

The Owners' performance award (OPA) rewards and recognizes WestJetters for achieving targets in four key areas. The program was launched in 2011 to link the actions and outcomes that all of us have on our performance as an airline. OPA is contingent on Profit Share having been paid in the respective measurement year as the Profit Share pool becomes the basis of calculation for OPA.

If successful, payment is received at the end of February.

## Areas of Measurement

The four areas were selected because WestJetters have an impact on our overall performance in each of them. They are: safety, safely performing on time (SPOT), guest experience and cost. By focusing on these four areas, we ensure our airline continues to grow responsibly and successfully.

**CASM, Excluding Fuel and Profit Share:** Operating expenses, excluding aircraft fuel expense and employee profit expense, divided by available seat miles.

**Total Disabling Injury Rate (TDI):** Number of disabling injury claims per 100 full-time equivalent employees. A disabling injury is defined as any claim resulting in lost time and/or modified work.

**Net Promotor Score (NPS):** This measure provides a clear representation of the overall guest relationship with our business. The score is impacted by all aspects of the end-to-end journey from Contact Centre to the Airport interactions to their inflight experience. This score represents the percentage of guest that would be willing to recommend/promote WestJet to others and is based on three categories of customers. 1) Detractors 2) Passives 3) Promoters.

**SPOT (A15):** This metric measures our percentage of arrivals at destination within 15 minutes of scheduled time.