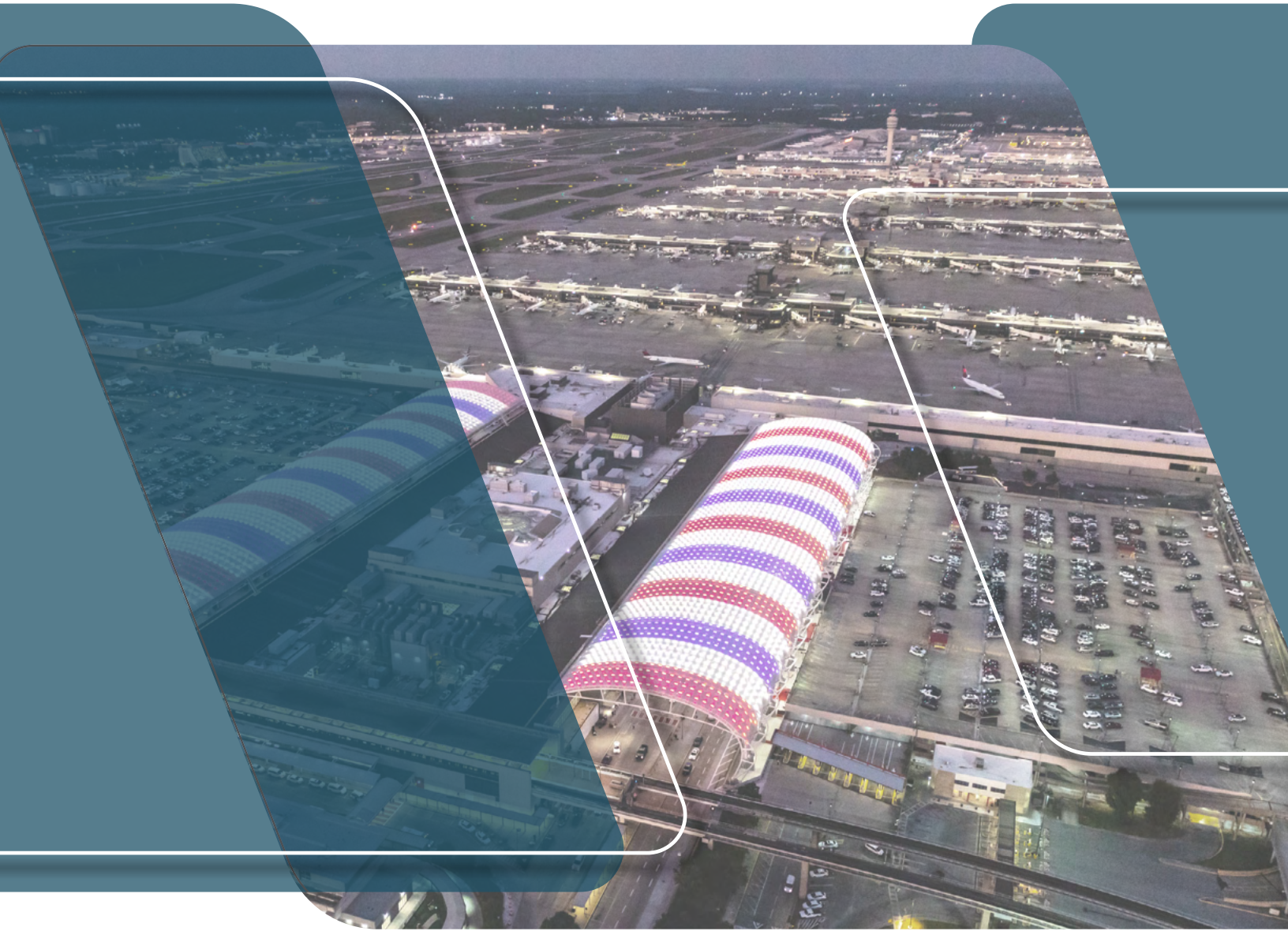


Environmental, Social, Governance + *Prosperity* Report

City Of Atlanta
Department Of Aviation



2021

 **Hartsfield-Jackson**
Atlanta International Airport®



Andre Dickens
Mayor



CITY OF ATLANTA

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Greetings:

In Atlanta, we pride ourselves on being an inclusive and equitable city. I am proud to lead an amazing group of people who make safe, efficient and cost-effective airport operations a reality every day. Hartsfield-Jackson Atlanta International Airport (ATL), a gateway to the world, has integrated environmental stewardship by ensuring our sustainability objectives – environmental, social, governance + prosperity – remain at the forefront of our mission.

During a unique moment in history, ATL General Manager Balram “B” Bheodari assembled employees and business partners to effectively respond to challenges presented by the COVID-19 pandemic. Standing on a legacy of excellence fostered by innovation and efficiency, many of ATL’s policies and procedures were conceived at a time when a global pandemic was the furthest thing from anyone’s mind.

As the world witnessed unimaginable devastation, the Airport, its partners and the community were required to take on new actions given an uncertain future. Throughout this time, we learned that people value and take solace in ATL’s vision of being the global leader in airport efficiency and exceptional customer experience.

It is now more important than ever to continue building an inclusive, engaged and prosperous community as we move Atlanta forward together.

Sincerely,

A handwritten signature in black ink, appearing to read "Andre Dickens". The signature is fluid and stylized, with a long horizontal stroke at the end.

Mayor Andre Dickens



From the General Manager

To our Customers, Employees, Neighbors, Partners and Investors:

The City of Atlanta Department of Aviation is pleased to present Hartsfield-Jackson Atlanta International Airport's (ATL) inaugural Environmental, Social, Governance and Prosperity (ESG+P) Report. This Report provides an overview of environmental and social issues, associated risks and opportunities, as well as our methods for managing these issues effectively and transparently. By placing a spotlight on such topics and assessing performance over time, we can better prepare for change, proactively leverage our strengths and make improvements.

Given the Airport's role – and responsibility – as an economic engine for our community, region and the state of Georgia, we are highlighting Prosperity as a fourth pillar.

The ESG+P Report focuses on calendar year 2021, with historical information from 2019 and 2020 for comparison. As the COVID-19 pandemic disrupted nearly every facet of our lives, it required us to maintain operations while conserving resources and developing new strategies to enhance our ESG+P vision. We remain committed to environmental stewardship and candidly address how we intend to contribute to a more sustainable world (our triple bottom line: People, Planet and Prosperity).

We must acknowledge that pandemic-related challenges continue, such as evolving passenger expectations and behaviors, supply chain disruptions and staff shortages. Continuing to improve upon our ESG+P performance will increase our ability to adapt to these events while maintaining our status as the most efficient airport in the world. At the same time, reducing our environmental impact, particularly our carbon footprint, will be crucial to our overall future prosperity.

As the world's busiest passenger airport and the only one in the world to earn LEED for Communities certification, we rally around the three pillars of our strategic plan— People, Purpose and Performance—and the Department's vision “to be a global leader in airport efficiency and exceptional customer experience.”

For our strategic pillar of People, we honed in on employee safety and wellness by making on-site COVID-19 testing and vaccination offerings available to all. We pivoted to resume operations, increasing levels of service in parking, concessions, facility cleanliness and traffic management. In addition, we hosted five career fairs to fill hundreds of vacancies Airport-wide and continue to engage stakeholders in our “oneness” goal of service to our passengers.

For our pillar of Purpose, we began work on our Sustainability Management Plan (SMP), Strategic Plan and Female and Minority Business Enterprise (FMBE) Strategic Plan. We were laser-focused on our revenue enhancement programs, maintaining healthy financial reserves. Sustainability has always been core to our purpose, which the Report will outline in subsequent pages.

We know we are excelling because our pillar of Performance measured our successes. Economic opportunities grew in 2021 thanks to ATLNext's projected \$475 million in construction projects. Approximately \$1.7 billion of ATL's capital improvement program expenses went to diversity eligible firms in 2021. And since 2017, we diverted 91 percent of construction waste and currently have 15 LEED active/certified buildings.

Collectively, our achievements are numerous, but we have much more to do. Join us.

Sincerely,

Balram 'B' Bheodari
Airport General Manager

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OVERVIEW

About ATL’s ESG+P Report

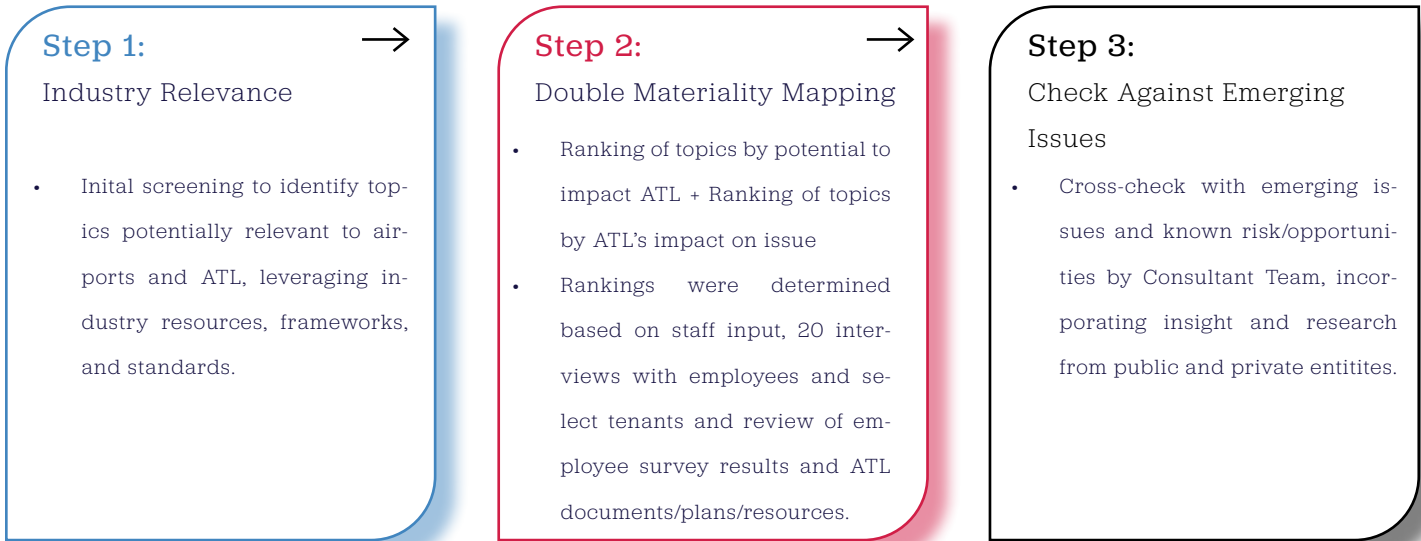
The City of Atlanta Department of Aviation is proud to present this inaugural Environmental, Social, Governance + **Prosperity** (ESG+P) Report for calendar year 2021. As the world’s busiest and most efficient airport, Hartsfield-Jackson Atlanta International Airport (ATL, Hartsfield-Jackson or Airport) has the responsibility to prioritize environmental stewardship and social issues within its operations. While ATL increased the focus on safety protocols during the COVID-19 pandemic, it did not abandon the commitment to long-term sustainability as you will learn in this Report.

Crafting the Report

This ESG+P Report addresses ATL’s priorities, performance, risks and opportunities across environmental, social and governance issues.

Because of the Airport’s significant role in the regional and state economy, Prosperity was added as a fourth category so that issues like business diversity and living wage received the attention they deserve. The specific topics included in this inaugural Report were carefully selected using a **double materiality** approach – looking at issues that have an existing or potential impact on the enterprise (e.g., those that could affect costs, revenue or other metrics of financial stability) as well as those issues or areas that the Department of Aviation most impacts via decision-making, operations, management and development. Through this approach, issues are prioritized and monitored that are not just financial, but important to stakeholders and environmental stewardship. To determine what falls under the double materiality definition, ATL conducted a multistep process led by the consultant team and illustrated below:

Materiality Approach



ATL By the Numbers



Note: External verifications/assurances are noted where applicable such as the Greenhouse Gas (GHG) inventory for 2019 and sustainability rating system certifications. In addition, financial data has been audited and is publicly available on ATL.com: <https://www.atl.com/business-information/investor-relations/>

About the Airport

Hartsfield-Jackson Atlanta International Airport is the busiest and most efficient airport in the world and, by some accounts, the best in North America. ATL is the economic jewel of Georgia, generating a \$66 billion economic impact for the state and providing more than 63,000 jobs on-site, making it the state’s largest employer.¹

¹ Pre-pandemic, but the Airport expects to return to near 2019 activity levels by 2023.

ATL’s Central Passenger Terminal Complex (CPTC) encompasses the domestic and international terminals, seven concourses (T, A, B, C, D, E and F), and over 190 gates. The CPTC is managed by Atlanta Airlines Terminal Company (AATC), a third-party entity contracted by the airlines.

Passengers can seamlessly connect between all concourses using The Plane Train, an underground, automated train system. The ATL SkyTrain, an aboveground train system, connects customers to the Rental Car Center, the recently opened ATL West Deck parking garage, the Georgia International Convention Center, hotels and office buildings.

The Airport’s team works closely with representatives from Alstom (Bombardier) for The Plane Train and Crystal Mover Services Inc. for the ATL SkyTrain in managing the day-to-day operations of the trains.

Hartsfield-Jackson Atlanta International Airport’s ESG+P strategy is embedded in the strategic pillars of *People*, *Purpose* and *Performance* as well as ATL’s commitment to the United Nations’ Sustainable Development Goals (SDGs). As an asset owner and operator that connects people and goods across the globe, the Airport contributes to all of the SDGs as will be demonstrated throughout this Report.

While this Report focuses on the Department of Aviation, the Airport’s tenants are essential to ATL’s success.

Therefore, several highlights from Airport partners are included as they will continue to work collaboratively on ESG+P efforts. Please enjoy this Report and follow ATL on Twitter, Facebook and LinkedIn (@ATLAirport) for up-to-date information on the enterprise.

United Nations’ Sustainable Development Goals

The SDGs represent a “universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere.” Adopted in 2015 as part of the 2030 Agenda for Sustainable Development, these Goals cannot be accomplished without public and private sector involvement. Learn more at [The Sustainable Development Agenda - United Nations’ Sustainable Development](#) and refer to the icons throughout this Report indicating our contribution to the Goals.

United Nations’ Sustainable Development Goals



Oversight, Structure and Strategy

Hartsfield-Jackson Atlanta International Airport is owned by the City of Atlanta (City) and operated by the Department of Aviation. To maintain its position as the busiest² and most efficient airport, ATL relies heavily on employees and business partners to meet customer needs. As a City department, the Airport reports to the mayor, and the Chief Operating Officer, and receives certain centralized services through the City. Those services are supported by the City’s Human Resources, Procurement, Information Technology and Legal departments. Major financial decisions are approved by City Council.

² While ATL dropped to second busiest passenger airport in 2020 during the pandemic, it regained this position in 2021.

Led by the Airport General Manager, the Department of Aviation consists of a staff of 924 employees including 320 dedicated Atlanta Fire Rescue and Police Department employees (with an additional 315 authorized, vacant positions ATL is working to fill). The Airport is divided into five major functions as shown below. While sustainability affects and is affected by all activities, Hartsfield-Jackson has a dedicated team within the Administration function focused on sustainability planning and implementation. In 2022, the organization intends to appoint a director to oversee the Sustainability business unit.

ORGANIZATIONAL FUNCTIONS



Administration

- Strategic Planning
- Sustainability
- Business Diversity
- Public and International Affairs
- Communications
- Human Resources
- Law
- Procurement
- Community Affairs
- Government Affairs
- Special Events

Operations

- Operations
- Transportation
- Security
- Public Safety
- Emergency Management
- Maintenance
- APD: Airport Section
- AFRD: Airport Section
- Traffic Enforcement

Infrastructure

- Facilities & Asset Management
- Planning
- Design
- Architecture
- Construction
- Quality Assurance
- Engineering
- Emergency Services
- Critical Infrastructure

Commercial

- Airline Affairs
- Passenger Air Service
- Concessions
- Off-Airport
- Commercial Real Estate
- On-Airport Properties
- Parking
- Passenger Experience
- Cargo Air Service
- Marketing

Finance

- Accounting
- Financial Reporting
- Budget and Fiscal Policy
- Capital Finance
- Revenue
- Financial Planning & Analysis
- Treasury
- Risk Management
- Information Technology

ORGANIZATIONAL CHART

As a City department, the Airport ultimately reports to the Mayor as shown below.



VISION + MISSION
Core Values

Vision:

To be the global leader in airport efficiency and exceptional customer service.

Mission:

One team, delivering excellence while connecting our community to the world.

Core Values:

ICARE: Integrity • Collaboration • Accountability • Respect • Excellence

STRATEGIC PILLARS

People	<ul style="list-style-type: none">• Employees• Passengers/Customers• Stakeholders• Communities
Purpose	<ul style="list-style-type: none">• Airport Governance• Core Mission• Grant Assurances• Operational Certifications• Social Responsibility• Sustainability Management• Social Responsibility• Business Continuity
Performance	<ul style="list-style-type: none">• Financial Health• Economic Opportunities• FMBE Performance• ATLNext: Capital Improvement Program

LEADERSHIP PHILOSOPHIES

Build a Strong Employee Base	ATL’s most important resource
Focus on the Customer	the driver of our core business
Prioritize Efficiency	a hallmark of ATL
Develop Oneness	understanding success is dependent on a team approach to solving complex problems

Strategic Plan

As the operation emerges from the effects of a global pandemic, it is currently preparing an update to the organization’s strategic plan, revisiting key focus areas to ensure strategies are aligned for success. While basic core components have fundamentally remained the same, ATL’s commitment to continuous improvement requires the organization to excel in a constantly changing environment. ATL is positioning itself to be the global leader in airport efficiency and customer experience.

This continued industry leadership is driven by the Airport’s focus on its three strategic priorities that drive conduct, *People, Purpose* and *Performance*. The People strategic pillar includes employees, passengers and the community. Purpose encompasses safety, security, sustainability, economic generation and the movement of customers and goods. One of the major initiatives related to this focus area is the development of the updated 2035 Sustainable Management Plan. Performance incorporates financial health, ATL systems and innovation.

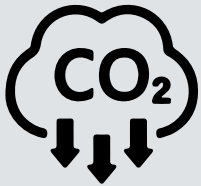
The strategic priorities and focus areas describe the Airport’s WHAT. The HOW is guided by ATL’s values and leadership philosophies.

The final update will serve as the guiding touchpoint for every aspect of operations. It will include Department-wide goals with aligned business unit goals, a combination of tactics and an accountability mechanism to track and communicate progress against goals.

ATL Sustainability Program

ATL is the first airport to be certified under the International Standards Organization’s (ISO) 50001 Energy Management Standard. The Certification requires annual audits of the Airport’s Energy Management System, year-over-year improvements in self-identified energy management performance indicators and continuous education of ATL’s energy management stakeholders. The Airport’s approach to Energy Management has significantly shifted to be more data-driven as part of the development of a comprehensive 2035 Sustainable Management Plan. Its mission is to integrate sustainability into how the Airport conducts business, makes decisions and operates its divisions to achieve overall financial, environmental, operational and social success. It entails collaboration and support across divisions as well as a thorough assessment and updates to inventory, such as converting Airport vehicles to an all-electric fleet.

In 2021, ATL began steps to enter the [Airports Council International \(ACI\) Airport Carbon Accreditation \(ACA\) Program](#) (discussed further in the Environmental Protection and Preparedness section of this Report) to validate its Scope 1 and Scope 2 emissions inventory. The Airport also released its Carbon Policy, which affirms its commitment to reach 100 percent clean and renewable energy by 2035 and net zero emissions by 2050. The complete set of 2035 operational goals include:



Energy and Greenhouse Gas (GHG) Emissions – Meet the City’s 100 percent clean and renewable energy goal and reduce utility costs through decreasing energy demand and increasing the use of clean energy.



Water Quality and Conservation – Reduce potable water consumption and address storm water impacts on local watershed.



Waste Reduction and Material Procurement – Reduce the amount of waste generated at the Airport through sustainable purchasing and achieve a 90-percent diversion rate for all operational and construction waste.



Community and Human Health – Create a culture that emphasizes employee safety and wellbeing, customer satisfaction and economic vitality in surrounding communities.

Risk and Crisis Management

Hartsfield-Jackson has a responsibility to actively support and enforce the risk management policy adopted by the City. The Office of Enterprise Risk Management (Risk Management) is responsible for ensuring the appropriate risk management practices and insurance requirements are in place. The goal is to minimize the financial burden incurred by Atlanta citizens and taxpayers as a result of fortuitous or accidental loss to which the City is exposed, and to protect the assets, operations and employees. Additionally, all employees shall be held responsible for carrying out all risk management procedures, practicing safe work habits in the performance of duty and for reporting all unsafe conditions, actions or procedures to their supervisors for the purpose of preventing accidental loss to any person or property.

Risk Management develops and maintains procedures for conducting risk management reviews that include, but are not limited to:

- Claims administration.
- Regular physical inspection of Airport facilities.
- Coordination with the insurance brokers on identifying and mitigating risks.
- Investigation and analysis of losses incurred.
- Coordination of risk training.
- Establishing and reviewing contract insurance requirements.

- Developing, distributing and maintaining a risk management policy and procedures manual.
- General insurance for the Airport.

Airport risk takes on many forms. The Environmental Site insurance policy is renewed every three years to ensure risks are assessed and insured effectively. Over the past few years, this premium has been stable and has not had major changes to the policy. Cyber attacks, however, are increasing across the nation, and cyber insurance rates have increased by 55 percent due to market conditions. Recognizing the potential impacts associated with cyber risks, the organization increased ATL’s policy limits. During the renewal process, the underwriters inquired about existing processes and procedures to mitigate risks. ATL took the opportunity to coordinate among the Risk Management team and will work closely with the City’s IT department to ensure a comprehensive and responsible policy moving forward.

ATL is also working toward a more holistic approach to enterprise risk management (ERM). The goal is to create a comprehensive inventory of current and emerging opportunities and risks that may affect achievement of strategic objectives, as well as to assess and prioritize mitigation efforts. To achieve this, it is imperative to coordinate across the organization, at every level, since an effective ERM must cover all facets of the Airport. This ESG+P Report will highlight many opportunities and risks identified thus far, but additional focus and coordination is needed moving forward to allow ATL to retain its position as the world’s busiest and most efficient airport.

Transparency

The Airport is committed to openness, transparency and the highest standards of ethical business conduct. This commitment is founded on a value system cultivated in the organization and governed by the City of Atlanta Ethics Division. ATL practices this commitment through compliance with all federal, state and local laws and regulations, regular ethics training required for all employees and required financial disclosure declarations of City officials for actual and potential conflicts of interest between the individual’s official duties and personal interests.

The adherence to transparency and ethical conduct instills a culture of ethics, builds and promotes trust with stakeholders, allows us to act as responsible corporate citizens and enables productive collaboration.

Economic Performance

In early 2020, ATL prepared its budget for Fiscal Year (FY) 2021 (July 1, 2020 – June 30, 2021) with expectations of continued growth in operating revenues and overall financial health. Revenues were expected to reach \$642.4 million (M), which would have reflected five-year revenue growth of 32 percent. Passenger volume was anticipated to reach 113M in FY 2021. However, the financial impact of the COVID-19 pandemic was felt across the entire Airport ecosystem. The FY 2021 revenue budget was reduced by \$272.3M to reflect significant reductions in airline fees, concessions and parking. The Airport, quickly recognizing the impact the pandemic would have on its stakeholders, initiated several relief measures. For FY 2021, the Department of Aviation provided the following relief shown below:

Note to reader: Unless otherwise noted as is the case in this Economic Performance section, ATL’s ESG+P Report covers Calendar Year (CY) data.

FY 2021 Airline Relief

Reduced landing fees and Terminal rent through debt restructuring and application of COVID-19 relief grant

FY 2021 Concessionaire Relief

Suspension of Minimum Annual Guarantee (MAG) for entire fiscal year and reduced percentage rent requirement by passenger decrease

In addition, both the Airport and ATL’s partners were able to take advantage of federal relief grants, including those shown in the COVID-19 relief grants chart below.

These COVID-19 federal grants (exclusive of the concession portions for CRRSA and ARP) are not designed as revenue “replacement funds.” Instead, they are provided to explicitly cover legal airport expenses such as:

- Salaries and benefits.
- Operational costs (contracts, cleaning, security, etc.).
- Debt service.
- Capital development (specific to CARES, but not part of the plan of use for ATL).

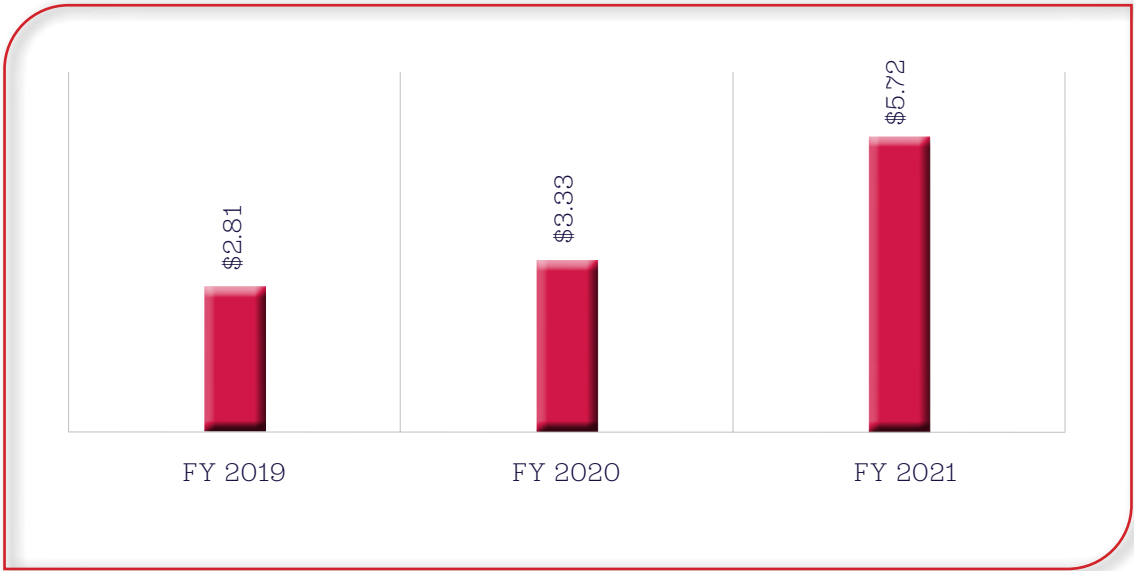
These COVID-19 dollars will help mitigate revenue losses in non-aeronautical revenues (parking and concessions), provide lower

airline costs by reducing debt and operating expenses that are part of the normal rate-making process and ultimately replenish the cash position of ATL with recovery of airport-only costs.

Fiscal Year 2022 (July 1, 2021 – June 30, 2022) was strengthened as ATL regained its position as the busiest airport in the world for CY 2021. By utilizing the COVID-19 relief grants noted below, ATL has two goals in mind: to increase passenger growth and provide concessionaires financial relief to regain workers and fully reopen all Concessions locations. Those goals are accomplished with the following:

- Elimination of all landing fees for FY 2022, providing immediate relief to existing airlines and encouraging international carriers to return to ATL sooner, where possible, given governmental restrictions.

FY Cost per Enplanement



- Relief money, combined with debt restructuring, which allows for terminal rent relief to the airlines of approximately \$80M.
- Combination of airport- and concessions-specific COVID-19 relief grants.
- Through allocation of COVID-19 relief funds, and other relief measures, Concessions will have substantially reduced rents in FY 2022. That relief is provided so they can allocate those dollars to other areas within their businesses – such as worker retention, worker recruitment and replenishment of inventory.

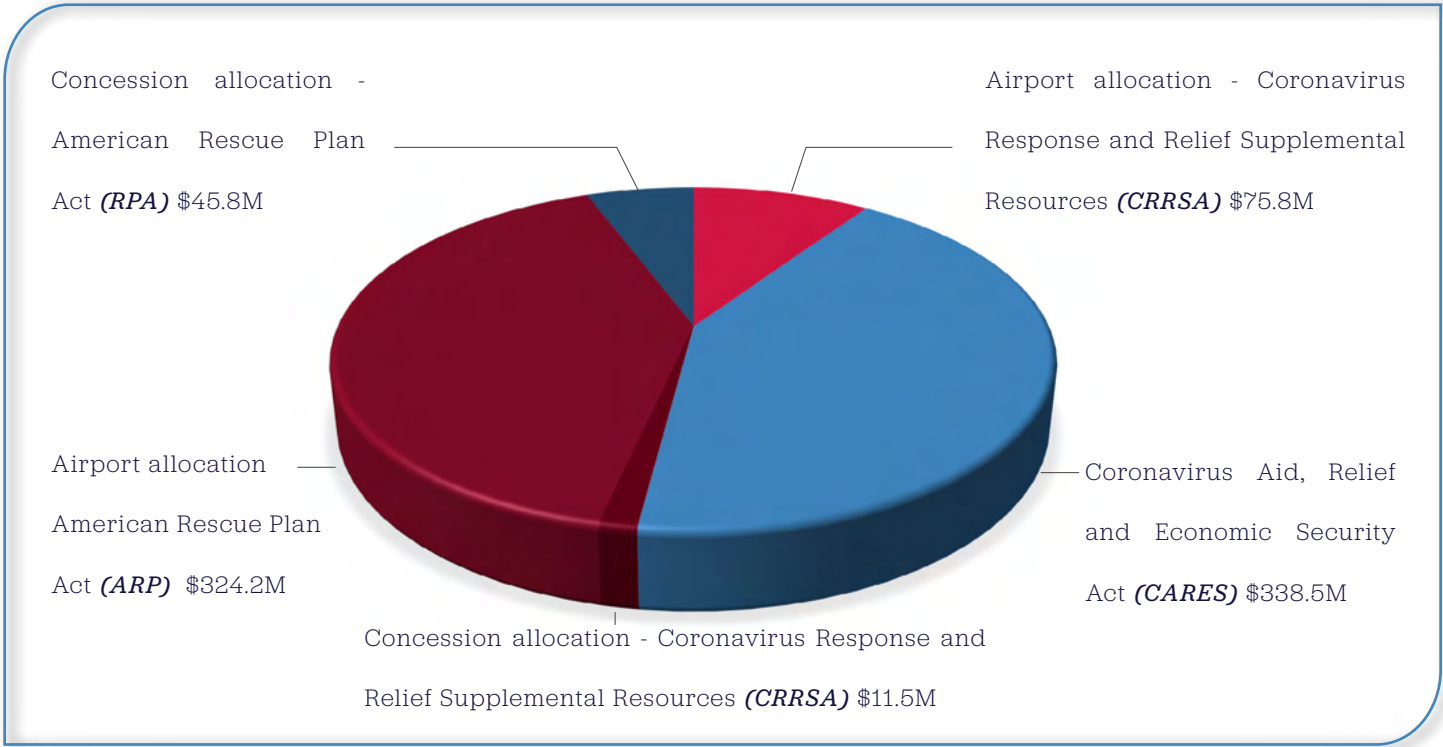


ATL recently completed the West Parking Deck (Parksmart Silver)

Construction Silver certification or greater. In addition, these public buildings are required to achieve LEED Existing Building Operations and Maintenance (EBOM or O+M) certification by their next re-commissioning date, not more than 10 years from completion.

The Department of Aviation met this new challenge by placing sustainability at the heart of every project and developing comprehensive Planning and Development (P&D) Sustainability Standards for the

COVID-19 RELIEF GRANTS



Infrastructure and Facilities

As a leader in sustainable development, the City of Atlanta strengthened its commitments in 2017 with an update to the Sustainable Building Ordinance. It requires all major renovations and new construction of City-owned facilities larger than 5,000 square feet – including ATL – to gain LEED New

planning, design and construction of airport buildings and other civil infrastructure. With an ambitious 20-year, multibillion-dollar capital improvement program, ATLNext, Hartsfield-Jackson aims to demonstrate a world-leading approach to sustainability. These standards support the overall vision and goals of the Airport as outlined in the ATL Sustainable Management Plan and are a key driver for sustainability achievement.

P&D Sustainability Standards

Aligned with the Airport-wide sustainability program, ATL’s P&D Sustainability Standards break down into three main components: Standards, Rating Systems, Tools and Resources and a Documentation and Tracking Platform.

Standards

Early in the development of the P&D Sustainability Standards, ATL created minimum sustainability goals for all projects to meet the Airport’s overall energy and water consumption, waste generation and GHG emissions reduction goals. The Standards help guide project teams through each phase, from planning through construction.

Rating Systems

To benefit from industry best practices, ATL identified several rating systems applicable to all capital projects:

- **Buildings:** In accordance with the City’s ordinance, all new buildings must achieve a minimum of LEED Silver certification, and existing buildings must achieve LEED O+M certification within 10 years of their original commissioning.

- **Parking Decks:** All new parking decks are required to achieve a minimum of Parksmart Bronze certification. Parksmart is the world’s only rating system that defines sustainable practices in parking structure design, technology and management.
- **Civil Infrastructure:** All civil infrastructure projects must meet the minimum certification level in either the Envision or SITES rating systems, both of which were developed to apply sustainability principles to non-structural based projects. Both systems assess not only project delivery performance, but also consider the longer-term sustainability aspects of the projects, such as their impact on local communities and local ecosystems.

Tools and Resources

With the goal of delivering the best possible product in the most efficient and sustainable way, the P&D Sustainability Standards identify several tools and resources to aid project teams in making informed, data-driven decisions, and to streamline evaluation processes. These include:

- **Autocase:** A project life-cycle analysis tool focused on the “triple bottom line” of financial, environmental and social impacts generated throughout the useful life of an asset.
- **Third-Party Databases:** Mindful Materials and UL Spot help project teams identify sustainably and responsibly produced materials.

Documentation and Tracking Platforms

The ability to track progress and benchmark performance on projects is critical to ensure that ATL achieves and maintains the requirements of the P&D Sustainability Standards. ATLS, the P&D GIS Sustainability Dashboard, is a real-time tracking system for current projects, and also reports on completed project certifications. Additionally, the system stores documentation related to evaluations performed throughout each project phase.

In addition to the Dashboard, ATL utilizes the Arc platform, which scores the performance of buildings in several categories, including energy and water consumption, waste diversion and human experience. The scoring can be used as part of the LEED O+M certification, which is reflected in City ordinances.

The final tracking platform related to infrastructure and facilities’ sustainability performance is the LEED for Communities Airport Performance Score. This performance-based certification evaluates airports on a site-wide scale. ATL is proud to be the first airport in the world to be awarded certification as part of the pilot program. Once fully implemented, this platform will allow airports around the world to not only establish baseline performance scores, but compare sustainability performance with one another and set benchmarks.

Sustainability and Resilience Costs

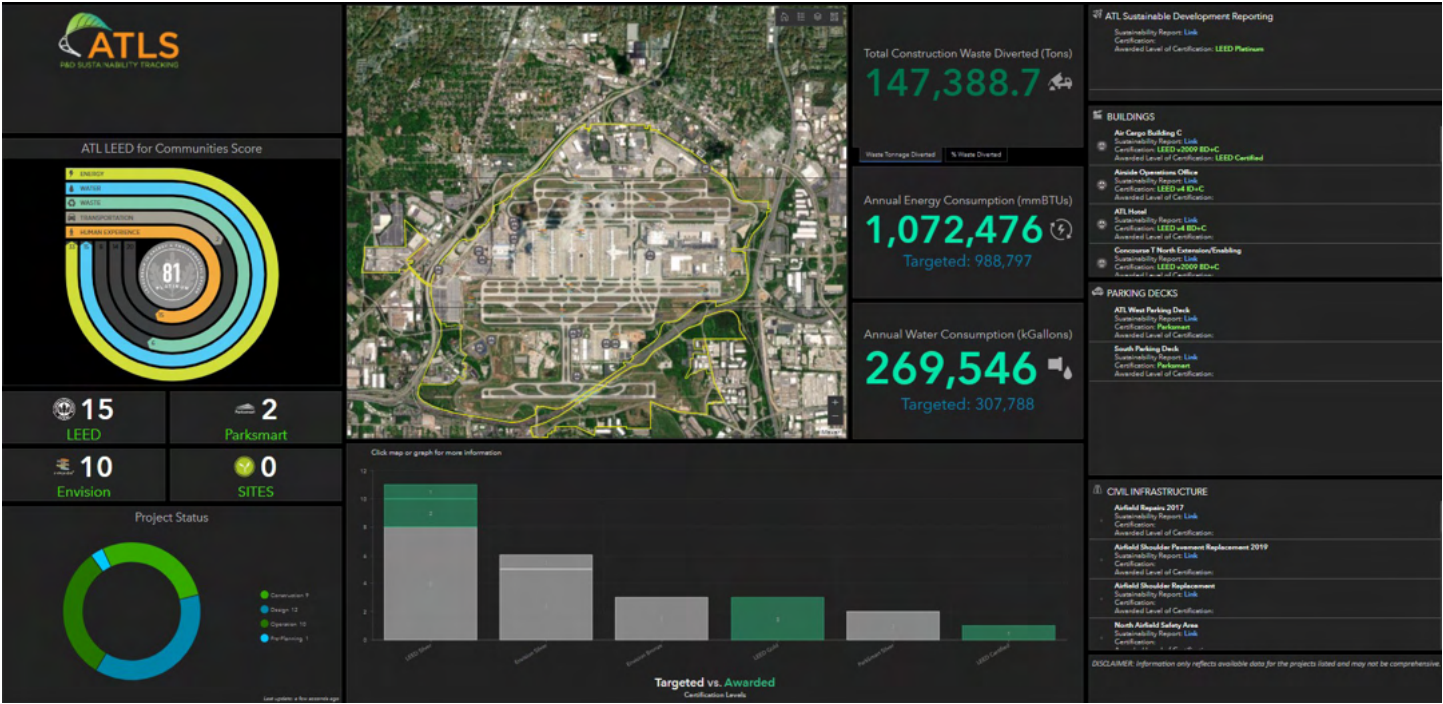
For each capital project, the Airport ensures that budgets incorporate the costs required to meet the minimum sustainability requirements described in the P&D Sustainability Standards. These include the achievement of LEED Silver certification and minimum energy and water efficiency requirements. ATL then looks at the possibility of attaining higher levels to understand the full potential of sustainability benefits that can be achieved. In assigning the sustainability budget for each project, ATL is moving toward a payback method that looks at the level of investment required to meet a given target and the expected benefit that will be achieved over time. The timeframe varies depending on the type of building and its expected operational lifespan.

Benefits Delivered

While only developed in 2017, the Standards have already made significant progress and achieved several benefits:

- **ATL became the first airport in the world to receive LEED for Communities certification,** achieving LEED Platinum.
- ATL’s major capital projects have averaged a **reduction of 43 percent in water use and 27 percent reduction in energy consumption** (based on modeling conducted during design and verified via sustainability rating system certifications).
- ATL’s major capital projects have averaged **95 percent diversion of construction and demolition (C&D) waste from landfills.**

GIS Sustainability Tracking Dashboard: ATLS



Asset and Data Management

Hartsfield-Jackson Atlanta International Airport is committed to effective Asset Management through sustainable development, data and information management and strategic investment planning. Establishing an Asset Management framework aimed at managing assets based on criticality, impact to operations and improving customer experience is a priority for ATL.

As a division within Planning & Development, Asset Management is comprised of four core functions; Asset Management, Facilities Management, Utilities Management and Specialized Construction Services program.

In collaboration with the Operational Readiness, Activation and Transition team, Asset Management is integrated into all aspects of planning, design and construction to ensure a seamless transition of information. The Airport is planning a number of

initiatives to improve ATL's asset on-boarding process to ensure newly constructed assets and supporting information are delivered and stored in a digital format and managed through a centralized platform. These process improvements will enhance efficiency during the operations and maintenance phase of the asset life-cycle and offer great benefit to Facilities Management functions.

With oversight of ATL's Utility Management efforts, Asset Management is preparing to implement major adjustments to management, tracking and monitoring efforts. ATL is advancing a pilot project with Georgia Power that will launch a new Utilities Management platform.

This platform is used to provide transparency, visualization and actionable recommendations for operational energy performance for facilities managed by the Department of Aviation. This platform will also

enable energy performance benchmarking, and predict and assess energy usage across metered spaces and buildings. This will provide tremendous cost savings through the implementation of various energy conservation measures.

In addition to the above, the organization is focused on the renewal and replacement of existing facilities – many of which are antiquated and in need of upgrades. Age, useful life, condition, urgency and other factors are measured to make data-driven decisions. Through the City of Atlanta's Job Order Contracting mechanism, the Asset Management division oversees the Specialized Construction Services (SCS) program. This new program was established so project delivery methods can ensure assets remain in a state of good repair prior to requiring major capital improvements. Furthermore, all ATL design and construction projects are subject to the [P&D Sustainability Standards](#), including the documentation and tracking requirements that will improve data tracking and, importantly, use of data in decision-making moving forward.

Data Management

While there are a number of processes and procedures underway to support data collection, several challenges will need to be factored into future plans:

- Visibility into data managed by third parties.
- Division of data management responsibilities between the Department of Aviation and the City Hall.
- Tracking and responsibility over data that has not historically been sought or even available, such as passenger flows, which could inform development and improvement decisions.

Environmental Protection and Preparedness



Managing Environmental Risks and Opportunities

ATL strategically incorporates a common-sense approach to managing natural resources to ensure a sustainable future through the pursuit of innovative technologies and forward-thinking practices.

As discussed in the [Strong Governance](#) section of this Report, the Department of Aviation published a Sustainability Plan in 2011 that included four sustainability goals with a 2020 horizon:

- Reduce energy consumption by 20 percent.
- Reduce GHGs by 20 percent.
- Reduce water consumption by 20 percent.
- Reduce waste to landfill by 90 percent.

Since then, ATL has made great strides in reducing waste and consumption while improving visibility into underlying data. While the Airport has met or exceeded the first three targets above, it continues to focus on achieving a 90 percent waste diversion goal as discussed under [Waste and Material Procurement](#). Since the evolution of data tracking makes apples-to-apples comparisons challenging, the Department of Aviation has established new baselines and targets that more accurately reflect both existing conditions and goals to achieve. The Airport is now in the process of developing the ATL 2035 Sustainable Management Plan, which will be the overall strategy and guiding document for the Sustainability Program.

[ATL's P&D Sustainability Standards](#), discussed in the Strong Governance section of this

Report, have helped the Airport improve performance and efficiencies through capital projects. Overall, ATL has reduced average water and energy design use in capital projects by over 20 percent.

Climate and Resilience

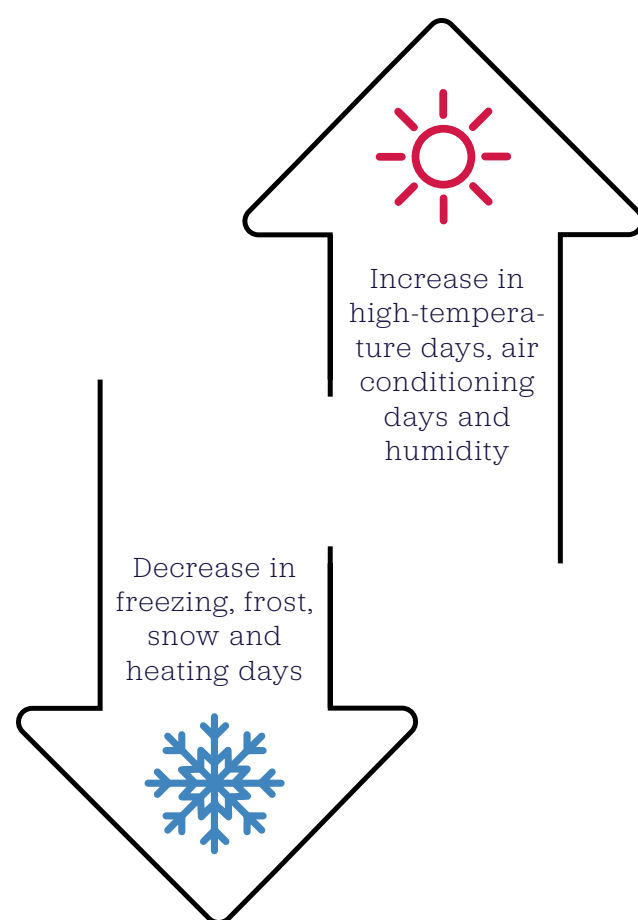
To ensure alignment on developing a resilience strategy around climate change, the Department of Aviation collaborates with the City of Atlanta Mayor's Office of Resilience. The City's "Clean Energy Atlanta" plan includes a pledge to transition the City and community to 100 percent clean energy by 2035.



The Airport's first solar array on the LEED Gold Domestic Taxi Cab Assembly Building

Risks and Vulnerabilities

The Airport is identifying risks and vulnerabilities related to energy and climate resilience. Operational challenges associated with weather-related events such as tornadoes, strong winds, heavy precipitation and flooding will continue to threaten power supplies and other systems as impacts from climate change intensify. For projects specific to ATL and the surrounding areas, significant climate change threats include (see diagram below):



To address these threats, we are integrating resilient features and systems through actions such as:

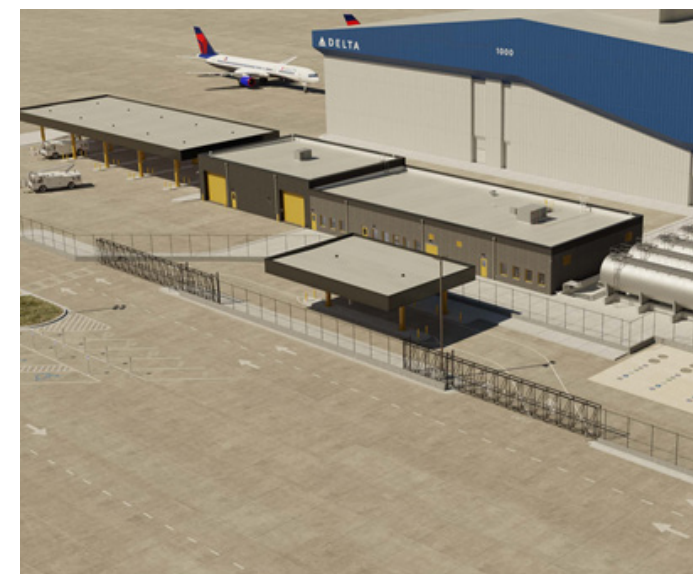
- Integrating climate resilience during the design and construction of projects as needed using sustainability rating

systems such as the South Deicing Facility (see description below).

- Investing in projects that will enhance resilience.
- Implementing an [Asset Management System](#) based on asset criticality, impact to operations and improvements to the customer experience. The Airport will also track each asset's age, condition and useful life, which will deliver a more comprehensive approach to managing critical infrastructure and ensuring continuity of operations.
- Piloting a new platform with Georgia Power for tracking and monitoring energy usage across metered spaces and buildings, which will drive energy performance benchmarking.

Investing in ATL's Infrastructure to Enhance Resilience

To better help manage winter weather events at Hartsfield-Jackson, the new South Deicing Facility will provide adequate glycol storage to allow airlines to keep operating. Further, the system will capture stormwater runoff. The project team also considered climatic impacts as part of its pursuit of Envision verification, and the facility is designed to handle high humidity and other climate fluctuations. The facility is estimated to open in summer 2022.



South Deicing Facility

Energy and Greenhouse Gases

The Airport has employed numerous measures to identify, monitor and implement strategies toward reducing GHG (or carbon) emissions. They include participating in ATL's Transportation Management Association, the [AERO program](#), procuring two electric buses, installing electric vehicle (EV) charging stations and providing charging infrastructure for electric ground support equipment (eGSE). In addition to the importance of tracking GHGs and how they impact climate change, there also are initiatives in place that address local air quality concerns related to ozone and other pollutants.

KEY CARBON TERMS

Greenhouse Gases (GHGs) = A suite of gases that contribute to climate change via the greenhouse effect, trapping heat that has entered the atmosphere resulting in a warming planet. Carbon dioxide (CO_{2e}) is the most significant GHG at airports and the terms "carbon" and "GHGs" are often used interchangeably. Airport Carbon Accreditation

As mentioned, ATL's 2011 Sustainability Management Plan included an emissions inventory and a target for 20 percent emissions reductions by 2020. In 2014, the Airport completed a Climate Action Plan (CAP), which included a 2012 GHG inventory and recommendations for emission reduction measures to achieve the goal. Many of the CAP recommendations have been partially or fully implemented, such as the installation of cool roofs to reduce the heat island effect and establishing construction equipment efficiency standards. Since the CAP, more recent emissions inventories have been completed for Scopes 1 and 2 including as part of the application process for ACI's Airport Carbon Accreditation (ACA) Program. Given the updated methodologies and enhanced visibility into emissions source data, it is difficult to compare apples-to-apples with the 2011 Sustainable Management Plan baseline. As part of the 2035 Sustainable Management Plan update, ATL is establishing an updated roadmap for each major focus area, including Energy and GHGs. That is consistent with the organization's recently released carbon policy, which states that the Airport will achieve the City's 100 percent clean and renewable energy goal and the aviation industry's 2050 net zero goal.

(<https://www.airportcarbonaccreditation.org>) requires calculation and verification only of CO_{2e}, which typically accounts for more than 95 percent of emissions at most airports.

GHG Scopes = GHGs are divided into Scopes 1, 2 and 3, based on the reporting entity's control over the emissions source as depicted in graphic on the following page.

The ACA Program is the only global, aviation-dedicated carbon management and reporting program. It independently assesses and recognizes the performance of airports working to manage and reduce their carbon emissions through six levels of certification: Mapping, Reduction, Optimization, Neutrality, Transformation and Transition. Hartsfield-Jackson applied for the ACA Program Level 1 (Mapping) with plans to advance to higher levels in the future by working with tenants to more accurately track and report Scope 3 indirect emissions.

As part of its submittal to ACI's ACA program, the Airport finalized [its first carbon policy](#), which commits ATL to 100 percent clean and renewable energy by 2035 and net zero carbon emissions by 2050, aligning with ACI's 2050 Net Zero goal for airport members. In the near future, ATL will present a roadmap for achieving these goals within the framework of the ATL 2035 Sustainable Management Plan that is under development.

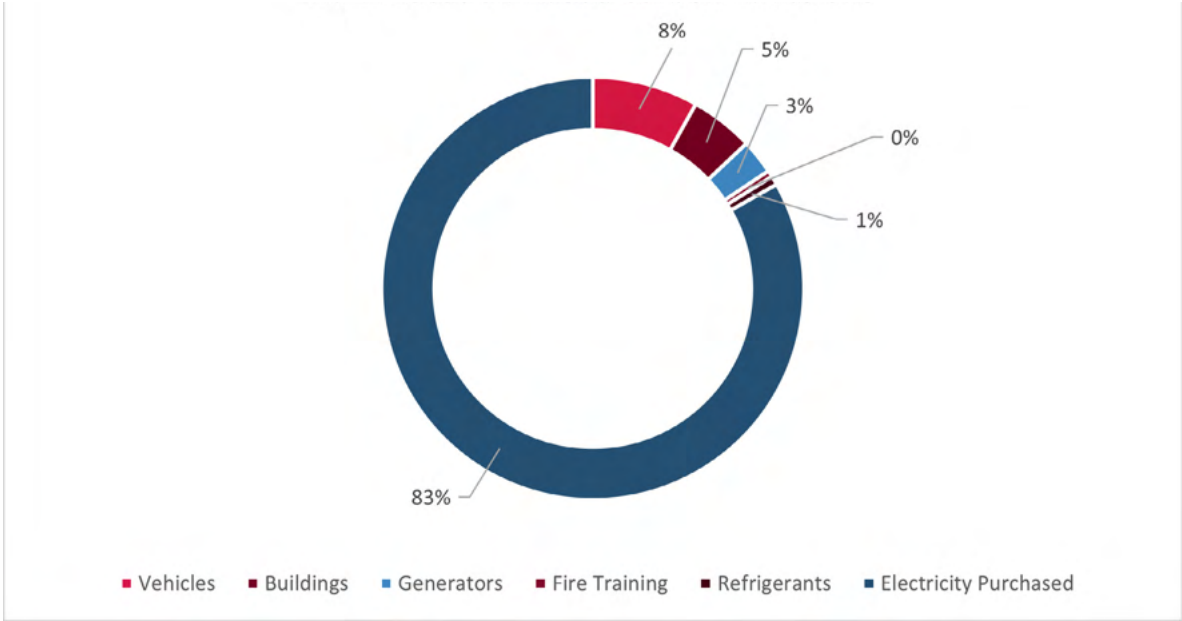


Common Emissions Sources at Airports. Source: Airports Council International

Total Annual Scope 1 and 2 Emissions (Tons CO_{2e})



2021 Location-Based Carbon Emissions



Note: 2019 emissions have been third-party verified as part of ATL's ACA participation (excluding refrigerants, which are not a required component of Level 1 accreditation).

ATL Carbon Policy Statement

Signed in 2021

As the busiest passenger airport globally, Hartsfield-Jackson Atlanta International Airport (ATL) plays a fundamental role in the connectivity of the modern world. This critical role also brings with it a responsibility to reduce its environmental impact. According to the Intergovernmental Panel on Climate Change (IPCC), aviation accounts for 2 percent of the global CO2 emissions -- a percentage that grows every year as the world becomes more developed and interconnected.

ATL has made great strides in reducing its energy demand through a number of strategies, including applying the U.S Green Building Council's LEED rating system to all new facilities. Accomplishments include 15 certified or active projects, installation of 275 Electric Vehicle Charging Stations, and conversion of all exterior lighting to 100 percent LED. In support of the airport's carbon emissions reduction, ATL is committed to the City of Atlanta 2019 Resolution No. 10-R-3783 to transition to 100 percent Clean and Renewable Energy by 2035 as well as the ACI 2050 Net Zero goal.

The Airport will continue to prioritize the rapid reduction of our Scope 1 and 2 emissions. To do so, we will employ the following strategies as outlined in the ATL 2035 Sustainable Management Plan, set to launch July 2022:

- Optimize the energy efficiency of our existing building stock through:
 - Deep energy retrofits
 - Proactive maintenance
 - Transition to all-electric building systems
- Design all new facilities to significantly exceed code requirements:
 - Minimum energy efficiency standards through Energy Use Intensity (EUI) requirements
 - Integration of advanced building systems
 - Evaluation of the carbon intensity of the materials used to construct and renovate our facilities
 - Further reduction of construction-related emissions through the increase of vehicle and equipment standards
- Capitalize on opportunities to produce renewable energy on-site and procure grid-supplied renewable electricity through partnerships with Georgia Power and its parent company, Southern Company.
 - Electrify our fleet and expand our vast network of electric vehicle charging stations.

To date, the Department of Aviation has made significant investments to support our airlines, concessionaires, tenants, and surrounding communities in their respective journeys to decarbonization. These efforts will continue through:

- Further development of infrastructure needed to electrify gate area operations, including plane idling, refueling, and servicing.
- Supporting a collaborative partnership with Delta and other airlines in the pursuit to make Sustainable Aviation Fuel (SAF) a viable and competitive option in Georgia.
- Working with surrounding communities and transit authorities to expand mobility programs to and around the Airport for our employees and passengers.

Energy Management and Decarbonization

The transition to a clean economy presents a number of risks and opportunities to the Airport. The Department of Aviation is working diligently to minimize exposure to and impacts from risks (e.g., energy outages, increasing costs, insurance rate hikes) and to leverage the benefits of decarbonization (cost savings, community support, improved resilience). The Airport has implemented several measures to reduce the energy demand and is in the process of transitioning to electrification to reduce emissions associated with the operation of facilities and equipment. In addition, an average of 103,000kWh of renewable energy is produced annually using on-site solar power.

Accomplishments and initiatives include:

- Applying the [P&D Sustainability Standards](#) and relevant sustainability rating systems to all projects.
- Converting all exterior lighting to LED.
- Advancing electric and alternative fuel vehicles and infrastructure including:
 - 289 electric vehicle (EV) charging stations at ATL's parking facilities.
 - 73 Compressed Natural Gas (CNG) shuttle buses and vehicles for ParkATL and Ground
 - Transportation operations.
 - 2 electric buses used for terminal-to-terminal operations.
 - 2 CNG trash trucks.
 - 1 on-site CNG station.
- Partnering with Georgia Power on a pilot

project to improve energy management.

- Completing airfield improvement projects such as the Runway 8R and Runway 9L End-Around Taxiways that reduce taxiing times and emissions and result in significant fuel savings for airlines.
- Achieving ISO 50001 Energy Management Standard certification for the past six years.

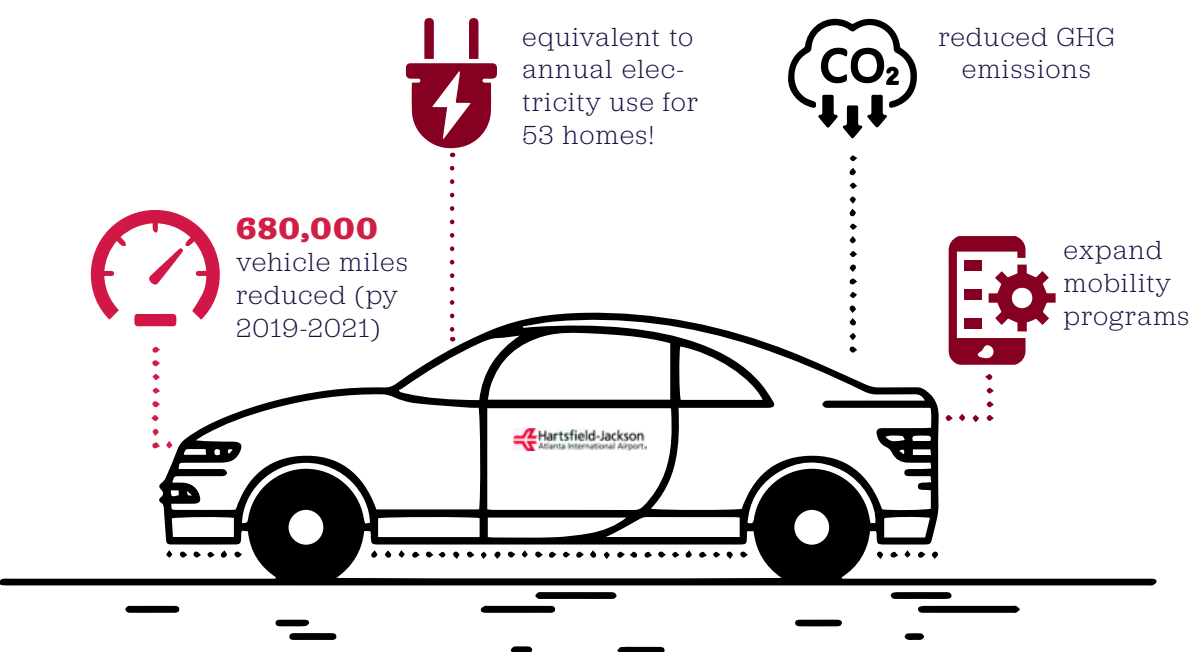


Electric Vehicle Charging Stations at ATL

ATL reduced GHG emissions through the [AERO Insider Carpool Parking program](#) by an average of 680,000 vehicle miles reduced per year (from 2019 – 2021), which is equivalent to annual electricity use for 53 homes! This award-winning initiative involved working with surrounding communities and transit authorities to expand mobility programs to and around the Airport for employees and passengers.

In 2017, ATL experienced a major power outage. As a result, additional diesel generators were installed to ensure redundancies. In the mid- to longer term, the Department of Aviation will seek to align carbon reduction goals with resilience needs. For example, some airports have developed microgrids that integrate renewable energy sources and battery storage.

AERO Insider Carpool Parking Program



As a first step, the Airport conducted a microgrid analysis and is in the process of considering outcomes.

Water Quality and Conservation

As the community and surrounding areas grow, so does the need for organized resourcefulness focused on water quality and conservation. The Airport is committed to implementing sustainable policies while maximizing efficient use of energy and water resources. Today, many airports, including ATL, participate in initiatives that directly relate to restoring water and the ecosystem.

Change the Course is our commitment to balance the water impact of travelers passing through the Airport. Delta Global Environment & ATL previously established a customer-facing program at each of the Airport’s 52 water bottle filling stations



ATL’s water bottle filling stations also serve as educational tools

in support the Bonneville Environmental Change the Course program – a national water conservation, restoration and education effort.

Through the program, 28 million gallons of water were restored to watersheds around the U.S. and to the Flint River in Georgia, which runs under ATL. Change the Course signage remains at each of the water bottle refilling stations to provide education about the Flint River, the importance of water conservation and to encourage the use of reusable water bottles to reduce plastic waste.

The Airport’s [P&D Sustainability Standards](#) have also been integral to reducing water consumption. *Since 2018, ATL has seen an average reduction in design water use for capital projects by over 42 percent.*

The chart below highlights overall potable water use since 2019. While the COVID-19

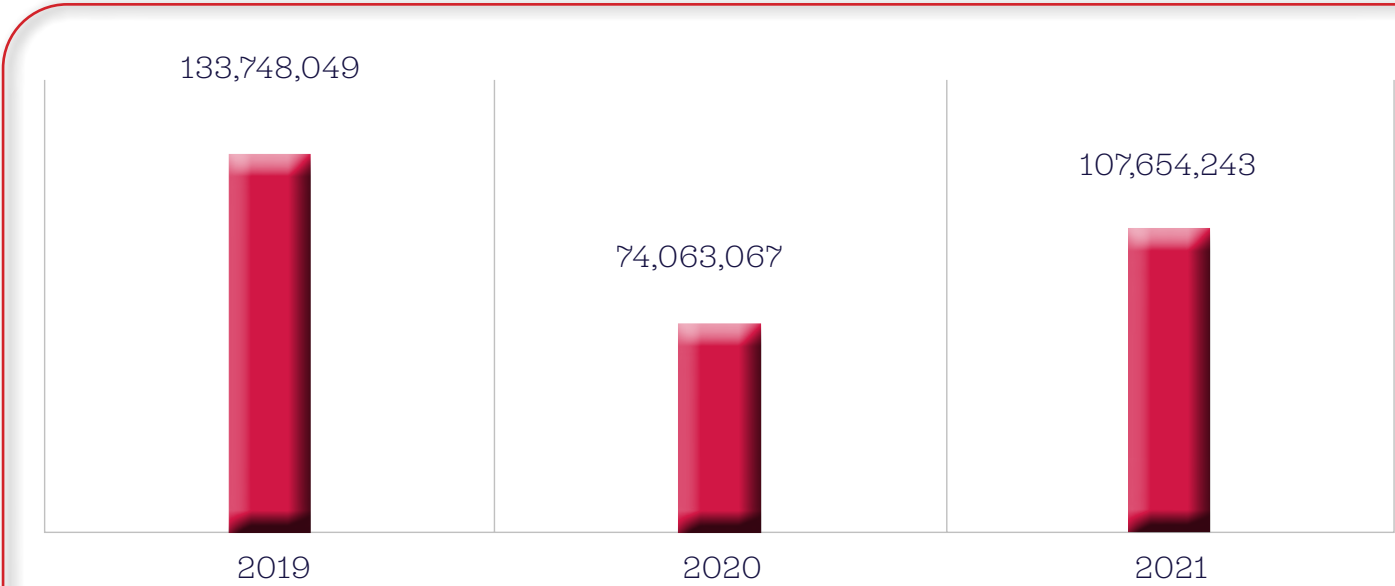
pandemic played a part in the reduction of potable water used per year, the Department of Aviation intends to reduce the overall demand through the installation of high-efficiency fixtures as part of all new development.

The Airport has one water reclamation system in place at the SkyTrain Maintenance Facility that recovers up to 80 percent of each wash cycle. ***Currently, there is no irrigation used around ATL, which limits non-building system uses for reclaimed water.***



November 2021 Flint River Cleanup

Potable Water Use (Gallons)



Opportunities for Non-Potable Water

ATL tracks potable water uses and quantities on capital projects to identify opportunities for non-potable substitutions such as:

- Dust control
- Tire washing
- Concrete washout
- Landscape establishment
- Pressure cleaning

In addition to construction, there are several non-building system uses for potential substitution in the future, including:

- Fleet washing
- Parking deck cleaning
- Hardscape cleaning
- Planter irrigation

Such substitutions would reduce dependence on potable water and help cut costs for both construction and operation of ATL facilities. Protecting water quality is equally important to the Airport as conserving water resources.

Finding the Flint is a partnership of organizations to raise awareness about one of the country's longest free-flowing rivers that starts just north of the Airport, and is key in protecting ATL's infrastructure investments. Department of Aviation employees and ATL tenant volunteers participated in six cleanup events between 2019 and 2021. Other planning initiatives relate to green infrastructure, which can

improve water quality and reduce flooding, further protecting the Airport's critical assets.

The Airport also considers stormwater management and water quality in all projects, leveraging its [P&D Sustainability Standards](#) and sustainability rating systems to inform design. For example, the South Deicing Facility will add capacity to collect and manage deicing fluid and prevent impacts to the surrounding waters. In addition, in 2020 ATL opened the Sullivan Road parking lot that incorporates 27,667 square feet of bioswales and bio retention to manage stormwater runoff from 20 acres of the parking lot.

Emerging Contaminants

Like all U.S. airports, ATL is closely monitoring regulatory updates related to emerging contaminants including per- and polyfluoroalkyl substances, commonly referred to as PFAS. Since the 1940s, PFAS has been used in a variety of materials such as non-stick cookware, stain-resistant fabric, water-repellent clothing, fast food wrappers, and firefighting foam. The attributes that make PFAS effective in such products also contribute to their persistence and characterization as "forever chemicals." While PFAS-containing foams are currently required in emergency situations at Part 139 airports such as ATL, the FAA and Department of Defense are actively working on alternatives. Hartsfield-Jackson will work with partners and the aviation industry to transition once an alternative is approved.

Waste and Material Procurement

The Airport has established guidelines for waste management within ATL's sustainability program, including implementing a Zero Waste Policy. The goal is to divert 90 percent of total waste generated at ATL from landfills by 2035. However, there are several challenges:

- Inconsistent access to accurate data.
- Decentralized waste management with multiple parties controlling various waste streams.
- Safety, security and infrastructure complications.
- Fluctuations in the recycling market.

As a result of these and related challenges, City and AATC-controlled spaces currently have diversion rates below 10 percent. This as an opportunity for great improvement. The Airport has evaluated on-site alternatives that would enable collection, separation and productive uses of materials including waste-to-energy. However, the nature of an airport environment presents several constraints – including wildlife attractant concerns.

The FAA recently provided feedback that this is not an acceptable on-site land use. ATL will continue to assess options to both drive down waste generation and increase diversion from landfills. Those options include working

toward a centralized approach, implementing new technologies, and educating the traveling public to effectively separate recyclables.

A high point in ATL's waste management relates to construction and demolition. The Airport uses tools to improve tracking, such as third-party databases to identify sustainable products. Substantial steps have been made to divert and track construction waste on projects certified through LEED, Envision or the Parksmart rating systems, ***with a total of 95 percent waste diverted from landfills.***

Additional initiatives at ATL include the following:

- Employee events to pick up foreign object debris (FOD) on the airfield (held in 2019 but paused in 2020 and 2021 due to the pandemic). FOD is defined as any object located in an inappropriate location in the airport environment that has the capacity to injure airport or air carrier personnel and damage aircraft. Regular FOD removal occurs throughout the day by staff, but coordinated events help raise awareness and increase employee engagement.
- Improved office procedures to reduce waste such as increasing paperless transactions and processes that minimize printing.

International Waste

Waste generated from international flights has averaged around 0.92 pounds per passenger between 2019 and 2021. This waste is handled separately due to regulations that require international waste to be incinerated.

- One of ATL’s business partners, US Supply House, received an Airports Going Green award in 2021 for eliminating disposable materials from food and beverage concessions that were not compostable or recyclable.

ATL tenants’ sustainability efforts continue to focus on waste and materials management despite experiencing significant setbacks during the pandemic with staffing and logistics. The Department of Aviation will continue to work with business partners such as Delta Air Lines, Delaware North and AATC to improve on-site storage, collection and hauling logistics in addition to data collection efforts. The Airport is also working with tenants to resolve challenges related to logistical and spatial constraints for composting and collection, particularly in Concessions back-of-house areas.

Delaware North is one of ATL’s prime concessionaires providing hospitality services across the Airport including a range of local food and beverage options. Like the Department of Aviation, Delaware North is committed to sustainability with meaningful initiatives that yield high-impact outcomes. Key focus areas include eliminating waste, conserving natural resources, reducing emissions, and responsible sourcing. In 2018, Delaware North became a beta-test for a new partnership with ATL and Goodr, an Atlanta-based start-up addressing the issue of food waste. Delaware North staff safely packages and stores food until Goodr picks it up to transport to more than 27 nonprofit organizations in Atlanta.

In addition to the Goodr collaboration, Delaware North sources compostable straws,

cutlery, and to-go packaging for their own operations and is working closely with their brand partners to convert single-use packaging to compostable materials.



Renata Williams, [GreenPath](#) Champion for Delaware North at ATL since 2017

Procurement and Supply Chain

Hartsfield-Jackson is advancing sustainable procurement and materials management using various approaches. The Airport’s approach to managing waste on design and construction projects involves using sustainability rating system certifications such as LEED, Parksmart and Envision. LEED building materials often require environmental product declarations that provide transparency about how a product is manufactured and its environmental impacts throughout its life cycle. ATL continues to pursue credits within the Envision framework under the Resource Allocation category for numerous projects. Strategies such as specifying recycled materials, procuring sustainable products and reducing operational and construction waste are employed.

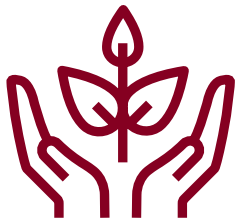
Outcomes of Goodr Partnership



113,920 meals served



136,705 pounds of wholesome food diverted from landfills



74,231 pounds of CO_{2e} emissions eliminated

Biodiversity and Habitat

The Department of Aviation recognizes the importance of biodiversity on both a local and global level. As an airport, there are limited ways to contribute to conservation since on-site wildlife presents a safety concern (the reason for ATL’s robust Wildlife Hazard Mitigation Program). However, the Airport does partner with community organizations to conserve and restore local wildlife habitat including its preservation of over 10,000 acres as discussed below.

In the future, the Department of Aviation will continue to evaluate opportunities to minimize impacts to biodiversity via ATL’s supply chain, specifying sustainably sourced materials for construction projects and other purchases. LEED’s current focus on obtaining environmental product declarations should advance this goal.



The Airport’s Wildlife team catches and relocates birds from the airfield whenever possible

Supporting Land Conservation

> 10,000 acreage of the Dawson Forest.



It is available to the public for hiking, camping and trail riding.



Conservation practices minimize damage to the forest caused by human and natural forces.



Investing
in and
Supporting
ATL’s People

- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

People are fundamental to the Department of Aviation. From the employees who support operations and serve customers, to the communities that surround the Airport, stakeholders are core to ATL’s mission. The Airport aims to provide a safe, healthy and positive experience 24/7. The COVID-19 pandemic brought to light many social issues, such as income and wealth inequality, that required rapid assessments and adjustments. This remains true, particularly with continually evolving public health requirements and staffing challenges brought about by the pandemic. The Department of Aviation kept all staff employed throughout the pandemic and provided employees with necessary Personal Protective Equipment and sanitizing supplies to help protect the workforce. Leadership navigated the need to balance work-from-home capabilities with the inherent on-site requirements of operating the Airport. Industry-wide shortages in personnel and other resources necessitated increased collaboration with ATL business partners and other government agencies.

Department of Aviation Authorized Position Status		
FILLED	VACANT	TOTAL POSITIONS
604	177	781

APD/Department of Aviation Authorized Position Status		
FILLED	VACANT	TOTAL POSITIONS
121	77	198

AFRD/Department of Aviation Authorized Position Status		
FILLED	VACANT	TOTAL POSITIONS
199	61	260

ATL Presents: Toyland 2021



For the past 24 years, the ATL community has hosted an educational and festive holiday event for area first-grade students. ATL Presents: Toyland is one of Hartsfield-Jackson’s signature community outreach programs. Due to the ongoing pandemic, this year’s program was held virtually and included the participation of 300 first-grade students representing Fulton, Clayton and Atlanta school districts. The first-graders enjoyed a virtual tour of the Delta Flight Museum and holiday acts from Sprinkles the Clown, the Grinch and other holiday characters. The event concluded with the support of 41 Airport executives delivering holiday gift bags for teachers and students at three metro Atlanta-area schools. For students learning from home, the Department of Aviation set up a gift pickup station at each school.

The People Behind ATL

ATL requires thousands of people to make it work. With Department of Aviation staff, there were over 63,000 positions at the Airport prior to the pandemic. The Airport expects to return to near 2019 activity levels by 2023 and is working to fill vacant positions. Staff shortages are a continued challenge but one proactively addressed via career fairs and investments in living wages to attract and retain talent.

Ultimately, recent challenges make ATL more resilient and prepared for future disruptions. A recent staff survey conducted in 2021, shows that sustainability is a priority for Airport employees. The results revealed that most employees believe that sustainability is important for decision-making.

Consistent with ATL’s current Strategic Plan, the update being finalized will prioritize People and establish and measure specific goals.

Human Health and Well-being

The pandemic highlighted the importance of the health and well-being for ATL’s employees, passengers and business partners. As the Department of Aviation sought to understand the impact on Airport communities, it held a series of consumer and community confidence briefings in collaboration with airlines, the Transportation Security Administration (TSA), elected officials and others to present what the Airport was doing to keep people safe. Based on polling results before and after the briefing, approximately 90 percent of participants indicated they felt more comfortable about traveling after hearing about the Airport’s health initiatives.



The Airport held regular public health community briefings with partners in 2020 to encourage the public to return to ATL

The Airport has received outstanding awards for its commitment to health and well-being:

- Airports Council International (ACI) Airport Health Accreditation (valid through December 21, 2021. ATL is in the process of achieving renewal).
- “Best Hygiene Measures by Size or Region” in the ACI-NA Service Quality Awards (2020).

The Department of Aviation prioritizes the health and well-being of its employees by offering a variety of wellness programs, incentives and amenities, including:

- Access to fitness facilities and health centers.
- Up to \$300 in incentives for participating in a wellness program offered through health a insurance plan (includes completing online health assessment, biometric screening, annual physical and COVID-19 vaccination).
- Use of the City’s on-site health clinic if enrolled in a City-sponsored medical plan.
- Free medical and pharmacy services when employees use the City of Atlanta Wellness Center.

Recognizing the importance of mental health, the Airport also increased access to mental health services during the pandemic to help employees dealing with emotional and mental stress. It offers an Employee Assistance Program (EAP) to ensure that employees always have the resources they need to address challenges in their lives.

Diversity, Equity and Inclusion (DEI)

Hartsfield-Jackson is committed to ensuring

an inclusive and diverse workforce. In 2021, ATL received the ACI-NA’s Inclusion Champion Award for large-hub airports in recognition of prioritizing DEI in hiring, training and operations. *ATL’s senior leadership team is multi-racial with a nearly even male-to-female ratio.* The Airport’s DEI approach is rooted in robust employee training to ensure that all staff understand and respect its importance. For example, as part of ATL’s bi-monthly New Employee Orientation, an iSpeakATL Cultural Competency Training segment teaches team members how to harness Atlanta’s religious, cultural and linguistic diversity. Several other required courses and training for City employees promote diversity and awareness, including:

- Workplace Cultural Competency.
- Diversity and Inclusion in the Workplace.
- Unconscious Bias and ADA Training.

The Airport’s Human Resources Talent Acquisition team targets online platforms where diverse candidates are active, such as LinkedIn, CareerBuilder, Indeed and various cultural organizations. City of Atlanta website encourages a diverse workforce through portrayals of actual employees – demonstrating ATL’s commitment to a diverse employee population.

Employee Benefits and Professional Development

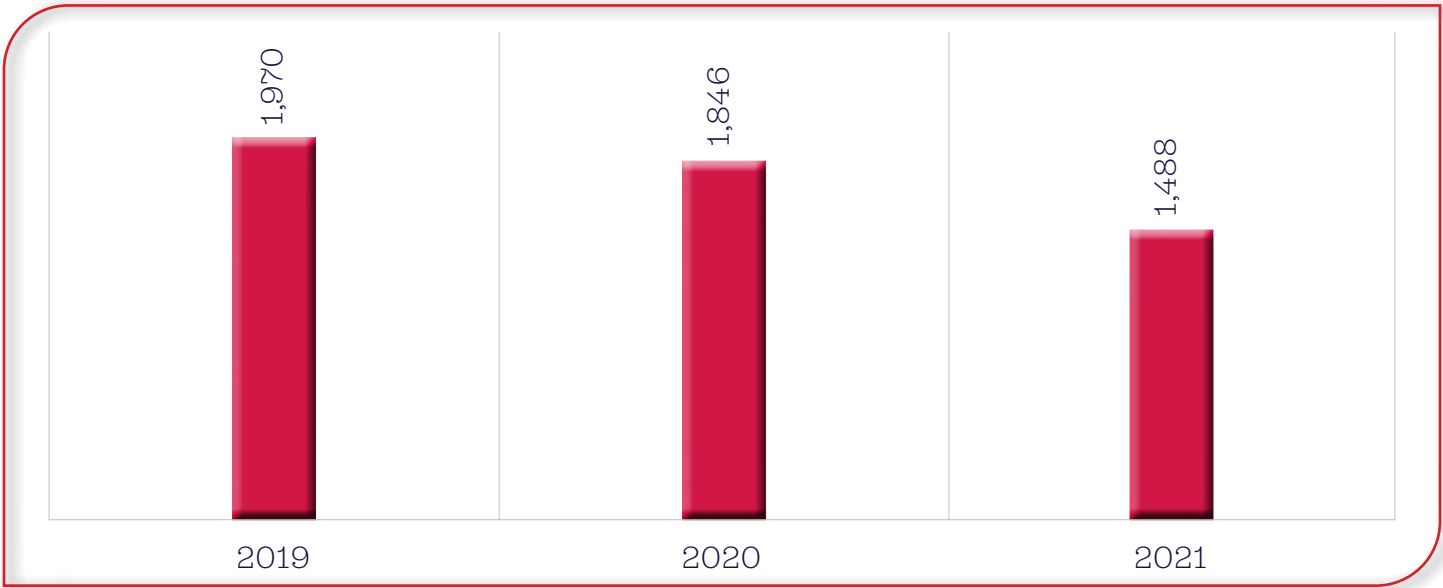
Employees are the backbone of ATL. The Airport provides a slate of benefits and professional development opportunities to reward them for their commitment and to retain the best talent in the industry. The Department of Aviation’s benefit packages include insurance coverage for medical, dental and vision, as well as mental health resources. Employees have access to options such as health savings accounts (HSAs) and flexible spending accounts (FSAs) to enable

saving and budgeting for medical expenses. The Airport also offers life insurance, short-term disability and other voluntary benefits including critical illness insurance and accident indemnity insurance.

In addition to the robust human resource-related benefits offered to employees, ATL prioritizes the continued professional development of its workforce. To improve service management and leadership skills among staff, a number of training and development opportunities are offered to Department of Aviation employees.

Training and Development Offerings and # of Participants by Year		
2019	2020	2021
Airport 101	Airport 101	Active Attack
Diversity	ISO 50001	Airport 101
Etiquette in the Workplace	Sexual Harassment Prevention	Diversity
ICMA	DISC Training	Etiquette in the Workplace
ISO 50001	Etiquette in the Workplace	ISO 50001
Managing Millennials	ICMA	ICMA
How to Apply Written and Spoken Comm.	New Horizons	New Horizons
Preventing Workplace Violence	Transitioning	Preventing Workplace Violence
Intro. To Computers (Maintenance)	Preventing Workplace Violence	Sexual Harassment/ISO 50001
Sexual Harassment Prevention	Workplace Cultural Competency	Sexual Harassment Prevention
Transitioning		Transitioning
Workplace Cultural Competency		Workplace Cultural Competency

Total Participants in ATL Training Events



Did you know?

In 2021, 35 employees, or 5 percent of the Department of Aviation’s workforce (excluding AFRD and APD), used the EAP resources.

Service Quality and Accessibility

As the world's busiest and most efficient airport, ATL prides itself in maintaining best-in-class service levels. The Airport participates in ACI's Airport Service Quality (ASQ) program, which is a benchmarking program measuring passenger satisfaction in categories such as access, security, airport facilities and airport environment. ASQ is the only global airport survey that measures passenger satisfaction while in the airport.



In 2021, *ATL was recognized for the second consecutive year for “Best Airport by Size and Region” (over 40 million passengers per year in North America)*. The consecutive awards underscore the Airport's commitment to the passenger experience.

ATL is proud to be the hometown airport for Delta Air Lines. Information on Delta's sustainability efforts including its recently released, second annual ESG Report can be found here: delta.com/sustainability. The Department of Aviation looks forward to continued collaboration in the coming years to collectively advance shared goals.

While overall passenger satisfaction is important, so, too, is making sure that ATL is accessible to all. Building on a recently completed audit of the Airport's ADA program, the Department of Aviation developed a three-year roadmap that outlines key priorities for maintaining and improving accessibility. The roadmap features a variety of strategies, including training, targeted outreach and projects that go beyond compliance. For example, the Department of Aviation conducts

ADA and Title VI Employee Training to ensure employees understand how to make ATL as accessible as possible for passengers and staff alike. The ADA Committee and Advisory Group meets quarterly to review progress, provide updates and solicit feedback from the community. This Committee has identified several strategic projects, including service animal and pet relief rooms, continued development of hearing loops, accessible nursing rooms, adult changing rooms, personalized assistance programs for hidden disabilities and installation of help and calling devices in restrooms. Additional measures include language identification cards at information desks to assist non- or limited English-speaking passengers, power wheelchair charging stations, accessible loading zones curbside, ADA-compliant parking and accessible buses for terminal-to-terminal operations.



Pet relief room at ATL

Community Relations

Hartsfield-Jackson embodies the spirit of being a good neighbor to surrounding communities through several outreach programs, including the ATL Aviation Education Program. This program provides education to youth at schools and colleges and other aviation enthusiasts with an interest in learning more about the world's busiest airport and careers in aviation.



2019 Career Expo

The Airport conducts several community outreach and volunteer events, as well as aviation education programs. Building and nurturing strong community relationships contributes to ATL's operational efficiency. As the Airport works closely with business and civic associations, elected officials, local schools, nonprofit organizations and other key stakeholders, it generates community support of Airport priorities.

The Airport's community-focused events include (refer also to the career fair/development events in the [Contributing to a Prosperous and Equitable Economy](#) section of this Report). Others include:

- Mayor's 5k on the 5th Runway opens Runway 10/28 to 2000 participants in a race benefiting the Mayor's Youth Scholarship Program and the United Way.

- Black History, Women's History and Hispanic Heritage Month programs.
- September 11th remembrance programs.



2021 ATL Cares Open Hand Volunteer Event

The Airport is committed to a vibrant community relations program. Given that there are approximately eight different government jurisdictions surrounding the Airport, it is critical to maintain strong relations with government leaders and key stakeholder groups to ensure effective collaboration and positive community ties.

Being a Good Neighbor

The Airport has worked closely with the FAA and evaluated aircraft noise in the vicinity of ATL for more than 30 years. ATL continues to implement aircraft noise mitigation measures in noise-sensitive structures in jurisdictions around the Airport. For example, the Airport’s Noise Insulation Program (NIP) installs acoustically rated windows, doors and other improvements in nearby homes, primarily in College Park, East Point and Forest Park. The program is funded with 80 percent federal funds and 20 percent Airport revenue.

Although the pandemic briefly interrupted NIP construction in mid-2020, *the Department of Aviation instituted protocols to mitigate the risk of transmission between contractors and tenants, including providing tenants with a daily per diem for lodging and meals.* This creative strategy allowed tenants to secure a hotel for the duration of the construction scope in their homes.



Noise mitigation in progress

Moving forward, the Airport expects aircraft noise impacts to decline as airlines retire older aircraft and acquire quieter, more efficient aircraft.

Safety and Security



Winter weather operations on the airfield

Safety and security are top priorities for ATL. Operational safety and security programs span a wide variety of issues, including deicing and snow removal operations, wildlife hazard

management, firearm/weapon collection at security checkpoints and workplace safety for employees.

The Airport implements a robust safety management system (SMS) that enables management, employees, airlines, tenants and other business partners to operate in a safe environment. An SMS is a data-driven, business-oriented approach to managing safety, including the associated organizational structures, accountabilities, policies and procedures necessary. It focuses on organizational safety rather than strictly conventional health and safety issues at work. The SMS includes a confidential reporting program designed to encourage employees to report on dangerous or hazardous situations around the Airport.

In 2020, the Department of Aviation developed a playbook for operations that strengthened emergency response protocols at the Airport. For example, it established processes for closing certain areas of the facility during periods of low travel demand, which helped to increase security sitewide.

Additionally, the OneATL Safety Always Program awards employees each month who demonstrates exemplary safety practices. On August 20, 2021, the Department of Aviation held a virtual OneATL Safety Security Risk Expo with three Educational Workshops in Safety, Risk and Security and three safety exhibitors. There were 23 employees who received awards for exemplary safety practices. In addition to awarding staff committed to safety and security, the Airport has been recognized by a number of publications and organizations for its practices including:

- In 2019, ATL was awarded the “Air Carrier Safety Award” for the FAA Southern Region.



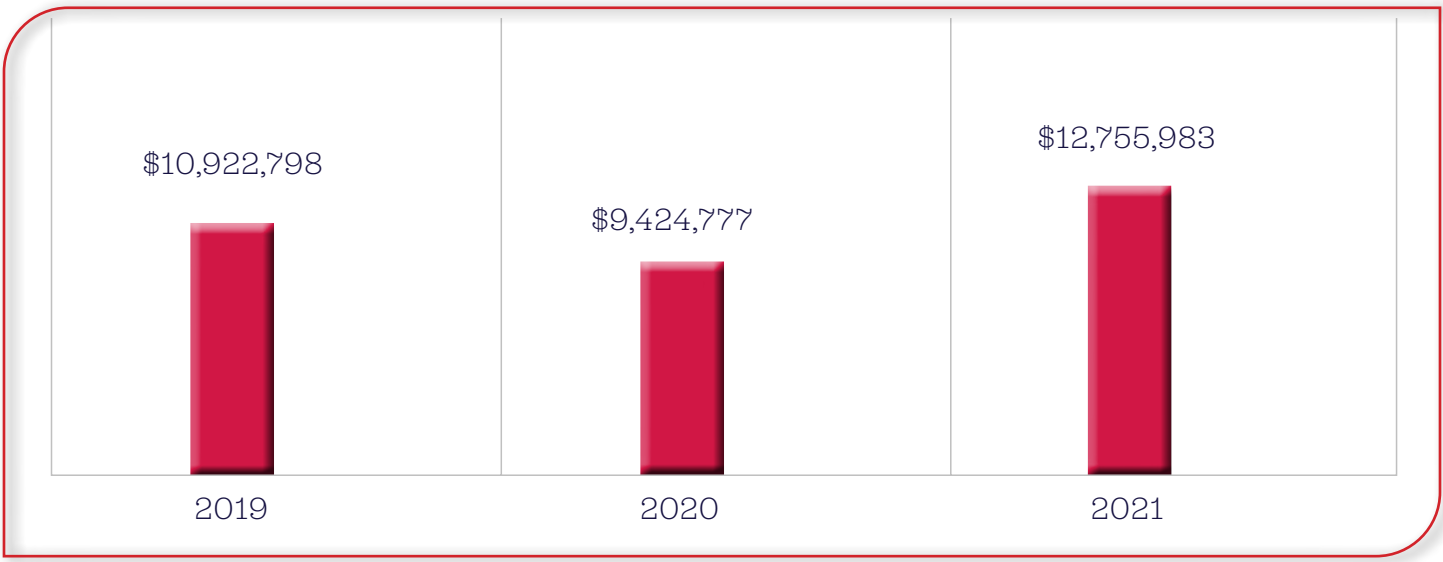
- The Airport was featured in a COVID-19 Response Safety Article in the UK Journal of Airport Management published in spring 2021.
- Airport staff presented on their SMS program at the FAA Southern Region Conference in May 2021 and Airports Council International – North America/ American Association of Airport Executives SMS Workshops in August 2021.

At security checkpoints, the Airport collaborates with TSA to ensure the highest standards of screening. While there have been instances of passengers bringing prohibited items including weapons, the Department of Aviation is proactively educating the traveling public on what is and is not permitted.

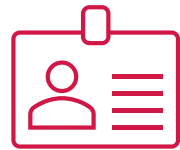


OneATL Safety Awards

Noise Insulation Program Construction Spending



ATL Safety By the Numbers



63,000+
Airport
Employees¹



1 Hazardous
Material
(HazMat) Team



23 Employees
received Excel-
lence in Safety
Awards in 2021

27 Miles of Security Identi-
fication Display Area (SIDA)
Fencing

38, 876 ATL employees
trained on SMS in 2021
30,733 personnel complet-
ed Non-Movement Driver
training in 2021
38,011 personnel trained on
Fire Safety in 2021
5 Safety Risk Assessments
conducted in 2021



54
TSA Checkpoint Lanes



1 911 Call Center



1 Emergency
Operations
Center.



10
ARFF Units
5
EMS
Ambulance
Units



1 Mobile
Command
Center

¹ Pre-pandemic, but the Airport expects to return to near 2019 activity levels by 2023.

Wildlife Mitigation

On the airfield, ensuring safe and efficient operation of aircraft is also critical. With that in mind, ATL implements, on an ongoing basis, an integrated wildlife hazard mitigation program comprised of an assortment of stakeholders to reduce the likelihood of aircraft-wildlife strikes. This program also includes minimizing wildlife attractants such as food, water and habitat.



Big Bird on ice

Since winter weather can substantially impact Airport operations, each year Airport staff participate in a robust training exercise called “Big Bird on Ice.” During the emergency drill, the Airport tests deicing equipment to ensure functionality and sufficient stockpiles of supplies, as well as command and control processes to ensure that winter weather operations run smoothly.

Human Trafficking

Human trafficking is a major concern for airports worldwide, especially ones as large as ATL. The Department of Aviation prioritizes human trafficking awareness to help stop these insidious crimes.

The goal is to provide the Airport community with the tools to discover and prevent potential human trafficking situations. ATL’s human trafficking awareness and

prevention program includes numerous outreach and training events throughout the year. All employees at the Airport take a mandatory human trafficking awareness course when receiving and updating their work identification badges, and numerous key partners such as AATC participate in the trainings.

In 2021, ATL enhanced its a Human Trafficking Prevention and Awareness Campaign, which:

- Provides the Airport community with tools to help identify and prevent potential human trafficking situations.
- Provides various resources to assist victims of human trafficking.
- Includes events held throughout the year with key stakeholders on this issue. In 2021, as part of the Airport’s community programs, it conducted a Youth Forum on Human Trafficking at a local high school to increase awareness of the issue among students.



2019 Human Trafficking ATL Summit

Contributing to a Prosperous and Equitable Economy



The Airport's approach to ESG includes this special section on Prosperity, which is vital given its inherent link to people and the planet. The UN Secretary General defines prosperity as growing “a strong, inclusive and transformative economy” including the following:

- Economic growth, built upon decent employment, sustainable livelihoods, rising real incomes, social protection and access to financial services for all people;
- Innovation and transforming business models to create shared value, including investments in sustainable and resilient infrastructure, cities and settlements, industrialization, small and medium enterprises, energy and technology; and
- Shared prosperity and equitable growth, based on sustainable production and consumption.

Ultimately, the Airport and its communities prosper when they achieve economic, social and environmental goals in unison. Doing so enables effective management of financial and social risks by ensuring that prosperity is sustainable in the long term. With that in mind, the Department of Aviation has committed to increasing prosperity by recognizing its role as a regional economic engine, promoting business diversity, advocating for living wages and workers' rights and fostering innovation.



Economic Engine

The Airport is a central node for the economies of Atlanta, Georgia, and the greater southeastern United States. In fact, according to the most recent economic impact study, ATL generates upwards of 380,000 jobs and over \$66 billion in economic activity for the state.³ The global gateway collaborates with numerous partners to sustain and expand the positive economic impacts of ATL operations. For example, the Aerotropolis Atlanta Alliance, created in 2015, is a public-private partnership focused on community, economic progress and workforce development for the area surrounding ATL.

³ Pre-pandemic, but the Airport expects to return to near 2019 activity levels by 2023.



2019 Sustainable Airport Areas International Seminar, a collaboration between ATL, Aerotropolis and Choose Paris Region

The Aerotropolis Atlanta Alliance strives to leverage the Airport for economic development and quality-of-life improvements for the south metro region. As part of its workforce development strategy, which aims to develop talent pipelines for shared prosperity in the region, the Alliance hosts annual Career Exposure events in partnership with Clayton and Fulton County Public Schools. These events expose high school juniors and seniors to career pathways in the region by connecting them with industry located at or around the Airport. Since 2019, the Alliance has hosted three Career Expos, connecting more than 1,000 students to roughly 65 businesses in aviation, transportation-distribution-logistics, food and agri-business, multimedia production and biolife sciences. Information on the Alliance’s plans and initiatives can be found here: [Aerotropolis Atlanta Blueprint-A Vision and Strategy for the Atlanta Region](#).

To further reinforce a steady pipeline of talented employees, the Department of Aviation hosts additional career fairs to provide interested job seekers throughout

the region with opportunities to connect with Airport partners. The events consistently receive support from Airport stakeholders, students, teachers, public officials and government leaders. Prior to the pandemic, ATL hosted two job fairs annually, where nearly 70 employers and 2,500 job seekers participated. In 2021, the Airport partnered with Goodwill of North Georgia to host its first-ever virtual Airport Career Fair. Additionally, ATL offered free career readiness training for those seeking a competitive edge. Goodwill granted registrants access to a variety of digital workshops via Career Connector. In total, 2,580 job seekers and 31 Airport companies participated.

In addition to career fairs, the Airport engages with local schools and organizations to create a pipeline for future aviation leaders. In 2021, ATL conducted tours, held career talks and other partnerships with local school districts (impacting 5,000+ students) and participated in career day events.

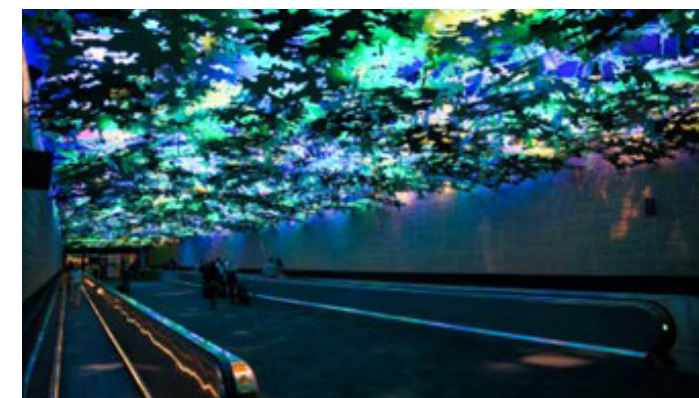


2021 Career Fair at ATL

Supporting ATL’s Partners

Hartsfield-Jackson recognizes the severe financial impact of the COVID-19 pandemic on business partners, and took action to provide substantial relief to ensure that the Airport’s partners could continue to serve passengers and broader communities. ATL was one of the first airports to provide rent relief for Primes, Subtenants and Airport Concessions Disadvantaged Business Enterprise (ACDBE) operators, including suspension of minimum annual guarantees (MAG), in addition to the suspension of parking, marketing and storage/office fees. Refer to the Economic Performance section of this Report for additional information.

ATL also prides itself in helping to support the local art community. The Airport art program integrates art into the daily fabric of the Airport for the benefit of passengers and employees. Consistent with the City’s requirements, one percent of eligible project budgets (i.e., excluding airfield projects like runways and taxiways) is allocated for local art. The program commissions site-specific artwork, produces and curates rotating exhibits and manages performances and artist programming. ATL features over 1,000 pieces of art in one of the largest public art sites in the Southeastern U.S.

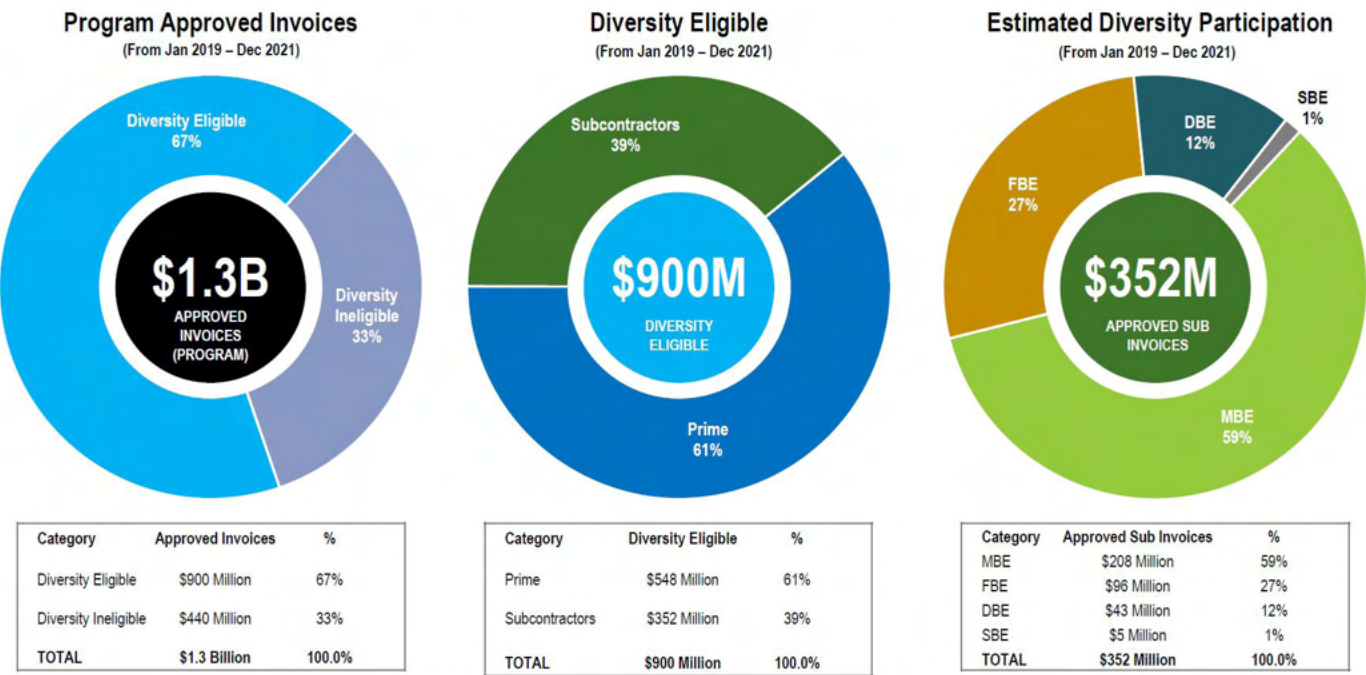


Flight Paths artwork between Concourses A and B

Business Diversity

Just as the Airport promotes workforce diversity, ATL remains steadfast in Mayor Maynard H. Jackson Jr.’s legacy and commitment to economic justice through business diversity participation. Initiated by Mayor Jackson’s visionary and courageous action in 1974, mandating 25 percent of the airport contracts to minority firms on the largest municipal construction project in the south, the Airport continues to ensure Disadvantaged Business Enterprise (DBE), Equal Business Opportunity (EBO), Small Business Opportunity (SBO), and Airport Concessions Disadvantaged Business Enterprise (ACDBE) contract goals are maximized. Aiming to leverage the economic impact of ATL to elevate underrepresented communities and empower them through meaningful business opportunities, ATL’s mission is:

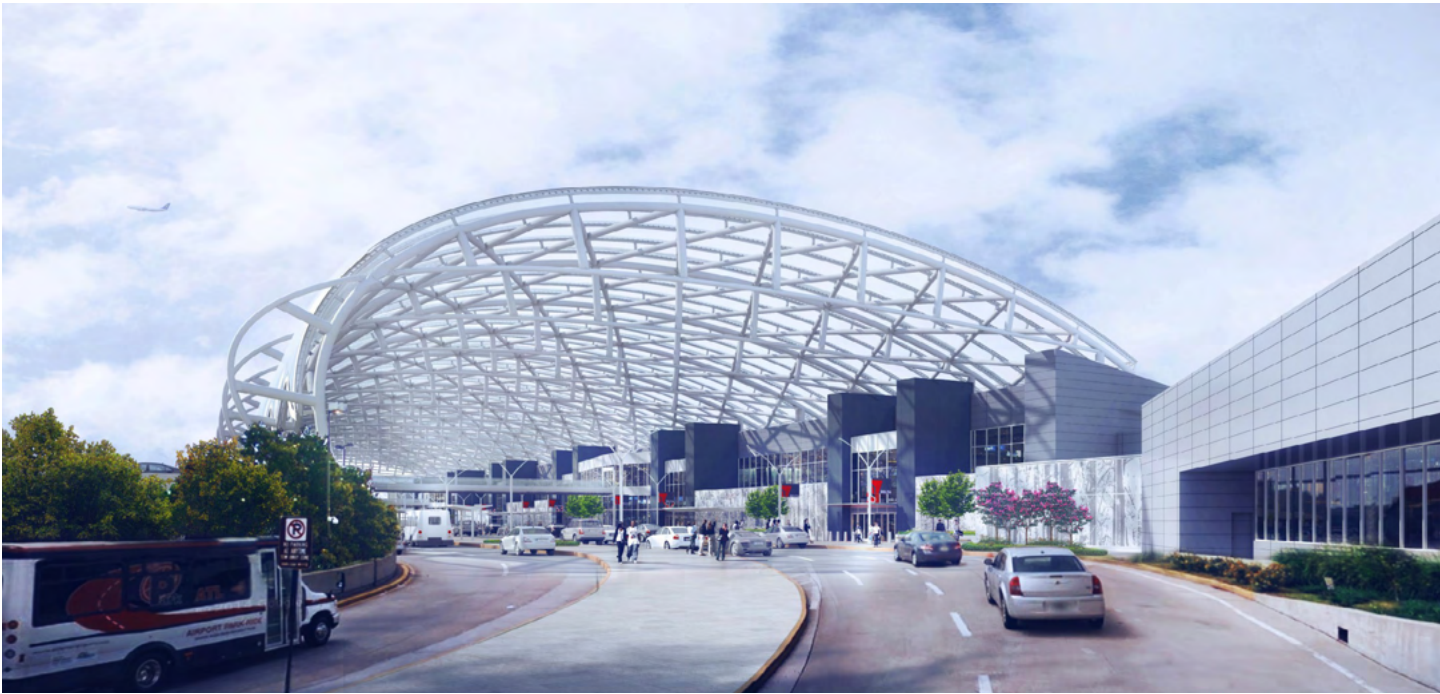
“To communicate the availability of substantive opportunities, and provide outreach and technical support to small, minority, female and disadvantaged businesses as a pathway for sustainable growth over the life of our



Look Ahead

Looking to the future, the City of Atlanta Department of Aviation intends to use the underlying data of this inaugural ESG+P Report and the learnings from this process to address gaps, further ATL’s sustainability program with the rollout of the 2035 Sustainable Management Plan and educate the entire team about the importance of strong ESG+P. While the Airport has made great progress in

improving data collection, there is still work to be done to better track performance in future years. In order to mitigate risks and identify and position Hartsfield-Jackson for the many opportunities ahead, the Department of Aviation will work with employees, business partners and surrounding communities and jurisdictions to become stronger and more resilient together.



Acknowledgements

The City of Atlanta Department of Aviation thanks the Airport staff and the following entities who contributed to this report:



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Environmental, Social, Governance + Prosperity Report



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