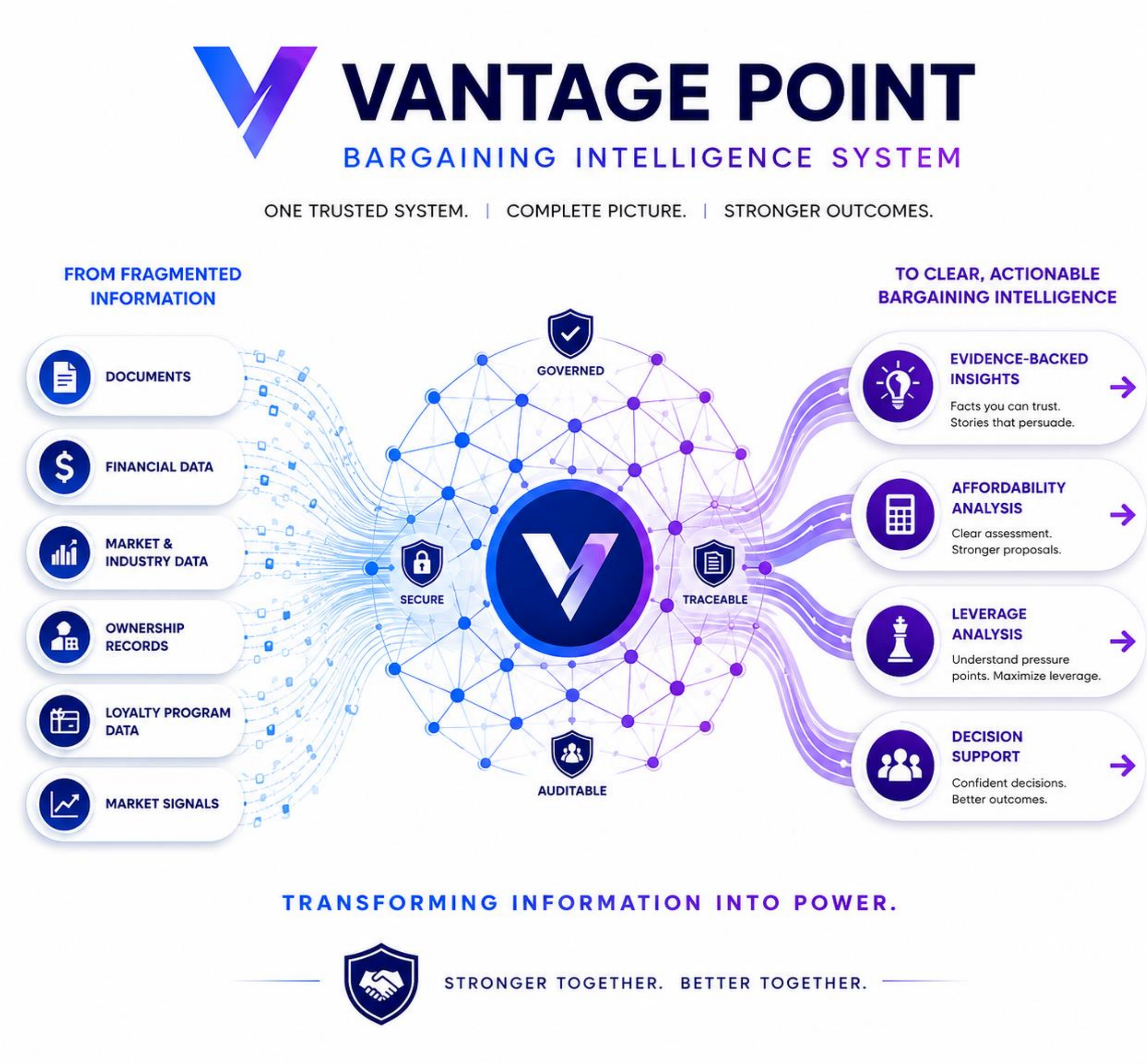
Project Vantage Working Group Proposal

Real Affordability, Owner Economics, Labor Leverage and Pilot Education Support

For: Negotiating Committee / MEC Review
Prepared by: Shaun Munro and Michael Busuttil
90-day proposal | Confidential working draft

How much should we ask for, and how do we defend that ask?



1. PROJECT SUMMARY

The Negotiating Committee needs better answers to some basic questions:

1. What can WestJet really afford?
2. What value has Onex already taken out, and what value may still remain?
3. Where do pilots create real bargaining leverage?

Right now, the information needed to answer those questions is spread across many different sources. It is hard to keep current, hard to check, and hard to turn into something useful at the bargaining table.

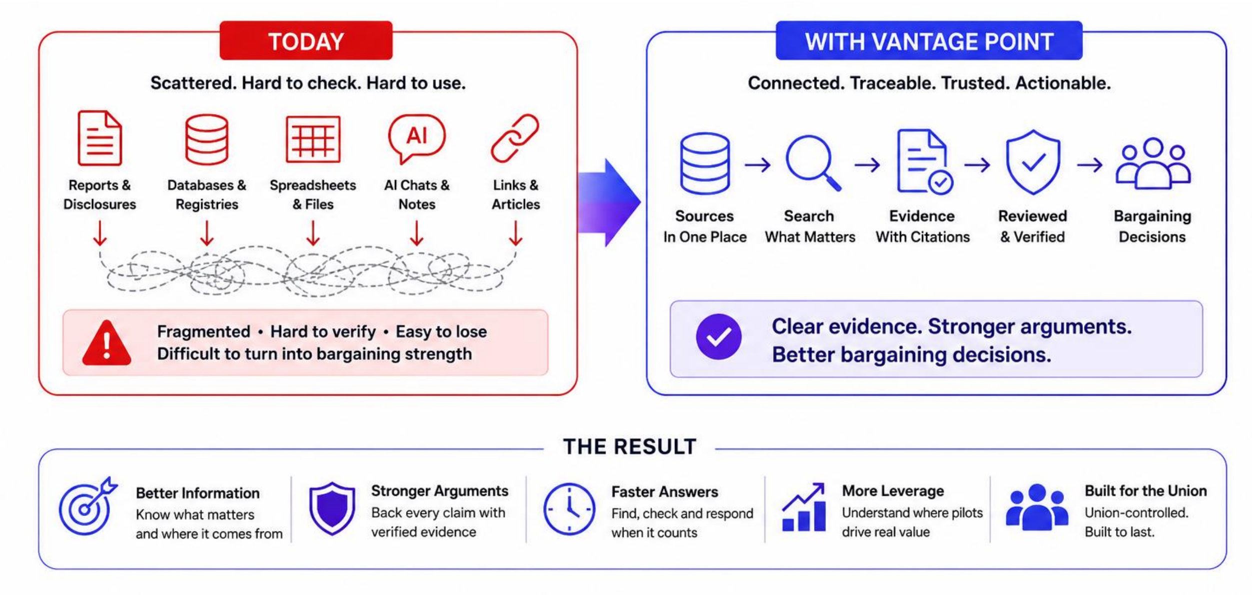
Project Vantage is designed to fix that.

We will bring the important research and evidence together, keep it organized and up to date, and make it easier for the Committee to find answers, check the evidence and respond quickly when the company makes a claim.

We also propose building Vantage Point as a custom, union-controlled application on Microsoft Azure, using the enterprise platform and technology direction already identified with ALPA and the Technology Committee. It will let the Committee search the research, ask questions, see the evidence behind the answers and keep building the knowledge base as new information is found.

The Working Group brings together experience in airline operations, finance, bargaining and technology. That gives us the right mix to understand the questions, do the research and build something the Committee can actually use.

The goal is simple: **better information, stronger arguments and better bargaining decisions.**



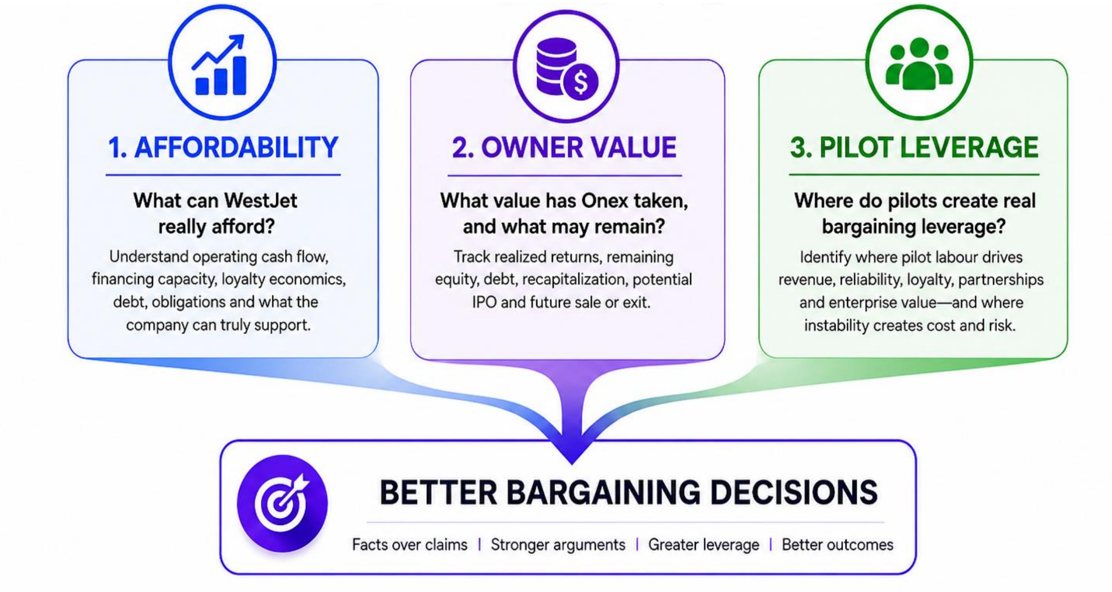
2. PROBLEMS TO BE SOLVED

The Project Vantage Working Group has identified five priority areas to support the Negotiating Committee: affordability, ownership and exit strategy, labor stability, evidence governance, and evidence analysis and application.

2.1. AFFORDABILITY IS NOT TRANSPARENT

WestJet's affordability cannot be assessed solely through conventional operating results or company-provided summaries. The Committee requires a defensible view of operating cash flow, financing capacity, loyalty economics, debt service, partner obligations and intercompany transfers.

It must also determine whether loyalty and other enterprise value are fully reflected in the company's affordability position and how much of that value depends on the network, reliability and customer utility delivered by pilot labor.



2.2. OWNER ECONOMICS ARE INCOMPLETE

The Committee does not yet have a complete picture of how much value Onex and its co-investors have already realized, what value remains embedded in WestJet, or how that value could be monetized.

This includes realized proceeds, capital returns, remaining equity value, shareholder debt, recapitalization, debt reduction, strategic investment, a possible IPO and a future sale or exit.

2.3. PILOT-CREATED VALUE AND BARGAINING LEVERAGE ARE NOT QUANTIFIED

Pilot labor supports airline revenue, network reliability, customer utility, loyalty value, strategic partnerships and enterprise value. That contribution has not yet been expressed in a form that directly supports bargaining strategy.

The Committee must understand where operational instability, lawful labor action or a failed settlement could create cost, delay, financing pressure or valuation risk, and how those risks increase the incentive to reach an agreement.

2.4. THE EVIDENCE IS FRAGMENTED AND DIFFICULT TO TRUST

Relevant evidence is dispersed across financial, operational, regulatory, ownership, financing and market sources. Important records may be buried in registries, fragmented disclosures, restricted databases or private agreements.

Current research risks becoming lost in reports, spreadsheets, links and individual AI conversations. This makes it difficult to identify the authoritative source for a claim, distinguish fact from inference, reconcile contradictions, preserve historical changes and understand what remains unknown.

General-purpose AI can accelerate research, but fluent AI-generated answers are not evidence. Material findings must be traceable to supporting sources, exact passages, qualifications and independent review.

2.5. THE COMMITTEE LACKS A DURABLE BARGAINING-INTELLIGENCE CAPABILITY

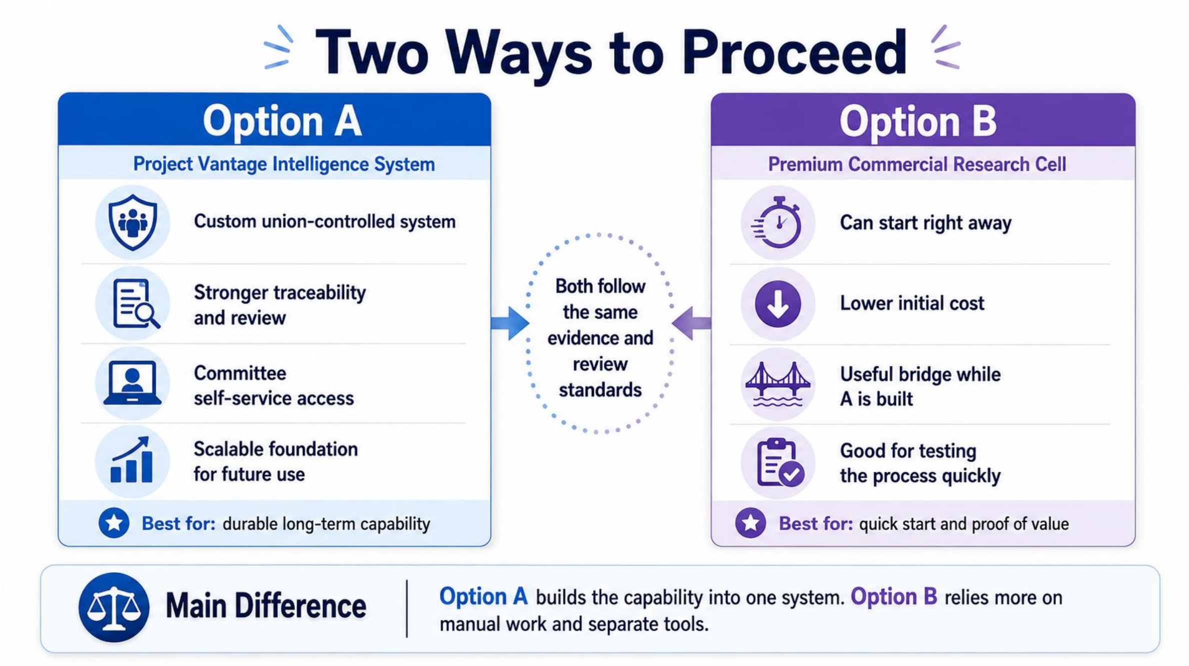
Even strong research has limited value if it cannot be retained, updated and converted into bargaining action.

Project Vantage is intended to create a persistent and governed evidence base that enables the MEC and Negotiating Committee to:

1. test company affordability claims;
2. justify proposals and rebuttals;
3. identify leverage and information gaps;
4. assess settlement options;
5. preserve institutional knowledge;
6. and communicate verified findings effectively to decision-makers and pilot members.

3. PROPOSED SOLUTION

Project Vantage will create a dedicated bargaining-intelligence capability built around the union’s research, evidence and decision-support needs. The proposal gives the Committee two ways to proceed. Option A is the recommended custom, union-controlled software product designed to create a **durable and scalable capability**. Option B provides a faster, lower-cost way to begin immediately using existing commercial tools, test the process and demonstrate value. Both options will use the same analytical methods, evidence rules and review standards.



OPTION A – VANTAGE POINT INTELLIGENCE SYSTEM

Option A is the recommended solution – **Vantage Point**. It is a custom, union-controlled software product built specifically around the union’s bargaining, research, evidence, review and decision-support needs. It will run on Microsoft Azure and be designed to fit within ALPA’s existing technology, security and support environment rather than operate as a stand-alone tool.

Rather than relying on disconnected AI conversations, spreadsheets and general-purpose tools, **Vantage Point** will bring sources, evidence, claims, assumptions, rebuttals, review status and approved outputs together in one controlled system.

Authorized Committee users will be able to search reviewed evidence in plain language, inspect the source and exact passage supporting a claim, follow related evidence and rebuttals, see review and confidentiality status, and produce committee-ready outputs. AI will operate as a capability within the system, helping find, connect, organize and analyze information, surface relevant new evidence and identify gaps for further research. Accepted evidence and material conclusions will remain tied to verified sources and human review.

Option A is intended to create a durable foundation, not a one-off tool for this negotiation. The same evidence, research and review capability can later be scaled to separately approved union uses such as future bargaining, contract enforcement, regulatory and corporate monitoring, pilot education and institutional knowledge.

The Working Group will lead implementation and coordinate security requirements. Before restricted information is placed in the system, a designated union technical/security authority must approve the hosting design, access controls, data handling, backup, ownership and security requirements. The sponsor or MEC retains responsibility for accepting any residual risk.

Before acceptance, Option A must demonstrate source-to-claim traceability, controlled access, usable search and review workflows, export and handover capability, and practical bargaining outputs. Detailed product requirements, evidence structure, AI permissions, security controls, migration rules and acceptance tests will be documented and approved before material development or vendor commitments are made.

Vantage Point is not a stand-alone experiment. It is a custom union application built on Microsoft Azure and designed to fit with ALPA’s wider technology and security environment.

OPTION B - PREMIUM COMMERCIAL RESEARCH CELL

Option B provides a faster, lower-cost way to begin immediately using existing commercial research and AI tools. It allows the Committee to start the work, test the research and evidence process in real bargaining use, and demonstrate value without committing immediately to Option A. The Committee can move to Option A later if it chooses.

Option B will follow the same core analytical methods, evidence rules and review standards as Option A, but the work will be assembled and maintained largely through manual processes. Sources, citations, claims, rebuttals, contradictions, review status and version control will still be maintained in a controlled repository, with human verification of material AI-assisted findings.

The advantage of Option B is speed, lower initial cost and flexibility. It can begin with minimal development and support useful bargaining work quickly.

Its limitation is that it remains dependent on the current team and on manual discipline. Information is harder to connect, search, monitor and reuse, AI capabilities remain spread across separate tools, and the Committee does not gain the same self-service access, automation, institutional memory or scalable platform provided by Option A.

Option A therefore remains the recommended long-term solution. Work completed under Option B should be structured so that useful evidence, templates and approved research can be carried forward into Option A where practical.

3.1. HOW THE OPTIONS DIFFER

Decision	Option A: Vantage System	Option B: Commercial Tools
What it is	A custom, union-controlled application built around bargaining and research needs	Existing research and AI tools used with a more manual process
Main advantage	Evidence, sources and review are connected in one system, making the work easier to trace, check and trust	Faster and lower cost to start
Main limitation	More cost and development work	Governance and record-keeping rely more on manual work and the current team
90-day limit	CAD $65,000 plus up to 26 union days	CAD $25,000 plus up to 18 union days
Future path	Builds a reliable, reusable union capability	Can move to Option A later

3.2. COMMON GOVERNANCE, RESEARCH AND EVIDENCE METHOD

Both options will use the same core research and evidence standards. Option A builds more of these controls directly into the Vantage system. Option B relies more on the team maintaining them manually.

Research: We will continually collect and monitor relevant financial, corporate, regulatory, ownership, loyalty, operational and market information.

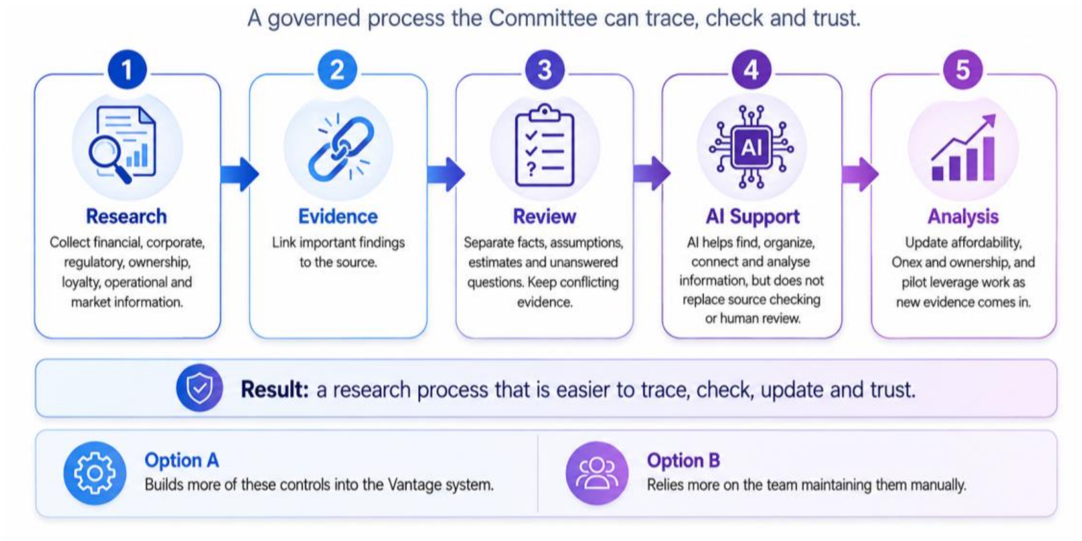
Evidence: Important findings will be connected to their supporting sources so the Committee can see where the information came from. Facts, assumptions, estimates and unanswered questions will be kept separate.

Review: Important conclusions will be reviewed before they are used. Conflicting evidence will be kept and considered, rather than removed because it does not support the current view.

AI: AI can help find, organize, connect and analyze information, but it will not replace source checking or human review.

Analysis: The evidence will be used to continually update the affordability, Onex and ownership, and pilot leverage work as new information becomes available.

The result is a research process that is easier to trace, check, update and trust.

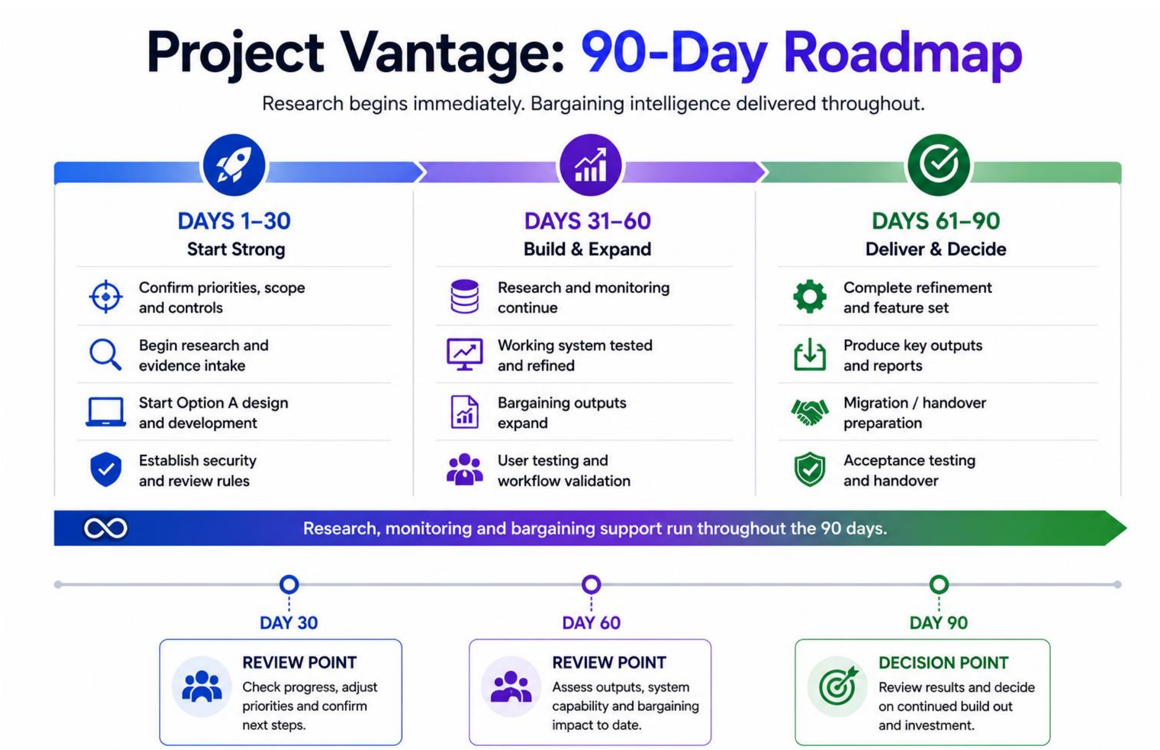


4. OUR APPROACH

Both options will follow the same governed research and bargaining-support process. Option A adds the design, development, testing and handover of the Project Vantage application. Option B begins the research work immediately using existing commercial tools and manual controls.

The intent is to produce useful bargaining intelligence throughout the 90-day period. Software development will support that work, not replace it.

4.1. 90 DAY IMPLEMENTATION



Days 1-30: Start

Confirm the first bargaining questions, priorities, responsibilities, budget and review rules.

Research begins immediately under either option.

Under Option A, application development also begins. Before major development work, we will confirm what the application needs to do and the required security controls.

Days 31-60: Build and Use

Research continues and bargaining outputs expand.

Under Option A, the application is built and tested alongside the research. Committee users will see and test working versions so problems can be fixed early.

Under Option B, the same research continues using existing tools and a more manual process.

Days 61-90: Deliver and Decide

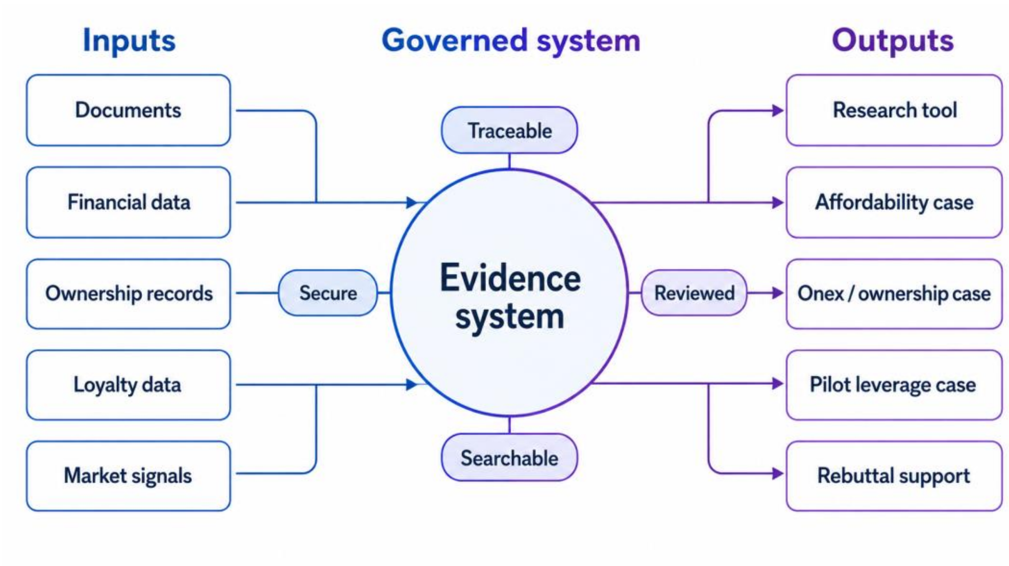
Complete the priority bargaining work, refine the application where applicable, and prepare for handover.

At Days 30, 60 and 90, the Committee will review the value of the work, progress and cost.

At the end of the 90 days, the Committee can continue, change direction, move from Option B to Option A, or stop. Future uses remain subject to separate approval.

4.2. KEY DELIVERABLES

Project Vantage will give the Negotiating Committee five practical outputs.



Project Vantage research and evidence tool

An advanced application running on ALPA aligned Azure that allows the Committee to search and ask questions across the full research and evidence base.

Members will be able to see the evidence behind an answer, trace important conclusions back to their sources, see what has been reviewed and understand where evidence conflicts or remains uncertain.

The knowledge base will continue to grow as new information is found and reviewed. Under Option A, it becomes a scalable union capability that can support this negotiation and future separately approved work. Option B only provides similar research support for the current negotiation using existing tools and a more manual process.

WestJet affordability case

A living analysis answering**: What can WestJet reasonably afford?**

It will bring together the financial information that matters to bargaining, including airline performance, loyalty economics, financing, debt and cash restrictions and the cost of union proposals.

The Committee can use it to develop and defend the economic ask, test company claims and assess settlement options.

Onex and ownership case

A living analysis answering: **What value has Onex already realized, what value may remain, and how could labor stability affect that value?**

It will bring the main investment, financing, ownership and potential exit information into one place, with the evidence and important assumptions clearly identified.

Pilot leverage case

A practical assessment answering: **Where do pilots create meaningful bargaining leverage?**

It will identify the strongest evidence-backed links between pilots and operations, revenue, loyalty, partnerships, financing and enterprise value, along with the likely company response and the limits of each argument.

Rebuttal and rapid-response capability

A continuously updated record of important company claims, supporting and contrary evidence, rebuttals and disclosure questions.

This allows the Committee to respond more quickly when the company makes a new claim, bargaining circumstances change or new information becomes available.

The purpose of these deliverables is simple: give the Committee better evidence, stronger arguments, faster answers and a clearer basis for bargaining decisions.

4.3. WHO DOES THE WORK?

Project Vantage will be led by **Shaun Munro, Michael Busuttil and Derek Butcher**. Together, the group brings experience in airline operations, finance, union work, bargaining, technology and project delivery.

- **Shaun Munro** will lead the project and development of the Vantage system. His background includes airline operations, economics, enterprise technology and major project delivery. He has worked at J.P. Morgan, Accenture and EDS, and other consulting firms, and at Accenture led the development of an enterprise application for a major client. He also brings senior aviation management and regulatory experience.
- **Michael Busuttil** will lead the financial, loyalty and Onex work. He has a Bachelor of Science degree with a major in Mathematics, served as Treasurer of the Sunwing union and brings both airline and union financial experience. He will coordinate the key financial and Onex research areas, communicate important findings to the Working Group and Committee, and provide quality assurance over the financial analysis. Michael will also act as Working Group Coordinator, following up with supporting union groups and specialists to help keep agreed inputs, reviews and commitments on track.
- **Derek Butcher** will focus on bargaining strategy, priorities, rebuttals and making sure the work is useful to the Negotiating Committee. He also served as Vice President of the Sunwing union and brings direct union leadership and bargaining experience. Derek will help test whether the research supports the Committee's negotiating priorities, shape arguments and rebuttals, and make sure the work remains practical and relevant to decisions at the bargaining table

The Working Group will do the research, coordinate the work, guide development of the application and prepare material for the Committee.

Negotiating Committee Liaison

The Negotiating Committee should appoint **one main point of contact** for Project Vantage.

The liaison will help set priorities, provide Committee information, take part in testing the system and make sure the work stays connected to the Committee's needs.

Other Union Support

Project Vantage will also use existing union resources where needed:

- **ALPA EF&A** for financial and economic review.
- **Legal counsel** for confidentiality, privilege, disclosure and legal questions.
- **WestJet ALPA Technology Committee** to help keep Vantage aligned with ALPA's technology direction, Azure environment, security expectations and existing systems.
- **Technical and security support** for hosting, access and data protection.
- **Communications support** for material intended for pilots or other audiences.
- **NC and MEC** remain responsible for bargaining priorities, use of the work and all final decisions.

The Working Group coordinates the work. It does not replace these functions.

Time and Resources

There are three separate parts to the resourcing:

Working Group time
Up to **26 union days for Option A** or **18 union days for Option B** for research, analysis, coordination, Committee work and testing.

Application development
The technical work required to build Option A is separate from the Working Group union-day allocation and is funded through the Option A implementation budget.

Specialist review
Financial, legal, communications and security review will be provided through ALPA or separately approved resources as required.

4.4. EVIDENCE AND REVIEW RULES

Project Vantage must use a few basic rules to keep the work reliable:

1. Important claims must be backed by evidence.
2. Facts, assumptions and unanswered questions will be kept separate.
3. Conflicting information will be kept and considered.
4. Important work will be reviewed before it is used.
5. AI can help with research, but it will not replace source checking or human review.
6. Confidential information will be handled under approved union rules.
7. The NC and MEC keep control of bargaining decisions and communications.

The goal is simple: the Committee should be able to trust the work and see what it is based on.

5. AUTHORIZATION REQUESTED

We are asking the union to approve Project Vantage for an initial 90 days and choose one of two ways to start.

- **Option A,** recommended: Start the research immediately and build the full Vantage system at the same time. **Approve up to 26 union days and up to CAD $65,000.**
- **Option B**: Start the research immediately using existing tools and a more manual process. **Approve up to 18 union days and up to CAD $25,000.**
- If the Committee starts with Option B, it can move to Option A later. Money already spent on Option B counts toward the overall Option A limit.
- The Working Group will carry out the research, coordinate the work and prepare material for the Committee.
- Progress will be reviewed at **30, 60 and 90 days.**
- The Committee can continue, change direction or stop the project at any review point.

The choice is simple: Option B is the quicker, lower-cost way to start. Option A starts the same research right away, but also builds the longer-term capability