

SUSTAINABILITY MATTERS

Environmental, Social, & Governance Report

San Diego County Regional Airport Authority | 2023





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INTRODUCTION

Message from Board Chairman & President/CEO



The San Diego County Regional Airport Authority (Authority) has released annual Sustainability Reports since 2011. These reports reflect the Authority's commitment to transparency and document its efforts to reduce the impacts of San Diego International Airport (SAN) on the environment and surrounding communities. The last published report, the *2022-2023 Sustainability and Diversity, Equity, & Inclusion Report*, reflects an evolution in the Authority's approach by placing an even greater emphasis on social elements of sustainability management.

This year, the Authority is enhancing its reporting to align with best practices in Environmental, Social, and Governance (ESG) disclosure. This transition reflects a broader trend in the airport industry, with an increasing number of airports releasing reports organized around ESG reporting guidance. ESG is a meaningful transition for the Authority, with a refreshed materiality assessment and an elevated focus on risk management, organizational structure and responsibility, and management processes.

In transitioning to an ESG report, the Authority seeks to balance alignment with the North American aviation industry, United Nations Sustainable Development Goals (UNSDGs), and Authority-specific metrics across existing plans, including the Strategic Plan (SP), Sustainability Management Program (SMP), and Diversity, Equity, and Inclusion (DEI) report.

2023 marked yet another transformative year for the Authority. We made major progress on the development of our New Terminal 1 (New T1), which is the largest project in Authority history and one that integrates best-in-class sustainability and resilience features. This new terminal also plays a central role in our ongoing pathway to net zero carbon emissions. Additionally, we continue to make progress on prioritizing DEI in our workforce and engaging with our neighboring communities to make sure that SAN is an airport that works for all people.

We know this important work is never truly finished. We look forward to updating you on our continued progress in future ESG reports.

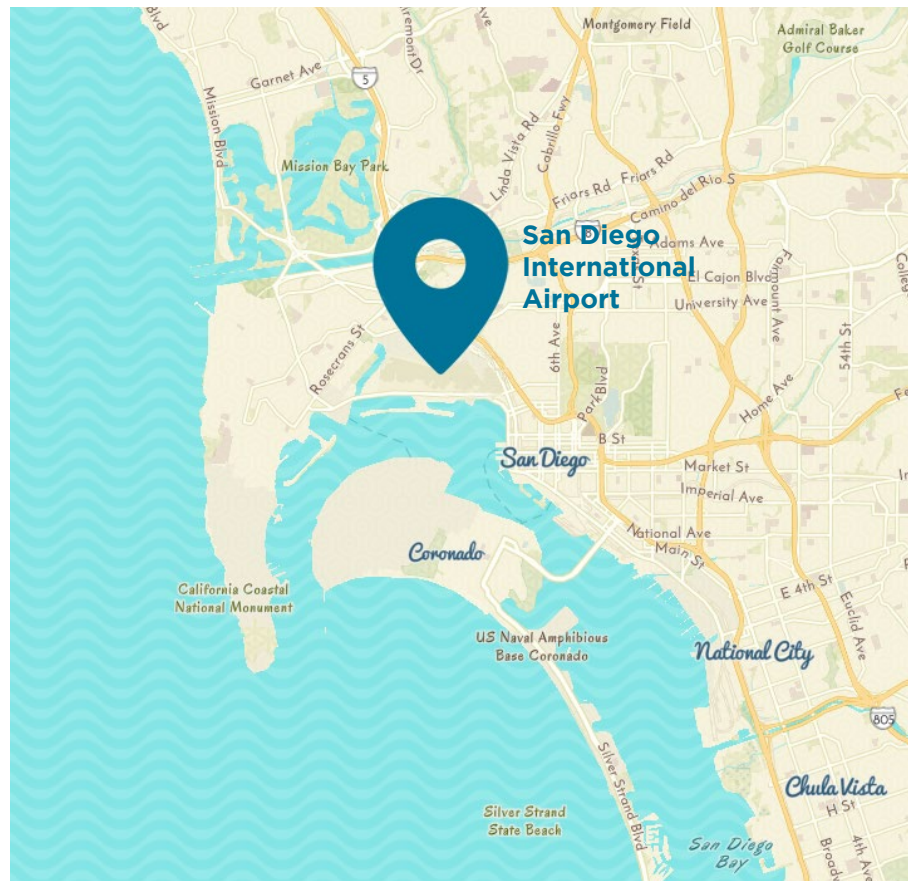
Gil Cabrera, Board Chair

Kimberly J. Becker, President/CEO




About SAN

Since 1928, SAN has served the air transportation needs of the San Diego region. The airport's total operation occupies 661 acres just three miles northwest of San Diego's thriving downtown. Its location on Harbor Drive is roughly bounded by Pacific Highway to the east, Point Loma to the west, Marine Corps Recruit Depot to the north, and San Diego Bay to the south. The airport has a single runway, which is 9,401 feet long, and the airport's catchment area includes a large swath of Southern California and extends into northern Mexico.




2023 In Review


Governance



95%
recovery in passengers from pre-pandemic levels



14%
growth in year-over-year revenue



\$71,311,034
in Federal grants supporting critical infrastructure projects

Social



Over **9,000**
jobs generated for the local economy

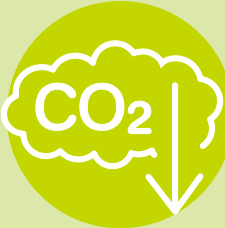


\$487
million in construction spending to local, small, and disadvantaged businesses




82
nonstop destinations served by 16 passenger airlines


Environment



86%
reduction in Scope 1 and 2 emissions from 2015 baseline



329
multi-family dwellings sound insulated through Quieter Home Program



7
million gallons of stormwater captured, infiltrated, or reused

Our Regional & Industry Leadership

The Authority believes that partnerships for sustainable development are imperative. Our approach is to provide regional and industry leadership in a variety of sustainability facets, covering climate change solutions, resilience, community engagement, and DEI. We also execute a regional engagement and education plan to clearly communicate SAN's role in economic growth within the region. We are proud of the role that the Authority plays in contributing to a more sustainable, resilient, equitable, and economically robust San Diego.

As the commercial aviation hub of the San Diego region and an economic engine, we are committed to playing an active leadership role in the aviation industry and in our community. We participate and have leadership roles in the following organizations:

- Airports Council International—North America (ACI-NA)
- Airports Council International—World
- American Association of Airport Executives
- California Airports Council
- Circulate San Diego
- City of San Diego International Affairs Board
- Cleantech San Diego
- Downtown San Diego Partnership
- East County Economic Development Corporation
- Global Competitiveness Council
- International Gateway Coalition
- San Diego Association of Governments (SANDAG)
- San Diego Climate Collaborative



- San Diego North Economic Development Corporation
- San Diego Regional Economic Development Corporation
- San Diego Regional Chamber of Commerce
- San Diego Tourism Authority
- San Diego North Business Chamber of Commerce
- South County Economic Development Corporation
- World Trade Center San Diego

We are proud to be recognized for our leadership efforts. For example, SAN is one of only two U.S. airports to achieve Level 4+ certification within the ACI-NA's Airport Carbon Accreditation program.

For the second year in a row, the Authority earned a SANDAG Platinum Tier, Diamond Award for excellence in employee commuter programs in

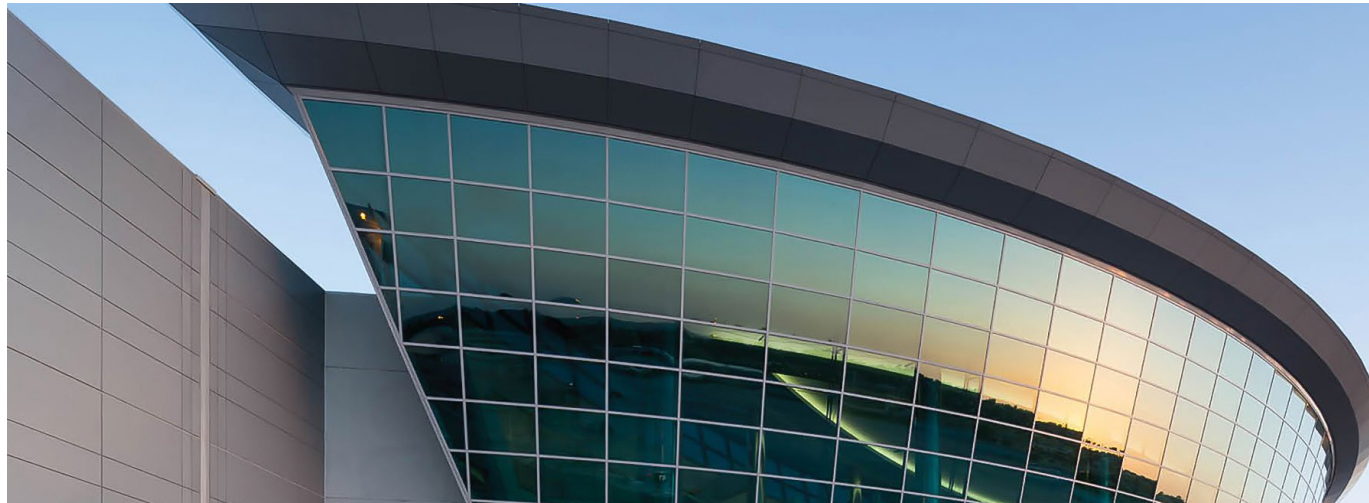
July 2023. The SANDAG Diamond Awards recognize employers in the San Diego region that have made strides to promote alternative commute choices in the workplace.

In October 2023, the Authority received the "Clean Air for All Award" at the San Diego County Air Pollution Control District's (SDAPCD) Governing Board meeting. The Authority received the inaugural award in the category of "Air Quality" for its all-electric shuttle program. To date, 33 fossil fuel-powered Authority vehicles have been replaced with a 100 percent "carbon-free" electric bus fleet that provides shuttle service between airport parking lots and terminal areas. Five of the shuttles were branded as the "San Diego Flyer" to provide a new free service every 20 minutes between the Old Town Transit Center and the airport for all transit users. The electric shuttle fleet's charging infrastructure is powered by 100

percent renewable, carbon-free electricity via San Diego Community Power's "Power100 Champions" program.

In addition to those awards, we have the honor of receiving the following recognition:

- Distinguished Budget Presentation Award – Government Finance Officers Association
- Achievement of Excellence in Procurement Award – National Procurement Institute, Inc.
- Certificate of Achievement for Excellence in Financial Reporting - Government Finance Officers Association
- California Assembly District 77's Environmental Hero Awards
- 2023 ACI-NA Environmental Achievement Award, Mitigation Award Category, for implementation of Renewable Diesel

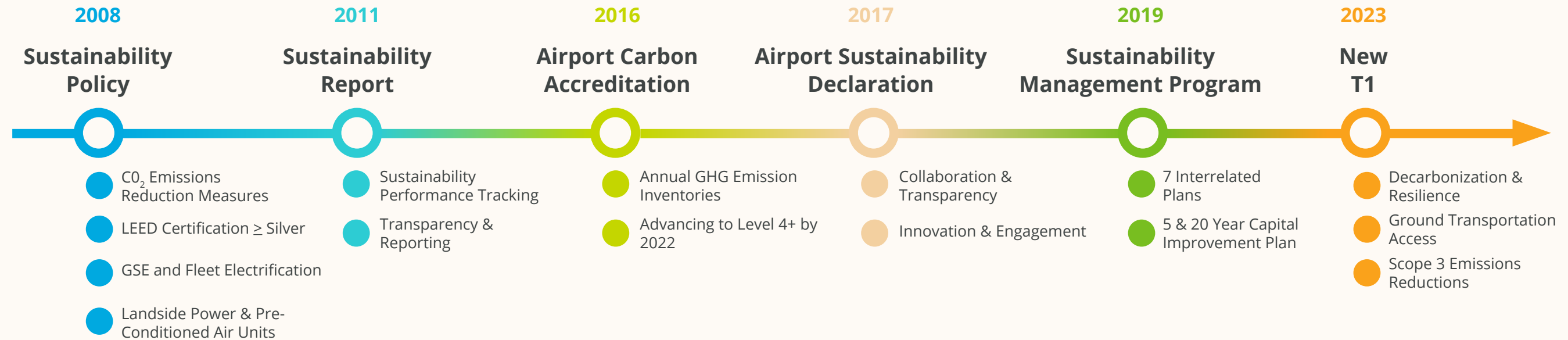


Authority Sustainability History

Sustainability is a hallmark of operations at SAN. The Authority is committed to building and operating sustainably and strives to protect the wide variety of natural resources that exist at and around the airport while maintaining a high level of customer service and community engagement.

In 2008, the Authority instituted one of the first sustainability policies for a major airport in the U.S. This policy, which was updated in 2019, formalized the Authority's commitment to an environmentally

sustainable future for the airport and the region. As part of that ongoing commitment to sustainability, in 2011, SAN became the first airport in the U.S. to issue a sustainability report based on the internationally recognized criteria of the Global Reporting Initiative. Each year, the Authority has reported progress toward our sustainability-related goals. For this year, we have shifted the report to align with industry guidance for Environmental, Social, and Governance disclosure. Below is a brief history of the Authority's sustainability commitments.



Key Partners & Stakeholder Engagement

Engaging with key partners and stakeholders is paramount for the Authority to successfully navigate projects and airport operations. Whether participating in business, government, or community initiatives, meaningful engagement yields valuable insights and resources, and the power of coalitions can significantly impact the success and sustainability of a project.

The Authority engages and collaborates with a wide variety of stakeholders, including our business partners, tenants, employees, government officials, and our neighboring communities every day. The table shown here provides examples of these stakeholder groups and how the Authority works with them to guide the way we plan, develop, and operate the airport.

As examples of our stakeholder engagement efforts, in 2023, Authority staff gave a presentation regarding development projects at the airport to nearly 100 staff members of the City of San Diego’s Development Services Department who have contributed to the ongoing efforts for the New T1. Also in 2023, the Authority hosted over 40 staff members from the City of San Diego’s Planning Department, where both groups shared their current projects and identified opportunities for collaboration. The External Relations team leads the Authority’s engagement with external stakeholders, and proactively creates presentation opportunities to ensure transparency and gather feedback.

Stakeholder Groups and Engagement Areas

Stakeholder Group	Employees	Government Agencies	Community	Passengers
Engagement Forums	<ul style="list-style-type: none"> SANLive—Quarterly all-hands meeting Wellness Fairs and Workshops Internal emails, including CEO Messages and SAN Updates employee newsletter Intranet and communications portals Employee Diversity, Equity, and Inclusion (DEI) Committee Employee Resource Groups Collection events (e-waste, Goodwill, etc.) Annual Employee Appreciation Event and Employee Awards Employee of the Quarter Spirit of SAN 	<ul style="list-style-type: none"> State of California California Coastal Commission California Department of Transportation Other state regulatory agencies State elected officials City of San Diego County of San Diego San Diego Association of Governments Port of San Diego Metropolitan Transit System Federal Aviation Administration U.S. Department of Transportation U.S. House of Representatives U.S. Senate U.S. Department of Defense Local elected officials 	<ul style="list-style-type: none"> Public comment periods at all Board, Board Committee, and Advisory Committee meetings Public participation as part of the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) reviews Authority Advisory Committee Art Advisory Committee Airport Noise Advisory Committee Quieter Home Program Community Planning Groups Other Neighborhood Community Groups and Associations Bi-annual cleanup events Chambers of Commerce and other local organizations 	<ul style="list-style-type: none"> Passenger Intercept Surveys “Go in the Know” newsletter New T1 Navigator Title VI Coordinator Customer service email for concerns/complaints Airport Ambassadors (Volunteers) Ready Pet GO! (Pet therapy program)
Primary Engagement Focus Areas	<ul style="list-style-type: none"> Employee Development DEI and a Sense of Belonging Workplace Safety Health and Wellness Zero Waste Mindsets 	<ul style="list-style-type: none"> Regulatory Compliance Economic Performance (Grant Funding) Infrastructure & Facilities Environmental 	<ul style="list-style-type: none"> Community Relations Environmental Justice Air Quality Noise Economic Impact Infrastructure & Facilities Service Quality 	<ul style="list-style-type: none"> Customer Experience Accessibility Ground Transportation Access Human Trafficking Waste Management GHG Emissions & Air Quality

Stakeholder Groups and Engagement Areas (cont.)

Stakeholder Group	Other Business Partners	Investors	Industry Groups	Airlines
Engagement Forums	<ul style="list-style-type: none"> • Small Business Development Program • Small business outreach events • Bonding and Contract Financing Assistance Program • Association of Minority Airport Concessionaires • Airport Rental Car Supplier Diversity event • San Diego Anchor Institution Collaborative • Asian Business Association • Association of General Contractors 	<ul style="list-style-type: none"> • Official Statement for 2023 Bonds and annual reporting posted to Municipal Securities Rulemaking Board database • Investor Presentation for 2023 Bonds • Authority-maintained website with financial and operational information available for investors 	<ul style="list-style-type: none"> • Airports Council International-World • Airports Council International-North America • American Association of Airport Executives • Gateway Airports Council • California Airports Council 	<ul style="list-style-type: none"> • Monthly SAN Airline Managers Meeting • Monthly All Concessionaires Meeting • Monthly NewT1 Airlines Meeting • Airline-Airport Affairs Committee • Quarterly Airline Environmental Call • Monthly Security Committee and Airport Ramp Safety meetings
Primary Engagement Focus Areas	<ul style="list-style-type: none"> • Business Supplier & Concessionaire Diversity • Service Quality • Infrastructure & Facilities • Economic Performance 	<ul style="list-style-type: none"> • Economic Performance • Organizational Structure • Risk Management • Reporting Transparency 	<ul style="list-style-type: none"> • Service Quality • Economic Performance • Environmental 	<ul style="list-style-type: none"> • Service Quality • Infrastructure & Facilities • Environmental • Economic Performance



The Authority provides an update on the New Terminal 1 project at a community engagement meeting.



Approach to ESG Reporting

Methodology

The Authority's approach to ESG reporting builds on its longstanding history of providing robust sustainability disclosures. The Authority's ESG report has been informed by our Strategic Plan, our Sustainability Management Program, and previous alignment with sustainability guidance and principles, including the Global Reporting Initiative and the United Nations Sustainable Development Goals. Chiefly, the Authority has also aligned this ESG report with recent guidance issued by the ESG Reporting and Metrics Task Group of ACI-NA, including recommended and optional disclosures across environmental, social, and governance domains.

In 2024, the Authority refreshed its Materiality Assessment, originally completed in 2015, to understand the priority issues that form the foundation of its ESG approach. The Authority's approach to ESG is based on a concept known as double materiality, which considers how priority issues affect both the organization and its external stakeholders (e.g., the community and the environment). Double materiality is a combination of:

- **Financial Materiality:** External influences that affect the organization from a financial perspective
- **Impact Materiality:** Impacts of the organization and its operations on the community and the environment

This ESG report's contents are informed by this double materiality approach, which enables the Authority to prioritize ESG issues that present risks and opportunities to the organization and balance the needs of external stakeholders.

Boundaries

The Authority's boundaries for the purposes of this ESG Report encompass the organization's geographic jurisdiction (San Diego County) as determined by state law, as well as entities over which the Authority exercises control or significant influence, both in and through its relationships with various entities. A summary of these boundaries follows.

CONTROL

The San Diego County Regional Authority exercises control over San Diego International Airport.

SIGNIFICANT INFLUENCE

The Authority has significant influence over:

- Airport retail tenants
- Airport airline & cargo carrier tenants
- Parking management service
- Airport ground transportation service providers
- Harbor Police Department
- Aircraft rescue and firefighting/San Diego Fire-Rescue Department
- On-site services (e.g., janitorial, security)
- Contractor and consultant services (e.g., construction, engineering, environmental, maintenance)

Reporting Period

This 2023 ESG Report includes consolidated data tables that provide a comprehensive disclosure of ESG data aligned to the ACI-NA ESG Framework and Disclosure guidance. Some data were recreated in the body of this report to provide a more detailed discussion of ESG issues. This report covers fiscal year (FY) 2023 (July 1, 2022–June 30, 2023) and calendar year (CY) 2023 (Jan 1, 2023–Dec 31, 2023) data. For information about which metrics are tracked on a fiscal versus calendar year basis, please reference the **consolidated data tables**.

For more information on the content of this report, please contact **Michelle Brega, Senior Director, External Relations**, at mbrega@san.org.

Cautionary Note on Forward-Looking Statements

This ESG report contains forward-looking statements, including statements regarding the Authority's expectations, hopes, intentions, strategies, commitments, targets, plans, objectives, and results of the Authority's sustainability program. Such statements are generally identifiable by the terminology used, such as "plan," "expect," "anticipate," "estimate," "budget," "project," "forecast," "will likely result," "are expected to," "will continue," "is anticipated," "intend" or other similar words. Forward-looking statements address matters that are, to varying degrees, uncertain and subject to risks, uncertainties, and assumptions, many of which are beyond the Authority's control, that could cause actual results to differ materially from those expressed in forward-looking statements. Forward-looking statements are not representations or warranties or guarantees of future events.

The Authority is providing this ESG report for general information purposes only. The information contained in this ESG report is provided by the Authority voluntarily and is not required to be disclosed at this time by the Authority under its continuing disclosure obligations entered into with respect to its outstanding securities. The information presented in this ESG report is as of its date. The Authority is not obligated to update the information contained in this ESG report. Nothing contained in this ESG report is or should be construed as a representation by the Authority that the information included in this ESG report constitutes all of the information that may be material to a decision to invest in, hold, or dispose of any of the Authority's securities. Any decision to buy, sell, or hold any of the Authority's securities should only be made after a careful review of an Official Statement of the Authority related to such securities.



Mosaic by Tracy Sabin in Terminal 1, San Diego International Airport.



United Nations Sustainability Development Goal icons are placed throughout the report to indicate which focus areas support specific United Nations Sustainability Development Goals.

For more information, visit the United Nations website at <https://sdgs.un.org/goals>.

SUSTAINABLE DEVELOPMENT GOALS



GOVERNANCE is how we manage risk and opportunity

Authority Strategic Plan

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



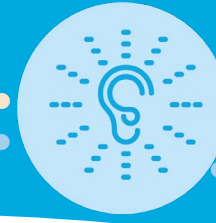
16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



The Authority's Strategic Plan is a blueprint to define our initiatives and actions that will advance our purpose of creating an exceptional airport experience for the community and the world. The Strategic Plan:

1. Gives clear directions to reach our destination.
2. Helps prioritize so we can do the right things at the right time.
3. Creates a clear plan and allows the team to track progress.

Our current strategic plan will extend at least through the completion of the first phase of the New T1.



ADVANCE AIRPORT DEVELOPMENT

- Align facilities to meet demand, both international and domestic
- Develop strategic workforce plans and associated hiring strategy in preparation for the New T1 activation
- Evaluate multiple funding methods for the Capital Program (New T1 and CIP)
- Use technology to advance airport development

OPTIMIZE ONGOING BUSINESS

- Attract domestic and international airlines and passengers
- Implement the Sustainability Management Program
- Implement a sustainable 20-year capital plan
- Partner with state and federal wildlife agencies to address growth and protect the least tern habitat
- Execute regional engagement and education plan to communicate SAN's role in economic growth
- Continue to focus on programs to reduce noise impacts
- Ensure the Plan of Finance is flexible, nimble, and able to proactively address future changes
- Evaluate contracts and partnerships for opportunities to improve revenue and expense profile
- Institute business planning and strategic marketing process that evaluates return on investment
- Manage ongoing business effectively through change
- Use technology to optimize ongoing business

TRANSFORM THE CUSTOMER EXPERIENCE

- Define and deliver a seamless, unique, consistent airport and product experience
- Develop a future regional airport transportation plan that embraces technological advances
- Solicit champions to tell our story
- Enhance the arts and cultural program through strategic community partnerships
- Raise awareness of significant projects
- Invest/participate in innovation that improves efficiency or enhances revenue
- Use technology to transform the customer experience

CULTIVATING OUR CULTURE

- Create an effective succession and transition plan for ongoing leadership changes
- Develop leaders to be better coaches who enable independent decision-making
- Train and develop business-driven, agile, and collaborative capabilities
- Attract a new generation of diverse employees and leaders
- Develop compensation and benefits programs for a multi-generational workforce that recognizes individual strategic contributions

Organizational Structure

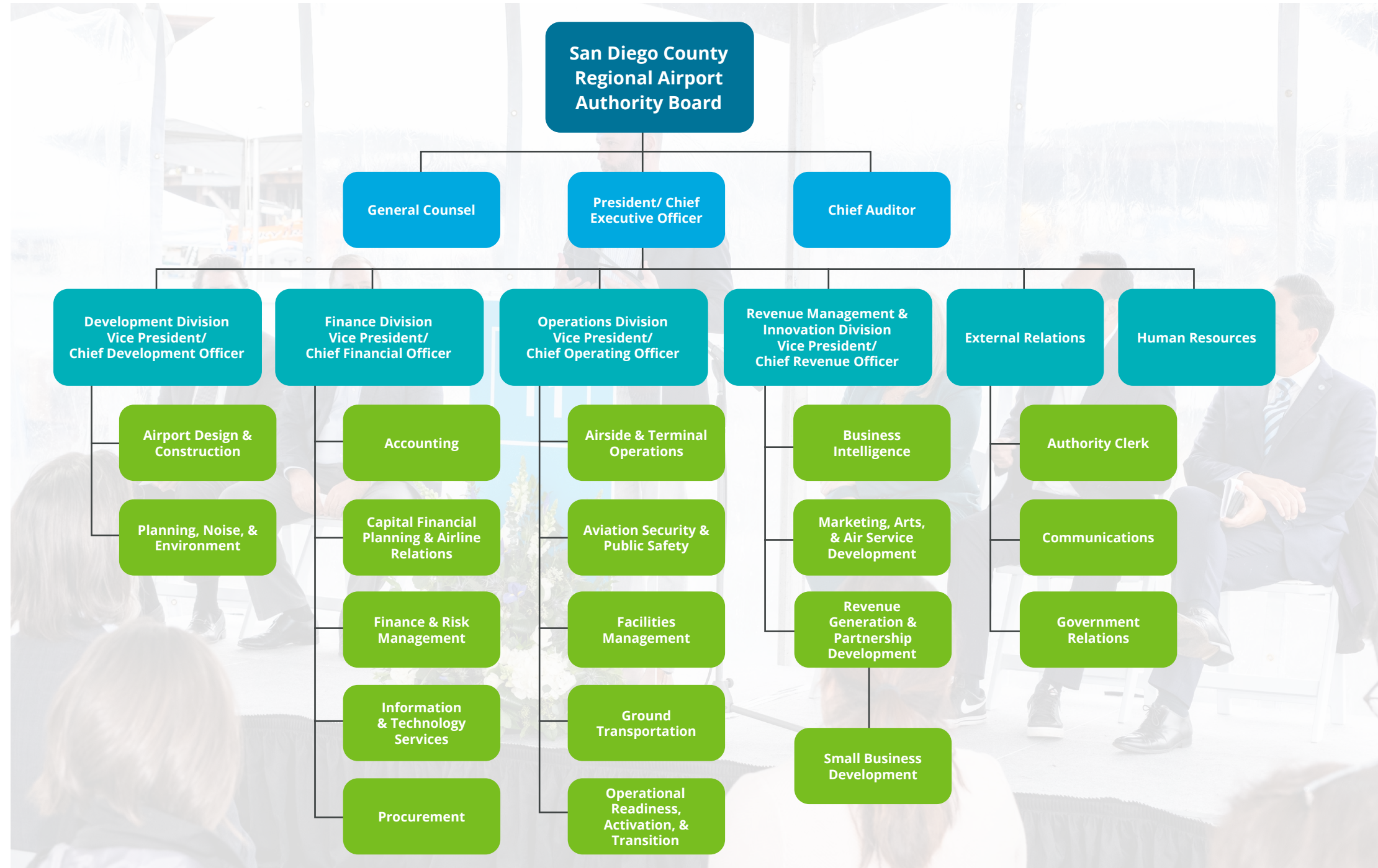


The Authority was created on January 1, 2003, as an independent agency to manage the day-to-day operations of SAN and address the region's long-term air transportation needs. The

legislation that created the Authority mandates three main responsibilities:

- Operate San Diego International Airport
- Plan for the air transportation needs of the region
- Serve as the region's Airport Land Use Commission and ensure the adoption of land-use plans that protect public health and safety surrounding all 16 of the county's airports

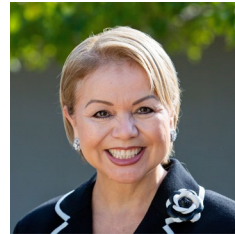
During the reporting period, there have been no significant changes regarding the size, structure, or ownership of the Authority or SAN.



General Members



GUILLERMO "GIL" CABRERA, CHAIR
Appointed by: Mayor, City of San Diego
Term Exp. 1/31/2027



LIDIA S. MARTINEZ
Appointed by: Mayor, City of San Diego
Term Exp. 1/31/2026



STEVE VAUS
Appointed by: Mayors, North Inland Cities
Term Exp. 1/31/2027



ESTHER C. SANCHEZ
Appointed by: Mayors, North County Cities
Term Exp. 1/31/2026



RAFAEL PEREZ
Appointed by: San Diego County Board of Supervisors
Term Exp. 1/31/2026



WHITNEY BENZIAN
Appointed by: Mayors, South County Cities
Term Exp. 1/31/2027



JAMES SLY
Appointed by: Mayors, East County Cities
Term Exp. 1/31/2025



MONICA MONTGOMERY STEPPE
Appointed by: Chair, County Board of Supervisors
Term Exp. 1/31/2025



MARNI VAN WILPERT
Appointed by: Mayor, City of San Diego
Term Exp. 1/31/2025

Ex-Officio Members



COLONEL R. ERIK HERMANN
Appointed by: Board Resolution



EVERETT TOWNSEND
Appointed by: Identified in Cal. Public Util. Code §170010(b)(1)



MICHELE PERRAULT
Appointed by: Identified in Cal. Public Util. Code §170010(b)(2)

Board of Directors

The Authority is governed by an appointed, nine-member Board of Directors representing all areas of San Diego County and three additional members serving as non-voting, ex-officio members. Three Board members serve as the Executive Committee, including one Board member from each of the following defined jurisdictions: the City of San Diego, the County of San Diego, and one Board member from among the east county cities, south county cities, north county coastal or north county inland cities. The Board members serve three-year terms with no term limits.

Several standing committees of the Board hold regular public meetings to address key policy areas and develop items for consideration by the full Board. The committees are:

- Executive Committee
- Executive Personnel and Compensation Committee
- Finance Committee
- Audit Committee
- Arts Advisory Committee
- Capital Improvement Program Oversight Committee
- Authority Advisory Committee
- Airport Noise Advisory Committee

While the makeup and composition of the Board, including ethnic and business experience diversity, is not directly controlled by the Authority, the Authority acknowledges the importance of having diverse representatives oversee the affairs and operations at SAN.



Further details about the composition and oversight responsibilities of the Board, including committee structures, frequency of meetings, and oversight, can be found in the **2023 Official Statement**, a disclosure document that gives detailed financial information about an organization and its bond offering.

Executive Management

Kimberly J. Becker, President & Chief Executive Officer, is responsible for management oversight of the Authority, the annual budget, and staff of approximately 400 professionals. The Authority Board Chair does not serve as an executive officer within the organization's management.

The Authority's commitment to sustainability starts at the top. The Executive Management team fosters a culture of sustainability, driving effective communication and collaboration across different levels of the organization, thus enhancing SAN's reputation among employees, industry partners, and the traveling public.



Further information about the Executive Management team, including position, years of experience, and executive compensation approvals, can be found in the **2023 Official Statement**. Information about Executive Management diversity can be found in the Governance section of the consolidated data tables.

Executive Staff



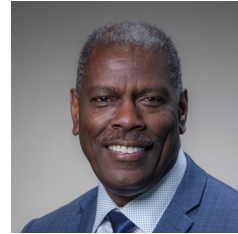
KIMBERLY J. BECKER
President/Chief Executive Officer



HAMPTON BROWN
Vice President, Chief Revenue Officer



AMY GONZALEZ
General Counsel



RICK FRANCIS
Vice President, Chief Operating Officer



LEE PARRAVANO
Chief Auditor



ANGELA SHAFER-PAYNE
Vice President, Chief Development Officer

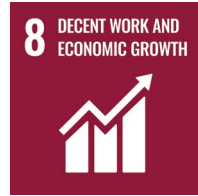


SCOTT M. BRICKNER
Vice President, Chief Financial Officer



Public art adorns the exterior of the Authority's new Administration Building.

Economic Performance



At the Authority, financial excellence begins with lean budgeting and fiscal prudence. This in no way detracts from our commitment to operating SAN at the peak of safety, security, and efficiency for our passengers. As a financially self-sufficient agency, the Airport Authority does not rely on taxpayer dollars or City or County funds for our operations.

In FY 2023, the Authority generated nearly \$361 million in operating revenue, marking a 14 percent increase from the previous year. This growth was driven by a rise in building rentals, landing fees, parking, and ground transportation revenue, as well as other sources of Authority revenue. Enplanements also showed continued recovery, with calendar year 2023 seeing a 9 percent increase over 2022, reaching 95 percent of 2019

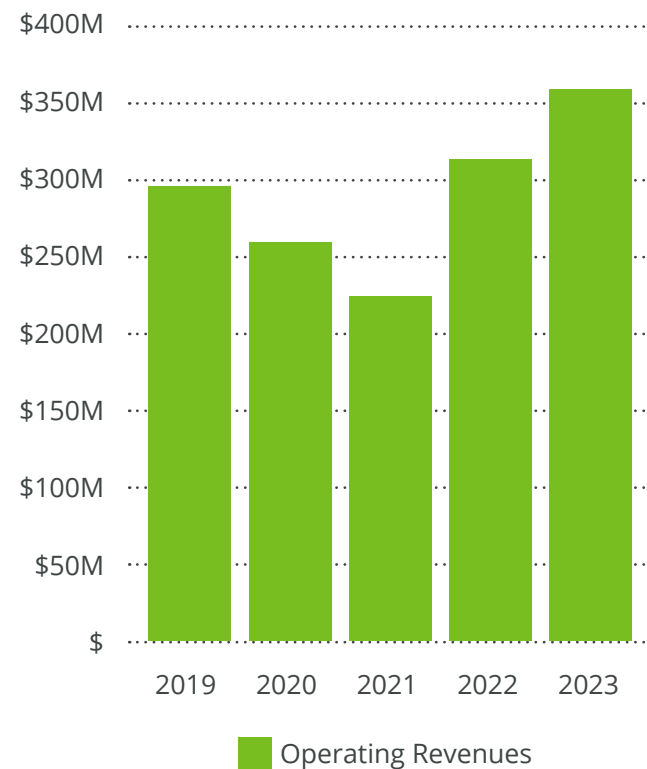
levels. In addition to the airline- and passenger-related metrics, SAN facilitated the movement of over 119,000 tons of cargo and goods in 2023, which was a 9 percent decrease compared to 2022 levels. Overall, the Authority saw a continued recovery in FY 2023, with non-airline revenue also rebounding strongly.

Economic performance at SAN is subject to macro trends, including dynamic and challenging

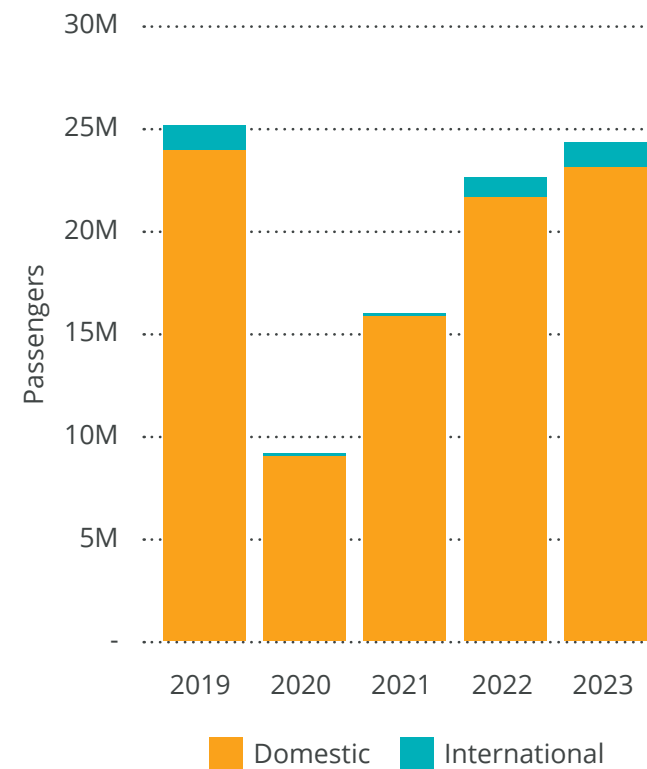
fluctuations in construction and material costs. The New T1 project has experienced cost escalation. Beginning in early 2021, the demand for construction materials and subcontractor labor rose quickly, outpacing supply and causing high price volatility. Energy costs are no different. Since 2019, SAN's electricity costs have risen nearly 30 percent despite consumption remaining relatively flat.



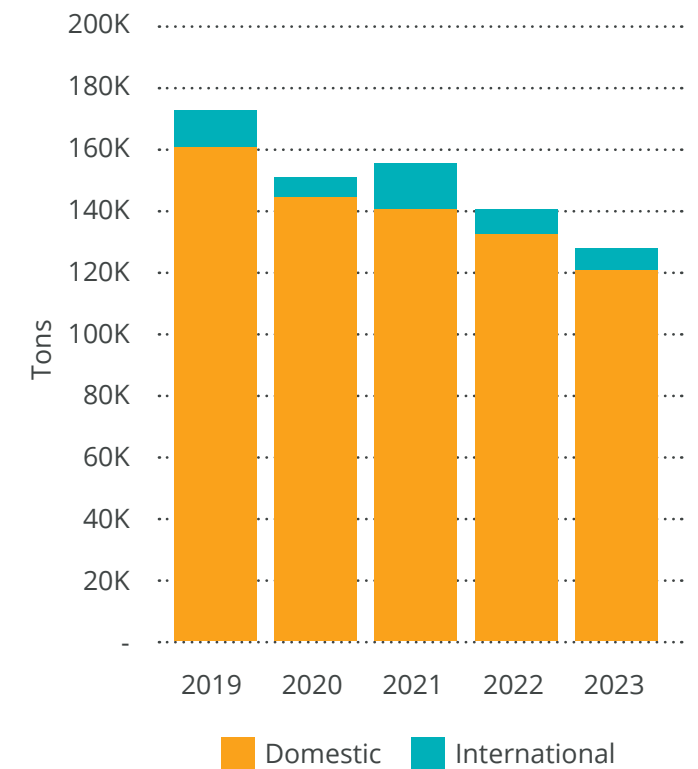
Revenue



Passengers



Cargo



Grant Funding

The Authority cooperates extensively with federal agencies, primarily the Federal Aviation Administration (FAA), to maximize grant funding. The FAA's Airport Improvement Program (AIP) is the primary source of grant funding for the Authority's infrastructure projects.

The Authority received \$52.3 million in AIP funds from the FAA in FY 2023 for airport improvement projects at SAN (up 303.5 percent from the previous year and up 536.6 percent compared to FY 2019). The increased amount is reflective of the substantial New T1 construction activities funded by federal grants and is primarily composed of \$28.5 million in Airport Terminal Grants, \$12.9 million in Airport Infrastructure Grants, and \$8.9 million in long-term funding from a Letter of Intent with the FAA for the airside elements. Projected reimbursements by AIP grants are \$128.4 million in FY 2024 and \$44.2 million in FY 2025.

Financial Health

The Authority maintains a rigorous process of internal controls, assurance and timely financial reporting. This process includes tracking key metrics vital for both the fiscal management of SAN and the interests of financial stakeholders. Central to SAN's financial health is a sound operating budget. Efficiently and transparently completing the operating budget process is pivotal for the Authority's success and credibility. The budget is a financial roadmap, guiding resource allocation and strategic decision-making throughout the fiscal year.



For information on key financial metrics, including historical comparisons, refer to the following documents:

FY 2023 Annual Comprehensive Financial Report

- Debt Service Coverage Ratio (p. 95)
- Cost per Enplaned Passenger (p. 82)
- Debt per Enplanement* (p. 97)

FY 2024 Adopted Budget

- Days Cash on Hand (p. 302)

**Beginning in 2024, the Airport Authority intends to use a different metric (Net Debt to Cash Flow Available for Debt Service), which will be incorporated into the Authority's Debt Issuance and Management Policy and included in the FY2025 Budget Book.*

For information on the Authority's financial polices and budget process, including expense, revenue, and passenger enplanement budgets, refer to the following document:

FY 2024 Adopted Budget

- Actual vs. Budget (p. 14)
- Overview of Financial Policies and Guidelines (p. 30)

Infrastructure & Facilities



As the nation's busiest single-runway airport, with a 661-acre footprint in a mature urban setting, SAN must adequately and efficiently plan for and make use of its campus and facilities.

The development and management of SAN is the overarching responsibility of the Authority. As such, making assets and facilities across our campus robust, adaptable, and future-proof is critical. This ensures the seamless operation of airport activities, supports economic growth, enhances passenger experience, and maintains the airport's role as a vital transportation hub. Strategic infrastructure planning and continuous operational management are essential to meet current demands and anticipate future needs, ensuring the airport can handle air travel activity while minimizing environmental impacts and increasing resilience.



Capital Programs

The Capital Program is a rolling five-year program that provides critical improvements and asset preservation, including projects that address federal security requirements, airfield safety, environmental remediation, and facility upgrades. SAN utilizes both the traditional Design-Bid-Build Delivery Method and alternate delivery methods, including Design-Build for its Capital Program.

The primary element of the Authority’s Capital Program is the New T1 program, which consists of three separate projects. The Terminal & Roadways project is a Design-Build project; it includes replacing the current Terminal One, and will add 11 additional gates, a 5,200-space Parking Plaza, and an entirely new on-airport roadway system. The new Authority Administration Building is a Design-Build project, which moved the administrative offices out of the former Commuter Terminal into a modern facility that is out of the footprint of the New T1 program. The Airfield project is Design-Bid-Build and will provide airfield improvements that improve efficiency, including a second taxiway.



Contractors place steel structural elements of the New T1.



An overarching principle for the New T1 is to align SAN’s facilities to meet both international and domestic demand. Significant progress was made on the development of this project in 2023, reflecting the commitment to modernizing the airport’s infrastructure to enhance capacity, efficiency, and passenger experience.



For information on the Authority’s capital project budgets, including capital programming process, prioritization criteria, budget of major projects, and schedule/completion status, refer to the following pages of the **Authority’s FY 2024 Adopted Budget**:

- Accuracy of Capital Project Budgets (p. 278)
- Compare Actual Completion to Scheduled Completion (p. 137)

Sustainable Development

As part of its long-standing commitment to sustainability, dating back to the first green building projects at SAN and early adoption of the Leadership in Energy and Environmental Design (LEED) standard in 2013, the Authority has consistently prioritized green building and sustainable development to create high-performing, resilient and sustainable infrastructure at SAN. The first two LEED-certified projects were the Elevated Departure Roadway (Terminal 2 West) and the Green Build expansion of Terminal 2, both in 2013. The Authority has adopted a Sustainability Policy to incorporate the LEED standards and/or other green design and

construction standards for all airport development and remodeling projects, including standards for construction waste management.

Sustainability Certifications Awarded to Date (As of 6/30/2023)

LEED	10
Envision	2
ParkSmart	1
Total	13



The New T1 will feature sustainable and resilient design features while contributing to operational efficiency and customer satisfaction.

NEW T1 SUSTAINABLE DESIGN FEATURES

The New T1 design and construction will reflect a strong commitment to sustainability through energy and water conservation, as well as clean-air and zero-waste initiatives. The Authority's goal is to achieve LEED Gold certification for the New T1, Parksmart Gold certification for the new Terminal 1 parking structure, and Envision certification for the airside infrastructure. Sustainable features of the New T1 are expected to include the following:

Energy Efficiency

- New, highly efficient heat recovery chiller to capture wasted heat
- 30 percent reduction of embodied carbon through steel bracing systems in New T1 and less cementitious material in the new T1 Parking Plaza
- Luminous Wave curtain wall panels that aesthetically control heat. The inspiration for this curved glass design came from the Pacific Ocean waves.

Electric Ground Transportation

- 65 Level 2 EV charging ports in the New T1 Parking Plaza
- Direct current (DC) fast charging to support the conversion of taxis and TNCs to electric vehicles.
- Pursuing goal of all-electric airport shuttle fleet, including service from Old Town to the airport

Pedestrian Access & Bicycle Infrastructure

- Approximately 250 bike racks and 30 bike locker stalls
- Improved bicycle and pedestrian access to terminals through multi-use paths, including a dedicated route along North Harbor Drive

Renewable Energy

- Up to 4 megawatts of new solar photovoltaic generation and a 4 megawatt hour battery energy storage system

Resilience

- Resilient to projected sea level rise conditions in Year 2100

Water Quality & Conservation

- Stormwater will be captured from 150+ acres, including from the airfield, new terminal buildings, and roadways for infiltration or reuse.
- Innovative water reuse, including A/C condensate from passenger boarding bridges, and collected stormwater to flush toilets in the New T1

Aircraft Operations

- Hydrant fueling system, eliminating the need for tanker trucks
- Linear Taxiway Design, allowing bi-directional aircraft traffic flow, reducing delays
- Gates equipped with ground power, pre-conditioned air, and chargers for electric ground support equipment (GSE), minimizing emissions

Business Continuity & Emergency Preparedness

11 SUSTAINABLE CITIES AND COMMUNITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



The Authority is focused on safeguarding operations, assets, and reputation in the face of unforeseen events, ranging from natural disasters and extreme weather to cybersecurity breaches and global pandemics. At the

core of our business continuity strategy lies a steadfast commitment to funding, management, and emergency preparedness.

Business Continuity

The Authority has a Business Continuity Plan (BCP) to assist the organization in managing minor events, which are business disruptions impacting a single Authority function/department; moderate events, which are business disruptions impacting multiple Authority functions/departments; and major events, which are business disruptions impacting the entire Authority/SAN. The plan contains information on emergency contact details, strategies to mitigate impact, procedures to be implemented, and communication processes to be followed in response to disruptions. The BCP is to be initiated at the outset of a disruptive event and includes operating SAN during the emergency and business recovery steps to return the operation back over to regular management after the BCP leader deems the recovery to be complete.

To test the readiness of the plan, in August 2023, the Emergency Management team met with all BCP departments to conduct an annual review of their plan. On September 14, 2023, the Emergency Management team hosted a Business Continuity Exercise with an internet connectivity scenario. Some primary business continuity challenges include managing expectations related to Authority departments, updating their plans and utilizing the monthly maintenance tips sent to all teams.



Firefighters practice emergency preparedness drills to simulate a variety of scenarios.

Emergency Preparedness

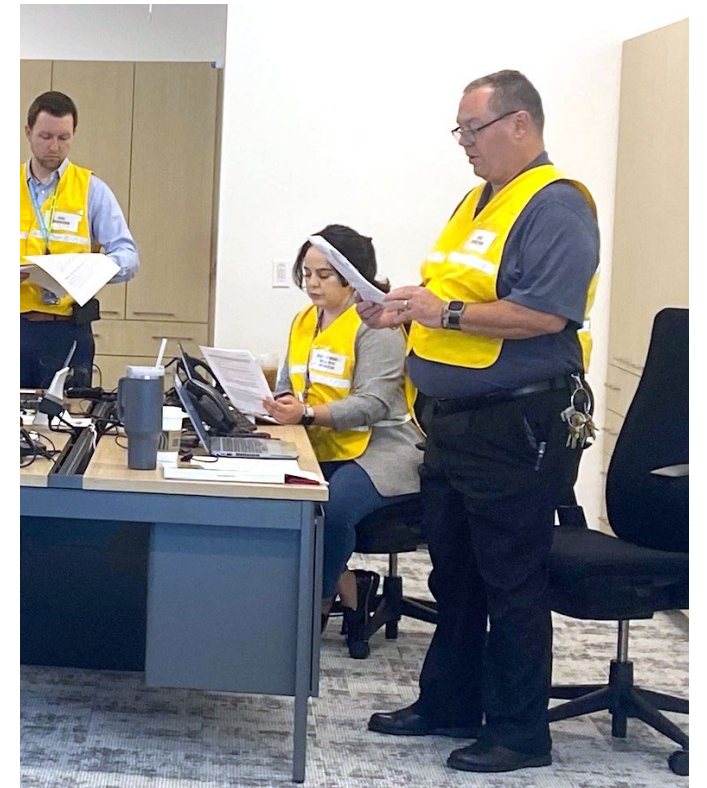
SAN is required by the FAA to exercise and review the emergency plans in our Airport Emergency Plan (AEP) with our tenants and stakeholders.

The Authority's Emergency Operations Center (EOC) is managed by the Airport Emergency Management (EM) team. The EOC is in the Authority's Administration Building and provides coordinated support for field units during an airport emergency. The airport falls under the San Diego County Operational Area and works closely with the San Diego County Office of Emergency Services (OES). San Diego County OES provides a crisis information management system called WebEOC for partners to

use during an emergency, and the Authority is one of those partners that utilizes this system.

On January 25, 2023, SAN conducted its FAA Part 139 Tabletop Exercise and reviewed the Aircraft Accident Response Plan and Earthquake Response Plan with appropriate tenants and stakeholders.

On August 23, 2023, the EM team hosted its annual EOC exercise. Through these regular checks on our emergency preparedness, the Authority has identified additional challenges that need to be addressed, ensuring 1) The joint venture construction teams for the New T1 Project are utilizing the standards the



The Authority hosts its annual EOC exercise to ensure readiness for emergency scenarios.

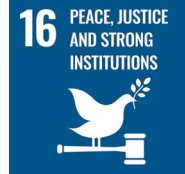
EM team provides for the new automated external defibrillators and associated supplies for New T1; 2) All emergency plans are kept updated with everchanging construction activities on the airport campus; and 3) That timely round table discussions and debriefs are conducted after emergency incidents.

The Authority is also focused on mitigating risks associated with extreme weather events to ensure business continuity and maintain a high-quality passenger experience. To address these challenges, the Authority conducted a comprehensive climate-

related vulnerability assessment of its facilities and operations in 2019/2020. Based on the findings, the Authority established robust plans and initiatives centered around climate governance, awareness and capacity building, and the planning, design, and construction of resilient facilities.

Further information on the Authority's strategies for managing extreme weather and climate adaptation can be found in the **Climate Resilience** section of this document.

Risk Management & Cybersecurity



Risk Management

The Authority adopts an Enterprise Risk Management (ERM) approach to risk, which is a structured, consistent, and continuous process used across the organization to identify, assess, manage, and monitor risks. The ERM is integral to the Authority's strategic planning and operational processes, ensuring that risks are systematically managed to protect our assets, passengers, business partners, and broader stakeholders. The Authority's Risk Management team is primarily responsible for identifying and evaluating potential risks. They work closely with various departments, based on the risk, to develop and implement effective systems and management approaches to mitigate these risks.

The risk management process for SAN involves regular risk assessments and scenario planning to anticipate potential challenges and vulnerabilities. Through collaborative efforts, the Risk Management team ensures that all identified risks are prioritized and that appropriate mitigation strategies are in place. These strategies are continuously monitored and updated to adapt to changing circumstances, maintaining the airport's resilience and operational integrity.

The following sections summarize some of the major risks faced at SAN and the strategies the Authority deploys for risk mitigation.

OPERATIONAL RISKS

The Authority has an approved Airport Emergency Plan (AEP) as required under FAA regulations. The AEP addresses essential emergency-related and deliberate actions planned to ensure the safety and emergency services of the populace of SAN and the surrounding communities. The AEP is reviewed with stakeholders on a regular basis, and exercises (i.e., tabletop or full-scale field) are conducted annually to test the plan's readiness. The Authority also has a Business Continuity Plan (BCP) to assist the organization in managing minor, moderate, and major business disruption events. For further information on the Authority's emergency and continuity plans, refer to the **Business Continuity & Emergency Preparedness** section of this report.



ENVIRONMENTAL RISKS

There are several significant environmental matters that pose direct and indirect risks to the Authority and SAN. These risks are related to aircraft noise reduction, clean air requirements, and hazardous substance cleanup. SAN is heavily regulated, in part due to its proximity to San Diego Bay. The Authority holds numerous regulatory permits, including permits for stormwater, air quality, hazardous materials, industrial waste, landfill remediation, and wildlife. The Authority manages these risks through the implementation of its Sustainability Management Program (SMP), which is described in greater detail in the **Environment section**.

FINANCIAL RISKS

The Authority operates in a dynamic business environment where various factors influence its financial position, from airline financial performance to broader macroeconomic conditions. Financial uncertainty can arise from shifts in passenger demand, airline industry health, and operational costs, including fuel prices and labor expenses, unforeseen site conditions, and force majeure events. To mitigate against many of these financial risks, the Authority maintains a strong internal control environment, a robust unrestricted cash balance, a conservative approach to budgeting and financial policies, a broad insurance program, and a financial resilience plan that is available to implement when appropriate.

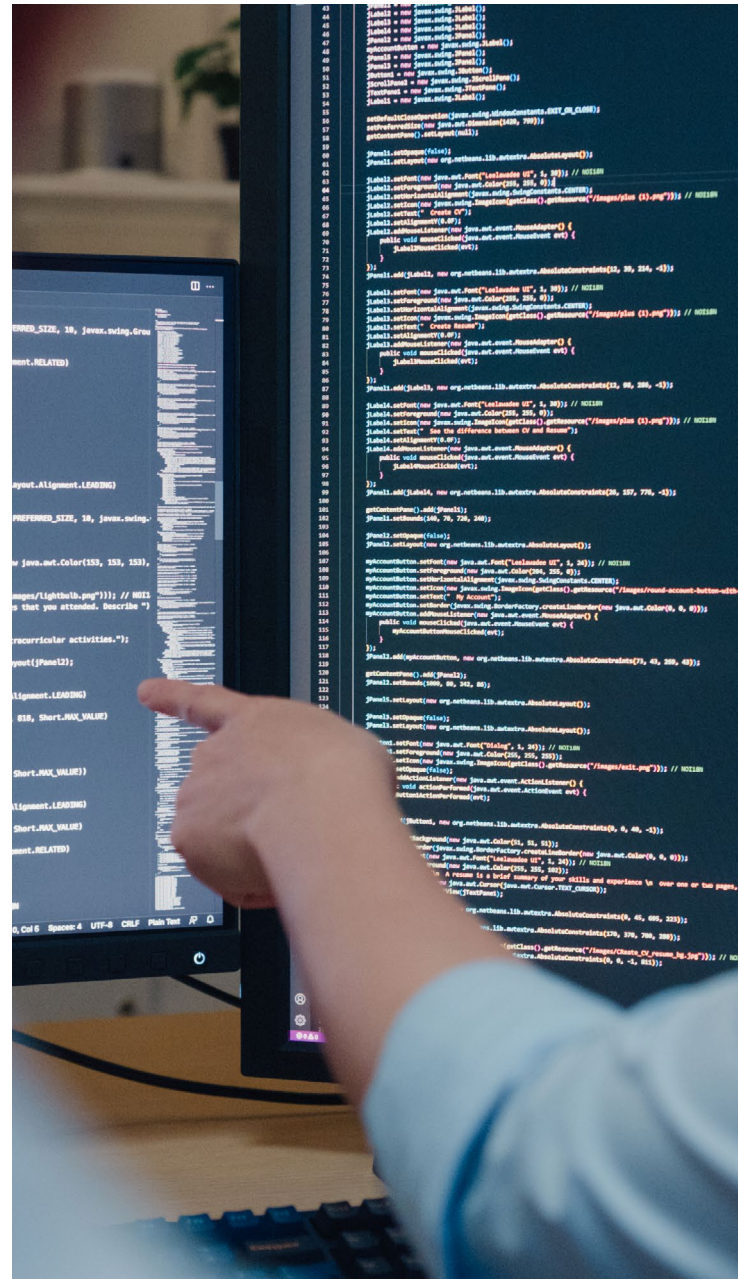
PUBLIC HEALTH RISKS

The COVID-19 pandemic and resulting restrictions on human activities severely disrupted the economies of the United States and other countries. Although air travel volumes have recovered, there can be no assurance that any resurgence of COVID-19 will not have a material adverse effect on the demand for passenger air travel. Future outbreaks, pandemics, or events outside the Authority's control may reduce demand for air travel, which in turn could cause a decrease in passenger activity at SAN and declines in Authority revenues.



The **Authority's 2023 Official Statement** provides expanded disclosure on the following:

- Financial risks and their potential impacts on the airport's stability and growth (See "Certain Investment Considerations," found on p. 86; as well as the Financial Feasibility Report, Section 3.11)
- Information on the Authority's risk management procedures for insurance (p. 63)



Cybersecurity

Cybersecurity is critically important for the Authority due to the high volume of sensitive data and the complexity of interconnected systems that support operations at SAN. Airports rely on sophisticated technology for everything from flight operations and air traffic control to passenger processing and baggage handling. A robust cybersecurity approach is essential to protect these systems from cyber threats such as hacking, data breaches, and malware attacks. Effective cybersecurity measures ensure the integrity and availability of critical infrastructure, safeguard personal and financial information of passengers and employees, and maintain public trust.



Refer to the **2023 Official Statement** for information on the Authority's approach to cybersecurity, including:

- Compliance with Payment Card Industry (PCI) security standards (p. 94-95)
- Assessments
- Tabletop exercises
- Other efforts to monitor our systems technology



Regulatory Compliance & Ethics

Regulatory Compliance



The Authority's commitment to regulatory compliance underscores our dedication to upholding the highest standards of integrity, ethics, and accountability in all aspects of our operations. U.S. airports are subject to a wide array of federal, state, and local regulations that govern everything from revenue management and reporting to operational safety and security protocols to environmental impacts. Agencies such as the FAA, Transportation Security Administration (TSA), and Environmental Protection Agency (EPA) impose stringent guidelines to ensure that airports operate safely, securely, and sustainably. Adherence to these regulations is not only mandatory but is also essential for maintaining public trust and the smooth functioning of airport activities.

Our organization maintains regulatory compliance through a comprehensive approach that includes robust internal controls, well-defined policies and procedures, and diligent oversight by the Audit Committee of the Board. These internal controls are designed to ensure all activities meet regulatory standards and prevent any breaches. Our policies and procedures provide clear guidelines for compliance, while the Audit Committee plays a crucial role in overseeing regulatory compliance, financial management and reporting obligations, and operational integrity.

For information on the Authority's environmental compliance obligations and reporting, refer to the [Environmental Regulatory Compliance](#) section in this report.

Ethics

The Office of the Chief Auditor (OCA) administers the Fraud, Waste, Abuse, and Ethics program at the Authority. Employees and members of the public may report potential violations utilizing either a telephone hotline or an online form. The OCA maintains confidentiality of all tips, reports, and associated materials to the maximum extent permitted by law. Additionally, the Authority Code protects all employees who act in good faith to report work-related violations, gross waste of Authority funds, gross abuse of power, conflict of interests, dangers to public health, or the use of an Authority position for personal gain. Additionally, individuals who bring matters to the attention of the OCA may be protected under the California Whistleblower Protection Act.

The Authority conducts regular staff training to ensure that all employees are aware of and understand the regulatory requirements and internal protocols.

In 2023, approximately **98 percent** of Authority employees participated in training focused on ethics and anti-corruption.



For more information on ethics practices, including the Authority's hotline and online form for reporting potential ethics violations, refer to the [Authority's page for reporting ethics violations](#).



Reporting Transparency

The Authority has a long-standing commitment to reporting transparency, including providing its investor community with accurate and timely financial information and providing its broader stakeholders with information about environmental and social concerns. The Authority has a robust slate of documents that provide its stakeholders with transparency in the planning, development, and operations of the airport and the financial performance of the Authority.

Document	Purpose	Timeline
Environmental, Social, & Governance Report	Provides stakeholders with information about the Authority's management of key environmental, social, and governance issues	Published bi-annually, with annual data supplements
Annual Comprehensive Financial Report (ACFR)	Provides the Authority Board, the public, and other interested parties with reliable information concerning the financial condition and operational results of the Authority	Published annually within six months of the end of the fiscal year
Official Statement	Provides detailed financial information about the Authority and its bond offering	Published during sale and delivery of Revenue Bonds
Budget Book	Provides the Authority's annual revenue and expense budget for the current fiscal year, the conceptual budget for the following fiscal year, the rolling 5-year Capital Program, and relevant statistical information	Published during sale and delivery of Revenue Bonds; Adopted annually in June prior to the start of the upcoming fiscal year and published in September





SOCIAL emphasizes our employees, customers, and community members

Economic Impact



The Authority is proud of its contributions to the local and regional economy.

In fact, SAN generates more than \$12 billion in annual economic impact for the region and directly provides over 9,000 jobs.

SAN's economic impact reflects the critical purpose of the airport: To create an exceptional airport experience for the community and the world. Additionally, the airport facilitates robust employment opportunities, both those provided directly by the Authority and via the extensive network of partners operating in and around SAN. Economic impact is a two-way street. The Authority, like any organization, is subject to the ebbs and flows of macroeconomic trends. For example, during periods of economic recession, passenger volume may decline. During such periods, the Authority



Authority Board members and staff participate in a trade delegation to South Korea to promote the region's key industries and establish business relationships.

benefits from its strong relationships with local and regional organizations that collectively aim to stabilize and grow the San Diego region's economy.

The Authority, along with San Diego Mayor Todd Gloria, SANDAG and San Diego County Board of Supervisors Chairwoman Nora Vargas, and World Trade Center San Diego (WTCSD), an affiliate of San Diego Regional Economic Development Corporation (EDC), led a trade delegation to South Korea. During the October 27—November 2, 2023 trade mission, business and civic leaders promoted the region's key

industries and sought to establish and strengthen business relationships across biotechnology, semiconductors, clean energy, and infrastructure.

Delegates participated in more than 15 meetings over the course of the trade mission, sharing best practices and driving business connectivity across many verticals. The two dozen San Diego delegates include representatives from Illumina, Qualcomm, Viasat, ASML, Cubic, General Dynamics NASSCO, Gafcon, and small businesses including Tioga Research and Nano PharmaSolutions. Also

in attendance were delegates from key agencies, universities, and civic organizations such as SAN, Port of San Diego, UC San Diego, San Diego State University, SANDAG, Imperial Valley EDC, Tijuana EDC, and others.

The Airport Authority is a vital economic hub, providing job opportunities through the Authority, in the terminals and on the construction side through its New T1 project. The New T1 construction efforts have seen approximately 1,500 workers each day during expansion and modernization efforts.

Airport Security & Passenger Safety

Airport Safety & Security



The Authority is acutely focused on ensuring a safe and secure airport for the public to foster trust, confidence, and a sense of well-being within the community. While TSA staff are responsible for

screening passengers and employees, the Authority handles other security functions such as performing inspections, securing perimeter gates, and certain communication and dispatching activities. Critical communications and security alarm monitoring functions were previously managed by contracted security personnel but were transitioned to full-time Authority employees in October 2023. Authority staff is supported by other entities like the Port of San Diego - Harbor Police Department and the City of San Diego, which provides Airfield Rescue and Fire Fighting (ARFF) services and paramedic services.

Pursuant to federal requirements for Part 139 airports, the Authority maintains two guiding documents to prepare for and respond to potential security breaches and/or emergency situations. The Airport Security Program (ASP) and Airport Emergency Plan (AEP) are regularly updated to address emerging threats and new guidance and directives, including those from TSA.

The Authority's Aviation Security and Public Safety (AVSEC/PS) team is responsible for compliance with federal security regulations, including the

maintenance of the ASP and AEP, airport badging and vehicle permitting, and general emergency preparedness. This team, which the Chief Operating Officer oversees, regularly conducts exercises aimed at airport-wide preparedness for any kind of crisis.

The Authority is constantly seeking ways to improve the safety and security of the airport. In 2023, SAN transitioned to a state-of-the-art video management system (VMS) that provides a safer and more secure environment within the airport and successfully implemented TSA-mandated cybersecurity initiatives. Throughout the year, the AVSEC/PS team completed several exercises aimed at improving airport security, such as the annual EOC exercise, which focuses on the EOC's response and support of first responders to a theoretical plane crash at SAN. The event included participants from all departments across the Airport. The AVSEC/PS team also coordinated with the Harbor Police to conduct Special Weapons and Tactics (SWAT) training in the old Authority Administration building prior to its demolition. The use of the building allowed officers to hone their skills should they be needed for barricade situations, suspect searches, or active shooter incidents.

Ensuring the airport's safety and security is a priority for the planning and development of the New T1 and associated projects.

New security checkpoints will incorporate the latest technology and provide a more efficient experience. On the airfield, a new taxiway will alleviate congestion and reduce emissions, enhancing the safety of the aircraft operating environment.

While not unique to large-hub airport operators, the Authority faces several safety- and security-related challenges and stressors rooted in SAN's increased activity, ongoing development, and emerging regulatory requirements. For example:

- The growth in tenant operations likely led to the increase in Notices of Violations (issued by the Authority for alleged violations of Transportation Security Regulations requirements) in CY 2023
- Like many airports, SAN is experiencing staffing shortages—both for Authority security personnel and tenants
- A robust workforce will be required to meet emerging regulatory requirements and complete the New T1 activation activities, avoiding violations and delays
- The airport has growing migrant and unsheltered populations, which is anticipated to continue with the planned construction of a homeless shelter near SAN. This requires a delicate balance between maintaining the safety of passengers, employees, and tenants and showing compassion to those in difficult situations.

Human Trafficking

The Authority is keenly aware of its role in the global effort to combat human trafficking. The Authority has installed informative signs in all public and ramp-side restrooms within the terminals to provide awareness and resource information for those experiencing exploitation. The Authority has also hosted training for airport employees so they can recognize the signs of human trafficking and respond appropriately. San Diego Harbor Police, the Authority's law enforcement partner, added a "soft interview room" at SAN in 2023, providing a comfortable and confidential space for potential victims of human trafficking and domestic violence to speak with law enforcement and be referred to additional services if needed.

Passenger Health

Coming out of the COVID-19 pandemic, the Authority continues to follow the Centers for Disease Control and Prevention and TSA guidelines to limit the spread of disease and protect its passengers. In addition, staff have incorporated many of the cleaning procedures implemented during the pandemic into their regular operating procedures. These actions not only benefit the traveling public but reduce the potential economic risks to the airport.

Service Quality



The Authority maintains an unwavering commitment to providing a superior level of customer service. In the J.D. Power Survey's 2023 results for North American Airports, SAN scored a total customer satisfaction score of 772. While this marks a slight decrease from the previous year, driven in large part by the ongoing construction of the New T1, we expect the completed New T1 will provide a significantly enhanced customer experience via the modern, efficient terminal infrastructure our passengers expect.

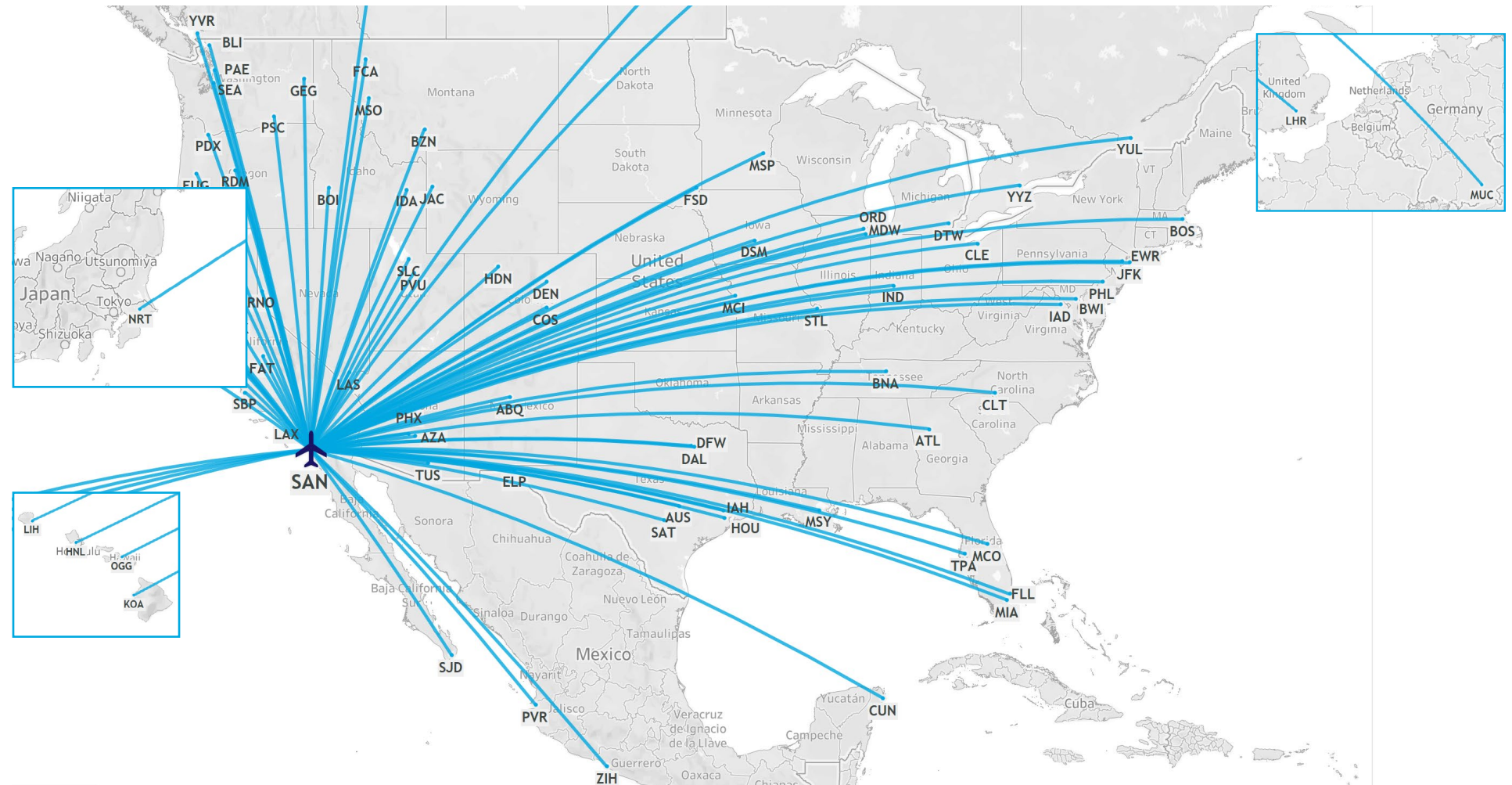
Air Service

In 2023, SAN enhanced its commitment to working with airlines to offer more nonstop destinations for San Diego residents. Throughout the year, SAN engaged with existing airlines to discuss current route performance and potential growth opportunities. Additionally, to expand air service at SAN, members of the Authority attended domestic and international airline conferences and visited airline headquarters globally to build relationships and to promote San Diego. SAN is committed to retaining and growing its current air service while actively pursuing potential new airlines to offer travelers more nonstop destinations and more access to existing destinations.

2023 Air Service Highlights

- 81 nonstop destinations
- 16 passenger airlines
- Ten new/resumed routes added by the following airlines: Alaska (EUG, IAD, TPA, ZIH), Delta (LAS), Frontier (ATL, CLE), Spirit (SJC), Southwest (EUG, IND)

2023 SAN Nonstop Routes 81 NONSTOP DESTINATIONS; 70 DOMESTIC AND 11 INTERNATIONAL



Note: Excludes CDG that only operated twice in 2023
Source: SAN year ending December 2023 Cirium schedules as of September 2024 via Diio Mi; Ailevon Pacific Aviation Consulting analysis

Customer Experience

Delivering an exceptional airport experience requires resilient infrastructure, inclusive and sustainable development, planning, and innovation.

The Customer Experience is delivered by the organization through a portfolio of initiatives.

The Revenue Generation & Partnership Development (RGPD) team oversees all restaurant and retail operations, rental car services, on-airport parking, and a myriad of passenger services and amenities such as CLEAR, luggage carts, ATMs, vending machines and more. The RGPD group takes customer experience into account at the very start of retail concepting, ensuring passengers can experience the diversity of San Diego's culinary and retail offerings from a variety of local and small businesses. Passengers also have access to familiar national and international brands.

Our Marketing team focuses on creating and highlighting programs both inside and outside of the airport, including the airport's Arts Program, which provides an enhanced customer experience by exhibiting artwork and presenting programs that engage travelers in innovative, memorable, and considerate San Diego experiences. Additionally, the Marketing team is constantly seeking new opportunities to engage with and excite the traveling public. Initiatives such as the Seasons are Nicer in San Diego campaigns in the terminals included special appearances and live performances by local musicians. Seasonal programming also highlights diverse holiday festivities. Programming is activated with strong local brands including the San Diego Padres, and partners with concessions operators to create special offers in airport shops and restaurants.

Air Service Development is engaged in helping passengers eliminate unnecessary connections by seeking better nonstop route opportunities. This helps the customer experience by reducing total elapsed travel times and limiting CO₂ emissions that happen when passengers take a series of connecting flights. Looking toward the future and to better understand passenger preferences and inform future actions, the Authority launched the Airport Service Quality survey in 2023, gathering valuable insights from Terminal 2 passengers about their travel behaviors and preferences.

SAN's Volunteer Airport Ambassadors, a customer service-driven program overseen by the Operations team, plays a crucial part in the passenger experience. More than 200 volunteers donate their time to staff information booths, escort airport therapy dogs, rove around the terminals giving passengers courtesy lifts on golf carts, provide directions, or to just lend a helping hand.

The customer experience is also at the heart of the design of the New T1 project, which will have many upgraded amenities—including 11 new gates, an outdoor dining area with a view of the downtown skyline and San Diego Bay, and more security screening lanes and gate-area seating than the current Terminal 1. New restaurants and shops will ensure travelers experience a taste of San Diego and have an opportunity to purchase items needed for their trip. Additionally, Terminal 1 and Terminal 2 will be connected post-security, creating a frictionless experience across terminals for connecting flights.

The New T1 will improve transportation and mobility with a new on-airport access road, bicycle lanes, and a pedestrian path, to reduce traffic and improve access to the airport. The new Parking Plaza will include up to 5,200 spaces, including some with EV charging.



A Volunteer Airport Ambassador helps direct a passenger to their destination.

Accessibility



The Authority is steadfast in its commitment to ensuring that no person is discriminated against based on race, color, national origin, or disability, in accordance with the Americans with Disabilities

Act and Title VI of the Civil Rights Act of 1964. We take pride in our efforts to provide accessible facilities and services to all travelers, ensuring that everyone, regardless of their abilities, can navigate and enjoy the airport with ease.

Before a flight begins, a traveler with accessibility needs can utilize a robust accessibility tool menu on the san.org website. At the airport, our facilities are designed to accommodate the needs of travelers with disabilities, including accessible restrooms, elevators, ramps, and designated parking spaces. We also offer services such as wheelchair assistance, visual and auditory aids, familiarization tours, and support for travelers with service animals.

By fostering an inclusive atmosphere, we aim to make every journey through SAN a positive and accommodating experience for all.

ADA Compliance

The Authority's commitment to regulatory compliance with federal, state, and local laws and regulations resulted in the development of an Airport Accessibility Program in 2012. Here at SAN, new facilities are designed and built in accordance with the latest Americans with Disability Act (ADA)

standards, the current California Building Code (CBC), and all local accessibility codes and regulations. As codes and standards change and airport facilities fall out of compliance, the Airport Accessibility Program keeps a record of non-compliant elements as evidence of good faith efforts to gradually bring them to compliance as FAA recommends. Public-facing areas are surveyed yearly against current accessibility codes and regulations. Then, data is filed and the campuswide Implementation Plan is updated and used in incorporating remediation scope into future Capital Improvement and Tenant Improvement projects.

Ground Transportation Access

The Authority prioritizes safe, efficient, and sustainable ground transportation to and from the airport. Passengers and employees have a variety of transportation options available to them. For instance, the "San Diego Flyer" is a free electric shuttle bus service between the airport and Old Town Transit Center. In 2023, the Authority issued a transit passenger survey conducted on the San Diego Flyer, which at that time had been in service for a year and a half. Over 230 responses revealed that passengers and employees represented 89 percent and 11 percent of Flyer passengers, respectively. The survey results included recommendations for increased shuttle frequency and improving maps and wayfinding.



The San Diego Flyer is an all-electric shuttle that operates between Old Town Transit Center and SAN at no cost to passengers.

A shared-use path for bicyclists and pedestrians—separated from vehicular traffic—connects the airport to Little Italy, downtown San Diego to the east, and to Liberty Station and Point Loma to the west. For those passengers and employees who choose

to drive, the Authority has installed electric vehicle charging stations at the existing Terminal 2 Parking Plaza and plans to expand electric vehicle charging infrastructure with the New T1 Parking Plaza.



Authority Board members and staff participate in the annual San Diego Pride Festival.

Employees



At SAN, people are the foundation of the airport’s success. Without the contributions of its world-class team of employees, the Authority would not be able to accomplish its goals. As such, the Authority is committed to fostering a healthy and vibrant workforce by prioritizing safety and diversity and offering robust wellness and development programs. The Authority’s commitment to its employees is reflected in its efforts to create a supportive, inclusive, and growth-oriented workplace, and the Authority is proud that it has never experienced any disruption in its operations due to labor-related matters.

The Authority employed just over 400 individuals at the end of 2023. Approximately 120 of these employees (primarily maintenance workers, airport traffic officers, and certain supervisors) are members of the Teamsters Local 911 labor union. Labor relations with respect to those 120 employees are governed by a labor agreement between the Authority and Teamsters Local 911, which will expire on September 30, 2027.

Diversity, Equity, & Inclusion

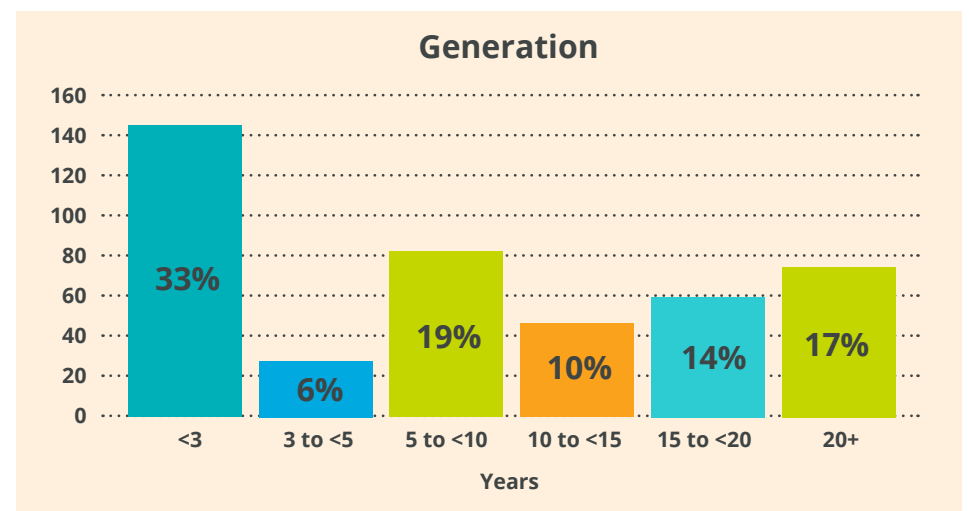
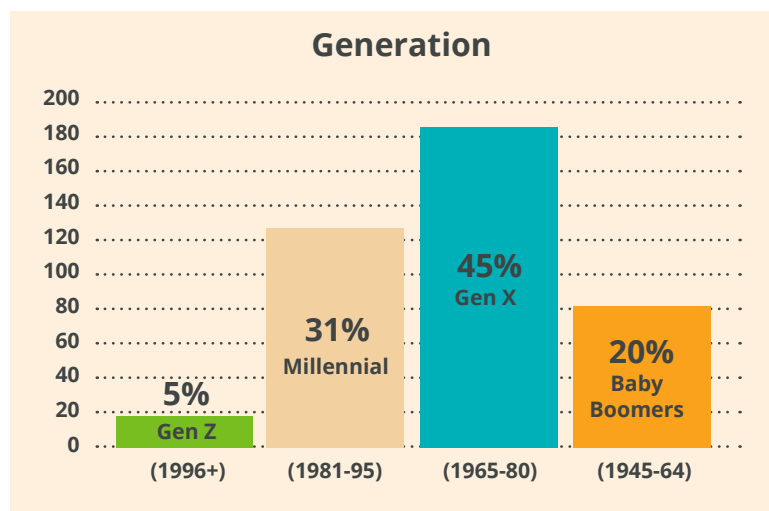
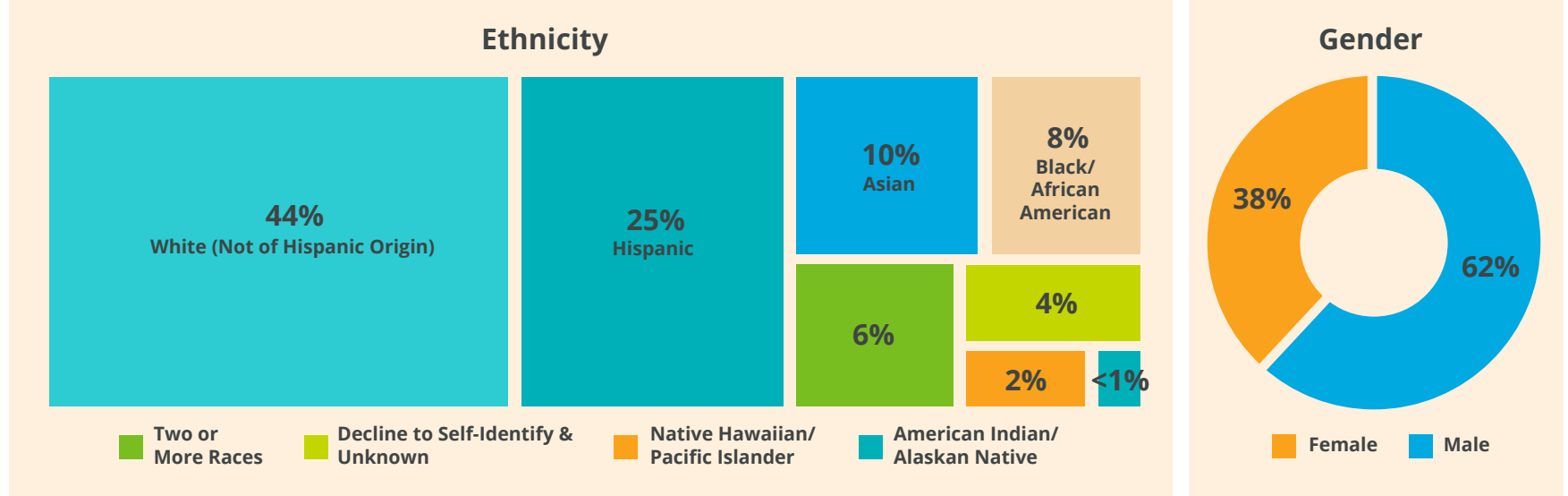
The Authority's Culture Statement says that "Culture starts with diversity. Together, we build trust and a sense of belonging by empowering our teams to grow." In alignment with this statement, the Authority strives to attract diverse talent and provide a workplace that welcomes and engages the diverse perspectives of its employees. Doing so is not only the right thing to do, but it also helps the Authority retain talented employees, fill job openings more quickly, and foster a culture of innovation through diverse points of view.

In September 2021, the Board adopted Policy – 2.03 Diversity, Equity and Inclusion. The policy statement reaffirms and formalizes the Board's commitment to DEI and provides a clear vision of how DEI values can be integrated into airport operations and the Authority's business practices. To further advance DEI, the Board directed the creation of a Diversity, Equity, and Inclusion Board Ad Hoc Committee. Concurrent with this action, the Authority President/CEO and the Executive Leadership Team appointed staff to a cross-divisional DEI Steering Committee to spearhead the Authority's DEI efforts.

The DEI Steering Committee is made up of Senior Staff from each of the Authority's divisions and meets quarterly to carry out the Authority's DEI work plan, outlined here:

- Ensure all current and future Authority policies, programs, and practices are viewed through a DEI lens
- Encourage and promote DEI through ongoing education and training
- Continue to develop, refine, and exercise employment practices that attract and retain a highly engaged, highly productive, diverse workforce and strive for diversity at all levels in the organization, which furthers innovation and problem-solving
- Continue to develop and refine key performance indicators that benchmark and measure the Authority's DEI progress throughout its operations
- Advance, to the extent practicable, the Authority's DEI principles amongst our visitors, tenants, business partners, employees, and community stakeholders through enforcement of the Authority's codes, policies, and regulations

Our Employees | 2023 Snapshot



NOTE: the Authority tracks its DEI data against data for the broader San Diego County population. As of July 2021 (most recent Census data available), women represented 49.5% of county residents, with men representing 50.5%. The county's ethnic breakdown is 43% White, 30% Hispanic, 16% Asian, 6% Black/African American, 5% two or more races, 0.5% American Indian/Alaskan Native, and 0.4% Native Hawaiian/Pacific Islander.



Authority staff engage potential employees at a job fair.

The Authority's Human Resources (HR) department is responsible for the recruitment of diverse employees. In support of this objective, the department has expanded its outreach to various community organizations with the goal of increasing diversity in the talent pipeline. These efforts have included:

- Job fairs within underrepresented communities and universities, as well as targeted conferences and networking events
- Welcoming students from Southwestern and Cuyamaca College with an interest in Legal Studies in November 2023. The students heard how SAN's General Counsel careers brought them to work within aviation, toured the Airport, and learned about the volunteer program

- The School to SAN initiative, which allows departments the flexibility to hire entry-level and recent college graduates, tapping into an underutilized yet growing talent pool from diverse educational backgrounds. Focusing on skills rather than years of experience or degrees helps to expand the talent pool and increase the diversity of candidates.
- A November 2023 event hosted by the Authority's "Take Flight" committee to encourage young people from underrepresented backgrounds to consider careers in aviation
- Employee networks to advance the Authority's culture, create programs for professional development, and celebrate diversity and inclusion

- Providing veterans who are transitioning from active duty to civilian work the opportunity to take part in our Veterans Fellowship Program, where they can gain practical work experience in our integrated aviation environment
- Tracking diversity metrics in the Authority's recruiting process for all roles, departments, and programs and utilizing these metrics to develop future recruitment strategies
- Partnering with organizations such as Options for All to offer internships to adults with intellectual and developmental disabilities
- Leveraging the Authority's Employee DEI Committee to assist in building the diverse talent pipeline, providing insights, and helping to create a welcoming environment for new hires



SAN interns celebrate their program completion.

Safety, Health, & Wellbeing

The safety, health, and well-being of SAN employees are top priorities for the Authority. The Authority's HR team is the main department that oversees employee safety, health, and wellbeing. HR contributes to a safe working environment by conducting daily inspections throughout the airport campus, providing monthly and annual safety training in an effort to help prevent work-related injuries and to remain in OSHA compliance, and leading various Authority safety programs such as the SDCRAA driving program and safety shoe program. Since the airport is a large campus and constantly changing, HR collaborates and works with various departments to meet the safety needs of all Authority employees.

Due to our strict adherence to relevant regulations and our commitment to safety, the number of worker injuries totaled eight in 2023, down from nine in 2022. Our Incident and Days Away Restricted Time (DART) rates have also dropped to their lowest point in the last five years.

The Authority also takes a rigorous approach to ensuring the safety of contractors on our construction projects. The Authority requires that all project teams develop a Construction Safety and Phasing Plan that establishes project-specific requirements to enhance safety during construction. The Authority's Construction Safety Manual for Airport Design & Construction also sets forth the minimum standards that the contractor's Site-Specific Safety Programs must meet.

In calendar year 2023, the number of construction labor hours increased significantly with the development of the New T1. The increased number of labor hours corresponds with a higher level of construction incidents in 2023; this is to be expected based on the high increase in labor hours. In early 2023, the number of workers across all sites was approximately 500 per day, but by the end of 2023 that number rose to over 1,500 workers per day.

A significant number of construction projects began or continued in 2023, including:

- **Airside redevelopment**
- **Southside cistern**
- **All steel erection related to the New T1**
- **The Authority Administration building**
- **The New T1 Parking Plaza**
- **Installation of the New T1 "Luminous Wave" facade**
- **Demolition of the old Commuter Terminal building**
- **The East Solid/Liquid Waste Facility**

Other construction projects in calendar year 2023 included the widening of Sassafras Street, Terminal 2 East electrical modernization, runway electrical vault upgrades, replacement of the HVAC system at the ARFF building, and relocation of the Authority's shuttle bus lot.



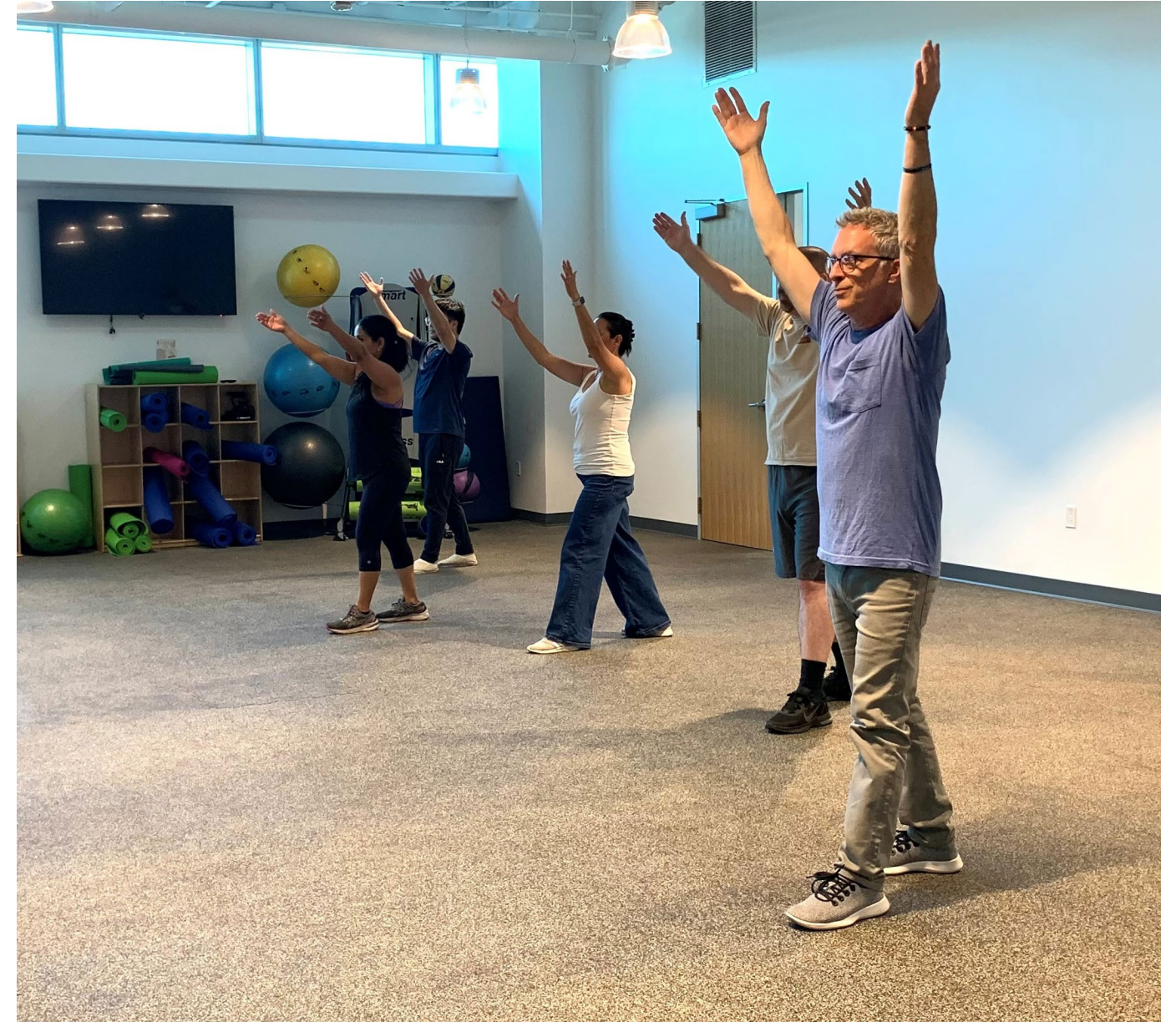
The Authority's construction safety team performed 20,000 more observations in 2023 than in 2022 and construction contractors kept their job sites as safe as possible: there was a negligible increase in the number of negative observations and a marked increase in the number of positive observations. There were 2,366,773 recorded labor hours and 19 "recordable" incidents defined as "Medical Only", "Modified Duty", or "Lost Time" in 2023.



Besides physical safety, **the health and wellness of Authority employees is paramount** to ensuring a thriving operation and business continuity.

The HR team administers a Wellness Program which focuses on physical, mental, emotional, and financial well-being. We believe that all four aspects play a crucial role in the health and happiness of our employees and have designed a program to promote and improve each of these key areas. This not only makes the airport an attractive place to work but increases the productivity of our staff.

In addition to HR's activities, the Authority has a standing Wellness Committee that includes employees from various departments. The Committee meets monthly to discuss and schedule wellness events. Wellness activities and offerings include the monthly Wellness Newsletter and events such as scheduled hikes, educational webinars, fruit delivery, nutrition/cooking demonstrations, on-site gym wellness or exercise classes, and the annual health fair. The Wellness Committee also collaborates with WellWorks, a wellness employee benefit, to promote and track wellness efforts for compensation.



Authority employees participate in wellness programs and offerings.



The Authority conducts employee development training in its new Administration Building.

Employee Development

Education and training are cornerstones of the Authority's employee development program. The Authority is committed to nurturing its skilled and motivated workforce. Doing so ensures that the Authority retains world-class employees who contribute to SAN's continued position as a leader in the aviation industry.

The Authority provides avenues for employee advancement by offering regular career development training sessions, such as monthly one-hour career development sessions that rotate topics. Additionally, each Authority employee works with their supervisor to create a performance management and coaching plan, which is reviewed every four months to facilitate an employee's growth in the organization.

In addition to the HR-led programs, many individual departments conduct their own training to focus on specific disciplines such as airport operations, safety, security, economics, environmental management, customer experience, and project management. For instance, the Facilities Maintenance Department (FMD) provides apprenticeship opportunities and training in plumbing, electrical, mechanical, and carpentry skills. This initiative has empowered maintenance workers by demonstrating that additional opportunities within the department are attainable if they meet the necessary training and

educational requirements. Additionally, the Authority provides specific training to the Airport Traffic Officers (ATO), also known as ATO University. The ATO University program is designed to coordinate specific lessons with activities in the field, such as customer interactions, citations, and taxi hold lot operations.

Recognizing the dynamic nature of airports and the benefits of a well-rounded staff, the Authority frequently holds cross-discipline learning events across divisions. For example, in November 2023, Quieter Home Program (QHP) staff provided a tour to the Authority's Administrative Team. They learned about the program by viewing the product showroom and by going out on a field tour of two homes currently under construction.

The Authority encourages team members to engage with external programs and offerings including industry conferences and committees. For example, the Authority's Communications and Marketing staff participates in monthly Zoom meetings held by the Airports Council International- North America MarComm Committee and Media Relations Working Group, during which Authority staff share best practices and learn from the experiences of communications and marketing professionals at other airports.

Community



Community Relations

SAN's mission is to create “an exceptional airport experience for the community and the world.” In pursuit of this mission, the Authority actively engages and collaborates with a diverse array of stakeholders, including residents, local government officials, and business leaders daily. With continued dedication to sustainable growth and community well-being, SAN is committed to being a trusted partner and advocate for the greater San Diego region.

The Authority's approach to community relations is focused on several initiatives, including stakeholder outreach and engagement, educational partnerships, and community events. Through these initiatives, the Authority demonstrates its commitment to the community, ensuring that the airport not only serves as a gateway to the world but is a positive force within the San Diego region.

Like many of the Authority's social values and objectives, community relations responsibilities span several divisions. External Relations is the primary team that regularly engages with the surrounding communities and residents. Within this division, the Government Relations team develops and implements the Authority's legislative and regulatory program and monitors and analyzes legislative and regulatory actions at the federal, state, and local levels. The department also participates in a variety of community and civic meetings, providing information on the Authority's programs and achievements. The team further provides advocacy services, with contracted advocates in Sacramento

and Washington D.C., to support important Authority initiatives and programs. The Communications team provides the voice for the Authority, handling communications and outreach planning, media relations, social media, website content, executive speeches and presentations, and all internal communications, among other functions.

Outside of External Relations, other teams with regular or significant communications with airport neighbors include planning, noise, and environment staff members, who, among other duties, administer the Quieter Home Program and the Airport Noise Advisory Committee. The Authority's outreach and communication efforts embed the Airport's focus on Environmental Justice (EJ) as discussed in the following section.

Environmental Justice

At SAN, striving for sustainability excellence requires viewing EJ as an integral lens through which the airport operates. The EJ workstream, formed in 2021, is a sub-committee of the larger Authority DEI Steering Committee and works to advance DEI principles in environmental justice — the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. One of the workstream's initiatives is to embed EJ language into each of the seven plans that constitute SAN's SMP, which will enhance the Authority's accountability and responsiveness to the diverse communities it serves. The Authority has completed this effort for the Carbon Neutrality Plan and the Clean Transportation Plan and intends to have EJ language in all seven plans as part of future updates.

There are several disadvantaged communities situated near the airport as depicted on the federal government's Climate and Economic Justice Screening Tool (CEJST). Many of SAN's employees also reside in EJ communities. Combined, these realities underscore the importance

of proactive and accessible outreach, mindful decision-making, and avoidance or mitigation of negative impacts that can disproportionately affect such populations. One way the Authority achieves these objectives is through proactive outreach to EJ communities. For example, in the development of the Airport Development Plan Environmental Impact Review, Authority staff conducted over 100 community meetings, many of which were held in disadvantaged areas, to understand concerns of those populations.



The Authority conducts a meeting to engage community members on the topic of airport development.

Environmental Justice happens when all people (especially low-income communities of color) have access to environmental benefits, are not disproportionately affected by environmental burdens, and participate in the decision-making process.

Business Supplier & Concessionaire Diversity

The Authority continues to intensify its commitment to DEI efforts, especially when engaging business partners who reflect the diverse composition of San Diego. The Authority's commitment to benefitting all who live and work in the San Diego Region extends beyond planning and includes concrete actions, particularly in supporting small, minority, and veteran-owned businesses.

The Authority established Policy 5.12 in April 2009, which allows for preference to small businesses, veteran-owned small businesses, and local businesses in the awarding of Authority non-federally funded contracts. SAN also has a Disadvantaged Business Enterprise Program (DBE) and Airport Concession Disadvantaged Business Enterprise (ACDBE) Program for projects receiving federal funds. The Authority aims to ensure DBEs and ACDBEs have an equal opportunity to receive and participate in construction, professional services, and concession opportunities through the implementation of race-neutral measures to meet overall DBE and ACDBE goals. Such measures include community outreach, attending pre-submittal meetings, unbundling large projects into smaller contractors, maintaining a directory of ACDBE and DBEs, hosting training seminars, hosting the Supplier Diversity Outreach Day, providing webinars and panels on important topics such as the Concessionaire and ACDBE Panel, ACDBE and DBE certifications, ACDBE joint venture compliance, and more.

The Authority requires prime contractors to submit an Inclusionary Outreach Plan. The Authority's inclusionary approach is primarily applied to large projects where subcontracting opportunities exist. The inclusionary approach requires a plan to conduct outreach to small, local, and veteran-owned businesses and related participation goals.

Two key departments/teams are responsible for ensuring minority representation and diversity in the Airport's suppliers, professional services, contractors, and concessionaires. Procurement maintains an

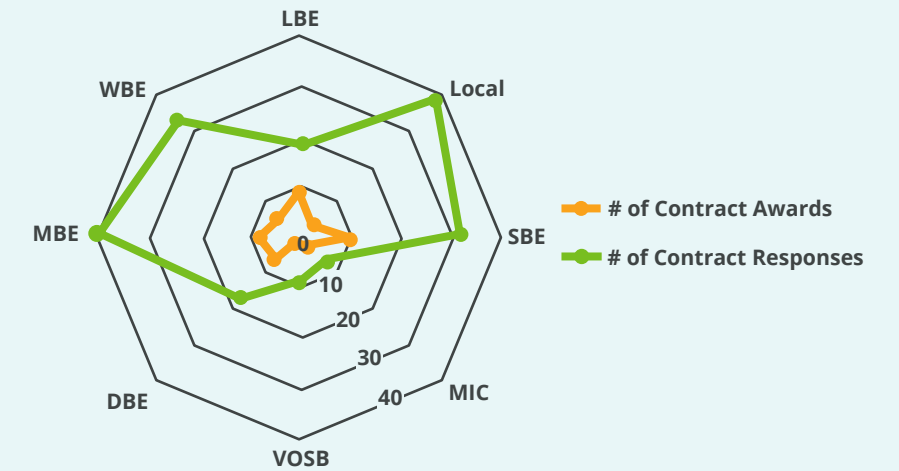
outreach plan and tracks supplier diversity metrics for all Authority solicitations. In collaboration with department contract owners, Procurement develops solicitations and facilitates the review, evaluation, selection, and onboarding of respondents. The Small Business Development (SBD) Program sets DBE and ACDBE goals, certifies local businesses, and plans and implements many of the outreach efforts to potential partners with the intent of growing the small business pool.

In 2023, the Authority undertook several efforts to further encourage diverse businesses at the airport. In September, the Authority held its eighth annual Meet the Primes event. Hosted by SBD, Meet the Primes is a free annual networking event uniquely designed to connect the business community with SAN, prime contractors and concessionaires, public agencies, businesses and financial support services, and regional partners. After hosting the event virtually the previous three years, Meet the Primes returned as an in-person event at Balboa Park with nearly 300 attendees and 50 exhibitors. Two months later, the SBD team attended the 7th Annual VIB Network National Conference, a widely recognized conference designed to help veteran businesses build connections between government agencies, corporations, and primes looking to create partnerships for contracting opportunities. Conferences like these enable SBD to make a purposeful impact within the veteran business community.

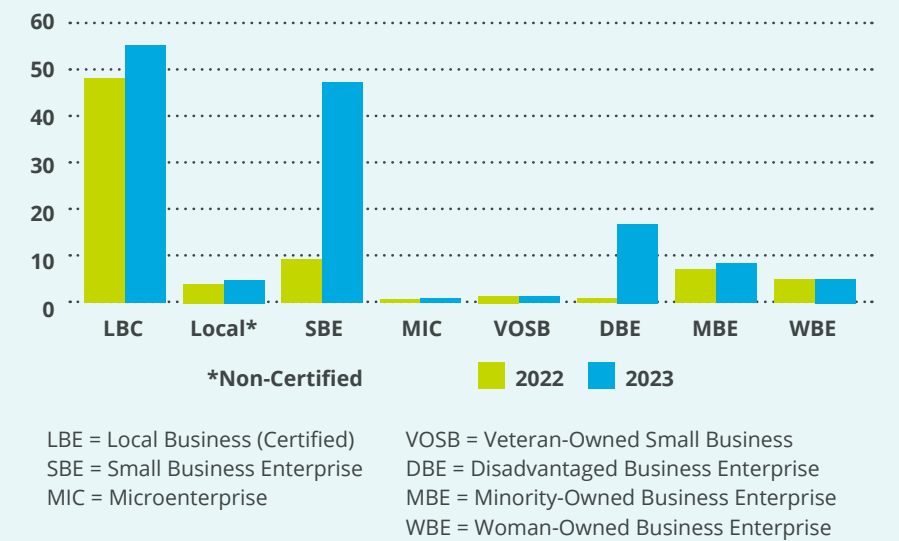
Through these efforts and programs, the Authority helps promote inclusive and sustainable economic growth and decent work for all.

21% Year-over-year growth in major construction project spending to Local Business Certified firms

Direct Prime Contract Engagement 2023



Direct Prime Contract Engagement- Percent of Total Award Dollars





The Authority hosts “Meet the Primes,” a free annual networking event designed to connect local, small, and disadvantaged businesses with teaming partners to pursue work at SAN.

SUPPLIER DIVERSITY HIGHLIGHTS

- Direct (“Prime”) Contract Engagement represents the contracts derived from all formal solicitations awarded to contractors in 2023. The Authority tracks 10 different business types within direct contract engagement, and reports progress on these solicitations to the Authority Board.
- Major Construction Project Spend includes actual project spending in calendar year 2023. (Note that the “spend” totals could include dollars that were awarded outside of the 2023 timeline.) The Authority’s commitment to supporting small, local, and veteran-owned businesses has led to strong participation from historically underutilized enterprises. By unbundling large contracts into smaller ones and setting specific goals and collaborating with prime contractors that have submitted Inclusionary Outreach Plans to execute in good faith, the Authority continues to foster inclusion. The Administration Building had over \$76 million in subcontracting opportunities; of that amount, \$21 million was paid to small businesses. Additionally, in 2023, the Arrive Alliance, the joint venture leading development of the New T1, awarded \$1.5 billion to subcontractors for the Terminal and Roadways project, with \$23 million paid to Small Businesses, \$208 million to certified local businesses, \$80 million to non-certified local businesses, and \$3 million to Service-disabled/Veteran-owned Small Businesses (SDVSB).
- Businesses that are certified via the Airport Authority’s Local Business Enterprise program are designated as Local Business Certified (LBC), and in calendar year 2023 over \$32 million was awarded to this group via nine separate contract awards. The other major direct contract award was to the Small Business Enterprise (SBE) category, representing almost \$28 million in 2023 in the form of 10 contract awards. Direct contract engagements with the various business types represented nearly \$81 million.
- In addition to LBC and SBE, SDVSB business types are specifically addressed in the Authority’s Policy 5.12, which has a goal to “establish a policy allowing preference to Small Businesses, Veteran-Owned Small Businesses (which includes service-disabled veteran-owned small businesses), and Local Businesses in the award of Contracts by the San Diego County Regional Airport Authority”
- The Authority encourages prime contractors to award subcontracts to Disadvantaged Business Enterprises for federally funded contracts. The federally funded Quieter Home Program had nine construction projects in 2023 awarded as Design/Bid/Build contracts; \$1,405,288 was awarded to SBE and \$638,837 was awarded to DBE. In 2022, there were a total of nine Design/Bid/Build projects, six of which were associated with the Quieter Home Program.

ENVIRONMENT is how we manage natural resources and contribute to a healthier planet

Sustainability Management Program Overview

The Authority manages its environmental performance through its Sustainability Management Program (SMP). The SMP is a suite of seven discrete plans that define the Authority's targets and initiatives for key environmental topics. Five of these plans were funded using FAA Airport Improvement Program grants. They were developed with collaboration between Authority departments and cross-functional teams led by technical subject matter experts. This process resulted in action plans that stakeholders agreed were both sufficient and achievable.

The SMP actively guides planning, development, and operational decision-making at the Authority. For example, the SMP was directly integrated into the Airport Development Program (ADP) and its programmatic document to capitalize on integrating sustainable design, construction, and operational best practices at the airport. These sustainability plans are critical when addressing increased air travel (and the associated environmental and social impacts) while ensuring a more efficient and resilient airport enterprise in the long term.

Responsibility for implementing the SMP falls within the Planning, Noise, & Environment (PNE) department of the Authority. PNE manages all environmental-related programs, including airport planning and environmental review, regulatory compliance, water and air quality, site remediation, hazardous material handling, and natural resources protection. PNE interfaces with other Authority departments to assess potential environmental impacts of all proposed projects.

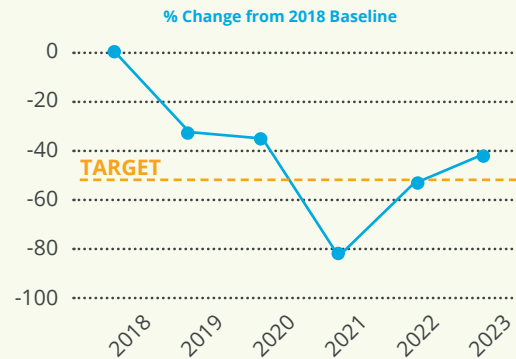


A summary and overview of the Authority's SMP and its seven plans can be found on the [Authority website](#).

Biodiversity Plan

REDUCE TOXIC CHEMICALS

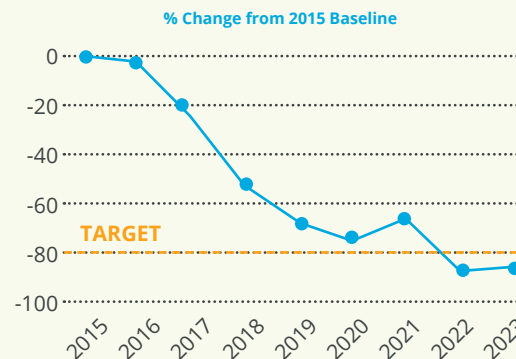
Goal: Decrease toxic chemical treatments 50% by 2035



Carbon Neutrality Plan

REDUCE EMISSIONS

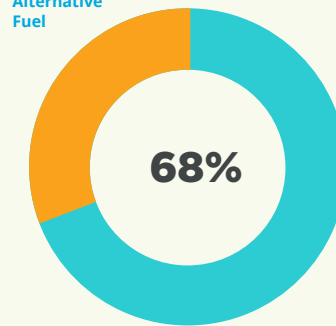
Goal: Reduce emissions under Authority direct control 80% by 2035



Clean Transportation Plan

INCREASE ALTERNATIVE FUEL FLEET

Goal: 100% of Authority-owned fleet alternative fuel by 2035



Climate Resilience Plan

CAPITAL PROJECTS SCREENED

Goal: Screen 100% of capital projects for climate resilience

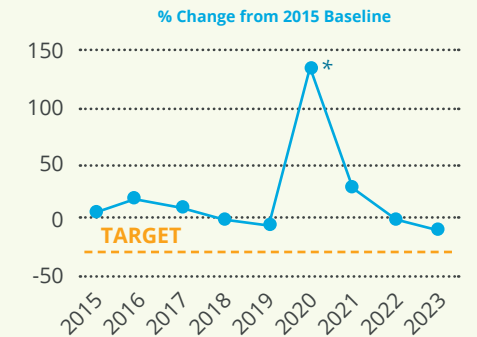


100% SCREENED SINCE 2020

Strategic Energy Plan

REDUCE ENERGY USE

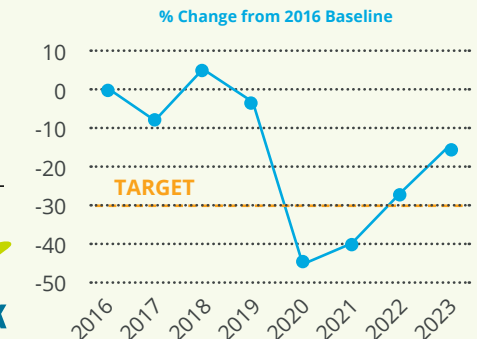
Goal: Reduce the energy use per passenger 30% by 2035



Water Stewardship Plan

REDUCE WATER USE

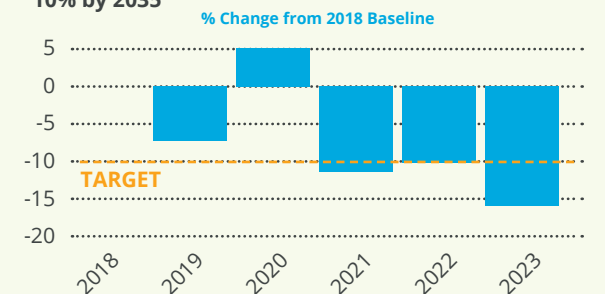
Goal: Reduce the water use per passenger 30% by 2035



Zero Waste Plan

REDUCE WASTE GENERATED

Reduce individual passenger waste 10% by 2035



*Energy use per passenger spiked in 2020 as a result of significant passenger reductions during the COVID-19 pandemic. Total energy consumed remained relatively flat during this period.

GHG Emissions & Air Quality



Aviation is often cited as one of the most challenging industries to decarbonize. As the industry strives to meet the increasing demands of passenger travel, cargo, and other air traffic activity, the Authority seeks to balance growth and operational demands while mitigating the impact on the climate and local air quality. Because of the energy-intensive nature of air travel, aviation faces a significant transition as it moves away from fossil fuels and towards more sustainable options. The Authority understands that climate change presents a dynamic landscape of regulatory, operational, and reputational concerns. Accordingly, the Authority is committed to reducing emissions from its own operations and supporting emissions reductions by its business partners where its influence allows.



GHG Emissions

The Authority has established an aggressive goal to reduce emissions under its operational control by 80 percent by 2035 (using a 2015 baseline). This goal encompasses Scopes 1, 2, and Airport staff business travel. As of 2023, the Authority has reduced these emissions by 86%.

Level 4+: Transition

The Authority's strong track record on greenhouse gas (GHG) emission reductions has earned us a spot as one of only two U.S. airports to achieve Level 4+ certification within the Airports Council International-North America's "Airport Carbon Accreditation" program.

- ✓ Annual GHG Inventories
- ✓ Emissions Reductions
- ✓ Absolute, Science-Based Target
- ✓ Stakeholder Partnership Plan
- ✓ High Quality Carbon Offsets



For information on the different levels of certification visit the [Airport Carbon Accreditation](#) website.



The Carbon Neutrality Plan (CNP) defines the Authority's approach to managing and reducing its GHG emissions. The CNP addresses sources and forms of air emissions over which the Authority has control or influence. The Authority manages air emissions in five areas.

Authority's 5 Primary Emissions Focus Areas



Airlines and Aircraft—aircraft emissions, airside transport, and GSE



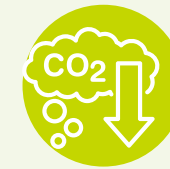
Transportation—ground transportation, commuters and passenger travel, airport-owned vehicles, and business travel



Energy—electricity and stationary combustion



Waste, Water, and other Emissions—waste, water, refrigerants, and de-icing



Carbon Leadership—advancing carbon initiatives in the region and industry

OPERATIONAL EMISSIONS

The Authority accounts for 100 percent of the GHG emissions over which it has operational control (Scopes 1 & 2) and all relevant Scope 3 categories that are aligned to the GHG Protocol Scope 3 Guidance. In 2023, Scope 3 represented 99.9% of the Authority's GHG emissions. Emissions sources that the Authority maintains control over include Authority-owned vehicles, equipment and shuttles, stationary sources (Scope 1), and Authority-purchased electricity (Scope 2). The Authority purchases zero-carbon electricity from San Diego Community Power (SDCP). As a result of receiving SDCP's zero-carbon electricity, SAN's Scope 2 emissions are zero. The Authority will continue to review SDCP's generation portfolio and its

Integrated Resource Plan submitted to the California Public Utilities Commission. Although the dynamics of the electricity market are ever changing, the Authority endeavors to maintain its zero-carbon supply of electricity.

The Authority voluntarily offsets all remaining operational emissions, namely Scope 1 and employee business travel, using verified, high-quality carbon offsets. For the year 2023 emissions inventory, the Authority leveraged forestry and landfill gas projects from American Carbon Registry Climate Action Reserve registries, respectively, to offset residual emissions within the Authority's control.

Overall, airport-wide GHG emissions (Scopes 1, 2, and 3) increased by nearly one percent from 2022 to 2023, due to an increase in Scope 3 emissions. However, per-passenger emissions decreased 7 percent due to growth in enplanements over the same period. GHG emissions under the Authority's direct control (Scopes 1 and 2) increased 11 percent compared to the previous year, driven by increased natural gas consumption in the Central Utility Plant (CUP) related to an increase in passenger volumes.

A full accounting of the annual GHG inventory, including operational and construction emissions, can be found on the [SAN website](#) and in the [data tables](#) at the end of this report.

The Authority has implemented a variety of projects to reduce its operational carbon emissions. For example:

- A total of 5.5 megawatts of on-site solar have been installed across the airport. Integrated battery energy storage also helps to optimize the Authority's energy costs by charging when electricity is inexpensive and discharging at periods of peak demand
- In 2023, all diesel-powered airside (non-road) vehicles and equipment, such as baggage tugs, belt loaders, and firefighting vehicles, began using renewable diesel, which reduces GHG emissions by up to 75 percent. With the addition of renewable diesel, the total percentage of alternative fuel vehicles and equipment at SAN (including electric, propane, and renewable diesel) is now 64 percent.

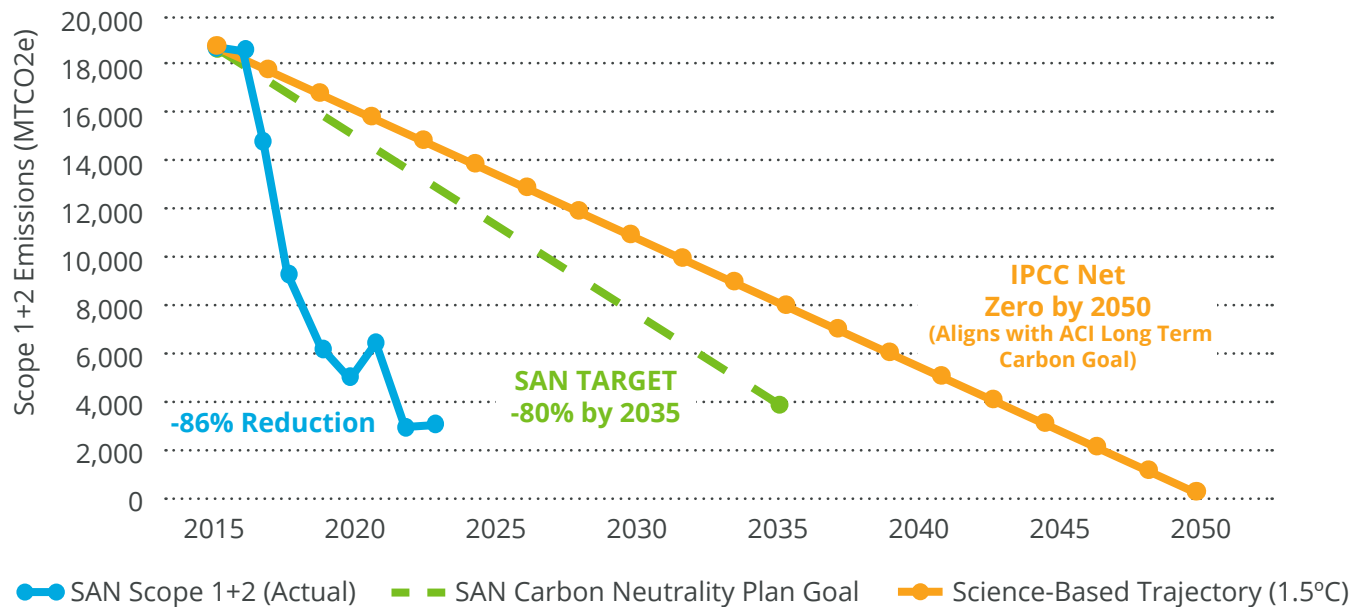
CONSTRUCTION EMISSIONS

Because of the significant development taking place at the airport, the Authority also closely manages emissions from construction activities. The California Coastal Commission, which regulates the use of land and water in California's coastal zone, dictates requirements for managing construction emissions via the Authority's coastal development permit. The Authority must identify and quantify the types and amounts of Scope 1, 2, and 3 GHG emissions that will be generated by the construction of any permitted project. The Authority reports annually to the Commission on emissions from aircraft, GSE, space heating and air conditioning, motor vehicles, and construction equipment. The Authority has a system in place to quantify and abate construction emissions associated with its projects and works closely with internal and external stakeholders throughout this process.



SAN Science-Based GHG Performance

Using Airport Authority Carbon Neutrality Plan Baseline of 2015





Air Quality

In addition to managing its climate footprint, the Authority takes aggressive action to reduce the impact of airport operations on local air quality. Most of these initiatives involve converting petroleum-based vehicles and equipment to zero-emission options like electric. Currently, the Authority operates 33 fully electric buses that provide shuttle service between airport parking lots and terminal areas. Taken together with its fleet of 30 buses powered by renewable natural gas, the Authority has converted 97 percent of its shuttle fleet to alternative fuels.

The Authority also partners with airlines to reduce the impact of air quality on aircraft and GSE operations on the airfield. For instance, the Authority has

installed chargers for electric GSE, and as of the fall 2023 inventory, 32 percent of GSE operating at SAN was electric. Additionally, 100 percent of the airport's gates are equipped with power and preconditioned air that enables aircraft to avoid burning jet fuel while parked at the gate. Many of these infrastructure investments were funded through the FAA's Voluntary Airport Low Emissions program.

These and other initiatives are key aspects of the Authority's compliance with policies established by the California Air Resources Board, including requirements for the conversion of airport shuttle buses and GSE.



GSE chargers allow for the adoption of electric equipment that improves air quality.

Climate Resilience






SAN is a metropolitan facility surrounded by San Diego Bay and the downtown San Diego area. Given the location and geography of the airport, climate change represents a challenge for the Authority. Airport infrastructure and operations have been established based on historical environmental conditions and may require adaptation to an evolving climate that could potentially bring higher sea levels, more intense rainfall, and more extreme heat. To maintain business continuity and prevent asset damage, it is important to take a proactive stance, find ways to adapt, and take advantage of built-in adaptive capacity in existing assets and practices.

The Authority manages its climate resilience initiatives according to its Climate Resilience Plan, one of the seven plans that constitute the SMP. The Climate Resilience Plan establishes the Authority's program to achieve climate resilience holistically by understanding and preparing for climate stressors.

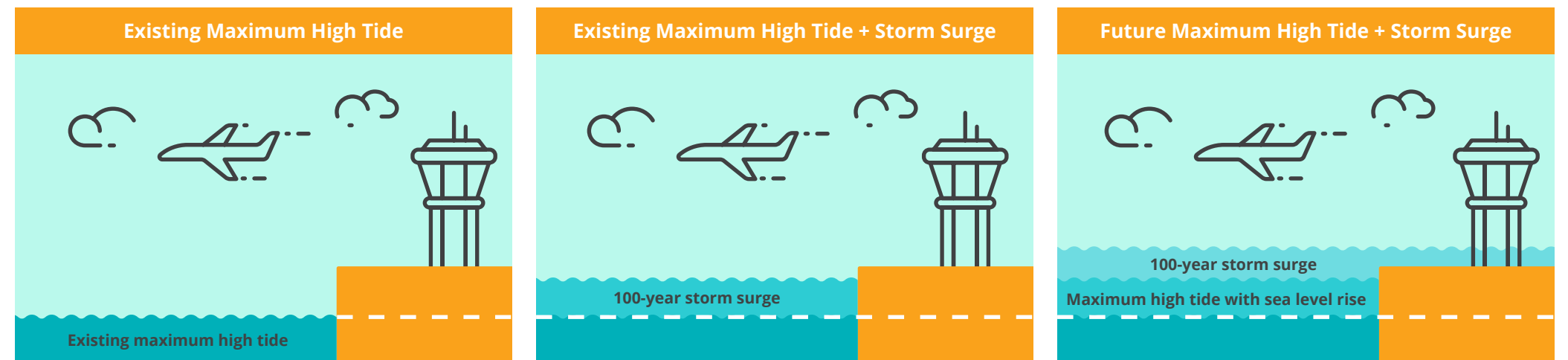
The Authority has evaluated airport assets for their vulnerability to climate-related stressors, including flooding from precipitation, extreme heat, flooding from sea level rise (SLR), and extreme coastal storm events. Secondary stressors such as wildfires, water supply, and wind and fog will be considered once the science is available to evaluate their impact. The table shown here summarizes the airport's major climate stressors.

Summary of Major Climate Stressors

Climate Stressor	Mid-Century	End-of Century	Source
 Precipitation	No significant change	Less frequent but more intense precipitation +0.2 inch annual increase	SAN Drainage Study, CAL Adapt
 Heat	+6 extreme heat days per year on average Heat waves 1.4 days longer on average	+22 extreme heat days per year on average Heat waves 3.9 days longer on average	CAL-Adapt
 Sea Level Rise	5 percent change that SL will meet or exceed 1.4 feet	5 percent change that SLR will meet or exceed 4.5 feet 50 percent change that SLR will meet or exceed 2.6 feet	State of California Sea Level Rise Guidance (OPC 2018)

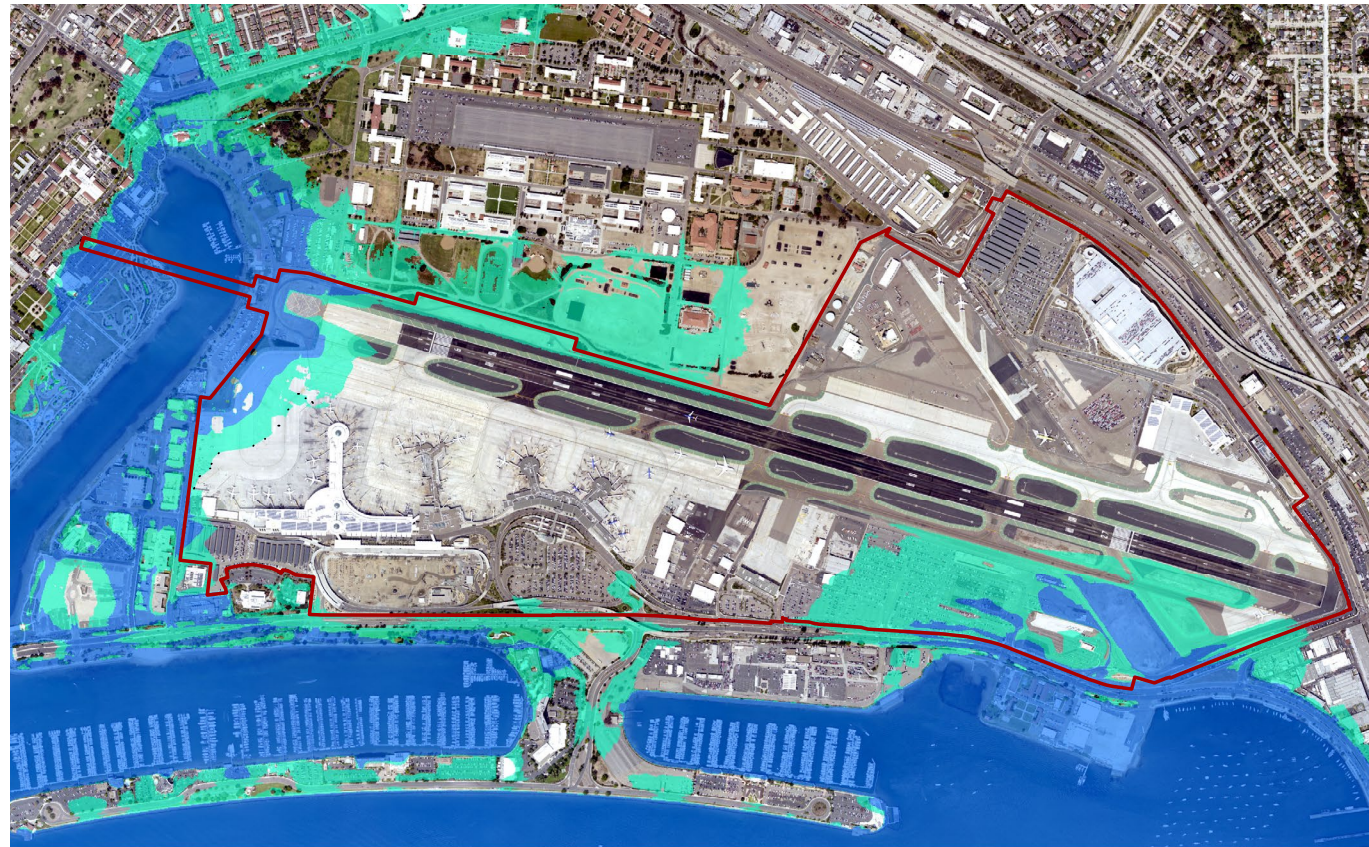
Our Climate Resilience Vision

To deliver uninterrupted airport service in a changing climate and provide resilience leadership in the aviation industry.



Modeling conducted as part of the Authority's Climate Resilience Plan identified the risks of an increasingly higher tide and storm surge to airport infrastructure.

Scenario Modeling Assuming 4.9 Feet of Sea Level Rise by Year 2100



Legend
 [Red Outline] Airport Boundary
 [Blue] Maximum High Tide* (Recurring Flooding)
 [Green] 100-Year Storm Surge (Rare Flooding)

San Diego International Airport
4.9 ft Sea Level Rise: Year 2100
 (5% Probability SLR Meets or Exceeds)

0 500 1,000 2,000 Feet

*OCOF denotes this as Average Conditions, which is equivalent to a king tide event, and is expected to occur 1-3 times per year. Data Sources: Cosmos; San Diego Airport; AECOM; SANDAG & SanGIS.

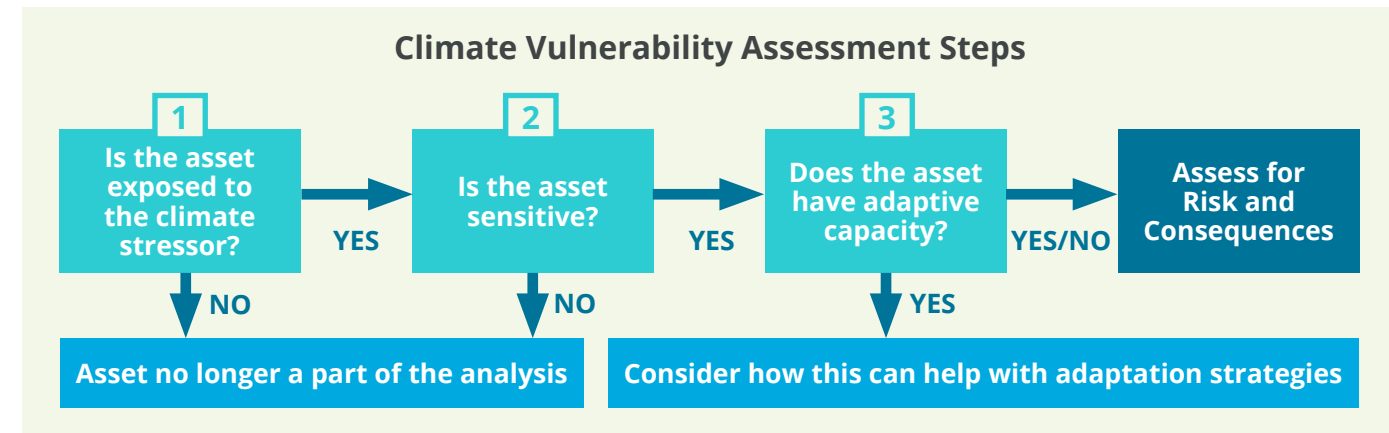
Based on identified climate stressors, the Authority has established a robust program for managing the impacts of a changing climate. First and foremost, the Authority screens every major capital project for climate risk and vulnerability. The Authority follows a standard process developed in the Climate Resilience Plan to ensure that project designs feature sufficient adaptive capacity to handle a range of conditions expected over its useful life.

The Climate Resilience Plan also identified standalone initiatives designed to mitigate climate threats. These initiatives range from improving storm drainage capacity in low-lying areas to collaborating with regional stakeholders in exploring large-scale coastal flood protection strategies.

Throughout 2023, the Authority made progress on several climate resilience fronts. For example, the Authority completed construction of its new Authority Administration Building and continued to make significant progress on construction of the New T1. Per The graphics above, the Authority has chosen to construct these new buildings, and associated new access roadways, using the strategy of planning for an end-of-century (year 2100) model indicating only a 5 percent chance that the combination of the maximum high tide, sea-level rise projections, and the storm surge from a 100-year storm event would be exceeded. Using this strategy, grades and building ground floor elevations were designed to be

100% of capital projects were screened for climate resilience

about 2 feet higher than adjacent existing ground, including certain areas being raised almost 4 feet. The New T1 building footprint is not expected to experience inundation due to a 100-year storm surge under this modeling scenario, although the modeling and projections will change, and the Authority will continue to monitor the situation. Also, signaling climate leadership, the Authority engaged with the FAA in the development of the Airport Resiliency Analysis Framework (ARAF). This will be a framework that airports across the country can use to evaluate their assets to determine their vulnerability to potential impacts from climate change and how to potentially mitigate them.



Energy Management



The Authority actively manages its energy consumption to reduce environmental

impacts and minimize costs. A reliable, affordable, and low-carbon supply of energy is essential to maintaining airport operations while simultaneously meeting the Authority's climate change goals. Energy management is particularly unique among airports in California, with a complex regulatory landscape that exceeds most other states.

However, this complexity also presents opportunities. The Authority regularly takes advantage of programs such as the Low Carbon Fuel Standard and demand pricing offered by the airport's utility to generate revenue from clean energy initiatives and reduce energy consumption when power is most expensive.

Management of the airport's energy program falls within the Facilities Maintenance Department. When new energy initiatives involve the creation or modification of airport facilities, they are implemented within the Airport Design & Construction department's Capital Program.

The Authority's Strategic Energy Plan, one of the seven plans within the SMP, provides a framework for rethinking how the Authority manages its energy resources while preparing to accommodate passenger growth, development projects, and the added variability of a changing climate. Specifically, the plan addresses key issues of:

- Energy efficiency and conservation
- On-site energy generation and storage
- Enhanced monitoring of key energy metrics
- Mechanisms to actively engage the broad spectrum of airport stakeholders

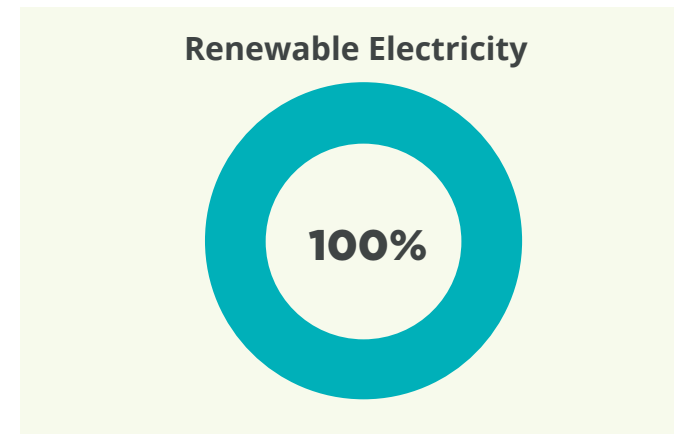
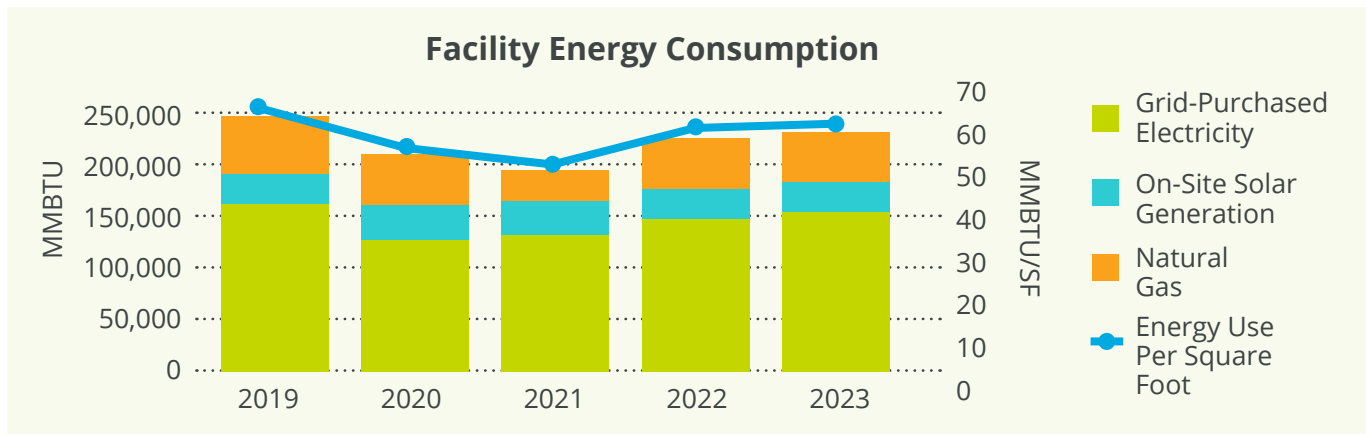
The Strategic Energy Plan establishes key long-term goals and supporting strategies across the broad spectrum of energy programs. It leverages timely opportunities presented by the Airport Development Plan and the ongoing Capital Program to minimize the impact of unplanned expenditures on the airport's budget.

In 2023, energy consumption at SAN increased by 2 percent compared to 2022. Energy use intensity (energy use per square foot) also increased by 2 percent. While the Authority seeks to reduce its energy consumption overall, this modest increase reflects strong energy management, given SAN's 9 percent passenger growth over the same period.

The airport's on-site PV solar electricity accounted for 16 percent of total electricity used, a decrease from about 20 percent in 2022, as a result of overall increases in energy consumption.

2023 ENERGY SPOTLIGHT

- The Authority completed an analysis of converting its existing natural gas boilers in the Central Utility Plant to air-source heat pumps. The study found that the technology could meet the heating and cooling requirements of the airport while reducing operational energy costs, minimizing electrical infrastructure upgrades, and eliminating a major source of Scope 1 emissions. The Authority is currently evaluating implementation options.
- The Authority continued its energy efficiency initiatives from the previous year, including lighting retrofits in Terminal 2 East and West and continuous commissioning of the HVAC system's air handling units
- On the north and west aprons of the airport, the Authority continued lighting retrofits, converting 60 high-pressure sodium (HPS) lights to 40 LEDs. This energy efficiency measure is expected to save 293,000 kilowatt-hours of electricity a year, and \$75,000 annually in energy and maintenance.
- The Authority also worked with design and construction teams to maximize the efficiency of new buildings via low energy use intensity (EUI) targets. A campus-wide electrical submetering project is currently in design and will be complete in FY 2024.



Noise



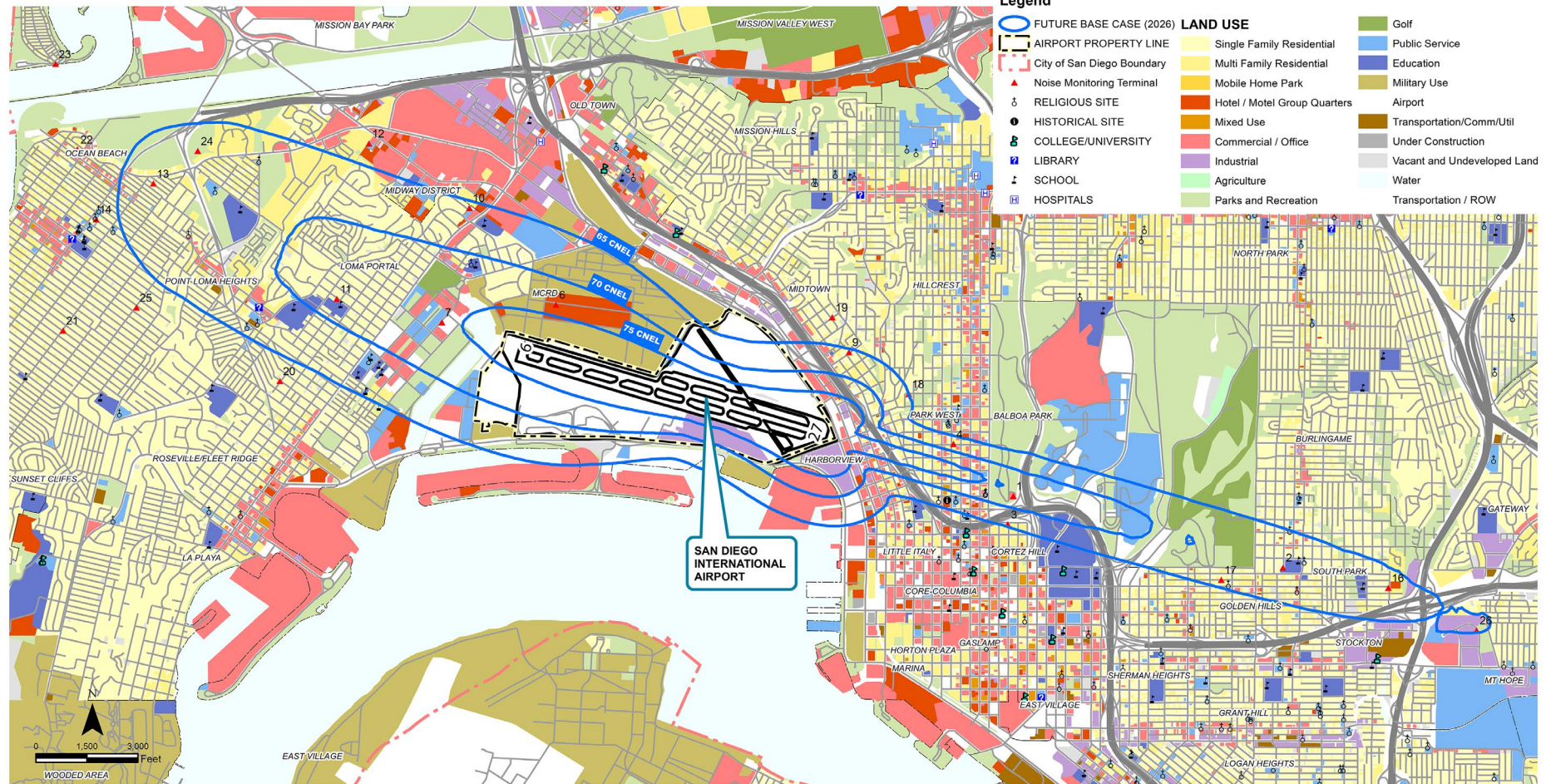
Over nearly a century, a robust and vibrant urban community has grown and thrived around SAN. The Authority recognizes that neighborhoods surrounding the airport are affected by noise from aircraft operations.

The Authority, along with the airlines and the FAA, strive to balance the community's needs with the demand for air travel and cargo transportation in the region.

The Authority is subject to various noise regulations, including the Code of Federal Regulations Part 150, Aircraft Noise Compatibility Planning. In 2022, the Authority completed an update to its **Part 150 study**, including a new Noise Exposure Map (shown here on the right) and an updated Noise Compatibility Program. Together, these two documents guide the Authority's approach to managing and mitigating noise impacts.

In addition to the FAA regulations, the Authority is subject to the California Title 21 Noise Standards. SAN operates under a variance pursuant to the California Noise Standards, which identify an exterior 65 decibel (dB) contour at an airport as the "Noise Impact Area." To maintain operations, the airport must have conditions that reduce noise impacts to those in areas above 65 dB of noise, including facilitation of an Airport Noise Advisory Committee, staffing of an Airport Noise Management Office, maintaining a noise monitoring system, submittal of a quarterly noise report, and implementation of the Authority's Quieter Home Program, a community sound attenuation program.

Noise Exposure Map



SOURCE: 1. SANDAG Technical Services - GIS, SANDAG Land Layers Inventory Mapping Source; SanGIS landbase (i.e. parcels), SANDAG, County Assessor's Master Property Records file, Cleveland National Forest, Bureau of Land Management, State Parks, other public agency contracts, and local agency review.
 2. HMMH, September, 2020 (Refined Base Case Contours)
 3. Visual developed by Mead & Hunt



For more information regarding the regulatory landscape pertaining to noise, refer to p. 78 of the Authority's **2023 Official Statement**.

Per Authority Code, there is a curfew on aircraft departures at SAN, primarily relating to noise abatement. Departures from SAN between 11:30 p.m. and 6:30 a.m. may be subject to penalty. No airline may schedule or advertise a departure between 11:15 p.m. and 6:15 a.m. These restrictions are subject to limited exceptions, including emergency and mercy flights. Landings at SAN are not prohibited during the curfew.

Responsibility for the airport’s noise program lies with the Noise Office, a part of the Authority’s Planning, Noise, & Environment Department. This Noise Office is responsible for managing the airport’s noise impacts and overseeing the implementation of the Authority’s noise programs, including the following:

Quieter Home Program (QHP)

This program provides acoustical insulation to all eligible single- and multi-family dwellings and certain other non-residential properties located in SAN’s noise impact area. Since its inception, the QHP has retrofitted single-family and multi-family residences, churches, and schools within the neighborhoods of Bankers Hill, Point Loma, Ocean Beach, South Park, and Golden Hill. In FY 2023, the Authority invested over \$21 million using grant funding to sound attenuate residences, which is a 24 percent increase from 2022. In CY 2023, the QHP sound-insulated 454 residences within the 65 dB contour, keeping pace with the CY 2022 accelerated rate due to increased grant funding from the FAA.

Airport Noise Advisory Committee

This committee, formed in 1981, is comprised of aviation stakeholders and community members and makes recommendations to the Authority Board regarding the QHP, CFR Part 150, aircraft noise monitoring and mitigation efforts, community outreach efforts, and other aircraft noise-related issues.

The Fly Quiet Program

This program encourages commercial operators to operate as quietly as possible at SAN by publicly acknowledging those operators who attempt to fly as “quietly” as possible. In 2023, the Fly Quiet Program recognized four carriers for their use of quieter aircraft and adherence to the SAN curfew. Those carriers were Southwest Airlines, Hawaiian Airlines, DHL Express USA, and Lufthansa.

Noise Complaints

The Authority provides multiple ways to file a noise complaint. When the Authority receives a noise complaint, staff review it to determine if it warrants further research. Research is conducted, and staff respond, as necessary, to answer questions from the complaint. Ten percent more households filed complaints in 2023 versus 2022, while the total number of complaints dropped by 29 percent.

Airport Noise and Operations Monitoring System (ANOMS)

This system collects and analyzes flight data and associated noise levels from 23 noise monitoring sites located within noise-impacted areas around the airport. The data is used to respond to community noise complaints and provide detailed analysis for reporting.



QHP contractors install new windows in a residence to reduce exposure to aircraft noise.



Aircraft noise data and trends are reported via the Authority website.

2023 FLY QUIET PROGRAM RECOGNITION

Large Carrier
More than 10% of Passengers



Cargo Carrier



Small Carrier
Less than 10% of Passengers



International



In 2023 the total population of people residing in areas affected by noise (i.e., within the 65 dB contour) increased by nearly 32 percent over 2022 levels, due to operational recovery from the COVID-19 pandemic, but is still 50 percent less than 2019 levels. This accomplishment can be attributed to air carriers using newer, much quieter aircraft at SAN.

The Quieter Home Program completed a major milestone in 2023 by finishing a sound-attenuation project in the Loma Palisades apartment complex in Point Loma. The complex has 548 one- and two-bedroom apartments and is home to approximately 1,650 residents. Since its inception in 2001, the QHP program has completed more than 5,500 dwelling units.

Environmental Regulatory Compliance



With the Authority's commitment to an environmentally sustainable future comes a commitment to maintaining compliance with our regulatory obligations. SAN is heavily regulated, in part due to its proximity to San Diego Bay that boasts a diverse flora and fauna. As a large hub airport, the operations overseen at SAN can have both direct and indirect impacts on the environment, including aircraft noise reduction, clean air requirements, and hazardous substance cleanup. Ensuring compliance with the Authority's regulatory obligations is crucial to safeguarding the environment and maintaining the health and safety of the surrounding community.

The Authority holds numerous regulatory permits, including permits for stormwater, air quality, hazardous materials, industrial waste, wildlife and landfill certifications. The Authority must adhere to federal, state, and local environmental laws, including the Clean Air Act, the Clean Water Act, and the California Environmental Quality Act (CEQA). Non-compliance can result in substantial fines, legal actions, and delays in airport expansion or improvement projects. By maintaining compliance, the Authority can avoid these penalties and ensure smooth operational continuity.

The Planning, Noise, & Environment Department is responsible for maintaining the Authority's compliance with all applicable environmental regulations. This department ensures all airport operations and activities comply with environmental protection laws and regulations by facilitating required reporting, monitoring, permit applications, and executing routine and ad-hoc inspections of facilities, tenants, and construction sites.

Stormwater Management

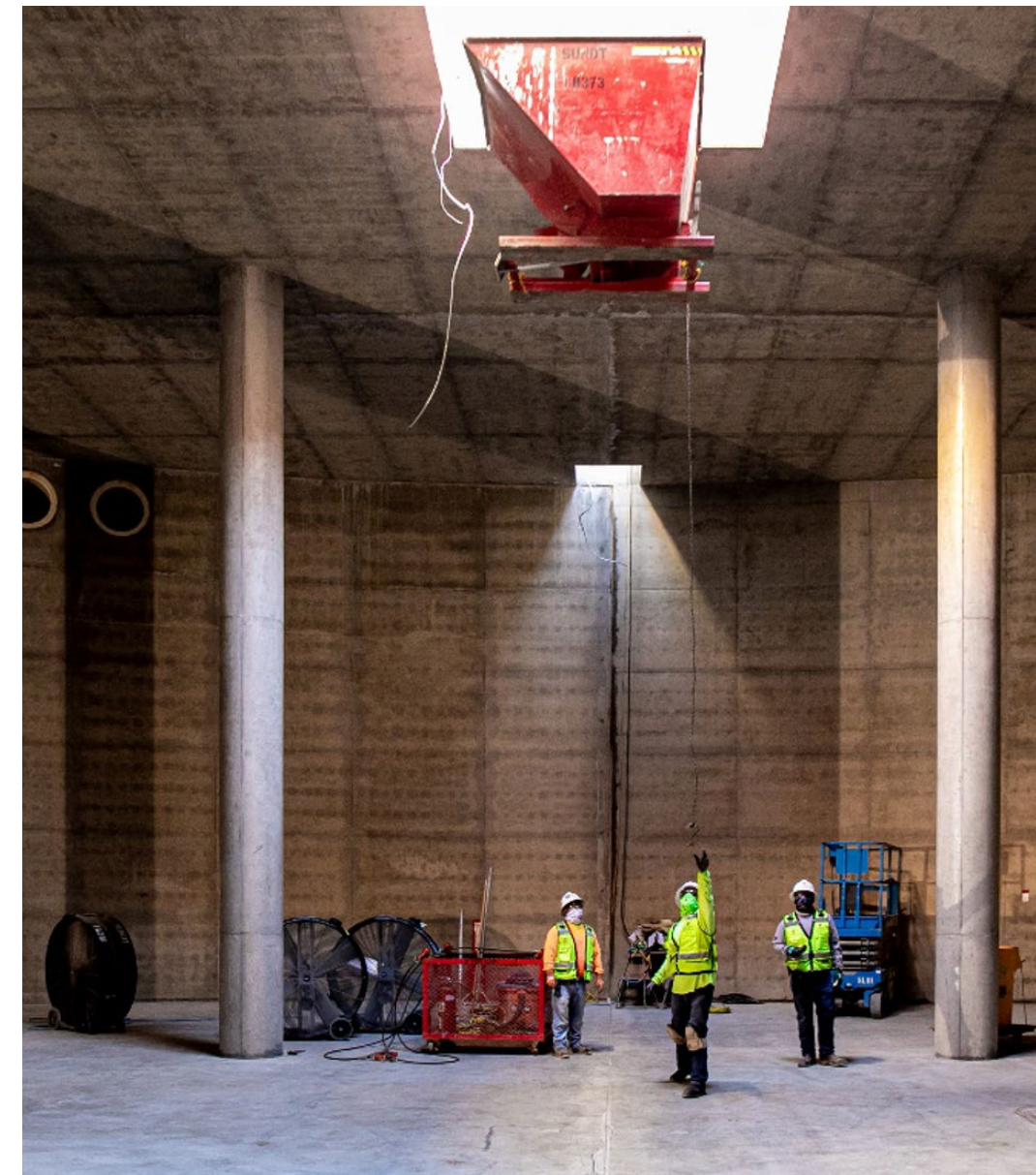
The Authority communicates with tenants and contractors in managing records for inspections and inventories, particularly around stormwater. This includes stormwater at construction sites and facilities, industrial activities, GSE, and hazardous materials. Stormwater inspections for tenants and contractors are performed daily, weekly, and monthly, to ensure compliance with numerous stormwater permits. The Authority enforces permit compliance and regulatory mandates, especially stormwater, through a stepped escalation enforcement process outlined in the Authority's Stormwater Management Plan. The Authority is currently in compliance with all its stormwater runoff discharge permits.

Per- and Polyfluoroalkyl Substances

Per- and Polyfluoroalkyl Substances (PFAS) are a group of over 3,000 synthetic chemicals used since the 1940s. PFAS are found in many products such as dental floss, food packaging materials, non-stick products, water repellent textiles, and fire-fighting foams. PFAS are used in the aerospace, automotive, chemical, electronics, metal coatings and plating, and textiles industries. The FAA requires airport operators, including SAN, to use Aqueous Film Forming Foam (AFFF) containing PFAS in their aircraft rescue and firefighting vehicles and fire suppression operating systems. The Authority is subject to PFAS regulation by federal and state agencies. The California State Water Resources Control Board has issued orders to the Authority to test soil, concrete and asphalt, stormwater, and groundwater for PFAS. The Authority is complying with this process.



Further information about the Authority's environmental regulatory obligations can be found on p. 74 of the **2023 Official Statement**.



The Authority constructs a 3-million-gallon underground cistern to reduce stormwater discharge and enable continued compliance with stormwater regulations/permits.

Water Resources



Water is a key issue for the airport given its location in a historically water-constrained region. The Authority's

Water Stewardship Plan provides a framework for how the Authority manages water resources while preparing to accommodate passenger growth, new airport developments, and a changing climate. Specifically, the plan addresses issues of water conservation, water quality, and flood risk considerations through an integrated approach that will enable the Authority to grow airport operations while protecting the region's limited resources and reducing dependence on imported water supplies. Responsibility for implementing this plan rests within the Planning, Noise, & Environment Department.

San Diego International Airport Water Stewardship



-  **Conserve Water**
-  **Protect Water Quality**
-  **Develop On-Site Water Supplies**



SAN's 15 stormwater outfalls pose a regulatory risk and have been the source of compliance and litigation challenges.

Conserve Water

The Authority strives to reduce its demand for water, even as passenger numbers rise. Total potable water consumption in 2023 was over 76 million gallons, up from 65 million gallons in calendar year 2022 - a 17 percent increase likely due to more passengers in the terminals. While an increase in passengers typically results in lower water use intensity per passenger, the total water withdrawal in 2023 outpaced passenger growth. This resulted in a 7 percent increase in water use per passenger. This increase in per-passenger water consumption may be attributed to a higher number of visitors at the airport that are not counted as passengers or increases in other uses of water including air conditioning from the Central Utility Plant's cooling towers and, to a much lesser extent, irrigation for landscaping.



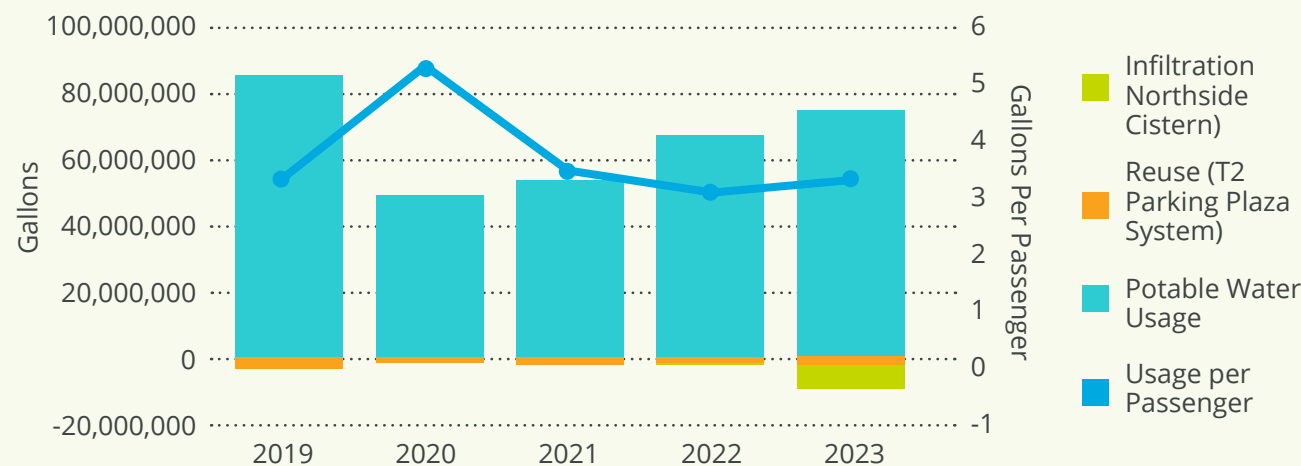
In 2023, 1,275,594 gallons of stormwater were collected and reused at our Central Utility Plant's Cooling Tower – which reduces our demand for potable water.

The Authority is collaborating with Water Works, Inc. to offer travelers a first-of-its-kind brew. Staff collect condensate that drips from air conditioning units on jet bridges, and after being purified and transported to East Village Brewing Company, this recycled water is turned into travel-focused libations such as "Hoppy Travels IPA" and "Cruisin Ale-titude." This beer is periodically available for purchase in Terminal 2 and at East Village Brewing Company located in downtown San Diego.

Condensate water from jet bridges has also been used over the past year to clean equipment, control dust and fill construction barricades, which also offsets the use of potable water. In 2023, over 78,000 gallons of AC condensate was collected and reused onsite for non-potable purposes.



Potable Water Usage and On-site Capture





Water quality samples are taken on the ramp.

Protect Water Quality

Water quality is an important component of water management that ensures the Authority reduces its impact to surrounding bodies of water and mitigates risk or potential fines associated with stormwater permit noncompliance. As part of the airport's Stormwater Management Plan, the Authority requires that all air carriers implement best management practices to eliminate non-stormwater discharges and reduce the potential for pollutants entering the stormwater collection system. For example, air carriers maintain adequate spill response equipment and absorbent materials, provide formal training, have spill plans, and deploy cleanup materials and equipment tailored to chemicals present onsite.

In 2023, all spills were immediately cleaned up, and any accidental discharges into the airport's storm drain system were addressed by the responsible party or an on-call environmental services contractor.

The Authority strives for zero stormwater discharge. Approximately 11 percent of the airport site drains to biofiltration areas, including infiltration beds or cisterns. This infrastructure is part of the Authority's comprehensive approach to managing stormwater and reducing environmental impact.

For more information on water quality and stormwater samples refer to the [data tables](#) at the end of this report.

Develop On-Site Water Supplies

SAN is experiencing an increase in more extreme weather events, reflecting the trends across the San Diego region. This includes prolonged droughts that heightens water demand, and heavy precipitation events, notably an El Nino climate weather pattern in 2023 that led to a significant increase in stormwater runoff. In response, the Authority has undertaken efforts to enhance on-site water storage and supply, aiming to reduce the reliance on domestic water supplies in a historically water scarce area, alleviate flooding at the airport, and convert on site water resources to supply demand.

The Authority has already designed and constructed innovative on-site solutions including:

- Terminal 2 Parking Plaza's stormwater capture and reuse system, which has captured and facilitated the reuse of over 6.3 million gallons since it came online in 2018.
- The 3-million-gallon stormwater system on the north side of the campus, commissioned in 2022, captured over 5.7 million gallons in calendar year 2023, a dramatic increase from the 68,000 gallons captured in calendar year 2022. The captured stormwater is infiltrated back to the ground after it is applied to landscaping and bio-retention ponds and swales at the Rental Car Center.

Land Development Workgroup

The Authority's Planning, Noise, & Environment Department hosted the Land Development Workgroup for their monthly meeting. The Authority is one of 21 co-permittees in the Workgroup that serves to develop and implement regional land development programs, including the Best Management Practices Design Manual in order to support the requirements of the Municipal Stormwater Permit.

Waste & Materials



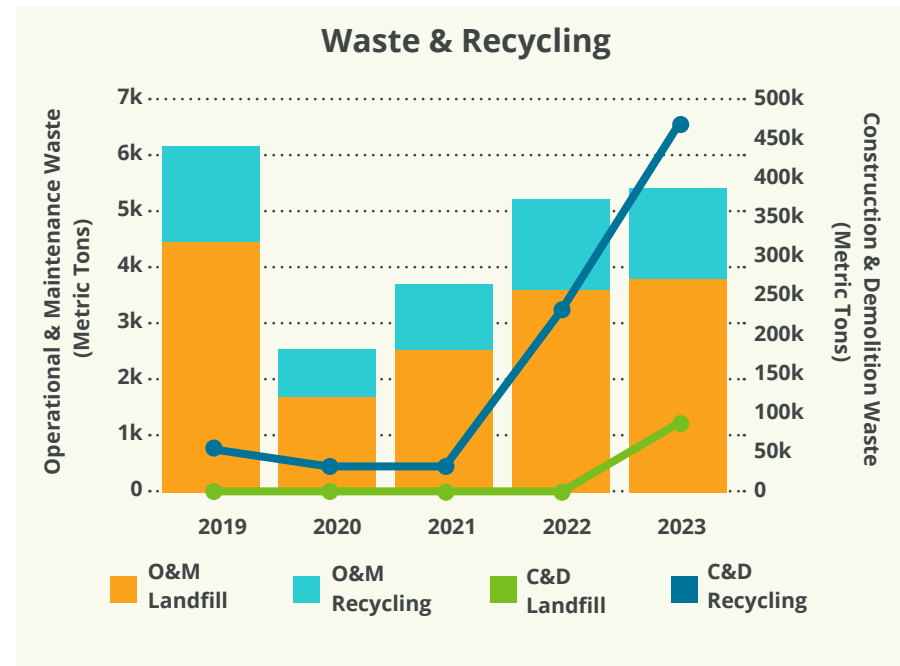
Airports face a unique waste challenge. First, the transient nature of air travel lends itself to single-use items.

Second, an airport must not only process the waste that is produced on-site, but also the waste that is flown in by air carriers. Third, development and demolition of airport infrastructure can generate significant amounts of waste materials. These unique challenges, taken together, call for a comprehensive approach to airport waste management.

The Authority manages its waste program through the implementation of the Zero Waste Plan, which is overseen by the Planning, Noise, & Environment Department. At its core, the Zero Waste Plan provides a roadmap for conserving resources through waste reduction, material reuse or repurposing, recycling, and composting. The plan provides an organized framework for eliminating or reducing waste generation and responsibly managing materials that the Authority does produce.



The Authority has set an aspirational goal of zero waste to landfill that aligns with the City of San Diego's Zero Waste Plan goals. The Authority has made progress towards this goal by implementing several innovative programs. One such program is the SAN Green Concessions Program, which relaunched in the first quarter of 2023 after a three-year pause during the pandemic. The Green Concessions Program is a voluntary program to engage concessionaires in sustainable practices. Concessionaires may earn certification, which lasts for one year, if they successfully complete a checklist of items geared towards sustainable operations (e.g., reusable or compostable serving ware, using eco-friendly cleaning products, reducing energy and water use, and promoting healthy food options for customers). Currently, 30 concessionaires are certified in the updated program, accounting for 55 percent of the total concessions at SAN.



New Terminal 1 C&D Waste

In 2023 alone, contractors on the project recycled 55,798 tons of concrete, reused 14,201 tons of concrete onsite, and provided 85,634 tons of soil used as daily cover at Otoy Landfill.

One of the priorities of the Authority's waste program is Leadership and Influence. Throughout the 2023 reporting year, the Authority actively engaged in various waste management and green concession events to build awareness around waste and promote sustainable practices.

- Collection Events:** The Planning, Noise, & Environment Department hosted its free bi-annual Collection Event on September 27th, 2023, allowing airport employees and stakeholders to donate unwanted household items, recycled electronic, and universal waste. Over 100 participants contributed hundreds of lightbulbs, thousands of batteries, and enough e-waste to fill 15 pallets. We also collected six large bins of donations that were sent to Goodwill.
- Cleanup Events:** The Authority and 80 volunteers came together during the 39th annual Coastal Cleanup Day on September 23rd, to clean up Cesar Chavez Park in Barrio Logan, an environmental justice community within our watershed. Volunteers removed 300 pounds of debris from the beach, park, and parking lot.
- Low-Waste Holiday:** In December 2023, PNE held its quarterly environmental lunch and learn on "How to Have a Low-Waste Holiday." Over 30 attendees learned various ways to offset the 25 percent increase in waste typically generated during the holidays.
- Reducing Toxic Waste:** PNE partnered with the Facilities Management Department's Paint Shop to recycle 400 gallons of paint from previous projects. The paint was recycled and properly disposed of through the California Paint Stewardship Program.



A biologist weighs a California least tern in the field to monitor for population health.

Biodiversity



The Authority believes that addressing biodiversity is critical for reducing impacts on ecosystems at the airport and region-wide. The Authority also understands that operations at the airport can result in impacts to biodiversity through unsustainable resource use, invasive species introduction, pollution, and emissions that contribute to global climate change.

For this reason and the Authority's commitment to be a leader in preserving biodiversity while optimizing airport operations, biodiversity is a core component of the Authority's SMP. The Biodiversity Plan outlines the Authority's approach to managing issues related to maintaining wildlife in a manner that is consistent with airport operations. The plan also informs reduction of pesticides through an Integrated Pest Management program, identifying and encouraging the use of drought-tolerant native plant species, and promoting biodiversity education and leadership within the airport and regionwide. The Biodiversity Plan aligns with federal, state, and local regulations related to sensitive natural communities and species protection, and other regional and state conservation planning efforts.

Given the Airport's location along the San Diego Bay and California coast, a variety of sensitive resources and species lie within or near Airport property, including the endangered California least tern (CLT). The CLT is a federally and state-listed endangered species that nests in habitat on the Airport grounds from April through September. While CLT breed from San Francisco Bay south to Baja California, significant nesting sites are present in San Diego County including the site within the airport. The current program to protect CLT and its habitat at the airport, which is driven by regulations and permits, is highly effective. This program includes restrictions on construction activities near nesting sites, weed abatement within CLT habitat, and annual monitoring during nesting season. Due to these initiatives, the airport habitat has regularly produced a robust ratio of CLT fledglings to nests.

California Least Tern

In 2023, the airport ended the season with eight nests and 12 fledglings, which is one of the highest production rates in the region.

Consolidated **DATA TABLES**

Consolidated Data Tables

Table structure informed by ACI-NA ESG Task Group Recommendations.

= metric was not yet tracked as of the indicated year

Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023		
Governance	Executive Management	Management by Gender									
		Female	Count (Percentage of Mgmt Workforce)	CY				29 (28.2%)	30 (32.6%)		
		Male	Count (Percentage of Mgmt Workforce)	CY				74 (71.8%)	62 (67.4%)		
		Management by Ethnicity									
		American Indian/Alaskan Native	Count (Percentage of Mgmt Workforce)	CY				0 (0%)	0 (0%)		
		Asian	Count (Percentage of Mgmt Workforce)	CY				9 (8.7%)	9 (9.8%)		
		Black/African American	Count (Percentage of Mgmt Workforce)	CY				4 (3.9%)	4 (4.4%)		
		Hispanic	Count (Percentage of Mgmt Workforce)	CY				9 (8.7%)	11 (12.0%)		
		Native Hawaiian/Pacific Islander	Count (Percentage of Mgmt Workforce)	CY				1 (1%)	1 (1.1%)		
		White (Not of Hispanic Origin)	Count (Percentage of Mgmt Workforce)	CY				75 (72.8%)	63 (68.5%)		
		Two or More Races	Count (Percentage of Mgmt Workforce)	CY				3 (2.9%)	2 (2.2%)		
		Decline to Self-Identify & Unknown	Count (Percentage of Mgmt Workforce)	CY				2 (1.9%)	2 (2.2%)		
		Leadership System and Business Results	Passengers by International/Domestic								
			Domestic	Count	CY	24,163,175	8,991,533	15,392,406	21,285,608	23,153,697	
	International		Count	CY	1,053,772	247,349	210,099	724,313	907,910		
	Total		Count	CY	25,216,947	9,238,882	15,602,505	22,009,921	24,061,607		
	Passengers by Origin, Destination, and Connection										
	SAN Origin		Count	CY	11,485,301	4,350,914	7,501,233	10,348,455	11,316,685		
	SAN Destination		Count	CY	11,469,809	4,339,816	7,483,234	10,223,703	11,085,632		
	SAN Connection		Count	CY	1,681,809	419,292	586,974	1,116,226	1,089,648		
	Total		Count	CY	24,636,919	9,110,022	15,571,441	21,688,384	23,491,965		
	Annual Aircraft Movements*										
	Passenger		Count	CY	220,908	124,288	150,563	174,987	194,536		
	Cargo		Count	CY	6,661	7,075	7,205	6,724	5,380		
	General Aviation		Count	CY	9,682	7,319	11,169	27,201	9,562		
	Military	Count	CY	764	959	1,096	1,338	1,129			
	Total	Count	CY	238,015	139,641	170,033	210,250	210,607			
* The Airport has a departure curfew from 11:30pm to 6:30am limiting aircraft movements at night.											

= metric was not yet tracked as of the indicated year

Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023	
Governance	Governance (cont'd)	Leadership System and Business Results								
		Cargo Tonnage								
		Domestic - Cargo Tonnage	Tons	CY	143,035	137,156	133,225	123,332	114,813	
		Domestic - Mail	Tons	CY	17,153	6,768	7,297	7,722	4,648	
		Domestic - Total	Tons	CY	160,188	143,924	140,522	131,054	119,461	
		International - Cargo Tonnage	Tons	CY	11,429	6,784	13,322	9,344	7,576	
		International - Mail	Tons	CY	N/A	N/A	N/A	N/A	N/A	
		International - Total	Tons	CY	11,429	6,784	13,322	9,344	7,576	
		Total - Cargo Tonnage	Tons	CY	154,464	143,940	146,547	132,675	122,389	
		Total - Mail	Tons	CY	17,153	6,768	7,297	7,722	4,648	
		Total - All Cargo	Tons	CY	171,617	150,708	153,844	140,397	127,037	
	Direct Economic Value Generated and Distributed									
	Operating Revenues	Dollars	FY	\$ 293,700,000	\$ 263,000,000	\$ 224,606,000	\$ 315,639,820	\$ 360,762,294		
	Expenses - Operating Costs	Dollars	FY	\$ 127,600,000	\$ 110,600,000	\$ 87,413,000	\$ 102,828,000	\$ 123,108,252		
	Expenses - Employee Wages and Benefits	Dollars	FY	\$ 49,600,000	\$ 51,700,000	\$ 52,900,000	\$ 46,373,000	\$ 51,230,961		
	Expenses - Debt Service	Dollars	FY	\$ 51,800,000	\$ 55,000,000	\$ 70,000,000	\$ 63,700,000	\$ 99,437,000		
	Expenses - Total	Dollars	FY	\$ 229,000,000	\$ 217,300,000	\$ 210,313,000	\$ 212,901,000	\$ 273,776,213		
	Significant Financial Assistance Received from Government									
	Build America Bond Interest Rebate	Dollars	FY	\$ 4,700,000	\$ 2,100,000	\$ -	\$ -	\$ -		
	Federal Relief Grants*	Dollars	FY	N/A	\$ 36,900,000	\$ 77,200,000	\$ 89,600,000	\$ -		
	Airport Improvement Program (AIP) Grants	Dollars	FY	\$ 8,200,000	\$ 4,100,000	\$ 13,900,000	\$ 12,958,000	\$ 52,287,087		
	Quieter Home Program	Dollars	FY	\$ 11,600,000	\$ 12,200,000	\$ 12,300,000	\$ 14,392,766	\$ 19,023,947		
	Total	Dollars	FY	\$ 24,500,000	\$ 55,300,000	\$ 103,400,000	\$ 116,950,766	\$ 71,311,034		
	* Utilized CARES Act funding; not representative of total grants received									
	Risk Management	Risk Management - Financial Risks	Refer to the Authority's most recent Official Statement for key financial risk metrics							
		Risk Management - Budget Accuracy	Refer to the Authority's most recent Official Statement for key budget accuracy metrics							
		Risk Management - Capital Programs	Refer to the Authority's most recent Official Statement for key metrics regarding capital programs							
	Reporting and Transparency	Ethics and Compliance	Communication & Employees Trained in Organization's Anticorruption Policies and Procedures*	Percentage of Employees	FY	93%	0%	93%	0%	98%
	*Ethics Training is conducted for Authority staff in alternating years. Ethics Training was presented to 93.1% in FY2019. There was no Ethics Training in FY2020 as it was an alternate year. The training was presented to Authority staff in FY2021.									

= metric was not yet tracked as of the indicated year

Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023		
Social	Human Capital Management	Employees									
		Authority Employee, Full-Time	Count	FY	419	394	386	377	388		
		Authority Employee, Part-Time	Count	FY	0	0	0	0	1		
		Contract Employee, Full-Time*	Count	FY	3,338	2,504	2,468	3,365	5,717		
	Contract Employee, Part-Time	Count	FY	27	120	0	16	35			
	* Changes in full-time temporary contract workers are due to increases resulting from various projects including NT1										
	Diversity, Equity, & Inclusion	Workforce by Gender	Female Employees	Count (Percentage)	FY	179 (42.7%)	158 (40.1%)	146 (40.1%)	148 (38.6%)	159 (38.2%)	
			Male Employees	Count (Percentage)	FY	240 (57.3%)	236 (59.9%)	234 (59.9%)	235 (61.4%)	257 (61.8%)	
			New Hires by Gender								
		Male New Hires	Count (Percentage of Total Workforce)	CY	29 (7.1%)	9 (2.2%)	17 (4.5%)	37 (9.6%)	47 (11.9%)		
		Female New Hires	Count (Percentage of Total Workforce)	CY	17 (4.1%)	5 (1.2%)	14 (3.7%)	23 (6%)	21 (5.3%)		
		Workforce by Age Bracket									
		Under 30	Count (Percentage of Total Workforce)	CY	35 (8.4%)	22 (5.6%)	20 (5.3%)	22 (5.7%)	28 (6.7%)		
		30 - 50	Count (Percentage of Total Workforce)	CY	194 (46.3%)	186 (47.2%)	175 (46.1%)	166 (43.3%)	117 (28.1%)		
		Over 50	Count (Percentage of Total Workforce)	CY	190 (45.3%)	186 (47.2%)	185 (48.7%)	195 (50.9%)	124 (29.8%)		
		Workforce by Generation									
		Generation Z (1996+)	Count (Percentage of Total Workforce)	CY				7 (1.8%)	19 (4.6%)		
		Millennials (1981-95)	Count (Percentage of Total Workforce)	CY				104 (27.2%)	129 (31.0%)		
		Generation X (1965-80)	Count (Percentage of Total Workforce)	CY				182 (47.5%)	186 (44.7%)		
		Baby Boomers (1945-64)	Count (Percentage of Total Workforce)	CY				90 (23.5%)	82 (19.7%)		
		Workforce by Tenure									
		<3 Years	Count (Percentage of Total Workforce)	CY				88 (23%)	138 (33.2%)		
		3 to <5 Years	Count (Percentage of Total Workforce)	CY				37 (9.7%)	27 (6.5%)		
		5 to <10 Years	Count (Percentage of Total Workforce)	CY				79 (20.6%)	79 (19.0%)		
		10 to <15 Years	Count (Percentage of Total Workforce)	CY				54 (14.1%)	43 (10.3%)		
		15 to <20	Count (Percentage of Total Workforce)	CY				75 (19.6%)	57 (13.7%)		
		20+ Years	Count (Percentage of Total Workforce)	CY				50 (13.1%)	72 (17.3%)		
Workforce by Ethnicity											
American Indian/Alaskan Native		Count (Percentage of Total Workforce)	CY	2 (0.5%)	2 (0.5%)	2 (0.5%)	1 (0.3%)	1 (0.2%)			
Asian		Count (Percentage of Total Workforce)	CY	44 (10.5%)	40 (10.2%)	39 (10.3%)	39 (10.2%)	41 (9.9%)			
Black/African American		Count (Percentage of Total Workforce)	CY	40 (9.5%)	34 (8.6%)	31 (8.2%)	29 (7.6%)	33 (7.9%)			
Hispanic		Count (Percentage of Total Workforce)	CY	97 (23.2%)	92 (23.4%)	88 (23.2%)	97 (25.3%)	103 (24.8%)			
Native Hawaiian/Pacific Islander		Count (Percentage of Total Workforce)	CY	12 (2.9%)	10 (2.5%)	11 (2.9%)	12 (3.1%)	10 (2.4%)			
White (Not of Hispanic Origin)	Count (Percentage of Total Workforce)	CY	195 (46.5%)	188 (47.7%)	181 (47.6%)	171 (44.6%)	183 (44.0%)				
Two or More Races	Count (Percentage of Total Workforce)	CY	20 (4.8%)	19 (4.8%)	19 (5%)	25 (6.5%)	27 (6.5%)				
Decline to Self-Identify & Unknown	Count (Percentage of Total Workforce)	CY	9 (2.1%)	9 (2.3%)	9 (2.4%)	9 (2.3%)	18 (4.3%)				

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Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023		
Social	Human Capital Management (cont'd)	Diversity, Equity, & Inclusion (cont'd)	Promotions by Ethnicity								
			American Indian/Alaskan Native	Count (Percentage of Annual Promotion)	CY				0 (0%)	0 (0%)	
			Asian	Count (Percentage of Annual Promotion)	CY				5 (15.6%)	7 (15.2%)	
			Black/African American	Count (Percentage of Annual Promotion)	CY				1 (3.1%)	4 (8.7%)	
			Hispanic	Count (Percentage of Annual Promotion)	CY				5 (15.6%)	12 (26.1%)	
			Native Hawaiian/Pacific Islander	Count (Percentage of Annual Promotion)	CY				1 (3.1%)	1 (2.2%)	
			White (Not of Hispanic Origin)	Count (Percentage of Annual Promotion)	CY				19 (59.4%)	12 (26.1%)	
			Two or More Races	Count (Percentage of Annual Promotion)	CY				1 (3.1%)	8 (17.4%)	
			Decline to Self-Identify & Unknown	Count (Percentage of Annual Promotion)	CY				0 (0%)	2 (4.4%)	
			Promotions by Gender								
			Female	Count (Percentage of Annual Promotion)	CY				20 (62.5%)	19 (41.3%)	
			Male	Count (Percentage of Annual Promotion)	CY				12 (37.5%)	27 (58.7%)	
			Employee Attrition by Age Bracket								
			<30	Count (Percentage of Total Workforce)	CY		5 (1.2%)	3 (0.7%)	6 (1.6%)	5 (1.3%)	4 (1.0%)
			30-50	Count (Percentage of Total Workforce)	CY		13 (3.2%)	13 (3.1%)	22 (5.8%)	29 (7.6%)	23 (5.8%)
			>50	Count (Percentage of Total Workforce)	CY		16 (3.9%)	23 (5.6%)	20 (5.2%)	22 (5.7%)	17 (4.3%)
			Employee Attrition by Gender								
			Female	Count (Percentage of Total Attrition)	CY				20 (36.0%)	12 (27%)	
			Male	Count (Percentage of Total Attrition)	CY				36 (64.0%)	32 (73%)	
			Employee Attrition by Tenure								
			<3 Years	Count (Percentage of Total Attrition)	CY				13 (25.9%)	23 (48.9%)	
			3 to <5 Years	Count (Percentage of Total Attrition)	CY				15 (25.9%)	3 (6.4%)	
			5 to <10 Years	Count (Percentage of Total Attrition)	CY				17 (29.3%)	5 (10.6%)	
			10 to <15 Years	Count (Percentage of Total Attrition)	CY				3 (5.2%)	3 (6.4%)	
			15 to <20 Years	Count (Percentage of Total Attrition)	CY				4 (6.9%)	4 (8.5%)	
			20+ Years	Count (Percentage of Total Attrition)	CY				4 (6.9%)	9 (19.2%)	
			Employee Attrition by Generation								
			Generation Z(1996+)	Count (Percentage of Total Attrition)	CY				1 (5.2%)	15 (31.9%)	
			Millennials(1981-95)	Count (Percentage of Total Attrition)	CY				23 (39.7%)	9 (19.2%)	
			Generation X(1965-80)	Count (Percentage of Total Attrition)	CY				17 (29.3%)	21 (44.7%)	
			Baby Boomers(1945-64)	Count (Percentage of Total Attrition)	CY				15 (25.9%)	2 (4.3%)	
			Parental Leave								
			Employees Eligible for Parental Leave	Count	CY		422	394	429	446	426
			Employees that Took Parental Leave	Count	CY		7	10	8	10	7
			Employees that Returned to Work After Leave	Count	CY		5	10	8	7	7
			Employees that Returned to Work After Leave and Remained Employed for at Least 12 Months	Count	CY		6	9	6	7	5
			Return to Work Rate	Percentage	CY		71%	100%	100%	70%	100%
			Retention Rate	Percentage	CY		86%	90%	75%	70%	71%

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Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023		
Social	Human Capital Management (cont'd)	Labor/Management Relations	Percent of employees covered by bargaining agreements	Percentage	FY	31%	30%	30%	28%	31%	
		Employee Education & Training	Average Hours of Training	Hours	CY	10.5	3.2	4.4	6.5	7.0	
	Tuition Reimbursement		# of Employees (Amount Reimbursed)	CY	22 (\$48,726)	17 (\$29,910)	13 (\$24,005)	16 (\$27,971)	5 (\$18,980)		
	Employees Receiving Regular Performance and Career Development Reviews		Percentage	CY	100%	100%	100%	100%	100%		
	Community/Customer Relations	Business Supplier Diversity	Direct Prime Contract Engagement - Local Business Certified (LBC)								
			Contract Responses	Count	CY				27	18	
			Contract Awards	Count	CY				15	9	
			Award Amount	Dollars	CY				\$107,765,923	\$ 32,585,959	
			Direct Prime Contract Engagement - Local								
			Contract Responses	Count	CY				69	38	
Contract Awards			Count	CY				12	4		
Award Amount			Dollars	CY				\$6,357,951	\$ 2,240,750		
Direct Prime Contract Engagement - Small Business Enterprise (SBE)											
Contract Responses			Count	CY				21	32		
Contract Awards			Count	CY				17	10		
Award Amount			Dollars	CY				\$20,544,798	\$ 27,943,709		
Direct Prime Contract Engagement - Microbusiness (MIC)											
Contract Responses			Count	CY				17	7		
Contract Awards			Count	CY				0	2		
Award Amount			Dollars	CY				0	\$ 125,000		
Direct Prime Contract Engagement - Veteran-Owned Small Business (VOSB)											
Contract Responses			Count	CY				8	9		
Contract Awards			Count	CY				5	1		
Award Amount			Dollars	CY				\$1,600,000	\$ 500,000		
Direct Prime Contract Engagement - Disadvantaged Business Enterprise (DBE)											
Contract Responses			Count	CY				10	17		
Contract Awards			Count	CY				2	6		
Award Amount			Dollars	CY				\$781,465	\$ 9,877,625		
Direct Prime Contract Engagement - Minority Business Enterprise (MBE)											
Contract Responses			Count	CY				44	39		
Contract Awards			Count	CY				4	7		
Award Amount			Dollars	CY				\$13,831,464	\$ 4,779,750		
Direct Prime Contract Engagement - Woman Business Enterprise (WBE)											
Contract Responses	Count	CY				36	33				
Contract Awards	Count	CY				7	5				
Award Amount	Dollars	CY				\$10,985,306	\$ 2,809,764				

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Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023		
Social	Community/Customer Relations (cont'd)	Business Supplier Diversity (cont'd)	Direct Prime Contract Engagement - Major Construction Project Spend								
			SBE	Dollars	CY				\$ 38,590,370	\$ 53,972,069	
			VOSB	Dollars	CY				\$ 4,175,099	\$ 6,529,693	
			LBC	Dollars	CY				\$ 254,788,368	\$ 308,950,069	
			Local (Non-Certified)	Dollars	CY				\$ 27,874,453	\$ 105,082,159	
			DBE	Dollars	CY				\$ 4,522,953	\$ 12,780,128	
			Design/Bid/Build Contracts in Prime Role								
			SBE	Dollars	CY				\$1,681,477	\$ 1,280,788	
			LBE	Dollars	CY				\$4,341,614	\$ -	
			DBE	Dollars	CY				\$ -	\$ -	
			Design/Bid/Build Contracts in Sub Role								
			SBE	Dollars	CY				\$5,991,960	\$ 124,500	
			LBE	Dollars	CY				\$30,859	\$ -	
			DBE	Dollars	CY				\$592,740	\$ 638,837	
			Education and Outreach Events to Diverse Suppliers								
				# of Events	CY				33	19	
				# of Attendees	CY				2161	1734	
				# of Presentations	CY				23	8	
			Concessionaire Diversity	Non-car rental ACDBE sales by ethnicity and gender and percent of total concessionaire sales.		Percentage (Dollars Optional)	FFY	23%	23%	21%	22%
	Car rental ACDBE sales by ethnicity and gender and percent of total concessionaire sales.			Percentage (Dollars Optional)	FFY	10%	3%	2%	2%	3%	
	Environmental Justice	SMP Plans Containing EJ Language (Out of 7)		Count (Percentage)	CY				1 (14%)	1 (14%)	
		Number of Persons Physically or Economically Displaced		Count	CY	0	0	0	0	0	
	Community Support and Engagement	USO Food Donation		Pounds	CY				356	454	
		SAN Lost & Found Program		Items	CY				1441	1191	
		Authority Onsite Donation Center		Pounds	CY				2100	2450	
		Authority Bi-Annual Collection Events		# of Bins	CY				12	11	
		Ad-Hoc Nonprofit Donations		Items	CY				3295	350	
	Customer Satisfaction	SAN Satisfaction Score (JD Power Data)		Based on 1,000-point scale	FY	774	778	814	787	772	
		Avg. Large Airport Satisfaction Score (JD Power Data)		Based on 1,000-point scale	FY	765	786	805	784	789	
	Supporting Local Economic Growth	Development and Impact of Infrastructure Investments and Services Supported									
		Quieter Home Program		Dollars	FY	\$ 14,700,000	\$ 15,500,000	\$ 15,500,000	\$ 16,934,242	\$ 21,075,144	
		Proportion of Spending on Local Suppliers at Significant Locations of Operation*									
		Local Suppliers Non-Certified		Dollars	CY	\$126,883,876*	\$131,060,619*	\$ 8,154,419	\$ 30,134,984	\$ 868,702,419	
		Local Suppliers Certified		Dollars	CY			\$ 179,178,222	\$ 270,394,235	\$ 1,176,279,252	
		Total		Dollars	CY	\$126,883,876*	\$131,060,619*	\$ 187,332,641	\$ 300,529,219	\$ 2,044,981,671	
* 2018-2020 is (fiscal year) FY; 2021 and later is calendar year (CY)											

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Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023			
Social	Health, Safety and Security	Safety Measures	Authority Employee Safety									
			Incident Rate	Rate	CY	2.84	2.27	3.35	2.49	2.17		
			Lost Time Rate	Rate	CY	0.52	0.25	0.28	0.55	0.81		
			Days Away Restricted Time (DART) Rate	Rate	CY	2.07	1.51	2.23	1.66	1.35		
			Total Labor Hours	Count	CY	773,818	793,452	716,292	722,248	738,784		
			Average Headcount	Count	CY	415	405	398	382	399		
			Injuries	Count	CY	11	9	12	9	8		
			Avg. hours worked per EE/yr	Average	CY	1864.6	1959.1	1799.7	1890.7	1851.6		
			Construction Safety									
			Incident Rate*	Rate	CY	1.22	0.00	0.00	0.86	1.52		
			Frequency Rate**	Rate	CY	1.22	0.00	0.00	0.43	0.76		
			Severity Rate***	Rate	CY	1,503.00	0.00	0.00	26.20	19		
			Labor Hours	Count	CY	163,432	300,083	49,316	465,644	2,366,773		
			Number of Recordables	Count	CY	1	0	0	2	18		
			* Incident Rate = (# of total recordables x 200,000) / Total Labor Hours									
			** Frequency Rate = (# of Modified Duty and Lost Time Recordables x 200,000) / Total Labor Hours									
			*** Severity Rate = (# Days of modified duty and lost time x 200,000) / Total Labor Hours									
				Employee Health & Wellness	Percent of employees participating in wellness programs	Percentage	CY			52%	35%	36%

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Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023			
Environment	Energy Management	Energy Consumption	Grid-Purchased Electricity	MMBtu	CY	163,404	134,082	137,278	149,180	154,295		
			On-Site Solar Generation	MMBtu	CY	29,371	29,252	27,951	29,462	27,594		
			Natural Gas	MMBtu	CY	54,193	45,869	29,538	44,781	46,995		
			Total Energy Use	MMBtu	CY	246,968	209,203	194,767	223,423	228,884		
			Share of Electricity from Renewable Sources (Incl. Grid)	Percentage	CY	85%	86%	77%	100%	100%		
			Share of Electricity from Renewable Sources (On-Site Only)	Percentage	CY	15%	18%	17%	20%	16%		
		Energy Intensity	Square Footage	KSF	CY	3,600	3,670	3,655	3,655	3,654		
			Passengers	Millions	CY	25.2	9.2	15.6	22.0	24		
			Energy Use Intensity	MBtu/SF	CY	68.6	57.0	53.3	61.1	62.6		
				MBtu/Passenger	CY	9.8	22.6	12.5	10.2	9.5		
	GHG Emissions	GHG Emissions	Direct (Scope 1)	MTCO ₂ e	CY	4,417	2,719	1,910	2,366	2,631		
			Indirect (Scope 2, Market-Based)	MTCO ₂ e	CY	1,273	1,800	4,010	0	0		
			Indirect (Scope 2, Location-Based)	MTCO ₂ e	CY	9,052	6,867	7,660	8,411	8,264		
			Total Scopes 1 & 2 (Authority-Controlled Emissions)*	MTCO ₂ e	CY	5,690	4,519	5,920	2,366	2,631		
			Other Indirect (Scope 3)**	MTCO ₂ e	CY	2,252,811	1,007,225	1,614,115	2,952,478	2,971,131		
			Total Scopes 1, 2 & 3*	MTCO ₂ e	CY	2,258,501	1,011,744	1,620,035	2,954,844	2,973,762		
			GHG Intensity*	MTCO ₂ e/Passenger	CY	0.09	0.11	0.10	0.13	0.12		
			* Totals use market-based scope 2 emissions									
			** The Scope 3 reporting boundary includes: Aircraft full flight; Aircraft APU; Vehicles; Buildings; Electricity Purchased; De-icing/Glycol; Off-site 3rd party waste/process emissions; Off-site 3rd party waste water; Refrigerants; Airport Construction; Tenant Staff/Visitor Vehicles; Airport Employee Commuting; Cars, Taxis, TNCs; Bus, Shuttles; Airport Staff Business Travel									
			Environmental Commitments, Strategies and Progress	Biodiversity Plan (Baseline Year 2018)	Goal 1a - Percent of all new structures with bird deterrents including structures that creates an area for birds to perch, loaf, roost, or nest, solar panels, light and other poles (2025 Target: 100%)	Percentage	CY	0%	80%	100%	100%	100%
Goal 1b - Percent of all new landscaped areas with native and/or drought-tolerant plant species (2025 Target: 100%)	Percentage	CY			0%	100%	100%	100%	100%			
Goal 2a - Percent of tenant spaces inspected at least quarterly (2025 Target: 100%)	Percentage	CY			93%	95%	94%	90%	95%			
Goal 2b - Percent of all leases incorporating IPM procedures (2025 Target: 100%)	Percentage	CY			0%	100%	100%	100%	100%			
Goal 2c - Percent change in the number of non-least toxic chemical treatments from 2018 baseline levels by 2035 (2025 Target: -50%)	Percentage	CY			-31%	-34%	-81%	-55%	-40%			
*Original plan states "reduction"												
Carbon Neutrality Plan (Baseline Year 2015)	Goal 1 - Percent change* of operationally controlled GHG emissions including Scope 1, 2, and Airport staff business travel from 2015 levels (2035 Target: -80%)	Percentage		CY	-69%	-76%	-68%	-87%	-86%			
	Goal 2 - Percent of Airport stationary combustion equipment to electric or alt energy sources (2035 Target: 100%)	Percentage		CY	0%	0%	0%	0%	0%			
	Goal 3 - Percent change* of GHG intensity (Scope 1, 2, 3** emissions per passenger) from 2015 levels (2035 Target: -30%)	Percentage		CY	-7%	14%	8%	40%	29%			
	Goal 4 - Certification Level in Airport Carbon Accreditation Program (2035 Target: Level 3+)	ACA Certification Level		CY	Level 3+	Level 3+	Level 4+	Level 4+	Level 4+			
*Original plan states "reduction"												
**In 2021, included third-party construction emissions and increased GHG scope to track "Aircraft main engine fuel (full flight)" instead of "Aircraft main engine fuel (LTO only)"												

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Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023	
Environment	Environmental Commitments, Strategies and Progress (cont'd)	Clean Transportation Plan (Baseline Year 2015)	Goal 1a - Percent Authority-owned vehicles hybrid, electric, or alt fuel (2035 Target: 100%)	Percentage	CY	61%	68%	66%	66%	68%
		Goal 1b - Percent Authority-owned equipment hybrid, electric, or alt fuel (2035 Target: 100%)	Percentage	CY	30%	29%	41%	48%	69%	
		Goal 2 - Percent of total parking spaces designated for clean air vehicles and/or EV-ready w/ pre-wiring (2035 Target: 50%)	Percentage	CY	3%	3%	3%	2%	2%	
		Goal 3 - Greenhouse Gas Rating (GGR) of ground transportation providers including taxis, shuttles, hotel vans, limos, TNCs, etc. (2035 Target: 10)	GGR	CY	9	9	8	8	8	
		Goal 4 - Percent of passengers/employees that use sustainable transportation including public transit, vehicle sharing options, carpool/vanpool, and bicycle to travel to/from the Airport (2035 Target: 15%)	Percentage	CY	3%	3%	7%	7%	7%	
		Goal 5a - Percent of non-Authority vehicles hybrid, electric, or alt fuel (2035 Target: 100%)	Percentage	CY					45%	
		Goal 5b - Percent of non-Authority equipment hybrid, electric, or alt fuel (2035 Target: 100%)	Percentage	CY	30%	31%	34%	38%	77%	
	Climate Resilience Plan (Baseline Year 2018)	Goal 1a - Number of negative impacts (i.e. damage or closure) to airport facilities due to flooding or extreme heat days (2035 Target: 0)	Count	CY	0	0	0	0	0	
		Goal 1b - Percent change* in logged number of public complaints related to thermal comfort and flooding from 2018 baseline (2035 Target: -50%)	Percentage	CY	0	0	0	0	0	
		Goal 2 - Percent of capital projects screened for climate resilience (2035 Target: 100%)	Percentage	CY	0%	100%	100%	100%	100%	
		Goal 3 - Percent of applicable (i.e. climate related) projects planned and reviewed with stakeholder participation (2035 Target: 100%)	Percentage	CY	0%	100%	100%	100%	100%	
		*Original plan states "reduction"								
	Strategic Energy Plan (Baseline Year 2015)	Goal 1 - Percent change* in the energy use per passenger (kBtu/passenger) from 2015 baseline (2035 Target: -30%)	Percentage	CY	-5%	120%	21%	-1%	-8%	
		Goal 2 - Percent of total energy demand met by renewable sources (including off-site) (2035 Target: 100%)	Percentage	CY	86%	86%	75%	100%	100%	
		Goal 3 - Number of hours that critical systems can operate in case of emergency or disruption to service** (2035 Target: 24 Hours)	Hours	CY						
		Goal 4 - Percent change* in annual energy cost per passenger (adjusted for escalation) from 2015 baseline (2035 Target: -30%)	Percentage	CY	-2%	142%	63%	38%	77%	
		*Original plan states "reduction" **Data not available								
	Water Stewardship Plan (Baseline Year 2016)	Goal 1 - Percent change* in the number of potable water gallons used from 2016 baseline (2035 Target: -30%)	Percentage	CY	-5%	-46%	-40%	-27%	-15%	
		Goal 2 - Percent of site acreage draining to cisterns or infiltration beds (2035 Target: 75% of 661 acres)	Percentage	CY	7%	11%	11%	11%	11%	
		Goal 3 - Percent of critical facilities designed to withstand 100 year storm event as modeled in 2016 (2035 Target: 100%)	Percentage	CY	93%	93%	100%	100%	100%	
		*Original plan states "reduction"								

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Category	Sub-Category	Metric	Unit	CY/FY	2019	2020	2021	2022	2023	
Environment	Environmental Commitments, Strategies and Progress (cont'd)	Zero Waste Plan (Baseline Year 2018)	Goal 1 - Percent change* in total discarded material per employee and passenger (2035 Target: -10%)	Percentage	CY	-7%	5%	-11%	-10%	-16%
		Goal 2 - Diversion Rate (includes C&D waste) (2035 Target: 90%)	Percentage	CY	87%	85%	83%	95%	84%	
		*Original plan states "reduction"								
	Regulatory Non-Compliance	Environmental Non-Compliance	Average Exceedance Frequency*	Percentage	FY	4.4%	6.5%	3.9%	4.4%	4.7%
	* The Authority tracks concentrations of 59 pollutants of concern through periodic sampling. The exceedance frequency represents the percentage of samples taken that exceed the benchmark concentration for any given pollutant.									
	Waste (Materials Management)	Non-Hazardous	Construction & Demolition Waste - Recycling	Metric Ton	CY	52,674	15,942	18,652	226,454	464,788
			Construction & Demolition Waste - Landfill	Metric Ton	CY	3,860	1,146	1,315	7,968	83,956
			Operations & Maintenance Waste - Recycling	Metric Ton	CY	1,713	765	895	1,519	1,387
			Operations & Maintenance Waste - Landfill	Metric Ton	CY	4,420	1,781	2,738	3,682	3,932
			Total Non-Hazardous	Metric Ton	CY	62,666	19,634	23,600	239,623	554,063
		Hazardous	Certified Hazardous Waste Disposal*	Metric Ton	CY	227	509	66	312	157
		Combined	Total Waste	Metric Ton	CY	62,893	20,142	23,666	239,935	554,220
	* All hazardous waste is handled by a certified hazardous waste contractor and disposed of in accordance with pertinent regulations. Totals do not include waste from international flights, which are disposed of separately per federal regulations. Increase in the certified hazardous waste disposal in 2020 is due to the Hydrant Fueling Line Project and the burn ash that was transported to Copper Mountain.									
	Water Management / Water Resources	Water Withdrawal*	Total Water Withdrawal*	Gallons	CY	85,534,468	48,791,292	54,211,300	65,003,444	76,338,702
			Water Withdrawal per Passenger	Gallons/Passenger	CY	3.4	5.3	3.5	3.0	3.2
On-Site Capture, Reuse, or Infiltration		Terminal 2 Parking Plaza System	Gallons	CY	1,850,716	936,715	1,041,794	812,506	1,275,594	
		Northside Cistern**	Gallons	CY	N/A	N/A	N/A	68,387	5,765,026	
* SAN receives potable water from imported supplies and a variety of local sources, including water recycling. https://www.sdcwa.org/your-water/ ** 2022 is the first year of data available for the Northside Cistern.										
Biodiversity / Natural Resources	Habitats Protected or Restored	Protected	Acres	CY	13.5	13.5	14.0	14.0	14.0	
		Restored	Acres	CY	0.0	0.0	0.0	0.0	0.0	
Noise	Noise	People residing in areas affected by noise	Count	CY	12,829	1,707	2,951	5,689	6,501	
		Number of households with a complaint	Count	CY	455	302	272	239	264.0	
		Number of multi-family dwellings sound insulated through Quieter Home Program	Count	CY				371	329	



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