Compensation

WestJet has two standard approaches to compensation administration: our general band salary ranges, and step-based salary structures based on tenure.

General band positions consist of roles typically found in Finance, People, IT, Marketing, and other corporate areas. Step bands consist of positions that are administered on an increment structure typically found, for example, in Airports, Technical Operations, Inflight, and Flight Operations.

Philosophy

WestJet's compensation philosophy is designed to ensure that WestJetters are remunerated with fair and equitable rewards for their contributions to delivering on our business strategy.

Base pay is intended to be competitive and provide a source of income stability for WestJetters. It is also designed to be affordable and sustainable when the economy is weak. Programs such as WSP, Profit Share and the Owner's Performance Award (OPA), which are not common amongst our competitors, are designed to reward WestJetters for exceptional performance as individuals and above-average performance of the organization as a whole. When WestJet is successful, the combination of our pay elements will be market leading.

WestJet has established our base pay ranges targeting the market median (50th percentile). The market median data is derived from a set of comparator organizations from which we can source data (either publicly available Collective Agreements or via third party compensation surveys), which represent the Canadian organizations we compete with for talent.

Individual progress within WestJet's base salary structure will reflect the experience, growth, and contributions of each WestJetter. Specifically for step structure positions, time in role will be the driver for most pay increases. Individual performance will be the primary driver for growth in general band roles.

WestJet has a process in place that actively engages our employee associations in the annual salary planning review and subsequent recommendations. In addition, WestJet openly communicates compensation policies and salary structures with employees on an ongoing basis. Transparency is an essential part of compensation design. All general band ranges and step structure rate tables can be found in the People Portal within Westnet.

Payroll

When do I get paid? WestJet pays semi-monthly and a pay period in arrears. Pay periods are the 1st-15th and 16th-end of each month. Pay dates are the 15th and 30th of each month, or the previous business day in case of weekend or holiday.

All paystubs and tax forms can be found within the JDE My Self-service portal for up to 24 months. Paystubs will also be emailed to your WestJet account prior to pay day.

Flexible Benefits

All regular full-time and part-time WestJetters who are residents of Canada, have completed the waiting period (if applicable, as per your letter of employment) and are covered under provincial health care are eligible to enroll in either the MY Benefits or My Plan. My Choice. Program dependent on your role within the organization.

MY Benefits Program is available to Cabin Crew and WestJet Pilots

My Plan. My Choice. is available to all other unionized and non-unionized WestJetters.

Please refer to the New Hire Benefits Overview that applies to you for further details on the applicable programs.

New Hire Benefit Overview - My Plan. My Choice

New Hire Benefit Overview - MY Benefits

Prizes and Gifts

Since we like to have fun as an airline, there are many opportunities for WestJetters to win prizes or receive gift cards as a thank you for your hard work. We want you to have a remarkable employee experience, which can be disrupted by unexpected personal income tax implications for prizes or gifts.

Common examples of taxable benefits:

- Prizes of any type won through contests or random draws etc. if the draw is only open to WestJetters.
- Flights and hotels This taxable benefit is assessed at the time of booking for fair market value (rather than when the WestJetter receives the prize).
- Gift card/certificate These are considered as "near-cash" to the CRA and taxable at any amount above \$1.
- Vendor-provided gifts given to WestJetters – Unless the gift is given by contest and is open to non-WestJet employees, or given directly from the vendor to the employee, it's a taxable benefit.

Common examples of non-taxable benefits:

- Items of "small or trivial value."- The CRA recognizes that it would be too difficult to go after every employee who gets free coffee from the office kitchen. Included in this category: refreshments (coffee and tea), items with no market value (T-shirts), and small items with the employer's logo (water bottles or lunch bags).
- A non-cash gift or award totaling less than \$500 - see below for an explanation about the CRA policy on gifts and awards.

CRA has a gift and award policy that allows for gifts valued up to \$500 to be exempt as a taxable benefit. A valid gift or award in this policy is often misinterpreted. Firstly, any cash or near-cash gifts or awards are outside of this policy and are considered taxable benefits (such as flight or hotel vouchers, gift cards, etc.).

To qualify, a gift must be for a special occasion such as a birthday, wedding, or birth of a child. An award must be for an employment-related accomplishment such as outstanding service, employee suggestions, meeting or exceeding safety standards. An award is given in recognition of an employee's overall contribution to the workplace, not recognition of job performance. Generally, a valid, non-taxable award has clearly defined criteria, a nomination, evaluation process, and a limited number of recipients.

An award given to employees for performance-related reasons (performing well in the job they were hired to do, exceeding standards, completing a project ahead of schedule or under budget, putting in extra time to complete a project, covering for a sick leave) is considered a reward and is a taxable benefit for the employee.

Westletter Deals

Being a WestJetter has perks. While we get great deals, always do your own research, you may be able to get a better deal through other vendors/sites. WestJetter deals include, but are not limited to:

- WestJetter card offer (WJ Mastercard through RBC) As a WestJetter, using a WestJet RBC Mastercard is a simple and effective way to save money on travel while supporting WestJet. So, what's in it for you?
 - Annual fee waived for the first year.
 - o 50% discount on the annual fee upon renewal each year thereafter.
 - o An annual interest rate of 11.99% instead of the standard 19.99% consumer rate.
 - WestJet dollars can be redeemed just like cash at any time on the base fare of any WestJet Flight or vacation package with no blackout periods.
 - The ability to combine your annual companion voucher with your 50% off confirmed travel privileges.
- Interline travel
- WestJet Vacation discounts As a WestJetter, you are eligible to receive discounts on the amazing properties offered through WestJet Vacations. You can save 30% on hotel-only arrangements, 20% on hotel + air packages, and save 10% on activities and car rentals.
- Cargo discounts WestJet Cargo offers 50% off rates for personal shipments.
- Car rental deals
- Hotel deals
- Airport lounge discounts
- Fitness/Gym discounts
- Retail discounts (Office supplies, furniture, software, Perkopolis, etc.)
- Airport Parking discounts
- Insurance discounts
- Network discounts (Rogers, Telus)

Once access has been granted to WestNet, scroll through the many deals offered to all WestJetters!

Vacation

All vacation is pro-rated* to employees based on their start date with the company. The year of hire is deemed to be an employee's first calendar year of employment. Employees must submit their vacation requests according to their departmental processes.

Once you have access to the internal WestNet site, you will be able to view vacation allotments year over year by role.

Vacation Bidding

In some areas of the business, a point system or seniority bidding system is used. Bidding occurs each fall for the following calendar year.

Training on the bidding software will happen during your training period at WestJet or through your leader.

*Prorated vacation reflects an employees' earned time off, based on a percentage of the time worked at the company. The applicable prorated vacation time will be based on the total completed months, weeks, or hours worked at the company. For example, if you started Jan 1 and worked the whole year, you will get 2 weeks (80 hours vacation). But if you started July 1 and worked the full 6 months until WestJet's calendar year, you would of been eligible for 1 week (40 hours vacation) during that time.

Sick leave and Personal Days

Non-unionized WestJetters

Sick Leave is intended to support your own well-being and to treat non-work-related personal illnesses or injury.

- Employees will have access to 3 days of paid sick leave after 30 days of continuous employment.
- Following this period of 30 days, you will earn one further day at the start of each month after completing one month of continuous employment, up to a maximum of 10 days per calendar year.
- Any days that you do not take in a calendar year will carry forward to the next calendar
 year and each day carried over reduces the number of days that can be earned in that
 next year by one.
- Sick Leave will be taken in one day increments regardless of shift length.
- If you use more Sick Leave than accrued, additional days will be unpaid.
- For Part-Time and Casual Employees whose hours of work differ from day to day, Sick Leave will be calculated and paid out using the average daily earnings (excluding overtime pay) for the 20 shifts the employee worked immediately before the first day of paid leave.

Personal Days can only be used for specific reasons which do not include personal illness or injury.

- On January 1 of each calendar year, employees are entitled to 3 paid and 2 unpaid
 Personal Days to carry out responsibilities related to the health, care, and education of
 their family members, to address urgent matters as defined by regulation, or to attend
 a citizenship ceremony under the Citizenship Act.
- Personal Days may only be used within the calendar year they are earned.
- Unused Personal Days are forfeited and may not be carried over to the next calendar year.
- For Part-Time and Casual Employees whose hours of work differ from day to day, paid Personal Days will be calculated and paid out using the average daily earnings (excluding overtime pay) for the 20 shifts the employee worked immediately before the first day of paid leave.

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Unionized WestJetters

Sick Leave and Personal days are different for unionized WestJetters. Please review your collective agreement or talk to your leader/instructor for detailed information.

Personal Events

During your time at WestJet, you may experience significant changes in your personal life which we like to call "personal events". Depending on the type of personal event, there are a few things you may need to know or do to keep your information, benefits, and travel privileges up to date.

WestJet personal events include:

- Leave of Absence: Bereavement, Compassionate Care, COVID-19, Critical Illness,
 Death or Disappearance, Jury Duty, Maternity & Parental leave, Maternity-related
 reassignment and Leave, Medical Leave, Personal Days & Sick Time, Personal Leave
 of Absence, Reservist (military), Traditional Aboriginal Practices, Victims of Family
 Violence, Please note:
 - Interline travel ends during unpaid leave.
 - OPA is based on hours of work, therefore is unavailable during paid and unpaid leaves.
 - Vacation accruals are paused during any leave, however, your vacation entitlement will continue to grow based on your years of service.
- Your Children are Students: Dependent children between ages of 21 and 24 inclusive, are eligible to be covered under your travel privileges, providing they are a full-time student attending an educational institution recognized by the Income Tax act, they are entirely dependent on you for financial support and they are a resident of Canada or the United States. If you child is turning 21, they will be automatically removed from your travel on their 21st birthday. You will need to update their status in the travel privileges tool at that time.

Mental Health and Wellbeing

Employee and Family Assistance Program (EFAP)

The Employee and Family Assistance Program (EFAP) is a confidential counselling and information service sponsored by WestJet. This program is designed to help you and your immediate family members with any problems that affect your family life, work life or well-being.

This program is available for all employees, regardless of benefit eligibility. You, your spouse and your dependent children (as defined in the benefits plan) are eligible to use the EFAP.

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Inkblot is the most efficient, effective, and accessible employee and family mental health solution across Canada and the US. Inkblot uses advanced technologies for intelligent matching, monitoring effectiveness, and eliminating geographical barriers. At the same time, they maximize the human connection between care providers and clients.

Features of Inkblot

- Fast: For most situations, WestJetters will find appointments are available within the same or next day.
- Free: There are five free hours of counselling for each employee and five hours for each of their eligible dependents. There are also five hours of sessions available for couples counselling.
- Accessible: More than 950+ trusted practitioners to choose from, and they are available virtually through video and telephone.

Diversity, Equity and Inclusion

Our inclusive culture is a point of pride for WestJetters.

As we venture into Westlet's new world, our diversity is our strength. We are able to enrich the lives of everyone in WestJet's world because of our people.

Our goal is to create a safe and inclusive environment every day, enabling and celebrating everyone's potential. We will continue to provide education, build awareness for all WestJetters, while continuously assessing and evolving our practices and policies to be more inclusive.

Employment equity

According to Employment and Social Development Canada (ESDC), employment equity encourages the establishment of working conditions that are free of barriers, corrects the conditions of disadvantage in employment and promotes the principle that employment equity requires special measures and the accommodation of differences for four designated groups in Canada.

The Employment Equity Act identifies four designated groups, as indicated on your selfidentification form upon hire:

- · Women,
- Indigenous peoples,
- Persons with disabilities, and
- Members of visible minorities

The Employment Equity Act applies to federally regulated industries, Crown corporations and other federal organizations with 100 employees or more. As a federally regulated employer, we

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must submit an annual report to the Canadian government outlining our current state and efforts to build a more equitable environment for these four designated groups.

It is important to recognize that while employment equity programs may focus on designated groups (women, visible minorities, Indigenous peoples, and persons with disabilities), know that these programs ultimately benefit everyone in the workplace.

Your Workspace

WestJet is committed to providing a safe, professional, and positive work environment, free from damaging conflict, discrimination, harassment, and violence, where all our behavior reflects the mutual respect we have for one another.

No one is expected to suffer harassment or violence at WestJet, for any reason at any time. Likewise, no one at WestJet has the right to discriminate, harass or be violent towards anyone else at work or in any situation related to employment, including: off-site meetings, training, business trips (including layovers) or when representing WestJet at non-work events. Regardless of your position at WestJet, you will face disciplinary action, up to and including termination if you violate these requirements.

As WestJetters, including all members of the Executive team and Board of Directors, we each have a part to play in ensuring we share the duty to create and maintain a positive and safe work environment for our guests, shareholders, and business partners.

WestJet's Code of Business Conduct and Workplace Harassment and Violence Prevention Policy are written as a benchmark for your personal and professional actions and provides a basis from which to ensure you are contributing to a workplace free of damaging conflict, discrimination, harassment, and violence, both physically and psychologically.

A core part of WestJet responsibilities is ensuring there is safe, easy and accessible reporting avenues for employees witnessing or experiencing discrimination, harassment or violence in the workplace. It's everyone's responsibility to report what doesn't seem right.

Employees have several reporting avenues available:

- talk to your leader
- contact the People department
- the Legal department
- Corporate Security if physical or criminal in nature
- the safety reporting system (AQD), under topic "X"
- or anonymously through the WestJet Confidential and Anonymous Reporting
 Hotline (aka Whistleblower). Anyone can contact the Whistleblower hotline to make
 a report of a violation or suspected violation of the Business Code of Conduct, or
 has a concern relating to an accounting, internal accounting controls, or auditing
 matter and it is 100% confidential. More details on the People Portal.

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