

Sustainability Matters

San Diego County Regional Airport Authority
2022-2023 Sustainability & DEI Report



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Section 1 | Introduction

Our Commitment to Sustainability

The Sustainability & DEI Report for the fiscal year 2023 outlines the efforts of the San Diego County Regional Airport Authority (Airport Authority) to maintain a high level of customer service, community engagement, environmental sensitivity, and fiscal stewardship as the owner and operator of San Diego International Airport.

While that commitment has remained consistent over the years, you'll notice a couple of differences with this year's Sustainability & DEI Report: We've begun to report progress on our Diversity, Equity and Inclusion efforts. Also, for the first time, we're offering the full report as a PDF document. Not only is this format more readable and searchable but it can also be downloaded and shared much more easily. (So please do share it.)

This report is organized into three sections: Environmental, Social, and Economic. The yardsticks for measuring our progress include the Airport Authority's Organizational Strategic Plan (OSP), which sets forth goals and strategies for the next five years; and our Sustainability Management Program (SMP), which provides a framework for tracking how we preserve precious environmental resources.

The Sustainability & DEI Report ensures consistency and clarity by using the Global Reporting Initiative (GRI), the independent, international organization that provides a common language and metrics. Our commitment to sustainability is also guided by the United Nations Sustainable Development Goals (UNSDGs), which allows us to track the level of success that our programs have in ensuring that we exceed those goals for the benefit of people and the planet.

To learn more about the Airport Authority's Sustainability Policy click [here](#).

Section 2 | A Message from our Board Chair and President/CEO



We are proud to present the San Diego County Regional Airport Authority’s annual Sustainability & DEI Report for fiscal year 2023. The report illustrates how we engage with our customers, the community and our ecosystem to provide a foundation for our future.

This year marked the 20th anniversary of the Airport Authority, and it was a year filled with accomplishments. In 2023, our status can best be described as “Wheels Up.” The ongoing construction of SAN’s New Terminal 1 is advancing nicely, and every day we look out the window and see the future take shape before our eyes.

In addition to building a terminal, we are also focused on building bridges, figuratively speaking, so that the Airport Authority not only serves the community but is represented by it, too. We have placed a renewed focus on our Diversity, Equity & Inclusion efforts by recruiting team members and attracting business partners who reflect the diverse composition of our region, while also ensuring our employees are treated fairly and have a sense of belonging.

We will document our DEI efforts through the Sustainability Report this year and moving forward. Our diverse team has allowed us to improve in each of the three pillars of sustainability, ensuring that our social, economic and environmental goals work hand-in-hand to bolster the collective success of the Airport Authority, San Diego International Airport and the entire San Diego region.

Airport Authority Purpose Statement

“Creating an exceptional airport experience for the community and the world.”

Airport Authority Culture Statement

“At the Airport Authority, culture starts with diversity. Together, we build trust and a sense of belonging by empowering our teams to grow.”

SECTION 3

SAN expanded its stormwater capture and reuse system in 2023 by building a new cistern on the south side of the airfield.



Environmental



Section 3 | Environmental

We aim to operate our airport in a safe, secure, and environmentally sound manner that reduces our impact on the natural world. We do this by implementing our Sustainability Management Program (SMP) which is one of the initiatives listed within our Organizational Strategic Plan. The SMP sets goals and stand-alone strategies to be achieved by 2035 in seven programmatic areas including water stewardship, carbon neutrality, clean transportation, climate resilience, zero waste, biodiversity, and sustainable energy. The San Diego County Regional Airport Authority (Airport Authority) is now actively collecting data and monitoring progress on its SMP. SMP data tables are included in this Report and will continuously be updated by the Airport Authority's Planning & Environmental Affairs department staff.

Key Accomplishments



Reducing Carbon

Greenhouse gas emissions under the Airport Authority's direct control decreased 60 percent in 2022 compared to the previous year.



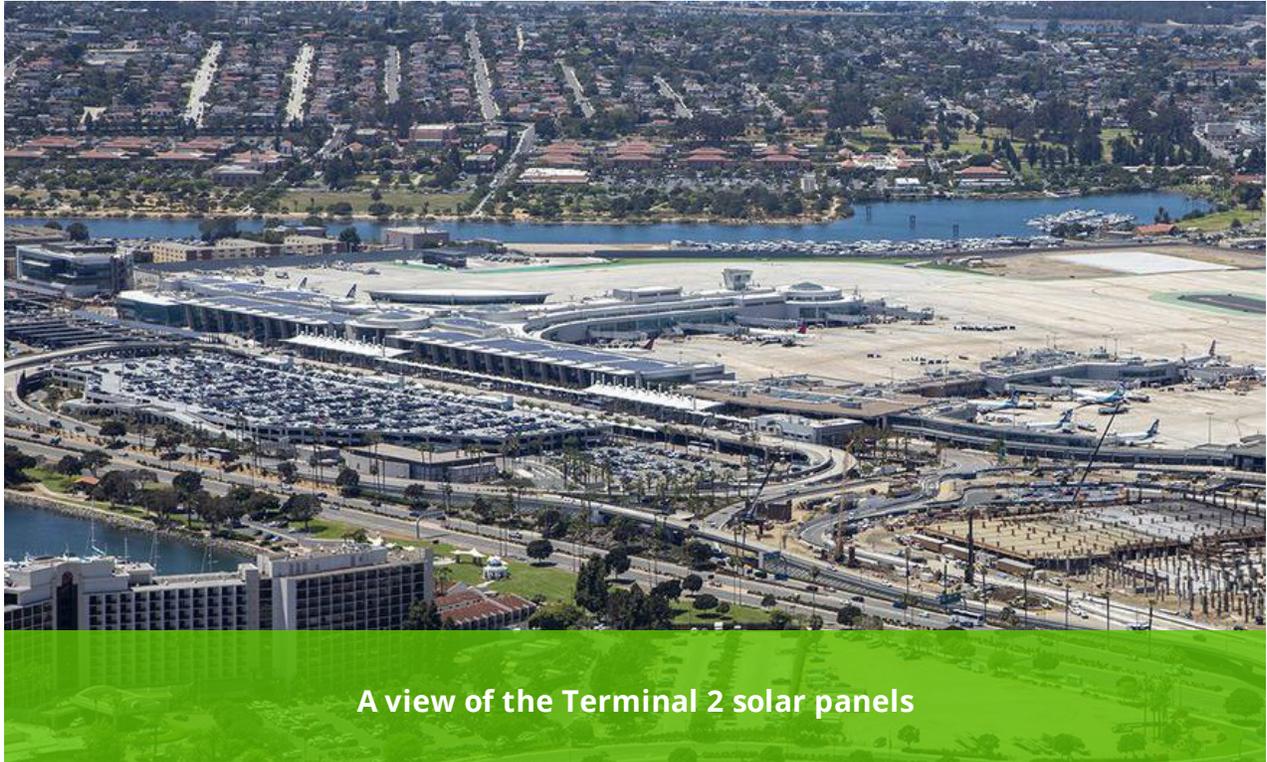
Repurposing Water

The Airport Authority partnered with East Village Brewing Company and Water Works to brew two beers using condensate water from jet bridge HVAC systems.



Mitigating Noise

In December, the Quieter Home Program reached a major milestone in completing sound insulation improvements in its 5,000th home since the program's inception in 1998.



Achieving Carbon Neutrality

As a leader in sustainability, San Diego International Airport strives to actively manage greenhouse gas emissions and air pollutants as part of our planning and operations. We use a holistic approach with a commitment to reliable, sustainable, and low(er) carbon energy sources while taking urgent action to combat climate change.

Initiatives

Minimize the Airport Authority's direct operational impact on climate change.

- Greenhouse gases are gases that trap heat in the atmosphere and can be formed by natural processes or by burning fossil fuels (for instance, coal, natural gas, or oil). Greenhouse gases are typically accounted for by the source, or "Scope" of the emission: Scope 1, Scope 2, or Scope 3. Scope 1 and Scope 2 are attributed to emissions within an organization's control, whereas an organization can usually only guide or influence the Scope 3 emissions of others.
- Greenhouse gas emissions under the Airport Authority's direct control (Scope 1 & 2 emissions i.e., from building energy use and fleet vehicles) decreased 60 percent in 2022 compared to the previous year.
- Scope 1 emissions increased by 24 percent over 2021 levels primarily due to higher natural gas usage in the Central Utility Plant. The increase in usage was driven by an increase in passenger volumes.
- In 2022, the airport's Scope 2 emissions, or emissions generated from the purchase of electricity, decreased to zero when the Airport Authority opted into San Diego Community Power's (SDCP), the local Community Choice Aggregation (CCA) program in San Diego, Power100 program, which provides 100 percent grid-delivered and carbon-free electricity to the Airport (up from 77 percent in 2021).
- On-site photovoltaic solar electricity accounted for 20 percent of total electricity used in 2022, up from about 17 percent in 2021.
- The Airport Authority also continued energy efficiency initiatives, including lighting retrofits in Terminal 2 West and continuous commissioning of the HVAC system that provides heated and cooled air to the terminals.

Minimize the Airport Authority's direct operational impact on local air quality.

- In 2022, nearby ozone concentrations stayed the same as they were in 2021, while the annual average ozone level decreased. Per the San Diego Air Pollution Control District, meteorology, and a change in the location of the monitoring site could have played a large role in the lower ozone values.
- Air quality improvements for the San Diego community promote environmental justice. The Carbon Neutrality Plan (CNP) addresses the co-benefits of air pollutant reductions. The CNP is the first plan within the SMP to incorporate environmental justice (EJ) language, 14 percent of the plans now contain EJ language.

Help airport partners minimize their impact on climate change.

- Overall, airport-wide greenhouse gas emissions increased by 83 percent to 2,952,478 metric tons of carbon dioxide equivalent in 2022 due to an increase in Scope 3 tracking. This represents a 31 percent increase compared to 2019.

- In 2021, Scope 3 emissions were updated to reflect full flight emissions (Uplifted Aircraft Fuel), which is a new inventory requirement within Airports Council International-North America's Airport Carbon Accreditation (ACA) greenhouse gas inventory program. Prior to 2021, the Authority only tracked aircraft landing and take-off (LTO) emissions at SAN.
- The Airport Authority also started tracking emissions in July 2021 from off-road construction equipment related to the new Terminal 1, which is now included as Scope 3 emissions in the airport's greenhouse gas inventory. A significant portion of these Scope 3 emissions, related to portions of the New Terminal 1, are being carbon offset by the Authority. Scope 3 construction emissions will decrease as the New Terminal 1 is completed.
- Scope 3 emissions accounting changes within ACA's most recent greenhouse gas mapping tool called "ACERT" have also led to a significant increase in the emissions factor for third-party ground transportation operators accessing the airport.
- Correspondingly, emissions on a per-passenger basis increased 29 percent to 0.1340 (from 00.1038 metric tons in 2021). Encouragingly, the amount of passenger traffic at SAN increased 41 percent in 2022 to 22,009,921, up from 15,602,505 in 2021 and only 13 percent lower than the 2019 passenger counts.
- The Good Traveler program, which SAN created in 2015 and has since been adopted by over 25 airports and other aviation partners, launched a new offering to support "hyper-local" community projects that help mitigate the impacts of climate change. Interested travelers are now able to create a profile on the program website and choose to make a tax-deductible donation to a mission-aligned non-profit environmental organization, located in the region of a participating airport.

SAN received its first delivery of Sustainable Aviation Fuel (SAF) in October 2022. SAF is produced from animal fats, woody biomass, or other bio-based feedstocks (as opposed to petroleum) and mixed with traditional jet fuel to significantly lower the carbon intensity of aircraft operations without reducing performance. Making SAF available at SAN is a key strategy in the Airport Authority's [Carbon Neutrality Plan](#) to reduce airport-wide emissions by 30 percent on a per-passenger basis by 2035. Procurement and utilization of SAF will continue as feasible.

Reaching New Heights in Carbon Accreditation



San Diego International Airport achieved the highest level of certification under the Airports Council International's Airport Carbon Accreditation (ACA) program – Level 4+ 'Transition,' in October 2022. In addition to requiring a greenhouse gas emissions inventory based on industry best practices, the stringent requirements of this certification level include an organizational commitment and policy statement on carbon reduction goals, a long-term absolute emissions reduction target (in line with the Intergovernmental Panel on Climate Change, or IPCC), and creating a carbon management plan and a stakeholder partnership plan that describe how the Airport Authority will guide and influence the reduction of Scope 3 emissions created by business partners (e.g., airlines, ground transportation) at SAN.

The Airport Authority achieved this certification through a series of programs that have increased the use of carbon-free electricity and all-electric vehicles, facilitated carbon-emission reductions by airline and rideshare partners, and carbon-offset organizational and staff business travel emissions using the Airport Authority's The Good Traveler carbon-offset program (which also enables passengers to carbon-offset their own flights).

DEI CORNER

Environmental Justice Workstream Advances Equity Goals



As part of the Airport Authority's larger DEI efforts, the organization prioritizes an Environmental Justice (EJ) workstream to further the Authority's journey towards equity. The EJ workstream, formed in 2021, is a sub-committee of the larger DEI Steering Committee and works to advance DEI principles in environmental justice.

The EJ workstream aims to include environmental justice language in all seven of the plans that make up the Sustainability Management Program. The first of the plans to include EJ language is the Carbon Neutrality Plan.

The Clean Transportation Plan supports the transition to renewables and recognizes the co-benefits associated with air quality improvements and EJ. One EJ consideration is air quality. By converting off-road petroleum to renewable diesel for airside equipment airport-wide, which officially occurred in early 2023, the Authority reduces greenhouse gas emissions and reduces particulate emissions. Cleaner air is not only good for our front-line workers, who often reside in EJ communities but also for the entire region.



Terminal 2 Parking Plaza drought-resistant landscaping



Serving as Water Stewards

SAN embraces sustainable water management as the core of our operations. We strive to reduce our demand for water while also conserving our nearby watersheds. As we prepare for a changing climate, accommodating passenger growth, and new airport development, we aim to address issues of water conservation, water quality, and flood risk.

Initiatives

Reduce potable water use, especially for non-potable purposes.

- In 2022, SAN saw a 15 percent decrease in water use intensity per passenger as passenger numbers increased and water conservation strategies were deployed.
- Total potable water consumption in 2022 increased 20 percent over the previous year due to an increase of passengers in the terminals.

Reuse or infiltrate stormwater from at least 75 percent of the airport property.

- In 2022, approximately 11 percent of the airport site drained into biofiltration devices, infiltration beds, or cisterns.
- There was a 22 percent decrease in the amount of stormwater captured, treated, and reused at SAN at the Terminal 2 Parking Plaza's stormwater capture and reuse system compared to the previous year due to less rainfall in 2022.
- Over 5.1 million gallons of stormwater have been captured and reused to date since the system built at the Terminal 2 Parking Plaza came online in 2018.
- In 2022, the Airport Authority commissioned a new 3-million-gallon stormwater system on the north side of campus and captured over 68,000 gallons of water that goes to landscaping via bioswales at the Rental Car Center.

On average, 4 percent of stormwater runoff samples collected in the fiscal year 2022 exceeded water quality standards for various constituents. This is a significant improvement from previous annual sampling; in fact, 2022 water quality exceedance ratios decreased by 50 percent compared to those in the last five years.

Turning Water into Beer



The Airport Authority finds creative ways to reuse stormwater and air conditioning condensate water for non-potable uses, such as cooling tower make-up water and equipment washing. In 2022, the Airport Authority partnered with East Village Brewing and Water Works to brew two beers using 900 gallons of condensate water from our jet bridge HVAC systems. The water, which has low mineral content, is an ideal base for brewers and was captured and reused to become “Hoppy Travels IPA” (yield of 198 gallons) and “Pre-Flight Pilsner” (yield of 260 gallons) — two limited brews that sold out quickly. This was the second round of condensate beer that the Airport Authority coordinated and a third round was processed in 2023.



Condensate capture system attached to jet bridge



Southwest Airlines plane plugged into ground power at the gate



Pursuing Energy Efficiency & Innovation

The airport is committed to using reliable, sustainable, and low-carbon energy to mitigate climate change and its impacts. We implement cost-effective, energy-resilient strategies that address our needs and are environmentally responsible.

Initiatives

Reduce Energy Use – Promote a culture of energy efficiency and conservation through quantifiable metrics.

- Compared to 2021, the percentage of total energy use increased by 15 percent in 2022, from 194,767 to 223,423 million British thermal units (MMBtu), the unit used to measure heat content or energy value). This is due to increased heating and cooling needs due to increased passenger traffic. As a result, the energy use intensity (measured by energy use per square foot) also increased by 15 percent in 2022, from 51.4 to 59 MMBtu per square foot.

Reduce GHG Emissions – Use low-carbon energy to achieve zero net GHG emissions in facility operations.

- The Airport Authority’s percentage of electricity being derived from solar and other renewable sources increased to 100 percent, up from 77 percent in 2021. This is due to the Airport Authority becoming a customer of SDCP. The Authority opted for SDCP’s 100 percent carbon-free renewable electricity mix called Power100.
- The percentage of solar electricity generated on-site via the Authority’s 5.5 megawatts of installed solar power in 2022 represents 20 percent of SAN’s total electricity consumed.



Electric Terminal Bus for Passengers Between Terminals



On the Road to Clean, Accessible Transportation

Our clean transportation and transit efforts support the region’s sustainable development. We are reducing fossil fuel use by using more alternative vehicles and sustainable transportation methods while advancing supporting infrastructure. Our clean transportation efforts also address efficiency, congestion, and employee and public transit.

Initiatives

Move Toward a Zero-Emission Fleet – Minimize the airport’s reliance on fossil fuels for Airport Authority fleet vehicles and equipment.

- In March 2023, the first shipment of renewable diesel arrived at SAN. Going forward, all diesel equipment and vehicles will be powered by renewable diesel — a more sustainable alternative to traditional petroleum diesel. Renewable diesel is made from vegetable oil, animal fats, and agricultural waste that would otherwise end up in a landfill and can reduce emissions by up to 75 percent. It is chemically identical to fossil-fuel-derived diesel, meaning no modifications were needed to use this new

fuel. With the implementation of renewable diesel, 64 percent of ground support equipment at SAN is powered by alternative fuel.

- The Airport Authority's buses are alternative-fuel vehicles, with 30 buses powered by renewable natural gas and thirty-three by electricity. The Airport Authority has converted 97 percent of the fleet of shuttles and buses that transport passengers and employees at SAN to alternative fuel (a few backup vehicles are powered by fossil fuels).
- The Airport Authority was recognized in November 2022 at the AAAE Airports Going Green Conference in Chicago for its All-Electric Shuttle Program. Specifically, SAN received an "Outstanding Sustainability Program Award" for its industry-leading conversion of airport shuttles to zero-emission technologies. The switch from propane-powered vehicles to 33 all-electric shuttles and transit buses that occurred in 2021 contributed to an 85 percent reduction in the Airport Authority's 2021 direct carbon emissions (compared to 2019 levels).
- In January 2023, Planning and Environmental Affairs staff participated in a panel discussion called "Mobility and the Electrification Imperative: Challenges and Successes" at the Southwest Chapter of the American Association of Airport Executives 2023 Airport Management Short Course Conference. Staff provided an update on activity related to the construction of the New Terminal 1 using the framework of the Authority's Sustainability Management Program, including conversion of fleet and tenant vehicles to electric and alternative fuels, energy efficiency and renewable energy projects, and other greenhouse gas mitigation initiatives.



Airport Authority employee Katie Altobello presents on the New T1's stormwater management plan.



En Route to Zero Waste

We aim to reduce waste generation while increasing waste diversion from the landfill—key strategies in implementing a sustainable materials management program. Our Zero Waste programs support sustainable internal consumption patterns while addressing recycling opportunities and food security in the region.

Initiatives

Reduce waste generation – Reduce the amount of material discarded per employee and passenger.

- In 2022, the total weight of non-hazardous material collected increased by 940 percent compared to the previous year due to a dramatic increase in soil that was transported to Otay Landfill for use as daily cover during New T1 construction. Both landfill and recycling disposal are on the rise, however, recycling weights are increasing at a faster rate than landfilled material.
- Certified hazardous waste disposal increased by 371 percent in 2022 compared to the previous year. The hazardous waste came from New T1 airside project work, the demolition of the East Fueling Rack, and a fuel spill cleanup in August 2022.

Increase waste diverted from landfills – meet or exceed the City and State waste diversion targets and time frames.

- Out of 5,733 tons of solid waste (non-hazardous, non-construction) collected in 2022, approximately 29 percent was diverted from the landfill and recycled, which is up 4 percent from the previous year.
- The Airport Authority has adopted a Sustainability Policy to incorporate the standards of the United States Green Building Council’s Leadership in Energy and Environmental Design (LEED) and/or other green design and construction standards for all airport development and remodeling projects, including standards for construction waste management. This includes a minimum construction and demolition waste management and diversion rate requirement of 75 percent of the total project waste from at least four material streams, by weight.
- In 2022, 249,623 tons of a total of 258,406 tons (95 percent) of construction material was diverted from the landfill (either recycled or reused).

- In October 2022, the West Solid Waste Facility opened for airline and airline business partners' use. This facility provides compactors for landfill, recycling, and food waste streams. It is open to all tenants but intended primarily for Terminal 2 operators to use. The new facility cuts down on vehicle service road traffic and reduces travel time for Terminal 2 tenants that previously used the East Solid Waste Facility.
- The Airport Authority facilitates an edible food recovery program through partnerships with Bradford Logistics, airport concessionaires, and the onsite USO. In 2022, 356 pounds of edible food were recovered from the terminals and donated to our service members at the USO.
- As part of the Airport Authority's Zero Waste strategy, staff encourages the reuse of items with remaining useful life whenever possible. In 2022, 1,441 unclaimed items from our Lost & Found program, 2,100 pounds of household items from our onsite donation center, and 3,295 office supply items from clean-out events were donated to local nonprofits.

Sustainability Collection Event a Success



Each year, the Airport Authority's Planning & Environmental Affairs Department hosts two Collection Events for all Airport employees, tenants, and volunteers. This event provides staff with an opportunity to properly dispose of electronic and universal waste and

donate unwanted items for reuse. It also supports our waste diversion goals, as outlined in the SAN Zero Waste Plan. In 2022, 219 participants contributed to 1,868 light bulbs, 2,498 pounds of batteries, 27,015 pounds of e-waste being collected and recycled. Additionally, 11 large bins of household items were donated to our partners, Goodwill Industries of San Diego.



Protecting Biodiversity at the Airport

The Airport Authority implements programs that protect our local ecosystem and wildlife. We manage and advance biodiversity by maintaining protected habitats, expanding our Integrated Pest Management Program (IPM), and planting native and drought-tolerant plants onsite.

Initiatives

Maintain wildlife in a manner that is compatible with airport operations.

- The Airport Authority’s Biodiversity Plan has a goal that all new structures be equipped with bird deterrents to discourage perching, loafing, roosting, and nesting. Types of structures would include solar panels, lights, and poles, among others.
- In 2022, a variety of bird deterrents were installed at SAN to keep predators away from the California Least Tern, and to prevent wildlife strikes. Deterrent types installed include filament wire arrays, bird spiders, bird spikes, and netting.

- Wildlife strikes increased by 13 percent in 2022, from 0.52 to 0.59 strikes per 10,000 aircraft operations. However, this is 43 percent lower than the 2019 value of 1.05.

Incorporate IPM techniques to control pest populations in a manner that promotes environmental stewardship, and public health and safety, while maintaining airport operations.

- In 2022, the Airport Authority increased its use of chemical pesticides to 4,200 ounces, up from 1,746 ounces in 2021 (a 141 percent increase) but still 55 percent lower than the 2018 baseline. This increase is due to a change in the bait type used, and increased treatments at the Authority's Project Management Complex which includes Airport Authority and construction partner work areas.

Monitoring and Managing Airfield Space for Least Terns



In Spring 2023, San Diego International Airport was home to eight (and counting) California Least Tern nests. The California Least Tern is an endangered migratory seabird that nests onsite annually. In 2022, 11 nests were observed. The Airport Authority works with biologists to monitor the nests, chicks, and fledglings while also working to perform predator control and mitigate disturbances to their protected nesting area.



Construction of the New T1



Building Resilience for Future Climate Conditions

We strive to build resilient infrastructure, foster innovation, and support our city’s sustainable development. We wish to achieve business continuity in future climate conditions while ensuring that extreme weather events do not impair airport operations or affect airport customers and employees.

Initiatives

Increase critical facilities' resiliency to storm events.

- The Airport Authority’s Climate Resilience Plan has a goal to screen all new capital projects for potential impacts to climate stressors at SAN, including sea level rise. In 2022, all capital projects in the Airport Authority’s Capital Improvement Program were screened for vulnerability to climate change. Major projects associated with the development of the New T1 were also screened.

- In 2022, construction began on the Airport Authority's new Administration Building, which was raised two feet during the design phase based on sea-level rise modeling.

Addressing Sea-Level Rise



The Airport Authority began participating in the San Diego Military Installation Resilience project, being led by the San Diego Association of Governments (SANDAG) and Navy Region Southwest, in 2022. The project aims to identify specific actions that could be implemented to address sea-level rise and other climate change impacts on military facilities around San Diego Bay and surrounding critical transportation assets, including Harbor Drive and the Airport campus. The project will build off the climate vulnerability modeling and adaptation planning that the Airport Authority conducted as part of its SAN Climate Resilience Plan.

In 2022, the Airport Authority participated in a quarterly sea-level rise working group that was conducted by the San Diego County Regional Climate Collaborative and served on the Advisory Board of the Climate Collaborative. Airport Authority staff also provided guidance and feedback during the development of the San Diego Coastal Regional Coastal Resilience Roadmap that was prepared by the Climate Collaborative and Resilient Cities Catalyst.

In 2023, the Airport Authority will participate in the City of San Diego's Coastal Resilience Master Plan as a member of the Stakeholder Advisory Committee.



Doing Our Part to Address Aircraft Noise

The Authority is working with our airline partners and other stakeholders to make San Diego International Airport quieter. We aim to minimize aircraft noise, engage with our local communities, and be transparent about airport and aircraft operations.

Initiatives

Continue to focus on programs to reduce noise impacts.

- In 2022, the Quieter Home Program (QHP) sound-insulated 482 residences in communities near the airport, more than double the number of homes treated in 2021, primarily due to increased grant funding from the FAA. Of the 482 homes, 371 were multi-family units and 111 were single-family homes.
- QHP also completed sound insulation treatments on its first non-residential facility in 2022 and began the designs on the second non-residential facility. These facilities included locations where children’s learning occurs.
- Just over \$20 million was spent to provide sound insulation treatments in 2022, up from \$15.5 million the previous year.
- Homes eligible for QHP treatments are inside what is known as the “65 dB contour,” a measure that the FAA sets as a threshold for significant aircraft noise impacts around an airport. Compared to early 2019, the quarterly 65 dB contour has

shrunk, meaning there are far fewer homes experiencing that level of aircraft noise. This is attributed to the fact air carriers are using newer, quieter aircraft at SAN.

- In December 2022, QHP celebrated the completion of sound insulation in 5,000 San Diego homes since the program's inception in 1998.
- QHP's Fly Quiet Awards Program is an annual recognition that celebrates airline efforts to reduce aircraft noise and curfew violations. In 2022, four airlines were recognized for their efforts to reduce noise during arrivals and departures— Southwest Airlines, Spirit Airlines, DHL, and Lufthansa.
- In October 2022, the Planning & Environmental Affairs Department's aircraft noise staff participated in an FAA Precision-Based Navigation Working Group Design Meeting to discuss various flight procedure changes that the federal agency is currently considering. This was the first time SAN aircraft noise staff members were invited to participate in this type of working session to help proactively address potential noise impacts on communities surrounding the airport.

New Flight Path Results in Quieter Skies



In July 2022, the FAA implemented a flight path change requested by the Airport Authority's Airport Noise Advisory Committee. The change came about as a result of a Flight Procedure Study that reviewed potential adjustments to flight procedures that could reduce noise in certain communities without shifting the noise to new communities.

One of the suggested changes that came out of this study was to modify an existing departure to the west, requiring aircraft to fly further out (2 additional miles) over the ocean before they turn back to the east. This change is resulting in aircraft that fly further out in the ocean allowing them to fly higher when they turn back towards land to fly to the east.



Social



Section 6 | Social

At the San Diego County Regional Airport Authority (Airport Authority), we strive to be an organization that drives the region's economy; that demonstrates industry and regional leadership across all our operations; that fosters a sense of belonging for everyone; that exceeds our customers' expectations; and that attracts, retains, and develops our employees. The Airport Authority is now actively collecting data and monitoring progress on its DEI Program. DEI data tables are included in this report and the Airport Authority will continuously update them in subsequent reports.

Key Accomplishments



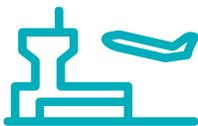
Promoting Commuting Alternatives

The Airport Authority received iCommute's Diamond Platinum Award from SANDAG for promoting commuting alternatives to driving.



Engaging Future Leaders

The Airport Authority's Take Flight program hosted 60 students from area high schools and colleges in fiscal year 2023.



Industry Leader

The *Wall Street Journal* ranked San Diego International Airport as the second-best "medium-sized" airport in the country in its "Best and Worst Airports of 2022" report.



Focusing on the Customer Experience

Delivering a positive airport experience requires resilient infrastructure, inclusive and sustainable development, and innovation.

Initiatives

Define and deliver a seamless, unique, and consistent airport and product experience.

- The *Wall Street Journal* ranked San Diego International Airport (SAN) as the second-best “medium-sized” airport in the country in its “Best and Worst Airports of 2022” report. The distinction considered TSA wait times, SAN’s flight reliability, and overall customer satisfaction.
- The Airport Authority launched an Airport Service Quality survey in 2023 to gain insights into Terminal 2 passengers’ travel behaviors and preferences, gaining

valuable information that will help improve the customer experience at SAN. Based on ACI requirements, 350 passengers are surveyed per quarter, answering questions about modes of travel to/from the airport, experience with services while at the airport, and interest in future amenities, among other topics.

- SAN's airport therapy dogs continue to bring passengers smiles and feel-good moments. In 2022, the Terminal Operations Customer Relations Team announced the addition of four new dogs to SAN's Ready, Pet, GO! Airport dog therapy program. The volunteer-run program was also featured in an NBC 7 San Diego story during the holidays.
- SAN's September Honor Flight focused on Vietnam veterans with the Navy Helicopter HA(L)-3 Seawolves, and in April, Korean and Vietnam Veterans, including two female flight and navy nurses. Starting in 2010, SAN began hosting Honor Flight San Diego to take America's war veterans to visit the war memorials in Washington, DC. San Diego is a military town, and SAN plays an important part in serving those who serve us.

Further develop arts and cultural programming through strategic community partnerships that expand awareness.

- SAN's Performing Arts Program brought lively musical performances to the transportation island and baggage claim areas of Terminal 2 featuring local musicians, four times a week throughout 2022. That's over 200 live music performances delivered to the traveling public.
- A new temporary exhibition contemplating the impacts of COVID-19 made its debut during the pandemic. A Necessary Departure received 98 artist submissions. Ultimately, 17 works were selected to be displayed in the terminals that explored life during the pandemic in multiple mediums.

Volunteers Enhance the Customer Experience



San Diego International Airport's Volunteer Airport Ambassadors are a crucial part of the passenger experience. Over 200 volunteers donate their time to staff information booths, escort airport therapy dogs, rove around the terminals giving passengers lifts on golf carts, provide directions, or just lend a helping hand. We celebrated their time and efforts in December during the annual volunteer holiday event, which was well-attended, at the San Diego Air and Space Museum. David McDowell, who has volunteered at the airport for over 20 years, was honored as the Volunteer of the Year.

DEI CORNER

SAN Arts Program Elevates Local Talent and Diverse Voices



In the spring of 2023, the SAN Arts Program issued a bilingual call for artists on both sides of the border for the next temporary exhibition *Espacios & Lines*, which will explore the binational region through the lens of art and design. The Arts Program also brought in performing artists from the San Diego Guild of Puppetry to celebrate Día de los Muertos in 2022 with a colorful performance in Terminal 2.

Community Transition Academy Students Receive Special Airport Tour



Helping those with disabilities navigate the airport environment has long been a priority for SAN. For over a decade, the Terminal Operations Team has hosted groups like the Community Transition Academy for airport tours. The group, which included students with autism spectrum disorder or related developmental disabilities, received an explanation of the check-in process, then had a chance to practice going through the TSA checkpoint. Once through security, staff showcased the post-security environment including the Reflection Room where the students and staff enjoyed the quiet ambience after the hustle and bustle of clearing the security checkpoint. Afterward, they checked out our permanent public art collection. The class favorite was the 26-foot bronze sculpture entitled Sea Rhythms in the Rotunda in Terminal 2 West.



World Trade Center San Diego on a trade delegation to the Netherlands

17 PARTNERSHIPS
FOR THE GOALS



Our Regional & Industry Leadership

We believe that partnerships for sustainable development are imperative.

Initiatives

Provide regional and industry leadership in climate change solutions, climate resilience, zero waste, wildlife compatibility, and biodiversity in an urban airport setting.

- Airport Authority staff volunteered at two community cleanup events sponsored by I Love a Clean San Diego. At the California Coastal Cleanup Day on September 17, 2022, employees hosted a cleanup site at the Ocean Beach Pier where they were joined by community members to help pick up litter. The volunteer group removed 43 pounds of trash and 11 pounds of recyclables from the cleanup site, which was one of 75 sites across San Diego County's 11 watersheds. Authority staff also participated in the Creek to Bay Cleanup in April 2023 at Cesar Chavez Park in Barrio Logan, an environmental justice community, collecting 286 pounds of debris, including 10 pounds that were recyclable.
- The Airport Authority's Planning & Environmental Affairs Department participated in a virtual panel discussion at the Portugal Air Summit in October 2022, on proactive efforts being made by airports to adapt to climate change, including changes to infrastructure, airfield operations, as well as the implementation of new technologies such as advanced air mobility. The Portugal Air Summit brings together the aviation industry's leading entities and representatives to discuss and analyze the future of aviation, aeronautics, space, and defense.
- The Airport Authority's Planning & Environmental Affairs team led a presentation focused on the San Diego Flyer shuttle service between the Old Town Transit Center and the airport terminals and longer-term efforts to develop a fixed-rail transit connection to the airport at the American Planning Association's California State conference in October 2022. The session, "Airports...How Do We Get There?" examined selected airports in California such as SAN that have implemented projects to significantly improve connections with other existing transportation systems in their region.

Execute regional engagement and education plan to clearly communicate SAN's role in economic growth.

- Airport Authority leaders and staff continued to participate in leadership positions across regional and industry organizations, including ACI-NA, Gateway Airports Council, San Diego Regional Climate Collaborative, San Diego Regional Chamber of Commerce, Herb Klein Group, San Diego Regional Economic Development Corporation, San Diego Tourism Authority, San Diego Regional Clean Cities Coalition, Airport Liaison Committee, Associated General Contractors of America, San Diego Chapter; Art Pratt Foundation, Old Mission Rotary, 4S Ranch Master Association, Del Norte Music Boosters, Airport Purchasing Group, California Association of Public Procurement Officials – San Diego Regional Chapter, City Attorney's Association of San Diego, UCSD Chancellor's Community Advisory Board, Downtown San Diego Partnership, Cleantech San Diego, Financial Executives International San Diego Chapter, Mater Dei Catholic High School Foundation, UCSD Newman Center Finance Committee, Corporate Directors Forum, Economic Development Council – San Diego, Mountain Rescue Association, San Diego Sheriff's Department Mountain Rescue Unit, UC San Diego Extension HR Management Program Advisory Committee, North San Diego Business Chamber, and TURN Behavioral Health Services.
- Airport Authority President and CEO Kim Becker and Vice President of Revenue Generation and Marketing Hampton Brown joined San Diego Mayor Todd Gloria and World Trade Center San Diego on a trade delegation to the Netherlands at the end of September. The group promoted San Diego's key industries, established and strengthened business relationships, and explored best practices in urban mobility, climate action and sustainability, and technology and science innovation. Delegates from the Port of San Diego, UC San Diego, San Diego State University, and San Diego Association of Governments also attended.
- To engage community stakeholders and inform them of the New T1 construction plans and impacts, the Airport Authority staff conducted 40 outreach presentations to various groups and organizations throughout San Diego County during fiscal year 2023. This is lower than the 110 done in the fiscal year 2022 when construction was first ramping up and the Airport Authority sought to introduce the project to numerous stakeholders. The number of presentations is expected to rise in fiscal year 2024 as the first major elements of the New T1 project near completion, including the new Administration Building and the Terminal 1 Parking Plaza.
- The Airport Authority convened its Authority Advisory Committee three times during fiscal year 2023 to advance and highlight the Small Business Development program, and the New T1 project, including a tour of the construction site, and sustainability.
- New T1 public outreach efforts earned the spotlight among San Diego's best public relations campaigns during the annual Edward L. Bernays Mark of Excellence Awards held by the San Diego/Imperial Counties Public Relations Society of America Chapter last November. The Airport Authority's Communications team accepted

awards for excellence in media relations, community relations, and video production.

- In December, the Airport Authority welcomed Rick Francis as the new Vice President & Chief Operations Officer. In this role, Francis is responsible for setting the strategic direction for terminal and airside operations, aviation security and public safety, ground transportation, and facilities maintenance functions at SAN. He previously served as Assistant Director at John Wayne Airport.
- Airport Authority President and CEO Kim Becker received the Moving San Diego Forward award at the San Diego Regional Chamber of Commerce's Anniversary Celebration. Becker accepted the award on behalf of the Airport Authority for its New T1 project.
- The San Diego Business Journal selected Airport Authority Board Chair Gil Cabrera as one of the Top 50 Latino Leaders of Influence of 2022. Cabrera has been Board Chair since August 2021 and is a San Diego attorney who is active in and passionate about his community.
- Airport Authority Board members Paul Robinson and James Sly, as well as Airport Authority CEO and President Kim Becker, were recognized in the San Diego Business Journal's list of the 500 Most Influential People in San Diego in December 2022.
- Airport Authority CFO Scott Brickner was named CFO of the Year in the Public Service category for 2023 by the San Diego Business Journal. Brickner was recognized for his outstanding financial management and keen attention to the airport's financial health and stability in its funding for the New T1.
- Brendan Reed, Senior Director of Operational Planning and Readiness, was appointed Chair of ACI's World Environment Standing Committee. This appointment elevates SAN's leadership on a world stage and will ensure that environmental topics of particular interest to SAN are prioritized in international discussions.
- The Airport Authority's Airport Design and Construction team won a 2023 Build America Award in the Design-Build category for the Airline Support Facilities (ASF) project. The Build America awards honor Associated General Contractors members who build the nation's most impressive construction projects. The award is the result of the great collaboration of the Airport Authority, Sundt and HOK. The four buildings that comprise the ASF have all been LEED certified:
 - Facilities Management Department (FMD) Admin Building: LEED Platinum (the highest level)
 - FMD Shops & Procurement Warehouse: LEED Gold
 - Airline Support Building (Belly Cargo): LEED Gold
 - Airline Fueling Operations: LEED Gold
- SAN Marketing Manager Sabrina LoPiccolo and Senior Communications Specialist Nicole Hall were recognized by San Diego Metro Magazine in its list of Top Marketing and PR Executives of 2023.

Two Examples of Award-worthy Transportation



For the first time, the San Diego County Regional Airport Authority received the iCommute Diamond “Platinum” award at SANDAG’s 2022 Excellence in Commute awards. The Diamond Awards recognize employers in the San Diego region who have made strides in promoting alternative choices that help people get to work or school without adding traffic to the region’s roads and freeways. The Airport Authority received the highest “Platinum” award level for demonstrating significant progress in promoting commuting alternatives to driving via the MTS 992 bus, the all-electric San Diego Flyer, biking, and more.

In late 2022, SAN’s All-Electric Shuttle Program received the ACI-NA Environmental Achievement Award. This program successfully replaced 30 fossil fuel-powered vehicles with a 100 percent “carbon-free” electric bus fleet, providing shuttle service between airport parking lots and terminal areas and a new free service between the Old Town Transit Center and SAN. The program also boasts many holistic sustainability benefits, including lowering carbon emissions and improving local air quality, expanding more affordable transit options for airport employees and passengers, and providing long-term airport fleet cost savings. This prestigious award recognizes the Airport Authority’s industry-leading approach to addressing climate change in a proactive and strategic manner.

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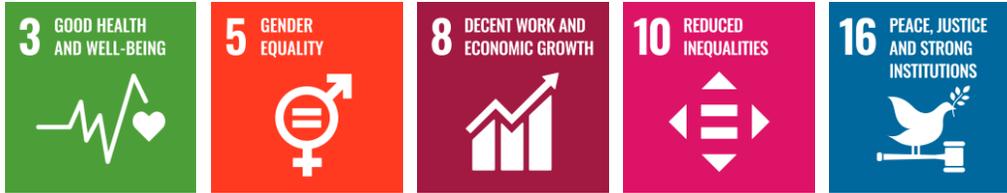
SAN Participates in PRIDE Festival



More than 50 Airport Authority employees represented San Diego International Airport at the San Diego PRIDE Parade and Festival in July of 2022. Employees marched in the parade alongside the San Diego Flyer electric shuttle. Employees also engaged festival goers at the airport's booth in Balboa Park. This marked the first time that the airport was at the community event, which attracts hundreds of thousands of spectators each year.



A group of students at the Take Flight event



Employee Diversity, Recruitment, Retention, and Training

The Airport Authority strives to promote inclusive and sustained economic growth, full and productive employment, and decent work for all. In doing so, we work to reduce inequality, empower our workforce, and support well-being.

Initiatives

Attract a new generation of diverse employees and leaders.

- More than 80 Airport Authority employees joined the Employee DEI Committee during its first Lunch and Learn event in January of 2023. President and CEO Kim Becker, Senior Director for External Relations Michelle Brega, and Human Resources Director Monty Bell provided a detailed presentation on diversity, equity and inclusion, at the Authority.
- SAN's Take Flight program hosted high school students from City Heights' Hoover High School and from Miramar and Mesa Community Colleges in 2022 and 2023. The Take Flight program aims to give students an inside look at the many careers in aviation and to promote internship opportunities at the Authority via a Q&A panel session with Airport Authority staff, lunch, an airfield tour and a networking session among students and staff.
- Engineering students and two instructors from Clairemont High School got a closer look at the Airport Authority's Quieter Home Program (QHP) offices at Liberty Station last December as part of a career mentoring initiative. Students learned about the sound insulation program and toured the QHP showroom to see what products are offered to participating residences.
- Airport Authority Asset Manager Melina Fithen was part of the first graduating class of the U.S. Airport Professional (USAP) program. Fithen was awarded the USAP designation this past September at the ACI-NA conference. USAP is an e-learning training curriculum for airport industry professions. Curriculum topics include airport planning, environment & security, and airport business management.

Create an effective succession and transition plan for ongoing leadership changes.

- The Airport Authority Business Continuity Plan (BCP) further assists with succession planning by requiring all departments to document lines of succession for implementation should a business disruption occur.

Develop leaders to be better coaches who enable independent decision-making.

- The Airport Authority places a focus on providing avenues for advancement for their team and provides educational opportunities in areas that include Airport Operations, Safety, Security, Economics, Environmental Management, Customer Experience, and Project Management among others.
- The Airport Authority had 33 team members complete ACI programs during November (2022), March (2023) and June (2023).
- Situational Leadership II training was completed by 37 team members, with the training focused on a situational approach to managing and developing people. The training provided tools that help improve communication, build trust, self-reliance and improve employee retention rates.
- The Echelon Front program, which had 94 participants, helps leaders develop the core actions and mindsets necessary to tackle complex issues, including strategic alignment, team building, conflict resolution, planning and execution, and cultural transformation.

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Who Works at the Airport Authority?



Airport Authority employees dressed in pink to recognize National Breast Cancer Awareness Month.

The San Diego County Regional Airport Authority's total headcount stood at 383 full-time positions in 2022, a 0.8 percent increase over the previous year.

The average tenure was more than 10 years, although the attrition rate in 2022 increased to 15.2 percent, up from 11.6 percent in 2021. More than half (64 percent) of all employees leaving through attrition were men. Professional advancement was the most common reason for employees to leave (47 percent), followed by retirement at 21 percent.

Sixty-two percent of all employees were men in 2022, which is identical to the 62 percent of male employees at all airports as measured by Airports Council International but significantly higher than the breakdown in all of San Diego County, where 50 percent of the population is male.

The percentage of Generation Xers in the Airport Authority workforce grew slightly to 47.5 percent in 2022 compared to 2021, with the rest of the workforce closely split between Baby Boomers and Millennials.

The largest ethnic subsection of the workforce in 2022 was white (not of Hispanic origin) at 44 percent, which was a 3.5 percent drop from 2021. The second-largest subsection was Hispanic at 25 percent, a slight increase from 2021.

Career Opportunities at the Airport Authority



The Airport Authority expanded outreach to different organizations to increase diversity in the talent pipeline.

The DEI Employee Committee has revamped San Diego International Airport's Careers page on san.org to highlight the airport's diverse population and to better illustrate what DEI means to the Airport Authority.

The Airport Authority expanded outreach to various organizations to increase diversity in the talent pipeline. These efforts have included outreach in underrepresented communities through job fairs in communities, universities, conferences, networking events, as well as our Take Flight program that encourages high school and college students to develop an interest in aviation. Our outreach extends online where we partner with professional organizations and publications to reach the best candidates for opportunities within our scope.

The Airport Authority ensures that our hiring panels include diverse team members so that we all have a better understanding of the culture we are building, one candidate at a time.



Economic



Section 7 | Economic

San Diego International Airport generates more than \$12 billion in annual economic impact for the region and directly provides over 8,000 jobs. Our organization strives to grow and efficiently manage its capacity for future demand, both landside and airside, including international facilities.

The San Diego County Regional Airport Authority is deeply committed to including small, local, veteran-owned, and minority-owned businesses in the economic opportunities at the airport. Construction for the \$3.4 billion New T1 is underway, and the project has and will continue to provide many business opportunities.

The Airport Authority is actively collecting data and monitoring progress on the implementation of its Organizational Strategic Plan (OSP). Data tables pertinent to the OSP are included in this Report and will continuously be updated by the Airport Authority in subsequent reports.

Key Accomplishments



Increasing Passenger Volumes

In June 2022, SAN served 2,068,397 passengers-- the first time SAN welcomed more than 2 million passengers in a month since December 2019.



Keeping Costs Down

In FY 2023, the Airport Authority achieved more than \$17 million in contract cost savings through competition and contract negotiations.



Earning Recognition

The Airport Authority earned The Bond Buyer's 2022 Deal of the Year award (Far West Region) for completing a major bond financing totaling \$1.94 billion.



The jet fuel storage tank opening

Optimizing Our Facilities

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

Initiatives

Align facilities to meet demand, both international and domestic.

- Construction continued in its second year on SAN's New T1 project, which replaces the current Terminal 1 with a modern and efficient facility to better serve the growing passenger base.
- In May 2022, the Airport Authority celebrated the completion of three new 1-million-gallon above-ground jet fuel storage tanks. The addition of these new tanks brings SAN's total to five onsite fuel tanks and increases on-hand fuel volume to more than six days.
- On April 8, 2023, the Airport Authority launched the operation of the new triturator and wash rack facility on the airfield. The building provides essential lavatory waste and vehicle washing infrastructure for all SAN operators.
- Biometric screening devices for departing passengers have been installed at the international gates in Terminal 2, which streamlines passenger flow and allows for the redeployment of Customs and Border Patrol staff to other areas within the airport.



Japan Airlines celebrates 10 years at SAN

Enhancing Revenue

Innovation and offerings provide the airport with a unique value proposition that customers can appreciate.

Initiatives

Attract domestic and international airlines and passengers.

- In the calendar year 2023, 16 airlines served SAN with as many as 76 nonstop international and domestic destinations on three continents.
- In December 2022, Japan Airlines celebrated 10 years of service between Asia and San Diego, with four flights weekly.
- In January 2023, Alaska Airlines announced new nonstops from SAN to Washington, D.C. (IAD); Eugene, Oregon; and a seasonal nonstop to Tampa, Florida.
- Frontier Airlines announced in September 2022, daily seasonal nonstop flights between SAN and Orlando, Florida, and Cleveland, Ohio.
- Allegiant Air began nonstop flights between SAN and Provo, Utah in August 2022.
- In fiscal year 2023, Southwest Airlines served 30 nonstop domestic and international destinations from San Diego, with a 39 percent share of all airline seats scheduled, more than any other airline at SAN. Alaska Airlines was the next-largest carrier at SAN and served the most nonstop destinations with 36 domestically and internationally.

- SAN offers a diverse mix of carriers. Alaska Airlines, Delta Airlines, Southwest Airlines, and United Airlines all fly at least 10 percent of the flights into and out of SAN.

Invest/participate in innovation that improves efficiency or enhances revenue.

- In early 2023, the Airport Authority adopted a new parking strategy that allows the airport to react quickly to changes in the marketplace. The parking strategy implements adjustable parking rates within a Board-approved range that can be modified by the President/CEO based on short-term changes in supply and demand. The new parking strategy also seeks to develop new parking products beyond the current drive-up and valet offerings and provides new marketing strategies for promotion and branding.

Airport Authority Receives Substantial Federal Funding in FY23 for New T1



In fiscal year 2023, the Airport Authority received two Federal Aviation Administration (FAA) grants enabled by the Bipartisan Infrastructure Law to help fund New T1 construction. The Airport Terminal Program provides funds on a competitive discretionary basis. The grants received during the fiscal year include \$51 million in March 2023 and \$24 million in July 2022.

Under the Airport Improvement Grant program, the Airport Authority will receive entitlement grants of approximately \$24 million per year over five years. These funds will be applied to both terminal and airfield components of the New T1 project.

The Airport Authority was also awarded \$110 million in a 10-year Letter of Intent discretionary grant commitment for the airfield component of the New T1 project. The airfield project includes redesigned taxiways and additional aircraft parking spots that will help reduce aircraft taxiing times, resulting in reduced greenhouse gas emissions.

A discretionary grant of \$3.3 million has also been awarded through the Community Project Funding/Congressionally Directed Spending program which will fund a project to install electric vehicle charging infrastructure for ground service equipment used by the airlines operating at the New T1. This represents the Airport Authority's strong commitment to support the transition to electric vehicles to reduce greenhouse gas (GHG) emissions.

The Airport Authority appreciates the support of U.S. Senators Alex Padilla and Dianne Feinstein, Congressman Scott Peters and the entire San Diego Congressional delegation, as well as Secretary of Transportation Pete Buttigieg and the Biden Administration, for their work in helping to secure this funding.



Passengers enjoying reupholstered seating while they wait for their flight.

Reducing Expenses/Controlling Costs

By reducing expenses and controlling costs, we can invest in the future.

Initiatives

Evaluate contracts and partnerships for opportunities to improve revenue and expense profile.

- In FY 2023, the Authority achieved more than \$17 million in contract cost savings through competition and contract negotiations.
- The Facilities Management Department (FMD) used a local upholstery business in February 2023 to reupholster worn or damaged seats in the terminal gate areas rather than reordering from an international company, which saved on average \$40 per cushion and an annual estimated savings of \$4,000 to \$12,000.
- FMD also saved nearly \$400,000 in fiscal year 2023 by implementing a team-based hybrid approach to responding to and having personnel available for elevator and escalator maintenance. This multi-department effort was initiated at the height of the COVID-19 pandemic to improve efficiency and averages \$33,000 per month in cost savings.
- Payment automation utilizing the Paymode-X payment network was implemented in October 2022. This has allowed the airport to significantly expand the volume of electronic payments. Electronic payments are faster and more secure than traditional check payments and can provide more rebate opportunities.

The Winning Trend Continues

The Procurement team earned the Achievement of Excellence in Procurement® (AEP) Award in 2023 from the National Procurement Institute, Inc. for the 14th consecutive year. The program recognizes procurement organizations that embrace innovation, productivity, leadership, sustainability, industry trends, and agility. Criteria are updated each year to reflect best practices within the procurement profession. The AEP program encourages the development of excellence as well as continued organizational improvement to earn the award annually.

Airport Authority Wins Government Finance Officers Association Award



The Finance team earned the Distinguished Budget Presentation Award from Government Finance Officers Association for the FY23 budget. This is the 18th straight year that the Airport Authority has received recognition.

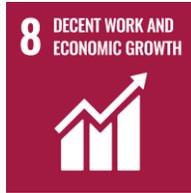
The award reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as a policy document, a financial plan, an operations guide, and a communications device.

Also, for the 20th consecutive year, the Authority's Annual Comprehensive Financial Report earned the Certificate of Achievement for Excellence in Financial Reporting.

This award recognizes government organizations that go beyond the minimum requirements while demonstrating the spirit of transparency and full disclosure.



A New T1 concessions information session



Driving the Regional Economy Through Small Business

Through our Small Business & Partnership programs, we help promote inclusive and sustainable economic growth and decent work for all.

Initiatives

Provide opportunities for small, local, disadvantaged, and veteran-owned businesses.

- In calendar year 2022, the Small Business Development team conducted 33 outreach and training events, gave 23 presentations, and reached more than 2,100 attendees, who learned about doing business with the Airport Authority, contract opportunities, and more.
- For the New T1, the targeted contract value distribution goals are 25 percent of subcontract value awarded to small businesses enterprises, 80 percent of subcontract value awarded to local businesses, and three percent of subcontract value awarded to veteran-owned small businesses.
- In the fiscal year 2023, the Procurement Department awarded more than \$18 million to certified local businesses and an additional \$7 million to businesses located within San Diego County; more than \$15 million to certified small businesses; more than \$3 million to women-owned businesses; and more than \$14 million to minority-owned businesses.
- The North San Diego Business Chamber presented the Airport Authority with its “Think Local First Business of the Year” award during its 2022 Leadership Awards ceremony. The Chamber highlighted the Airport Authority’s Small Business Development efforts.

New T1 Concessions Outreach

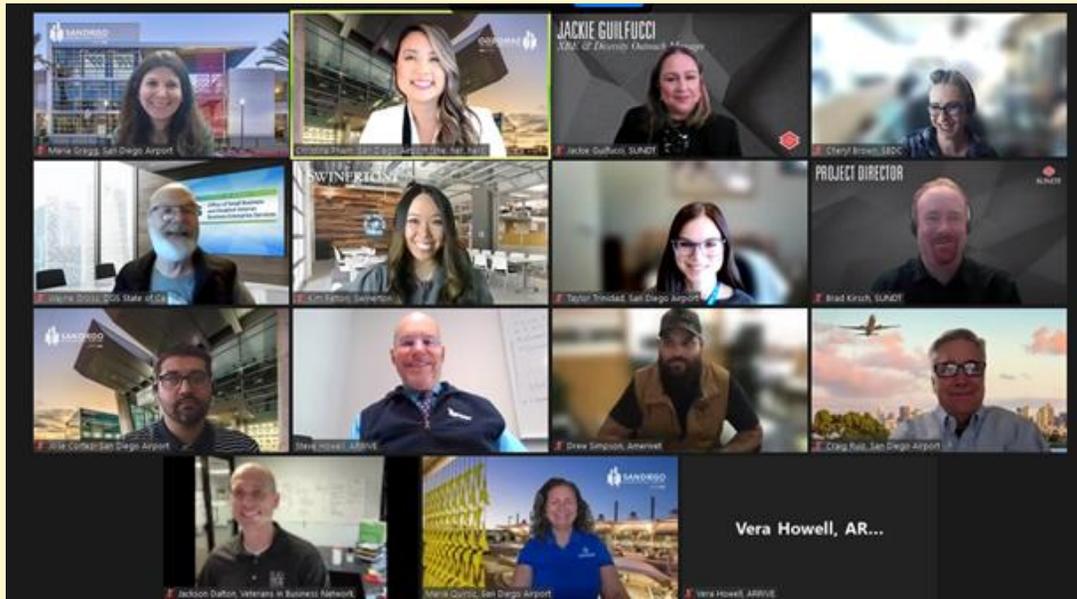


The Airport Authority hosted multiple in-person and virtual outreach events throughout the region in 2022 to raise awareness of concessions opportunities in the New T1. More than 200 people in total attended the events, in which prime concessionaires set up exhibit booths for one-on-one networking. Specific webinar topics included “Demystification of the RFP Process” and “ACDBE Certification.”

The Small Business Development team expanded the Authority’s reach by participating in the San Diego Regional Chamber of Commerce’s Small Business Awards and Mixer and sponsoring Young Black & N’ Business, a networking organization that works to empower young entrepreneurs in San Diego’s underserved communities.

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Connecting Business to SAN



The Small Business Development team hosted a series of informative virtual sessions on doing business at SAN, including the New Terminal 1.

- On October 10, 2022, the SBD Team hosted an Airport Concession Disadvantaged Business Enterprise (ACDBE) Certification webinar to help eligible businesses learn about the process for ACDBE certification. More than 40 participants attended.
- The Authority held two virtual Meet the Primes events in November of 2022, connecting 200 external participants with more than 200 Authority Prime contractors, subcontractors, suppliers, vendors, and Authority staff.
- More than 25 veterans attended the virtual Veteran Appreciation Panel on November 17, 2022, to learn about opportunities and programs for veterans at SAN and beyond.

Additionally, the Small Business Development department partnered with Procurement to form the Business Engagement Workstream as a part of the DEI Committee. One new focus/initiative: Educate departments on how to increase diverse participation in informal contract opportunities.

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Amerivet Contracting – A Small Business Success Story



Amerivet Contracting is a local company specializing in emergency response and construction site services. In 2022, it sent multiple employees, including the owners, to the Authority's Turner School of Construction Management, where they learned the ins and outs of doing business at SAN. The company also worked with the Authority's Small Business Development team to be certified as a Local Business Enterprise (LBE).

Additionally, Amerivet earned certification as a Disadvantage Business Enterprise (DBE) and Disabled-Veteran Business Enterprise (DVBE), further expanding its potential to win more contracts for public sector work. In fact, Amerivet secured eight contracts on the New T1 project worth a total of \$2 million.



Construction of the New T1



Planning Ahead

Planning for the future helps us build a resilient enterprise while fostering innovation.

Initiatives

Ensure a plan of finance that is flexible, nimble, and able to proactively address future changes.

- For fiscal year 2024, the Authority Board has approved a budget with operating expenses of \$209 million; and total expenses of \$427 million (total expenses include \$196 million of interest and principal debt payments). Total revenue is budgeted at \$618 million.

Evaluate multiple funding methods for the Capital Program (Airport Development Plan & Capital Improvement Program).

- The Airport Authority has successfully developed a portfolio of approximately \$250 million in current and committed grants. A robust ongoing planning effort ensures the effective use of entitlement funds and the development of innovative approaches to application submittals for competitive discretionary grants. A grants committee comprised of representatives from several Airport Authority departments meets on a regular basis to evaluate grant opportunities and respond to short-notice application deadlines. Currently, the committee is actively evaluating emerging grant opportunities focusing on greenhouse gas reductions and energy resiliency.

Implement a sustainable 20-year capital plan.

- The Airport Authority kicked off its 20-year Capital Improvement Program in August 2022 with a workshop where representatives from all departments came together to plan for future projects. Led by the Airport Planning, Airport Design & Construction, and Finance teams, the group brainstormed the future needs of the airport. The results of that brainstorming session and workshop will help form the roadmap for future development, priorities, and financial planning.

The Bond Buyer Deal of the Year Award



San Diego County Regional Airport Authority was proud to be awarded [*The Bond Buyer's*](#) 2022 Deal of the Year award in the Far West Region category in November 2022 and named as a finalist for the national Deal of the Year award. The award is for the December 2021 completion of a major bond financing totaling \$1.94 billion. *The Bond Buyer* is a print and digital publication that provides news, analysis, and data serving the finance community. The 2022 Deal of the Year awards identify and recognize the year's most outstanding municipal financings.

Emergency Preparation – Ensuring Safety



Airport Authority employees simulate an emergency preparedness exercise.

The Aviation Security and Public Safety Department conducted three exercises in 2022 to help ensure the Airport Authority is prepared to handle any kind of crisis.

The department held its annual Emergency Operations Center (EOC) exercise on July 27, 2022. The exercise was held virtually and focused on the EOC’s response and support of first responders to a theoretical plane crash at SAN. Participants represented all departments in the Airport Authority.

On January 26, 2022, SAN conducted its FAA Part 139 Tabletop Exercise and reviewed the Earthquake Response Plan with tenants and stakeholders. As a certified airport, SAN is required by the FAA to exercise and review the emergency plans in our Airport Emergency Plan (AEP) with tenants and stakeholders.

On March 9, 2022, the Emergency Management team hosted its first Business Continuity Exercise with a cybersecurity scenario.

The Airport Authority also held two “lessons learned” large-scale meetings with internal and external stakeholders regarding two incidents, one involving a security breach at a TSA checkpoint and the other regarding a fuel spill on the airfield.

Preparing for Change



The Airport Authority created the Operational Readiness, Activation, and Transition (ORAT) team in December 2022, to help prepare employees to work in and operate new facilities at SAN, including the New T1 and the new Administration Building.

The ORAT team is part of the Airport Operations Division and is creating and implementing a comprehensive plan to ensure that all phases of opening the New T1 and related facilities are seamless. Before activating a new facility, this team will have developed a thorough concept of its operations, trained staff on new procedures, tested new systems and processes, and shifted operations (usually overnight) from the existing facility.

In addition to collaborating across the entire Airport Authority, ORAT's responsibilities include working closely with airport stakeholders and partners, such as airlines, concessions, TSA, janitorial services, and many others through the opening of all new buildings on the airport campus.



Stakeholders

Section 6 | Stakeholder Engagement

SAN engages and collaborates with a wide variety of stakeholders, including residents, local government officials and business leaders, every day. Below are examples of these stakeholder groups:

Community-Based Groups

- Peninsula Community Planning Board
- Mission Hills Town Council
- Little Italy Association
- Friends of Downtown
- P3 People for Progress
- Uptown Planners
- Mission Hills BID
- Point Loma Rotary
- Old Town Community Planning Group
- Midway Planning Group
- Point Loma Association

Businesses

- Local/regional chambers of commerce
- San Diego Regional Economic Development Corporation
- Small business community
- Business partners
- Business community
- World Trade Center San Diego
- Tourism community
- Research and development community
- Airport-adjacent businesses
- Ground Transportation Operators

Government: Local/Regional

- City of San Diego
- Other San Diego County cities
- San Diego Metropolitan Transit System
- Port of San Diego
- Harbor Police
- San Diego Association of Governments
- County of San Diego
- North County Transit District
- Local/regional elected officials

Government: Federal

- Federal Aviation Administration
- Transportation Security Administration
- Other federal agencies
- Federal legislative bodies
- U.S. Marine Corps
- U.S. Navy
- Military families
- Federal elected officials

Tenants

- Airlines
- Concessions
- Fixed-base operator
- Fuel farm operator
- USO
- Rental car operators
- Other airport tenants

Organizational

- Airport Authority Board
- Airport Authority executive management
- Airport Authority staff
- Airport employees
- Labor unions
- Volunteer Airport Ambassadors

Public

- General public
- Traveling public
- Passengers
- Other airport users
- Airport-adjacent residents

Public Participation Committees

- Airport Authority Advisory Committee
- Art Advisory Committee
- Airport Land Use Compatibility Plan Technical Advisory Group
- Airport Noise Advisory Committee

Government: State

- State of California
- California Coastal Commission
- California Department of Transportation
- Other state regulatory agencies
- State elected officials

Environmental Interest Groups

- Nonprofit environmental groups
- Grassroots citizen groups
- Local and regional groups

Stakeholders and other members of the public are welcome to address the Airport Authority Board during the public comment period at any of its public meetings. All Board, Board Committee and Advisory Committee meetings are open to the public, with public comment periods. Airport Authority Board member contact information is also available on the website at san.org.

For all major development projects, the Airport Authority follows state and federal Environmental Impact Report and Environmental Impact Statement guidelines, which includes extensive public comment and public participation requirements.



Materiality

Section 7 | Materiality Assessment

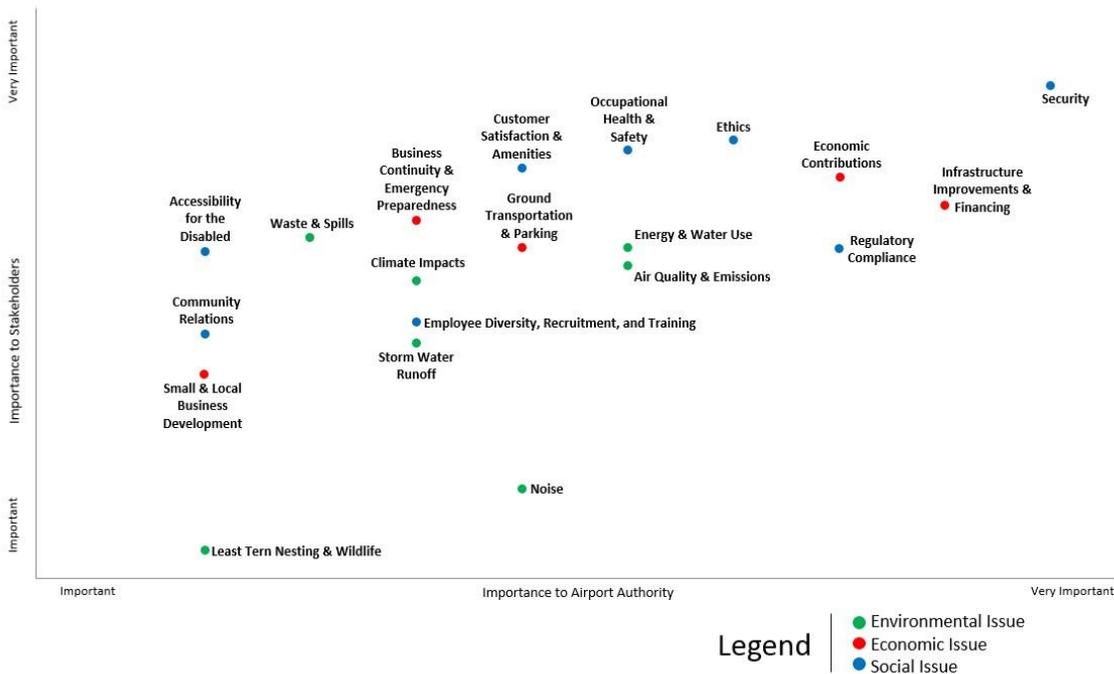
In the 2015-16 timeframe, the Airport Authority's Sustainability Report team provided an opportunity to discuss and capture employees' perspectives on how the Airport Authority's organizational values support progress toward addressing the 20 material issues identified in the report.

In addition to Authority staff, groups surveyed to determine the issues that were most material to the airport included public/passengers, business partners, and the Authority Advisory Committee. Employee and business partner surveys were typically distributed to groups after in-person introductory presentations. Survey responses were anonymous.

The Airport Authority defines materiality based on the priority of each aspect to the business, our stakeholders, and our customers. The Airport Authority's supply chain includes facility tenants along with the goods and services needed for airport operations and construction activity. The Sustainability Report generally addresses Airport Authority activities and does not address the activities of Airport Authority suppliers, tenants, or contractors except where noted.

The matrix depicted below represents organizational values as measured in 2015-16. The Airport Authority intends to issue a new survey to internal and external audiences in the near future to reflect a changing airport environment.

As always, employees are encouraged to incorporate any of the 20 material issues, if applicable, into their performance goals and work priorities throughout the year.





Tables

Section 8 | Tables

SAN Global Reporting Initiative (GRI) Metrics (Years 2018 - 2022)

Environmental Performance

AO5 Ambient air quality according to pollutant concentration by regulatory regime*					
	CY 2018	CY 2019**	CY 2020***	CY 2021	CY 2022
Ozone (Maximum Concentration for 8 Hrs)	0.077	0.072	0.087	0.063	0.063
Ozone (Annual Average)	0.044	0.039	0.041	0.041	0.037
Nitrogen Dioxide (Maximum 1-Hour Concentration)	0.045	0.062	0.053	0.054	0.054
Nitrogen Dioxide (Annual Average)	0.007	0.012	0.009	0.009	0.01
CO (Max Concentration for 1 Hr)	NS	NS	NS	NS	NS
CO (Max Concentration for 8 Hrs)	NS	NS	NS	NS	NS
CO (Annual Average)	NS	NS	NS	NS	NS

*Values listed in parts per million (ppm).

**CY17 and CY18 data from Kearny Villa Road station; CY19 reporting data from new Downtown monitoring station Sherman Elementary School (not a complete year; Ozone monitoring began at Sherman on July 16, 2019); NS=station not sampled for compound

***Higher ozone values in 2020 were related to the smoke from fires (not just the fires in San Diego, but also smoke that traveled down from the fires north of San Diego for an extended period time).

For reference, download the report from the APCD website <https://www.sdapcd.org/content/sdc/apcd/en/CurrentAirQuality.html>

AO6 Aircraft and pavement de-icing/anti-icing fluid used and treated					
	FY 2018	FY 2019	FY 2020	FY 2021	CY 2022*
Fluid Type	Type-I	Type-I	Type-I	Type-I	Type-I
Quantity Used (cubic meters)	0.19	0.15	0.09	0.095	0.091
Percentage Captured	90%	90%	90%	90%	90%
Percentage Evaporated	10%	10%	10%	10%	10%

*Data reported for calendar year.

AO7: People residing in areas affected by noise					
	FY 2018	FY 2019	FY 2020	FY 2021	CY 2022*
People	16,580	13,316	5,585	1,372	5,055
Percent Change from the Previous Year	12.3%	-19.7%	-58.1%	-75.4%	268.4%

302-1: Energy consumption within the organization					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Natural Gas Consumption (MMBtu)	48,052	54,193	45,869	29,538	44,781
Solar Consumption (MMBtu)	29,488	29,371	29,252	27,951	29,462
Electricity Consumption (MMBtu)	167,869	163,404	134,082	137,278	149,180
Total Energy Use	245,409	246,968	209,203	194,767	223,423
SAN-Specific Measurements	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Energy Use Intensity (Mbtu/SF)	92	92.7	78.6	51.4	59
Passengers	24,238,300	25,216,947	9,238,882	15,602,505	22,009,921
Energy Use Intensity (Mbtu/Passenger)*	10.12	9.79	22.64	12.48	10.15
Percent Renewable Electricity (includes grid delivery and onsite)	85% (15% on site)	85% (15% on site)	86% (18% on site)	77% (17% on site)	100%

*This table includes disclosure 302-3 Energy Intensity

302-4 Reduction of energy consumption					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Change in energy consumption from previous year (MMBtu)	8,913	1,559	-37,766	-14,436	28,656

303-3: Water Withdrawal & 303-5: Water Consumption*					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Total Water Withdrawal**	94,138,044	85,534,468	48,791,292	54,211,300	65,003,444
Passengers	24,238,300	25,216,947	9,238,882	15,602,505	22,009,921
Water Withdrawal per Passenger	3.88	3.39	5.28	3.47	2.95
On-site capture and reuse	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Terminal 2 Parking Plaza System	380,400	1,850,716	936,715	1,041,794	812,506
Northside Cistern***	N/A	N/A	N/A	N/A	68,387

*Includes disclosure 303-1 Interactions with water as a shared resource

**Values listed in gallons and based on calendar years. Baseline water use in 2008 was approximately 88,485,400 gallons.

***First year of data available for new cistern.

304-3: Habitats protected or restored					
	CY 2018	CY 2019	CY 2020	CY 2021*	CY 2022
Protected	13.50	13.50	13.50	14.00	14.00
Restored	0	0	0	0	0

*Values listed in acres. Approximately 13.5 acres spread over across 20 acres of airfield ovals; in 2021 the habitat protected increased 0.5 acres, to 14 total

305-1,2 & 3 Greenhouse Gas Emissions*					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Direct (Scope 1)	4,590	4,417	2,719	1,910	2,366
Indirect (Scope 2)	4,023	1,273	1,800	4,010	0
Total Scopes 1 & 2 (Authority-Controlled Emissions)	8,613	5,690	4,519	5,920	2,366
Scopes 1 & 2 Change from Previous Year	-39.0%	-33.9%	-20.6%	31.0%	-60.0%
Other Indirect (Scope 3)**	2,151,342	2,252,811	1,007,225	1,614,115	2,952,478
Total Scopes 1, 2 & 3	2,159,955	2,258,501	1,011,744	1,620,035	2,954,844
Scopes 1, 2 & 3 Change from Previous Year	21.5%	4.6%	-55.2%	60.1%	82.4%
Passengers	24,240,864	25,216,947	0	15,602,505	22,009,921
GHG Use Intensity (MT/Passenger)	0.0891	0.0896	#DIV/0!	0.1038	0.1343

*Values listed in metric tons (MT) and based on calendar year. GHG inventory is complete in June of each year for the prior year; includes disclosure 305-5 Reduction of GHG Emissions

**Tracking full aircraft flights for Scope 3 emissions; previously reported landings and take-offs (LTO) only

AO4: Stormwater Quality					
Pollutant of Concern (units)	Exceedance Frequency (%)				
	FY18	FY19	FY20	FY21	FY22
Ammonia-N (mg/L)	26	1.4	30.3	17.9	7.0
BOD (mg/L)	29.0	12.7	16.1	29.9	28.1
COD (mg/L)	38	5.6	19.6	10.4	12.3
Specific Conductivity (µmhos/cm)	2	0	0	0	0
pH (pH Units)	1.8	1.4	1.8	3	7
TSS (mg/L)	10.9	1.4	5.3	4.5	5.3
Aluminum, Total (µg/L)	25.5	18.3	7.1	0	5
Copper, Total (µg/L)	74.5	15.7	64.3	29.9	28.1
Copper, Dissolved (µg/L)	54.5	42.3	35.7	11.9	15.8
Iron, Total (µg/L)	13	9	12.5	7.5	8.8
Zinc, Total (µg/L)	0	22.5	35.7	22.4	10.5
Zinc, Dissolved (µg/L)	34.5	12.9	16.1	6	2
MBAS (mg/L)	0	0	0	0	5
Cadmium, Dissolved (µg/L)	3.6	0	0	0	0
Cadmium, Total (µg/L)	9.1	0	0	0	0
PCB-1242 (µg/L)	2	0	0	0	0
Diesel Range Organics (C10-C24) (mg/L)	0	0	0	0	4
Jet-A (mg/L)	36.4	31.0	29.1	10.6	9.0
Oil Range Organics (C22-C36) (mg/L)	27	18	5.4	40.9	57.1
Total Coliforms (CFU/100 mL)	40.0	42.3	80	20.8	25.0
Fecal Coliforms (CFU/100 mL)	32.0	34.6	45	12.5	12.5
Enterococcus (CFU/100 mL)	72.0	57.7	80	25	46
Average Exceedance Frequency***	8%	4%	7%	4%	4%

*Data reported for fiscal year.

**ND= data is not detected

***Total # of exceedances/Total # of analyses or samples

301: Materials & 306: Waste*					
	CY 2018	CY 2019	CY 2020***	CY 2021	CY 2022
Construction & Demolition Debris Recycling**	45,743	58,063	17,573	20,560	249,623
Recycling	1,532	1,888	843	987	1,674
Landfill	5,352	4,872	1,963	3,018	4,059
Total Non-Hazardous	52,627	64,823	20,379	24,565	255,356
Certified Hazardous Waste Disposal	89	250	561	73	344
Total Waste	52,716	65,073	20,940	24,638	255,700

*Prior to 2019 this table was titled "306-2: Waste by type & waste by disposal method & 306-4 Transport of hazardous waste". This table includes data for the following topic-specific disclosures: 301-1 Materials Used; 301-2 Recycled Input Material; 306-2 Waste by type and disposal method; 306-4 Transport of hazardous waste.

**Values listed in standard tons. 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 is due to the Hydrant Fueling Line Project and the burn ash that was transported to Copper Mountain.

Social Performance

A09: Wildlife Strikes*					
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Strikes*	0.8	1.05	0.69	0.52	0.59

*Annually, per 10,000 aircraft movements.

102-08: Employees by Contract Type				
FY 2018				
		Male	Female	Total
Authority	Full Time	230	179	409
	Part Time	0	0	0
Contract Workers*	Full Time	1,204	323	1527
	Part Time	0	0	0
Total		1,434	502	1,936

*Changes in full-time temporary contract workers are due to increases resulting from various projects including NT1

102-08: Employees by Contract Type				
FY 2019				
		Male	Female	Total
Authority	Full Time	240	179	419
	Part Time	0	0	0
Contract Workers*	Full Time	3258	80	3338
	Part Time	20	7	27
Total		1,434	3518	266

*Changes in full-time temporary contract workers are due to increases resulting from various projects including NT1

102-08: Employees by Contract Type				
FY 2020				
		Male	Female	Total
Authority	Full Time	236	158	394
	Part Time	0	0	0
Contract Workers*	Full Time	2482	22	2504
	Part Time	70	50	120
Total		1,434	2788	230

*Changes in full-time temporary contract workers are due to increases resulting from various projects including NT1

102-08: Employees by Contract Type				
FY 2021				
		Male	Female	Total
Authority	Full Time	235	151	386
	Part Time	0	0	0
Contract Workers*	Full Time	2362	106	2468
	Part Time	0	0	0
Total		1,434	2597	257

*Changes in full-time temporary contract workers are due to increases resulting from various projects including NT1

102-08: Employees by Contract Type				
FY 2022				
		Male	Female	Total
Authority	Full Time	234	143	377
	Part Time	0	0	0
Contract Workers*	Full Time	3267	98	3365
	Part Time	13	3	16
Total		1,434	3514	244

*Changes in full-time temporary contract workers are due to increases resulting from various projects including NT1

102-41: Employees Covered by Collective Bargaining Agreements					
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percentage	30.56%	31.46%	30.41%	29.74%	27.85%

AO10: Service Quality*					
Year	Month	Percent Satisfied**	Average Satisfied**	Avg. Large Airport Satisfaction Score***	SAN Satisfaction Score***
2018	Jan-Mar	81%	4.18	760	776
	Apr-Jun	75%	4.09		
	Jul-Sep	79%	4.11		
	Oct-Dec	74%	3.99		
2019	Jan-Mar	80%	4.22	765	774
	Apr-Jun	78%	4.32		
	Jul-Sep	N/A	N/A		
	Oct-Dec	N/A	N/A		
2020	Jan-Mar	N/A	N/A	786	778
	Apr-Jun	N/A	N/A		
	Jul-Sep	N/A	N/A		
	Oct-Dec	N/A	N/A		
2021	Jan-Mar	N/A	N/A	805	814
	Apr-Jun	N/A	N/A		
	Jul-Sep	N/A	N/A		
	Oct-Dec	N/A	N/A		
2022	Jan-Mar	N/A	N/A	784	787
	Apr-Jun	N/A	N/A		
	Jul-Sep	N/A	N/A		
	Oct-Dec	N/A	N/A		

*Includes disclosures 102-43 & 102-44: Customer Satisfaction Scores

205-2: Communication & Employees Trained in Organization's Anticorruption Policies and Procedures*

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percentage**	0.0%	93.1%	0.0%	92.8%	0.0%

* Values listed as percentage of headcount. The Airport Authority has identified no operations or suppliers as having significant risk for incidents of forced or compulsory labor. SAN complies with numerous federal regulations that protect against human trafficking and slavery. Further, as a primary airport in the state of California, SAN combats human trafficking and slavery by prominently posting signs (as required under SB 1193 and Civil Code Section 52.6) throughout the terminals publicizing the availability of a hotline for reporting suspected activity.

**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.

401-1: Employee New Hires by Gender*

	CY 2018		CY 2019		CY 2020		CY 2021		CY 2022	
	Number	Rate								
Male	22	5.39%	29	7.07%	9	2.18%	17	4.45%	37	9.64%
Female	17	4.17%	17	4.1%	5	1.21%	14	3.66%	23	5.99%
Total	39	9.56%	46	11.2%	14	3.39%	31	8.12%	60	15.63%

*Data does not include Veteran Fellows and Interns

401-1: Employee Turnover by Age*

	CY 2018		CY 2019		CY 2020		CY 2021		CY 2022	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
<30	1	0.25%	5	1.22%	3	0.73%	6	1.57%	5	1.30%
30-50	17	4.17%	13	3.17%	13	3.15%	22	5.76%	29	7.55%
>50	18	4.41%	16	3.90%	23	5.57%	20	5.24%	22	5.73%
Total	36	8.82%	34	8.29%	39	9.44%	48	12.57%	56	14.58%

*Data does not include Veteran Fellows and Interns

401-3: Parental Leave										
	CY 2018*		CY 2019		CY 2020**		CY 2021		CY 2022	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
a. # of ees entitled by gender	179	230	180	242	158	236	172	257	169	277
b. # of ees that took by gender	9	3	4	3	2	8	3	5	4	6
c. # of ees that returned to work by gender	8	3	2	3	2	8	3	5	1	6
d. # of ees that returned and still employed after 12 months	7	3	3	3	1	8	2	4	1	6
Return to Work Rate	88%	100%	100%	100%	100%	100%	100%	100%	25%	100%
Retention Rate	88%	100%	75%	100%	50%	100%	67%	80%	25%	100%

* Previously reported as Fiscal Year

403-2: Employee Injury Rate (CY 2018)		
	Male	Female
Injury Rate	4.22	3.58
Occupational Disease Rate	0	0
Lost Day Rate	0.94	0.60
Work-Related Fatalities	0	0
Hours	426,818	335,356
EE	407	
Injuries	9	6
Avg. hours worked per EE/yr	1872.7	

403-2: Employee Injury Rate (CY 2019)		
	Male	Female
Injury Rate	3.16	2.42
Occupational Disease Rate	0	0
Lost Day Rate	3.61	0.61
Work-Related Fatalities	0	0
Hours	443,398	330,420
EE	415	
Injuries	7	4
Avg. hours worked per EE/yr	1864.6	

403-2: Employee Injury Rate (CY 2020)		
	Male	Female
Injury Rate	2.52	1.89
Occupational Disease Rate	0	0
Lost Day Rate	27.70	0.00
Work-Related Fatalities	0	0
Hours	476,071	317,381
EE	405	
Injuries	6	3
Avg. hours worked per EE/yr	1959	

403-2: Employee Injury Rate (CY 2021)				
	Including COVID		Not Including COVID	
	Male	Female	Male	Female
Injury Rate	10.36	11.02	3.60	2.94
Occupational Disease Rate	0	0	0	0
Lost Day Rate	92.32	221.17	0.00	132.26
Work-Related Fatalities	0	0	0	0
Hours	444,101	272,191	444,101	272,191
EE	398		398	
Injuries	23	15	8	4
Avg. hours worked per EE/yr	1,799.7		1,799.7	

403-2: Employee Injury Rate (CY 2022)				
	Including COVID		Not Including COVID	
	Male	Female	Male	Female
Injury Rate	39.95	17.75	3.63	0.71
Occupational Disease Rate	0	0	0	0
Lost Day Rate	38.13	17.04	0.91	0.00
Work-Related Fatalities	0	0	0	0
Hours	440,571	281,677	440,571	281,677
EE	383		383	
Injuries	88	25	8	1
Avg. hours worked per EE/yr	1,885.8		1,885.8	

404-1 Average hours of training per year per employee					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Average Hours	3.74	10.54	3.17	4.35	6.45

404-2 Programs for upgrading employee skills and transition assistance programs					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Tuition reimbursement					
Number of Employees	17	22	17	13	16
Total Amount	\$44,760.05	\$48,725.63	\$29,909.76	\$24,005.16	\$27,970.82

404-3: Percentage of Employees Receiving Regular Performance and Career Development Reviews					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Employees	100%	100%	100%	100%	100%

405-1: Diversity of Employees*

	CY 2018		CY 2019		CY 2020	
	CY 2018	% of Total Population	CY 2019	% of Total Population	CY 2020	% of Total Population
Employee Population						
Total	407	100.0%	419	100.0%	394	100.0%
Gender						
F	179	44.0%	179	42.7%	158	40.1%
M	230	56.5%	240	57.3%	236	59.9%
Ethnicity						
American Indian/Alaskan Native	2	0.5%	2	0.5%	2	0.5%
Asian	37	9.1%	44	10.5%	40	10.2%
Black/African American	44	10.8%	40	9.5%	34	8.6%
Hispanic	88	21.6%	97	23.2%	92	23.4%
Native Hawaiian/Pacific Islander	12	2.9%	12	2.9%	10	2.5%
White (Not of Hispanic Origin)	190	46.7%	195	46.5%	188	47.7%
Two or More Races	22	5.4%	20	4.8%	19	4.8%
Decline to Self-Identify & Unknown	12	2.9%	9	2.1%	9	2.3%
Age Group						
under 30	32	7.9%	35	8.4%	22	5.6%
30 - 50	205	50.4%	194	46.3%	186	47.2%
over 50	172	42.3%	190	45.3%	186	47.2%

405-1: Diversity of Employees*

	CY 2021		CY 2022		San Diego County Estimates 7/1/21**
	CY 2021	% of Total Population	CY 2022	% of Total Population	% of Total Population
Employee Population					
Total	380	100.0%	383	100.0%	100.0%
Gender					
F	146	40.1%	148	38.6%	49.5%
M	234	59.9%	235	61.4%	50.5%
Ethnicity					
American Indian/Alaskan Native	2	0.5%	1	0.3%	0.5%
Asian	39	10.3%	39	10.2%	15.8%
Black/African American	31	8.2%	29	7.6%	6.1%
Hispanic	88	23.2%	97	25.3%	30.3%
Native Hawaiian/Pacific Islander	11	2.9%	12	3.1%	0.4%
White (Not of Hispanic Origin)	181	47.6%	171	44.6%	42.8%
Two or More Races	19	5.0%	25	6.5%	5.3%
Decline to Self- Identify & Unknown	9	2.4%	9	2.3%	N/A
Age Group					
under 30	20	5.3%	22	5.7%	N/A
30 - 50	175	46.1%	166	43.3%	N/A
over 50	185	48.7%	195	50.9%	N/A

*Does not include veterans or interns

**<https://www.census.gov/quickfacts/fact/table/sandiegocountycalifornia,CA/PST045216>

Economic Performance

AO1: Passengers by International/Domestic*					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Domestic	23,195,614	24,163,175	8,991,533	15,392,406	21,285,608
International	1,042,686	1,053,772	247,349	210,099	724,313
Total	24,238,300	25,216,947	9,238,882	15,602,505	22,009,921

*Reported for calendar years.

AO1: Passengers by Origin & Destination/Transfer*					
	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Origin	12,125,938	12,624,938	4,629,628	7,820,933	11,125,342
Destination	12,112,362	12,592,009	4,609,254	7,781,572	10,884,579
Total	24,238,300	25,216,947	9,238,882	15,602,505	22,009,921

*Reported for calendar years. Transfers typically account for less than 3% of passenger volumes on an annual basis.

AO2: Annual Aircraft Movements*					
Flight Category	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Passenger	213,963	220,908	124,288	150,563	174,987
Cargo	5,668	6,661	7,075	7,205	6,724
General Aviation	10,337	9,682	7,319	11,169	27,201
Military	758	764	959	1,096	1,338
Total	230,726	238,015	139,641	170,033	210,250

*Reported for calendar years. The Airport has a departure curfew from 11:30pm to 6:30am limiting aircraft movements at night.

AO3: Cargo Tonnage*					
Domestic	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Cargo Tonnage	158,754	143,035	137,156	133,225	123,332
Mail	24,566	17,153	6,768	7,297	7,722
Total	183,320	160,188	143,924	140,522	131,054
International					
Cargo Tonnage	9,031	11,429	6,784	13,322	9,344
Mail	N/A	N/A	N/A	N/A	N/A
Total	9,031	11,429	6,784	13,322	9,344
Total					
Cargo Tonnage	167,786	154,464	143,940	146,547	132,675
Mail	24,566	17,153	6,768	7,297	7,722
Total	192,351	171,617	150,708	153,844	140,397

*Reported for calendar years.

201-1: Direct Economic Value Generated and Distributed					
Revenues	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Operating Revenues	\$265,800,000	\$293,700,000	\$263,000,000	\$223,974,000	\$319,254,000
Expenses					
Operating Costs	\$121,200,000	\$127,600,000	\$110,600,000	\$97,600,000	\$102,941,459
Employee Wages and Benefits	\$47,900,000	\$49,600,000	\$51,700,000	\$52,900,000	\$46,373,000
Debt Service	\$49,900,000	\$51,800,000	\$55,000,000	\$70,000,000	\$63,700,000
Total	\$219,000,000	\$229,000,000	\$217,300,000	\$220,500,000	\$213,014,459

201-4: Significant Financial Assistance Received from Government

Type	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Build America Bond Interest Rebate	\$4,700,000	\$4,700,000	\$2,100,000	\$0	\$0
Federal Relief Grants*	N/A	N/A	\$36,900,000	\$77,200,000	\$78,922,000
Airport Improvement Program (AIP) Grants	\$13,300,000	\$8,200,000	\$4,100,000	\$13,900,000	\$12,958,000
Quieter Home Program	\$8,400,000	\$11,600,000	\$12,200,000	\$12,300,000	\$14,392,766
Total	\$26,400,000	\$24,500,000	\$55,300,000	\$103,400,000	\$106,272,766

*Utilized CARES Act funding; not representative of total grants received

204-1: Proportion of Spending on Local Suppliers at Significant Locations of Operation

	FY 2018	FY 2019	FY 2020	CY 2021*	CY 2022
Local Suppliers	\$180,200,000	\$126,883,876	\$131,060,619	\$187,332,641	\$300,529,219
Local Suppliers Non-Certified	N/A	N/A	N/A	\$8,154,419	\$30,134,984
Local Suppliers Certified	N/A	N/A	N/A	\$179,178,222	\$270,394,235

*2011-2020 reporting data is FY spend, and 2021 reporting data is CY spend.

SAN Diversity, Equity, and Inclusion (DEI) Metrics (Year 2022)

DEI STREAM: EMPLOYEE

Employees by Diversity CY 2022						
Ethnicity Type	Female	Count	Male	Count	Total Count	Total Percent
White (Not of Hispanic Origin)	16.97%	65	27.42%	105	170	44.39%
Hispanic	8.09%	31	17.23%	66	97	25.33%
Asian	4.96%	19	5.22%	20	39	10.18%
Black	3.13%	12	4.70%	18	30	7.83%
Two or More Races	2.35%	9	4.18%	16	25	6.53%
Native Hawaiian/Pacific Islander	1.83%	7	1.31%	5	12	3.14%
Unknown	0.78%	3	1.57%	6	9	2.35%
American Indian/Alaskan Native	0.00%	0	0.26%	1	1	0.26%
Total	38.1%	146	61.9%	237	383	100.01%

Employees by Generation CY 2022						
Generation Type	Female	Count	Male	Count	Total Count	Total Percent
Generation Z (1996+)	0.78%	3	1.04%	4	7	1.82%
Millennials (1981-95)	10.97%	42	16.18%	62	104	27.15%
Generation X (1965-80)	15.93%	61	31.59%	121	182	47.52%
Baby Boomers (1945-64)	10.44%	40	13.05%	50	90	23.49%
Total	38.1%	146	61.9%	237	383	100.0%

Employee Workforce by Tenure CY 2022						
Tenure Duration	Female	Count	Male	Count	Total Count	Total Percent
<3 Years	8.88%	34	14.10%	54	88	22.98%
3 to <5 Years	3.66%	14	6.01%	23	37	9.66%
5 to <10 Years	8.09%	31	12.53%	48	79	20.63%
10 to <15 Years	4.44%	17	9.66%	37	54	14.10%
15 to <20	8.62%	33	10.97%	42	75	19.58%
20+ Years	4.44%	17	8.62%	33	50	13.05%
Total	38.1%	146	61.9%	237	383	100.00%

Management diversity (Data in Calendar Year)

Employees by Ethnicity* CY 2022		
Ethnicity Type	Count	Percent
White (Not of Hispanic Origin)	40	66.67%
Hispanic	7	11.67%
Asian	6	10.00%
Black	1	1.67%
Two or More Races	3	5.00%
Native Hawaiian/Pacific Islander	1	1.67%
Unknown	2	3.33%
American Indian/Alaskan Native	0	0.00%
Total	60	100.0%

*This data represents "People Managers" and excludes Directors and VPs

Employees by Gender* CY 2022				
Gender	Female	Count	Male	Count
Total	27.00%	16	73.00%	44

*This data represents "People Managers" and excludes Directors and VPs

Internal Advancement diversity (Data in Calendar Year)

Employee Promotion(s) CY 2022						
Promotion(s) by Ethnicity	Female	Count	Male	Count	Total Count	Total Percent
White (Not of Hispanic Origin)	31.25%	10	28.13%	9	19	59.38%
Hispanic	12.50%	4	3.13%	1	5	15.63%
Asian	12.50%	4	3.13%	1	5	15.63%
Black	0.00%	0	3.13%	1	1	3.13%
Two or More Races	3.13%	1	0.00%	0	1	3.13%
Native Hawaiian/Pacific Islander	3.13%	1	0.00%	0	1	3.13%
Unknown	0.00%	0	0.00%	0	0	0.00%
American Indian/Alaskan Native	0.00%	0	0.00%	0	0	0.00%
Total	62.50%	20	37.50%	12	32	100.00%

Employee Retention (Data in Calendar Year)

Employee Attrition by Gender CY 2022				
Gender	Female	Count	Male	Count
Total	36.00%	20	64.00%	36

Employee Attrition by Tenure CY 2022		
Attrition	Count	Percent
<3 Years	13	25.86%
3 to <5 Years	15	25.86%
5 to <10 Years	17	29.31%
10 to <15 Years	3	5.17%
15 to <20 Years	4	6.90%
20+ Years	4	6.90%
Total	56	100.00%

Employee Attrition by Generation CY 2022		
Attrition	Count	Percent
Generation Z (1996+)	1	5.17%
Millennials (1981-95)	23	39.66%
Generation X (1965-80)	17	29.31%
Baby Boomers (1945-64)	15	25.86%
Total	56	100.0%

DEI STREAM: ENVIRONMENTAL JUSTICE

Percentage of Sustainability Management Plans updated to include Environmental Justice (EJ) considerations

SMP Plans Containing EJ Language	
Number of Plans	Percentage of Plans
1 of 7	14%

Total amount of recovered food and donated items that are benefitting communities of concern (Data in Calendar Year)

Donations by Type CY 2022	
Food Donations	
USO Food Donation	356 pounds
Household Donations to Nonprofits	
SAN Lost & Found Program	1,441 items
Authority Onsite Donation Center	2,100 pounds
Authority Bi-Annual Collection Events	A dozen large bins
Ad-Hoc Nonprofit Donations	3,295 items

Total number of multi-family dwelling units sound insulated through the Quieter Home Program (Data in Calendar Year)

Sound Insulation Type CY 2022	
Multi-Family Homes	371
Single-Family Homes	111
Church/Pre-school	1
Total	483

DEI STREAM: BUSINESS ENGAGEMENT

Education and Outreach Events (Data in Calendar Year)

Education and Outreach Events CY 2022	
# of Events	33
# of Attendees	2161
# of Presentations	23

Direct Contract Engagement (Data in Fiscal Year)

Direct Contract Engagement FY 2023			
Business Type	Contract Responses	Contract Awards	Award Amount
Local	45	13	\$7,070,451
Microbusiness (MIC)	13	6	\$13,148,131
Disabled Veteran Business (DVB)	8	1	\$150,000
Disadvantaged Business Enterprise (DBE)	20	5	\$4,514,798
Woman Business Enterprise (WBE)	43	5	\$3,188,360
Minority Business Enterprise (MBE)	60	4	\$14,864,798
Small Business Enterprise (SBE)	36	6	\$16,611,465
Service-Disabled Veteran-Owned Small Business (SDVSB)	4	2	\$950,000
Local Business Certified (LBC)*	20	7	\$18,435,894
Veteran-Owned Small Business (VOSB)	7	1	\$500,000
Total	256	50	\$ 79,433,897

* Certified via the Airport Authority's Local Business Enterprise program

Design/Bid/Build contracts with subcontractor preferences awarded (Data in Fiscal Year)

Design/Bid/Build Contracts FY 2023 - 8 Construction Projects	
Business Type	Awarded
Small Business Enterprise (SBE)	\$953,388
Local Business Certified (LBC)	\$30,859
Disadvantaged Business Enterprise (DBE)	\$721,310
Total Contract Awarded (Awarded)	\$10,855,702

Major Construction Project Spend (\$) to Local, Small, and Veteran-Owned Businesses (Data in Calendar Year)

Major Construction Project Spend (\$) CY 2022					
Project Type	SB	VOSB	Local (Certified)	Local (Non-Certified)	Disadvantaged Business Enterprises
Admin	\$9,566,826.93	\$283,895.72	\$44,693,230.48	\$522,296.58	\$522,296.58
Terminal & Roadways	\$23,182,591.49	\$3,884,203.76	\$183,297,252.55	\$19,024,649.31	\$19,024,649.31
Airside	\$134,954.59	0	\$18,323,966.89	0	0
Capital Improvement Program	\$5,647,887.03	\$7,000.00	\$8,473,918.30	\$8,164,630.77	\$614,446.89
Quieter Home Program	\$58,110.00	-	\$162,876.38		\$278,100.06
TOTAL	\$38,590,370.04	\$4,175,099.48	\$254,788,368.22	\$27,874,453.04	\$4,522,952.61

SAN Sustainability Management Program (SMP) Metrics (Years 2016 - 2022)

Biodiversity Plan (Baseline Year 2018)									
Metric Identifier	Metrics/Data to Report	2025 Target	2016	2017	2018	2019	2020	2021	2022
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	100%			-	-	80%	100%	100%
Goal 1b	Percent of all new landscaped areas with native and/or drought-tolerant plant species	100%			-	-	100%	100%	100%
Goal 2a	Percent of tenant spaces inspected at least quarterly	100%			95%	93%	95%	94%	90%
Goal 2b	Percent of all leases incorporating IPM procedures	100%			-	-	100%	100%	100%
Goal 2c	Percent change* in the number of non-least toxic chemical treatments from 2018 baseline levels by 2035	-50%			Baseline	-31%	-34%	-81%	-55%

*Original plan states "reduction"

Carbon Neutrality Plan (Baseline Year 2015)

Metric Identifier	Metrics/Data to Report	2035 Target	2016	2017	2018	2019	2020	2021	2022
Goal 1	Percent change* of operationally controlled GHG emissions including Scope 1, 2, and Airport staff business travel from 2015 levels	-80%	0%	-24%	-53%	-69%	-76%	-68%	-87%
Goal 2	Percent of Airport stationary combustion equipment to electric or alt energy sources	100%	0%	0%	0%	0%	0%	0%	0%
Goal 3	Percent change* of GHG intensity (Scope 1, 2, 3 emissions per passenger) from 2015 levels	-30%	-9%	-16%	-7%	-7%	14%	8%	40%
Goal 4	Certification Level in Airport Carbon Accreditation Program	ACA Level3+	Level 2	Level 3	Level 3+	Level 3+	Level 3+	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)"

Clean Transportation Plan (Baseline Year 2015)									
Metric Identifier	Metrics/Data to Report	2035 Target	2016	2017	2018	2019	2020	2021	2022
Goal 1a	Percent Authority-owned vehicles hybrid, electric, or alt fuel	100%	-	60%	60%	61%	68%	66%	66%
Goal 1b	Percent Authority-owned equipment hybrid, electric, or alt fuel	100%	-	29%	29%	30%	29%	41%	48%
Goal 2	Percent of total parking spaces designated for clean air vehicles and/or EV-ready w/ pre-wiring	50%	2.4%	2.4%	2.4%	3.0%	3.0%	3.0%	2.0%
Goal 3	Greenhouse Gas Rating (GGR) of ground transportation providers including taxis, shuttles, hotel vans, limos, TNCs, etc.	10	-	-	8	9	9	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	15%	3%	3%	3%	3%	3%	7%	7%
Goal 5a	Percent of non-Authority vehicles hybrid, electric, or alt fuel*	100%	-	-	-	-	-	-	-
Goal 5b	Percent of non-Authority equipment hybrid, electric, or alt fuel	100%	29%	33%	30%	30%	31%	34%	38%

*Data not available

Climate Resilience Plan (Baseline Year 2018)									
Metric Identifier	Metrics/Data to Report	2035 Target	2016	2017	2018	2019	2020	2021	2022
Goal 1a	Number of negative impacts (i.e. damage or closure) to airport facilities due to flooding or extreme heat days	0			Baseline	-	-	0	0
Goal 1b	Percent change* in logged number of public complaints related to thermal comfort and flooding from 2018 baseline	-50%			Baseline	-	-	-	-
Goal 2	Percent of capital projects screened for climate resilience	100%			-	-	100%	100%	100%
Goal 3	Percent of applicable (i.e. climate related) projects planned and reviewed with stakeholder participation	100%			-	-	100%	100%	100%

*Original plan states "reduction"

Strategic Energy Plan (Baseline Year 2015)									
Metric Identifier	Metrics/Data to Report	2035 Target	2016	2017	2018	2019	2020	2021	2022
Goal 1	Percent change* in the energy use per passenger (kBtu/passenger) from 2015 baseline	-30%	9%	4%	-2%	-5%	120%	21%	-3%
Goal 2	Percent of total energy demand met by renewable sources (including off-site)	100%	44%	51%	85%	86%	86%	75%	100%
Goal 3	Number of hours that critical systems can operate in case of emergency or disruption to service**	24 hours	-	-	-	-	-	-	-
Goal 4	Percent change* in annual energy cost per passenger (adjusted for escalation) from 2015 baseline	-30%	-2%	-2.5%	3.3%	-1.8%	142%	63%	38%

* Original plan states "reduction"

** Data not available

Water Stewardship Plan (Baseline Year 2016)									
Metric Identifier	Metrics/Data to Report	2035 Target	2016	2017	2018	2019	2020	2021	2022
Goal 1	Percent change* in the number of potable water gallons used from 2016 baseline	-30%	Baseline	-8%	5%	-5%	-46%	-40%	-27%
Goal 2	Percent of site acreage draining to cisterns or infiltration beds	75% of 661 acres	6%	6%	7%	7%	11%	11%	11%
Goal 3	Percent of critical facilities designed to withstand 100-year storm event as modeled in 2016	100%	93%	93%	93%	93%	93%	100%	100%

*Original plan states "reduction"

Zero Waste Plan (Baseline Year 2018)									
Metric Identifier	Metrics/Data to Report	2035 Target	2016	2017	2018	2019	2020	2021	2022
Goal 1	Percent change* in total discarded material per employee and passenger	-10%			Baseline	-7%	5%	-11%	-10%
Goal 2	Diversion Rate (includes C&D waste)	90%			82%	87%	85%	83%	95%

*Original plan states "reduction"

Section 9 | General Standard Disclosures

About San Diego County Regional Airport Authority

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

The legislation that created the Airport Authority mandates three main responsibilities:

- Operate San Diego International Airport
- Plan for the future 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

The Airport Authority is governed by an appointed Board of nine voting members with three additional non-voting (ex-officio) members who represent all areas of San Diego County. Three members serve on the Executive Committee. The Board regularly convenes on matters connected to its state-mandated mission.

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
- Capital Improvement Program Oversight Committee

Kimberly J. Becker, President and Chief Executive Officer, is responsible for management oversight of the Airport Authority, the annual budget, and staff of approximately 400 professionals.

The Airport Authority Board Chair does not serve as an executive officer within the organization's management.

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

Our Purpose

"Creating an exceptional airport experience for the community and the world."

Our Culture

“At the Airport Authority, culture starts with diversity. Together, we build trust and a sense of belonging by empowering our teams to grow.”

We are also committed to positively influencing the broader aviation industry. Airport Authority officials lead and participate in numerous committees and working groups for the Airports Council International-North America, American Association of Airport Executives, Gateway Airports Council, and the California Airports Council. Further, we have tried to align our goals and initiatives with others across the industry, whenever possible.

About San Diego International Airport (SAN)

Since 1928, SAN has served the air transportation needs of the San Diego region. The airport's total operation occupies 661 acres just two miles northwest of San Diego's thriving downtown. Its location on Harbor Drive is roughly bounded by Pacific Highway to the east, Liberty Station to the west, Marine Corps Recruit Depot to the north, and San Diego Bay to the south. The airport has a single primary 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.

In the calendar year 2022, SAN welcomed 21.9 million passengers, a 40 percent increase over 2021 but 13 percent less than 2019 passenger traffic. Despite the continued impacts of the COVID-19 pandemic, airlines added 12 new routes to both domestic and international destinations and one new carrier resumed service.

Southwest Airlines continued to be the number one carrier at SAN in 2022 at 39 percent seat share. Southwest Airlines expanded its presence with service to three new or resumed routes.

Alaska Airlines maintained the number two spot with 16 percent of total seats.

Spirit Airlines had the greatest capacity growth out of all the domestic carriers serving the airport, growing by 146 percent while adding one new route to SAN, followed by Southwest Airlines, which grew by 63 percent.

In 2022, SAN had service to 79 domestic and international destinations.

Our Reporting

The Airport Authority has consulted the Global Reporting Initiative's (GRI) guidelines in the production of this report. The index lists the economic, environmental, and social criteria that the GRI guidelines suggest, as well as certain specific criteria from the GRI Airport Operators Sector Supplement. The report was developed in accordance with the GRI G4 "Core" standards and the presented data mostly covers the calendar year 2022 reporting period. However, some information is presented based on fiscal years to align with the relevant data's native format. SAN releases an updated Sustainability Report yearly. Any changes or re-statements from previous reports are noted in the applicable data table. This Sustainability Report has not been externally assured.

Our Boundaries

The Airport Authority's boundaries for the purposes of this Sustainability Report encompass the organization's geographic jurisdiction (San Diego County) as determined by state law, as well as entities over which the Airport 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 Airport Authority exercises control over San Diego International Airport.

Significant Influence

The Airport Authority has significant influence over:

- Airport retail tenants
- Airport airline tenants
- Airport 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)

For more information on the content of this report, please contact Chad Reese, Environmental Affairs Manager, Planning & Environmental Affairs Department, at creese@san.org.

Disclaimer

Cautionary Note on Forward-Looking Statements

This Sustainability Report contains forward-looking statements, including statements regarding the Airport Authority's expectations, hopes, intentions, strategies, commitments, targets, plan, objectives and results of the Airport 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 Airport Authority's control, that could cause actual results to differ materially from those expressed in forward-looking statements. Forward-looking statements are not representations, warranties or guarantees of future events.

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