

GTAA commitment to The Pearson Standard

2024 Report on Progress

Introduction

Last year, we introduced the Pearson Standard to support operational excellence and promote shared accountability among all organizations at Toronto Pearson.

The Pearson Standard outlines levels of performance, responsibility, and quality that benefit the entire airport community. Its [Rules & Regulations](#) set out expectations for airport partners, and the [GTAA Commitment to the Pearson Standard](#) embodies our recognition that we must hold ourselves to those same standards.

Since 2023, our airport has achieved continuous improvement in operational performance and increased customer satisfaction even as Toronto Pearson has seen rapidly rebounding passenger numbers. Delivering this performance has called for innovation, creativity, and commitment across the airport. In 2024, the Toronto Pearson community is continuing to show its adaptability and we are poised to reach 50 million annual passengers once again. As we do this work, the Pearson Standard will support us in continuing to build back better and more cohesively.

Over the past year, the airport community has held to commitments in the Rules and Regulations, resulting in significant improvements in key areas. These include:

- On-time performance in the first five months of this year is 2% better than the same period in 2023. This is a result of close monitoring and collaborative discussions with air carriers.
- Increased oversight of our licensed ground handlers' performance has resulted in incremental improvements in expected service level standards like timely aircraft towing and sufficient staffing levels to support operations.
- In three cases where performance was not to standard, we worked collaboratively and instituted corrective action plans that have resulted in improvements to operations.
- So far this year, the GTAA concessions team has conducted 340 audits of tenanted spaces to ensure consistent standards of compliance with the Official Languages Act, food and sewage regulations, cleanliness, and overall service.
- Terminal cleanliness has improved, as evidenced by our Airport Service Quality score increasing by 4.3% in this area. Examples of improvements include adjustments to custodial staffing arrangements to ensure better coverage for high traffic areas and a new program to hold tenants accountable through charges for leaving shared spaces in an unacceptable condition.

The GTAA is committed to enhancing enforcement efforts under the Rules and Regulations for the benefit of all. As transparency is key to accountability, we have also pledged to provide updates on the GTAA's progress in living up to our commitment to the Pearson Standard. Below is a snapshot of initiatives we are undertaking and the results we have seen so far, as well as a glimpse of what is to come.



Toronto Pearson



Baggage Systems

The GTAA commits to deliver: A system that performs to a high standard of operational efficiency, capable of meeting the demands of our airline stakeholders by achieving hourly baggage throughput targets and daily system uptime operational targets.

Actions and results to date:

We recognize that the baggage system plays a central role at the airport. To deliver on the above commitment, the baggage team has taken a multifaceted approach to maintain operational integrity in the near term. We are also consulting with airport partners to refine the scope for additional long-term initiatives to further enhance the resiliency and capacity of our system, as part of Pearson LIFT ([Long-term Investments in Facilities and Terminals](#)).

Our near-term activities include:

- In September 2023, we installed asset monitoring devices that provide early detection of equipment degradation, enabling us to take proactive measures to prevent or mitigate issues. Additionally, this year we've further enhanced the maintenance program by adding maintenance rapid response teams to address issues faster when they do occur.
- As part of our contingency planning for disruptions, we are bringing in more operational support staff to ensure bags are correctly tagged and positioned on the system, and to move baggage manually when issues arise.
- We have enhanced our ability to respond quickly to factors such as bad weather, delayed arriving flights, and ground-handler staffing constraints. We have dedicated two Baggage System Operators to communicate with airlines and our Control Room Specialists to dynamically allocate our resources to optimize performance and ensure bags get to passengers as quickly as possible.
- We contracted an expert third party to assess the condition of the baggage system. We are now using their findings to guide our capital-investment strategy to drive improvements and resiliency in our baggage infrastructure, which will improve operational efficiencies as the airport grows.

Information Technology

The GTAA commits to deliver: Hardware that performs well for specific check-in, gate technology (such as self-service kiosks, check-in counters and e-Gates) and border processing to enable our partners to deliver quality service.

Actions and results to date:

Technology plays a central role in a passenger's journey through the airport. By incorporating direct feedback from our airport partners, passengers and real-time monitoring systems, we are continuously upgrading our systems to ensure our airport operations, along with our partners, are positioned for success as passenger expectations rapidly evolve.

As of early summer 2024, we completed the replacement of all-new common use workstations deployed at check-in

counters, boarding gates and service counters across T1 and T3. New mobile units are creating more flexibility and freedom for agents which are equipped with more than 8 hours of battery power. Additionally, over 60% of passenger self-serve kiosk replacements across the airport have been completed with the balance slated to finish by the end of the year. These upgrades provide enhanced passenger accessibility, are fully equipped with biometric hardware for enhanced future processing and are demonstrating >50% reduction in IT-related incident volumes.

Border control modernization is now complete with the deployment of over 300 next-generation Primary Inspection (PIK) and Nexus kiosks. These new units have increased facial matching scores, improved passport read rates by 20%, and have reduced transaction times by 25% with further software enhancements and algorithm tuning planned for the Fall.

We plan and actively collaborate with carriers to specify, rigorously test and ensure technology upgrades do not instigate operational disruptions. Continuous quality management is employed through AI-driven diagnostics and monitoring along with daily verifications of all technology deployments to quickly identify and address any issues.

People-Moving Devices

The GTAA commits to deliver: Elevators, escalators and moving sidewalks that operate according to up-time performance targets and enable safe movement across the airport.

Actions and results to date:

We maintain 380 moving devices, including elevators, escalators, and moving walkways. We recognize that passengers and workers rely on them to move quickly around the airport and that service interruptions can impact their ability to get where they need to on time.

To enhance reliability, we are installing new monitoring sensors on every device in both terminals. These will

immediately alert us if an issue is detected. This will significantly reduce our maintenance response time and enable us to get the device back in operation more quickly, minimizing disruptions for operators and passengers. As of the end of May, 80% of moving devices in Terminal 1 have been equipped with sensors, and all devices in both terminals should receive them by July.

Deicing

The GTAA commits to deliver: A safe and effective program that meets stakeholder demand for a consistent aircraft throughput per hour in winter operations.

Actions and results to date:

In 2023, 94% of aircraft were deiced/anti-iced according to target times, based on aircraft size and weather conditions.

Given the specialized and seasonal nature of this work, one of our most significant challenges is maintaining an experienced staff base that allow us to deliver on our targets, and we are taking steps to address this:

- For the 2023-2024 winter, we onboarded 45 new seasonal Deicing Specialists. They received a 10-week training program to achieve their certification and gain proficiency prior to the winter peak.
- For 2024, we are testing an innovative program in which 12 workers will be recruited for a cross-utilization role, working as Deicing Specialists in winter and Baggage Specialists in summer. We hope this will help us retain Specialists with knowledge of deicing operations to optimize consistency.
- In addition to these labour-force initiatives, during the 2024-2025 winter season, we plan to replace 15 end-of-life deicing units with new machines. These will be equipped with the latest technologies, which will minimize and mitigate the number of equipment-related impacts that negatively impact us meeting our throughput targets.
- As part of Pearson [LIFT](#), we will be expanding the deicing facility to meet increased passenger numbers.

Runways and Taxiways

The GTAA commits to deliver: Surfaces that are safe and serviceable to meet or exceed planned configuration throughput based on weather conditions.

Actions and results to date:

The GTAA is undertaking a multi-year program of rehabilitation work on critical airfield infrastructure that supports our goal of building more resiliency into our operations. In 2024, this work is being carried out in 13 areas, including:

- Resurfacing runway 15R/33L. This work involves removing and repaving the asphalt and replacing the runway lighting and electrical fixtures. This construction project will not impact overall runway capacity and critical work has been scheduled to occur overnight to minimize disruption. The project started on April 15 and to date four of its nine phases have been completed. Several taxiways are also being rehabilitated.
- About 75 concrete slabs needing repair on the apron are being removed and re-poured, notably near hammerhead F in Terminal 1 and at gates A3 and C24 in Terminal 3. This is vital to ensure our ability to support safe and efficient operations. To enable this work, and accommodate summer demand, we have supported five international air carriers in moving operations from Terminal 1 to the Infield Concourse.

Terminal Conditions

The GTAA commits to deliver: Consistent standards of cleanliness and facilities that are consistently in good working order and repair to make the airport experience pleasant.

Actions and results to date:

We recognize that as passenger volumes grow, the wear and tear on our terminals increases. We heard feedback from passengers, employees, and partners that we shouldn't lose focus on good housekeeping as it is important to the customer experience.

- From November 2022 to March 2023, we invested \$1 million to revitalize the passenger-facing facilities in both terminals. The points of focus were custodial services, facility maintenance, commercial offerings, information technology, wayfinding, terminal operations, and baggage operations. This work involved thousands of labour hours over five months and resulted in 40% fewer housekeeping-related complaints at the end of the project and a 4.3% improvement in Airport Service Quality score from our 2022 average.
- In 2023, we worked with our cleaning contractor to place close to 2,000 QR codes on key items in the terminals, which custodial associates scan to confirm cleaning has been completed. In addition, our cleaning contractor is using a digital workforce management tool that incorporates beacon and GPS technology to optimize staff deployment. This has improved our ability to track our cleaning program's effectiveness and contributed to a 9% increase in washroom cleaning frequency.
- In 2024, to further improve cleanliness, we have increased custodial hours by 13%. So far, we have seen an improvement of 3% in passenger satisfaction survey scores for washroom cleanliness.
- Ongoing global supply chain issues continue to complicate efforts to source parts and materials needed for maintenance and upkeep work. To mitigate these delays, we have increased our stockpiles of components needed for critical maintenance tasks.

Accessibility

The GTAA commits to deliver: A barrier-free, safe, and enjoyable passenger experience, including a wide variety of accessible services and facilities designed to enable more choice, comfort, and autonomy for persons with disabilities throughout the travel journey.

Actions and results to date:

We are committed to meeting or exceeding all applicable standards in the Accessible Canada Act and its principles and regulations, the Canada Transportation Act, and the Accessible Transportation for Persons with Disabilities Regulations. In 2023, we launched our [Three-Year Accessibility Plan](#). The following are key achievements so far:

- We have deployed more technology to enhance terminal accessibility. This includes installing 600 accessible kiosks for check-in, customs processing, and parking payment; adding 50 more assistive listening systems for passengers who are deaf or hard of hearing; and fitting automatic opening systems to 81 washroom doors.
- We have also installed vision strips on glass doors, added high-contrast paint and tactile indicators to walkways and staircases, and upgraded the lighting in our elevator lobbies to help passengers navigate the airport more easily.
- In collaboration with Air Transat and Autism Ontario, we hosted “Ready, Set, Fly,” an airport familiarization event for families with neurodivergent needs. Around 100 people attended, and the feedback was positive. We plan to hold a similar event this fall.

For more detail on these and other accessibility improvements we have made, see our [Progress Report](#).

Official Languages

The GTAA commits to deliver: Equal service, communication, and signage to serve the travelling public in both of Canada’s official languages.

Actions and results to date:

We understand the importance of providing equal service in French and English and are working with our partners to meet our collective obligations under the Official Languages Act, including:

Regular audits: As part of our continuous improvement program, we conduct comprehensive audits of language use across all public-facing terminals and parking facilities. These help identify areas for improvement and ensure consistent service delivery in both official languages.

Refresher training: We work closely with our tenants to ensure that they always have sufficient staff on duty to provide service in French and English. We also ensure they are conducting refresher training on the importance

of greeting customers with “Hello, Bonjour” to actively offer service in either language, as well as the use of the LanguageLine translation service.

Signage and communications: We are replacing outdated static signage to reflect current language requirements. We also work closely with tenant and agency marketing and partnerships teams regarding their bilingual advertising. Additionally, we are exploring new technologies for social media that enhance our ability to translate content accurately and efficiently.

Operational Support

The GTAA commits to deliver: A level of service to all airport stakeholders to enable operations, efficient onboarding of staff (such as the Pass Office), and navigation of safety and security programs (such as the Logistics Program), and to respond promptly to issues reported to the Integrated Operations Control Centre (IOCC).

Pass Office

Actions and results to date:

The Pass Office is the universal touchpoint for employees working in the secure area, and we recognize that efficient access to its services is vital. Although most of our partners report satisfaction with the service, we are executing plans to further enhance our performance.

- We are adjusting our staffing model to support extended business hours, starting in July 2024 to provide more flexibility for airport workers to access service.
- In 2023, we implemented pre-vetting of clearance applications to quickly identify and rectify those with incomplete information, which helps reduce processing delays and lowers the administrative burdens on the Pass Office.
- We recognize that security clearance timelines vary with the complexity of the individual's application, and we continue to work with Transport Canada to advocate for improvements to their process.
- To guide future improvements, we are enhancing our reporting capabilities and reviewing how we monitor key performance indicators, such as appointment lead times and throughput.

Logistics Program

Actions and results to date:

Our Logistics Program is an essential service for our concession and terminal partners that enables them to offer goods and services that enhance passengers' airport experience.

It supports the movement of goods into the airport and enables the regulatory checks required by Transport Canada. Monthly performance reports are submitted by the logistics provider and are audited by the concessions team. All deliveries are tracked electronically with time stamps to verify their reported performance against service levels.

- Service level agreements related to receiving and delivering goods within the terminals have been reviewed to ensure they are meeting the needs of the operation, and expansion of operating hours have been implemented to ensure they meet the expectations of the businesses that operate here. Fire and safety procedures were updated, and a review of current processes occurred in the first quarter of 2024 to ensure deliveries do not negatively impact other partners or the passenger experience.
- We are continuously working with our logistics provider to find efficiencies and improve the flow of goods. In the first and second quarter of this year, the logistics provider implemented new technology to further enhance the tracking of all inventory and goods movements.

Conclusion

The above are key steps we have taken over the past year to address priority issues. We are also committed to refining the way we gather feedback from our airport partners and to developing an even-greater understanding of their needs. This will guide us in the future as we deliver further improvements to support operational excellence across the airport.

Central to this is Pearson LIFT ([Long-term Investments in Facilities and Terminals](#)), part of our capital plan spanning more than a decade, aimed at transforming Toronto Pearson into one of the most advanced, sustainable and passenger-friendly airports in the world.

More specifically, Pearson LIFT is designed to accommodate passenger growth, enhance operational resiliency, reduce emissions, and deliver a world-class customer and employee experience.

Questions and contact

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