



2023

ATL **FUTURE FORWARD**

Environmental, Social, Governance + Prosperity Report

 **Hartsfield-Jackson**
Atlanta International Airport®



Table of Contents

- A message from Mayor Andre Dickens 4
- A message from Interim Airport General Manager Jan Lennon . . . 5
- About ATL’s ESG+P Report 6
- Environmental** 9
 - Climate and Resilience 10
 - Water Quality and Conservation 15
 - Waste Recovery and Diversion 17
 - Procurement and Supply Chain 18
 - Biodiversity and Conservation 18
 - Environmental Compliance 18
- Social** 19
 - Employee Benefits and Professional Development 21
 - Service Quality and Accessibility 23
 - Community Relations 27
 - Safety and Security 29
 - Human Trafficking 32
- Governance** 33
 - Oversight, Structure and Strategy 34
 - Enterprise Risk Management 38
 - Asset and Data Management 41
 - Infrastructure and Facilities 41
- Prosperity** 43
 - Economic Engine 44
 - International Affairs 47
 - Business Diversity 47
 - Hiring Goals 49
 - Living Wage 49
 - Innovation 50
- Future Forward: ATL 2023 ESG+P Report 51
- Acknowledgements 51



CITY OF ATLANTA

55 TRINITY AVE, S.W.
ATLANTA, GEORGIA 30303-0300

TEL (404) 330-6100

ANDRE DICKENS
MAYOR

A message from Mayor Andre Dickens

Greetings:

Atlanta takes immense pride in championing equity and environmental protection. As a vital gateway to the world and an economic cornerstone, Hartsfield-Jackson Atlanta International Airport (ATL) plays a crucial role in our city's dedication to these values.

It is my privilege to lead a team of exceptional individuals dedicated to leading our Airport operations by the principles of environmental stewardship, social responsibility, governance and prosperity (ESG+P). ESG+P is integral to the Airport's mission, operations, and resilience. This Report documents that integration in the present and the Airport's future forward path to a sustainable tomorrow.

ATL's commitment to operational efficiency and advanced customer experience has set a global standard, demonstrating what can be accomplished when a community unites around shared objectives. Ongoing and upcoming projects will further strengthen ATL's role as a leader in sustainability, solidifying Atlanta as a city focused on the well-being of its people and an inclusive, more prosperous future.

Sincerely,

Mayor Andre Dickens



A message from Interim Airport General Manager Jan Lennon

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

The City of Atlanta Department of Aviation is pleased to present "Future Forward," the 2023 Environmental, Social, Governance and Prosperity (ESG+P) report for Hartsfield-Jackson Atlanta International Airport (ATL). This report outlines our approach to managing environmental and social risks and opportunities, our strategies for effective governance, and our role in driving prosperity as a vital economic hub.

The ESG+P Report focuses on calendar year 2023 but provides historical information from 2019-2022 for comparison. The past year has been record-breaking for ATL, solidifying our role as the world's busiest airport. The year also marked significant strides toward ATL's ambitious sustainability and resilience goals. As we decarbonize operations, advance workplace diversity and inclusion, and ensure equitable growth for our community, ATL is looking forward to a prosperous future.

This progress is built upon the foundation of ATL's three strategic pillars: People, Purpose and Performance.

ATL prioritizes **PEOPLE** by focusing on our employees, passengers and surrounding communities. We work to ensure a safe, healthy and positive experience for everyone. We support our workforce through comprehensive benefit programs that promote diversity, inclusion and professional development. Our commitment extends to community support through partnerships with local schools, nonprofits and artists, fostering a culture of care that sets a global standard for customer satisfaction.

PURPOSE is driven by ATL's ongoing development of the 2035 Sustainability Management Plan, Strategic Plan, and Female and Minority Business Enterprise Strategic Plan, which collectively steer ATL as a trailblazer in sustainable innovation.

Our **PERFORMANCE** is a measure of our successes. Economic opportunities expanded in 2023, driven by our multibillion-dollar capital improvement program, ATLNext. Approximately \$911 million of ATL's capital improvement program funds supported diverse eligible firms by the end of 2023. We diverted 90% of construction waste and currently have 32 building and infrastructure projects certified or actively pursuing certification with globally recognized third-party sustainability standards, such as LEED, Parksmart and Envision.

This report highlights these achievements and outlines ATL's strategy to foster resilience today for a sustainable future here, across our industry, and throughout the globe.

Sincerely,

Jan Lennon
Interim Airport General Manager





This ESG+P Report addresses the Airport's priorities, performance, risks and opportunities across environmental, social, governance and prosperity topics.

About ATL's ESG+P Report

The City of Atlanta (City) Department of Aviation (Dept. of Aviation) is committed to annually reporting environmental, social, governance and prosperity (ESG+P) information for Hartsfield-Jackson Atlanta International Airport (ATL) in a transparent and accessible manner. This 2023 ESG+P Report – “Future Forward” – is the Dept. of Aviation's third since 2021.

This ESG+P Report addresses the Airport's priorities, performance, risks and opportunities across environmental, social, governance, and prosperity topics. The addition of “Prosperity” to the typical ESG construct highlights ATL's role as an economic engine in the region and its commitment to increasing business diversity, providing a living wage to employees and promoting innovation. In this Report, consistent with the Dept. of Aviation's accounting processes, prosperity data is presented based on Fiscal Year 2023 (FY), which runs from July 1, 2022, to June 30, 2023. The remainder of the data in this Report represents Calendar Year (CY) 2023 performance and conditions.

To ensure that reporting reflects the most pertinent information and to align with recent industry guidance, the Dept. of Aviation reviewed and refreshed the materiality assessment conducted for the inaugural 2021 ESG+P Report. The assessment was based on a double materiality approach – one that prioritizes topics upon which the Airport has the most impact and which have the greatest impact on the Airport.



Airport staff reviewed the results of the past assessment and reflected on changes in stakeholder priorities. In addition, the Dept. of Aviation consulted the Airports Council International – North America (ACI-NA) White Paper on ESG reporting that was released in the spring of 2024. The White Paper was developed by a Task Group of airport representatives (including the Dept. of Aviation’s Chief Financial Officer) and consultants and establishes recommended and optional disclosures for North American airports considering their unique governance structure and regional nuances.

The White Paper’s development involved extensive stakeholder outreach to financial parties such as credit rating agencies, investors, and insurers who provided valuable input into what issues they deem potentially material to US and Canadian airports. The Dept. of Aviation used the resultant outcomes – along with staff’s input and feedback on past reporting – to refresh its materiality assessment for this Report.

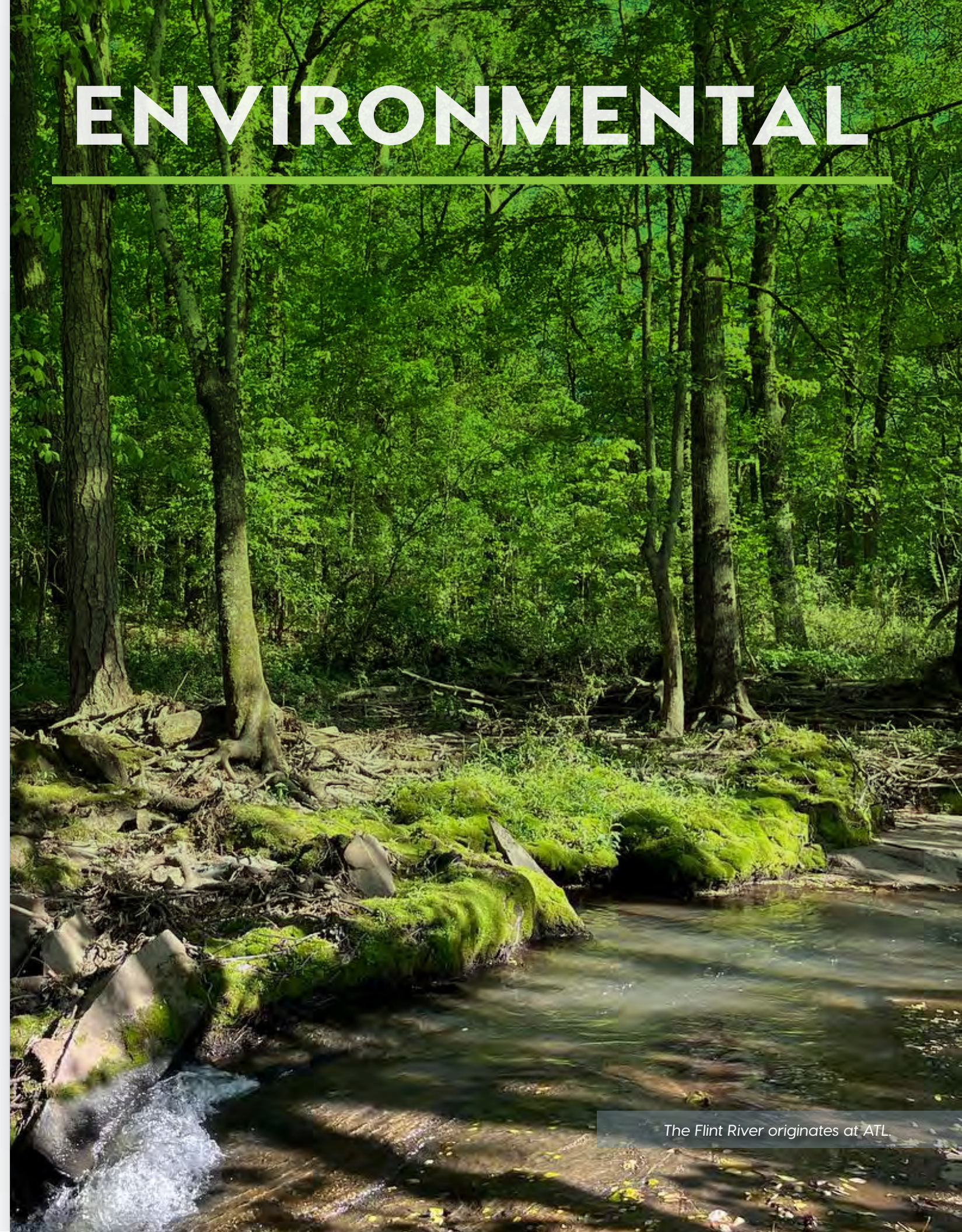
While this Report focuses on the Dept. of Aviation operations, the Airport’s partners, including tenants, concessionaires and airlines are essential to ATL’s success. Several highlights from these organizations are also included in this Report as they continue to work collaboratively on ESG+P actions.

Together, we are building resilience today for a sustainable tomorrow.

ATL by the Numbers



ENVIRONMENTAL



The Flint River originates at ATL.

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

To support the growing sustainability efforts at the Airport, the Dept. of Aviation is developing a 2035 Sustainable Management Plan (SMP). In 2023, significant progress was made on this document including a triple bottom line life cycle analysis of select initiatives, including facility energy reduction, phasing out natural gas, building electrification, renewable energy initiatives, water conservation, and installing electric vehicle charging infrastructure, which considered environmental and social worth in addition to economic value.

Climate and Resilience

ATL is working to identify, understand and adapt to the risks posed by a changing climate. As a part of this process, the Dept. of Aviation established a *Carbon Policy* in 2022. The policy requires 100% clean and renewable energy by 2035 and net zero carbon emissions by 2050. These commitments position the Airport to decarbonize its operations, even as it continues to grow from its position as world leader in passenger volume and efficiency. The Airport's forthcoming 2035 Sustainable Management Plan will detail specific initiatives designed to support these goals by reducing Scope 1 and 2 greenhouse gas (GHG) emissions.

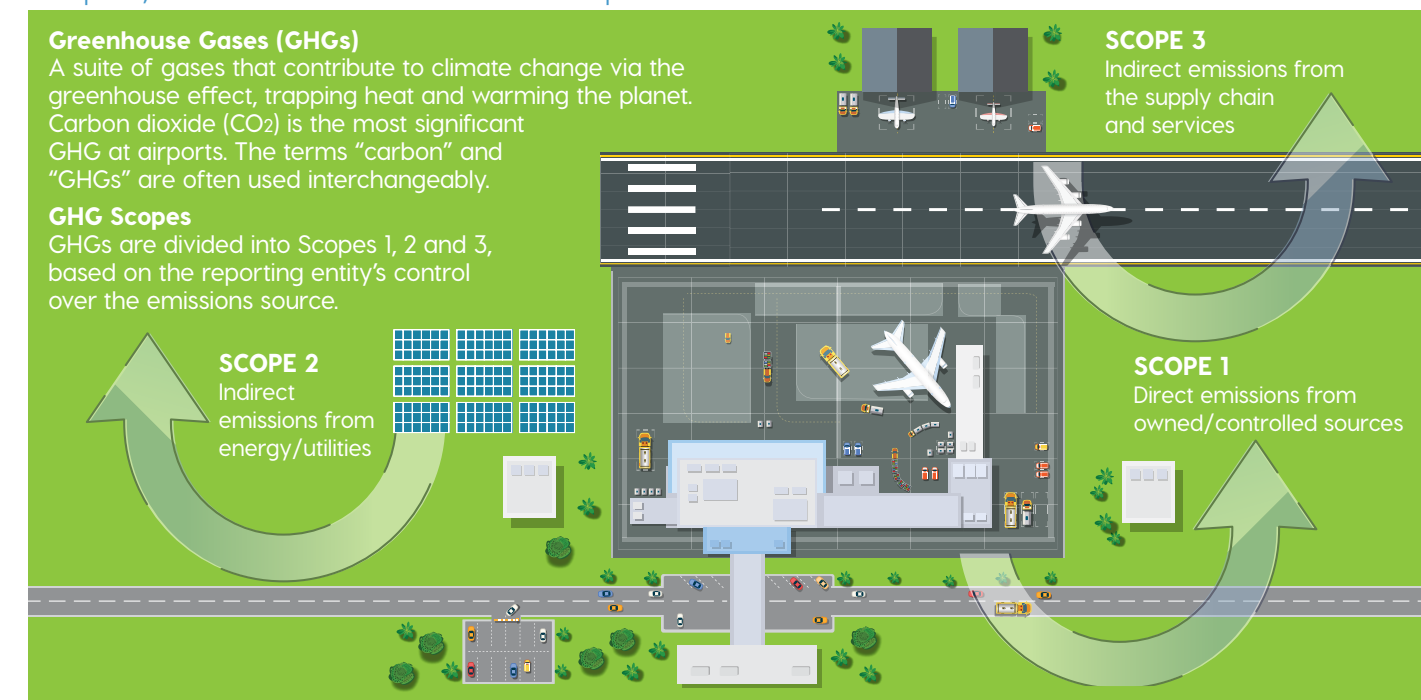
Greenhouse Gas Inventory

The Airport participates in the Airport Carbon Accreditation (ACA) program administered by Airports Council International (ACI). ACA is the only global carbon standard tailored specifically for airports. It uses internationally recognized methodologies, offering airports a unified framework for proactive carbon management with measurable targets. It recognizes airport efforts to manage and reduce carbon emissions through seven levels of certification: Mapping,



ParkATL's shuttle buses run on lower emissions compressed natural gas.

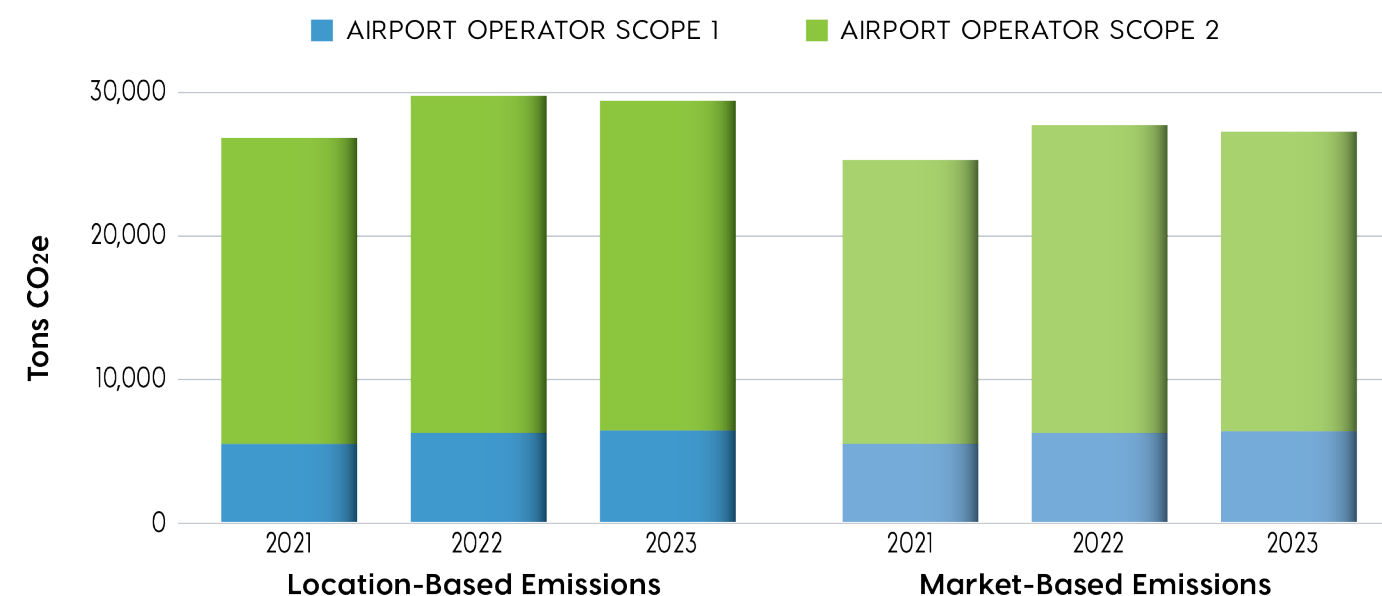
Scope 1, 2 and 3 GHG Emissions at Airports



Reduction, Optimization, Neutrality, Transformation, Transition and Level 5. ATL entered the ACA program at Level 1 in 2022, which required measuring Scope 1 and 2 GHG emissions and finalized the Airport's carbon policy to set goals for emission reductions in alignment with ACA. The Dept. of Aviation is working to show quantified emission reductions for CY 2023.

Prior to entering the ACA program in 2022, the Airport provided a baseline inventory for CY 2021 to establish a benchmark. The Dept. of Aviation Scope 1 and 2 GHG emissions from 2021 through 2023 are shown in the chart below. CY 2022 and CY 2023 emissions are pending verification by ACI and are subject to revision.

Total Annual Scope 1 and 2 Emissions





Scope 2 emissions for CY 2021-2023 are reported using both location-based and market-based approaches, in accordance with GHG Protocol Scope 2 Guidance. The location-based method reflects the average emissions of the regional electricity grid. The market-based approach accounts for emissions from the electricity sources provided by the Airport's utility suppliers, Georgia Power Company and College Park Power.

The newly completed Fire Station 32 achieved a LEED Gold Certification. As part of this process, the Dept. of Aviation purchased a 1,100 MWh Renewable Energy Credit (REC) covering 50% of the building's energy consumption over a 10-year period. The carbon offsets from this REC have been apportioned to the emissions totals for both CY 2022 and CY 2023.

ATL is working to reduce Scope 3 greenhouse gas emissions by completing airfield improvement projects that reduce taxiing times and fuel use. These projects include the 9L End-Around Taxiway which opened in November 2023, Ramp 19 and Taxiway A3 Pavement Replacement, and

Concourse T North Ramp, as well as initiatives focused on embodied carbon, electrification, and renewable energy.

Embodied Carbon

To support the ATL Carbon Policy, the Airport is evaluating the carbon intensity of four main capital improvement projects: ATL Concourse D Widening at North and South Piers, ATL E6N Gate Extension, South Parking Deck Phase 1, and Aviation Administration Center. In 2023, the Airport commenced a comprehensive embodied carbon evaluation for all materials that comprise the structures and enclosures for those projects. Carbon reduction goals for these projects follow a three-step process:

- Quantify the environmental impact of building materials through a Whole Building Life Cycle Assessment (WBLCA).
- Specify environmental targets for these materials.
- Procure materials that meet or exceed these targets as demonstrated by Type III Environmental Product Declarations (EPDs).



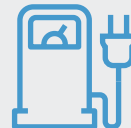





The Dept. of Aviation is also implementing innovative technologies in their construction projects such as carbon dioxide mineralization in concrete pavements and utilizing maturity meters to predict in-situ concrete strength. These embodied carbon reduction efforts are expected to continue through 2024 in design and construction.

Energy Management and Electrification

The Dept. of Aviation is implementing strategies to increase energy management, monitoring and electrification, including:

- Converting interior and exterior lighting to LED.
- Reducing energy consumption by 28% on average in capital development projects.
- Implementing a retro commissioning program to improve operational efficiency.
- Submission of an FAA Notice of Funding Opportunity (NOFO) application for level 2 energy audits and retrofitting existing buildings to decarbonize heating and cooling systems (HVAC).
- Completing energy audits to aid in identifying energy performance gaps.
- Creating a universal database for all utility consumption and billing data with intent to expand to include more data sources such as building management system (BMS) data, and utility sub-meter data.
- Running conveyances to all current projects impacting concrete near the terminal for easy installation of charging infrastructure for future electric ground service equipment.

Advancing Electric and Alternative Fuel Vehicles and Infrastructure

 <p>297 Electric Vehicle (EV) charging stations at ATL's parking facilities</p>	 <p>73 Compressed Natural Gas (CNG) shuttle buses vehicles for ParkATL and Ground Transportation</p>	 <p>Five Ford Mustang Mach-E SUVs (administrative purposes)</p>
<p>Two </p> <p>CNG trash trucks</p>	<p>Two </p> <p>ATL Connect electric buses (terminal-to-terminal operations)</p>	 <p>One On-site CNG station</p>



Energy Generation and Resilience Planning

The Dept. of Aviation is committed to developing renewable energy projects at ATL to reduce its carbon footprint and increase resilience. In 2023 the Dept. of Aviation completed a Glint and Glare Report which evaluated 102 potential solar sites at ATL. The assessment considered roof-, canopy- and ground-mounted arrays. The study identified 55 sites that met FAA solar policy requirements. As a result of this analysis, the Dept. of Aviation is moving forward with 18 “Phase 1” solar roof- and canopy-mounted arrays to support the 100% clean and renewable energy goal. Four sites were in predesign in 2023. The Dept. of Aviation estimates these efforts will generate 35 jobs in the solar industry and the project will offset 1,237 tons of carbon emissions.

To support funding these large projects, the City of Atlanta has partnered with Cherry Street Energy. Cherry Street funds the project, maintains the systems, and charges the City for the energy that is produced from the solar system using competitive electricity rates. The Dept. of Aviation was added as a new user agency in 2023 under the City’s Solar Energy Purchase Agreement (SEPA) contract.

Beyond energy generation, the Airport is increasing the resilience of its assets and operations to climate threats by:

- Leveraging a comprehensive Asset Management System to ensure Airport assets are maintained and operated properly.
- Considering resilience when designing new facilities, using frameworks such as Envision and LEED.
- Planning for weather-related disruptions and maintaining continuity in operations.

The ATL Taxi Hold solar array produces approximately 103 kilowatt hours (kWh) of clean energy.

Water Quality and Conservation

Reducing Potable Water Use

The Dept. of Aviation continues to implement potable water reduction strategies and to pursue opportunities to use non-potable water or greywater. The graph to the right shows water use in the Dept. of Aviation controlled facilities from 2019-2023.

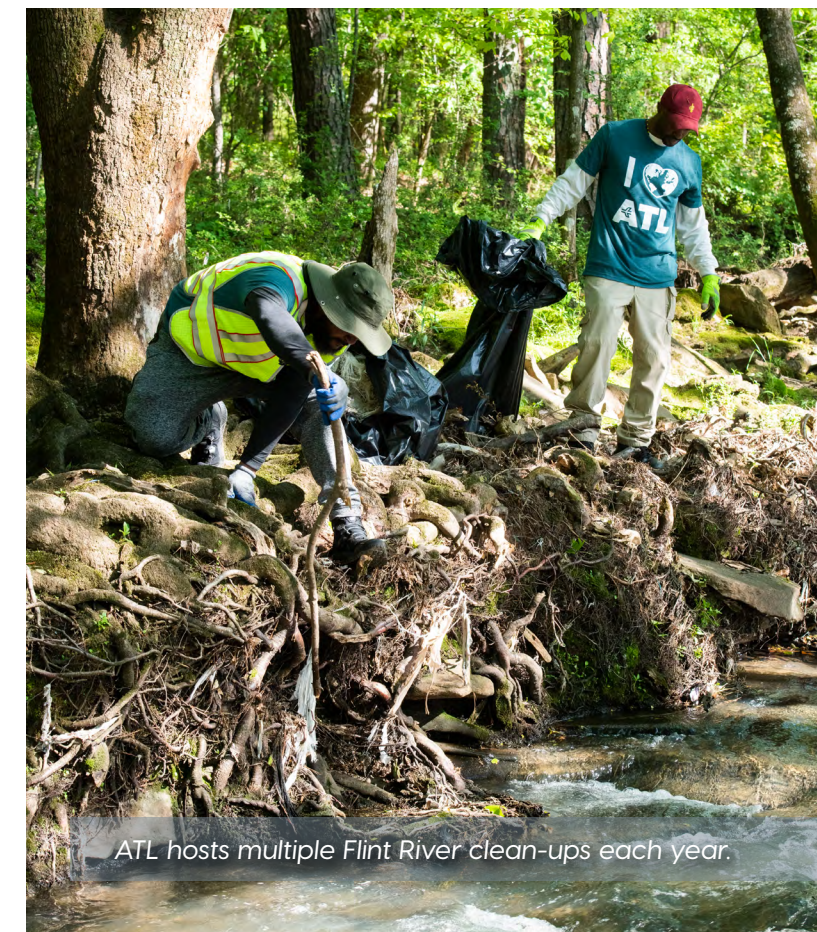
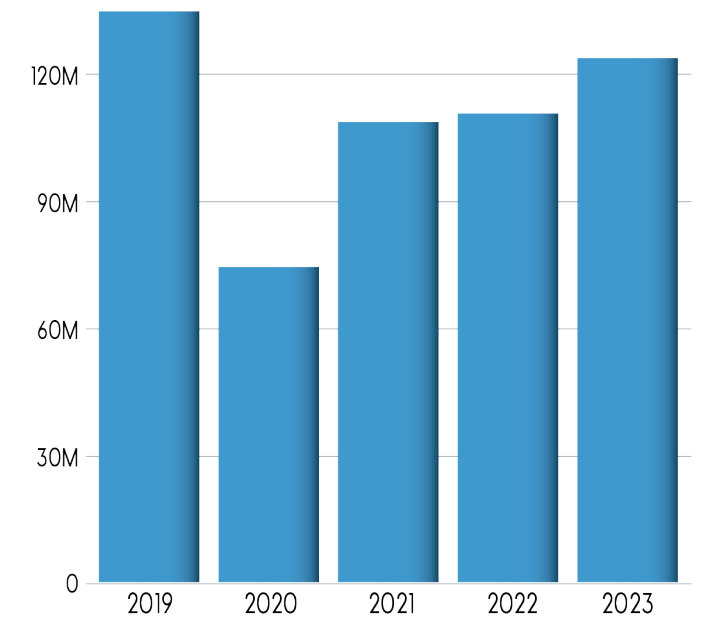
In addition, the Dept. of Aviation has calculated a reduction in water consumption of 41% in capital development projects.

Water Conservation Education and Outreach

In partnership with Finding the Flint, the Flint Riverkeeper, and Atlanta Airlines Terminal Company (AATC), the Dept. of Aviation hosts clean-up and education events at the headwaters of the Flint River, which are on Airport property. Since 2019, the Dept. of Aviation employees and ATL tenant volunteers have participated in ten clean-up events, with two occurring in 2023.

As a part of the 2023 Earth Month activities, the Dept. of Aviation organized a Flint River Clean-Up and Sustainability Expo, which featured a trash collection effort, provided breakfast and lunch, commemorative ATL Earth Day shirts, and exhibitions with local environmental organizations and companies. The event garnered a 25% higher attendance than the previous year with 106 attendees and 93 volunteers. The group was able to collect over 75 bags of trash and 13 tires. The Dept. of Aviation hosted a second clean-up in October where about 50 volunteers collected about 500 pounds of trash.

Total Annual Potable Water Use
Potable Water (Gallons)



ATL hosts multiple Flint River clean-ups each year.



The stormwater management system at ATL currently consists of 13 100-year flood basins and 35 outfall discharge points.



Stormwater Protection

Stormwater management is a high priority for ATL, and initiatives are supported through capital improvements that adhere to the Dept. of Aviation’s Planning and Development Standards, as well as third-party sustainability rating systems, such as LEED and Envision. Surface water runoff is collected in the drop inlets, piping, and basins throughout the Airport. ATL installed a “first flush” system in the 1970s, prior to the EPA National Pollutant Discharge Elimination System regulations, to capture the first flush of contaminated water from the airfield aprons and taxiways. In 2023, the Airport expanded this system to capture and treat up to an additional 0.03 inches of rainfall. These upgrades were applied to projects completed in 2023 including the Concourse T North Ramp and Ramp 19.

Waste Recovery and Diversion

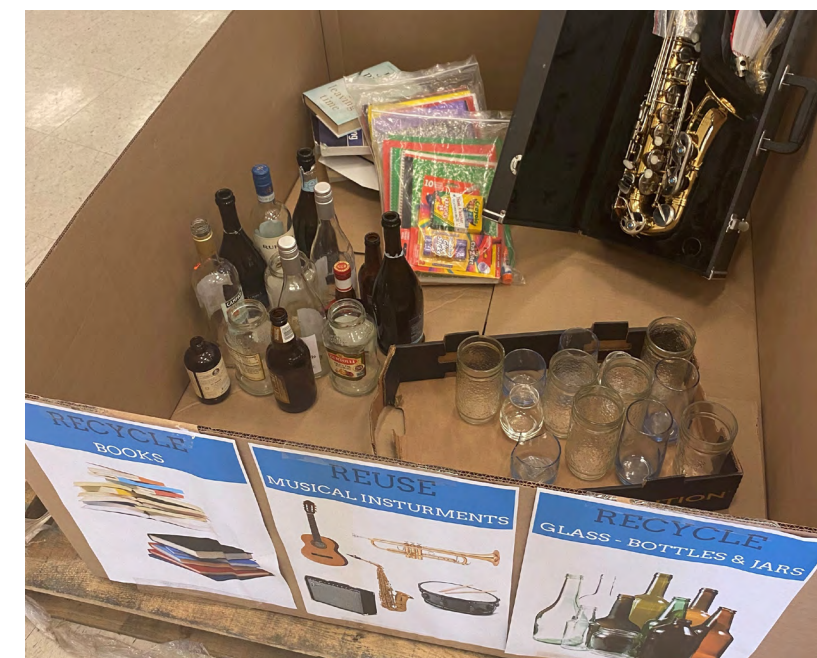
Operational Waste Diversion

The Dept. of Aviation is committed to reducing operational waste and diverting waste from the landfill through recycling and reuse. To fulfill this commitment, the Dept. of Aviation implemented a Zero Waste Policy, which established guidelines for waste management. By 2035, the Airport’s goal is to have a 90% diversion rate of operational waste from landfills. During Earth Month 2023, ATL joined the Center for Hard to Recycle Materials (ChaRM) for their Corporate Challenge. For almost two weeks, the Dept. of Aviation employees collected and recycled materials that often cannot be recycled through traditional streams.

Also in 2023, the Dept. of Aviation purchased and installed liquid PourAway bins at ATL security checkpoints to make it easier to recycle plastic bottles and other containers. The benefit of diverting liquid from the traditional waste stream is reduced weight of trash collection, reduced recycling contamination, reduced spill hazards from servicing bins and reduced delay in security lines from passengers who are unsure where to dispose of liquids.

Construction Waste Diversion

Since 2017, ATL has diverted 90% of construction and demolition (C&D) waste from the landfill in its capital development projects. This is one of the requirements of the Planning and Development Standards and has supported the diversion of more than 88,000 tons of waste from the landfill.



ChaRM Corporate Recycling Challenge.

Procurement and Supply Chain

The Dept. of Aviation's Sustainable Procurement Policy outlines guidance for project waste diversion and project-specific sustainable procurement policies. The Policy defines various frameworks for assessing waste diversion and sustainable procurement at the project level including LEED, Parksmart and Envision.

In 2023 construction commenced for the Concourse D widening project, which specified procurement of a modular construction system. Modular construction offers the following benefits:

- Reduced gate closures since the project is mostly assembled off-site, translating to better service for passengers and avoidance of revenue loss for airlines, the Airport, and concessionaires.
- Reduced badging requirements and number of crew members moving through security checkpoints.
- Increased safety with fewer workers on the active airfield.
- Increased productivity as most construction efforts do not have to be scheduled around airline operations.



Biodiversity and Conservation

ATL has limited opportunities to support biodiversity and habitat preservation at the Airport since wildlife attractant environments represent a risk to aviation services and the flying public. However, the Airport recognizes its role as environmental stewards. The Airport has long-standing partnerships with various community and government organizations to conserve and restore local wildlife habitat including preservation of over 10,000 acres in Paulding and Dawson counties, west and north of the Airport, respectively, within the Atlanta metropolitan area. The area is kept in its natural state and may be used for recreational activities like camping, fishing, hiking, and other outdoor pursuits.

Environmental Compliance

ATL is committed to environmental health and safety, which includes compliance with regulatory requirements and its own Stormwater Pollution Prevention Plan. In 2023, there were two sanitary lift station spill incidents that were reported to the Georgia Environmental Protection Division. No fines were incurred for these incidents.

ATL closely monitors regulatory updates related to emerging contaminants, including per- and polyfluoroalkyl substances (PFAS). PFAS are typically used at airports in firefighting foam and fire suppression systems. While PFAS are effective and help maintain safety, they may lead to health impacts when released into the environment. ATL is tracking research efforts by the FAA and the Department of Defense and will work with Airport partners to transition away from PFAS-containing firefighting foams once an alternative is approved.

SOCIAL



ATL's Wings for All event reduces travel stress for individuals with intellectual and developmental disabilities (IDD).

The Dept. of Aviation is dedicated to creating a supportive and enriching environment for its employees and the surrounding community.



ATL workers performing electrical maintenance.

Recognizing the importance of employee satisfaction and development, ATL offers comprehensive benefits and professional growth opportunities to attract and retain top talent. The Airport's commitment extends to providing world-class customer service, ensuring accessibility and maintaining safety and security across its operations. ATL also engages actively with its local community, supporting local artists, promoting alternative transportation and conducting noise abatement and wildlife mitigation. Moreover, the Airport is at the forefront of critical issues such as human trafficking prevention. Through these diverse initiatives, ATL not only enhances its operational excellence but also reinforces its role as a responsible and integral community partner.

Employee Benefits and Professional Development

The Airport provides a variety of benefits and professional development opportunities to recognize employee dedication and attract top talent in the industry.

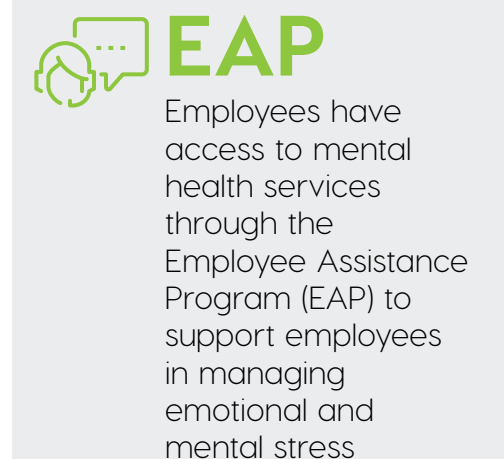
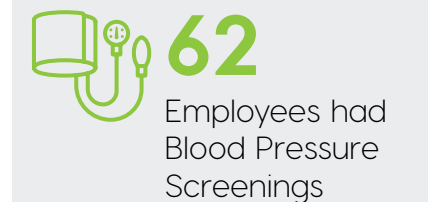
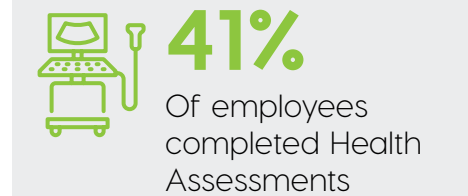
The Dept. of Aviation's benefit packages support employee resilience by providing tools for overall wellness, including physical, emotional, and financial health. Additionally, the Dept. of Aviation provides various development programs to improve employee skills and foster career growth, ensuring a strong and capable workforce that supports ATL's future.

Employee Benefits

The Dept. of Aviation actively promotes employee well-being by offering 11 employee benefit programs supported by the City of Atlanta. The comprehensive Wellness Programs include disease management, an incentive program, and a wellness center for the City's current and retired employees and their families.

On May 18th, the Dept. of Aviation hosted the Airport Community Blood Drive, collecting approximately 15 pints of blood from 49 donors.

2023 Wellness Center Employee Engagement



Professional Development and Training

The Dept. of Aviation offers numerous training and development opportunities to employees that enhance diversity and inclusion in the workplace, improving service, management and leadership at ATL. On a monthly basis, the Dept. of Aviation communicates training and development opportunities, providing resources on how to enroll and track progress. Core Foundational trainings encompass the Airport’s Diversity, Equity and Inclusion (DEI) approach, fostering an understanding and appreciation for Atlanta’s community through initiatives like LGBTQ Cultural Humility training.

The Dept. of Aviation continues to strengthen its commitment to workforce development programs that empower the community and invest in metropolitan Atlanta workers. In 2023, it launched the inaugural ATL Apprenticeship Program in partnership with the Georgia Department of Labor, Atlanta Technical College and the Technical College System of Georgia. This program

2023 DOA Training & Development Offerings

738.5 Core Foundational Hours

255 Vendor Led Hours

249.5 Leadership Hours

39.5 Required Hours

1,282.5 TOTAL HOURS

provides paid opportunities for participants to “earn while they learn” through work-based training and mentoring from ATL Dept. of Aviation employees, advancing their careers and creating a pipeline of skilled tradespeople for Airport operations. The first cohort included 21 job seekers, current employees and high school students, each paired with a mentor for professional development. The program also features a Youth Apprenticeship component for high school juniors and seniors interested in starting a career at ATL while completing their education.

In addition, as part of Mayor Andre Dickens’ “Year of the Youth” initiative, ATL provided programs that focus on youth. The Youth in Aviation Camp is designed to inspire Atlanta’s youth. The 2023 Summer Youth Employment Program welcomed 119 local high school students and recent graduates for an 8-week paid internship, providing exposure to 250 disciplines and occupations within the Airport. Other programs include ATL’s 39 college interns and youth apprenticeship program, all of which offer young individuals a glimpse into the aviation industry.

Employee Satisfaction

The Dept. of Aviation measures employee satisfaction through the annual Employee Engagement Survey, which evaluates ATL employees’ motivation and value in their roles, opinions on the work environment and company culture, perception of having the right tools and skills, and internal communication effectiveness. The insights gained will help identify areas for improvement and develop strategies to enhance employee satisfaction.



Students participate in ATL’s Summer Youth Employment Program.



Service Quality and Accessibility

Service Awards

ACI accredited the Airport to Level 2 in the Airport Customer Experience Accreditation Program, commending ATL’s dedication to continuous customer experience improvement. The Airport also participates in ACI’s Airport Service Quality (ASQ) program. For the third consecutive year, ATL was recognized as the ACI ASQ Best Airport by Size and Region, placing it in the top 20% for overall satisfaction in both arrival and departure surveys. Recognition in ACI’s programs reflects the dedication of the entire Airport team to providing a top-tier experience for passengers daily.

Further emphasizing this commitment, the ATLWOW program highlights employee performance, acknowledging those who go above and beyond in customer service. The ATLWOW program aims to enhance customer service by promoting collective support and motivation in the workplace, contributing to the Airport's overall reputation and success.

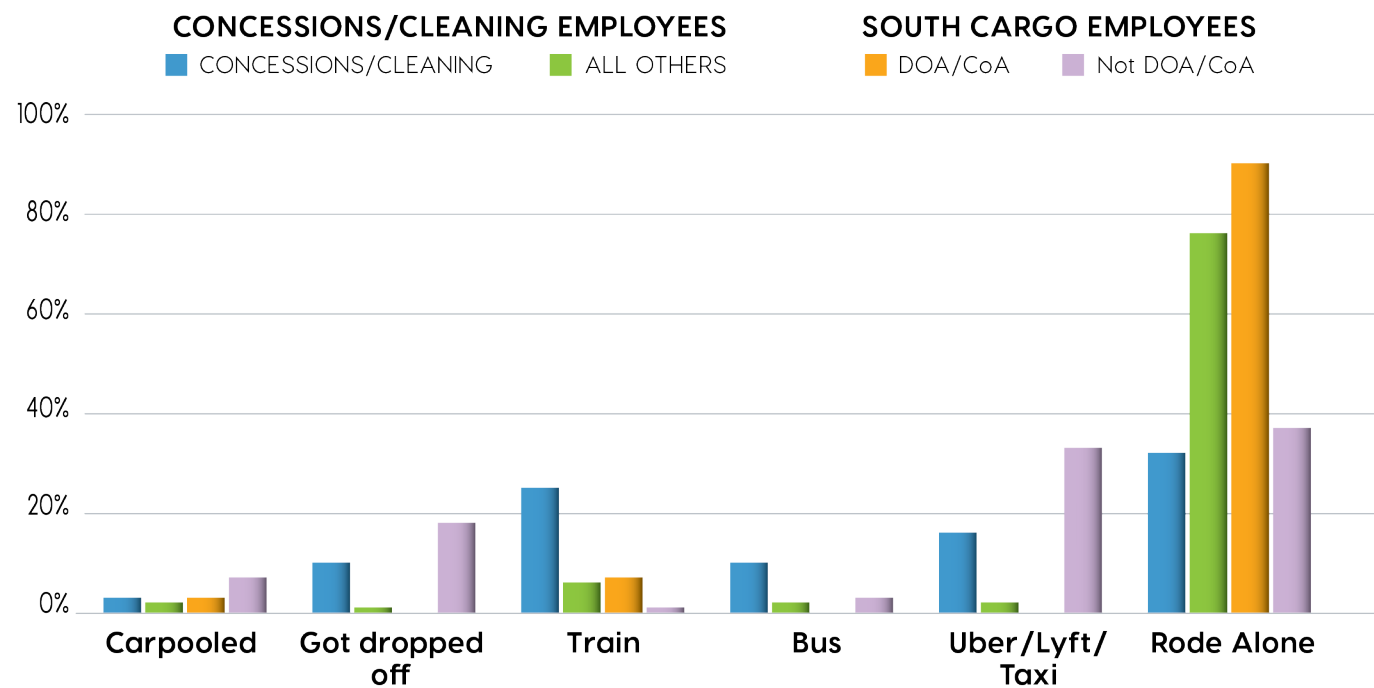
Alternative Transportation

The Airport Employee Ride Options (AERO) program was established over seven years ago to improve transportation sustainability, reduce congestion, increase job access equity, and enhance the Airport experience for passengers and staff. AERO also includes work with Georgia Commute Options (GCO), a program managed by the Atlanta Regional Commission to reduce the number of single-occupant vehicles on the region's roads. Since the beginning, the AERO program has been administered by Alta and UrbanTrans.

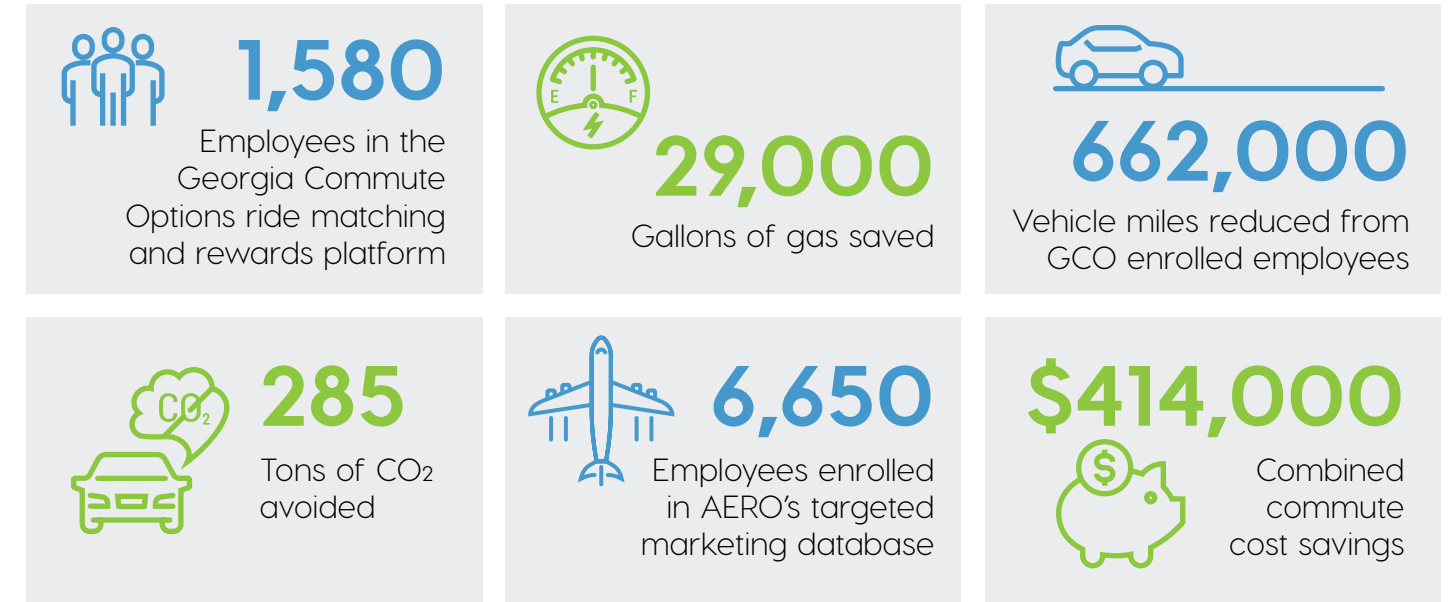
In mid-2023, the AERO program's grant and resulting contract transitioned from the City of Atlanta to the ATL Airport Community Improvement Districts (CIDs) to expand mobility programs for Airport staff and greater Atlanta community.

Under ATL's Transportation Management Association, AERO conducts a bi-annual Trip to Work survey to gather feedback and improve commute options for employees. The 2023 survey included 4,128 responses from terminal and concourse employees. The survey results led to AERO focusing on improving commute options for South Cargo employees, including establishing a carpool development program targeting early-shift and lower-wage employee groups. AERO communicated with South Cargo employers, the Dept. of Aviation, and Metropolitan Atlanta Rapid Transit Authority (MARTA) to support commute options and develop new bus routes.

How Do Employees Travel to Work?



AERO Program Highlights



Accessibility

Accessibility for all passengers and staff is fundamental to ATL. The Airport has several initiatives aimed at promoting user-friendliness and accessibility throughout the Airport campus and the broader ATL community.

To accommodate future passenger volumes, ATLNext—ATL's capital improvement program—is constructing a new South Parking Deck and expanding Concourse D. The Concourse D addition will widen and modernize the concourse while maintaining operations, increasing seating to 6,400, expanding corridor width by 39 feet, and increasing the boarding level square footage by 75%. The South Parking Deck Phase 1 will add 6,700 parking spaces, featuring digital

parking space availability, automatic parking guidance systems, and a pedestrian bridge to the Domestic Terminal.

Customer Experience Representatives (CXRs), distinguished by their dark suits and lime-green vests, cater to ATL's diverse travelers by speaking various languages. They provide information and guide travelers at security checkpoints and throughout the transportation mall.

The Dept. of Aviation developed a three-year roadmap following an Americans with Disabilities Act (ADA) program audit, focusing on key priorities to maintain and improve accessibility. The ADA Committee and Advisory Group meets quarterly to review progress and gather community feedback.



In 2023, the Committee supported strategic projects and trainings, including:

- Updating the Gateway conference room with an assistive hearing device amplifier that brings sound directly to the ear.
- Installing new T-Mid Point elevators that meet communication needs for the deaf, hard of hearing, and speech impaired.
- Providing 48,843 employees with mandatory ADA and Title VI employee training, which includes the Hidden Disabilities Sunflower program for Airport tenants.
- Revival of the “Wings for All” program, offering a simulated air travel experience to ease travel stress for individuals with intellectual and developmental disabilities (IDD) and educate TSA, Airport, and airline staff on assisting IDD travelers across all age groups.

The Hidden Disabilities Sunflower initiative at ATL aims to raise awareness about non-visible disabilities, such as autism, anxiety, hearing loss, and PTSD, ensuring seamless travel for all passengers. One can choose to wear a Sunflower lanyard, badge, or pin to discreetly signal that someone has a hidden disability and may need additional support, patience, or time. The ATL Civil Rights Office employs a three-tier training approach: first, training employees who handle initial passenger interactions; second, informing service providers like airline staff and concessionaires; and third, disseminating information through stakeholder meetings, flyers, and digital boards. The initiative also collects anonymous demographic data from travelers through a brief survey to enhance and develop new services and programs tailored to ATL Airport, fostering a more inclusive environment at the Airport.

Community Relations

The ATL Community Affairs Business Unit strives to be a good neighbor to surrounding communities, through innovative programs, events, and messaging. In 2023, ATL facilitated 27 community events, impacting 9,718 people in Metro Atlanta, including Fulton County, and Clayton County. Notably, the ATL Aviation Education program supported 18 educational opportunity events for youth interested in aviation careers. Additionally, the Dept. of Aviation employees volunteered a total of 2,550 hours, demonstrating ATL’s dedication to community engagement.

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

- The annual Mayor’s 5k on the 5th Runway event brought together 2,500 participants benefiting the Mayor’s Youth Scholarship Program.
- Observance of Black History, Women’s History, Hispanic Heritage, Korean American Heritage, and Caribbean American Heritage Months brought awareness to over 500 individuals on the diverse cultures within Atlanta’s community.
- Touch a Truck event welcomed 500 children and families to explore 13 City vehicles, including the ATL Fire Rescue’s Panther truck and the Emergency Management’s Mobile Command Vehicle.
- ATL staff volunteered with non-profit Page Turners Make Great Learners in two elementary school reading events, totaling 200 students.
- ATL Cares prepared over 2,500 meals for residents in need with concessions partners Paradies and Concessions International.



ATL celebrates Black History Month.



ATL Cares volunteers for Read Across Atlanta.

ATL partnered with 21 local schools, non-profit organizations, and business associations within the Airport’s footprint to foster mutually beneficial relationships. This initiative reflects the growing expectation for large corporations to invest in their surrounding communities as a global force for good. The Airport’s partnership initiatives include the following:

- ATL worked with national trade organizations, like the Organization of Black Aerospace Professionals (OBAP), to expose youth to industry careers. OBAP in partnership with Delta Airlines brought 53 students from across the county to tour the Airport campus and learn about careers in aviation.
- ATL launched “Reading on the Fly,” a digital partnership with Page Turners Make Great Learners, promoting child literacy through QR codes for curated reading lists, turning Airport waits into educational opportunities.
- In the 2023 United Way Giving Campaign, the Dept. of Aviation led as the City’s top contributor, with 207 employees raising \$30,295, exceeding the previous year’s total by 22%.

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

Supporting Local Artists

The ATL Airport Art Program integrates art into passenger and employee daily experience. Initiated in 1979, the program now displays over 1,000 works of art, making it one of the largest public art exhibitions in the Southeastern U.S. The program commissions artwork, curates rotating exhibits, and manages musical performances and artist programming.

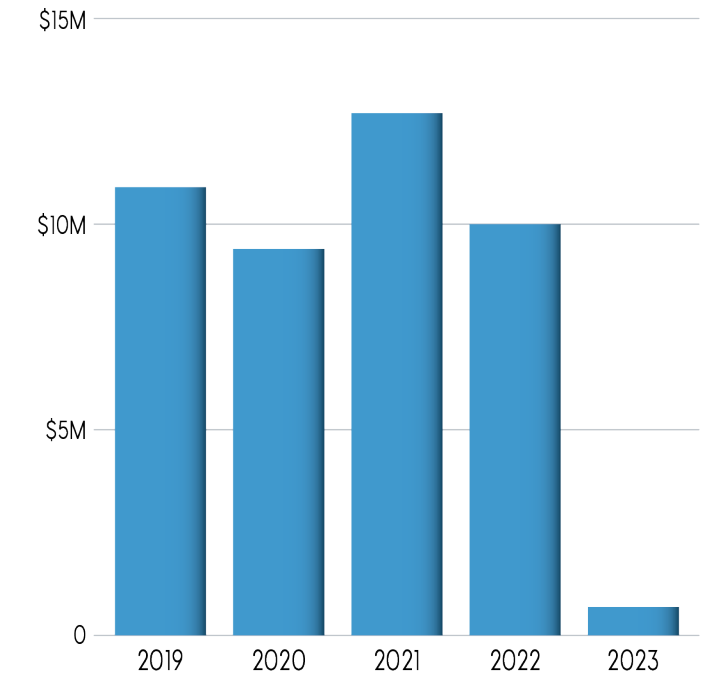
ATL supports the art community, allocating 1% of eligible project budgets, excluding airfield projects like runways and taxiways, for art initiatives. On March 22nd, ATL hosted Czech Republic Ambassador Miloslav Stašek at a ribbon-cutting event featuring contemporary artist Josef Achrer, presenting a dozen black-and-white photograms from his exhibition, “The Quest for Tranquil Space”, along the Airport’s T Concourse.

Noise Abatement

In partnership with the FAA, ATL has evaluated aircraft noise for over 30 years. Since 1984, the Airport has implemented a Noise Mitigation Program, including property acquisition and sound insulation, to improve land-use compatibility with aircraft noise in nearby jurisdictions. The Airport’s Noise Insulation Program (NIP) installs acoustically rated windows, doors and other improvements in noise-sensitive structures in College Park, East Point and Forest Park. In 2023, two noise insulation projects were completed, totaling 136 multi-family units, involving environmental testing, acoustic treatment design and post-construction noise testing. This program is funded by 80% federal funds and 20% Airport revenue.

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

Noise Insulation Program Cash Flow



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, aircraft rescue and firefighting (ARFF), and human trafficking programs.

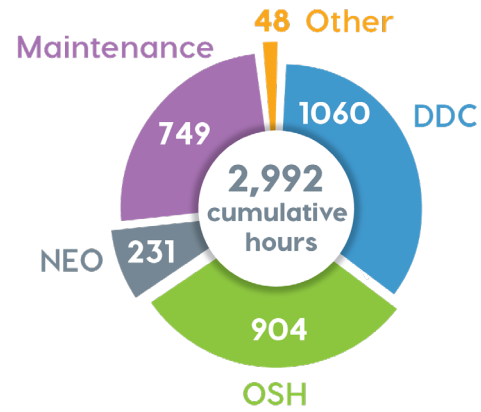
Organizational Safety and Terminal Security

The Airport, in partnership with the FAA, has implemented a Safety Management System (SMS) that enables management, employees,

airlines, tenants and other business partners to operate safely. This system utilizes the AirportIQ automation tool to improve data standardization and operational analysis, incorporating incident tracking, risk management and compliance mechanisms. Such initiatives have maintained a record of zero surface incidents. Additionally, the SMS includes a confidential reporting program that encourages employees to report dangerous or hazardous situations. DOA employees participated in about 1,500 trainings in 2023, including Defensive Driving Courses (DDC), Occupational Safety and Health (OSH), New Employee Orientation (NEO), and maintenance, among others.

In 2023, ATL’s commitment to safety was recognized with the FAA Southern Region Air Carrier Airport Safety Award. This award is a testament to ATL’s dedication, hard work and continuous commitment to improving Airport safety.

Safety Training Hours



2023 Safety Metrics

47,145

Safety Management System Trainings

43,748

Fire Safety Trainings

49,982

Nonmovement Driving Trainings

28

Non-Vehicle Accidents

40

Vehicle Accidents

On August 15, 2023, the Dept. of Aviation, in partnership with the Transportation Security Administration (TSA), Delta Airlines and American International Group (AIG), held the eighth annual ONEATL Safety and Security Risk Management Exposition. This event featured three educational safety workshops on insider threats, foreign object debris (FOD) and unmanned aircraft systems (UAS), attracting 268 attendees. The expo also gave awards to 32 employees whose frontline actions have demonstrated “safety-first” culture.

At security checkpoints, the Airport collaborates with TSA to ensure the highest standards of screening. The Dept. of Aviation completed its Main Security Checkpoint upgrade that standardized TSA screening equipment and integrated advanced technology at the South checkpoint. This project replaced 19 security screening machines with state-of-the-art Analogic CT machines, significantly enhancing the detection of threats at baggage and passenger security checkpoints. Future projects aim to further embed safety into daily operations, ensuring a safer and more resilient Airport.



ONEATL Safety and Security Risk Management Exposition, 2023.



ATL’s firefighters conduct routine disaster safety training drills.

Wildlife Mitigation

The Wildlife Habitat Mitigation Program (WHMP) details threats to the Airport from wildlife, and strategies to mitigate them. The WHMP is maintained by the Dept. of Aviation, with input from the Wildlife Hazard Working Group (WHWG), comprising diverse Airport entities, including two Airport wildlife biologists, the FAA, airline companies and additional Airport stakeholders. The WHMP aims to reduce the likelihood of aircraft wildlife strikes and includes outreach and training programs to educate staff and stakeholders. ATL employs perimeter fencing and enhanced entry-point controls as primary methods to mitigate wildlife risks, with habitat reduction or modification as long-term strategies. Additionally, ATL has

a comprehensive wildlife incident reporting framework. Nearly 600 incidents were investigated in 2023 to identify trends and develop preventative measures.

Aircraft Rescue and Fire Fighting

The Airport’s Aircraft Rescue and Fire Fighting (ARFF) training facility conducts routine controlled burns using pyrotechnics design, providing essential training for Airport firefighters. Firefighters from Jamaica traveled to ATL’s ARFF trainings facility to complete comprehensive training courses, including classroom instruction, tabletop scenarios and tactics and strategy training to improve skills in hose handling, communication with truck operators and fire dynamics comprehension.

GOVERNANCE



ATL's human trafficking press conference, 2023.

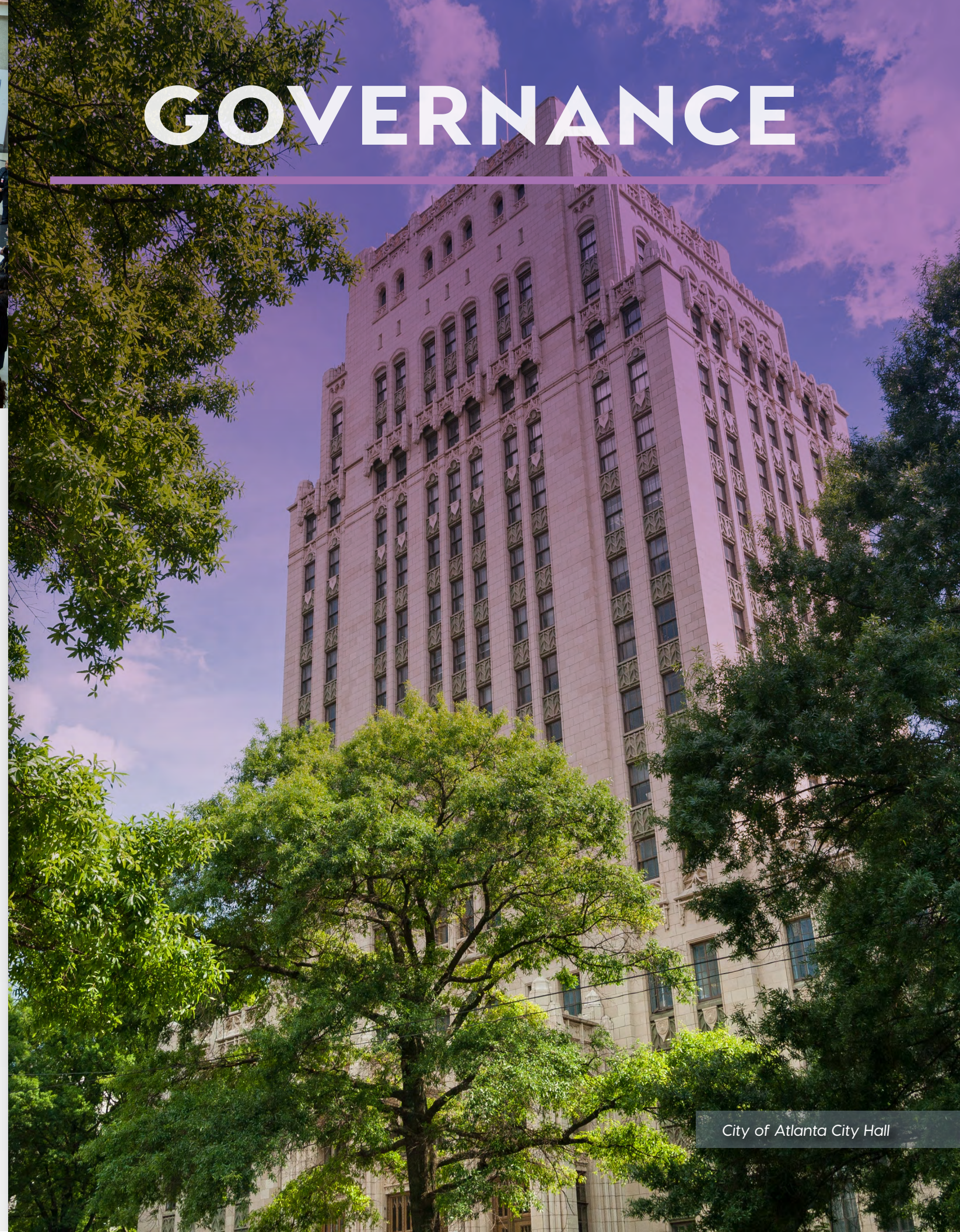
Human Trafficking

Human trafficking is a concern for transportation hubs, including large airports with numerous international destinations. ATL has a longstanding program to combat human trafficking, which includes requiring employees at the Airport to take a mandatory human trafficking awareness course when receiving and updating employee identification badges. In 2023, the former General Manager Balram Bheodari, alongside Mayor Andre Dickens, Governor Brian Kemp, and First Lady Marty Kemp, emphasized the importance of community involvement in fighting this issue during the conference for National Human Trafficking Prevention Month.

The event welcomed 100 attendees to learn and collaborate about anti-trafficking measures and address challenges such as sexual exploitation and forced labor.

ATL participated in several activities to advance human trafficking awareness, including:

- ATL press conference in January for National Human Trafficking Prevention Month.
- ATL canopies lit blue in recognition of Human Trafficking Prevention Month.
- Partnership with Tapestri providing Airport and airline trainings in human trafficking prevention and victim assistance.
- ATL Gives Back campaign collected donations for Gigi's House, supporting therapy and life skills development for teen female victims.
- Women at the Well Transition Center donation of \$1,500 to provide essentials for incarcerated and formerly incarcerated women, and women impacted by the criminal justice system and human trafficking.
- Virtual session at St. Matthew's Women's Gathering to educate participants on identifying human trafficking and alerting authorities.
- ATL hosted three informational events: a multiregional 24-country delegation, a Liberian delegation, and the Georgia Senate Interstate Cooperation Committee, offering a platform to exchange strategies and best practices for preventing and combating human trafficking.





ATL is committed to maintaining strong leadership and defined governance structures. By leveraging rules, regulations, policies and programs, ATL can improve operational efficiency and safety.

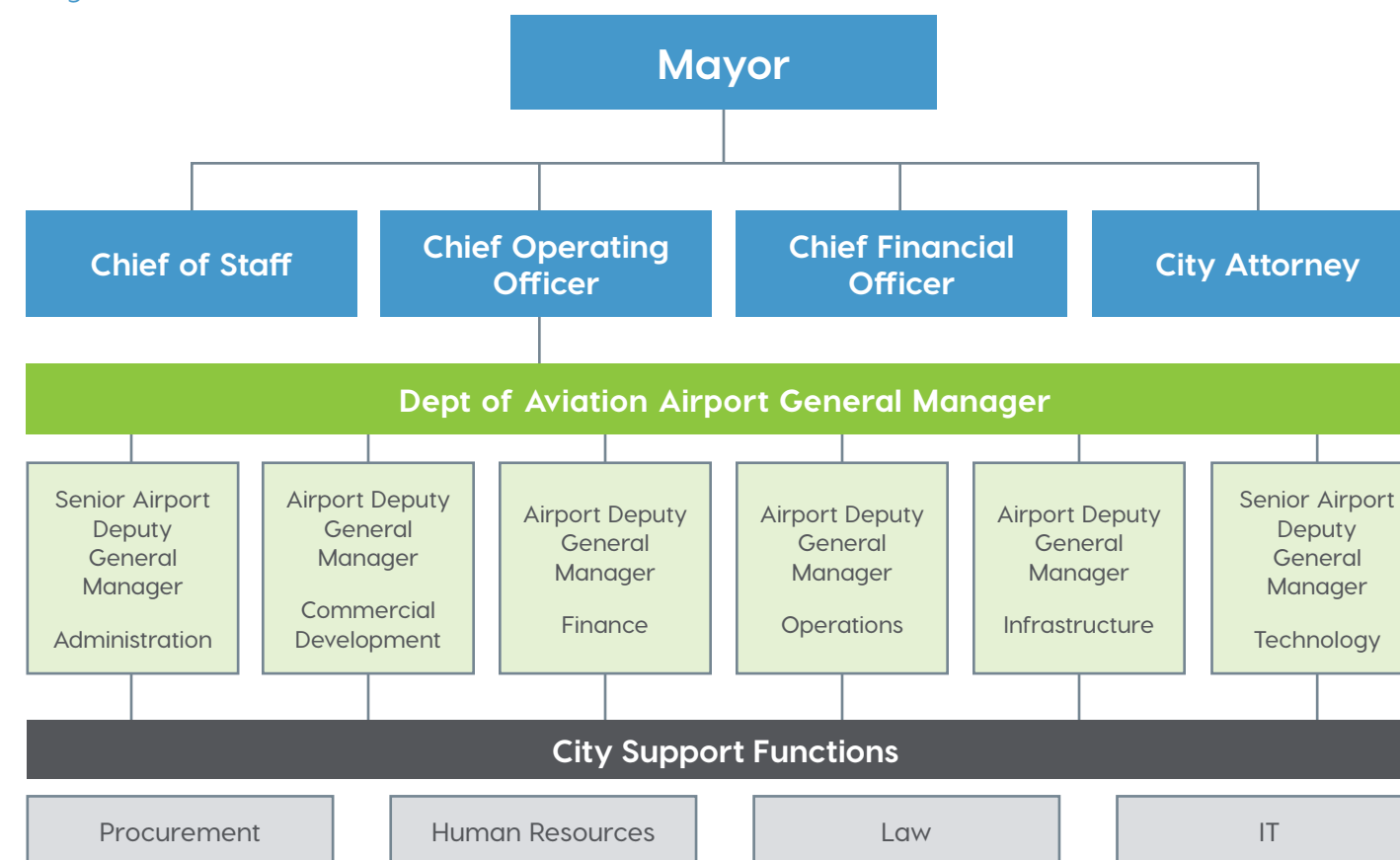
Strong governance systems permeate throughout the organization and benefit stakeholders, employees, passengers and the surrounding community. Governance initiatives remain at the forefront of the Dept. of Aviation priorities including sustainability policies and programs, strategic plan development, senior leadership representation, risk and asset management and transparency.

Oversight, Structure and Strategy

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

Hartsfield-Jackson Atlanta International Airport is owned by the City and operated by the Dept. of Aviation. As a City department, the Airport operates under the purview of the Mayor and the Chief Operating Officer, with centralized services from the City's Human Resources, Procurement, Information Technology, Legal and Finance departments. 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. The City Council's Transportation and Financial committees allocated funding related to various Airport initiatives and capital development programs in 2023 including the cargo expansion project, bomb protection and explosives detection equipment, Ramp 20 pavement upgrades, Concourse D Widening Project, and the new South Parking Deck Phase 1.

Organizational Chart

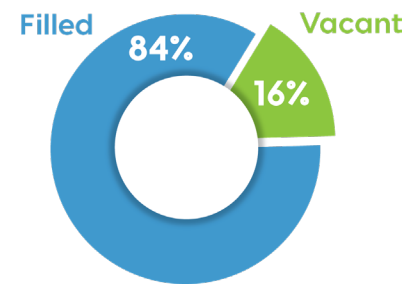


Organizational Pillars

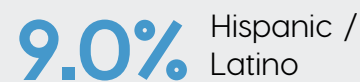
ADMINISTRATION	COMMERCIAL	FINANCE	OPERATIONS	INFRASTRUCTURE	TECHNOLOGY
Business Diversity	Airline Affairs	Accounting	Atlanta Fire & Rescue Department: Airport Section	Architecture	Applications
Communications	Cargo & Passenger Air Service	Budget & Fiscal Policy	Atlanta Police Department: Airport Section	Construction	Business Support
Government Affairs	Corporate Communications	Capital Finance	Business Services	Critical Infrastructure	Consumer Products
GIS	Commercial Real Estate	Financial Planning & Analysis	Emergency Management	Design	Cybersecurity
Human Resources	Concessions	Financial Reporting	Maintenance	Emergency Services	Help Desk Support
Law	Marketing & Brand Strategy	Revenue	Operations	Engineering	Information Systems
Legislation	Media Engagement	Risk Management	Public Safety	Facilities & Asset Management	Technology Infrastructure
Marketing	On-Airport Properties	Treasury	Security	Planning	
Office Management	Parking & Ground Transportation		Traffic Enforcement	Quality Assurance	
Policy	Passenger Experience				
Procurement					
Strategic Planning					
Sustainability					

Total DOA Position Status

Overall Filled and Vacant Authorized Positions



Executive Management



At the end of 2023, the Dept. of Aviation employed 836 individuals – a 22% increase from 2022 and had 164 authorized vacancies.

Strategy

The Dept. of Aviation is updating the Strategic Plan for the Airport, which will define the organization’s vision, mission, core values and leadership philosophies. The Strategic Plan will include key focus areas for the Airport, designated as strategic pillars. This plan will align department and business unit goals and will include mechanisms to track and communicate progress.

One aspect of the Strategic Plan is educating the Dept. of Aviation employees on the organization’s structure, vision, mission, strategic pillars and performance. In 2023, the General Manager hosted a biannual employee forum to discuss the state of the organization and highlight accomplishments from the previous year.

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 2023, 714 Dept. of Aviation employees participated in a Code of Ethics Compliance Training. Further, the Airport was awarded the City of Atlanta’s 2023 Transparent Diamond Award for meeting 100% compliance with the financial disclosure filing requirements. These efforts foster an ethical culture, build trust with stakeholders, increase funding opportunities with bond holders and investors and promote responsible citizenship.

Strategic Plan

Vision + Mission + Core Values

VISION

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

MISSION

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

CORE VALUES

ICARE: Integrity • Collaboration • Accountability • Respect • Excellence

Strategic Pillars



PEOPLE



PURPOSE



PERFORMANCE



ATL celebrates National Hispanic Heritage Month.



ATL's Enterprise Risk Management program encompasses its art collection.

Enterprise Risk Management

ATL actively supports and enforces the City's risk management policy to minimize financial burdens on citizens and protect assets and operations. The Office of Enterprise Risk Management (ERM) implements risk management practices and insurance requirements. Employees are responsible for following risk management procedures, practicing safe work habits and reporting unsafe conditions.

Insurance

The City of Atlanta maintains various insurance policies to cover the financial risk associated with the operation of an Airport, including but not limited to Airport Owners Aviation Liability Insurance and Excess Workers' Compensation. The Dept. of Aviation purchases or is insured under separate policies under the Excess Auto Liability Insurance, Property Insurance, Terrorism Insurance / NCBR Insurance, Fine Arts, Airport Site Pollution Liability, Cyber Liability, Owner Controlled Insurance Program and Construction Program and Healthcare Professional Liability Insurance.

Vendors and contractors who wish to conduct business with the City or lease the Dept. of Aviation property are required to have minimal levels of coverage for general liability, automobile, and workers compensation. If the contract has unique characteristics, the City may place additional insurance requirements to transfer the risk exposure from the Airport to its contracted vendors and workers.

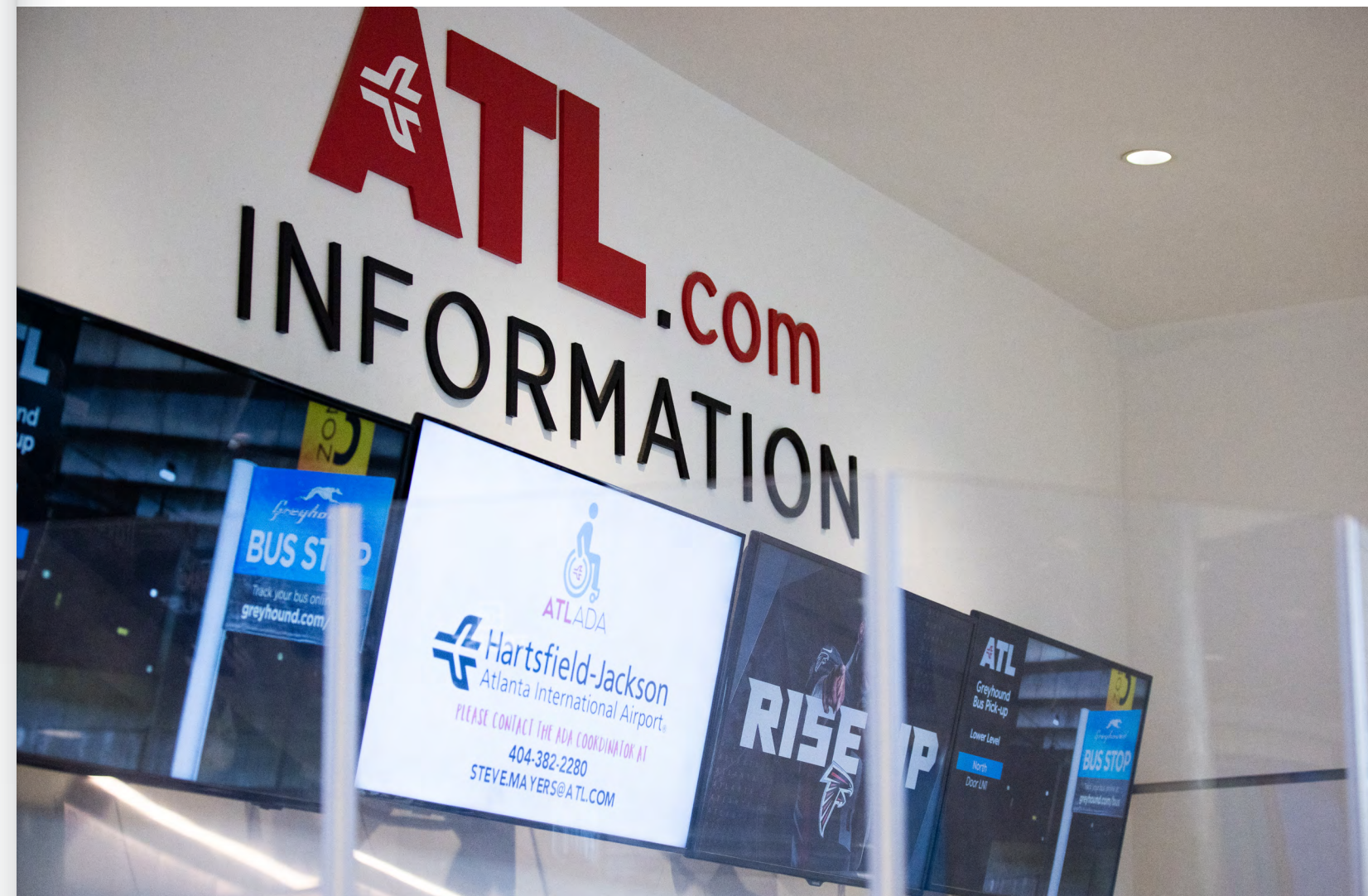
Prior to the expiration of all policies, the Office of Enterprise Risk Management evaluates coverage and premium costs before determining whether to renew or replace the existing coverage. There is no guarantee that the same insurance coverage or policy limits will be available or obtained by the Dept. of Aviation in the future. The brokers and the staff at the Office of Enterprise Risk Management work diligently to ensure that the Dept. of Aviation obtains the best rates, terms and coverage possible. The Office of Enterprise Risk Management works closely with its contracted insurance broker to assess the Airport operations

risks and maintain appropriate insurance coverage to insure against those risks.

The Office of Enterprise Risk Management collaborates with other internal stakeholders to develop risk mitigation strategies and plans to minimize incidents that lead to claims and premium rate increases.

Cybersecurity

The Airport's Aviation Information Systems (AIS) Cybersecurity team consists of two security engineers, two security analysts and one manager responsible for monitoring and responding to cyber threats. In FY23, the staffing budget was approximately \$525,000.





ATLNext projects like the Concourse D Widening project follow a thorough risk management process

In 2021, the Dept. of Aviation pursued a National Institute of Standards and Technology (NIST) Cybersecurity Framework maturity assessment, which evaluates an organization's cybersecurity protocols and their integration in organizational policies and procedures. The rating was completed by SecureWorks and resulted in a rating of 0.8 out of 5 based on existing the Dept. of Aviation and City policies and procedures. The assessment also provided several strategies to remediate existing gaps. The Dept. of Aviation is improving its score by steadily remediating the 95 findings identified during the assessment. In 2023, over half of the findings were remediated, with the remaining expected to be resolved by the end of 2024. The next assessment is anticipated to take place in 2024.

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 and 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.

ATL is dedicated to efficient and effective asset management, focusing on sustainable development, comprehensive data and information management and strategic investment planning.

Asset and Data Management

In 2023, the Dept. of Aviation established a comprehensive asset management framework that emphasizes the importance of managing assets based on their criticality and impact on operations, enhancing the customer and stakeholder experience by integrating asset management into all aspects of operations.

The Dept. of Aviation's Asset Management Policy marks a significant step in formalizing the Airport's commitment to structured and strategic Asset Management. This Policy provides a clear framework for managing assets in alignment with industry best practices, including ISO 55001 compliance and the Institute of Asset Management's "Asset Management – An Anatomy" publication. The Policy underscores the importance of maintaining infrastructure that meets regulatory requirements and supports the Airport's operational goals and its planning, design and construction processes, ensuring a seamless transition of information across the asset lifecycle.

Additional efforts completed in 2023 include:

- Maturity Assessment
- Asset On-Boarding Process Development and Implementation
- Asset Data Standards Development
- Cityworks Enterprise Asset Management System Deployment
- Asset Data Conversion

Infrastructure and Facilities

The Dept. of Aviation integrates sustainability into infrastructure and facilities projects via third party frameworks and rating systems. 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 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.



South Parking Deck Phase 1 Rendering.

- 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.
- The Dept. of Aviation is considering using Green Globes for future capital projects and has integrated its frameworks into their sustainable procurement policy.

The Airport also uses a variety of platforms, including Arc, Autocase, and GIS dashboards, to analyze and track project achievement related to resource consumption, financial and social impacts, and certifications. Arc is a platform that benchmarks building performance in energy and water consumption, waste diversion, and human experience. Autocase analyzes life-cycle financial, environmental, and social impacts of initiatives integrated into capital projects and plans.

The GIS Sustainability Dashboard called ATLS is a system that tracks current project status and completed project certification in real time.

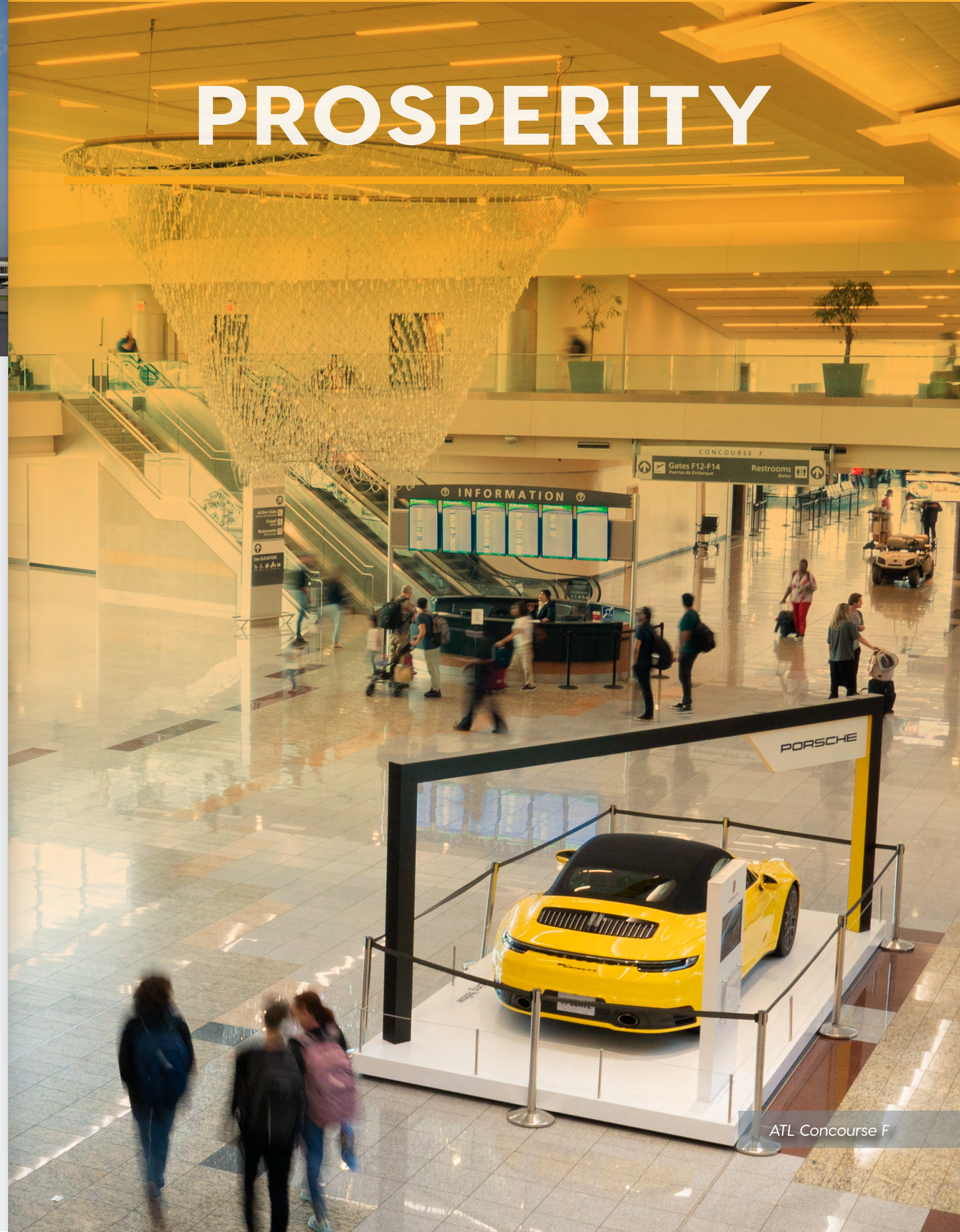
Benefits Delivered

The Sustainability Standards have generated several accomplishments:

- ATL has achieved four LEED Gold, six LEED Silver and one LEED Certified certification. An additional nine LEED projects are underway.
- ATL was awarded the Parksmart Silver certification for the ATL West Parking Deck, making it the second largest Parksmart-certified parking facility globally. The Airport is pursuing one other Parksmart Project.
- ATL received an Envision Silver award for its Taxiway and Runway 9L-27R Pavement Replacement Project. One additional Envision Project is underway.

In 2023, five ATLNext projects were either in design or construction including the Aviation Administration Building, the Concourse E Ramp 6 North, the South Parking Deck Phase 1, the Concourse D Widening North and South Piers, and the Concourse T MOD. Projects completed in 2023 include the Fire Station #32 construction project, which received a LEED Gold award, and airfield improvement projects including Ramp 19 and Taxiway A3 Pavement Replacement and Concourse T North Ramp.

PROSPERITY



ATL Concourse F

The Airport and the community thrive when they meet economic, social and environmental objectives.

The Department of Aviation is dedicated to continuing to enhance the regional economy through Airport operations, promoting business diversity, advocating for fair wages and labor rights and fostering innovation.

Economic Engine

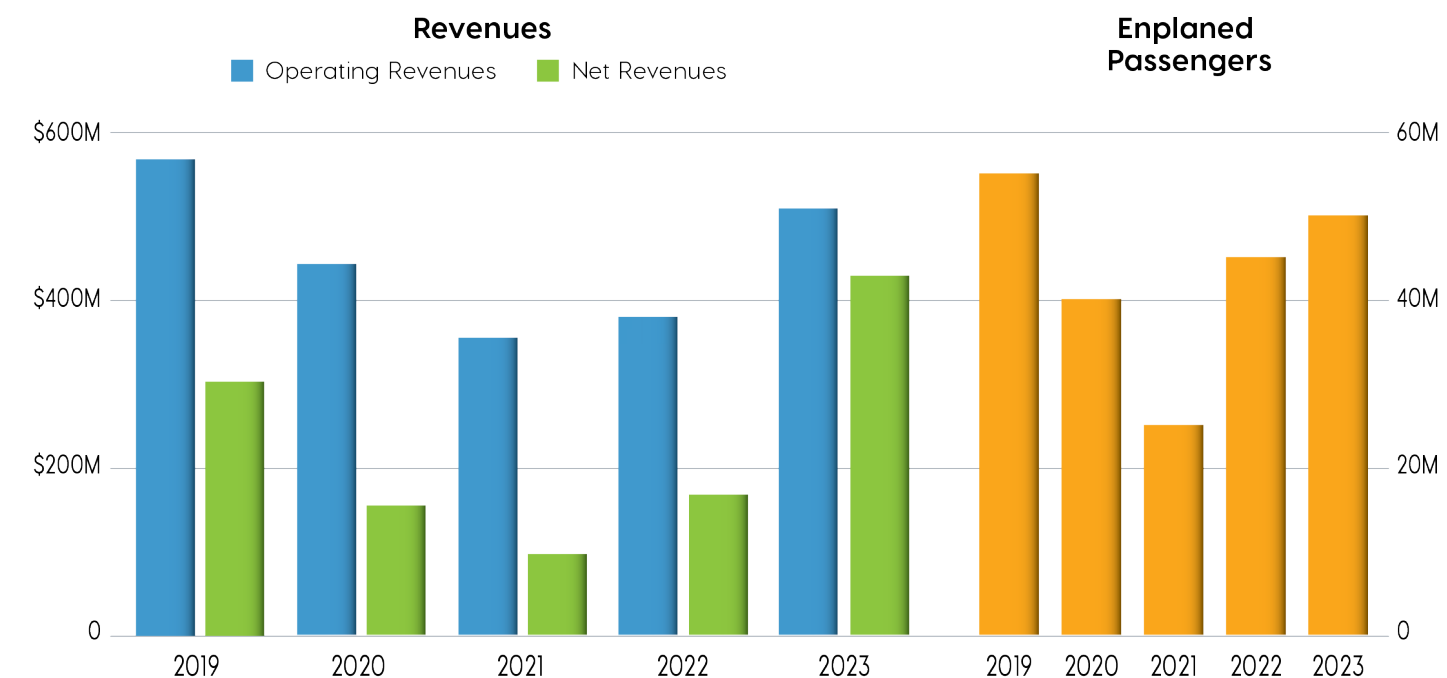
ATL has a significant economic impact on its surrounding region and the broader economy of the region. As the world's busiest airport by passenger volume and number of flights, ATL serves as a vital hub for both domestic and international travel, significantly contributing to local and state economies. The Airport generates substantial revenue through its operations, supporting over 63,000 jobs related to Airport activities and indirectly creating thousands more in ancillary sectors such as tourism, hospitality, and transportation. ATL's role in facilitating global trade and commerce bolsters Atlanta's position as a critical logistics and transportation center, driving economic development and investment in the region. Moreover, ATL's community engagement initiatives, including job fairs, educational programs and partnerships with local organizations enhance workforce development and economic empowerment, further reinforcing its status as an essential economic engine.

Economic Performance

ATL's adjusted revenue budget for FY 2023 was \$484.7 million, marking a 53% increase from the previous fiscal year. This growth partly stems from COVID-19 federal relief grants, which the Dept. of Aviation has utilized since 2022 to cover expenses like salaries and benefits, operational costs, and debt service. These funds have also consistently



Economic Performance for Fiscal Year 2023.



reduced concession rent, enhanced worker retention and recruitment, and replenished previously depleted inventories. Additionally, passenger volume rebounded to just below pre pandemic levels, with 49.7 million enplanements in FY 2023.

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

- The value of active and future projects for FY 2023 to FY 2042 totals approximately \$11.1 billion.
- Spend amount for the Capital Improvement Program Reprioritization Plan totals \$4.2 billion from FY 2015 through FY 2023.
- FY 2023 Concessions revenue totaled \$1.2 billion.

Bond Ratings

In 2023, ATL received bond ratings from three rating agencies, confirming the Airport's financial strength, stability, and efficient operations. KBRA assigned ATL an AA+ rating, Fitch Ratings gave the Airport an AA- rating, and Moody's Investor Services granted an Aa3 rating.

Workforce Development

The economic impact of ATL on its local community is substantial, driven by a commitment to workforce development and community engagement.

A key aspect of ATL's community impact is its focus on workforce development, highlighted by its bi-annual career fairs that connect stakeholders with community job seekers. The 2023 Career Fair hosted at the Airport supported 1,600 job seekers and



Delegation from Germany at ATL.

ATL has a longstanding commitment to business diversity, leveraging its economic engine to bridge the gap for underrepresented communities through meaningful business connections.

facilitated over 1,138 attendees in the hiring process with 65 ATL employers. In partnership with local schools, ATL also hosted the ATL + Westlake Community Hiring Event, which saw over 600 attendees and resulted in more than 300 preliminary hires. These initiatives demonstrate ATL's commitment to creating economic empowerment through community-based hiring and development efforts.

Furthering its workforce development goals, ATL partners with the Aerotropolis Atlanta Alliance, a public-private partnership focused on economic progress and quality of life improvements surrounding the Airport. Since 2019, the Alliance has organized career exposure events in collaboration with Clayton and Fulton County Public Schools, connecting high school juniors and seniors with diverse industries tied to the Airport. These events have introduced over 1,000 students to approximately 65 businesses in fields such as aviation, logistics and life sciences.

International Affairs

Throughout 2023 ATL hosted delegations from various countries to foster knowledge sharing and strengthen international relationships. These visits included representatives from diverse sectors and regions, highlighting ATL's commitment to global collaboration and excellence in Airport management. The Airport shared its expertise in areas such as operations, sustainability, and security, offering insight into best practices and innovative strategies. Highlights include:

- ATL hosted a delegation from 24 countries to share strategies and best practices for preventing and combating international human trafficking.
- ATL leaders hosted a 20-member delegation of government and private aviation leadership from East and Southern Africa to learn about technology, services and best practices to support modernizing their Airports and improving security.

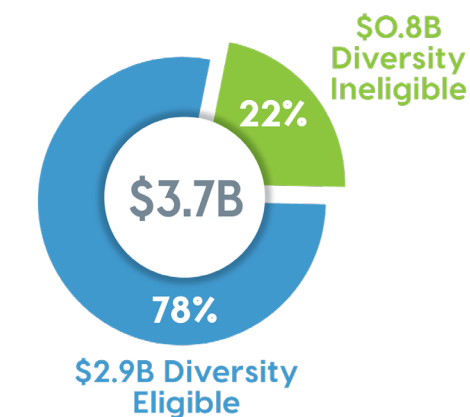
- ATL and City of Atlanta leaders traveled to Addis Ababa, Ethiopia, for a weeklong visit to finalize the logistics of Ethiopian Airlines' new service, which launched in May, connecting Addis Ababa and ATL.

Business Diversity

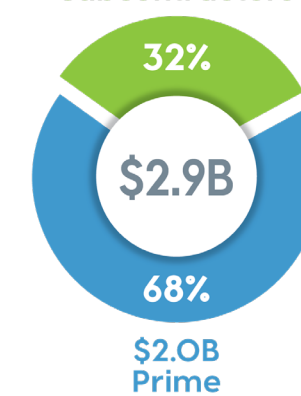
Parallel to the workforce diversity initiatives, ATL has a longstanding commitment to business diversity, leveraging its economic engine to bridge the gap for underrepresented communities through meaningful business connections. This commitment began in 1974 when Mayor Maynard H. Jackson, Jr. mandated that 25% of Airport contracts be awarded to minority firms on municipal construction projects. This mandate continues to drive progress as Disadvantaged Business Enterprise (DBE), Airport Concessions Disadvantaged Business Enterprise (ACDBE), Equal Business Opportunity (EBO), Female Business Enterprise (FBE), Minority Business Enterprise (MBE), and Small Business Enterprise (SBE) make strides in securing ATL contracts.

2015-2023 ATLNext: Diversity Summary

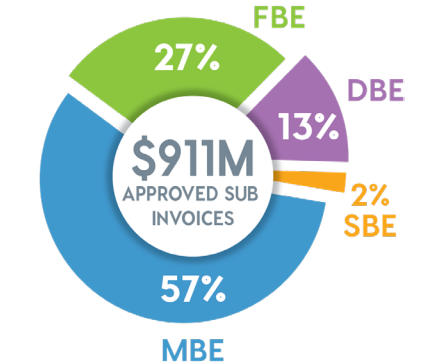
Program Approved Invoices
(As of 12/29/2023)



Diversity Eligible
(As of 12/29/2023)
\$0.9B Subcontractors



Estimated Diversity Participation
(As of 12/29/2023)





Throughout the year, the ATLNext Business Diversity office offers outreach events, programs and policies to support the development, success and participation of diverse contractors. In 2023, ATL marked the eighth annual ATLNext Industry Day and the fifth annual Maynard H. Jackson Jr. Legacy Awards, designed to inform and inspire the small business community. The concurrent events provided updates on ATLNext's upcoming projects, contracting opportunities and tips on doing business with ATL. Attracting 450 registrants and 32 exhibitors, these events offered resources and networking opportunities for diverse contractors. Additionally, ATL organized the Airport Rental Car Supplier Outreach Day, which facilitated Airport Concessions Disadvantaged Business Enterprise involvement in ATL's rental car sector, which generated over \$259 million in gross revenue during the first six months of 2023. Furthermore, ATL senior leadership participated in the Georgia Minority Business Awards to emphasize the importance of minority and small business participation.

Re-occurring Business Diversity outreach events include the following.

- ATL Behind the Scenes trains companies how to do business with ATL via bi-monthly workshops, 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 OSHA 10 Certification for small businesses.
- Partnering with A Purpose is an annual networking event connecting ATL contractors with construction services and trades providers.
- ATLNext Contractor's Roundtable convenes ATL leadership and construction contractors quarterly as a forum for feedback, challenges and solutions.



The Dept. of Aviation aims for 15% of hires for customer service to identify as a person with a disability in alignment with ATL's customer service contract.



Hiring Goals

The Human Resources Talent Acquisition team at the Airport prioritizes online platforms that draw a wide range of candidates, like LinkedIn, CareerBuilder, and Indeed. This approach supports the City of Atlanta's dedication to a diverse and inclusive workforce.

Living Wage

The Dept. of Aviation believes its employees should be appropriately and equitably compensated for their service to its mission. In 2023, approximately 11% of the Dept. of Aviation workforce was unionized, with all employees meeting or exceeding \$20 per hour.

As part of the City's broader pay raise plans, Atlanta is conducting a comprehensive Classification and Compensation Study to ensure fair and competitive compensation. In anticipation of this study, Mayor Andre Dickens announced increasing the cost-of-living adjustment from 2.5% to 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. Currently, the Dept. of Aviation pay is determined by years of relevant experience, education, and industry specific skillsets, analyzed and compared to similar roles within the organization and external market data.



Industry Day, 2023.

Innovation

ATL strives to be not just the world’s busiest and most efficient airport, but also the most technologically advanced. The Airport utilizes state-of-the-art technology to deliver touchless services for parking, flight check-in, baggage drop-off, biometric security screening, gate navigation and boarding. ATL’s dedication to innovation enhances its efficiency, service quality and overall sustainability. The Innovation team adds value by optimizing processes to be more effective, faster, precise and economical.

Below are some of ATL’s key 2023 innovation initiatives:

- Upgrades to the Main Security Checkpoint were completed in 2023 and included overhauling and standardizing TSA screening equipment and integrating



Upgrades to the Main Security Checkpoint enhance TSA safety and efficiency.

advanced technology from the South Checkpoint. The project replaced 19 security screening machines with state-of-the-art Analogic CT machines, enhancing detection capabilities for current and emerging threats.

- The new multilevel South Parking Deck Phase 1 will offer approximately 6,700 stalls and feature sustainable elements, a Delta Dash building for domestic small package express services, a Parking Manager’s Office, entry and exit plazas and connections to the future South Parking Deck 2 (SD2). It will also include Parking Revenue Controls and Automatic Parking Guidance Systems.
- To boost Global Entry membership, ATL hosted a second multiday enrollment blitz in partnership with U.S. Customs and Border Protection (CBP). Conditionally approved applicants were invited to schedule interviews at the International Terminal, during which CBP interviewed 358 applicants. Global Entry offers expedited clearance on returning international flights for pre-approved, low-risk travelers via automatic kiosks at select U.S. airports, including ATL. Global Entry members also receive TSA PreCheck benefits.
- ATL is the first U.S. domestic airport to feature an on-site triage center, providing baseline medical assistance to passengers, stakeholders and employees. The new Atlanta Fire Rescue EMS Center is located on the third level of the Domestic Atrium and will operate daily, staffed by a nurse practitioner, two registered nurses, and overseen by a supervising physician.



Future Forward: ATL 2023 ESG+P Report

The Department of Aviation is moving forward with the data from this ESG+P Report, closing gaps, enhancing the Airport’s sustainability initiatives, and increasing stakeholder awareness of environmental, social, governance and prosperity issues. While ATL has achieved significant strides in ESG+P, more is required to secure a sustainable tomorrow. Through collaboration with employees, businesses and local communities, ATL is progressing to enhance operations, increase resilience, and position itself to realize and capitalize on an even more prosperous future.

ACKNOWLEDGEMENTS

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





CITY OF ATLANTA

MAYOR

Andre Dickens

Department of Aviation

Jan Lennon
Interim Airport
General Manager

ATLANTA CITY COUNCIL

Council President

Doug Shipman

District 1	Jason Winston
District 2	Amir R. Farokhi
District 3	Byron Amos
District 4	Jason Dozier
District 5	Liliana Bakhtiari
District 6	Alex Wan
District 7	Howard Shook
District 8	Mary Norwood
District 9	Dustin Hillis
District 10	Andrea L. Boone
District 11	Marci Collier Overstreet
District 12	Antonio Lewis
Post 1	Michael Julian Bond
Post 2	Matt Westmoreland
Post 3	Vacant