

SOARING WITH VISION

2024 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT



Table of Contents

A message from Mayor Andre Dickens.....5

A message from Airport General Manager Ricky Smith7

About ATL’s ESG Report.....9

ENVIRONMENTAL 11

 Greenhouse Gas Emissions..... 12

 Energy..... 16

 Water Quality and Conservation.....20

 Waste Tracking and Diversion.....22

 Environmental Compliance22

SOCIAL.....25

 Employees.....26

 Economic Engine30

 Service Quality and Accessibility.....38

 Community Relations.....42

 Safety and Security46

GOVERNANCE 51

 Strategic Plan.....53

 Economic Performance55

 Enterprise Risk Management.....57

 Asset and Data Management60

 Infrastructure and Facilities.....62

ACKNOWLEDGEMENTS 63

LIST OF ACRONYMS 64

ESG DATA MATRIX..... 65



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ANDRE DICKENS
MAYOR

A message from Mayor Andre Dickens

Greetings:

Atlanta is a city that leads with purpose and nowhere is that more evident than at Hartsfield-Jackson Atlanta International Airport (ATL). As the world’s busiest and most efficient airport, ATL continues to be a driving force in our city’s economic strength, environmental innovation, and commitment to equity.

I’m proud to present the 2024 Environmental, Social, and Governance (ESG) Report, which reflects ATL’s continued leadership in sustainability, service, and stewardship. Through groundbreaking energy efforts, expanded global engagement, and a deep commitment to transparency, ATL remains a powerful example of how infrastructure can uplift communities and connect the world.

This year’s progress shows what’s possible when we center people, partnership, and progress. From investing in clean energy to fostering inclusive economic opportunities, ATL’s approach aligns with our city’s vision for a stronger, more resilient future – one that prioritizes the well-being of all Atlantans.

I commend the Department of Aviation, our entire Airport leadership team, and the thousands of people who work every day to keep ATL moving. Their efforts continue to set a global standard and remind the world that when Atlanta leads, progress follows.

Sincerely,

A handwritten signature in black ink, appearing to read 'Andre Dickens'.

Mayor Andre Dickens





A message from Airport General Manager Ricky Smith

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

Each year, the release of our ESG Report reflects our direction. At ATL, that direction is clear: we are building a future-forward airport rooted in resilience, responsibility, and results. As the newly appointed General Manager of the world’s busiest and most efficient airport, I am proud to lead an organization that continues to raise the bar for environmental stewardship, social responsibility, and sound governance. The milestones detailed in this year’s report are not isolated achievements—they are the results of strategic decisions, cross-sector collaboration, and a dedicated team committed to progress.

On the **environmental** front, we have expanded our carbon management capabilities by demonstrating a reduction in scope 1 and scope 2 emissions compared to the three-year rolling average and initiating Whole-Building Life Cycle Assessments on major capital projects. Our partnership with Cherry Street Energy launched the first in a series of 16 solar installations, marking a transformative step toward achieving the City of Atlanta’s clean energy goals. Through innovative technologies and sustainable materials—from low-carbon concrete to electric fleet transitions—ATL is actively reducing emissions, energy use, and waste while shaping the future of airport design and construction.

Socially, ATL has deepened its role as an economic engine and a civic partner. We facilitated over 1,900 preliminary hires through community hiring events, launched immersive adult and youth apprenticeship programs, and increased wages to ensure our workforce is equitably supported. Our anti-human trafficking efforts gained national visibility and remain a model for other airports, and our community outreach, arts initiatives, and accessibility enhancements ensured that ATL continues to serve its travelers at the highest level, but also the people who power and surround us.

Governance remains the bedrock of our operation. In fiscal year 2024, we achieved our highest-ever operating revenue—approximately \$682 million—and continued to deliver major infrastructure upgrades, including milestone advancements in our \$1.3+ billion Concourse D Widening Project. We maintained strong bond ratings from Fitch, Moody’s, Standard & Poor’s, and KBRA reinforced our enterprise risk and insurance systems, and laid the foundation for a comprehensive new Strategic Plan that will guide our work through 2025 and beyond.

While we celebrate these accomplishments, we also recognize the work ahead. As we prepare for our centennial celebrations for the next 18 months and look toward the next 100 years of aviation excellence, we remain steadfast in our commitment to transparency, innovation, and inclusive growth. I extend my gratitude to our employees, partners, and community members who continue to power ATL’s progress and position us as a global leader in resilience, innovation, and impact.

Thank you for your continued trust and partnership.

With respect,

Ricky Smith
General Manager
Hartsfield-Jackson Atlanta International Airport





We are proud to present Hartsfield-Jackson Atlanta International Airport's 2024 Environmental, Social, and Governance Report - **Soaring With Vision**. Soaring with Vision represents a future built with today's purpose, where progress is not just promised, it's proven every day.

About ATL's ESG Report

The City of Atlanta (City) Department of Aviation (Dept. of Aviation) is committed to transparently and accessibly reporting environmental, social and governance (ESG) information for Hartsfield-Jackson Atlanta International Airport (ATL) each year. This 2024 ESG Report – "Soaring with Vision" – is the Dept. of Aviation's fourth since 2021.

This Report addresses the Airport's priorities, performance, risks and opportunities across environmental, social and governance topics. Consistent with the Dept. of Aviation's accounting processes, financial data is presented for Fiscal Year (FY) 2024 (July 1, 2023 to June 30, 2024), while the remainder of the data reflects Calendar Year (CY) 2024 performance and conditions.

Building on the materiality assessment updated for last year's report, the 2024 ESG Report concludes with a matrix summarizing present and historical ESG data ([ESG Data Matrix](#)). This tool provides an overview of ATL's ESG performance and tracks progress across key environmental, social and governance indicators. Structured as a rolling five-year performance summary, the ESG Matrix aligns with leading industry standards and is informed by the Airports Council International – [North America \(ACI-NA\) White Paper on ESG Reporting](#), released in the spring of 2024.

In summer 2024, the Dept. of Aviation received [a second party opinion from Kestrel](#) on its ESG reporting and [Green Bond Framework \(Framework\)](#).

Kestrel, an approved verifier accredited by the Climate Bonds Initiative, conducted an independent review to evaluate alignment of the Dept. of Aviation Framework with the International Capital Market Association Green Bond Principles. Green Bonds issued under the Framework are used to finance or refinance expansion, construction and renovation projects at Hartsfield-Jackson Atlanta International Airport that support the Capital Plan to 2030, also known as [ATLNext](#). Eligible projects include initiatives that enhance the sustainability of Airport operations and support long-term greenhouse gas emissions reduction. Categories outlined in the Framework and recognized by the Green Bond Principles include Energy Efficiency, Green Buildings, Renewable Energy, Clean Transportation and Climate Adaptation.

The second party opinion confirmed that ATL's Green Bond Framework is impactful, net-zero aligned and fully conforms with the four core components of the Green Bond Principles. It also affirmed that all debt issued under the Framework qualifies for Green Bond designation.

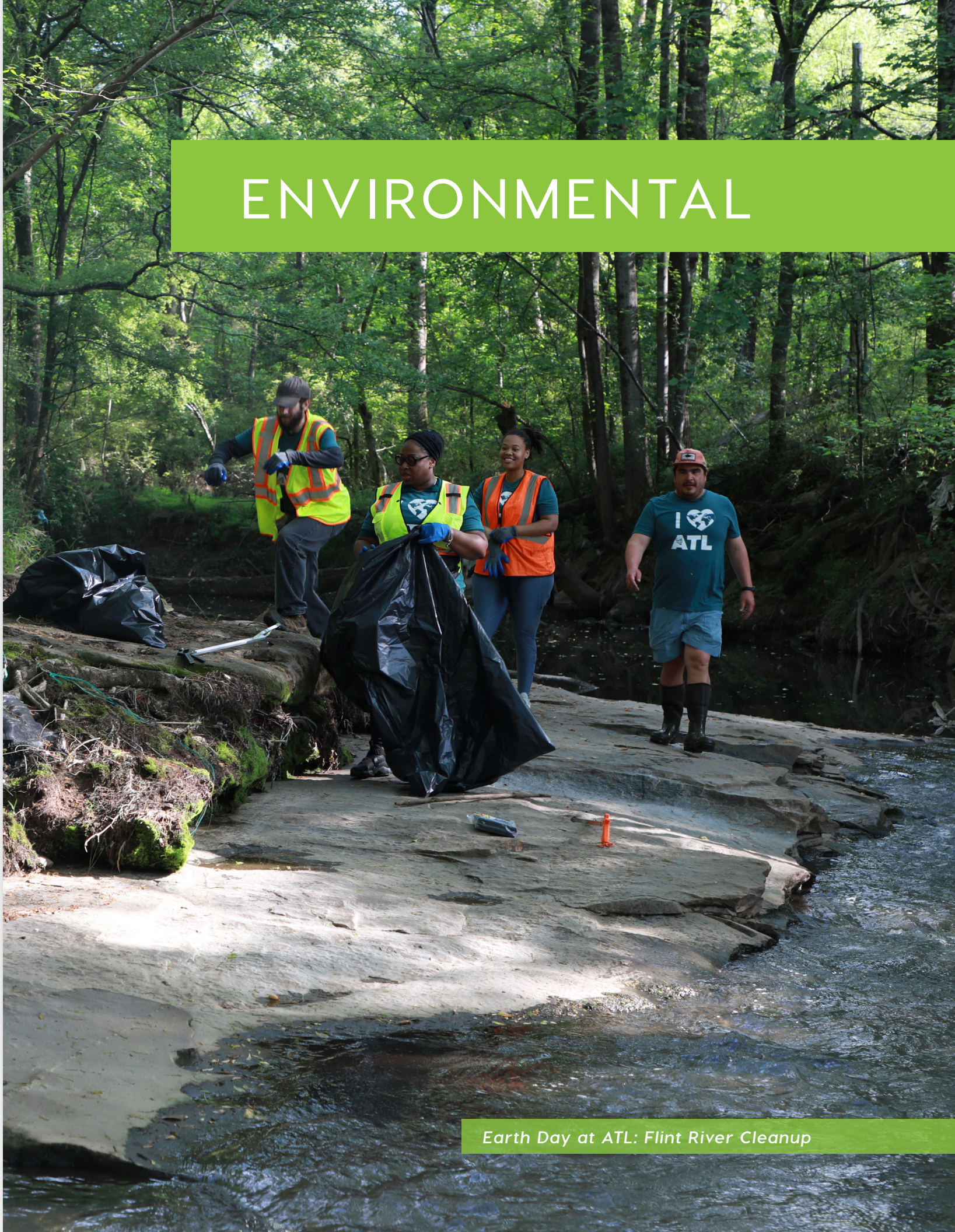
In 2024, ATL recorded its second-highest annual passenger total in history, 108.1 million passengers, a testament to the Airport's operational excellence and global connectivity. As ATL expands its reach, our employees, passengers, sustainability and operational excellence remain top priorities. Additionally, the Airport's partners, including tenants, concessionaires and airlines remain as vital as ever to ATL's continued success.

This ESG Report goes beyond numbers; it tells the story of a city that welcomes the world. ATL is a gateway for opportunity, a beacon of Southern hospitality, and a testament to the City's achievements.

ATL by the Numbers



ENVIRONMENTAL



Earth Day at ATL: Flint River Cleanup

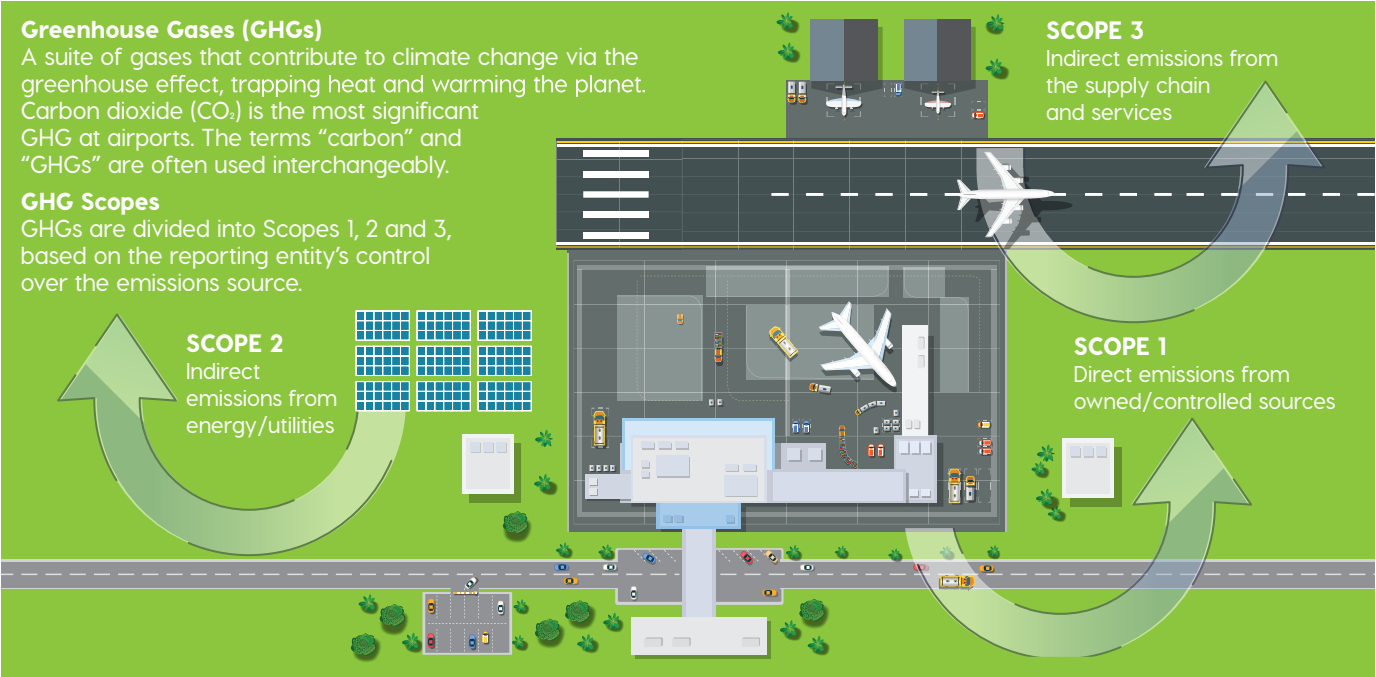
ATL is continuously expanding sustainability programs to improve Airport capital project design, increase construction safety and reduce terminal and airfield maintenance.

To support the growing sustainability efforts at the Airport, the Dept. of Aviation is updating a 2035 Sustainable Management Plan (SMP). Progress has been made on this document, including a triple bottom line life cycle analysis of select initiatives that consider environmental and social values in addition to economic returns. Following a pause in late 2023 due to organizational changes, efforts resumed in 2024 to summarize progress made to date and outline the next phase. Completing the plan builds on the Dept. of Aviation’s environmental efforts since 2003 beginning with the Green Building Policy and provides a strategic path toward a sustainable future for the Airport through 2035, aligned with City of Atlanta and Federal Aviation Administration (FAA) sustainability goals.

GREENHOUSE GAS EMISSIONS

The Dept. of Aviation is committed to supporting the City’s Decarbonize Atlanta plan, as detailed in the Department’s *Carbon Policy*. Key components of this commitment involve tracking and reporting Scopes 1 and 2 greenhouse gas (GHG) emissions, increasing energy efficiency and renewable energy generation, electrifying equipment and vehicles and decreasing the embodied carbon of materials used in construction. These efforts align with the FAA Airport Climate Challenge and the Climate Action Plan, which aim to achieve net-zero greenhouse gas emissions in the aviation sector by 2050.

Scope 1, 2 and 3 GHG Emissions at Airports



Ramp 6 North, Concourse E

Scope 1 and 2 Emissions

ATL conducts annual greenhouse gas inventory assessments to support accreditation through the Airports Council International’s (ACI) Airport Carbon Accreditation (ACA) program. ACA is the only voluntary GHG inventory framework for airports in the world. The ACA program provides a guide for airports to gain public recognition, enhance energy efficiency and increase awareness of GHG emissions and the importance of their measurement, management, reduction and offsetting.

The ACA program contains 7 certification levels, with increasingly ambitious requirements for carbon management and reduction. Level 1 requires airports to track emissions within their operational control (Scope 1 and 2), whereas the highest level of accreditation supports net zero Scope 1 and 2 emissions while also actively addressing Scope 3 emissions. ATL entered the program at Level 1 in 2021 and in 2023 became Level 2 certified, which requires measurement and quantified reduction of Scope 1 and 2 GHG emissions.

The Dept. of Aviation Scopes 1 and 2 emissions and GHG emissions per passenger from CY 2021 through 2024 are shown in the charts below. CY 2023 and CY 2024 emissions are pending verification by ACI and are subject to revision.

Scope 3 Emissions

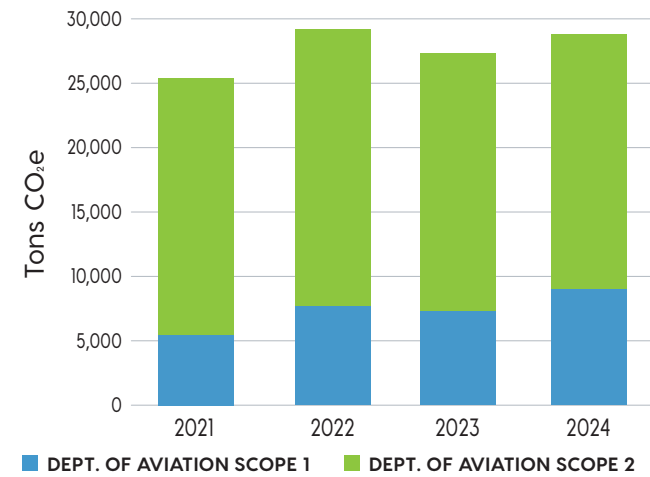
To support continued transparency and future ascension in the ACA program, ATL will begin tracking its Scope 3 emissions in 2025 through a combination of internal and external stakeholder engagement efforts, including the collection of data on electricity and fuel use in Atlanta Airport Terminal Company (AATC) managed and tenant-occupied spaces. These are emissions outside of the Dept. of Aviation’s operational control, but potentially within its influence. The Dept. of Aviation is committed to procuring sustainable materials wherever possible to reduce the embodied carbon of their capital improvement projects. The Dept. of Aviation leverages frameworks such as Leadership in Energy and Environmental Design (LEED), Parksmart, and Envision to complete life cycle cost analyses, triple bottom line reports and waste diversion assessments.

In 2024, the Dept. of Aviation conducted a Central Passenger Terminal Complex (CPTC) Renovation Project. As a part of the renovation of the Transportation Security Administration (TSA) breakroom area, the Dept. of Aviation decided to use Forbo Marmoleum flooring. This manufactured linoleum product is made of 98% natural raw materials, including linseed oil, wood flour, limestone, pine rosin and jute. The Environmental Product Declaration (EPD) for the material indicates that 983.9 kilograms of CO₂ equivalent per square meter has been avoided using this product.

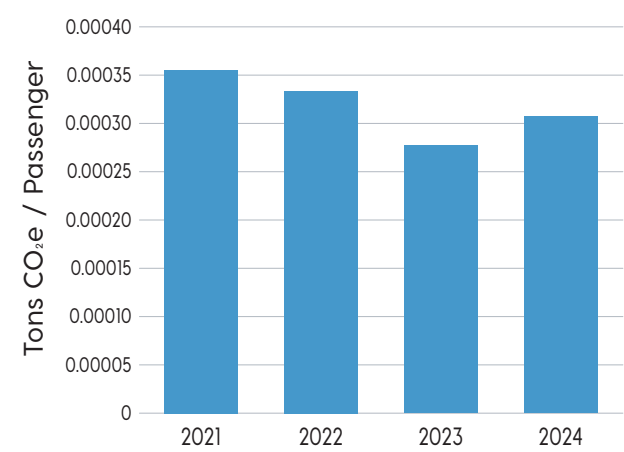
Other innovative technologies and materials deployed on capital projects in 2024 include:

- Maturity meters, which optimize concrete curing while reducing embodied carbon impacts. Through this technology, contractors can reduce the overall cement content of the concrete mixes while still predicting in-situ strength of the concrete pours to maintain safety and structural integrity.
- Fly ash and slag cement, which are supplementary cementitious materials meant to replace traditional Portland cement and reduce emissions.
- High recycled-content metals and energy-efficient insulated wall panels, which reduce carbon and weight loads.
- Autocase software to automate cost-benefit analyses. Using the triple bottom line metrics which include life-cycle costs, location-specific data and predictive analytics of nine LEED strategies pursued at the ~17,000 SF K9/Emergency Services Precinct (ESP) project, the Dept. of Aviation was able to identify \$1.84 million in net benefits, including 682 metric tons of carbon reductions. The study provided ATL with data-driven insights to prioritize strategies that deliver long-term value—supporting informed capital planning and reinforcing ATL’s ESG-aligned design approach.

Total Annual Scope 1 and 2 Emission



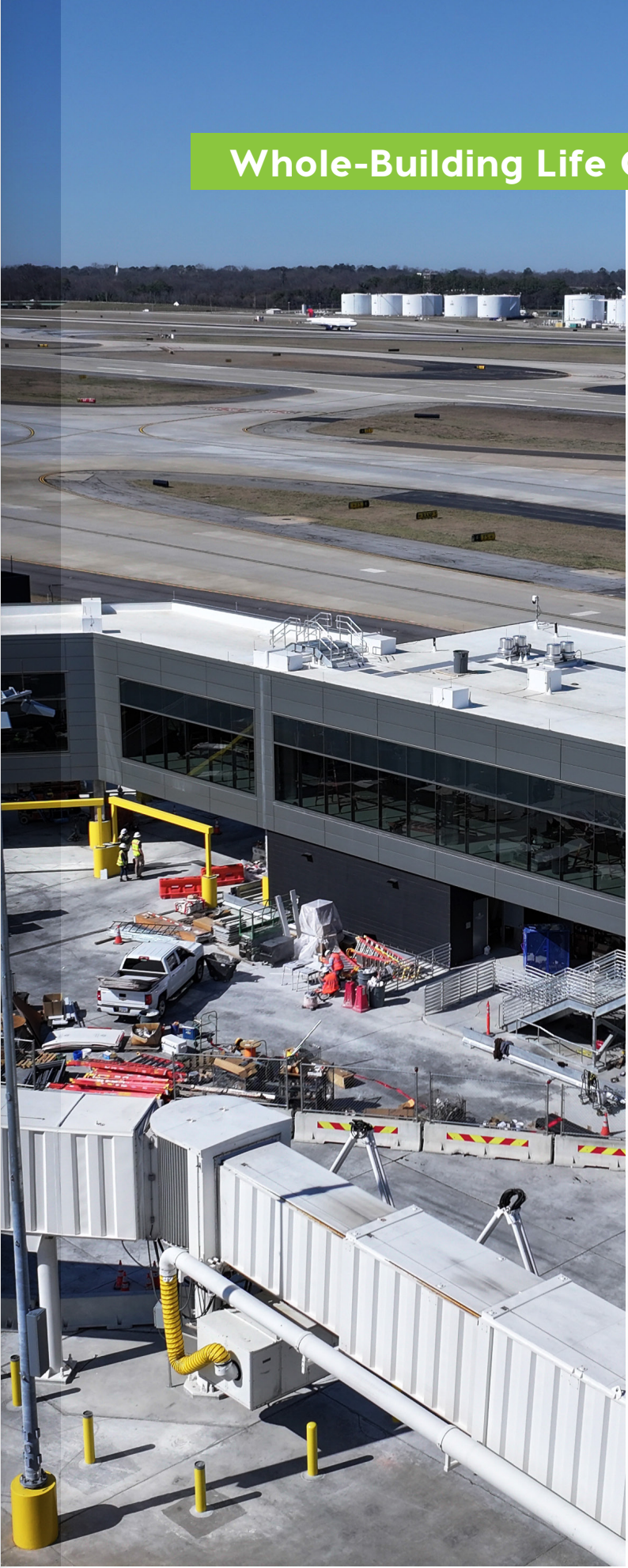
GHG Emissions Per Passenger



Whole-Building Life Cycle Assessments

ATL is integrating Whole-Building Life Cycle Assessments (LCA) into the design and construction of four projects at the Airport including the Concourse E - Ramp 6N, the Concourse D Widening: North & South Piers, the Aviation Administration Center, and the ATL South Deck 1 Parking Management Office. This effort to quantify and mitigate the environmental impacts of building materials includes all basic structural elements - foundations, envelope and roofing materials. The assessment begins during the design phase and continues through construction as the structural elements, such as foundations, envelop and roofing materials are procured and installed.

In 2024, ATL completed a Whole-Building LCA for the Concourse E – Ramp 6N project. The first LCA was done during schematic design to identify the “carbon hot spots” of the building and determine where intervention would be the most impactful. The design team specified low-carbon concrete since the cast-in-place concrete floors and foundations represented the most significant portion of the global warming potential. Maximum global warming potential limits were set for each type of concrete element including floors, slab on grade and foundations. These limits were shown in the structural drawings in the general notes. Preference was given to mixes having Type III EPDs that stayed under these limits. Concrete mixes that met several of these limits were procured for the project. The final assessment evaluated and compared the global warming potential, energy consumption and resource depletion of materials across the project’s lifecycle and found that the project had a 6.41% reduction in global warming potential, with significant decreases in non-renewable energy consumption and acidification impact.



ENERGY

The Dept. of Aviation tracks energy consumption across its owned and operated facilities and operations. In 2024, the Dept. of Aviation consumed 3.56E+14 joules of energy. About 89% of energy consumed is from non-renewable resources, and about 11% is from renewable sources. The City defines renewable energy as energy derived from wind, solar, low-impact hydroelectric, geothermal, biogas and wave technologies.

The Dept. of Aviation continuously seeks out grant opportunities to help reach sustainability goals. In 2024, the Airport sought federal funds to drive impactful projects:

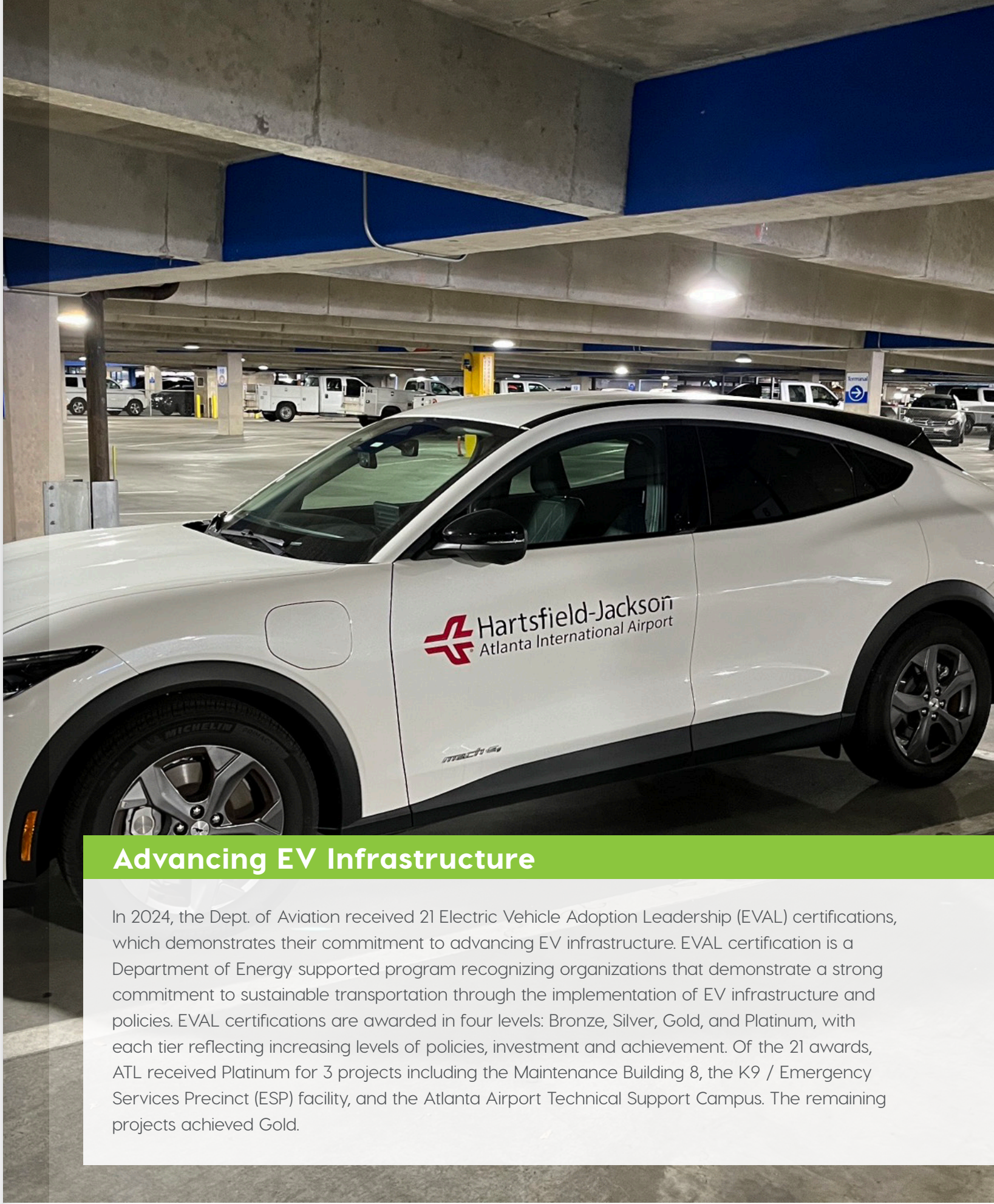
- 1. Replace conventional light and heavy-duty vehicles in the Dept. of Aviation fleet with electric vehicles, and install chargers to power them
- 2. Develop a DC fast charging hub for public, fleet, and shuttle charging
- 3. Install chargers for electric ground support equipment
- 4. Carry out a study on supply chain and infrastructure needed to bring Sustainable Aviation Fuel to ATL
- 5. Create a comprehensive plan to achieve Net-zero GHG emissions by 2050

Energy Management and Electrification

The Dept. of Aviation is prioritizing energy management through energy efficiency initiatives and data monitoring and electrification through its capital design projects and grant opportunities. To increase energy efficiency, the Dept. of Aviation is converting lighting to LED, implementing retro-commissioning and proactive maintenance and performing energy audits. Energy monitoring is also a priority, and the Dept. of Aviation is working to create a utility consumption and billing database. In addition to these measures, the Dept. of Aviation operates and maintains 66 stationary emergency generators across essential airport facilities, including fuel farms, deicing facilities, fire stations and other critical infrastructure to ensure continuous power supply in the event of utility outages.

The Dept. of Aviation is prioritizing the transition to electric and alternative fuel vehicles, strengthening operational resilience by reducing reliance on fossil fuels and maintaining fleet reliability during supply chain disruptions. At the end of 2024, approximately 3% of the Dept. of Aviation fleet utilized alternative fuels including electric vehicles and compressed natural gas (CNG). The graphic shows the breakdown of electric vehicle (EV) and CNG vehicles in the current fleet. Light duty vehicles include passenger and cargo vans, passenger trucks, and SUVs. Medium and heavy duty vehicles include shuttle buses used for terminal to terminal and park-and-ride lot operations. CNG vehicles include Park ATL and Ground Transportation shuttles and trash trucks.

Advancing Electric and Alternative Fuel Vehicles



Advancing EV Infrastructure

In 2024, the Dept. of Aviation received 21 Electric Vehicle Adoption Leadership (EVAL) certifications, which demonstrates their commitment to advancing EV infrastructure. EVAL certification is a Department of Energy supported program recognizing organizations that demonstrate a strong commitment to sustainable transportation through the implementation of EV infrastructure and policies. EVAL certifications are awarded in four levels: Bronze, Silver, Gold, and Platinum, with each tier reflecting increasing levels of policies, investment and achievement. Of the 21 awards, ATL received Platinum for 3 projects including the Maintenance Building 8, the K9 / Emergency Services Precinct (ESP) facility, and the Atlanta Airport Technical Support Campus. The remaining projects achieved Gold.

These vehicles utilize the Department of Aviation’s EV charging network of 281 chargers located throughout the campus.

The Dept. of Aviation is proactively preparing for future electrification by installing conduits and other electrical infrastructure in ongoing projects that involve laying concrete foundations and structures near the terminal, making it easier to install charging stations in the future for both electric vehicles and electric ground service equipment as demand increases.

Energy Generation

The Dept. of Aviation is committed to renewable energy generation on site to increase energy resilience and support the City’s goal of achieving 100% clean energy by 2035. To advance these objectives, the Airport joined a strategic partnership between the City of Atlanta and Cherry Street Energy to implement solar power plants at multiple locations with zero up-front capital investment from the Airport. Under its framework agreement with the City of Atlanta, Cherry Street assumes full responsibility for installing, operating and maintaining these solar systems, with the Airport paying only for the clean

energy the systems produce via renewable energy credits. Cherry Street sources panels from regional manufacturers, recycles damaged equipment at local facilities, and repurposes materials such as wiring and conduits for future installations.

Completed and operational in late 2024, the solar installation at Fire Station 40 supports grid power source diversification. In 2024, the Fire Station 40 solar system produced 4335.2 kWh of energy. These efforts are part of Cherry Street’s innovative Shine On® and Solar School programs, which advance diverse energy solutions and foster workforce development and job creation in the local renewable energy economy.

Cherry Street partnered with DEW – a minority-owned, Atlanta-based construction firm and Shine On® program participant – to perform the installation work at Fire Station 40. The system features 272 Hanwha QCells solar modules sourced from Hanwha’s manufacturing facility in Dalton, Georgia, delivering emission-free electricity that meets 40% of the fire station’s annual energy requirements. This installation is expected to provide cost savings beginning in its first year of operation.



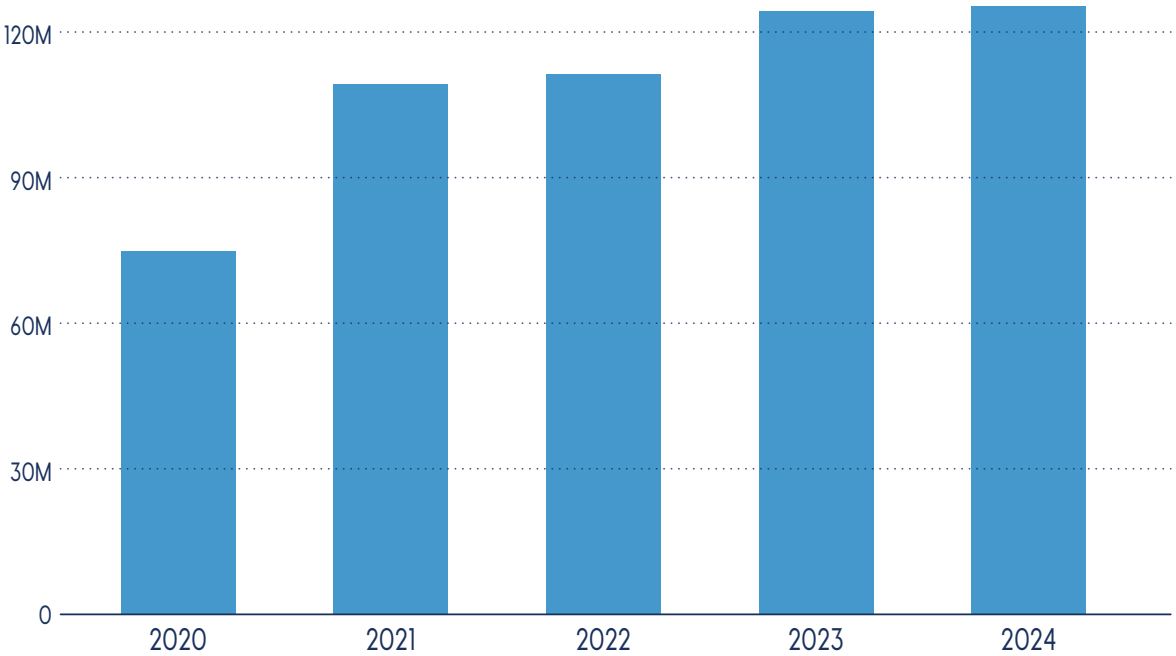
The rooftop solar power system at Fire Station 40 is the first in a series of 16 renewable energy projects planned at the Airport with Cherry Street Energy.

WATER QUALITY AND CONSERVATION

Reducing Potable Water Use

The Dept. of Aviation tracks potable water use to maintain a continued focus on water efficiency and conservation efforts. This graph shows water use in Dept. of Aviation controlled facilities from 2020-2024. Since 2016, the Dept of aviation has designed capital projects to consume 40% less water compared to a LEED baseline.

Total Annual Potable Water Use (Gallons)



Water Conservation Education and Outreach

In partnership with the AATC, Flint Riverkeeper and Delta Airlines, the Dept. of Aviation hosted Spring and Fall Flint River clean-up and education sessions. The Flint River starts as groundwater seeps directly under the Airport before joining the Chattahoochee River and emptying into the Apalachicola Bay in the Gulf of Mexico. The Flint River is approximately 349 miles long, and almost 220 miles of it flows without obstruction. Water flowing in the Flint River is essential for cities, farmers, and industries. Since 2019, the Dept. of Aviation employees and volunteers have participated in 12 cleanup events. In alignment with Earth Day, the Dept. of Aviation organized a Flint River Clean-Up, which hosted 89 volunteers. The group was able to collect over 35 bags of trash. The Dept. of Aviation hosted a second clean-up in October where about 50 Dept. of Aviation volunteers and representatives from AATC, Delta, Kale Info Systems, A3 (Atlanta Aviation Association), ATL Fire and Rescue, AC Sweepers, DC Public Schools, General Services Administration and Flint Riverkeeper collected about 600 pounds of trash.



“Here at the Airport, sustainability is an important part of all of our operations as it enhances efficiency while creating lasting impacts. [Our] presence is a positive step in that direction as we do our part to be better stewards of this essential resource.”

- April Broaders, ATL Assistant General Manager of Administration

Stormwater Protection

The stormwater management system at ATL currently consists of 13 100-year flood basins and 35 outfall discharge points. Through ATL’s capital improvement projects, the Dept. of Aviation is continuously improving stormwater management by incorporating drainage systems that capture and disperse rainwater across multiple areas, protecting infrastructure from rainfall-induced flooding and maintaining operational resilience. ATL has a “first flush” system to capture contaminated water from the airfield aprons and taxiways and send it through an oil-water separator before release to the Flint River. The system includes projects completed in 2024 including the Ramp 21 Pavement Replacement, which incorporates an 8-acre drainage area with 7,193 gallons of storage provided, a 10% higher capacity than required. Additionally, in 2024 the Airport completed the Aviation Administration Center Site Package, which implemented a water quality structure to remove total suspended solids. In this 5.35-acre area, 90% of the annual runoff volume disturbed area will be collected and treated. The recently completed South Deicing Facility includes a glycol reclamation facility, which plays a crucial role by collecting, treating and controlling the discharge of deicer-impacted stormwater. Glycol-contaminated runoff is pumped into two 1.25-million-gallon reclamation tanks, treated, and released into the sanitary system in a controlled manner. The airfield drainage system captures and processes deicer runoff across 42 acres, with three trench drain runs managing different drainage areas.



WASTE TRACKING AND DIVERSION

Under its Zero Waste Policy, ATL aims to divert 90% of total waste generated at the Airport from local landfills by 2035. To support this goal, ATL prioritizes proper waste collection and movement, tracking of waste tonnage and diversion rates and development of waste policies and goals.

Operational Waste Diversion

AATC oversees the waste collection and disposal at the CPTC. Waste tonnage including cardboard and metal recycling are tracked monthly.

Twenty-four restaurants participated in the ATL food donation program with Goodr in 2024, diverting 115 pounds of edible unsold food from the landfill, which represents 96 meals. Paradies Lagardère also piloted a new program to recycle food service gloves in partnership with Terracycle. In total, 63 pounds of gloves have been recycled so far.

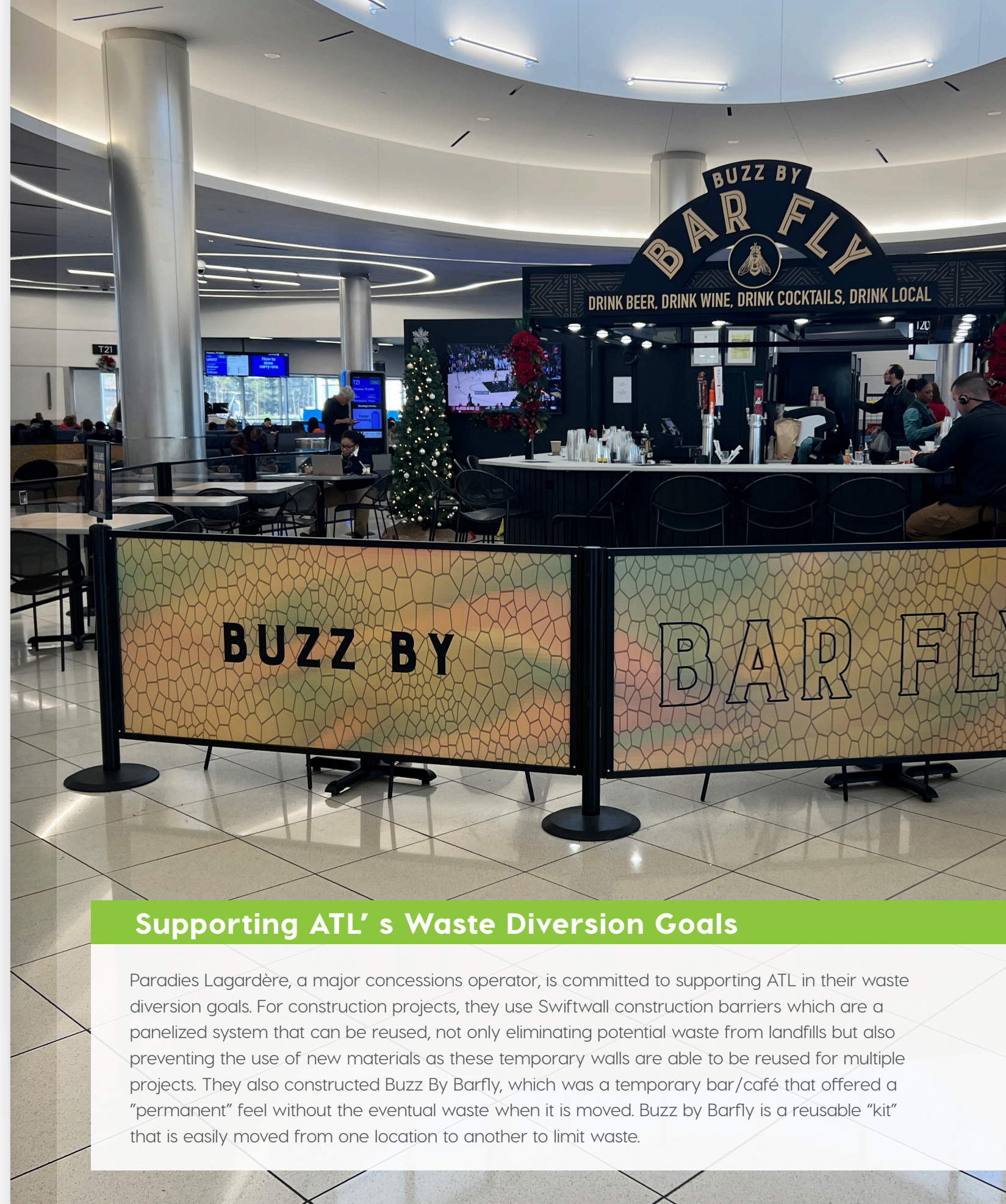
Construction Waste Diversion

The *ATL Planning and Development (P&D) Standards* require that Project teams track construction and demolition (C&D) waste diversion in capital development projects. Since 2016, ATL has diverted 87% of generated C&D waste from the landfill, which equates to over 95,000 tons of material.

ENVIRONMENTAL COMPLIANCE

ATL is committed to environmental health and safety, which includes compliance with regulatory requirements and its Stormwater Pollution Prevention Plan. In 2024, there was one reported spill for a grease trap overflow. No fines were incurred for this incident.

The City of Atlanta Fire and Rescue (AFR) is determining the best alternative to the current lawful use of 3% Aircraft Fire Fighting Foam material, including considering the transition to fluorine-free foam. AFR is also currently determining the best method for on-hand material disposal.



Supporting ATL's Waste Diversion Goals

Paradies Lagardère, a major concessions operator, is committed to supporting ATL in their waste diversion goals. For construction projects, they use Swiftwall construction barriers which are a panelized system that can be reused, not only eliminating potential waste from landfills but also preventing the use of new materials as these temporary walls are able to be reused for multiple projects. They also constructed Buzz By Barfly, which was a temporary bar/café that offered a "permanent" feel without the eventual waste when it is moved. Buzz by Barfly is a reusable "kit" that is easily moved from one location to another to limit waste.

SOCIAL



2024 WOW awards celebrating employee accomplishments.

In 2024, the Dept. of Aviation expanded employee career development offerings, implemented living wage increases and strengthened workforce development programs that reinforce ATL as a gateway to opportunity. The Airport remained focused on delivering safe and efficient travel experience through industry-leading customer service initiatives and continued improvements in mobility. ATL deepened its role as a community partner by supporting local artists, mitigating noise impacts and celebrating cultural heritage. The Airport’s commitment to safety was further reinforced by its advancement of robust programs in wildlife mitigation, emergency response and human trafficking prevention.

ATL’s social impact is grounded in its commitment to employees, passengers and the Metro Atlanta communities.

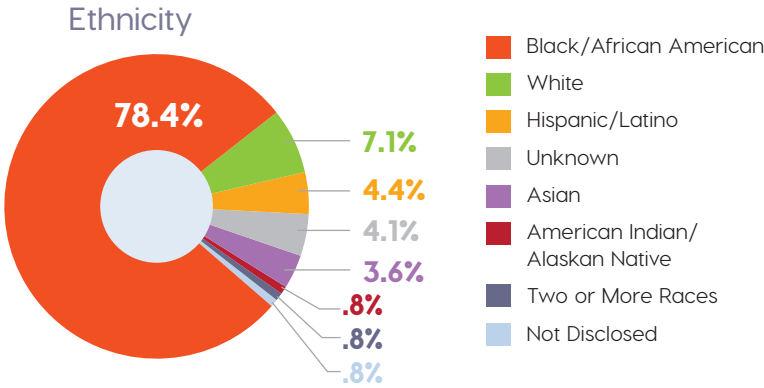
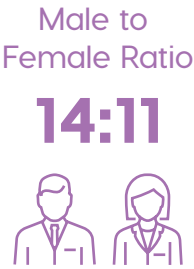
EMPLOYEES

Dept. of Aviation employees are at the center of ATL’s operations, driving the dedication and excellence that keep ATL soaring as a global leader in aviation. The Dept. of Aviation continues to promote its employees’ success through benefits, wellness initiatives and growth opportunities.

- ATL strives to increase access to employee wellness services.
- ATL aims to equip employees with the tools and skills necessary to deliver top-tier customer service.
- ATL seeks to strengthen internal communication and collaboration, empowering employees in their roles.

In 2024 the Dept. of Aviation employed 829 personnel, excluding 458 police and fire personnel and 101 employees whose roles are embedded in other City departments but funded by the Dept. of Aviation.

2024 DOA Employee Demographics



US Secretary of Transportation Pete Buttigieg visits ATL Concourse D Widening Project

Employee Benefits

The Dept. of Aviation offers 11 employee benefit options supported by the City of Atlanta comprising eight core benefits and three wellness programs. These benefit options are designed to promote health awareness and encourage preventive care.

Services available through the City’s Health and Fitness Center empower Dept. of Aviation employees to reduce the risk and impact of chronic disease and improve their overall quality of life.

Through partnership with Everside Health and Kaiser Permanente, Dept. of Aviation employees can receive preventive care, chronic disease management, treatment for minor illnesses and injuries and follow-up care – regardless of health plan enrollment. The City’s state-of-the-art Fitness Center provides programs to support physical wellbeing including personalized fitness and nutrition plans, group exercise classes and other well-being activities.

2024 Wellness Center Employee Engagement



In addition to wellness programs, tuition reimbursement benefits offer financial assistance for vocational, undergraduate and graduate courses to full-time Dept. of Aviation employees. In 2024, 14 requests were approved, totaling \$22,007 in reimbursements, advancing the Department’s vision of a world-class workforce.



2024 Eno Airmax inaugural class visits ATL

“The Eno AirMAX Leadership Program was a transformative experience that provided me with innovation, collaboration and problem-solving—skills that have greatly enhanced my confidence and effectiveness as a leader. Beyond the learning opportunities, one of the most rewarding aspects was building a strong network with fellow participants from DEN and CDA—like-minded individuals driven to make an impact.”

Kelly J. Reynolds, Director, Terminal/Landslide Operations

Participants completed three, week-long airport visits, including one to ATL in July, featuring leadership training, operational tours and presentations. Eno AirMAX strengthens internal talent, fosters industry collaboration and advances ATL’s commitment to employee development.

Employee Satisfaction

ATL participates in the ACI Employee Survey for Customer Experience (ECE), a voluntary survey designed to measure employee engagement and alignment with the Airport’s goal of excellence in customer experience. The first ECE survey was conducted in 2018, and the latest was in 2024.

The survey indicated that airport employees feel their work contributes to customer satisfaction and that their immediate managers trust and respect them. These factors contribute to a sense of ownership and value, helping to maintain strong engagement. The findings of the ACI ECE led to recommendation of the following action plan to strengthen organization-wide engagement and alignment:

- Enhance Communication from Leadership
- Encourage Idea-Sharing and Influence
- Strengthen Recognition and Motivation Programs
- Improve Workload Management
- Foster Cross-Departmental Collaboration

The ECE was distributed to 13,391 individuals within the airport community, including employees, airlines, subcontractors and security companies.

The overall employee engagement for ECE Index was 15, indicating a favorable engagement level.

These training opportunities help employees develop operations, service, management and leadership skills.

Employee Training and Development

ATL’s position as a global leader in airport efficiency and customer service excellence is reflected in the range of training and development opportunities.

The Dept. of Aviation communicates training opportunities monthly to all ATL employees, providing guidance on enrollment and progress tracking. In total, 1,485 employees participated in training courses, and 1,060 employees completed Core Foundational courses focused on the Airport’s operational goals and workplace culture.

The Dept. of Aviation continues to retain a world-class workforce by offering internal development programs for employees that exhibit high-potential and high-performance. In 2024, ATL participated in Eno AirMAX, a first-of-its-kind immersive leadership development program for mid-level to managerial staff at large-hub airports. Eight Dept. of Aviation employees joined the inaugural class, which included 24 participants from ATL, Chicago Dept. of Aviation (CDA), and Denver International (DEN) airports. The year-long Eno AirMAX program focuses on aviation innovation, airport efficiency, customer experience and leadership, and includes site visits, peer collaboration and business case development.

2024 DOA Training & Development Offerings





SYEP is an ATL Workforce Development Program to expose youth to careers in aviation

ECONOMIC ENGINE

The Dept. of Aviation remains deeply committed to enhancing the regional economy through Airport operations, promoting business diversity and advocating for fair wages and labor rights. As the world's busiest airport, ATL is a key driver to local and state economies, supporting approximately 63,000 jobs related to Airport activities and indirectly creating thousands more in ancillary sectors such as tourism, hospitality and transportation.

In Fiscal Year (FY) 24, the Annual Comprehensive Financial Report highlighted that the Airport generated more than \$46.9 billion annually in direct business revenue in the region. ATL's total economic impact is \$66.8 billion annually across the state of Georgia.

Workforce Development

ATL's community engagement initiatives, including career fairs, educational programs and partnerships with local organizations enhance workforce development and economic empowerment, further reinforcing its status as an essential economic engine.

In partnership with local schools, the ATL + Mays and ATL + Morrow Community Hiring Events attracted a total of 5,142 job seekers and facilitated 1,967 preliminary hires, showcasing the strength of ATL's workforce development efforts. With support from 90 Dept. of Aviation volunteers and participation from 37 airport employers, the events offered access to 1,272 job openings. Dept. of Aviation volunteer engagement was valued at \$17,450.



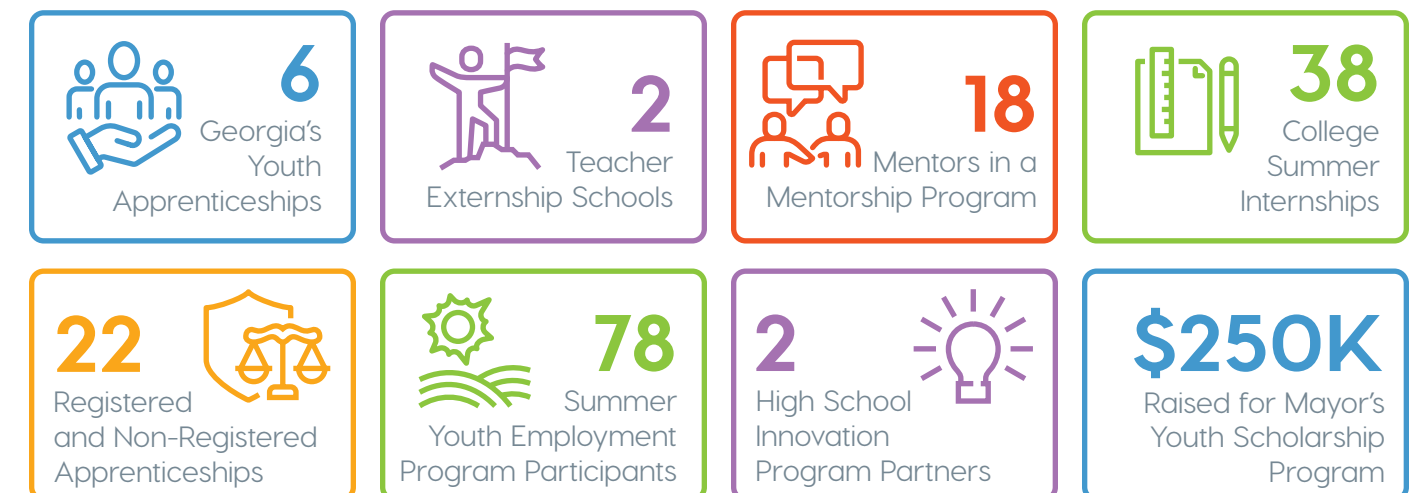
These opportunities spanned a wide range of roles across Airport operations:

- City of Atlanta Dept. of Aviation
- City of Atlanta Fire and Police Departments
- U.S. Customs and Border Protection
- Concessionaires – Food and Retail
- Airline Partners
- Airport Services
- Car Rental Companies
- Air Cargo Companies

In addition, ATL continued its partnership with the Aerotropolis Atlanta Alliance, a public-private partnership driving economic growth in South Fulton and Clayton Counties. In 2024, the Alliance hosted its annual Aerotropolis Career Fair, connecting over 600 students from 15 high schools with career exploration opportunities. Twelve ATL employees engaged with students to share aviation career pathways and highlight roles within the Airport.

Beyond career fairs, one of the newest Dept. of Aviation units, ATL Workforce Programs, strengthens workforce development by creating meaningful pathways for adults, youth, and educators. The Airport's distinct workforce development programs provided hands-on learning to prepare 144 participants for full-time employment.

2024 ATL Workforce Engagement



The Adult Apprenticeship Program is a highly immersive and rewarding experience that prepares participants for direct workforce entry through a structured "earn while you learn" model. In partnership with Atlanta Technical College, ATL apprentices work alongside experienced professionals, receiving on-the-job learning and Related Technical Instruction in high-demand trades such as Welding, Electrical, and HVAC. This hands-on training builds industry-recognized skills and prepares apprentices to fill immediate workforce needs, transitioning into full-time roles upon completion. Apprentices contribute directly to the day-to-day operations of the world's busiest airport.

Georgia's Youth Apprenticeship Program, administered by the Georgia Department of Education, is a work-based learning initiative that empowers youth to earn credits while developing practical skills at various government entities, combining academic coursework with on-the-job training. Under the City of Atlanta, the Dept. of Aviation hosted six youth apprentices to explore career paths in aviation skilled trades.

In addition, as part of Mayor Andre Dickens' 'Year of the Youth' initiative, ATL provided local high school students and recent graduates access to career development programs. The 2024 Summer Youth Employment Program welcomed 78 aviators for a 6-week paid internship at the Airport, providing awareness of 250 disciplines and job readiness training. As a next step, 25 aviators enrolled in post-secondary institutions for the upcoming academic year.

“Participating in the apprenticeship program has impacted my life and career because it gives me a clear path of my career of choice.”

- Inderia Hampton, Welding Apprentice



Hiring Goals

As a department of the City of Atlanta, the Dept. of Aviation follows the hiring procedures and goals set by the Department of Human Resources (DHR), which supports recruitment across all City departments. The DHR Talent Acquisition team oversees sourcing, screening, interviewing, and hiring, helping reduce the average time-to-fill positions to 44 days, well below the national average of 119 days.

The City's Talent Acquisition Goals are:

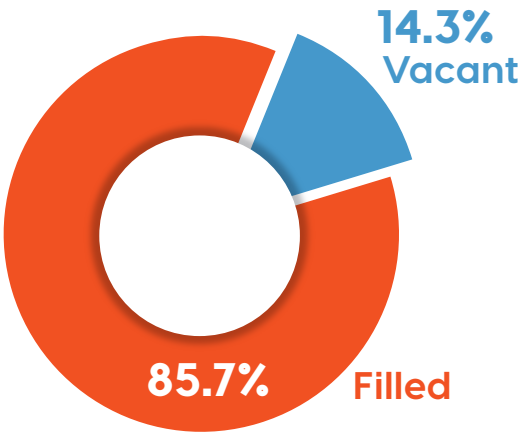
- Partner with client groups to better align and advance departmental job descriptions
- Reduce new hire failure rates
- Increase speed to hire rates
- Develop robust "talent pipeline" strategies and capabilities for pre-identifying and pre-assessing top prospects for key positions
- Provide competitive advantage as an employer of choice throughout the local market
- Interact with hiring managers and department leads for recruiting process

At the end of 2024, the Dept. of Aviation employed 829 individuals, which represents a less than 1% decrease from 2023 and had 138 remaining authorized vacancies. In this reporting year, the Dept. of Aviation had 89 new hires.

In 2024, the Dept. of Aviation had an approximate employee turnover rate of 12%, and a retention rate of 93.55%.



Overall Filled and Vacant Authorized Positions

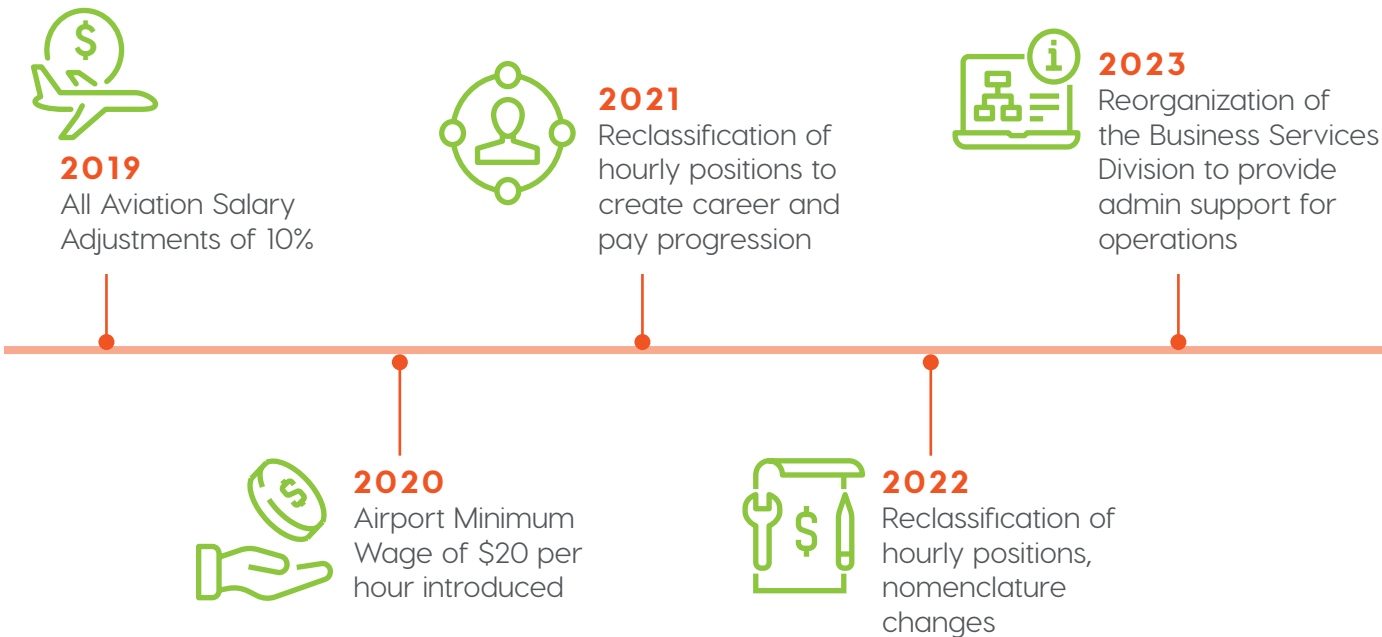


Living Wage

ATL believes all employees should be appropriately and equitably compensated for their service to the mission.

As part of the City’s FY2024 budget, Mayor Andre Dickens approved an increased cost-of-living adjustment of 3.5% for all City employees. This commitment to fair wages and market-based salary adjustments aims to address pay equity and maintain a motivated workforce. Likewise, the Dept. of Aviation’s Former Interim Airport General Manager, Jan Lennon, announced a \$4.50 hourly wage increase for hourly and classified Dept. of Aviation employees within paygrades G18 and below, effective July 2024.

Since 2019, Airport General Managers have made hourly employee wages a priority.



“Pay is important, and we will continue to prioritize this for our workforce. This means that we will depend on your knowledge, skills and professionalism to keep our competitive position in the industry.”

– Jan Lennon, Former Interim Airport General Manager

As of 2024, approximately 12% of the Dept. of Aviation workforce is unionized, providing an additional channel for employee advocacy on compensation. The Dept. of Aviation gender pay gap reveals that men earn approximately 0.65% more than women on average. This relatively narrow gap reflects a high level of overall pay parity across the organization.

Business Diversity

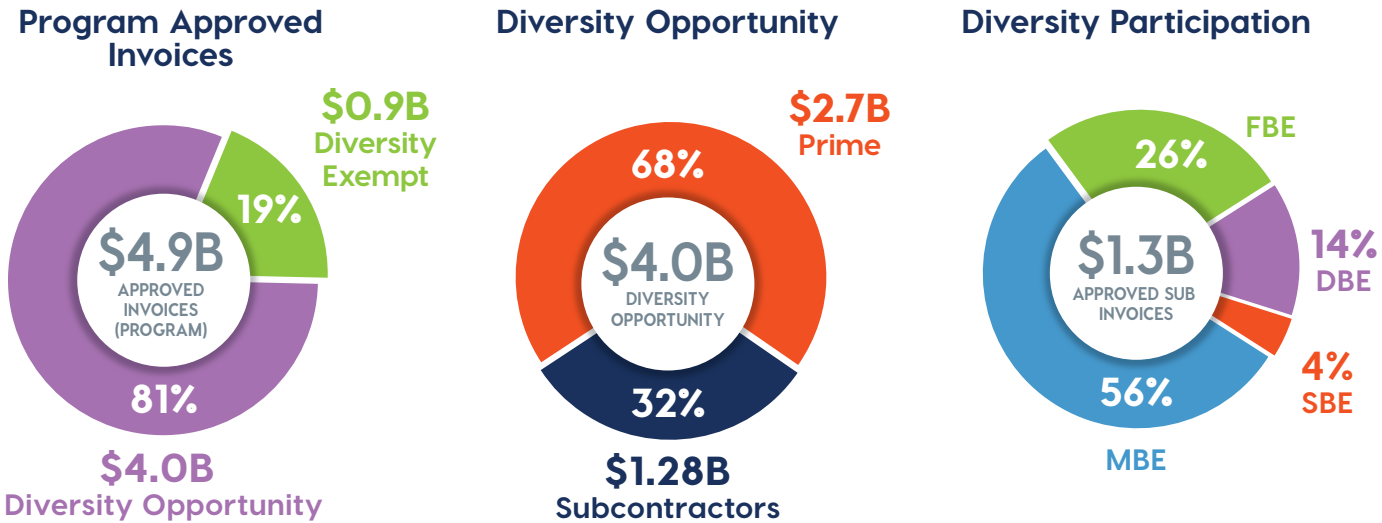
Parallel to the workforce diversity initiatives, ATL maintains a longstanding commitment to business diversity, leveraging its economic driving force to bridge the gap for underrepresented communities through meaningful business connections. This commitment began in 1974 when Mayor Maynard H. Jackson, Jr. mandated that 25% of Airport contracts be awarded to minority firms on municipal construction projects.



“This partnership with AMAC and MBDA exemplifies former Mayor Maynard H. Jackson Jr.’s legacy of economic inclusion and creating a diverse, dynamic community that fuels the success of minority-owned businesses in ATL.”

– Jan Lennon, Former Interim Airport General Manager

2015-2024 ATLNext: Diversity Summary



ATL continues to expand opportunities for Disadvantaged Business Enterprise (DBE), Equal Business Opportunity (EBO), Small Business Enterprise (SBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE) contracts.

Concessions Small Business Program

ATL proudly announced the launch of its new Concessions Small Business Program, an FAA-approved initiative designed to educate small businesses and create opportunities for them to operate at the Airport. The program features the ATL Concessions Small Business Academy, which welcomed its inaugural cohort of small business operators to engage in a series of workshops and panel discussions covering topics such as navigating the City of Atlanta's business landscape and the unique challenges of airport operations.

Through the year, ATLNext Business Diversity office established partnerships, hosted outreach events and provided programs to foster the success of diverse contractors. ATL announced a new partnership with the Airport Minority Advisory Council (AMAC) and the U.S. Department of Commerce's Minority Business Development Agency (MBDA) to strengthen support for minority-owned businesses. The partnership aims to expand access to aviation industry opportunities through events, educational programs, and connections to national resources, all promoting economic equity, innovation and long-term growth for minority business enterprises.

Select business diversity programs were refined to better serve the dynamic business community.

- **ATL Quantum Performance Development Program** added a 4-hour Artificial Intelligence (AI) Boot Camp and new sessions on change management, business automation, and organizational structure to address the evolving business landscape

ATL Behind the Scenes updated the course material and subject matter, leading to sessions that were significantly more interactive



The ATLNext Business Diversity Office's recurring events and programs help diverse contractors secure contracts at ATL.

- **ATL Behind the Scenes** trains companies on how to do business with ATL via workshops every two months, covering topics including safety and security requirements, bonding and insurance and joint ventures
- **Small Business Development Program** offers intensive training on contract administration, Federal Acquisition Regulations (FAR) overhead rules, scheduling, construction accounting, estimating, bidding and Occupational Safety and Health Administration (OSHA) 10 Certification for small businesses
- **Morehouse Accelerator Program** with the Morehouse College Innovation and Entrepreneurship Center equips participants with the management, construction and business skills to pursue business opportunities with ATL
- **ATLNext Industry Day** is an annual event, held since 2016, that brings together the contractors, ATL leadership, stakeholders and partners to network, collaborate and stay informed on the Airport's latest initiatives
- **Partnering with a Purpose** is an annual networking event connecting ATL contractors with construction services and trades providers
- **Prepare for Takeoff** offers contractors an opportunity to present their services and qualifications to ATL, enabling one-on-one discussions with the Business Diversity team and fostering potential partnerships
- **ATLNext Contractor's Roundtable** convenes ATL leadership and construction contractors quarterly as a forum for feedback, challenges, and solutions



2024 Industry Day



Journey With Jan Employee Forum



Partnering With A Purpose



2024 Employee Appreciation Event

SERVICE QUALITY AND ACCESSIBILITY

ATL prioritizes the customer satisfaction of its passengers. On a quarterly basis, the Airport evaluates customer satisfaction through surveys that measure aspects such as waiting times, staff interactions, cleanliness, and overall passenger experience.

In 2024, the Airport deployed digital totems, which use Xovis software to display checkpoint wait times. These totems are strategically placed throughout the Domestic Terminal.

Reducing waiting times is a key part of ATL’s customer satisfaction strategy. The Airport proactively monitors passenger flow to streamline journeys and give travelers more time to enjoy dining and retail options. Annual TSA wait times are tracked and analyzed to improve operational efficiency and enhance the overall passenger experience.

2024 Average Wait Times

	Main Terminal	Upper North Terminal	Lower North Terminal	South Terminal	International Terminal	All Terminals
Average Wait Time	7.77 mins	7.78 mins	6 mins	5.08 mins	4.43 mins	6.21 mins
Number of People Screened	9,819,883	4,840,921	1,320,778	7,202,087	4,946,969	28,130,638
Screened in under 20 minutes	93.2%	91.5%	95.5%	98.7%	99.7%	95.7%



ATLWOW Program

The ATLWOW program celebrates employee efforts that transform everyday interactions into memorable customer experiences. Those who go the extra mile are recognized the ATLWOW way, a distinction that reflects the high level of satisfaction and appreciation expressed by our passengers.

Service Awards

ATL soared into its fifth year of ACI’s Airport Customer Experience Accreditation Program by advancing to Level 3 in customer excellence, the highest accreditation the Airport has received since its 2020 inaugural year.

“We congratulate ATL for achieving this status within this program and we look forward to enabling them to reach further achievements in airport customer experience management.”

– General Luis Felipe de Oliverira, ACI World Director

ATL is proud to be named Airport Service Quality (ASQ) Best Airport in North America for the fourth consecutive year, reinforcing ATL’s leadership in service excellence and ranking it among the top 20% of airports serving over 40 million passengers. These latest accolades mark a milestone year for ATL, celebrating the dedication and pride of the entire Airport team in delivering exceptional service to all passengers.


“I accidentally grabbed the wrong bag at TSA PreCheck, but thanks to Danny Ngo, a TSA PreCheck agent at ATL, who quickly ran to the gate, along with the swift and gracious actions of the flight and ground crew, the bags were swapped and our flight still departed on time!”

– ATL Passenger

GCO Program Highlights

**819**
Employees in GCO ride matching and rewards platform

**392K**
Vehicle miles reduced from GCO enrolled employees

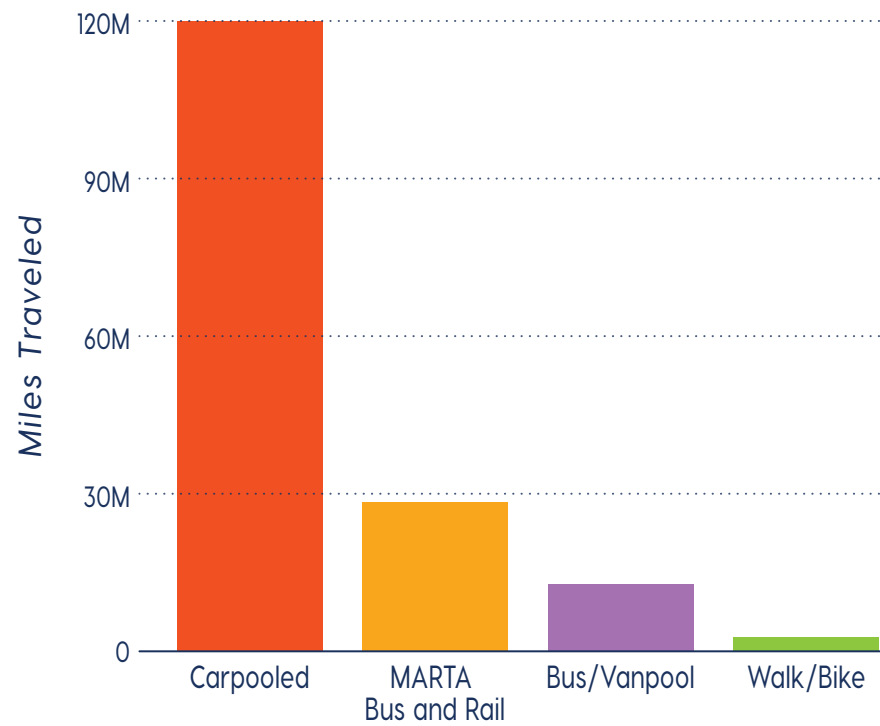
**98.2M**
Tons of CO₂ saved

**\$143K**
Cost savings from GCO enrolled employees

Alternative Transportation

Transportation connects people to opportunity—and at ATL, sustainable and equitable mobility is a key priority. Georgia Commute Options (GCO), the regional transportation demand management program managed by the Atlanta Regional Commission (ARC), serves 20 counties, supporting efficient and sustainable commuting to reduce congestion and emissions. GCO partners with transportation management associations to localize services in key employment centers and provide customized worksite assistance, ride-matching services, and incentive programs to help ATL’s 63,000 employees and the greater Atlanta community find better ways to commute. Data was gathered from 819 employees in the GCO ride matching and rewards platform to improve commute options.

Vehicle Miles Avoided by Travel Type



Accessibility

Accessibility is a core value at ATL. The Airport supports a range of initiatives designed to improve movement to, from, and throughout the Airport campus, improving access for individuals with disabilities and the broader ATL community.

To promote ease of navigation, the Airport partnered with the Metropolitan Atlanta Rapid Transit Authority (MARTA) Station Rehabilitation Program to fully renovate the Airport Station, including new elevators, upgraded lighting and electrical systems, refreshed signage, improved employee areas, and a new RideStore.

Within the Airport, the ATLNext capital improvement program enhanced navigation for all passengers and staff through the T-Midpoint Expansion, which added an escalator and two elevators to accommodate increased demand from the South Security Checkpoint and improve redundancy in the vertical circulation system.

ATL also launched the Plane Train West Extension Project, expanding capacity from 11 to 15 trains, boosting ridership by 20% and reducing passenger wait times by 15%, significantly improving concourse connectivity.

ATL reinforces its commitment to accessibility and equity through ongoing Title VI and American with Disabilities Act (ADA) compliance, overseen by the Civil Rights Committee, which meets quarterly to review federal requirements. The Airport updated its ADA and Title VI training program, including a new module led by the Customer Experience team. As part of the badging process, 45,833 employees and tenants completed the revised training.

In partnership with The Arc of the United States, SHINE Inc., The Arc of Thomas-Grady Counties, and Delta Air Lines, ATL hosted the 2024 Wings for All event—an air travel rehearsal designed to ease the airport experience for individuals with intellectual and developmental disabilities (IDD). The event was a resounding success with 156 participants, a 73% increase from the previous year, and supported by volunteers from the Civil Rights Committee. Hidden Disabilities Sunflower lanyards were also provided to promote accessibility and awareness.



COMMUNITY RELATIONS

ATL’s Community Affairs team leads the Airport’s social responsibility efforts by actively engaging with local schools, nonprofits, and business associations to strengthen relationships within the communities surrounding the Airport. The Dept. of Aviation’s partnerships and outreach initiatives position ATL as a valued neighbor and a global force for good, committed to collaboration, credibility and long-term community impact.

In 2024, ATL supported or facilitated 55 community events, reaching 14,904 people across Metro Atlanta, including Fulton and Clayton counties.

ATL employees contributed a total of 3,417 volunteer hours, representing an estimated volunteer value of \$117,548, using the Independent Sector methods.

These events also generated \$42,864 in in-kind donations, including food sponsorships, gift bags and other charitable contributions that directly benefited ATL’s local communities.

The Airport’s community-focused events included the following.

- The annual Mayor’s 5K on the Runway drew 2,486 participants and raised over \$250,000 for the Mayor’s Youth Scholarship Program, with nearly \$100,000 in in-kind support from 29 sponsors.
- Black History, Women’s History, and Hispanic Heritage Month events engaged 330 students and highlighted Atlanta’s cultural diversity.
- ATL staff volunteered at the King Center’s ATL Cares event, packing emergency kits for at-risk individuals and touring the site.
- In partnership with Page Turners Make Great Learners, ATL hosted the Reading on the Fly Read-A-Thon across three elementary school events, reaching 300 students.
- ATL facilitated 16 Airport Tour Program sessions to engage and educate the public about airport operations.



Mayor’s 5K on the Runway



Hispanic Heritage Month



Carribean Heritage Celebration

ATL partnered with 33 local schools, non-profit organizations, and business associations within the Airport’s footprint to support youth aviation education. The Aviation Education Advisory Committee, a coalition of airport stakeholders, meets monthly to review school requests and coordinate employee volunteer efforts.

- ATL facilitated aviation education activities with partners like Aerotropolis and the Organization of Black Aerospace Professionals, including an aviation camp that served 61 students from across the country.
- ATL’s annual National Teacher Appreciation event celebrated 692 educators from partner schools.
- Dept. of Aviation employees participated in STEAM Day at three high schools, speaking to over 400 students about careers in aviation.

Supporting Local Artists

Public art plays a vital role in making ATL a world-class airport, enhancing the passenger experience through engaging and memorable encounters. For 28 years, ATL has shown support for the creative arts throughout its terminals, from rotating exhibitions and artist programs to live musical performances. Each year, more than a dozen spaces across the airport feature around 35 exhibits. Commissioned artworks are funded through the City’s percent-for-art ordinance, which allocates 1% of capital construction budgets, excluding airfield projects like runways and taxiways, to public art.

“The goal is to use the airport as a platform to elevate local artists and create an engaging environment for passengers.”

- Benjamin Austin, ATL Art Senior Manager

Mata Ortiz: A Legacy in Clay is a yearlong exhibit which showcased contemporary pottery from the Mata Ortiz region of Chihuahua, Mexico. ATL presented the exhibit in partnership with the Mexican Consulate in Atlanta and the Tourism Board of Chihuahua. As one of the most prominent international displays of Mata Ortiz pottery to date, the exhibit offers millions of travelers the opportunity to experience the connection of modern craftsmanship with the region’s rich history, including ties to the Paquimé archaeological site.

In addition, Concourse T now features the art program’s new Short Story Dispenser, offering free one-minute reads. Passengers can choose children or general audience stories, including Spanish-language selections, from a global collection of thousands of authors.



Reading on the Fly

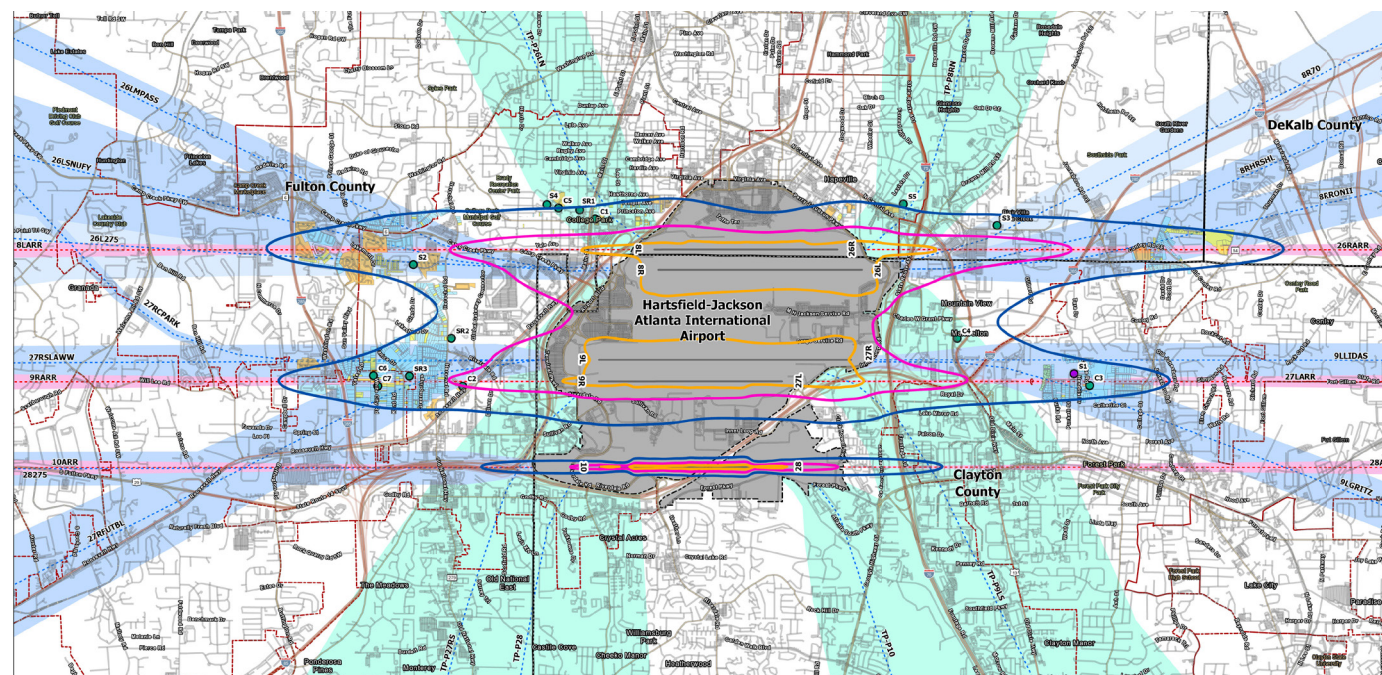


Frosty’s Fun Fest

Noise Abatement

In partnership with the FAA, ATL has managed a Noise Mitigation Program for over 30 years to reduce the impact of aircraft noise on surrounding communities. In 2024, the Dept. of Aviation began updating ATL's Noise Exposure Maps (NEMs) to reflect current (2024) and forecasted (2029) operations activity. These maps define the geographic boundaries of the Noise Insulation Program (NIP) by overlaying aircraft noise contours based on yearly average day-night sound levels (YDNL 65, 70, and 75 decibels). The completion of the NEMs is anticipated for 2025, after public review and comment.

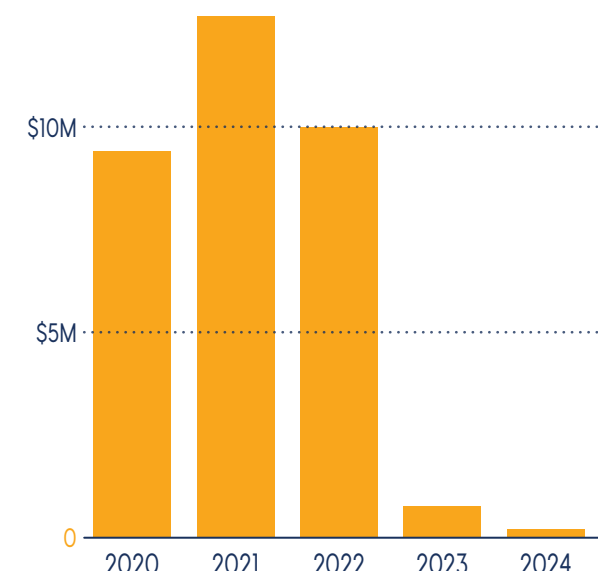
Draft Noise Exposure Map Update



The NIP is a comprehensive noise mitigation program that consists of both property acquisition and sound insulation for homes and other noise-sensitive sites in College Park, East Point and Forest Park. The program aims to reduce the infiltration of exterior noise into the interior living space by a minimum of five decibels. In 2024, four noise insulation projects were under construction and one was in design, totaling 171 multi-family units.

The program is funded by 80% of federal funds and 20% passenger facility charges. A decline in available federal funding has led to a reduction in NIP cashflows.

Noise Insulation Program Cash Flow



International Affairs

ATL continues to strengthen its global presence through partnerships with the Consular Corps, federal agencies, and other key stakeholders. The Airport's International Affairs team coordinates global events that support trade, economic development, and cultural initiatives across local, national, and international agencies.

Throughout 2024, ATL shared its best practices and innovative strategies related to security preparedness, airside and landside operations, airport service quality and economic development, among others.

- ATL hosted 42 international delegations consisting of 623 delegates from 76 countries.
- ATL signed its 10th Sister Airport Agreement with the Namibia Airports Company NAC on July 8th, formalizing a partnership between ATL and Hosea Kutako International Airport WDH. The agreement aims to strengthen passenger and cargo operations while promoting increased business, tourism and cultural exchange between Atlanta and Namibia.
- On September 27th, ATL signed its 11th Sister Airport Agreement with Airports Company South Africa (ACSA). This agreement is part of the U.S.–South Africa Atlanta Phambili initiative, which aims to foster stronger economic, educational, and cultural exchanges between the two nations in addition to collaboration on operational best practices, passenger services and air cargo management.
- ATL added two new nonstop international services, from Aeromexico to Guadalajara and from Scandinavian Airlines to Copenhagen, marking a major milestone in expanding ATL's international reach to 77 cities across 45 countries.
- ATL welcomed 1,923 VIPs with port courtesies from 91 countries.

"Through this cooperation, we are creating opportunities for innovation in passenger experience and operational efficiency. This agreement reinforces our shared vision for progress, and positions both of our airports to better serve our communities."

- Mpumi Mpofu, Group CEO of ACSA



President of Kenya visited ATL



Red White and Blue Wreath Ceremony



Namibia Delegation Meeting



Ecuadorian Delegation Meeting

SAFETY AND SECURITY

The Dept. of Aviation’s safety operations are built around four core pillars: Safety Policy, Risk Management, Safety Assurance and Safety Promotion, all designed to preemptively address safety concerns. Operational safety and security programs include workplace safety for employees, firearm and weapon detection at security checkpoints, wildlife hazard management, emergency response services and human trafficking programs.

Organizational Safety and Terminal Security

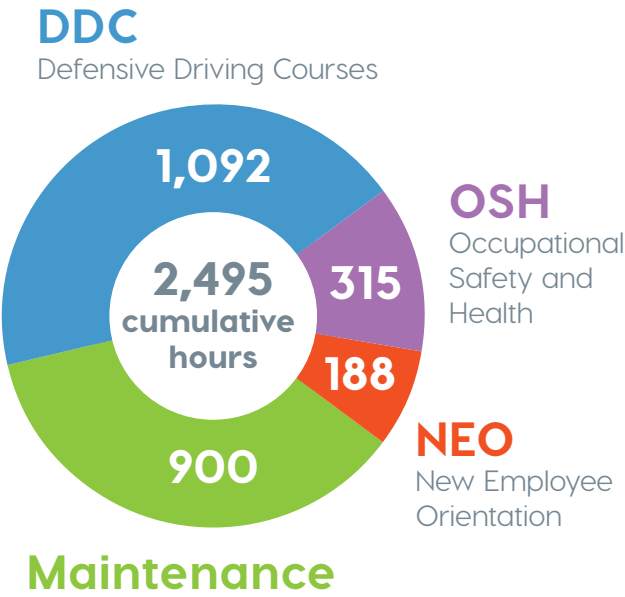
The Airport’s Safety Management System (SMS) enables management, employees, airlines, tenants and other business partners to operate safely. The system standardizes data and analyzes operations, incorporating incident tracking, risk management and compliance strategies. The SMS Manual accompanies the SMS software to aid in the implementation of safety strategies and protocols. In December of 2024, the SMS Manual was accepted by the FAA Southern Region for incorporation into ATL’s Airport Certification Manual (ACM). The SMS continues to support the Airport in maintaining a zero-surface incident record.

Dept. of Aviation employees participated in Defensive Driving Courses (DDC), Occupational Safety and Health (OSH) and New Employee Orientation (NEO) safety trainings.

Safety Metrics



Safety Training Hours



On August 13, 2024, the Dept. of Aviation held the eighth annual OneATL Operations Safety Security and Risk Exposition. The three-part event hosted 614 participants, highlighting the significant role safety plays in every facet of Airport operations.

- Safety and Risk Management Exposition included 26 safety and risk management exhibits with aviation transportation industry representatives, training resources, and guides to enhance airport safety operations.
- Educational Sessions offered 9 workshops, attracting 238 participants. The workshops focused on best practices and new technology for emergency response, fire safety, food safety, injury prevention and unmanned aircraft systems, including interactive live demonstrations.
- The Excellence in Safety Awards Presentation drew 289 attendees to honor 23 employees for their continued commitment, efforts and actions taken to correct hazards while operating the world’s busiest airport facility.

ATL’s Airport Safety Standards Manual was updated in 2024 to align with federal safety standards and support the advancement of the Airport’s SMS. Effective October 14, 2024, the revised manual includes updates to The Administrative Enforcement Program, authorizing the issuance of Notices of Violation for unsafe actions within the Air Operations Area. Violations range from Class I to Class III and can be accompanied by penalties such as fines, suspension of driving privileges, and mandatory remedial training.

At security checkpoints, ATL works closely with the TSA to uphold the highest screening standards. In 2024, TSA officers at ATL recovered 440 firearms during routine carry-on screenings, reflecting their vigilance in detecting weapons and contraband. These results highlight the daily efforts of TSA and Atlanta Police to ensure passenger safety and airport security.

2024 Workers Compensation Cases



2024 OneATL Operations Safety Security and Risk Management Expo



Excellence in Safety Awards



Emergency Response Workshop



ATL has 57 wildlife deterrent units on the airfield

Wildlife Hazard Mitigation

ATL operates under an FAA-approved Wildlife Hazard Management Plan (WHMP), developed from a comprehensive year-long Wildlife Hazard Assessment. The WHMP program aims to reduce the likelihood of an aircraft-wildlife collision, a wildlife strike, increasing aviation safety and conserving wildlife by minimizing the risk of wildlife losses.

In 2024, ATL investigated over 650 wildlife strike incidents, an increase from 2023. Despite the rise in investigations, the number of wildlife strikes attributed to ATL, those within a 5-mile radius of the airport, decreased by nearly 10% from 2023, with many incidents found to have occurred farther away or at undetermined locations.

The program is managed by the Dept. of Aviation with support from the Wildlife Hazard Working Group, including the FAA, airline partners and airport stakeholders, and it uses both long- and short-term strategies to minimize wildlife strike risks. Long-term methods include habitat modification and perimeter exclusion fencing, while short-term deterrents include pyrotechnics, propane cannons, bioacoustics and relocation of wildlife. Two full-time wildlife biologists oversee the program, ensuring data-driven mitigation based on detailed strike reports and species identification in collaboration with the Smithsonian Feather Identification Lab. ATL identified over 90% of wildlife strike species, exceeding the national average of 60%. Additionally, ATL contributes to wildlife conservation, industry research, and ongoing education for airport personnel and partners.

Steven Boyd, an ATL Wildlife Biologist, was nominated and elected to be a part of the Bird Strike Committee (BSC) USA in the latter half of 2023. He served his first full calendar year in 2024 on the Steering Committee as an Airport Representative. Since 1991, BSC USA has served as the national expert body and liaison to the FAA, National/International Bird Strike Committees, and to other professional aviation and wildlife organizations on aviation wildlife hazards.

Emergency Response Services

The safety of all passengers, employees, and the airport community is a top priority at ATL. The Aviation Fire Division provides five core services: Aircraft Rescue and Fire Fighting (ARFF), Emergency Medical Services, Fire Suppression, Community Risk Reduction and Special Operations Response. As the first U.S. airport to feature an on-site triage center, ATL continues to lead in emergency medical preparedness. The center is located on the third level of the Domestic Atrium and treats mostly low-acuity, non-emergent cases.

2024 Emergency Response Services

1,749

Calls for fire services



3:35

(3 mins, 35 secs)
Average response time for fire services



228

Medical emergencies



One

Minute Average response time for medical services



ATL celebrated the emergency service infrastructure expansion with a ribbon-cutting ceremony for the new state-of-the-art ESP. The Precinct was opened in partnership with the Atlanta Police Department to further enhance public safety and operational readiness.



Human Trafficking

As the world's busiest airport, ATL is a critical hub for raising awareness of and taking action against human trafficking. ATL is committed to helping end these crimes by empowering employees and the public with the knowledge to recognize, report, and prevent exploitation. Through strong partnerships with federal, state, and local agencies, ATL continues to lead with a longstanding anti-human trafficking program that includes mandatory awareness training for all employees as part of the airport badging process.

In 2024, the Dept. of Aviation received a report regarding a potential human trafficking victim en route to ATL. In response, the Airport activated its coordinated response network, including the Atlanta Police Precinct, Dept. of Aviation Security, and airline partners, who remained on high alert. Although the individual did not arrive at ATL, this incident demonstrated the strength of ATL's partnerships and collective vigilance. To date, there are no known cases of human trafficking occurring at ATL.

ATL's ongoing prevention and awareness efforts were featured in a special episode of The Balancing Act on the Lifetime Network, viewed by over 19,000 people on YouTube. The episode featured interviews with Atlanta Mayor Andre Dickens, Former Interim Airport General Manager Jan Lennon, and community advocates from organizations like youthSpark and Woman at the Well. ATL's proactive strategies, staff training, and collaboration with law enforcement and advocacy groups, reinforced the Airport's position as a leader in human trafficking prevention at the nation's busiest and most critical travel hub.

ATL participated in several activities to advance human trafficking awareness, several of which are listed below:

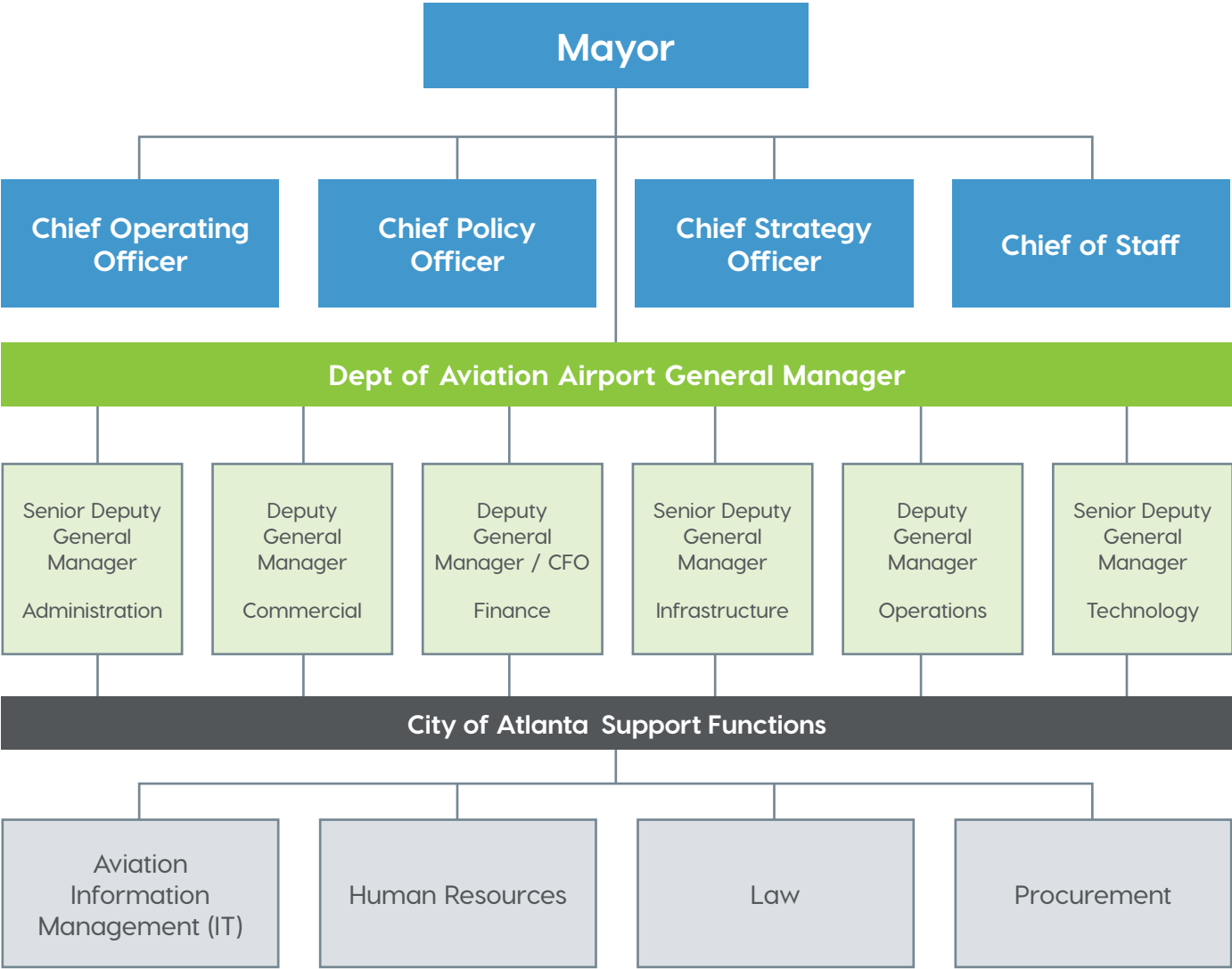
- ATL lit its canopies blue to recognize Human Trafficking Awareness Month in January and hosted its annual Human Trafficking Awareness Press Event at Concourse T Midpoint, featuring key government and community leaders.
- ATL launched a partnership with the Mayor's Office of Violence Reduction focused on human trafficking training in preparation for major events like the World Cup and Super Bowl.
- ATL was recognized by the Atlanta Public School System Board Chair and Woman at the Well Transition Center for its ongoing leadership in human trafficking prevention.
- ATL presented its human trafficking prevention strategies at the Administration for Children and Families Office on Trafficking in Persons All Hands meeting and to the first Eno AirMax cohort, highlighting airport practices and employee training.
- ATL partnered with the U.S. Department of Transportation Federal Transit Administration to share traveler resources on World Day Against Trafficking in Persons.
- ATL participated in a WCLK radio interview to share its human trafficking prevention efforts with the public.
- During ATL's Employee Appreciation event, staff collected donations for GiGi's House, a safe home for teen survivors of sex trafficking.
- A Divine 9 donation drive gathered toiletries and essentials to support approximately 30 residents of GiGi's House.

GOVERNANCE



ATL 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. The City Council provides oversight on projects and financial decisions. City committees typically meet once a month and approve aviation-related legislation and funding for ATL.

Organizational Chart



The Airport is organized into six pillars, overseen by a diverse and gender-balanced ATL senior leadership team and led by the Airport General Manager.

Organizational Pillars

ADMINISTRATION	COMMERCIAL	FINANCE	INFRASTRUCTURE	OPERATIONS	TECHNOLOGY
<ul style="list-style-type: none">• Business Diversity• Corporate Communications• Government Affairs• Human Resources• Law• Legislation• Marketing• Media Engagement• Office Administration• Open Records• Policy• Procurement• Strategic Management• Sustainability	<ul style="list-style-type: none">• Airline Affairs• Cargo & Passenger Air Service• Commercial Real Estate• Concessions• On-Airport Properties• Parking & Ground Transportation• Passenger Experience	<ul style="list-style-type: none">• Accounting• Budget & Fiscal Policy• Capital Finance• Financial Planning & Analysis• Financial Reporting• Revenue• Risk Management• Treasury	<ul style="list-style-type: none">• Architecture• Construction• Critical Infrastructure• Design• Emergency Services• Engineering• Facilities & Asset Management• Planning• Quality Assurance	<ul style="list-style-type: none">• AFR, Airport Division• APD, Airport Division• Airside/Landside• Automated Train Systems• Business Services• Construction Management• Emergency Management• Facility Maintenance• Public Safety & Security• Regulatory Compliance• Safety Program• Traffic Enforcement	<ul style="list-style-type: none">• Applications• Business Support• Consumer Products• Cybersecurity• GIS• Help Desk Support• Information Systems• Technology Infrastructure

STRATEGIC PLAN

The Dept. of Aviation is developing a Strategic Plan for the Airport, which is expected to be completed in 2025. Key priorities are structured around the focus areas of “People,” “Purpose,” and “Performance,” with an emphasis on becoming an employer of choice, enhancing passenger experience, improving public safety and security, prioritizing sustainable stewardship, advancing technology and promoting supplier inclusion.

ATL Guiding Principles

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

Focus Areas



PEOPLE



PURPOSE



PERFORMANCE

The updated Strategic Plan will include a formal written communication plan outlining the Dept. of Aviation’s objectives, key results, and milestones for employees and other stakeholders. Throughout the Strategic Plan development, the Dept. of Aviation has prioritized the following efforts:

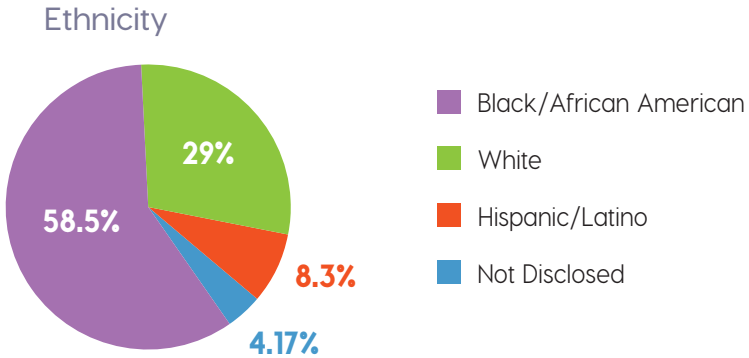
- Communicating clear, concise and consistent information throughout the update process.
- Creating an inclusive process with employees and stakeholders.
- Collecting monthly, quarterly and annual data for various Key Performance Indicators and measures.
- Conducting quarterly progress meetings and publications such as dashboards to share progress with employees and external stakeholders.

Transparency and Ethics

As a part of its overall strategy, the Airport is committed to transparency through openness and ethical business, compliance with laws, employee ethics trainings and financial disclosure declarations. In 2024, 717 Dept. of Aviation employees participated in a Code of Ethics Self-Paced Training.

The Airport follows the City’s policies and procedures regarding financial disclosures. The Airport issues an Annual Comprehensive Financial Report (ACFR) each fiscal year as an enterprise fund of the City, and its financial information is included in the City’s ACFR issuance. In addition, the Airport makes annual disclosure filings of certain financial and operational data and occurrences of certain events to fulfill the terms of the continuing disclosure agreements entered into for its bond issuances.

Executive Management Breakdown



ECONOMIC PERFORMANCE

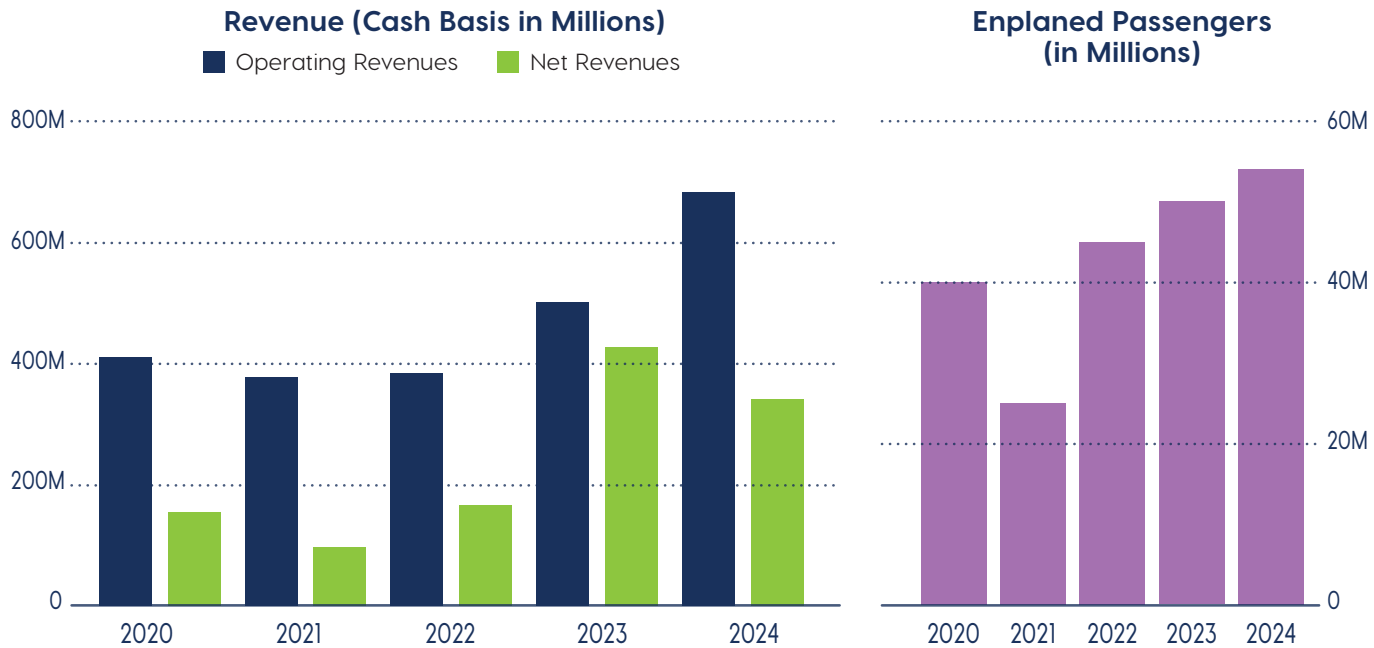
The Airport’s annual budget is developed following the City of Atlanta’s budgetary processes and timelines. The budget process feeds the airport rates and charges calculations, which are governed by the Airport Use and Lease Agreements. To comply with the City of Atlanta processes, the budget is prepared on a non-Generally Accepted Accounting Practices basis, since capital expenditures are included and depreciation is not budgeted. Departmental budget development begins in December with updates to the budget for the upcoming fiscal year being completed in April. This process culminates in the issuance of a Proposed Budget Book for the City of Atlanta around the first of May. Departments provide budget overviews and briefings to the City Council in May with the adoption of the final budget occurring in June.

In FY24, enplanements increased by 8% to 53.7 million.

ATL’s total operating revenue for FY2024 was the highest in its history at approximately \$682.1 million. This 34% increase from the previous fiscal year was about 2% below its budgeted revenue. Non-aeronautical operating revenue, which is composed of concessions, parking, car rentals and other miscellaneous revenue, totaled \$436.4 million with parking contributing nearly a quarter of the airport’s total operating revenue. Non-operating revenue was about \$318.1 million, and net revenue on a cash basis was \$341.5 million. These net revenues are used to pay debt service and fund the Airport’s Capital Improvement Program (CIP).

The Airport finished the fiscal year 6.9% under budget for operating expenses with a FY24 budget of \$404 million, and an actual spend of \$376 million.

Economic Performance for Fiscal Year 2024 – Revenues and Enplaned Passengers



Capital Improvement Program

The CIP spend includes a projected value of active and future projects through FY 2030 totaling approximately \$11.1 billion.

The Airport’s capital program is funded using a mixture of Grants, Passenger and Customer Facility Charges (PFCs & CFCs), the Renewal and Extension (R&E) Fund and Long-Term Debt. ATL’s strategy is to maximize the use of grants before utilizing other funding sources – these include grants from the Bipartisan Infrastructure Law, which include Airport Infrastructure Grants and Airport Terminal Program Grants. ATL also applies for and utilizes Airport Improvement Program (AIP) and Discretionary Grants.

Long Term Debt includes PFC Hybrid Bonds, CFC Bonds, Airline General Airport Revenue Bonds (GARBs) and City GARBs.

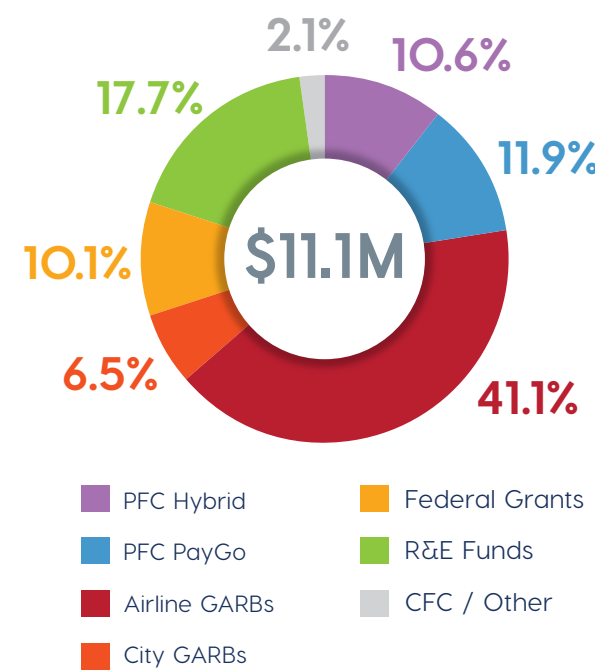
- GARBS are payable by the General Revenue that the airport receives from its operations.
- PFC Bonds are bonds that are payable primarily from PFCs with a subordinate lien against General Revenue and therefore are referred to as Hybrid PFC Bonds. PFCs are fees an airport is allowed to charge enplaning passengers to fund FAA-approved projects at that airport.
- CFC Bonds are bonds that are payable from CFCs. CFCs are fees imposed by airports on rental car customers to finance or maintain rental car facilities and infrastructure at the airport.

GARBs and PFC bonds can qualify as green bonds when used for eligible projects that incorporate sustainable design features. In 2023, the green bond issuance covered \$512 million in project costs. \$300 million of funds were allocated for the Concourse D Widening project, \$200 million was for the South Parking Deck Phase I project and about \$12 million was for the Fire Station 32 project. In 2024, the green bond issuance covered \$246 million in project costs, with funds allocated to support the South Parking Deck Phase I project. For both the 2023 and 2024 issuances, the proceeds from the green bond issuances were 100% allocated to projects that were certified green-bond eligible by Kestrel.

The South Parking Deck and Concourse D Widening projects are both pursuing third-party certifications to recognize the sustainable design features funded, in part, by these bond proceeds. These features include high-efficiency heating and cooling systems, sustainable materials and products, and low-carbon concrete. Additionally, both projects are installing low-flow plumbing fixtures, which are expected to reduce indoor water use by more than 35% compared to baseline buildings of similar size and function, accounting for more than 1 million gallons of potable water saved annually.

Funding for any project is determined by the nature of the project itself. In broad terms, PFCs fund airfield and plane train projects, GARBs fund terminal renewal and replacement projects and City GARBs and R&E fund parking decks and other landside projects. However, this is a generalization, and projects, especially large ones, may use multiple funding sources. As an example, the \$1.3 billion Concourse D Widening will utilize GARBs and PFCs as funding sources.

FY2024 CIP Funding Mix



Bond Ratings

In 2024, ATL received positive bond ratings from four rating agencies, confirming the Airport’s financial strength, stability, and efficient operations. Bond ratings are reported in the table.

2024 Bond Ratings

Bond Type	Moody’s	Fitch	Kroll	S&P
GARB	Aa3	AA-	AA+	AA
Hybrid PFC	Aa3	AA-	AA+	AA
CFC	A2	A	N/A	A

CFC Bonds were issued by the City of College Park, and the Dept. of Aviation makes installment payments covering principal, premium and interest of the CFC Bonds. Customer Facility Charges are pledged to secure payments due under the agreement.

ENTERPRISE RISK MANAGEMENT

The Office of Enterprise Risk Management (ERM) takes a comprehensive, systematic, and proactive approach to identifying risks. Due to the complex nature of airport operations, risk reviews involve assessing threats to passenger safety, security, operations, infrastructure, compliance, and financial stability. ERM takes the following general approach to risk management.

1. Establish a risk management framework. This step involves implementing the safety management system (SMS), defining risk categories, and identifying key stakeholders.
2. Conduct a comprehensive risk assessment. This phase entails identifying hazards and conducting a threat and vulnerability analysis, which includes physical site inspections, assessing human factors and evaluating technological vulnerabilities.
3. Engage stakeholders and conduct risk workshops. This stage includes organizing workshops and surveys, establishing a confidential reporting system to report safety concerns and conducting tabletop exercises and scenario-based risk assessments.

Insurance

The Aviation General Liability policy was renewed on September 1, 2024. There was a 4.2% (\$83,125) premium increase over the previous year. The total renewal premium is \$2,061,875. QBE Insurance, one of the seven participants in the Dept. of Aviation’s Liability policy program chose not to renew its coverage. Its 5% share was subsequently absorbed by the remaining participants. Starr Insurance is the lead carrier, and they provide claims management services for the policy. There was no change to other coverage, terms or conditions.

The Dept. of Aviation's Property insurance policy was renewed on November 1, 2024. A full property appraisal of all Dept. of Aviation properties was performed in July 2024. This property appraisal was the first completed since 2018. Property values increased from \$5 billion in the 2023 policy year to \$9.8 billion. Using the entire valuation increase for the 2024 policy renewal would cause the premium to increase significantly more than budget estimates. At the recommendation of the Dept. of Aviation insurance broker, ERM chose to spread the value increase over two policy years. The property insurance policy renewal premium of \$8,893,119 was a 24% increase over the expiring policy. There are twenty insurance companies participating in the Dept. of Aviation property insurance program, including the primary and excess coverage layers. There was no major change in coverage, terms or conditions from the expiring policy.

The City of Atlanta Dept. of Aviation has an Owner Controlled Insurance Program (OCIP) to provide insurance for selected capital construction projects. The Dept. of Aviation OCIP is administered by the insurance broker Lockton Companies and their minority partner JLM Risk Management. The OCIP insurance coverage consists of Workers Compensation-Employer Liability Insurance, Commercial General Liability Insurance, and Excess Liability Insurance. The Dept. of Aviation's risk management director

determines which capital construction projects will be enrolled in the OCIP based on the project's scope of work, construction budget, and various other project specifications. Once the project is awarded, the primary general contractor is enrolled into the OCIP followed by all subcontractors on all tiers. All enrolled contractors will receive certificates of insurance for the OCIP provided coverages and are required to enter their weekly payroll into the web-based OCIP Portal. Safety oversight is provided by the OCIP safety director and the ATLNext Safety Team. The OCIP insurance carrier sends a construction safety engineer to visit the OCIP covered project worksites monthly to conduct worker risk assessments on each enrolled project. The risk assessment reports are provided to Dept. of Aviation Risk Management, which reviews the reports and forwards them to the ATLNext safety team. The ATLNext safety team is responsible for facilitating risk mitigation actions by the contractor and may direct the contractor to develop risk mitigation plans to address any deficient areas detailed in the risk assessment reports. At project completion, the ATLNext project manager provides documentation that confirms the project has been completed to contract specifications and the property has been turned over to the City to be used for its intended purpose. The OCIP administrative manager then closes out the project in the OCIP portal and coverage ends. There were no changes in the OCIP policies, which renew in March 2027.

The renewal premium for Dept. of Aviation's Fine Arts policy increased by 1.1% to \$15,579. All coverage, terms and conditions remained the same as the expiring policy.

The Dept. of Aviation's Cyber Liability insurance policy had a flat renewal on the primary \$5 million layer and a 4.6% decrease on the excess \$5 million layer. This change has resulted in a 2.6% decrease in the total premium (\$227,948) and there are no other changes to the terms and conditions.

The Dept. of Aviation's Excess Auto Insurance policy renewed on July 1, 2024. The auto exposure increased that year from 100 to 250 vehicles. The broker was able to work with the carrier to minimize the rate impact to 10%. This policy renewal premium was \$206,963.

Cybersecurity

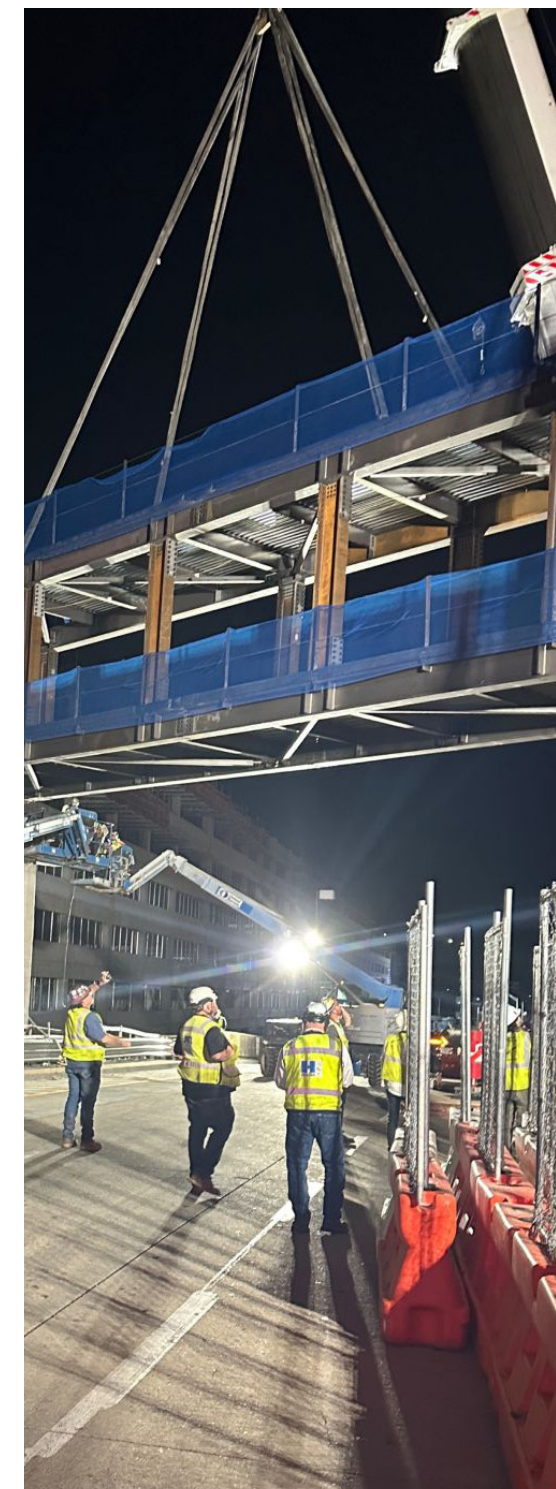
The Airport's Aviation Information Systems Cybersecurity team, consisting of five staff members, is responsible for monitoring and responding to cyber threats. In FY24, the staffing budget was approximately \$563,000. In response to the escalating threat of cyberattacks, the Airport employs a layered security approach that incorporates technical, administrative, and physical safeguards aligned with industry best practices. These measures include access controls, encryption, network segmentation, continuous monitoring, employee training, and periodic internal and external assessments. A National Institute of Standards and Technology Cybersecurity Framework (NIST CSF) assessment conducted in 2021 identified a significant need for improvement. Since then, the Airport has hired a Chief Information Security Officer (CISO), expanded the cybersecurity team, and implemented numerous program and technology enhancements - including deployment of Multi-Factor Authentication (MFA), Mobile Device Management (MDM), a vendor risk management program, and a new 24/7 Managed Security Service. A NIST CSF reassessment is scheduled for 2025.

Financial Risk Management

The Airport maintains a conservative posture in managing financial risk. The Airport continues to have a high Days Cash on Hand balance and keeps both its GARB Debt Service Coverage Ratio and its PFC Debt Service Coverage Ratio at 1.5x or higher. Furthermore, the Airport's future debt profile is conservative with GARB debt service declining over time and essentially level PFC debt service through 2040 with a drop-off in 2041-2044. ATL also has a low-cost structure that keeps it competitive, as evidenced by its FY2024 All-in Cost Per Enplanement (CPE) of \$6.78.

Risk Management for ATLNext

ATL has a thorough risk management process for ATLNext projects. During the project design phase, risks are identified through a stakeholder charette, and a risk register is developed. Risks may be updated over time as cost, schedule and other variables evolve. The risk register tracks qualitative and quantitative data related to prioritization of risk, cost and time impacts. The second phase of risk management is determining the response to the risk (i.e., avoidance, transfer, mitigation or acceptance). The last step in the risk management process is risk monitoring to update the risk register and response.



Risk assessments help identify potential hazards and safety protocols, which support key project activities such as the South Deck Phase 1 bridge installation.

ASSET AND DATA MANAGEMENT

In 2024, the Dept. of Aviation continued to build upon its foundation in asset management. These efforts align with the Asset Management Policy by reinforcing the Airport's commitment to enhancing operational efficiency and optimizing asset management practices. In that year, the Dept. of Aviation achieved six major asset management milestones:

- **Condition Assessments:** In 2024, Asset Management completed two significant Facility Condition Assessments for the Commercial Vehicle Hold Lot and the United States Postal Service facilities. The assessments identified several deficiencies and led to the development of plans to address recommended improvements. The Repair/Replacement Plan from the Rental Car Center Facility Condition Assessment, completed in 2023, was successfully integrated into the Capital Improvement Plan, and execution was on-going in 2024. Together, these assessments provide valuable data that supports informed decision-making and efficient resource allocation for maintaining and improving these key facilities.
- **Passenger Boarding Bridge Asset Management Plan:** A significant initiative kicked off in May 2024 was the development of the Passenger Boarding Bridge (PBB) Asset Management Plan. This plan documents the Dept. of Aviation's standards for managing PBB assets, ensuring they align with the airport's broader asset management objectives. The PBB Asset Management Plan is a critical step in ensuring the long-term reliability of one of the airport's most vital infrastructure components.
- **Project Turnover and Data Extraction Improvements:** One of the year's key improvements, continuing from 2023, was refining the Project Turnover and Data Extraction process. This initiative, which includes facilities such as South Deicing, Maintenance Building 8, ESP and Fire Station 32, has ensured a smoother transition of assets from construction to operations. This initiative not only supports the creation of a more comprehensive asset database but also helps improve decision-making, asset lifecycle management and the overall sustainability and efficiency of airport operations.



North Concourse E Ramp 6 Project



Concourse D widening modules under construction.

- **Warranty Management Program:** In 2024, the Dept. of Aviation also launched a Warranty Management Program to streamline and standardize the management of airport asset warranties. This program is designed to maximize the value of investments and mitigate potential risks associated with asset repairs and replacements, ensuring that the airport can fully leverage its assets' warranties to benefit operations.
- **Facilities Management Inspection Program:** The Facilities Management Inspection Program was another key component of the year's successes. This program ensures that all airport facilities are regularly assessed, proactively maintained, and aligned with the airport's operational goals. By identifying and addressing maintenance needs early, the program helps maintain a state of good repair, preventing asset deterioration and extending lifespan. Additionally, the program strengthens capital investment planning by identifying long-term infrastructure needs, optimizing resource allocation, and guiding informed decision-making for future improvements. Ultimately, this program plays a vital role in maintaining the high standards of the Airport's infrastructure and ensuring the long-term sustainability of all Airport facilities.
- **Institute of Asset Management (IAM) Training for Asset Management Team:** A key initiative that laid the groundwork for continued success was completing the IAM Training in March 2024. This training program, attended by the entire Asset Management Team, equipped participants with the essential skills and knowledge to manage assets effectively. Additionally, two new team members earned their IAM certifications, further strengthening the department's expertise and ability to manage assets strategically. This investment in professional development ensures that the team is well-prepared to face the evolving challenges in asset management, providing a strong foundation for future operations.

INFRASTRUCTURE AND FACILITIES

The Dept. of Aviation integrates sustainability and resilience into infrastructure and facilities projects via third party frameworks and rating systems. In 2024, 10 ATLNext projects pursuing third party verifications were in design or construction. The Dept. of Aviation defines the following requirements for projects:

- All new large construction projects must meet minimum LEED Silver Certification. Existing buildings must achieve LEED Operations & Maintenance (O+M) Certification by the next recommissioning date.
- All civil infrastructure projects must evaluate the feasibility of using the Envision Rating System. If Envision is not used, sustainable design principles must be incorporated to the greatest extent possible.
- All new parking decks are required to achieve a minimum of Parksmart Bronze Certification. Parksmart defines sustainable practices in parking structure design, technology and management.

Since 2011, the Dept. of Aviation has been awarded 14 third-party verified awards for sustainability achievement in infrastructure projects and has 13 projects in progress.

- ATL has achieved one LEED Platinum, five LEED Gold, five LEED Silver and one LEED Certified certification. An additional seven LEED projects are underway.
- ATL was awarded the Parksmart Silver certification for the ATL West Parking Deck. The Airport is pursuing two other Parksmart projects.
- ATL received an Envision Silver award for its Taxiway and Runway 9L-27R Pavement Replacement Project. Four additional Envision projects are underway.

In 2024, ATL was awarded LEED Gold for its Airside Ops Office project. The South Deicing Facility was a recipient of the 2024 Airports Going Green Honorable Mention for Outstanding Achievement in the Pursuit of Sustainability within the Aviation Industry. The South Deicing Facility strengthens airport resilience by adding redundancy to the deicing system and increasing aircraft deicing capacity, reducing disruptions during severe cold weather events.

In addition to adopting third party sustainability frameworks, ATL integrates sustainable and resilient design strategies into its P&D Design Standards. For example, to reduce urban heat islands, the P&D Standards require roofing materials with a minimum Solar Reflectance Index (SRI) of 99, surpassing LEED's benchmarking of 82. Solar reflectance roofs absorb less heat, reduce building cooling loads, and lower peak electricity demand, helping to ease strain on the electrical grid when applied across facilities.



Soaring With Vision:
ATL 2024 ESG Report

ACKNOWLEDGEMENTS

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



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District 11	Marci Collier Overstreet	
District 12	Antonio Lewis	
Post 1	Michael Julian Bond	
Post 2	Matt Westmoreland	
Post 3	Eshé Collins	

LIST OF ACRONYMS

AATC	Atlanta Airlines Terminal Company	ESG	Environmental, Social and Governance
ACA	Airport Carbon Accreditation	ESP	Emergency Services Precinct
ACDBE	Airport Concessions Disadvantaged Business Enterprise	EV	Electric Vehicle
ACFR	Annual Comprehensive Financial Report	EVAL	Electric Vehicle Adoption Leadership
ACI	Airports Council International	FAA	Federal Aviation Administration
ACM	Airport Certification Manual	FAR	Federal Acquisition Regulations
ACSA	Airports Company South Africa	FY	Fiscal Year
ADA	American with Disabilities Act	GARB	General Airport Revenue Bonds
AFR	Atlanta Fire and Rescue	GCO	Georgia Commute Options
AI	Artificial Intelligence	GHG	Greenhouse Gas
AMAC	Airport Minority Advisory Council	IAM	Institute of Asset Management
ARC	Atlanta Regional Commission	LCA	Life Cycle Assessment
ARFF	Aircraft Rescue and Fire Fighting	LEED	Leadership in Energy and Environmental Design
ASQ	Airport Service Quality	MARTA	Metropolitan Atlanta Rapid Transit Authority
ATL	Hartsfield-Jackson Atlanta International Airport	MBDA	Minority Business Development Agency
BSC	Bird Strike Committee	NEM	Noise Exposure Map
CDA	Chicago Dept. of Aviation	NEO	New Employee Orientation
CFC	Customer Facility Charge	NIP	Noise Insulation Program
CIP	Capital Improvement Program	OCIP	Owner Controlled Insurance Program
CNG	Compressed Natural Gas	OSH	Occupational Safety and Health
COA	City of Atlanta	OSHA	Occupational Safety and Health Administration
CPTC	Central Passenger Terminal Complex	PBB	Passenger Boarding Bridge
CY	Calendar Year	PFC	Passenger Facility Charge
C&D	Construction and Demolition	R&E	Renewal and Extension
DBE	Disadvantaged Business Enterprise	SBE	Small Business Enterprise
DDC	Defense Driving Course	SMP	Sustainability Management Plan
DEN	Denver International Airport	SMS	Safety Management System
DHR	Department of Human Resources	TSA	Transportation Security Administration
EBO	Equal Business Opportunity	WHMP	Wildlife Hazard Management Plan
ECE	Employee Survey for Customer Experience		
EPD	Environmental Product Declaration		
ERM	Enterprise Risk Management		

ESG DATA MATRIX



ENVIRONMENTAL

This ESG Matrix includes metric-based disclosures with defined units of measure, while narrative disclosures are presented separately throughout the Report. All data in the ESG Matrix is for Calendar Year (CY) 2024 unless otherwise stated.

Disclosure Category	Disclosure Element	Disclosure Element Description	Data Point	Unit	2020	2021	2022	2023	2024
Energy	Energy Consumption	Total energy consumption.	Total Energy consumed from Dept. of Aviation operated facilities	Joules		2.24E+14	2.34E+14	2.28E+14	2.45E+14
	Energy Intensity	Ratio of energy consumption and an organization-specific metric. The key is to be consistent over the years with the same intensity metric.	EUI per passenger for Dept. of Aviation facilities ¹	Joules per passenger					
	Energy Source	Total energy consumption by source (renewable vs. non-renewable) and breakdown by type. ²	Total electricity consumed by Dept. of Aviation from non-renewable sources	kWh		47,827,819.8	51,380,393.3	47,537,261.2	52,465,168.2
			Total electricity consumed by Dept. of Aviation from renewable sources	kWh		6,165,735.7	6,668,066.3	6,106,594.2	7,210,899.2
			Number of renewable energy projects in design or construction	Number				18	16
	Energy Management	Strategy to manage energy consumption and costs.	Estimated proportion of Dept. of Aviation fleet which use alternative fuels	%					3%
			Number of EV charging projects that have received EVAL awards	Number					21
			Number of EV charging stations	Number		275	315	297	281
			Number of EV light-duty vehicles	Number			3	5	15
			Number of EV medium- and heavy-duty vehicles	Number				2	2
			Number of CNG medium- and heavy-duty vehicles	Number			75	75	75
			Number of back up generators online	Number					66
GHG Emissions	GHG Emissions	Scope 1 GHG Emissions.	Direct (Scope 1) GHG emissions ³	Metric tons CO ₂ e		5,450.4	7,671.0	7,254.0	8,976.0
		Scope 2 GHG Emissions.	Scope 2 GHG Emissions - Market based ^{3, 4}	Metric tons CO ₂ e		19,888.3	21,518.1	20,075.5	19,870.0
			Scope 2 GHG Emissions - Location based ^{3, 4}	Metric tons CO ₂ e		21,452.2	23,583.5	21,797.1	24,253.0
	GHG Emissions Intensity	Ratio of GHG emissions and an organization-specific metric.	Ratio of GHG emissions per passenger for Dept. of Aviation Facilities	Metric tons CO ₂ e per passenger		0.000355	0.000334	0.000277	0.000307
	GHG Emissions	Scope 3 GHG Emissions.	Scope 3 Emissions	Metric tons CO ₂ e					
	Reduction of GHG Emissions	Impact of GHG emission reduction strategy and initiatives.	GHG emissions % change compared to 2019 baseline year	%		-28%	-17%	-23%	-18%

1) Energy Use Intensity (EUI) is not reported, as the Dept. of Aviation does not have operational control of the Central Passenger Terminal Complex (CPTC). Accordingly, CPTC energy use is not included in Dept. of Aviation energy consumption, and energy use per passenger does not appropriately measure Dept. of Aviation controlled energy performance.

2) City of Atlanta (COA) defines renewable energy as energy derived from wind, solar, existing and low-impact hydroelectric, geothermal, biogas, and wave technology sources.

3) Data for 2020 is not included, as the ACA program suspended reporting for all airports that year due to irregular operations caused by the COVID-19 pandemic.

4) The ACA program requires emissions reporting using two methodologies: location-based and market-based. The location-based approach reflects the average electricity emissions of the country or region where the airport is located and uses an average emission factor specific to the grid on which the energy consumption occurs. The market-based approach reflects the emissions from the electricity sources and products that have been purposefully chosen and, under strict conditions, allows for the use of an emission factor that is directly associated with the type of electricity purchased.

Airports Council International – North American (ACI-NA) White Paper Recommended

ACI-NA White Paper Optional

Dept. of Aviation Tracking

Metric Not Tracked

Disclosure Category	Disclosure Element	Disclosure Element Description	Data Point	Unit	2020	2021	2022	2023	2024
Environmental Commitments, Strategies, and Progress	Environmental Commitments, Strategies, and Progress	Describe formally announced environmental commitments, plans, strategies, and/or targets related to various environmental topics. Such topics may include but are not limited to greenhouse gases (e.g., emission reduction goals and net zero roadmaps), zero waste/circular economy, water reuse/ conservation, climate resilience and adaptation, etc. Track and report progress toward these commitments.	Progress toward achieving Net Zero goal by 2050, Measured by reducing emissions by 90% from the 2019 baseline year	%		31.4%	19.3%	25.2%	20.4%
			Progress toward achieving 100% clean energy by 2035	%		4.8%	11.5%	10.0%	10.5%
			Progress towards Waste Goal - 90% of all waste diverted from landfill by 2035	%					
Regulatory Non-Compliance	Environmental Non-Compliance	Instances of non-compliance with environmental laws and regulations including spills and pollution if determined financially material.	Total number of reported instances of non-compliance	Number				2	1
			Dollar value of fines associated with instances of non-compliance	\$				0	0
	Total Waste Generation	Total weight of waste generated, including both waste diverted from disposal and waste directed to disposal.	Total waste generated at ATL	Tons					
			Waste generated at Dept. of Aviation operated facilities	Tons					
			Waste generated CPTC	Tons					23,063
			Construction waste generated	Tons					
	Waste Diversion	Waste diverted from disposal through waste prevention, reuse, recycling, and other recovery operations.	Total diversion rate of total waste by weight	%					
			Diversion rate of waste for Dept. of Aviation operated facilities	%					
			Diversion rate of waste for CPTC by weight	%					3%
			Cumulative construction waste diversion rate for capital projects since 2016	%		95%	94%	90%	87%
	Waste Disposal	Waste directed to disposal by landfilling, incineration (with or without energy recovery), and other disposal operations.	Total waste generated to landfill	Tons					
			Total waste generated to incinerator	Tons					
			Total waste generated to recycling center	Tons					
			Total waste generated to compost	Tons					
Water Management	Water Withdrawal	Total water withdrawal and breakdown by source.	Total potable water use for Dept. of Aviation facilities	Gallons	74,063,067	107,654,243	110,266,999	122,709,337	123,342,647
		Water use reduction.	Cumulative designed water use reduction against LEED Baseline since 2016	%				41%	40%

Airports Council International – North American (ACI-NA) White Paper Recommended

ACI-NA White Paper Optional

Dept. of Aviation Tracking

Metric Not Tracked

This ESG Matrix includes metric-based disclosures with defined units of measure, while narrative disclosures are presented separately throughout the Report. All data in the ESG Matrix is for Calendar Year (CY) 2024 unless otherwise stated.

SOCIAL

Disclosure Category	Disclosure Element	Disclosure Element Description	Data Point	Unit	2020	2021	2022	2023	2024
Human Capital Management	Diversity, Equity, & Inclusion	Total DOA employees.	Total number of Dept. of Aviation employees.	Number			653	836	829
		Describe the airport's workforce diversity and DE&I practices (e.g., staff training, hiring practices, participation of minorities in leadership positions, etc.)	Workforce %: Women	%					42%
			Workforce %: Men	%					58%
			Workforce %: White	%					7.10%
			Workforce %: Black/African American	%					78.40%
			Workforce %: Hispanic/Latino	%					4.40%
			Workforce %: Asian	%					0.80%
			Workforce %: American Indian/Alaskan Native	%					0.80%
			Workforce %: Ethnicity Not Disclosed	%					1.6%
			Gender Pay Gap - the percentage that women make compared to men in comparable roles	%					0.65%
		Describe the airport's workforce diversity and DE&I practices for recruiting.	Workforce Average Age	Years					45
			Percent of new hires that are minority and under-represented individuals ⁵	%		15%	15%	15%	15%
			Percent of the workforce that was unionized	%				11%	12%
		Describe quality of labor relations, including extent of collective bargaining agreements.							
	Employee Engagement	Describe approach to Employee Engagement, methodology used, and scores. Explain changes from prior years. Disclosure can include the use of Employee Research Groups and other engagement activities.	Overall Employee engagement score	Index Score (Unfavorable -100 to Favorable 100)					15
	Employee Education & Training	Describe training programs, career/ professional development, etc.	Number of professional development programs offered for Dept. of Aviation employees to enhance skills needed for career advancement	Number					1
			Employee annual training hours	Hours			2,576	1,282.5	1,402.5
	Employee Health & Wellness	Describe the airport's efforts to maintain a healthy and vibrant workforce, including specific wellness programs, education, and training.	Percent of employees utilizing the wellness and fitness center	%				16%	33%
	Workforce Growth	Provide the total number of DOA employees and the number of authorized vacancies.	Percentage of authorized Dept. of Aviation vacancies	%				16%	14%
		Percent or number of new hires in workforce.	Number of new Dept. of Aviation hires	Number					89
		Provide the number for total employee turnover rate or hiring retention.	Total Dept. of Aviation employee turnover rate	%					12%
			Total Dept. of Aviation employee retention rate	%					93.55%

- Airports Council International – North American (ACI-NA) White Paper Recommended
- ACI-NA White Paper Optional
- Dept. of Aviation Tracking
- Metric Not Tracked

5) The Dept. of Aviation aims for 15% of hires for customer service who identify as individuals with disabilities, in alignment with ATL's customer service contract. However, this goal is not actively tracked on a year-over-year basis.

Disclosure Category	Disclosure Element	Disclosure Element Description	Data Point	Unit	2020	2021	2022	2023	2024
Community/ Customer Relations	Business Supplier Diversity	Describe airport's business diversity practices (e.g., U.S. DBE, MWBE, on-the-job training programs, networking events, etc.)	Dollars spent with M/WBE, SBE or DBE businesses ⁶	Dollars (Millions)		\$352	\$745	\$911	\$1,300
	Concessionaire Diversity	Describe airport's business diversity practices (U.S. ACDBE, on-the-job training programs, networking events, etc.)	ACDBE sales of total concessionaire sales	% (FY)					33.23%
	Community Support and Engagement	Describe airport's efforts to support the needs of the local community, partnerships with local organizations, employee volunteerism, other.	Dollars raised for charitable organizations	\$			\$24,832	\$30,295	\$42,864
			Employee volunteer hours	Hours				2,550	3,417
			Number of community partnerships	Number				31	33
	Supporting Local Economic Growth	Describe airport's efforts as a catalyst to support the local economy and job creation. Describe source of study that determined the impact. Describe the airport's efforts to develop local skills and capabilities.	Dollar value of the economic impact of the airport	Dollars (Billions)		\$66	\$66	\$66	\$66.8
			Dollar value of the economic impact of major construction projects	Number					
			Number of jobs created by major construction projects	Number					
			Number of jobs on-site created by the airport	Number		63,000	63,000	63,000	63,000
			Number of Career Fairs and Hiring Events hosted	Number		5	2	3	2
			Number of job seekers at career fairs	Number		2,580	1,500+	1,800	5,142
			Number of ATL employers at career fairs	Number		31	100+	65	37
			Number of Dept. of Aviation College Summer Internships	Number				39	38
			Number of Dept. of Aviation Registered and Non-Registered Apprenticeships	Number				21	22
			Number of participants in the Georgia's Youth Apprenticeships	Number					6
			Number of participants in Summer Youth Employment Program	Number			100+	119	78
	Customer Satisfaction	Describe efforts to provide high level of customer satisfaction and services for passengers. Focus is on the overall score, but can also discuss average wait times, ADA/ACA compliance, and accessibility. Include awards won. Describe survey used (e.g., ACI).	ACI's Airport Customer Experience Accreditation Program	Program Level Accreditation (Level 1 Advanced to Level 5 Most Advanced)	Level 1	Level 1	Level 1	Level 2	Level 3
	Noise	Impact of noise on surrounding communities.	Number of complainants or number of households with a complaint	Number					
			Noise insulation program cash flow	Dollars (Millions)	\$9,424,777	\$12,755,983	\$10,086,966	\$699,110	\$75,083

Airports Council International – North American (ACI-NA) White Paper Recommended

ACI-NA White Paper Optional

Dept. of Aviation Tracking

Metric Not Tracked

6) Estimated diversity participation of approved invoices for MBE, FBE, DBE, and SBE since 2015

Disclosure Category	Disclosure Element	Disclosure Element Description	Data Point	Unit	2020	2021	2022	2023	2024
Health, Safety and Security	Safety Measures	Describe the airport's workplace safety practices, including Safety Management System (SMS) and any accreditations and certificates earned.	Dept. of Aviation workplace lost time injury rate	Rate per 100 full-time equivalents (FTE)					
			Dept. of Aviation total workplace worker compensation cases (recordable and record only)	Number					57
			Number of surface incidents	Number				0	0
			Vehicle and non-vehicle accidents for ATLNext contractors	Number				68	143
			Total construction worker compensation cases	Number					101
			Construction total lost time injury rate - contractors and subcontractors	Rate per 100 FTE					0.19
			Construction lost time injury rate - temporary workers	Rate per 100 FTE					
			Construction OSHA recordable incident rates	Rate per 100 FTE					1.46
			Construction lost time injury frequency rate	Rate per Million Hours					0.97
	Human Trafficking	Describe airport's human trafficking awareness initiatives.	Number of employee training sessions	Number					43,651
	International Affairs	Describe airport's international relations initiatives.	Number of total sister airport agreements	Number	8	8	8	9	11
			Number of countries represented in delegation visits	Number			30	24	76
Alternative Transportation	Georgia Commuting Options (GCO) Participation	Number of Airport employees in Georgia Commute Options ride matching and rewards platform.	Number of ATL employees in Georgia Commute Options ride matching and rewards platform	Number			1,300	1,508	819
	GCO Participant Vehicle Miles Saved	Number of vehicle miles reduced from GCO enrolled Airport employees.	Number of vehicle miles reduced from GCO enrolled employees	Miles				662,000	392,252
	Travel to Work Survey Results	List the Travel to Work survey results for the percent of Airport staff (DOA;COA, non DOA;COA, concessions; cleaning, other) using modes of transportation (carpooled, dropped off, train, bus, taxi, rode alone).	Miles Staff Carpooled	Miles			181,800		119,549
			Miles Staff used Transit	Miles			60,800		28,188
			Miles Staff Vanpooled	Miles					12,675
			Miles Staff Walked or Cycled	Miles			1,900		1,346

Airports Council International – North American (ACI-NA) White Paper Recommended

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Metric Not Tracked

This ESG Matrix includes metric-based disclosures with defined units of measure, while narrative disclosures are presented separately throughout the Report. All data in the ESG Matrix is for Calendar Year (CY) 2024 unless otherwise stated.

GOVERNANCE

Disclosure Category	Disclosure Element	Disclosure Element Description	Data Point	Unit	2020	2021	2022	2023	2024
Governance	Atlanta City Council	List board or governance body members, such as City Council, how appointed, Board committee structures, frequency of meetings, Board responsibilities/approvals, ethnic diversity and types of business experience, and financial management and controls policies approved by Board. (Note that could be added to Social section with Airport DEI stats).	Average age of Atlanta City Council	Years					50
			Percent of Atlanta City Council by gender: woman	%					31%
			Percent of Atlanta City Council by gender: man	%					69%
			Percent of Atlanta City Council by racial and ethnic group: White	%					44%
			Percent of Atlanta City Council by racial and ethnic group: Black / African American	%					50%
			Percent of Atlanta City Council by racial and ethnic group: Other	%					6%
	Executive management	List executive management name and position, diversity, and years of experience (note that diversity could be added to Social section).	Average age of executive management	Years				54	54
			Percent of executive management by gender: woman	%			47%	41%	46%
			Percent of executive management by gender: man	%			53%	59%	54%
			Percent of executive management by racial and ethnic group: White	%				27%	29%
			Percent of executive management by racial and ethnic group: Black / African American	%				55%	58%
			Percent of executive management by racial and ethnic group: Other	%				18%	13%
			Percent of executive management by years of experience: 25+	%					17%
			Percent of executive management by years of experience: 21–25	%					13%
			Percent of executive management by years of experience: 11–20	%					57%
			Percent of executive management by years of experience: 5–10	%					13%
	Leadership System and Business Results	Describe leadership system, how decisions are made. Include business results for key metrics. Five-year trending is desirable, with variance explanations as appropriate.	Total Number of Passengers ⁷	Number	42.9 M	75.7 M	93.7 M	104.7 M	108.1 M
			Number of Enplaned Passengers ⁷	Number (Fiscal Year FY)	39,747,596	24,928,472	44,860,920	49,693,702	53,700,000
			Total operating revenue	Dollars (Million) (FY)	\$442.3	\$354.5	\$379.4	\$508.3	\$682.1
			Total aeronautical revenue	Dollars (Million) (FY)	\$154.7	\$165.0	\$69.2	\$139.1	\$245.7
			Total non-aeronautical revenue	Dollars (Million) (FY)	\$287.7	\$189.5	\$310.1	\$369.2	\$436.4
			Total operating expenses	Dollars (Million) (FY)	\$323.2	\$318.6	\$308.9	\$371.2	\$403.2
			Average Daily Operations (takeoffs/landings)	Number	1,497	1,939	2,000	2,126	2,175
			All in cost per emplanement ⁸	Dollars	\$6.03	\$9.71	\$4.00	\$5.22	\$6.78

7) “Enplaned passengers” refers to passengers boarding an aircraft, while “total passengers” includes both enplaned and deplaned passengers (arrivals and departures), and transfers.

8) Includes airline payments made to third parties subject to update based on actual data received from third party

Airports Council International – North American (ACI-NA) White Paper Recommended

ACI-NA White Paper Optional

Dept. of Aviation Tracking

Metric Not Tracked

Disclosure Category	Disclosure Element	Disclosure Element Description	Data Point	Unit	2020	2021	2022	2023	2024
Governance	Risk Management -Financial Risks	Include five-year trending of key financial risk metrics with discussion of material variances. NOTE - these metrics may be included in other documents like Official Statements or ACFRs. Airport may choose to just reference this.	Number of days of cash on hand	Days (FY)	949	1,025	891	1,051	979
			GARB Debt service coverage ratio ⁹	Ratio (FY)	1.53	3.70			2.58
			PFC Debt service coverage ratio	Ratio (FY)	1.63	1.80	2.42	2.32	2.09
			Defined benefit and OPEB plan funding ratios	% (FY)					
	Risk Management -Budget Accuracy	Describe operating budget processes and accuracy of actuals results to budget. Discuss variances as appropriate.	Percent variance actual results vs. approved budget for operating expenses	% (FY)					-6.9%
			Percent variance actual results vs. approved budget for total operating revenue	% (FY)					-2%
	Risk Management -Capital Programs	Describe capital budget processes and how airport mitigates capital project risks from a financial and scheduling standpoint. May include a table of major capital project budgets and actual results.	Percent variance from capital budget	%					
			Value of active and future CIP projects	Dollars (Billions)			\$8.9	\$11.1	\$11.1
			Percentage of CIP funding from Airline GARBs	%					41.1%
			Percentage of CIP funding from City GARBs	%					6.5%
			Percentage of CIP funding from Federal Grants	%					10.1%
			Percentage of CIP funding from R&E Funds	%					17.7%
			Percentage of CIP funding from PFC PayGo	%					11.9%
			Percentage of CIP funding from PFC Hybrid	%					10.6%
			Percentage of CIP funding from CFC/other sources	%					2.1%
			Actual completion to scheduled completion variance in months	Months					
	Infrastructure Projects Third-Party Verified Awards	Number of LEED, Parksmart, and Envision projects and other which have received awards and are underway.	Number of LEED projects which have received awards	Number		1	8	11	12
			Number of Parksmart projects which have received awards	Number			1	1	1
			Number of Envision projects which have received awards	Number			1	1	1

9) Federal COVID-19 relief grants were used to pay GARB debt service in 2022 and 2023

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	Metric Not Tracked