportunity to gain first-hand experience with airport procedures, from check-in to boarding.”

– Johanne Potvin, Vice President, Fondation de l’autisme de Québec



Air Canada Fan Flight

In 2025, the Air Canada Foundation partnered with Air Canada to recognize children and youth making meaningful contributions in their communities through the Air Canada Fan Flight Program. Eight deserving young sports fans enjoyed a once-in-a-lifetime trip to cheer on their favourite team at an away game, complete with complimentary airfare, accommodation and special experiences like surprise send-offs, morning skate access and meet-and-greets with team staff.

Made possible through collaboration with all seven Canadian NHL teams and charitable partners such as Hockey Education Reaching Out Society (HEROS) and Shine Foundation. Fan Flights foster connection, inspiration and a strong sense of community for participating youth.

**M
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Daytin

Daytin joined HEROS in Grade 5 as a quiet, thoughtful young player. Over six seasons, he has become a steady, compassionate leader, helping younger teammates suit up, supporting those who are nervous and making sure no one is left behind. He also walks all three of his sisters to practice each week, inspiring them to become leaders too. His kindness, responsibility and quiet strength earned him a special Fan Flight experience from the Air Canada Foundation.



“As a big brother, I know it's important to be a good role model for my little sisters. At HEROS, I also try to be a good example to younger players on the ice but also away from the rink. Someone did it for me, and now it's my turn to do it for others.”

- Daytin, Fan Flight participant

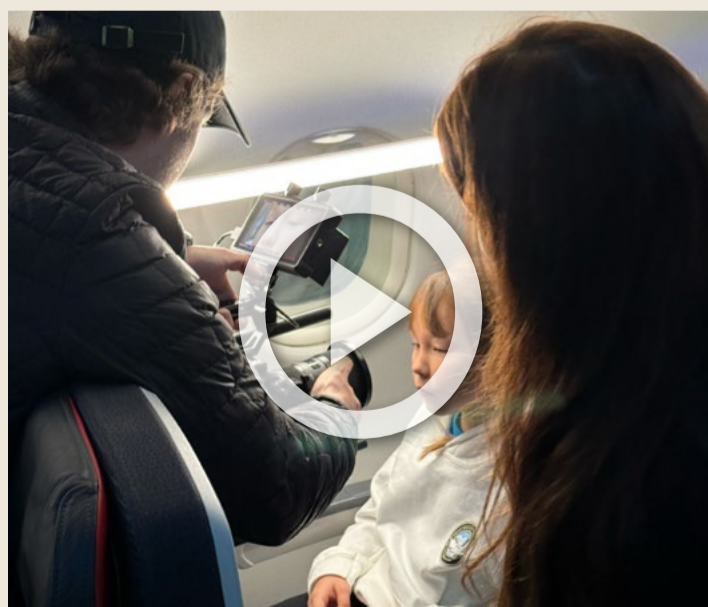
Dreams Take Flight Canada

Dreams Take Flight, Air Canada and the Air Canada Foundation once again brought magical journeys to life in 2025, giving more than 1,000 children across Canada an unforgettable day at theme parks in Florida and California.

Founded by Air Canada employees and now powered by eight volunteer-run chapters across the country, Dreams Take Flight offers children facing mental, physical or social adversities a once-in-a-lifetime travel experience. Air Canada and the Air Canada Foundation support each chapter with an aircraft, fundraising support and other essential or related services to make every trip possible.

Children selected by partner organizations travel with volunteer Air Canada employees who generously give their time, whether on board or behind the scenes, to create joy-filled memories and a meaningful break from everyday challenges.

Since its first flight over 35 years ago, more than 35,000 children have experienced a life-changing Dreams Take Flight to Florida or California.



In December 2025, Air Canada celebrated the holiday season with a heartwarming spot, Holiday Dreams Take Flight, which followed Kaiennenhawi (Hawi), a seven-year-old girl from the Kanien'kehà:ka community of Akwesasne, on a life-changing journey. From the thrill of boarding her first flight to the wonder of exploring Walt Disney World Resort, Hawi's experience was shared in a series of joyful moments that highlights how Dreams Take Flight creates unforgettable memories for deserving children.

“I am profoundly thankful for the Air Canada Foundation's steadfast partnership. Its support enables our dedicated volunteers to deliver a day of magic for children who need it most, an experience that can open hearts, broaden horizons and remind every child that they deserve to dream.”

- Denise Egglestone, President, Dreams Take Flight Canada



Employees in action

Every year, hundreds of Air Canada employees generously donate their time to causes they care about. AviACTION, Air Canada's community engagement and volunteer program, connects Air Canada employees with opportunities to give back to the communities they live in. Many of these volunteer opportunities emerge from the Air Canada Foundation's partnerships with charitable organizations across Canada. In 2025, over 900 employees volunteered at 28 events across the country.



Sweat for a Good Cause | Wings of Courage | Holiday Initiatives

Sweat for a Good Cause

Organized by Pauline Kaye Gonzales, Air Canada Talent Recruiter, Sweat for a Good Cause is an annual full-day event that brings together Air Canada employees, families and friends for fitness, fun and community connection, all in support of the Air Canada Foundation.

The sixth edition, held in September 2025, featured activities like yoga and Zumba that encouraged participants to get active while giving back. Thanks to the collective enthusiasm of the Air Canada community, the event raised \$4,680 to support the Air Canada Foundation's mission of improving the health and well-being of children across Canada.



Wings of Courage

In 2025, Air Canada pilots made two special visits to the Children's Hospital of Eastern Ontario (CHEO), a partner of the Air Canada Foundation. Through the Wings of Courage Program, founded in 2007 by retired Captain Chuck McKinnon, Flight Operations employees spend time with children during their hospital stay, bringing joy, inspiration and a sense of adventure.

Activities include sharing flight deck photos, reading stories and answering the children's most imaginative questions, like "Where did you park your plane when you came to the hospital today?" Each visit ends with children receiving an Honorary Pilot certificate, Wings of Courage medal and wing pin, symbols of strength and resilience that remind them of their courage in facing illness.

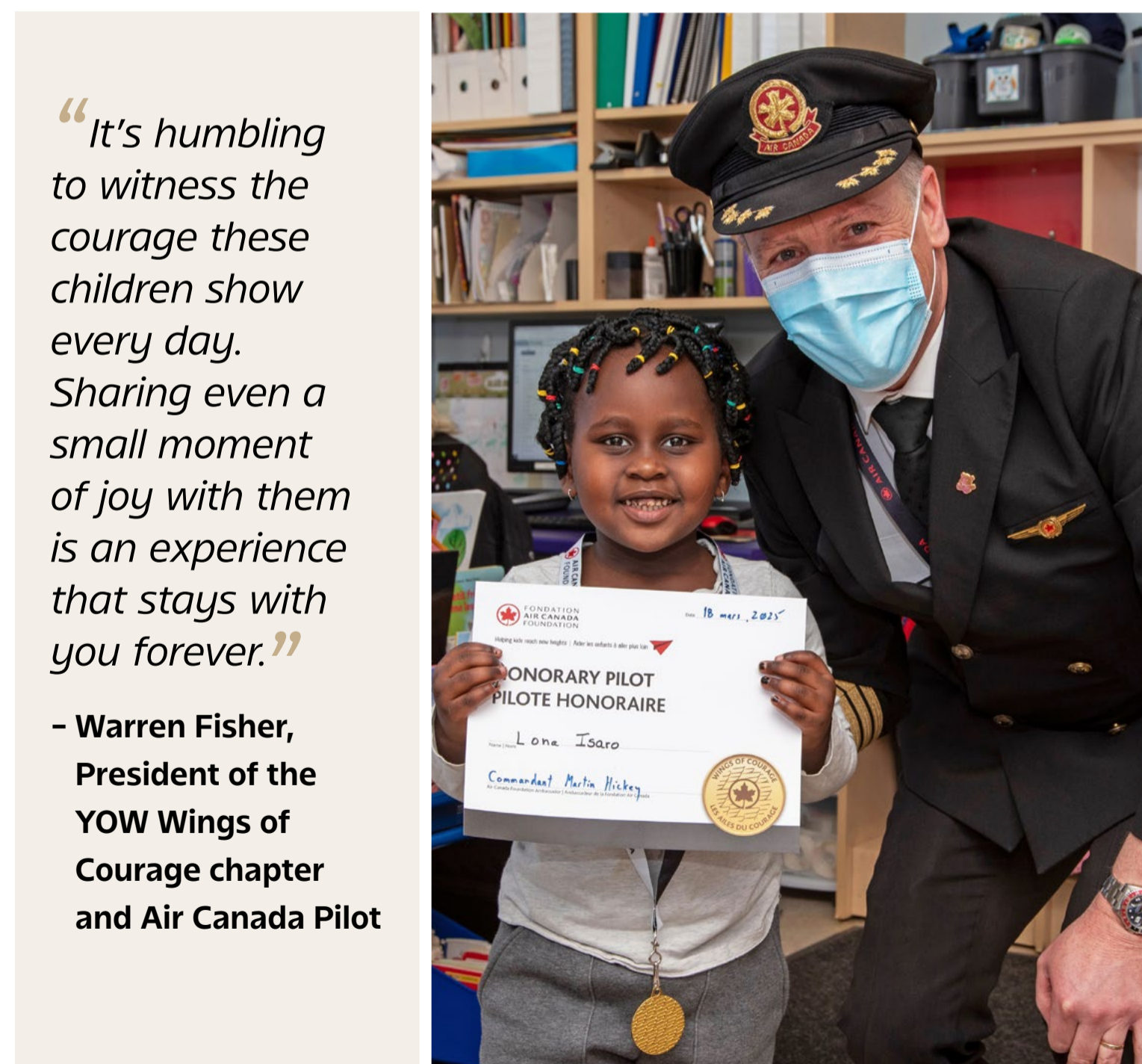
CHEO School Visit

Several Air Canada pilots visited CHEO School, connecting with 30 children with severe physical disabilities across five classrooms. They shared aviation stories and presented each child with their Wings of Courage keepsakes, creating meaningful one-on-one moments.

Fall Engagement

Pilots spent time in the playroom with patients from various units, including oncology and post-surgery recovery. Together, they coloured, shared stories and celebrated courage with medals, certificates and wing pins. For the many children, this was a true highlight.

In the teen lounge, eight patients from the mental health inpatient unit engaged in a 90-minute conversation with pilots. The youth asked thoughtful questions about career paths, training and memorable experiences, and the pilots' responses offered them a glimpse beyond their current challenges. This interaction provided hope, inspiration and a sense of possibility for the future.



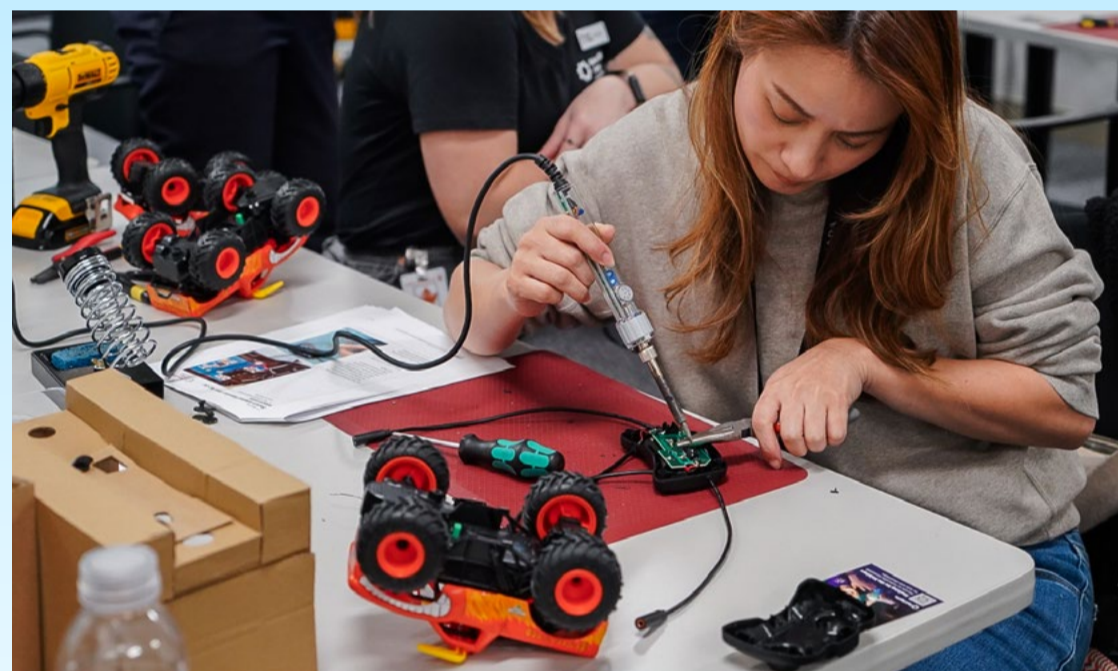
"It's humbling to witness the courage these children show every day. Sharing even a small moment of joy with them is an experience that stays with you forever."

**- Warren Fisher,
President of the
YOW Wings of
Courage chapter
and Air Canada Pilot**

Holiday initiatives



During the holiday season, more than 675 Air Canada employees volunteered their time, giving back to our communities across the country.



Hacking for the Holiday: Empowering Kids Through Innovation

In December, Air Canada employees in Vancouver partnered with the Neil Squire Society for the first-ever Hacking for the Holiday buildathon, a hands-on volunteer event that adapts toys and builds accessibility switches for children with disabilities. Volunteers used basic maker skills to assemble switches, modify battery-operated toys and test each item to ensure safe, independent play.

The adapted toys were distributed to families, children's hospitals and development centres across Canada. Funding from the Air Canada Foundation in 2025 also helped the Neil Squire Society deliver more than 2,000 adapted toys and switches across the country, turning technology into a tool for empowerment and joy.

“When I saw Air Canada launch its new volunteer program, I knew I really wanted to get involved. I don't have a lot of personal time, so it was fantastic to be connected with the buildathon through work. It's a good feeling to give back to the community and to know you're helping somebody else. Paying it forward feels good.”

- Alan Tuttle,
Department Manager - In-Terminal Operations.

Opération Père Noël

In 2025, a record-breaking 387 Air Canada employees took part in Opération Père Noël, ensuring that 733 children experienced the magic of Christmas morning. Through this cherished tradition, volunteers are matched with children and youth who might not otherwise receive gifts during the holidays, selecting items from each child's

personal wish list. Thanks to the generosity of Air Canada employees, hundreds of young people awoke to presents chosen just for them. These gifts brought joy, comfort and a reminder that they are cared for.



Days of Giving

The third annual “Days of Giving” event brought together employees from Air Canada's Brand and Loyalty branches in Toronto and Montréal to support unhoused individuals during the holiday season. Facilitated by the Air Canada Foundation and aviACTION, volunteers assembled essential-needs kits in partnership with Kits for a Cause to help ensure community members had access to basic supplies during the winter months.

In Toronto, the kits were filled with winter survival items and distributed through Engage and Change, reaching people directly through frontline social service agencies and homeless shelters.

In Montréal, employees partnered with Open Door Today, a charitable organization dedicated to providing culturally safe, participant-centred support for people experiencing homelessness. The kits assembled helped individuals on their journey toward stability, dignity and an improved quality of life.

Humanitarian support

Humanitarian support

In 2025, the Air Canada Foundation and Air Canada employees mobilized quickly to support communities affected by multiple crises, facilitating the delivery of critical assistance by humanitarian partners where it was needed most.



Humanitarian support

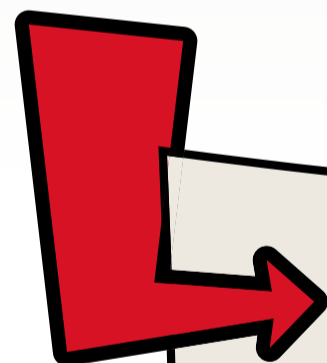


**\$16,000+
donated**

**3
humanitarian
partners and
networks
deployed**

**8 crises
responded to**

**36 airline tickets
donated**

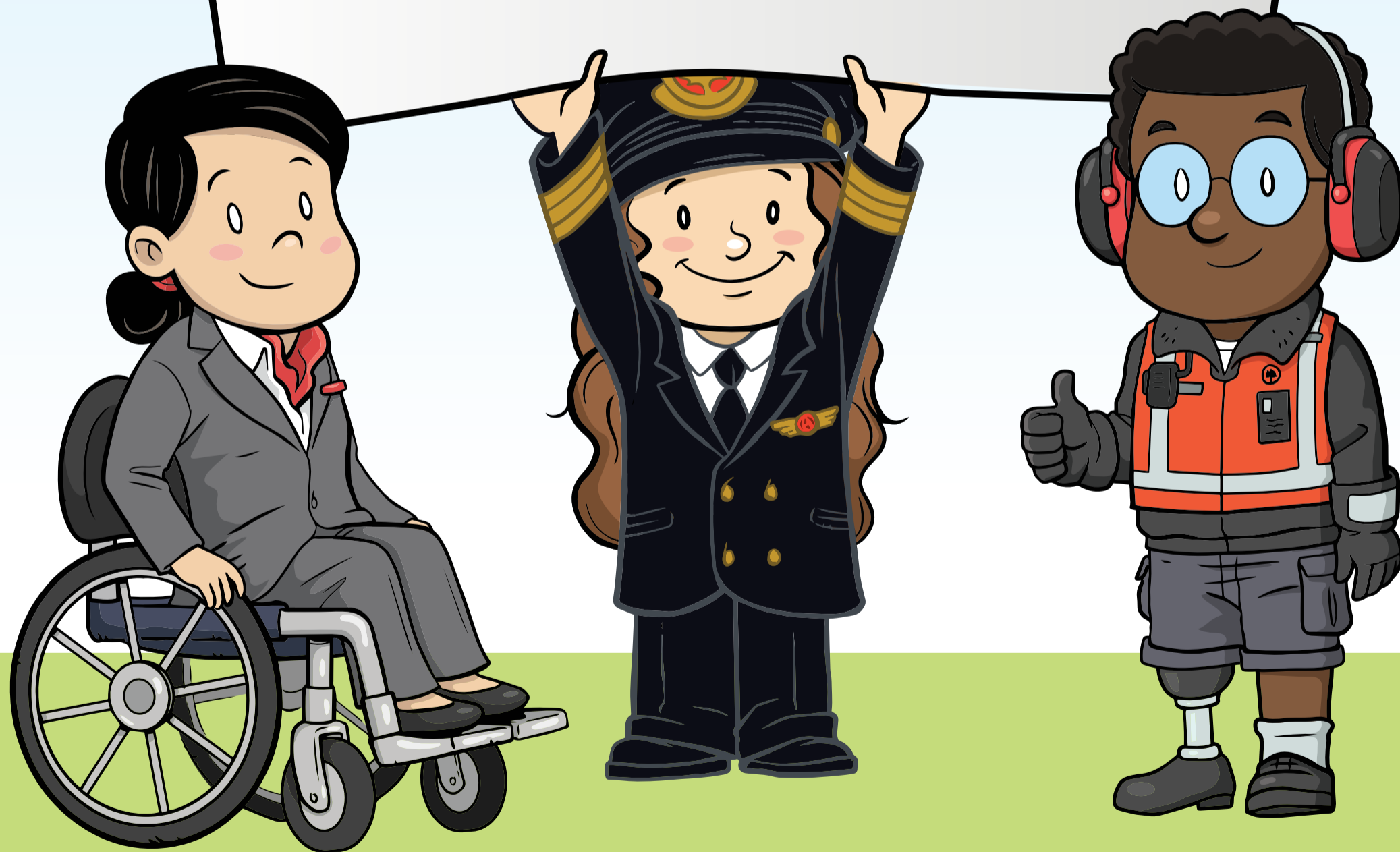


Appeals Supported:

- Hurricane Melissa
- Newfoundland and Labrador wildfires
- Vancouver Lapu Lapu Festival
- Saskatchewan wildfires
- Manitoba wildfires
- Middle East humanitarian crisis



Thank you!



We extend our sincere thanks to each person who helped make this year's impact possible. Your generosity has brought comfort, joy and hope to children and families in greatest need. With your continued support, we can help even more young people spread their wings and reach their full potential.