

A Manufacturer's Evolving Approach to Corporate Social Responsibility



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“ **Bombardier is a leader in both aerospace and rail transportation, and we are committed to achieving the same status in Corporate Social Responsibility.** ”

Pierre BEAUDOIN
 President and Chief Executive Officer
 Bombardier Inc.

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The Evolution of a Plan



**A 2007
Commitment**



**2008
The first report**



**2009
The latest report**

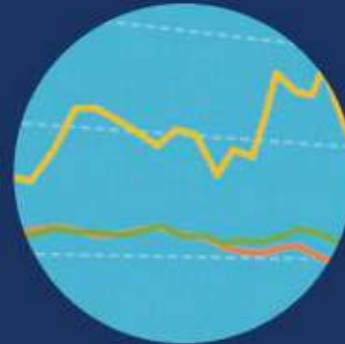
Ensuring a Positive Impact

So much more is expected of us today. Having good products is no longer enough, they must also contribute to a greener planet. Our operations must not only keep employees healthy and safe, they must also leave a minimal environmental footprint. And as a neighbour in many communities worldwide, we must be a consistently stellar one. Striving to fulfill these expectations ensures that we move forward responsibly at Bombardier.



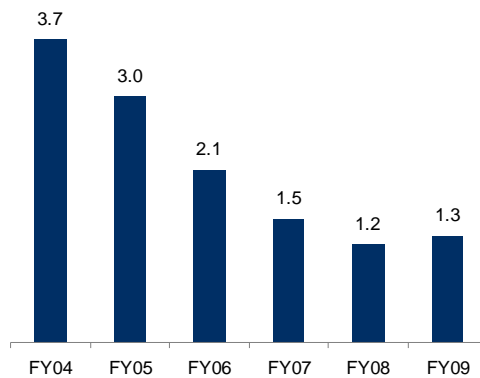
Governing

Effectively

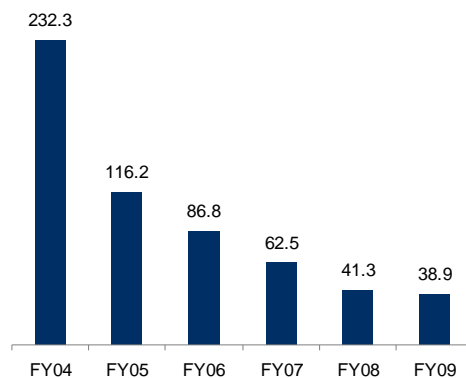


- Listed on the Dow Jones Sustainability Index for the third consecutive year
- Ongoing ethics training is central to our strategy for supporting ethical behaviour. To date, close to 25,000 employees, including 3,000 managers, have completed the first phase of our e-learning program on our Code of Ethics and Business Conduct
- Received 2008 Corporate Reporting Award for our 2008-09 annual report from the Canadian Institute of Chartered Accountants

Valuing Our Employees



Accident Frequency Ratio



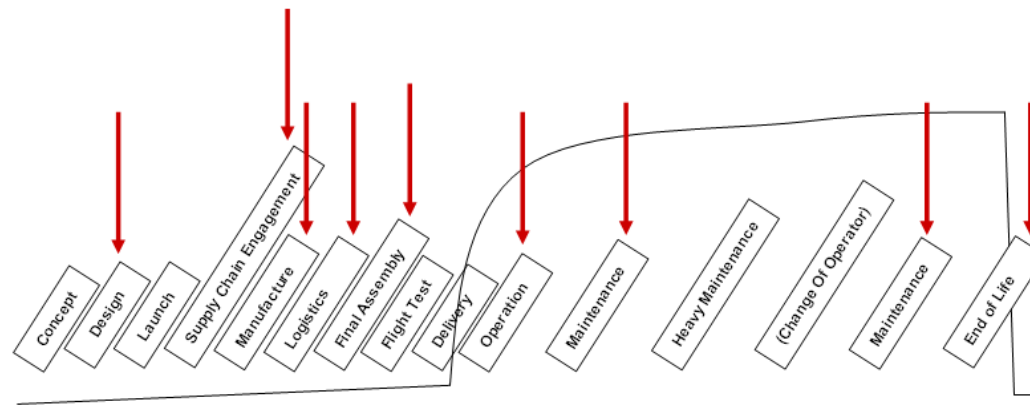
Accident Severity Ratio

- Dramatically reduced both our accident frequency and severity ratios between 2004 and 2009
- Revised our Health, Safety and Environment Policy to reinforce a zero accident mindset
- Continued to increase employee engagement across the organisation with a 16% increase in participation in the employee survey between 2006 and 2008

Building Responsible Products



- 60-80 percent of product lifecycle environmental impacts are determined at the design stage....even if they haven't happened yet!
- Developing sustainable and responsible products means understanding your product and its critical environmental impact points, how it fits and operates within the aviation system and how the manufacturer, operator and general aviation infrastructure fit together to ensure a more coherent and improved system.
- The Bombardier Design for Environment (DfE) program takes all of these aspects in to consideration

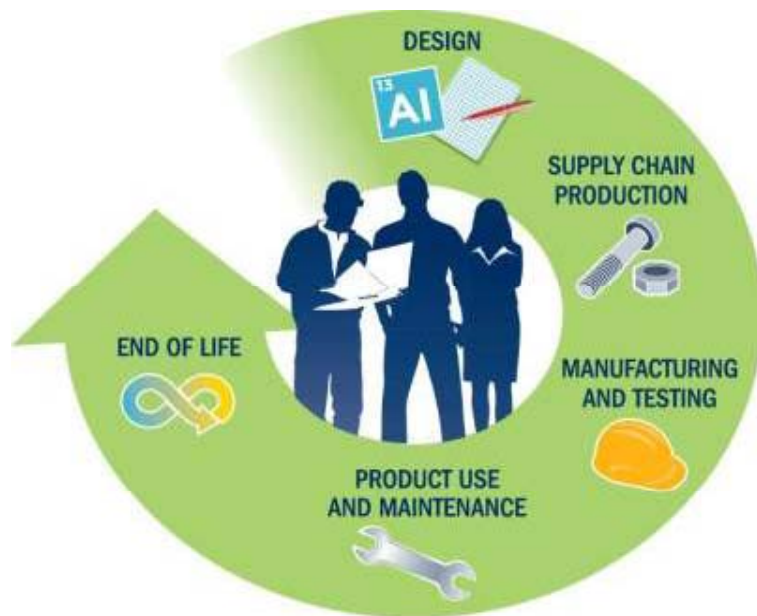


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Building Responsible Products



Product development from a
lifecycle perspective



Climate impact is just one among many environmental aspects being considered over the entire product lifecycle, including;

- Reduced emissions & noise
- Reduced product weight & complexity
- Eliminating hazardous substances

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Operating Sustainably



Our new *CSeries* and *Learjet 85* aircraft facilities will be built to meet the certification requirements of third parties such as **LEED**:

- Land on which the facility is built
- Use of renewable energy and optimization of energy performance
- Indoor environmental quality, including air and lighting quality
- Efficient usage of water
- Materials used to build the facility

- In those facilities we already operate, we have reduced our consumption compared to 2004 by;
 - Water -36%
 - Energy -14%
 - Waste -13%
- We have set a further target to reduce energy consumption by another 10% between 2010 and 2015

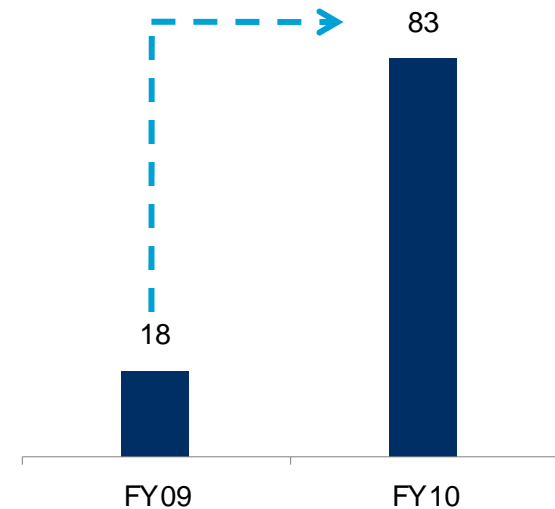
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Engaging

Our Suppliers



- Our Supplier Code of Conduct reflects our determination to promote high standards of corporate social responsibility throughout our supply chain.
- We now have 78% of the aircraft-related procurement spend covered by the Code
- Involving our suppliers in our DfE and lifecycle assessment process enables us to influence supplier decisions and reduce our products' environmental impact



Supplier Code of Conduct Signatures

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Acting as a Responsible Citizen



- Being a responsible corporate citizen means continuously improving our ability to make a positive contribution
- To optimize the positive impact of our community investment contributions, our Community Investment Working Group benchmarked our current policies. This allowed us to focus to three areas that are aligned with our corporate DNA. We will gradually implement this “3E” approach across the company over the next few years, concentrating our community investments on the environment, education and entrepreneurship.



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And Finally – Considering Every Single Aspect

- Fuel cost for in-flight magazines for a typical wide body aircraft with 300 seats
- Each magazine = 0.5kg x 300 seats = 150kg
- x 0.03kg of fuel for each 1kg of weight per hour x actual flight length – YUL (Montréal) to CDG (Paris) 6.25hrs
- $150 \times 0.03 \times 6.25 = 28.125$ kgs fuel
- 28.125×3.15 to calculate CO₂ output



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Moving forward responsibly
www.bombardier.com

See our full 2009 Corporate Social Responsibility Report online for a detailed look at our performance.

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Thank you!

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