

# ATL FLYING FORWARD

Environmental, Social,  
Governance + Prosperity Report



2022

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## A MESSAGE FROM MAYOR ANDRE DICKENS

Greetings:

In Atlanta, we pride ourselves on being an equitable and environmentally sustainable city. I am proud to lead remarkable professionals who labor daily to make safe, efficient and cost-effective airport operations a reality.

Hartsfield-Jackson Atlanta International Airport (ATL) has placed environmental, social, governance and prosperity (ESG+P) efforts at the forefront of its mission, becoming the first airport in the world to achieve a LEED for Communities certification.

As we move beyond the challenges of a pandemic, ATL is resurgent, flying forward as the world's busiest airport into a future as the world's most sustainable airport. In 2022, ATL General Manager Balram 'B' Bheodari announced the Airport's first Carbon Policy, committing the Airport to achieving the City's 100% clean and renewable energy goal and net zero greenhouse gas emissions by 2050.

It is now more important than ever to continue forging 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 cursive.

**Mayor Andre Dickens**





## A MESSAGE FROM GENERAL MANAGER BALRAM 'B' BHEODARI

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 2022 Environmental, Social, Governance and Prosperity report.

This report provides an overview of environmental and social risks and opportunities, as well as our methods for governing these issues effectively. Given the Airport's role

and responsibility as an economic engine for our community, we are highlighting "Prosperity" as a fourth element. By assessing our performance across these four elements, we are better prepared for change, proactively leveraging our strengths to achieve continual improvement.

The ESG+P Report focuses on calendar year 2022, with historical information from 2019 – 2021 for comparison. The past year has been one of resurgence for ATL, as we increasingly move beyond the obstacles posed by the pandemic and resume our leadership role as the world's busiest and most efficient airport. Flying forward to a bright future, we remain committed to contributing to a more sustainable world.

In 2022, we announced that we will strive towards 100% clean and renewable energy and net zero greenhouse gas emissions. We know ambitious goals like these will not be achieved easily. We look forward to the challenge as part of our responsibility to the generations that come after us. Meanwhile, continuing to improve upon our ESG+P performance will increase our ability to adapt during a period of rapid change while maintaining our capacity to efficiently manage passenger and cargo activity to grow regional prosperity.

At ATL 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 focused on talent retention and passenger satisfaction through measurable programs. We enhanced the airport environment and prioritized outreach to local businesses, artists, and safety initiatives. Our goal remains to provide "oneness"; a unified and exceptional service experience for our passengers.

For our pillar of Purpose, we continued to work on our Sustainability Management Plan, Strategic Plan and Female and Minority Business Enterprise Strategic Plan.

We know we are excelling because our pillar of Performance measured our successes. We were laser-focused on our revenue enhancement programs, maintaining healthy financial reserves. Economic opportunities grew in 2022 thanks to ATLNext's projected \$475 million in construction projects. Approximately \$1.7 billion of ATL's capital improvement program expenses went to diverse eligible firms in 2022. And from 2021 to 2022, we diverted 95% of construction waste and currently have 19 LEED active/certified buildings.

While we have made steady progress over this past year, many challenges and opportunities lie ahead.

Sincerely,

**Balram 'B' Bheodari**  
Airport General Manager



# ABOUT ATL'S ESG+P REPORT

The City of Atlanta (City) Department of Aviation (Dept. of Aviation) is committed to transparently reporting information about its environmental, social, governance and prosperity performance annually. The Dept. of Aviation is proud to present this ESG+P Report for Hartsfield-Jackson Atlanta International Airport (ATL) for calendar year 2022, marking the second report following the inaugural publication in 2021.










ATL is the world's busiest and most efficient airport and a catalyst for economic development across the Southeastern United States. The Airport serves as a freight gateway, enables business and travel tourism and is the state's largest employer.

This ESG+P Report addresses ATL's priorities, performance, risks and opportunities across environmental, social and governance elements. The fourth element of "Prosperity" highlights ATL's role as an economic engine in the region and its commitment to increasing business diversity, providing a living wage to their employees and promoting innovation. In this report, prosperity data is presented in Fiscal Year (FY) nomenclature, while the remainder of the report is given in Calendar Year (CY).

The specific topics included in this report have an existing or potential impact on the enterprise and are influenced by the Dept. of Aviation's decision-making, operations, management and development. This "double materiality" approach prioritizes issues important to stakeholders, environmental stewardship and financial performance.

While this report focuses on the Dept. of Aviation, the Airport's tenants are essential to ATL's success. Several highlights from Airport partners are also included in this report as they continue to work collaboratively on ESG+P actions.

### ATL BY THE NUMBERS

<p><b>4,700</b> Acres with five runways</p> 	<p><b>150</b> Nonstop service to 150 US destinations</p> 	<p><b>\$66B</b> Economic impact across the state</p> 
<p><b>93.7M</b> Passengers served in 2022</p> 	<p><b>64</b> Nonstop service to 64 international locations</p> 	<p><b>63K</b> On-site jobs</p> 
<p><b>100M</b> First airport to have more than 100 million passengers in a calendar year</p> 	<p><b>2,000</b> Landings and takeoffs daily</p> 	<p><b>1</b>  <b>DELTA</b> Primary Hub – Delta Air Lines</p>



# ENVIRONMENTAL

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ATL is a steward of the environment and integrates low or no impact practices and programs throughout its operations by pursuing innovative technologies.

ATL is dedicated to identifying new baselines and targets that more precisely reflect both existing conditions and desired goals. The ATL 2035 Sustainable Management Plan (SMP) will serve as the overall strategy for the Sustainability Program. The SMP is guided by a triple bottom line cost-benefit analysis, which considers environmental and social worth in addition to economic value. In 2023, the Dept. of Aviation will prioritize initiatives based on this analysis and finalize the SMP.

## CLIMATE AND RESILIENCE

In 2022, the Dept. of Aviation announced its *Carbon Policy*, which commits the Airport to 100% clean and renewable energy by 2035 and net zero carbon emissions by 2050. The initiatives included in this section support the strategies identified in the Carbon Policy.

### CLIMATE RISK AND VULNERABILITY

The Airport is identifying risks and vulnerabilities related to climate change threats. Operational challenges associated with extreme weather events such as tornadoes, strong winds, heavy precipitation, flooding, extreme heat and droughts, ice and snowstorms will continue to threaten power supplies and other Airport systems as impacts from climate change intensify. To address these threats, ATL is integrating resilience into its operations by:

- **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 to deliver a more comprehensive approach to managing critical infrastructure and ensuring continuity of operations**
- **Investing in resilience enhancement projects such as the South Deicing Facility**
- **Using third-party rating systems to incorporate climate resilience during design and construction**

### CARBON MANAGEMENT

In 2022, ATL joined the Airport Council International's (ACI) Airports Carbon Accreditation (ACA) Program at a Level 1 Mapping recognition. 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. As a part of the application, ATL completed a comprehensive Scope 1 and 2 Greenhouse Gas (GHG) assessment and finalized their Carbon Policy to align with ACI's 2050 Net Zero goal for airport members. ATL plans to advance to higher levels in the future by working with tenants to more accurately track and report Scope 3 indirect emissions. ATL is also making progress to reduce their current GHG emissions by:

- **Completing airfield improvement projects that reduce taxiing times, emissions and fuel use**
- **Increasing the requirements for off-road equipment, on-road vehicles and temporary generators to electric or Tier 4, which is the most recent EPA engine emissions standard**

The Airport has two electricity providers based on asset location: Georgia Power Company (GPC) serving most of the Airport campus and College Park Power. There has been an increase in emissions compared to the data presented in the 2021 ACA Carbon Emissions Inventory, which is attributable to discovery of additional GPC electricity accounts during transition from the Georgia Power Tool to streamline utility data and subsequent re-audit of all account information. The re-audit took place after the appointment of a utilities manager in mid-2022. Consistent with the ACA program, ATL tracks GHG emissions from both a location-based and market-based perspective. A location-based method measures the average emissions intensity of the power grids where energy consumption takes place. A market-based method reflects emissions from electricity purchased. These values are based on true GHG emissions without divesting or investing emissions sources year over year and the inventory emissions for CY 2022 are pending verification by ACI.

## SCOPE 1, 2 AND 3 GHG EMISSIONS AT AIRPORTS

ATL's commitment to reduce Greenhouse gas emissions starts with mapping GHG sources at the airport

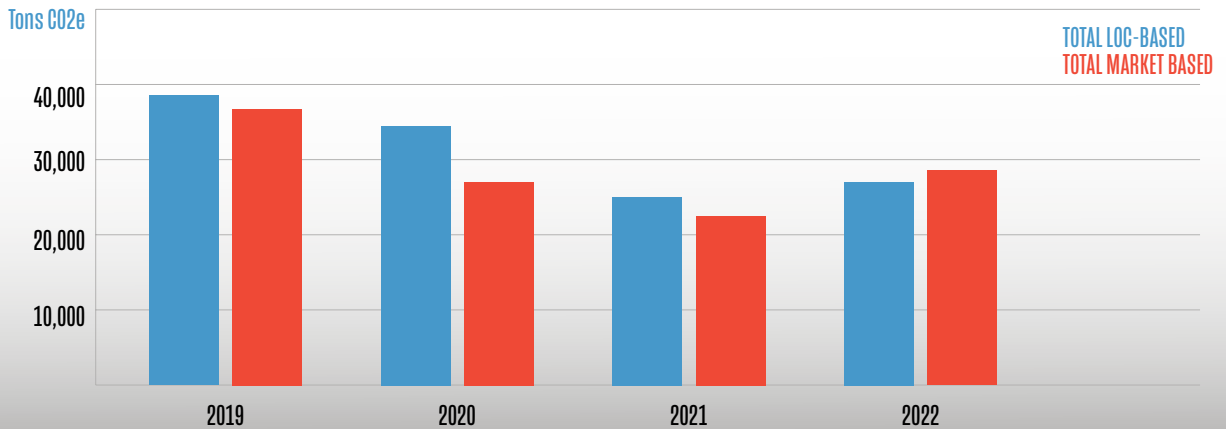
**Greenhouse Gases (GHGs)**  
A suite of gases that contribute to climate change via the greenhouse effect, trapping heat that has entered the atmosphere resulting in a warming planet. Carbon dioxide (CO<sub>2</sub>e) is the most significant GHG at airports and the terms "carbon" and "GHGs" are often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

**GHG Scopes**  
GHGs are divided into Scopes 1, 2 and 3, based on the reporting entity's control over the emissions source.



ATL scope 1 and 2 GHG emissions from 2019 through 2022 is shown in the chart below.

## TOTAL ANNUAL SCOPE 1 AND 2 EMISSIONS





## ENERGY MANAGEMENT AND ELECTRIFICATION

The Dept. of Aviation mitigates risks related to electricity outages, rising costs and insurance rates by focusing on energy management strategies, including:

- Producing approximately 103 kilowatt hours (kWh) of renewable energy annually using on-site solar power
- Converting interior and exterior lighting to LED
- Reducing energy consumption by 24% on average in capital development projects

One of ATL's goals is to optimize the energy efficiency of the existing building stock. In the quest to implement deep energy retrofits and transition to all-electric building systems, in 2022 the Dept. of Aviation accomplished the following:

- Applied to the Federal Aviation Administration (FAA) Notice of Funding Opportunity to implement several energy conservation measures identified in 2019 energy audits of two fire stations, which included upgraded lighting, HVAC equipment and building controls
- Excluded the use of new natural gas systems in favor of lower emission options in the design of several capital improvement projects including the Concourse D Widening project, the South Deck Parking offices and the Dept. of Aviation's new administrative building (the AAC)

In 2017, ATL experienced a major power outage. Afterward additional diesel generators were installed for redundancy. ATL continues to analyze areas to increase resiliency in its operations. As a first step, the Airport conducted a microgrid analysis, which could incorporate renewable energy sources and battery storage. Following the FAA's update to the on-airport solar array glint and glare requirements, the Dept. of Aviation conducted an extensive study to determine viable sites that met the updated standards. This resulted in the identification of 79 roof, ground and canopy-mounted solar arrays on airport property that can move forward with solar energy installations. The Airport is currently finalizing its phasing of these arrays as part of the clean energy transition planning.



EV charging infrastructure in the Airport's newest parking deck, ATL West

## ADVANCING ELECTRIC AND ALTERNATIVE FUEL VEHICLES AND INFRASTRUCTURE

315

Electric vehicle (EV) charging stations at ATL's parking facilities, including 40 new chargers this year



73

Compressed Natural Gas (CNG) shuttle buses and vehicles for ParkATL and Ground Transportation



2

Electric buses used for terminal-to-terminal operations



2

CNG trash trucks



3

Ford Mustang Mach-E SUV's for administrative purposes



1

On-site CNG station

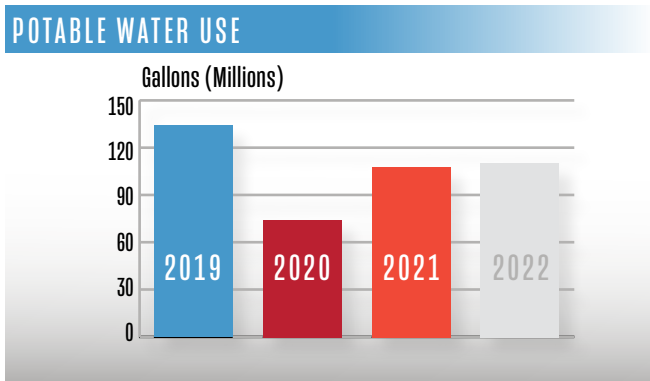


# WATER QUALITY AND CONSERVATION

The Airport is committed to maximizing efficient use of water resources and reducing potable water consumption.

## REDUCING POTABLE WATER USE

The Airport's Planning and Development (P&D) Sustainability Standards have led to the reduction of water consumption. The chart below depicts overall potable water use since 2019. The Airport's water reclamation system at the SkyTrain maintenance facility recovers up to 80% of each wash cycle.



## WATER CONSERVATION EDUCATION AND OUTREACH

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. The Dept. of Aviation teams up with Finding the Flint to host cleanups. The Dept. of Aviation employees and ATL tenant volunteers participated in eight cleanup events between 2019 and 2022. In 2022, the Dept. of Aviation organized a special Earth Day event in partnership with OneATL Cares, where 75 volunteers helped to pick up trash in the Flint River. ATL coordinated an additional smaller-scale Fall cleanup open to the public that attracted 21 volunteers.

## STORMWATER PROTECTION

The Airport is leveraging its P&D Sustainability Standards and sustainability rating systems to advance stormwater management. The Airport incorporated 27,667 square feet of bioswales and bioretention to manage stormwater runoff from 20 acres of covered parking.



ATL's 2022 Earth Month Flint River Cleanup

## WASTE RECOVERY AND DIVERSION

The Airport’s sustainability program established guidelines for waste management, including implementing a Zero Waste Policy. The objective is to divert 90% of total waste generated at ATL from landfills by 2035. Since 2017, ATL has diverted more than 94% of construction and demolition (C&D) waste from landfills on all capital development projects. For example, from 2021 to 2022, the Sheraton hotel complex demolition diverted 98% of waste material through selective deconstruction and salvaging building systems that had not reached the end of their useful life.

Even though ATL has significantly reduced its construction waste, the Airport continues to focus on driving operational waste diversion throughout the campus. Through this effort, ATL must overcome challenges with:

- Improved access to accurate data
- More centralized waste management system
- Continuous safety, security and infrastructure initiatives, including management of wildlife

Like the Dept. of Aviation, ATL concessionaires are committed to sustainability with meaningful initiatives that yield high-impact outcomes. Key focus areas include responsible sourcing and elimination of waste. To reduce food waste, concessionaires partner with ATL and Goodr, an Atlanta-based startup that redistributes excess food to communities in need. Concessions staff safely package and store food for Goodr collection. Goodr transports food to over 27 nonprofit organizations in Atlanta. In 2022, ATL was named Goodr Food Waste Partner of the Year.

Multiple ATL concessionaires have glass reduction and recycling campaigns. Delaware North partnered with a local glass recycling processor to recycle over 12 tons of glass. Paradies Lagardère, another ATL concessionaire, worked in the second half of 2022 to convert their Prosecco service from glass bottles to refillable kegs. This program reduced 20,800 glass bottles and the emissions associated with production and delivery in just 6 months.



The Dept. of Aviation continues to collaborate with Airport stakeholders to improve on-site waste management logistics, data collection and reporting. The Airport collaborates to solve logistical and spatial challenges to composting and waste collection, particularly for concessions back-of-house areas. In 2022, the Airport kicked off evaluations of a centralized waste management approach, new programs to educate the traveling public to effectively separate recyclables and on-site alternatives enabling collection, separation and productive reuse, including waste-to-energy systems.

### OUTCOMES OF GOODR PARTNERSHIP, 2022

**8,020**  
Meals served

**9,624**  
Pounds of wholesome food diverted from landfills



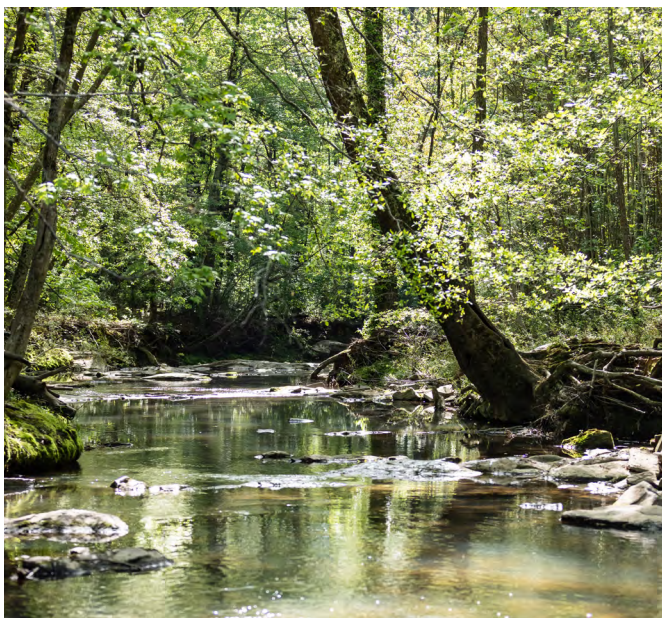
## PROCUREMENT AND SUPPLY CHAIN

In 2022, the Dept. of Aviation implemented strategies to reduce the embodied carbon on major capital projects by an average of 20% through whole building life-cycle analysis. The Airport's use of the LEED rating system promotes materials requiring environmental product declarations that provide transparency about how a product is manufactured and affects the environment throughout its life cycle.

In addition, all concessionaire groups are working closely with their brand partners to source compostable straws, cutlery and to-go packaging for their operations to convert single-use packaging to compostable materials.

## BIODIVERSITY AND CONSERVATION

Typically, airports have limited opportunities to support biodiversity and habitat preservation on-site since their main objective is to provide safe and efficient aviation services to the flying public. However, the Airport partners with community and governmental organizations to conserve and restore local wildlife habitat including preservation of over 10,000 acres in Paulding and Dawson counties.



Flint River

## ENVIRONMENTAL COMPLIANCE

ATL is committed to environmental health and safety and continually seeks ways to elevate environmental responsibility and transparency. This report highlights three events that took place in 2022 to show the continuous environmental work at ATL:

- A sanitary sewer release adjacent to stormwater drains was effectively mitigated with SP Petroleum recovering sanitary waste water and ATL's emergency response contractor initiating remediation, preventing waste water from entering the storm drain
- A taxiway deicer (potassium acetate) released to a nearby storm drain caused by a failed gasket on a filler arm apparatus was contained and absorbent pads were deployed and did not result in any observed impacts to Mud Creek
- A chilled water release at Concourse T North Extension project was due to a failed coupling flooded in newly constructed areas; however, the on-site construction crew and SP Petroleum transporters effectively mitigated additional release to affected storm drains and no impacts were observed on the Flint River

Like all U.S. airports, ATL closely monitors regulatory updates related to emerging contaminants, including per- and polyfluoroalkyl substances (PFAS). Since the 1940s, PFAS has been used in a variety of materials, including firefighting foam. The attributes that make PFAS effective also contribute to their characterization as persistent "forever chemicals." While PFAS-containing foams are currently required in emergencies at airports such as ATL, the FAA and Department of Defense are actively working on alternatives. Hartsfield-Jackson is working with partners to transition once an alternative is approved.

# SOCIAL

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ATL's mission prioritizes the employees who support operations, the passengers who use ATL and the communities that surround the Airport. The Airport seeks to provide a safe, healthy and positive experience for all. The COVID-19 pandemic highlighted many social issues, such as income and wealth inequality and the importance of strong public health measures, that necessitated rapid evaluations and process adjustments. ATL also recognizes the importance of collaboration with business partners and other government agencies. Ultimately, ATL is more resilient and prepared for future disruptions than ever before.



DOA Stormwater Infrastructure preventative maintenance

## EMPLOYEE BENEFITS AND PROFESSIONAL DEVELOPMENT

The Airport provides a variety of benefits and professional development opportunities to reward employees for their commitment and to retain the best talent in the industry.

The Dept. of Aviation's benefit packages include mental health resources and medical, dental and vision insurance. Employees have access to medical-savings options such as health savings accounts (HSAs) and flexible spending accounts (FSAs). The Airport also offers life insurance, short-term disability and other voluntary benefits including critical illness insurance and accident indemnity insurance.



## EMPLOYEE BENEFITS

The Dept. of Aviation prioritizes the health and well-being of its employees by offering a variety of wellness programs, incentives and amenities, such as:

- Access to fitness facilities and health centers
- Monetary incentives up to \$300 for participating in a wellness program offered through the health insurance plans, such as completing an online health assessments, biometric screenings, annual physicals, or flu vaccinations
- Use of the City's on-site health clinic through enrollment in a City-sponsored medical plan
- Free medical and pharmacy services from the City of Atlanta Wellness Center

Recognizing the significance of mental health and the need for aid in coping with emotional and mental stress, the Airport has increased access to mental health services. It offers an Employee Assistance Program (EAP) to ensure that employees always have access to the resources they need to address challenges in their lives.

## PROFESSIONAL DEVELOPMENT AND TRAINING

Numerous training and development opportunities are offered to Dept. of Aviation employees to improve service, management and leadership skills among staff. In 2022, ATL received the Airport News and Training Network (ANTN) Digicast Excellence in Airport Award for Training Excellence – Large Hub for their employee programs.



2022 Summer Youth Employment Program

The Airport's Diversity, Equity and Inclusion (DEI) approach is rooted in comprehensive employee training and a diverse workforce representative of its community. DEI training promotes understanding and appreciation through initiatives like iSpeakATL Cultural Competency Training, which highlights Atlanta's religious, cultural, and linguistic diversity and other courses and trainings.

## DOA TRAINING & DEVELOPMENT OFFERINGS, 2022

155  
LEADERSHIP HOURS

32  
VENDOR LED HOURS

1,602  
DEI HOURS

211  
OTHER HOURS

577  
CORE EMPLOYEES HOURS

2,576  
TOTAL TRAINING HOURS

ATL is committed to providing workforce development programs that empower the community and invest in metropolitan Atlanta workers. As one of the Mayor's initiatives to support youth in Atlanta, ATL kicked off the Summer Youth Employment Program in 2022. An inaugural cohort of over 100 local high school students and graduates worked at ATL for an 8-week paid internship with assignments ranging across all business units. In addition, the Dept. of Aviation provides funding for professional development and this year the Dept. of Aviation allocated tuition reimbursement to 10 employees and supported one staff member who pursued job shadowing.

## SERVICE QUALITY AND ACCESSIBILITY

### SERVICE AWARDS

The Airport participates in ACI's Airport Service Quality (ASQ) program. ASQ benchmarks passenger satisfaction in categories including access, security, facilities, and environment. For the second year in a row, ATL was recognized as the ACI ASQ Best Airport by Size and Region.

### ALTERNATIVE TRANSPORTATION

ATL's Transportation Management Association, the Airport Employee Ride Options, or AERO, collaborates with surrounding communities and transit authorities to expand mobility programs to and from the Airport for its more than 63,000 employees. The Airport works with the Metropolitan Atlanta Rapid Transit Authority (MARTA) to bring passengers and employees from 38 rail stations in the greater Atlanta area to ATL. The Airport station is MARTA's third busiest stop, helping to reduce traffic within the city.



Customer Experience Director Steve Mayers, center, receives the ASQ Certificate of Accreditation

### ACCESSIBILITY

The accessibility of ATL to all passengers and staff is fundamental. The Dept. of Aviation developed a three-year roadmap based on an Americans with Disabilities Act (ADA) program audit, focusing on key priorities for maintaining and improving accessibility. The roadmap features strategies such as ADA and Title VI employee training to ensure employees understand how to maximize ATL accessibility for passengers and staff. The ADA Committee and Advisory Group meets quarterly to review progress and solicit feedback from the community. This Committee has several new and updated strategic projects, including:

### AERO PROGRAM HIGHLIGHTS

**992,500**  
vehicle miles reduced  
from 2019-2022

**1,300**  
Airport employees were  
members of the AERO/GCO  
commute trip reduction  
software platform

In 2022, vehicle miles were reduced  
by implementing alternative transit options

**181,800**  
miles from ridesharing

**60,800**  
miles from transit

**68,000**  
miles from teleworking

**1,900**  
miles from other modes

- Vertical and horizontal transportation improvements including new elevators and escalators, alternative routes and increased communication about accessibility options
- ADA and special services interactive map, highlighting special service locations like the sensory room, service animal relief areas, changing station, nursing mothers' room, TTY/TDD telephone locations and wheelchair charging stations
- Three wheelchair charging stations near gates A26, A11 and C17 for electric wheelchairs and mobility scooters, allowing recharging during layovers
- ATL Cares Program, a special webinar service, offers personalized travel assistance including accessibility requests, travel-day schedule overviews, tips and terminal tours upon 48-hour notice
- Announcements in the Plane Train with notifications about accessibility changes such as alternative methods of access





In addition, ATL is committed to supporting active-duty military, veterans and their families who are traveling through the Airport. ATL hosts a United Service Organization (USO) Lounge pre-security in the Domestic Terminal. This lounge offers food and beverages, multimedia and gaming, connectivity, and relaxation spaces at no cost to veterans and active duty service members and their families. As a part of their mission to support ATL's commitment to the Armed Services, Delaware North provides additional food and hospitality in the USO Lounge during holidays.

## COMMUNITY RELATIONS

ATL strives to be a good neighbor to surrounding communities through outreach programs. The ATL Aviation Education Program provides education to youth with an interest in learning more about the Airport and careers in aviation.

The Airport conducts community outreach and volunteer events, building community relationships that contribute 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 fosters support for current priorities.

The Airport's community-focused events include:

- Mayor's 5k on the 5th Runway opens Runway 10/28 to 2,000 participants in a race benefiting the Mayor's Youth Scholarship Program and the United Way of Greater Atlanta
- Black History, Women's History and Hispanic Heritage Month programs
- September 11th remembrance programs
- The 25th Annual Toyland holiday experience for 300 first-grade students to educate on aviation careers, spread holiday cheer and give toys to 3 local schools

The Airport manages vibrant community relations and government affairs programs encompassing eight different government jurisdictions that surround the Airport. The Airport believes it is critical to maintain strong relations with government leaders and stakeholder groups to ensure effective collaboration.



Airport GM poses at the Mayor's 5K with Mayor Dickens and United Way CEO Milton Clipper

## SUPPORTING LOCAL ARTISTS

ATL supports the local art community. The Airport art program integrates art throughout ATL for the benefit of passengers and employees. 1% of eligible project budgets, excluding airfield projects like runways and taxiways, is allocated for local art. The program commissions artwork, produces and curates rotating exhibits and manages musical performances. The Airport displays over 1,000 pieces of art — one of the largest public art exhibitions in the Southeastern U.S.



The Terminal-T Midpoint Gallery hosted a specialized exhibit, in collaboration with students from SKA Academy of Art and Design, with a primary focus on raising awareness about the plight of the endangered pangolin

## SAFETY AND SECURITY

Operational safety and security programs include workplace safety for employees, deicing and snow removal operations, wildlife hazard management and firearm and weapon detection at security checkpoints.

### ORGANIZATIONAL SAFETY AND TERMINAL SECURITY

The Airport implements a safety management system (SMS) that enables management, employees, airlines, tenants and other business partners to operate safely. SMS is a data-driven, business-oriented approach to managing safety that leverages organizational structure, accountability among ATL users, policies and procedures to advance organizational safety. The SMS includes a confidential reporting program that encourages employees to report dangerous or hazardous situations.

The OneATL Safety Always Program awards employees who demonstrate exemplary safety practices. On August 30, 2022, the Dept. of Aviation, in partnership with Transportation Security Administration (TSA), Delta Airlines and AIG, held the ONEATL Safety and Security Risk Management Excellence Awards with three educational safety workshops on ergonomics and TSA history. There were 189 participants and 25 safety award winners. Notable features from the event included the Fire Life Safety Award, which was given to five Atlanta firefighters who delivered a baby on a Delta Air Lines aircraft. Another honoree was Dedra Hudson, an ATL Security employee who saved a fellow employee from cardiac arrest.

At security checkpoints, the Airport collaborates with TSA to ensure the highest standards of screening. The Dept. of Aviation proactively educates the traveling public on what is and is not permitted beyond checkpoints to limit instances of passengers bringing prohibited items in their carry-on luggage.

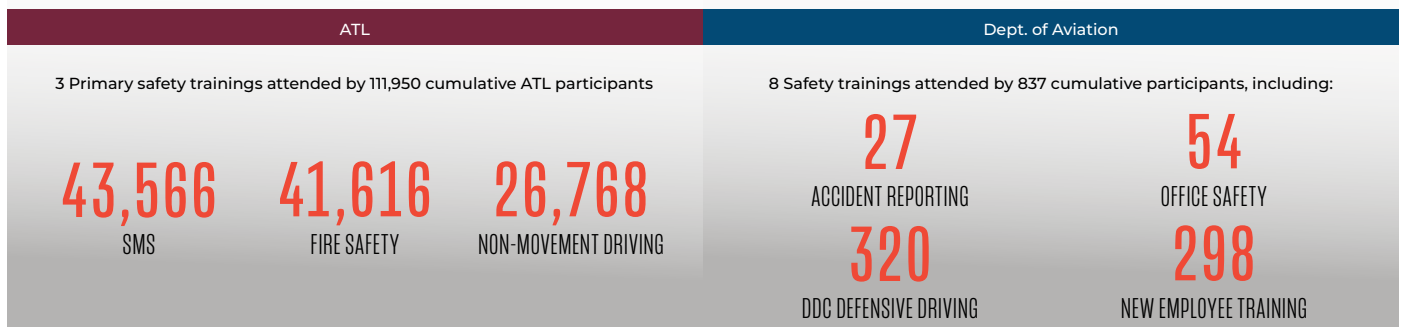
### NOISE ABATEMENT

In partnership with the FAA, ATL has evaluated aircraft noise for more than 30 years. The Airport implements aircraft noise mitigation measures in noise-sensitive structures. The Airport's Noise Insulation Program (NIP) installs acoustically rated windows, doors and other improvements in nearby homes in College Park, East Point and Forest Park, with 80% federal funds and 20% Airport revenue.

The Airport expects aircraft noise impacts to decline as airlines replace old aircraft with newer, more efficient aircraft.



## SAFETY TRAININGS, 2022



## AIRFIELD SAFETY

On the airfield, ATL works to ensure safe and efficient operation of aircraft through their integrated Wildlife Hazard Mitigation Plan (WHMP).

### WILDLIFE MITIGATION

The WHMP details the wildlife threats to the Airport and strategies to mitigate hazards. The WHMP is maintained by the Dept. of Aviation, with input from the Wildlife Hazard Working Group (WHWG), comprised of diverse Airport entities, including two Airport wildlife biologists, the FAA, airline companies and additional Airport stakeholders. The WHMP focuses on habitat reduction or modification on Airport property and wildlife exclusion. The goal of the program is to reduce the likelihood of aircraft wildlife strikes and includes outreach and training programs to educate staff and stakeholders. ATL has a comprehensive wildlife strike and wildlife-related incident reporting framework, which includes detailed wildlife strike reports. In 2022, ATL was recognized for their reporting practices with the FAA Sandy Wright / Richard Dolbeer Excellence in Strike Reporting Award.

### AIRCRAFT RESCUE AND FIRE FIGHTING

The Airport's Aircraft Rescue and Fire Fighting (ARFF) training facility conducts routine controlled burns using pyrotechnics design, providing essential training for Airport firefighters. The facility is utilized for emergency drills and exercises to improve firefighters' skills in hose handling, communication with truck operators, fire dynamics comprehension and effective firefighting techniques.

### DEICING

In 2022, ATL reached a significant milestone, completing the South Deicing Facility. This LEED Silver certified building with a virtual control tower helps to manage winter weather events by providing glycol storage to ensure safe airplane operations. This facility also prevents impacts to the surrounding waters by adding capacity to collect and manage deicing fluid and protect stormwater.



South Deicing Complex completed in 2022



Simulation training at ATL's ARFF training facility



## HUMAN TRAFFICKING

Human trafficking is a concern for transportation hubs, including large airports with numerous international destinations. ATL has a longstanding program to combat human trafficking, which includes requiring employees at the Airport to take a mandatory human trafficking awareness course when receiving and updating employee identification badges. This year, the Airport launched its ATL Human Trafficking Prevention and Awareness 365 Campaign. This project provides the Airport community with the tools to identify and potentially stop potential human trafficking as well as resources to assist victims. The 365 Campaign is a multi-jurisdictional collaborative with a focus on the Airport footprint, the City of Atlanta, Fulton County and Clayton County. There are four core areas associated with this campaign:

- Law Enforcement
- Public Awareness and Community Outreach
- Policy and Legislation
- Survivor Resources

ATL developed numerous goals and completed activities to advance the campaign including:

- Four 'Not in my County' human trafficking prevention collaborative meetings attended by law enforcement, resource providers and state and federal representatives
- ATL press conference in January for National Human Trafficking Prevention Month
- ATL canopies lit blue in recognition of Human Trafficking Prevention Month
- Youth Forum on human trafficking prevention and awareness, hosted by ATL, in partnership with Douglass High School
- Local and State Elected Officials Roundtable



ATL Human Trafficking Prevention and Awareness 365 Campaign 2022



# GOVERNANCE

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CITY  
HALL

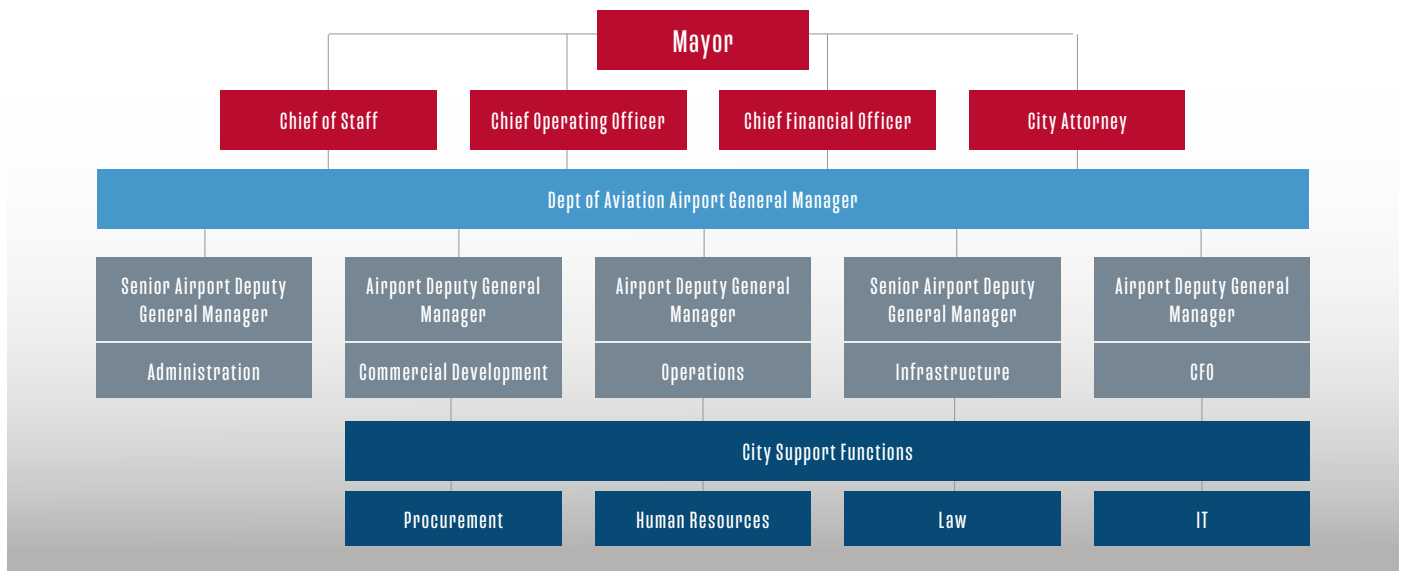
A resurgent airport is built upon strong leadership and a defined governance structure. ATL continues to leverage its rules, regulations, policies and programs to effectively serve its stakeholders, employees, passengers and the surrounding community. The Airport is committed to progress in governance by building out its sustainability business unit and sustainability policies, completing its strategic plan, advancing diverse representation in senior leadership and promoting transparency.

## OVERSIGHT, STRUCTURE AND STRATEGY

The Airport is organized into five functions, overseen by a diverse and gender-balanced ATL senior leadership team (depicted below) and led by the Airport General Manager. In 2022, the Dept. of Aviation hired a sustainability director to lead their dedicated sustainability planning and implementation team.

Hartsfield-Jackson Atlanta International Airport is owned by the City and operated by the Dept. of Aviation. As a City department, the Airport operates under the purview of the Mayor and the Chief Operating Officer, with centralized services from the City's Human Resources, Procurement, Information Technology, Legal and Finance departments, with oversight on projects and financial decisions requiring approval from the City Council.

### ORGANIZATIONAL CHART



### ORGANIZATIONAL FUNCTIONS

<p><b>ADMINISTRATION</b></p> <ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Sustainability</li> <li>Business Diversity</li> <li>Public &amp; International Affairs</li> <li>Communications</li> <li>Human Resources</li> <li>Law</li> <li>Procurement</li> <li>Community Affairs</li> <li>Government Affairs</li> <li>Special Events</li> </ul>	<p><b>OPERATIONS</b></p> <ul style="list-style-type: none"> <li>Operations</li> <li>Transportation</li> <li>Security</li> <li>Public Safety</li> <li>Emergency Management</li> <li>Maintenance</li> <li>APD: Airport Section</li> <li>AFRD: Airport Section</li> <li>Traffic Enforcement</li> </ul>	<p><b>INFRASTRUCTURE</b></p> <ul style="list-style-type: none"> <li>Facilities &amp; Asset Management</li> <li>Planning</li> <li>Design</li> <li>Architecture</li> <li>Construction</li> <li>Quality Assurance</li> <li>Engineering</li> <li>Emergency Services</li> <li>Critical Infrastructure</li> </ul>	<p><b>COMMERCIAL</b></p> <ul style="list-style-type: none"> <li>Airline Affairs</li> <li>Passenger Air Service</li> <li>Concessions</li> <li>Off-Airport Commercial Real Estate</li> <li>On-Airport Properties</li> <li>Parking</li> <li>Passenger Experience</li> <li>Cargo Air Service</li> <li>Marketing</li> </ul>	<p><b>FINANCE</b></p> <ul style="list-style-type: none"> <li>Accounting</li> <li>Financial Reporting</li> <li>Budget and Fiscal Policy</li> <li>Capital Finance</li> <li>Revenue</li> <li>Finance Planning &amp; Analysis</li> <li>Treasury</li> <li>Risk Management</li> <li>Information Technology</li> </ul>





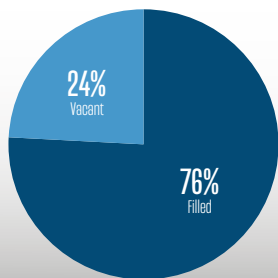
Airport General Manager Bheodari poses with female members of his leadership team

At the end of 2022, the Dept. of Aviation was comprised of 653 employees, including 328 Atlanta Fire & Rescue (AFRD) and Atlanta Police Department (APD) personnel (with an additional 317 authorized vacancies). The breakdown of filled and vacant positions is shown in the chart. ATL is proud to announce that there has been an approximate 8% increase in Dept. of Aviation staff since 2021.

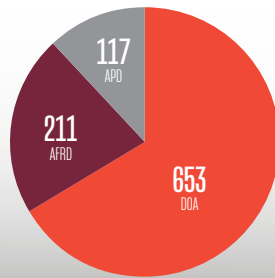
The strategic pillars highlight the key focus areas for the Airport. The Strategic Plan is still in development. The final update will guide every aspect of operations. The Plan will align department-wide goals with business unit goals and will include a combination of tactics and accountability mechanisms to track and communicate progress.

## POSITION STATUS

Overall Filled & Vacant Authorized Positions



2022 Filled FTE Counts



## STRATEGIC PLAN

The Strategic Plan outlines the Airport's vision, mission, core values and leadership philosophies, which guide the organization and ensure strategies for success.

## STRATEGIC PLAN

### VISION + MISSION + CORE VALUES

#### VISION

To be the global leader in airport efficiency and exceptional customer experience

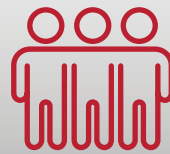
#### MISSION

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

#### CORE VALUES

ICARE : Integrity · Collaboration · Accountability · Respect · Excellence

## STRATEGIC PILLARS



PEOPLE



PURPOSE



PERFORMANCE



## RISK AND CRISIS MANAGEMENT

ATL actively supports and enforces the City's risk management policy to minimize financial burdens on citizens and protect assets and operations. The Office of Enterprise Risk Management (ERM) implements risk management practices and insurance requirements. Employees are responsible for following risk management procedures, practicing safe work habits and reporting unsafe conditions. Coordination throughout the organization is necessary to ensure comprehensive coverage of all Airport aspects and while this report highlights initial opportunities and risks, further coordination is necessary for mitigation moving forward. Airport risk comes in various forms, including environmental and cyber risks. The Environmental Site insurance policy is renewed every three years with stable premiums. Cyberattacks, however, are increasing globally and insurance rates have risen by 55%. ATL has increased policy limits in response to the potential impacts of cyberattacks and is coordinating with the Risk Management team and the City's IT department to establish a comprehensive and responsible policy.

## TRANSPARENCY

The Airport maintains a commitment to openness, transparency and ethical business through compliance with laws, ethics training and financial disclosure declarations. This fosters an ethical culture, builds trust with stakeholders, promotes responsible citizenship, and enables productive collaboration.



ATL Fire Station 32 LEED Certification is in progress

## INFRASTRUCTURE AND FACILITIES

The Dept. of Aviation integrates sustainability into infrastructure and facilities projects via comprehensive planning and development sustainability standards.



**LEED:** All new large construction projects must meet Silver Certification. Existing buildings must achieve Operations & Maintenance (O+M) Certification by the next recommissioning date



**Arc:** This is a platform that benchmarks building performance in energy and water consumption, waste diversion and human experience



**Envision:** All civil infrastructure projects must meet the minimum certification, which is Envision Verified



**Parksmart:** All new parking decks are required to achieve a minimum of Bronze certification. Parksmart defines sustainable practices in parking structure design, technology and management



**Autocase:** ATL uses this tool to analyze life-cycle financial, environmental and social impacts of initiatives integrated into capital projects and plans



**GIS Sustainability Dashboard:** ATLS is a system that tracks current project status and completed project certification in real time

## BENEFITS DELIVERED

The Sustainability Standards have made significant progress and achieved several accomplishments:

- ATL has achieved 3 LEED Gold, 4 LEED Silver and 1 LEED Certified certification. 11 LEED projects are underway
- ATL was awarded the Parksmart Silver certification for the ATL West Deck, making it the second largest Parksmart-certified parking facility globally. The Airport is pursuing 1 other Parksmart Project
- ATL has received 1 Envision Silver award for its Taxiway and Runway 9L-27R Pavement Replacement project and is evaluating certification for 11 other projects





In July of 2022, The US Green Building Council traveled to ATL to present two certifications: ATL West Deck with Parksmart Silver and Fire Station 40 with LEED Gold

## ASSET AND DATA MANAGEMENT

Sustainable development, data and information management and strategic investment planning drive effective asset management at ATL. The organization is focused on the renewal and replacement of facilities. It systematically tracks age, useful life, condition, urgency and other factors to make data-driven decisions. The Asset Management division oversees the new Specialized Construction Services (SCS) program, which leverages innovative project delivery methods to ensure assets remain in a state of good repair prior to major capital improvements. All ATL design and construction projects are subject to P&D sustainability standards, including documentation and tracking requirements that support use of data in decision-making. Establishing an Asset Management framework that manages assets based on impact to operations and improving customer experience is a priority for ATL.

# PROSPERITY

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COURSE F  
Gates F1-F10  
Puertas de Embarque

DUTY FREE AMERICAS

TIFFANY & CO.

The Airport and the community prosper when they achieve economic, social and environmental goals. In its effort to fly forward, the Dept. of Aviation is committed to enriching the region's economy through Airport operations, promoting business diversity, advocating for living wages and workers' rights and fostering innovation.

## ECONOMIC ENGINE

While the Airport is owned and operated by the City of Atlanta, its influence extends throughout the Southeast and the nation. A 2016-2017 Economic Impact Study conducted by the Airport reported that ATL generated \$51.6 billion in revenue for Metropolitan Atlanta, \$15.2 billion in revenue for the rest of Georgia and \$15.7 billion in revenue for the wider region. These values are based on direct effects that can be attributed to visitor spending and freight, indirect effects from suppliers of goods and services and induced effects from spending of worker income.

ATL is a major freight gateway and was the 14th busiest airport in the United States for air cargo tonnage in 2022. In addition, air cargo directly supports jobs in manufacturing and indirectly in logistics for a total of over 103,600 positions.

### ECONOMIC PERFORMANCE

The Airport's adjusted revenue budget for July 1, 2021 through June 30, 2022 (FY 2022) was \$317.8 million, reflecting a reduction from pre-COVID levels due to pandemic recovery. This decrease was offset through the utilization of COVID-19 relief grants. Passenger volume reached 45.4M enplanements in FY 2022.

Additional metrics on the Capital Improvement Program (CIP) spending and concessions program revenue are below:

- FY 2023 to FY 2042 active and future projects total approximately \$8.9 billion
- Spend in the Reprioritization Plan for the Capital Improvement Program totals \$2.2 billion from FY 2015 through FY 2023
- FY 2022 Concessions revenue totaled \$923 million

In addition, in FY 2022, the Airport continued to utilize the COVID-19 federal relief grants. Notably these grants funded expenses such as salaries and benefits, operational costs and debt service. Through allocation of COVID-19 relief funds and other relief measures, the Airport substantially reduced concession rent in FY 2022, which bolstered worker retention, worker recruitment and inventory replenishment. In 2022, ATL was resurgent from the pandemic with increased passenger growth and the reopening of concessions locations.

### WORKFORCE DEVELOPMENT

To further sustain and expand the positive economic impacts of ATL operations, the Airport partnered with the Aerotropolis Atlanta Alliance. This public-private-partnership was created in 2015 to focus on community, economic progress, quality of life improvements and workforce development for the area surrounding ATL.



ATL's CM, Balram 'B' Bheodari stands with Aerotropolis Atlanta President & CEO, Shannon James

The Alliance hosts annual career exposure events in partnership with Clayton and Fulton County Public Schools. These events connect high school juniors and seniors with industries associated with the Airport. Since 2019, the Alliance has hosted four Career Expos, exposing more than 1,000 students to roughly 65 businesses in aviation, transportation distribution logistics, food and agribusiness, multimedia production and life sciences. Information on the Alliance's plans and initiatives can be found at [\*Aerotropolis Atlanta Blueprint-A Vision and Strategy for the Atlanta Region.\*](#)

The Dept. of Aviation hosts additional career fairs to provide opportunities to connect Airport partners to talented job seekers throughout the region. The events receive support from Airport stakeholders, students, teachers, public officials and government leaders. ATL hosted two job fairs in 2022 attended by over 100 employers and over 1,500 job seekers. As a result of the career fairs, ATL added 1,120 new hires.

The Airport engages with local schools and organizations to foster future aviation leaders. In partnership with local school districts, ATL conducts tours, holds career talks and participates in career day events impacting more than 5,000 students.

## INTERNATIONAL AFFAIRS

In 2022, ATL hosted 200 delegates from 30 countries. Two highlights include:

- Meeting between the Dept. of Aviation Airport General Manager and a delegation from Uganda, which included the Ambassador from Uganda, the Honorary Consul and representatives from Uganda Airlines
- Hosting of an Iraq delegation to learn about public safety and security best practices



ATL coalition visits India for trade mission



2022 ATL Airport Career Fair



## BUSINESS DIVERSITY

Parallel to the workforce diversity initiatives, ATL has historically made commitments to business diversity, leveraging the economic impact of ATL to elevate underrepresented communities through meaningful business connections. In 1974, Mayor Maynard H. Jackson, Jr., Atlanta's first African American mayor, mandated that 25% of Airport contracts must be awarded to minority firms on municipal construction projects. Since then, the Airport continues to ensure Disadvantaged Business Enterprise (DBE), Equal Business Opportunity (EBO), Small Business Enterprise (SBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE) contract goals are met.

### SUPPORTING DIVERSE BUSINESSES

Reflected below are the Capital Improvement Plan and concessions programs as they relate to Business Diversity:

- Over \$35 million in contracts were awarded to DBE and SBE firms in 2022. As of December 2022, ATL has committed to over \$66 million towards DBE and SBE contracts
- ATL invested over \$93 million in Women and Minority-owned Businesses (WMBE) in 2022. As of December 2022, ATL has committed to over \$414 million towards WMBE contracts
- In FY 2022 ATL achieved 36.18% participation (\$323 million) in revenue for non-car rental ACDBEs, exceeding the 32.46% goal

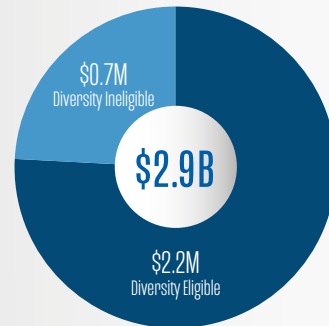


Industry Day 2022

## 2015 - 2022 ATLNEXT: DIVERSITY SUMMARY

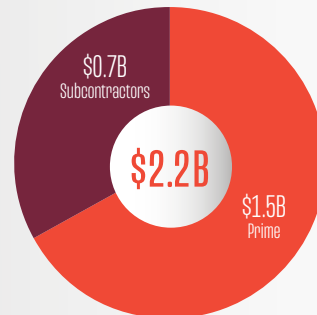
### Program Approved Invoices

(As of 12/30/2022)



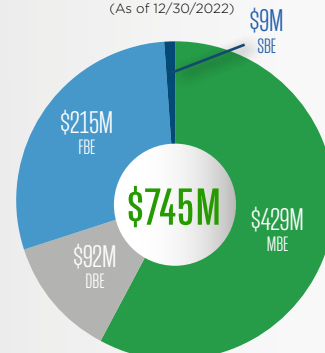
### Diversity Eligible

(As of 12/30/2022)



### Estimated Diversity Participation

(As of 12/30/2022)



In 2022, ATL continued its commitment to offering business diversity outreach events, programs and policies to support the growth, development, success and participation of diverse contractors:

## BUSINESS DIVERSITY EVENTS

### ATL Quantum Performance Development Program

Launched in 2022, the program trains established minority, female and disadvantaged businesses on entrepreneurial mindset, business strategies, branding and relationship management

### ATLNext Industry Day

Established in 2016, the annual event educates small contractors about business opportunities through industry roundtables, the Maynard H. Jackson, Jr. Legacy Awards, and a networking expo

### Partnering with a Purpose

The annual networking event offers ATLNext prime contractors an opportunity to share about upcoming events and services they are requesting

### Small Business Development Program

The program is over a 15-week period offering construction management training (e.g., OSHA 10 certification, contract administration, scheduling, bidding, etc.) for small businesses seeking opportunities within the City of Atlanta

### ATLNext Contractor Roundtable

This quarterly event between Airport leadership, prime contractors and subcontractors, allows the airport to field questions and receive input on the Capital Improvement Program

### ATL Behind the Scenes

This bimonthly event provides guidance for firms doing business with the airport, covering topics such as safety, security, insurance, joint ventures and change management, with over 300 firms participating to date



Industry Day 2022

## DEI HIRING GOALS

The Airport's Human Resources Talent Acquisition team focuses on online platforms that attract diverse candidates, like LinkedIn, CareerBuilder, Indeed and various others aligning with the City of Atlanta's commitment to diversity in the workforce. In addition, ATL's customer service contract states that 15% of hires for customer service agents should identify as a person with a disability.



## LIVING WAGE

The Dept. of Aviation believes its employees should be appropriately and equitably compensated for their service to its mission. The Dept. of Aviation recently set a goal for all department employees to earn at least \$20 per hour. In 2022, 100% of Dept. of Aviation employees met or exceeded that pay rate. Also in 2022, the Mayor announced that all employees would receive a 3.5% income increase to account for cost-of-living adjustments.

## INNOVATION

ATL's efficiency, service quality and overall sustainability are driven by innovation. The Airport's Innovation team generates value in these areas by making things better, faster, more accurate, or less expensive. Below are selected innovation initiatives at ATL:

### Contactless, Effortless, Frictionless Parking

The ATL West parking deck leverages a partnership with the State Road and Tollway Authority that allows users to automatically locate and pay for parking using their existing Peach Pass. The system reduces idling time, fuel use and emissions in addition to improving the customer experience

### Inclusive Airport Navigation

Digital technology enabled by Aira Technology Corporation is providing ATL's passengers with visual impairments independence, informing them of gate changes, flight schedules and amenities without the aid of Airport personnel

### Turn-by-Turn Navigation

The Airport revitalized its mobile application with a partnership between Locus Labs and Acuity Technologies. As part of a scaled Internet of Things (IoT) strategy, Bluedot technology, IoT, smart lights and GIS maps provide travelers with enhanced, self-directed wayfinding. Passenger navigation data is being leveraged to optimize concessions

### Here to Help Anytime Chatbot

Slalom Consulting and Amazon Web Services (AWS) are improving the customer experience at ATL via a partnership delivering responsive digital services



ATL West Deck



## LOOKING AHEAD

Dept. of Aviation is using the data collected in this ESG+P Report to address gaps, advance the Airport's sustainability program and raise stakeholder awareness of environment, social, governance and prosperity issues. The Airport has made great progress in ESG+P, but there is work to be done. Partnering with employees, businesses and communities, ATL is flying forward to improve performance, mitigate risks and position itself to seize opportunities.



2022 Summer Youth Interns

## ACKNOWLEDGEMENTS

The City of Atlanta Dept. of Aviation thanks our devoted staff and the Airport stakeholders who contributed to this Report.







CITY OF ATLANTA

**MAYOR**

Andre Dickens

**Department of Aviation**

Balram 'B' Bheodari

Airport General Manager

ATLANTA CITY COUNCIL

**Council President**

Doug Shipman

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- District 2** Amir R. Farokhi
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