

SFO SAN FRANCISCO INTERNATIONAL AIRPORT

FY24 Environmental, Social & Governance Report



Table of Contents

1

A Message from the Airport Director.....3

Introduction..... 4

1.1 About SFO..... 5

1.2 About SFO's ESG Report..... 6

1.3 Leadership and Strategic Planning..... 6

 Mission and Vision.....6

 Strategy.....8

1.4 SFO by the Numbers10

2

Environmental.....12

2.1 Overview13

2.2 Path to Net Zero Carbon15

2.3 Path to Net Zero Energy.....19

2.4 Path to Zero Waste.....21

2.5 Water and Biodiversity.....26

 Water Stewardship.....26

 Biodiversity Management.....28

2.6 Aircraft Noise Management.....30

2.7 Pollution Prevention.....33

3

Social.....34

3.1 Overview35

3.2 Employees36

 Diversity, Equity, & Inclusion.....37

 Inclusive Outreach and Recruitment.....42

 Employee Training and Professional Development.....46

 Employee Health and Wellness.....49

4

Employee Engagement and Growth..... 52

3.3 Community.....54

 Supporting Local Economic Growth54

 Business Supplier and Concessionaire Diversity55

 Community Support and Engagement..... 57

 Customer Service Quality and Accessibility59

3.4 Safety and Security59

 Safety Governance.....61

 Human Trafficking62

Governance.....64

4.1 Overview65

4.2 Organization Structure.....66

 Leadership System and Decision-Making66

 Governance Authority.....66

 Financial Management and Controls67

 Airport Commission.....67

 Executive Management71

4.3 Financial Performance.....72

4.4 Risk Management & Cybersecurity73

 Approach to Risk Management73

 Cybersecurity74

4.5 Reporting and Transparency75

4.6 Ethics and Compliance76

4.7 ESG Governance76

5

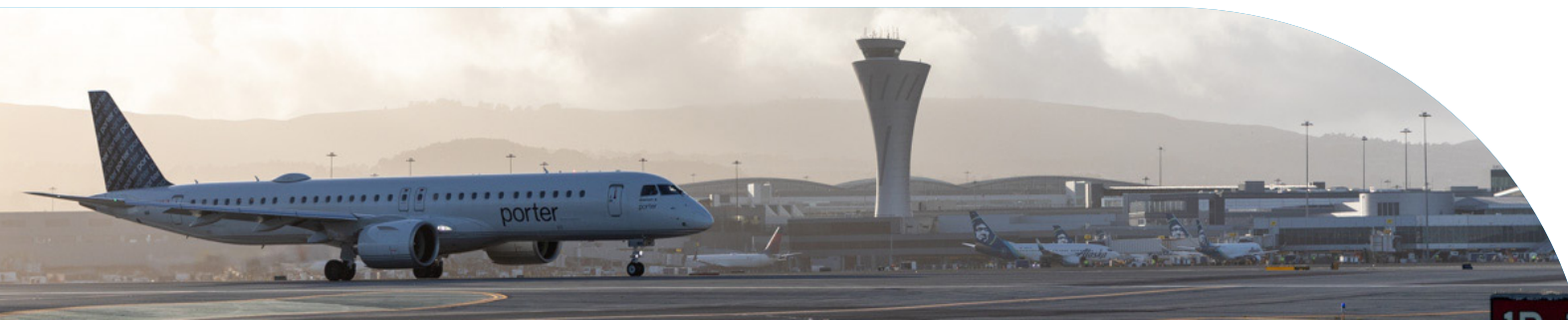
Next Steps.....77

Appendix.....79

 Appendix A: List of Acronyms..... 80

 Appendix B: Glossary.....81

 Appendix C: ESG Data Matrix.....82





A Message from the Airport Director

I am pleased to present San Francisco International Airport's (SFO or Airport) first annual Environmental, Social, and Governance (ESG) Report, which intentionally aligns with

the Airport Council International-North America's (ACI-NA) ESG reporting metrics. Our mission of delivering an airport experience "where people and our planet come first," reflects our deep commitment to the well-being of guests, employees, tenants, and the communities we serve. Environmental stewardship is our compass, guiding everyday decisions across our operations and capital investments. As the largest airport in the San Francisco Bay Area and the second-busiest airport in California, SFO carries a proud legacy of driving economic opportunity, expanding cultural connections, and fostering accessibility for the region for almost 100 years. The Airport recognizes our role as an operator of significant public assets and is deeply committed to integrating sustainability into all aspects of work and infrastructure delivery, now and far into the future. This ESG Report serves as an important step in demonstrating this commitment.

SFO has maintained a strong recovery from the COVID-19 pandemic and consistently receives recognition for its ongoing dedication to excellence and innovation. The Airport was named the Best Airport in North America by Business Traveler Magazine in 2024 and has

been recognized as a Top 10 Global Airport for Food and Drink by Food & Wine, a Best Kid-Friendly U.S. Airport by Motherhood, a 2024 Excellence in Human Resources award recipient by ACI-NA, and a Drexel LeBow Analytics 50 honoree for data-driven innovation.

These recognitions reflect more than operational excellence; they affirm our aspiration to lead with purpose and to continuously raise the bar for what an airport can be. They underscore our vision of Inspiring the Extraordinary, not only through world-class facilities and services, but through how we care for people, steward our planet, and govern with accountability. This ESG Report translates that vision into action, offering transparency into our progress and establishing a foundation for continuous improvement.

As we look ahead, this annual ESG Report will serve as a key tool for measuring performance, communicating progress, and identifying opportunities to strengthen our impact. I am grateful to our employees and our business, community, and government partners who make this work possible, and I look forward to advancing this commitment together.

A handwritten signature in black ink, appearing to read "Mike Nakornkhet". The signature is fluid and cursive.

Mike Nakornkhet
Airport Director

1 INTRODUCTION



SFO

1.1 ABOUT SFO

The City and County of San Francisco established its municipal airport, initially known as the Mills Field Municipal Airport of San Francisco, in 1927. What began as an administrative building on a dirt airstrip has evolved into one of the nation's busiest and most innovative airports. Today, SFO sits on 5,100 acres of land, 14 miles south of San Francisco, primarily in unincorporated San Mateo County along the Bay of the San Francisco Peninsula.

The Airport is a department of the City and County of San Francisco and prides itself on transparency and dedication to serving both its local community and the millions of passengers who travel through its doors each year. The Airport is owned and operated by the City and County of San Francisco. SFO's policies and operations are dictated by its Airport Commission, a policymaking body that consists of five members appointed by the Mayor of San Francisco serving four-year terms.

Serving more than 51 million passengers annually, SFO is a dynamic transportation hub with ambitious environmental and social goals. The Airport is pursuing its vision to become the first "Triple Zero" airport by 2030, achieving net zero energy facilities, net zero carbon operations, and zero waste to landfill. Beyond environmental leadership, SFO's industry-leading social initiatives drive forward its commitment to delivering an exceptional airport experience where people and the planet come first.

As SFO advances its ambitious sustainability goals and invests in critical infrastructure, the Airport remains committed to delivering a world-class experience for travelers while driving resilience, innovation, and meaningful community engagement. These efforts underscore SFO's role as a global leader in aviation and sustainability—setting the standard for operational excellence today and for generations to come, all while continuing to inspire the extraordinary.



Brand Resource Center | Products and Services – Geo Guidelines

Visit the SFO Museum on your next stopover to learn more! The Mills Field Exhibit is located at the Sky Terrace, Departures Level 4 (Pre-Security).

1.2 ABOUT SFO'S ESG REPORT

SFO is proud to present its first annual ESG Report, marking an important milestone in the Airport's commitment to transparency, accountability, and continuous improvement. This report covers Fiscal Year (FY24), from July 1, 2023-June 30, 2024, unless otherwise noted, and represents one of the first ESG reports in North America aligned with the new ACI-North America (ACI-NA) ESG reporting metrics. By adopting this framework, SFO seeks to help set a higher, and consistent, standard for airport-specific sustainability reporting in North America and demonstrating leadership within the aviation sector.

A complete ACI-NA Metric Matrix, including page references and sections for each disclosure, is provided in the Appendix C to support clarity and ease of navigation. As SFO continues to advance its sustainability journey, the Airport remains committed to pushing reporting practices forward, strengthening transparency, and contributing to the evolution of ESG standards for airports across the region as an active member in related working groups led by both ACI-NA and ACI-World.

1.3 LEADERSHIP AND STRATEGIC PLANNING

Mission and Vision

SFO's mission anchors all aspects of its decision-making, while its vision sets the tone for long-term planning, innovation, and accountability. These commitments shape the Airport's approach to environmental stewardship, social responsibility, and transparent governance. Through clear oversight structures, long range planning, and rigorous financial and sustainability reporting, which are

discussed later in this report, the Airport embeds ESG principles into every level of decision making.

Mission	Vision
Delivering an airport experience where people and our planet come first	Inspiring the Extraordinary

SFO's Core Values directly support the Airport's mission and vision and define how work is done across the organization, establishing clear expectations for how the Airport engages with and is accountable to its stakeholders. Grounded in the principles of safety and security, teamwork, excellence, care, and equity, the Core Values shape daily decision-making, leadership expectations, and how employees collaborate to deliver an exceptional airport experience. Far from aspirational, they are actively embedded in onboarding, performance management, professional development, and employee recognition. Together, these Core Values form the cultural foundation that enables SFO to perform at a high level, adapt through disruption, and continue to grow and evolve in a complex and dynamic operating environment.

CORE VALUES

VALORES FUNDAMENTALES

MGA MAHAHALAGANG PAG-UUGALI 核心價值



SAFETY & SECURITY

Safety & Security is our first priority.

SEGURIDAD

La Seguridad es nuestra primera prioridad.

KALIGTASAN AT KATIWASAYAN

Kaligtasan at Katiwasayan ang aming inuuna.

安全與保障

安全與保障是我們的首要任務



TEAMWORK

We are one team.

TRABAJO EN EQUIPO

Somos un equipo.

PAGTUTULUNGAN

Tayo ay iisang Pangkat.

團隊合作

我們是一支團隊



EXCELLENCE

Being your personal best makes our airport exceptional.

EXCELENCIA

Siendo su mejor versión hace que nuestro aeropuerto sea excepcional.

KAHUSAYAN

Ang maging pinakamahusay sa inyo ay nagpapatangi sa ating paliparan.

卓越

追求卓越，成為最優秀的自己，使我們的機場與眾不同



CARE

Promoting the well-being of our guests, our tenants, our community, and each other.

CUIDADO

Promoviendo el bienestar de nuestros clientes, nuestros inquilinos, nuestra comunidad y de cada uno de nosotros.

ALAGA

Itaguyod ang kapakanan ng aming mga panahin, taga-upa, pamayanan at isa't isa.

關懷

促進我們的旅客、租戶、社區以及彼此之間的福祉



EQUITY

We are anti-racist, inclusive, and respectful (AIR); committed to equitable outcomes for all.

EQUIDAD

Somos antirracistas, inclusivos, y respetuosos (AIR); comprometidos con resultados equitativos para todos.

PAGKAPANTAY-PANTAY

Kami ay di-nagtatangi ng lahi, sinasama ang lahat at magalang; nakatuon sa pantay na kahihinatnan para sa lahat.

公正

我們秉持著包容與尊重的反種族主義精神 (AIR) ; 致力為所有人帶來公平公正

Leadership

Oversight is provided by the San Francisco Airport Commission, whose members are appointed by the mayor. The Commission sets policy direction, approves major contracts and capital programs, and ensures that sustainability and resilience remain central to the Airport's long-term strategy. The Airport Director and executive leadership team translate Commission policy into action, ensuring alignment with SFO's mission, vision, and ESG priorities across all divisions.

This approach, guided by the Airport Commission and executed through an integrated leadership system, allows SFO to operate as a unified team to shape the future of aviation. This collaborative approach ensures that policy, strategy, and execution align seamlessly across all divisions, enabling the Airport to lead by example and set new standards for operational excellence, sustainability, and customer experience. By embracing innovation and sharing best practices, SFO not only meets the evolving needs of travelers and stakeholders but also inspires progress throughout the industry – demonstrating how coordinated leadership can transform challenges into opportunities and define what is possible for airports worldwide.

Strategy

SFO's ESG strategy is deeply integrated with its broader planning ecosystem. The Airport's [Strategic Plan 2023–2028](#), titled Inspiring the Extraordinary, outlines six interconnected goals that guide organizational priorities and performance:

- Empower a Culture of Safety and Security Excellence – Embed a culture of safety, security, and accountability through risk management, transparent communication, workforce training,

physical and cyber security, injury prevention, runway safety, and operational resilience.

- Provide an Outstanding Guest Experience – Achieve the highest levels of guest experience through best-in-class facilities and a seamless end-to-end journey for all passengers.
- Inspire SFO Pride through an Exceptional Employee Experience – Position SFO as an employer of choice by prioritizing diversity, equity, and inclusion; investing in professional development; and supporting employee health, well-being, and engagement.
- Take Bold Climate Action – Advance the Airport's ambitious path toward net-zero carbon, energy, and waste, including its commitment to be the world's first airport to achieve Triple Zero, while strengthening climate resilience across assets and operations.
- Ignite Business Innovation – Enable innovation and entrepreneurship to enhance airport services and amenities, drive sustainable revenue growth, and expand opportunities for small and local businesses that reflect the diversity of the region.
- Achieve Social Impact through Partnerships – Strengthen community and institutional partnerships to expand educational opportunities, build workforce pipelines, and promote the City and region through arts and culture.

These goals are reinforced by the [Climate Action Plan](#), which defines pathways for carbon reduction, resource efficiency, and climate resilience, and by SFO's [Annual Reports](#), which track operational and financial progress year over year. Together, these documents ensure that sustainability and community is not a standalone initiative but integral to SFO's strategy and leadership approach.

OUR GOALS AND OBJECTIVES



Empower a Culture of Safety and Security Excellence



Provide an Outstanding Guest Experience



Elevate SFO Pride with an Exceptional Employee Experience



Take Bold Climate Action



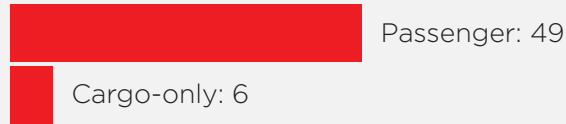
Ignite Business Innovation



Achieve Social Impact Through Partnerships

1.4 SFO BY THE NUMBERS

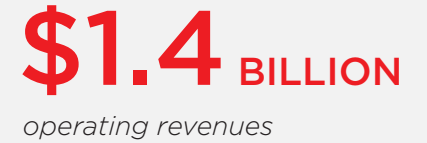
TOTAL AIRLINES: 55



NUMBER OF EMPLOYEES:



REVENUE:



TOP 5 DESTINATIONS

Domestic

(by weekly flights)

1. Los Angeles
2. New York
3. Chicago
4. Las Vegas
5. Denver

International

(by total international seats)

1. Taipei
2. London
3. Vancouver
4. Seoul
5. Frankfurt

Flight Operations

- 379,839 flights
- Non-stop departures per week: 3,340

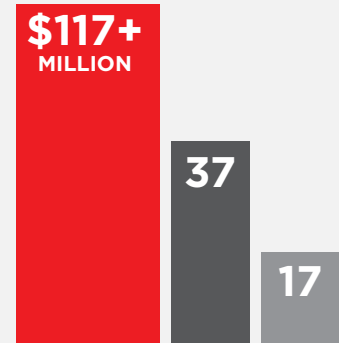
Total enplaned and deplaned passengers

- 51,292,995 passengers



ECONOMIC AND COMMUNITY DEVELOPMENT:

- **\$117+ million** revenue generated by ACDBE in FY24
- **37** Airport Concession Disadvantaged Business Enterprises (ACDBE) at SFO
- **17** Disadvantaged Business Enterprises (DBE) at SFO



POUNDS METRIC TONS OF CARGO:

Total Loaded and Unloaded Cargo (Airmail + Air Freight) in metric tons:

535,390



FY24 AWARDS

Top 10 Airport for Food and Drink

FOOD&WINE

10 World's Best Art in the Airport



Award for In-House Development of Mobile App for Ground Transportation Enforcement

CIO100 AWARDS

Large Hub Inclusion Champion Award



Best New Passenger Experience

The 10 Best Large U.S. Airports

THE WALL STREET JOURNAL.

2 ENVIRONMENTAL



2.1 OVERVIEW

SFO has a long history of bold climate leadership in the transportation, buildings, and aviation sectors. SFO is on a journey to be the first airport in the world to achieve **Triple Zero** – net zero energy facilities, net zero carbon operations, and zero waste to landfill by 2030. Additionally, the Airport has goals to enhance healthy indoor environments and decrease water use by and beyond 2030, while improving resilience and inspiring bold climate action. SFO initially launched these broad sustainability strategic goals in 2016, updated them in 2021 to focus on pandemic recovery in the context of COVID-19, and most recently re-envisioned them to add more specificity in 2023. This leadership is reflected in the Airport's commitment to Triple Zero by 2030, an accelerated target from the airline industry's target of net zero carbon by 2050 and the City and County of San Francisco's own goal of 2040. Achieving this ambitious goal of net zero energy, net zero carbon, and zero waste requires Airport staff to design and deliver on its bold, industry-leading climate strategies.



Our Goals

Zero Net Energy

Facilities by 2030

Zero Waste

Going to Landfill by 2030

Zero Net Carbon

Operations by 2030

Electrifying
100% of Vehicle Fleet
by 2030

100% eGSE
(Electrical Ground Support Equipment)
By 2040

Transition SFO's
108 Buildings to All-Electric

LEED Gold
For All New Construction projects

SFO's Zero Annual Report

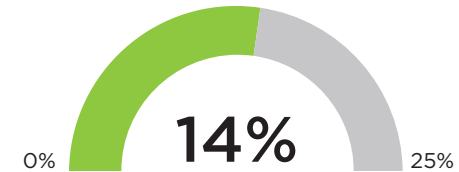
To hold SFO accountable for meeting key environmental milestones and to share progress towards SFO's strategic goals, the Airport publishes a Zero Annual Report. This Report provides a narrative account of climate and sustainability accomplishments in the prior year, as well as an update on goals for the next year. This Report also provides a deeper dive into the quantitative metrics the Airport uses to track net zero progress on [SFO's Sustainability Dashboard](#).

SFO's 2024 Zero Annual Report reports on seven key categories: Net Zero Energy, Net Zero Carbon, Zero Waste, Water Conservation, Health & Well-being, Resilience, and Engagement & Outreach. The Report highlights numerous 2024 accomplishments, including diverting 99% of debris from airport construction and demolition projects, implementing broadscale water meter upgrades throughout SFO's campus, and hosting various events to elevate sustainability awareness and engagement at SFO. The Airport's 2025 Report goals include developing a roadmap to ensure SFO's long-term energy supply, installing electric vehicle chargers across the Airport campus, and integrating air quality monitors into SFO projects.

Progress on the Triple Zero Goals

Net Zero Energy

Goal: Reduce energy consumption
25% below 2013 levels.



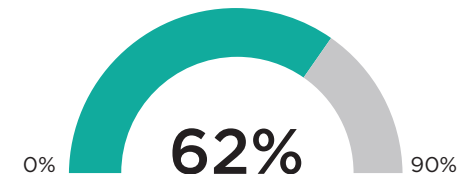
Net Zero Carbon

Goal: Reduce airport-controlled net
emissions 50% below 1990 levels.



Net Zero Waste

Goal: Divert 90% of terminal waste
from landfill annually.



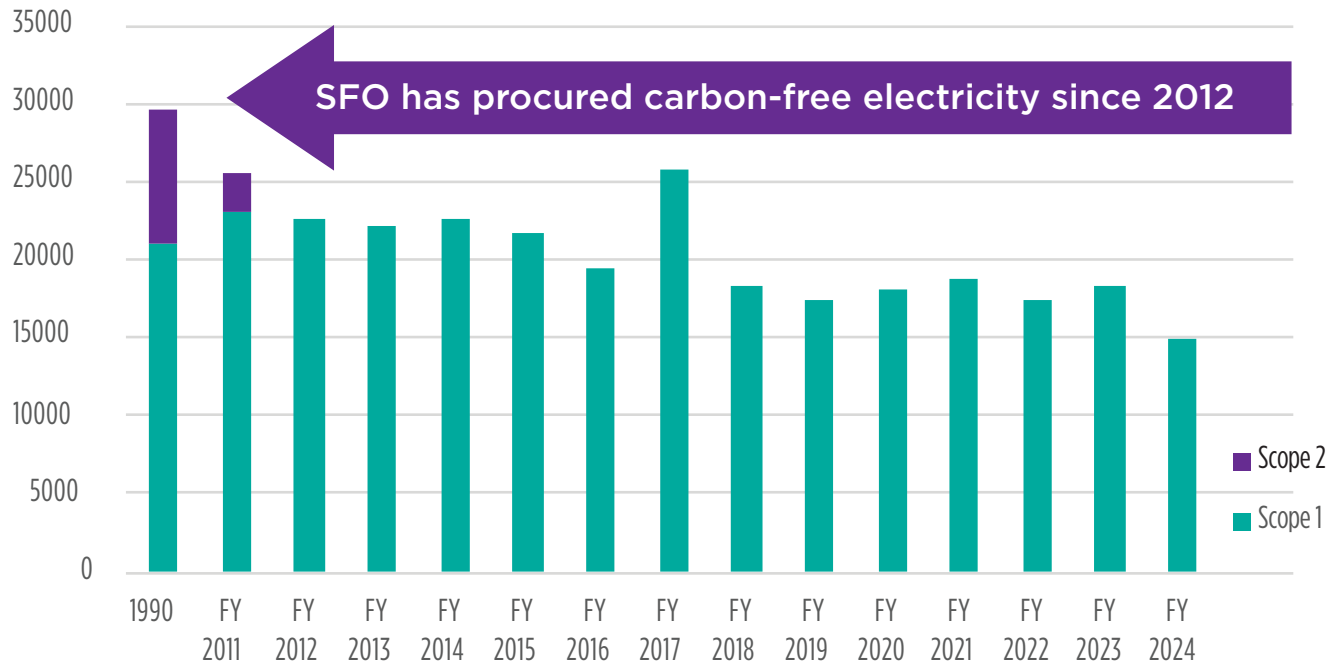
2.2 PATH TO NET ZERO CARBON

SFO acknowledges that measuring greenhouse gas (GHG) emissions across all aspects of Airport operations is essential to identifying reduction opportunities, tracking progress, and driving collaboration across the agency. Airports are complex systems, with emissions arising from sources under direct control—such as heating and fleet fuel use—as well as those influenced through partners operating on the SFO campus, including airline activities and passenger travel. By conducting an annual GHG inventory in accordance with the ACI Airport Carbon Accreditation (ACA) methodology, SFO ensures transparency and accountability while distinguishing key sources between Scope 1, Scope 2, and Scope 3 emissions.

At SFO, Scope 1 emissions represent direct emissions from Airport-controlled sources, such as heating buildings and fueling Airport-owned vehicles. Scope 2 emissions capture emissions from the purchase of electricity from utility partners. Lastly, Scope 3 emissions encompass indirect emissions across SFO's services and supply chain, including aircraft movements, employee commuting, rental cars, and other sources. These scopes help SFO identify the important role the Airport plays in working internally and with business partners to achieve collective emission reduction goals.



SCOPE 1 AND 2 GHG EMISSIONS



In FY24, SFO's Scope 1 and 2 emissions totaled 14,943 metric tons of carbon dioxide equivalent (MTCO₂e), with 87% resulting from natural gas used for terminal heating and fuels used for fleet vehicles. Overall, SFO has seen a significant reduction in Scope 1 and 2 emissions from the 1990 baseline year. Since then, SFO has reduced Scope 1 and 2 emissions by 50%, or 14,759 MTCO₂e. These reductions are largely driven by the purchasing of carbon-free electricity since 2012.

50%

Scopes 1 and 2 emissions reductions since 1990

SFO's total FY24 passenger count:

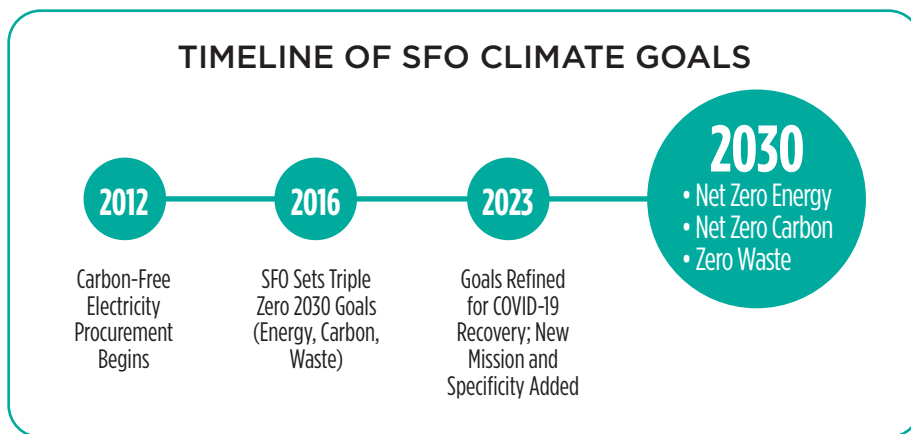
51,292,995

Scope 1 and 2 GHG emissions intensity ratio:

0.00029 MT CO₂e per passenger

Scope 3 emissions reached **9,896,993 MTCO₂e** in FY24, with **95.8%** attributable to aircraft activity. The remaining emissions arise from tenant utility and fleet use, ground support equipment, and employee commuting and business travel – sources that fall largely outside of the Airport’s direct operational control.

To achieve the Airport’s Net Zero Carbon by 2030 commitment, defined by SFO as reducing Airport-controlled GHG emissions to a level that is less than or equal to the amount sequestered onsite, the Airport is implementing a comprehensive set of strategies that address both direct emissions (Scope 1 and 2) and those that it can influence through partnerships (Scope 3). For Scope 1 and 2 emissions, SFO is pursuing ongoing building electrification, adopting alternative transportation fuels, expanding the onsite construction and use of renewable energy, and transitioning to low-Global Warming Potential (GWP) refrigerants. These actions form the foundation of SFO’s pathway to achieving its net zero carbon goal while collaborating with airlines, tenants, and other partners to drive down emissions across the broader Airport ecosystem.



Recognizing that Scope 3 emissions are largely beyond SFO’s direct control but are over 600 times more than the Airport’s Scope 1 emissions, SFO is equally committed to influencing reductions in this Scope. Key initiatives include accelerating Sustainable Aviation Fuel (SAF) adoption, implementing Transit-First Airport policies (as appropriate), supporting electrification of Ground Support Equipment (GSE), and advancing zero waste improvements. These efforts reflect SFO’s role in the aviation sector, working collaboratively with airlines, concessions, employees, and service providers to drive meaningful change. In fact, SFO serves as a coordinating hub, creating conditions and developing programs that support reduction in carbon emissions from operations across these stakeholder groups.

In 2024, SFO continued advancing energy and carbon reduction projects. SFO inventoried 489 electric ground support equipment (eGSE) charging units to inform maintenance planning and forecast future airfield infrastructure needs, published an All-Electric Concessions Retrofit white paper, and replaced three natural gas air handling units with electric alternatives in SFO’s largest cargo building. SFO also upgraded faulty electric vehicle (EV) chargers in campus garages, expanded the employee commuter benefits program, and established new partnerships to further onsite SAF use.

SFO plans to accelerate new airside and building electrification efforts by installing 34 eGSE chargers in Boarding Area A and developing building-specific decarbonization plans for 21 non-Terminal buildings. The Airport will continue to install 200+ EV chargers across the campus and enhance employee commuting initiatives. Importantly, SFO aims to complete its Net Zero Carbon

Plan, which will provide a detailed roadmap for achieving net zero carbon by 2030, ensuring that the Airport remains on track to meet our long-term climate commitments.



SFO Has Achieved Airport Carbon Accreditation (ACA) Level 4+

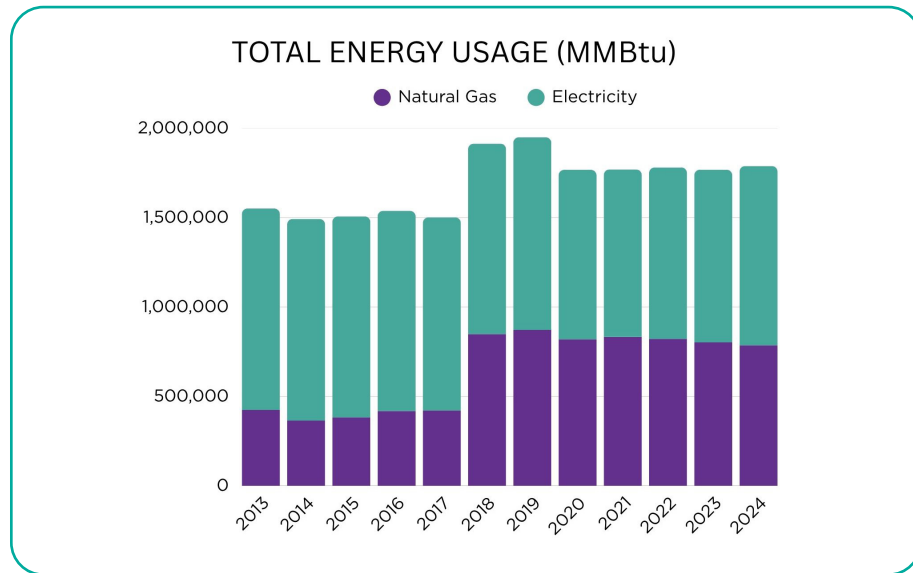
SFO is **one of 52 airports** accredited to this level globally, and **one of only three** in North America. In fact, SFO was the **first** large airport in North America to obtain this certification. This accreditation not only continues to pave the way toward SFO's Net Zero commitment but also reinforces SFO's leadership in the field of greenhouse gas mitigation.



2.3 PATH TO NET ZERO ENERGY

SFO maintains its ambitious goal of achieving net zero energy by 2030, a commitment reaffirmed through various strategic planning documents, including the [Net Zero Energy Plan](#), [2021 Electrification Action Plan](#), [2023-2028 Inspiring the Extraordinary Strategic Plan](#), and annual reports on SFO's triple zero goals. This long-term vision is anchored in three key efforts: electrical grid modernization, accelerated deployment of distributed energy resources, and optimization of real estate performance across the asset lifecycle.

Recent initiatives illustrate how these priorities are shaping SFO's energy outcomes. With the commissioning of 1 MW of solar capacity on Harvey Milk Terminal 1, now integrated into SFO's Energy Management and Control System (EMCS), the Airport has strengthened renewable generation capabilities, reflected in the generation of nearly 5MW of renewable power onsite in FY24.



While onsite generation currently represents a small portion of total Airport-controlled electricity use, these investments lay the groundwork for scaling renewable contributions in the years ahead.

In FY24, total electricity consumption reached 290 GWh, of which 1.6% came from renewable sources. This distribution highlights both the scale of SFO's energy demand and the importance of continued investment in renewable generation to meet the Airport's net zero energy goals. Despite growth in facilities and services, SFO has maintained a strong commitment to efficiency. The Airport's energy intensity ratio of 85 kBtu/ft² is in alignment with the average 80-110 kBtu/ft² for airports. Adjusting for directly billed tenant natural gas, which was not included in the FY13 baseline, SFO's total energy consumption has decreased by 14% since FY13. It is noted that the increase in natural gas starting in 2018 is due to SFO incorporating natural gas directly billed by the utility in its reporting.

In pursuit of the Airport's net zero energy goals, SFO publishes a public dashboard, which went live in 2025, to track its sustainability progress and highlight key initiatives. This dashboard includes real-time tracking of SFO's efforts to reduce total energy consumption through energy usage and renewable energy generation.

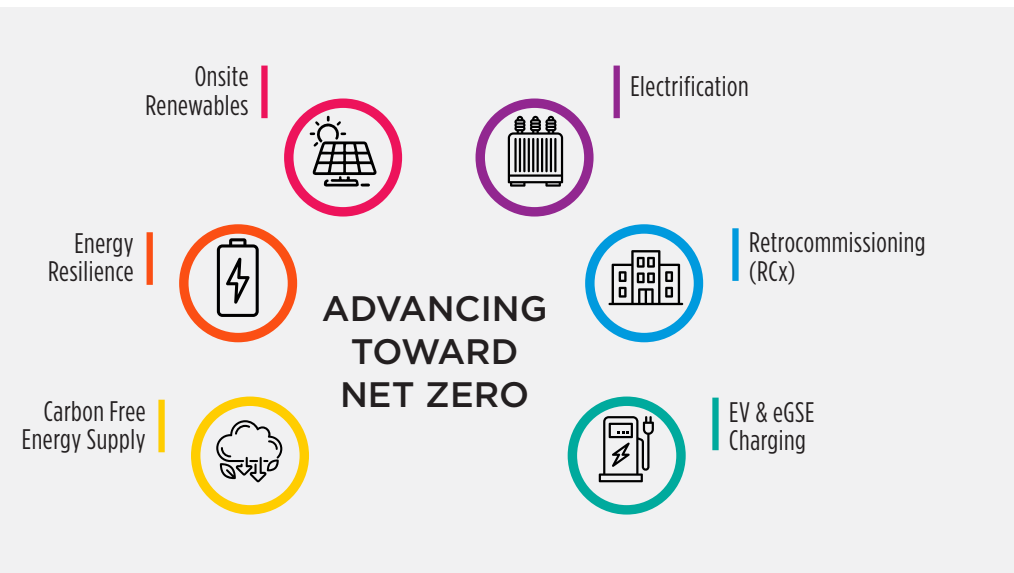
SFO has advanced a range of efficiency initiatives, including retro commissioning (RCx) HVAC and lighting systems, developing new Sustainable Planning, Design & Construction Architecture & Engineering Standards, as well as outdoor lighting controls. These measures are designed to improve efficiency across the Airport campus and continue to limit the growth of energy use overall, in alignment with sustainability goals.

Importantly, while onsite renewable generation is still scaling, SFO has procured zero carbon electricity since 2012, resulting in zero Scope 2 GHG emissions (see section 2.2 for more detail). This achievement reflects the Airport's leadership in sustainable energy procurement and its commitment to decarbonizing operations. External support has also accelerated progress. In 2023, the Federal Aviation Administration (FAA) awarded \$5.1 million to SFO for the purchase of electric buses and charging stations, directly reducing fossil fuel use in ground transportation. In 2024, SFO began replacing the roofing system, installing new solar panels, and restoring aging elements of the exterior of the Senator Dianne Feinstein International Terminal. The project construction budget was \$75 million, of which \$31 million was funded by the federal government through the Bipartisan Infrastructure Law. The Airport, with the help of external support, continues to invest in renewable energy procurement.

Energy resilience is also a critical focus for SFO. SFO is completing its first Resilience Capital Plan for Critical Assets as part of its Infrastructure Modernization Program and has developed a pathway

to achieve voluntary reductions in electricity use during anticipated energy shortages caused by extreme heat events under its Electric Shortage Response Plan. Measures include reducing AirTrain frequency, temporarily deactivating EV chargers in parking garages, and adjusting cooling and lighting in terminals. These actions demonstrate the Airport's ability to adapt operations to protect grid reliability while maintaining passenger service, underscoring resilience in the face of climate change impacts.

Looking ahead, SFO is finalizing several key initiatives that will further advance the Airport's net zero energy goals. These include contracting for operations and maintenance services for EV chargers, eGSE chargers, and solar infrastructure; initiating Phase II RCx of HVAC and lighting systems across three buildings; and publishing the Airport's first Energy Transition Plan to secure a diverse and resilient long term energy supply to serve buildings, vehicles and aircraft. Together, these forward-looking efforts position the Airport to meet its net zero energy goals.



2.4 PATH TO ZERO WASTE

SFO views waste not as an inevitable byproduct of operations, but as a valuable and recoverable resource that can be reduced, reused, or reclaimed to benefit the Airport campus and tenants. Through smarter purchasing, targeted programs, innovative technologies, and thoughtful community and stakeholder engagement, SFO continues to minimize the environmental impacts associated with solid waste generation and processing across the Airport ecosystem.

An average guest discards half a pound of materials during their time at the Airport. Reducing this volume is central to the Airport's vision of creating a zero-waste guest experience. Achieving this requires a new perspective of the Airport's materials system—one that intentionally prioritizes the principles of a circular economy.

SFO has set a goal to become the
**World's First
Zero Waste Airport.***

**The Zero Waste Alliance defines "zero waste" as the diversion of 90% of waste materials from landfills, incinerators, and the environment.*

SFO has established ambitious goals that align with both Airport-specific priorities and broader City and County of San Francisco commitments.

Meeting these goals requires a shift toward a circular economy system focused on waste reduction, reuse, donation, recycling, and composting. SFO's materials management teams continue to track new metrics, test innovative technologies, implement behavior-change campaigns, and collaborate with stakeholders across the Airport ecosystem.

SFO monitors waste across Airport-controlled facilities to understand trends, identify opportunities, and guide program design. In FY24, the Airport generated 13,385.42 tons of waste across Airport-controlled activities including terminal operations, Airport Commission buildings, and select campus activities.

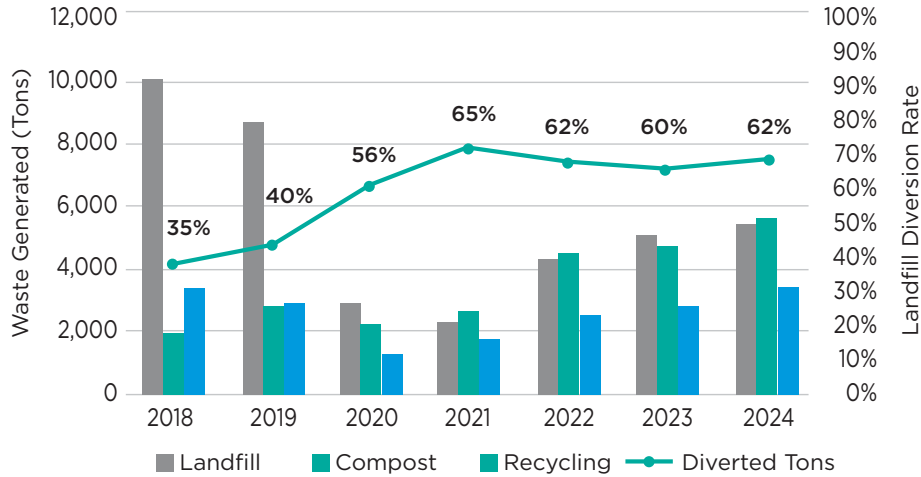
Airport Zero Waste Targets

- Achieve zero waste for Airport-controlled Municipal Solid Waste (MSW) and Construction & Demolition Debris (C&D).
- From 2022 levels, reduce landfill-bound MSW generated per passenger by 70% by 2028.
- Achieve a 90% diversion by 2028.
- Achieve a consistent contamination rate less than 5% across all waste streams by 2028.

City & County Zero Waste Commitments

- Reduce municipal solid waste generation by 15% by 2030, decreasing materials sent to recycling, composting, and landfill.
- Reduce disposal to landfill and incineration by 50% by 2030, lowering what enters trash

**SFO MSW Generation and Diversion Tonnage
2018-2024**



Of the **13,385 tons of waste generated**, the Airport only directed **5,276 tons (39%)** of that waste to landfill, while the remaining **8,109 tons (61%)** were diverted through either compost or recycling. In FY24, the Airport’s diversion rate showed a notable **73% increase** from the 2018 diversion rate. SFO has some of the highest diversion rates among U.S. airports.

In fact, SFO had a total diversion rate of **62%**, putting the Airport well on its way to reaching its zero waste goals. Much of this diversion comes from the Airport’s comprehensive compost collection services and surplus food recovery program. Composting

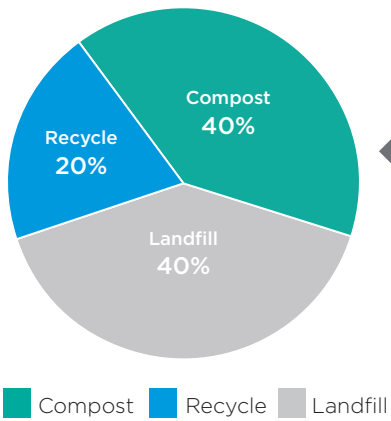
food waste and yard trimmings accounted for over **40%** of all waste treatment during the fiscal year. Recycling accounts for approximately **20%** of waste processing, while the remaining **40%** of waste is landfilled. The material that is recycled primarily consists of cardboard, aluminum, glass, recyclable plastics, and wood.

62%
Diversion
Rate
in 2024

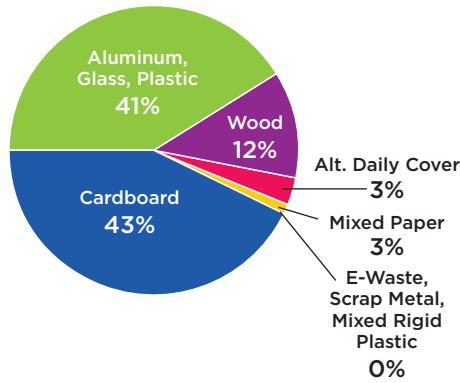
In alignment with its broader waste prevention goals, the Airport has reduced landfilled material by nearly **50%** since 2018. The notable decrease in landfill generation and increased composting and recycling is largely attributable to the Airport’s 2019 ban on single-use plastic food ware, its launch of a Zero Waste Concessions program, and the 2020 deployment of an updated Airport-wide three-bin waste sorting system. In addition, the Airport’s strategically located water filling stations promote refill, and reduce the use of disposable water bottles.

Treatment	Waste Type	Quantity (U.S. Tons)	% of Total Waste
Compost	Food Waste & Food Ware	5,278	39.4%
Compost	Yard Trimmings	115	0.9%
Recycle	Mixed Paper	18	0.1%
Recycle	Aluminum, Glass, Plastic	1,103	8.2%
Recycle	Mixed Rigid Plastic	4	0.03%
Recycle	Cardboard	1,156	8.6%
Recycle	Wood	328	2.4%
Recycle	E-Waste	14	0.1%
Recycle	Alt. Daily Cover	85	0.6%
Recycle	Scrap Metal	8	0.1%
Landfill	Municipal Waste	5,276	39.4%
	Total	13,385	100

Overall Waste Treatment Mix



Recycling by Waste Type



SFO continues to expand programs that prevent waste, promote reuse, and increase recovery. The Airport’s initiatives include minimizing contamination across all waste streams, maximizing diversion through reuse systems, reducing food waste and paper towels, and transitioning to reusable food ware. Further, SFO has several waste programs, including its flagship Zero Waste Concessions Program, Plastic Free SFO, and the Airport’s food donation program, SFO Unites Against Hunger. These efforts are guided by the Airport’s [Zero Waste Plan](#), which reflects a longstanding commitment to environmental leadership, natural resource stewardship, and climate action. Through sustained focus on these initiatives, programs, and policies, the Airport will continue to fulfill its sustainability vision for a circular campus and zero-waste airport that benefits people and planet.

For further information on SFO’s waste data, check out the SFO [**Sustainability Dashboard’s Zero Waste Tab**](#)

Zero Waste Concessions Program

SFO's Zero Waste Concessions Program is a flagship initiative designed to eliminate single-use plastic waste and simplify waste sorting for guests. The program prohibits the distribution of single-use plastic food ware and bottles, food ware accessories, and beverage packaging. Key components include:

- Reusable food ware requirements
- BPI-certified compostable food waste and accessories
- Plastic water bottle ban
- Food recovery for donation
- Fats, oils, and grease recovery for biofuels through cooking oil collection tanks

Since its launch in 2019, all Airport restaurants, cafes, newsstands, airline lounges, and vending machines have transitioned to reusable, compostable, or recyclable alternatives.

SFO first set a zero-waste-to-landfill goal in 2016 and has since worked closely with concessionaires to implement policies that support these objectives. In August 2019, SFO became the first airport in the world to ban the sale of bottled water in plastic packaging, expanding the policy to all beverages in April 2021 as viable alternatives became more widely available.

The program continues to evolve as SFO works to eliminate passenger-facing materials that are difficult to compost or recycle. Each improvement brings the Airport close to achieving 90% diversion and true zero waste.



SFO Unites Against Hunger – Food Donation Program

SFO Unites Against Hunger (UAH) provides Airport tenants with a convenient way to donate surplus edible food to food-insecure Bay Area residents. With up to one-third of food from farms, restaurants, and grocery stores going to waste nationwide, SFO is committed to recovering high-quality food that would otherwise be discarded. The program also supports compliance with California Senate Bill 1383, which requires the donation of edible food to reduce methane emissions from landfilled organic materials.

Through UAH, Airport tenants drop off surplus edible food to one of five food donation hubs located throughout the terminals. Each hub is equipped with a commercial-grade refrigerator, a stainless-steel staging table, and shelving for storage crates. The Airport's food donation service provider collects donated food from the hubs on a recurring schedule and weighs all incoming donations. Between March 2022 and 2024:

- **26,684 pounds of food have been recovered**
- **7 million gallons of water have been saved**
- **22,237 meals have been served**
- **54,711 pounds of CO2 have been diverted from landfill**

Together, these efforts reinforce SFO's commitment to minimizing waste, advancing circular systems, and strengthening the environmental and social well-being of the communities we serve.



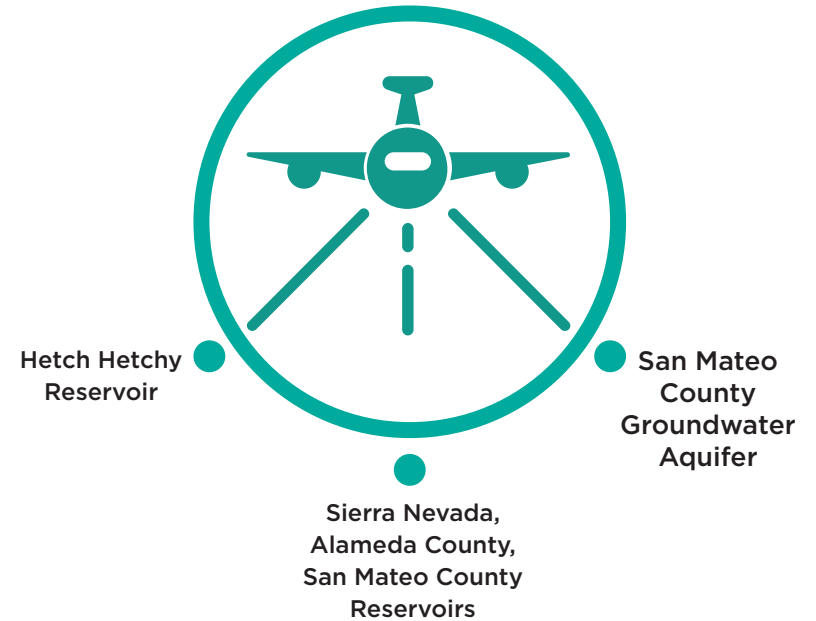
2.5 WATER AND BIODIVERSITY

Water Stewardship

SFO manages water as a critical shared resource essential to Airport operations, the environment, and community wellbeing. The Airport's interaction with water spans the full cycle of sourcing, consumption, treatment, and discharge. SFO actively works to minimize water-related impacts, such as runoff, infrastructure strain, and ecosystem effects through responsible planning, infrastructure investment, and continuous improvement.

SFO receives its potable water from the San Francisco Regional Water System (SFRWS), which draws from the Hetch Hetchy Reservoir. These sources include surface water stored in reservoirs in the Sierra Nevada, Alameda County, and San Mateo County, as well as groundwater stored in a deep aquifer in northern San Mateo County.

SFO received 400,224,880 gallons from the Hetch Hetchy Reservoir in Yosemite National Park in FY24. The system that delivers this water is entirely gravity fed, requiring minimal fossil fuel consumption to move the water 167 miles to the Airport's taps. Maintaining diversity in water sources is essential to ensuring a resilient and sustainable water supply, protecting the region from disruptions caused by emergencies, natural disasters, drought, climate uncertainty, regulatory changes, and population growth.



Once onsite, water supports nearly every aspect of Airport operations, including passenger-facing terminals, the Rental Car Center, heating and cooling systems, irrigation of landscaped areas, restroom flushing, and restaurant operations. To maintain system reliability and reduce water loss, SFO has invested in significant infrastructure upgrades, including replacing and upgrading 40% of its water hydrants, main piping at SFO's Superbay, Terminal 1, Boarding Area C, and Plot 42. Further, SFO transitioned 60 water meters to smart meters that improve monitoring and efficiency. The Airport also supports tenants through annual water audits and operating a Leak Prevention Program.

After use, all spent water is treated at the Mel Leong Treatment Plant (MLTP) before being discharged into the San Francisco Bay. This includes wastewater from terminals, industrial operations, and airfield activities. SFO also manages stormwater through engineered systems designed to reduce pollutants, prevent erosion, and protect the Bay ecosystem. Water-related impacts such as runoff, operational wastewater, and potential leaks are mitigated through treatment systems, bioswales, infrastructure renewal, and proactive monitoring, ensuring that SFO's operations minimize environmental harm while maintaining compliance with regulatory requirements.

Upcoming projects will further enhance water stewardship, including the installation of a NO-DES Water Flushing Trap to reduce potable water use during pipe flushing, capital projects to expand advanced water treatment capacity, and a new distribution line that will bring recycled water to terminal buildings. As a water purveyor, SFO maintains transparency and regulatory compliance through its annual Consumer Confidence Report and Annual Stormwater Report, which detail water quality, consumption, and discharge performance.

SFO's Advanced Water Treatment Plant

Looking ahead, SFO is advancing its water stewardship through the construction of an Advanced Water Treatment Plant (AWTP) within the Mel Leong Treatment Plant. This facility will remove Per and Polyfluoroalkyl Substances (PFAS) and produce recycled water for buildings equipped for reclaimed water, strengthening long term water resilience and reducing potable water demand. Construction is underway, with completion expected in 2027. Together, these efforts reinforce SFO's commitment to responsible water stewardship, ensuring a resilient, efficient, and environmentally protective water system that supports both Airport operations and the surrounding community.

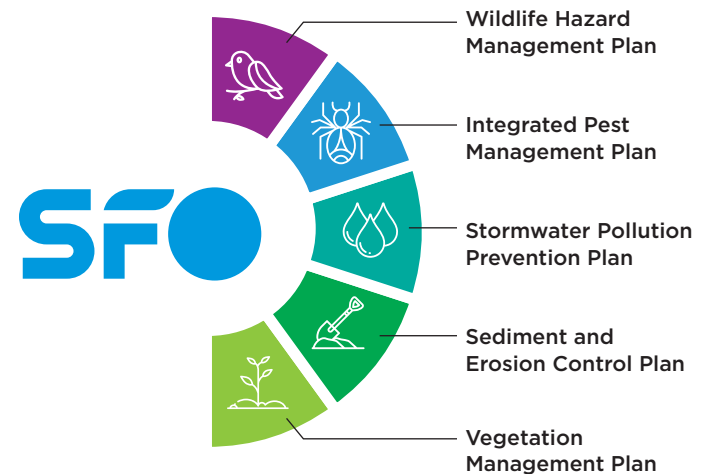


Biodiversity Management

SFO manages biodiversity with a dual responsibility: ensuring aviation safety while protecting the ecological integrity of the surrounding landscape. The Airport's operations intersect with local ecosystems in complex ways, including habitat modification, wildlife management, stormwater flows, and construction activities. To address these interactions, SFO has established environmental management policies designed to preserve ecosystem services, reduce negative impacts on species and habitats, and strengthen the long-term resilience of sensitive ecological communities.

A core component of this work is SFO's comprehensive wildlife management program, which aims to reduce wildlife-aircraft conflicts while minimizing ecological disturbance. Guided by SFO's Wildlife Hazard Management Plan, Airport Operations staff conduct continuous monitoring across the airfield and employ a range of nonlethal techniques to safely disperse wildlife, including auditory and visual deterrents (e.g., effigies of predators), physical exclusion methods (e.g., netting and spikes), and habitat adjustments as the preferred method to wildlife management. These efforts are supported by SFO's Integrated Pest Management Program (IPM), which emphasizes prevention, monitoring, and the use of least toxic control methods available to minimize ecological disruption. The IPM follows the Reduced-Risk Pesticide List maintained by the SF Department of Environment. When necessary, wildlife may be relocated or temporarily excluded from sensitive areas, and in rare cases, operational adjustments such as short-term runway closures may be required to maintain safety. All construction and maintenance activities are governed by the Stormwater Pollution Prevention Plan and Sediment and Erosion Control Plan to ensure that contractors

safeguard water quality and prevent habitat degradation during soil-disturbing work. SFO's Vegetation Management Plan promotes the restoration and maintenance of native California vegetation and drought-resistant landscapes across the Airport property, which is home to more than 600 native redwood trees. These trees are grown with supporting native vegetation to enhance the overall ecosystem. Together, these measures reflect SFO's commitment to responsible wildlife management, biodiversity protection, and long-term environmental stewardship.



Research and collaboration further strengthen SFO's biodiversity strategy. The Airport develops wildlife strike reports to inform training, outreach, and operational adjustments, and works closely with regulatory agencies, adjacent landowners, and the public to address wildlife concerns. SFO also maintains species-specific management plans for a range of birds and other wildlife, ensuring that actions are tailored to the ecological needs and behavioral

patterns of each species. These plans guide targeted interventions that reduce risks while supporting species-specific conservation.

While bird strikes and habitat modification are inherent challenges for any major airport, SFO is committed to reducing these impacts through science-based management, habitat restoration, and regional collaboration. Rather than relying solely on mitigation banks, the Airport invests in open water restoration projects and day-lighting creeks, which directly enhance local ecosystems and provide measurable biodiversity benefits. These investments strengthen ecological resilience and support long-term conservation outcomes across the region.

Through these combined efforts, SFO demonstrates a comprehensive and responsible approach to biodiversity stewardship—balancing aviation safety with the protection of sensitive species, restoration of natural habitats, and preservation of ecosystem services that sustain the surrounding community.



San Francisco garter snake

California red-legged frog

Protecting Endangered Species at West of Bayshore

SFO is home to one of the most important biodiversity conservation areas on the San Francisco Peninsula: The West of Bayshore (WOB) property, an approximately 180-acre site that supports breeding populations of the federally endangered and California-fully protected San Francisco garter snake and the threatened California red-legged frog. This area represents one of the last remaining strongholds for both species, whose populations have declined significantly across their historic ranges due to habitat loss, invasive species, and regional development pressures. The SFO WOB property forms a rare mosaic of upland and aquatic habitats within a highly urbanized landscape.

Recognizing the ecological significance of this site, SFO partnered with the U.S. Fish and Wildlife Service and the California Department of Fish and Wildlife to develop the San Francisco Garter Snake Recovery Action Plan (RAP) in 2008, updated in 2019 to reflect habitat restoration and species conservation efforts through 2029. The plan outlines a comprehensive set of actions to research, restore, enhance, and protect habitat conditions that support stable or increasing populations of the San Francisco garter snake and the California red-legged frog. These actions include improving water quality, expanding open-water and wetland habitat, enhancing upland refugia, removing non-native vegetation, and managing invasive predators. The plan also emphasizes long-term monitoring and adaptive management to ensure that restoration efforts respond to changing ecological conditions.

2.6 AIRCRAFT NOISE MANAGEMENT

SFO's Aircraft Noise Office leads long-standing comprehensive efforts to reduce the impact of noise on nearby communities. SFO was a very early adopter of the Noise Insulation Program, which it launched in 1983. Later, SFO designed the Fly Quiet Program, which launched in 2001. Through the Fly Quiet program, the Office publicly ranks the Airport's 50 business airlines by their noise performance and recognizes those that operate most quietly, encouraging industry-wide improvements.

SFO works closely with residents and neighbors, and provides a number of options for submitting noise complaints:

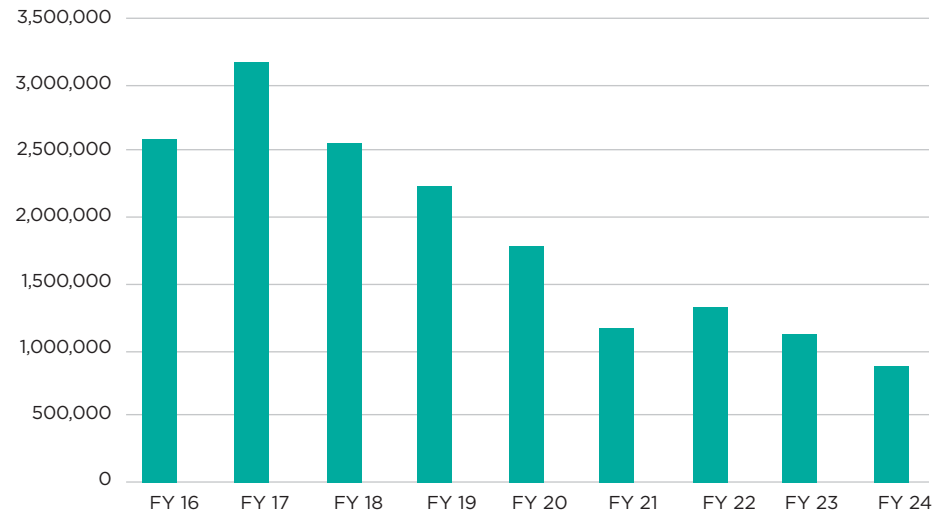
- Web-Based Noise Reporting App
- Online Noise Report
- Dedicated E-Mail Address
- Noise Hotline

These channels track, analyze, and identify noise trends in adjacent neighborhoods.

Data shows that complaints have steadily declined since reaching a peak in 2016, reflecting the effectiveness of ongoing mitigation strategies. This peak is due to the FAA's local NextGen airspace redesign and efficiency project, known as the Bay Area Metroplex. The area spanned from Monterey to Sacramento, and routed new flights through the surrounding communities, who had not previously

experienced this volume of flights. As one of the major hubs in the area, SFO received an increased number of complaints. Since this peak in 2016, SFO has been proactively working to mitigate noise and has demonstrated a steady decrease in complaints. In FY24, the Noise Office received 892,935 noise reports, representing a 21% reduction compared to the 1,133,032 noise reports received in FY23.

Noise Complaints by Fiscal Year



Beyond monitoring, the Noise Office supports wide-ranging initiatives to reduce SFO's noise footprint. Low-frequency mitigation efforts, including nighttime engine run-up restrictions, auxiliary power unit operating restrictions, and engine run-up monitoring systems, are all designed to lessen ground-based noise near runways.

In FY24, SFO advanced targeted projects such as a Low Frequency Ground-Based Noise Study, and implemented permanent portable noise reporting programs in Brisbane, Pacifica, Palo Alto, Portola Valley, and Woodside. SFO continues its efforts through the long-standing Community Roundtable, an independent body made up primarily of elected officials from San Francisco, San Mateo County, and its twenty cities. The Roundtable works to reduce aircraft noise impacts by fostering collaboration among the FAA, SFO management, airlines, elected leaders, and the public. These initiatives complement broader advocacy for sound insulation, quieter flight operations, and thoughtful land use planning around the Airport. Together, these efforts demonstrate SFO's commitment to environmental and social responsibility. By combining transparent reporting, community collaboration, and proactive mitigation programs, the Aircraft Noise Office ensures that while SFO remains a vital economic hub, it also serves as a strong advocate for the well-being of its surrounding communities.

SFO'S NOISE INSULATION PROGRAM

SFO has one of the most extensive noise insulation programs in the nation. In fact, **it was the first of its kind in the United States**. SFO provides acoustical improvements to single-family residential properties located inside the 65-dB noise contour. **These improvements are offered at no cost to eligible property owners.**

15,200+ Properties Treated

192M+ Invested in the Noise Insulation Program

SFO'S LEADERSHIP IN NOISE MANAGEMENT

1975

SFO was the first Airport to track aircraft with an Aircraft Noise Management System. SFO installed its first noise monitoring system. Since that time the system has been regularly updated to incorporate the latest in technology.

1978 - 2000

SFO promulgated the Airport's first noise abatement regulation in conjunction with the FAA. The Airport has developed and implemented a wide variety of noise abatement measures adding to these over the years:

- Restricting Auxiliary Power Unit (APU) operations from 10:00 p.m. - 6:00 a.m.
- Aircraft Engine Run-ups restricted from 10:00 p.m. to 7:00 a.m.
- Established a Preferential Runway Use Program to maximize over-water flights during late night hours.
- ICAO or similar noise abatement take-off and climb procedure for Runways 28 departures to achieve higher and quieter climb outs.
- Implemented Shoreline and Quiet instrument departure procedures with later Fly Quiet Program Monitoring.
- A Nighttime Noise Clearance Center was established to monitor engine run-ups, runway use, and Stage 2 infractions.

1983

SFO became the first airport in the nation to complete a Joint Land Use Study, which the FAA formally adopted in January 1983 under Federal Aviation Regulation (FAR) Part 150 as SFO's Noise Compatibility Plan, enabling the Airport to receive federal noise-compatibility funding. This translated into the Residential Sound Insulation Program which reduced aircraft noise in more than 15,000 homes, 8 churches and 7 schools.

1981 - 2000

- Prior to any federal regulations, SFO spearheaded the international campaign to ban all Stage 2 aircraft operations and established its own program to phase out older, noisier aircraft before the year 2000. Initially this restricted operation of Stage 2 Aircraft at SFO between 11:00 p.m. and 7:00 a.m. By 1998 SFO had achieved 93% Stage 3 aircraft operations. Subsequently, the FAA adopted a similar nationwide policy to completely phase out older and louder airplanes, known as Stage 2 aircraft.
- SFO became the first U.S. airport to submit a fully completed FAR Part 161 Airport Noise and Access Restrictions Study to the FAA, leading to a voluntary agreement with airlines to extend the phase-out of Stage 2 operations from 7 p.m. to 7 a.m.

2001

At the request of the San Francisco Airport/Community Roundtable, SFO established the Fly Quiet Program that rates jets and regional jets on six elements: the overall noise quality of each airline's fleet operating at SFO, an evaluation of single overflight noise level exceedances, a measure of how well each airline complies with the preferred nighttime noise abatement runways, assessment of airline performance of the Runway 28L and 28R straight out "Gap" and right turning "Shoreline" Departures, in addition to over the bay approaches to runways 28L and 28R.

2002

SFO achieved a zero-impact area through insulation of homes within the noise impact area.

2.7 POLLUTION PREVENTION

SFO's pollution prevention efforts are led by our Pollution Prevention Team comprised of dedicated professionals who lead our spill management, hazardous materials, and regulatory compliance initiatives. There were no significant spills at SFO in FY24.

To support this strong performance, SFO maintains a comprehensive Pollution Prevention (P2) program designed to minimize environmental risk, ensure regulatory compliance, and protect air and water quality across all Airport operations. The P2 program covers a range of pollution prevention and compliance measures to enhance its spill prevention and response mechanisms, hazardous materials management, and water quality protection efforts.

P2 Program Initiatives

- In accordance with federal requirements under the Clean Water Act, SFO maintains and regularly updates its Spill Prevention, Control, and Countermeasure (SPCC) Program to prevent oil discharges to navigable waters, covering fuel farms, hydrant systems, aboveground storage tanks, and mobile fueling operations.
- SFO further implements monitoring, sampling, and corrective action procedures to protect receiving waters in compliance with the Airport's Individual National Pollutant Detection Elimination System (NPDES) permit for waste and stormwater discharges issued by the California Regional Water Quality Control Board.
- Trained personnel are available at all times to assess, contain, and remediate spills. Spill kits are strategically staged throughout the airfield and terminal areas, and all reportable spills are

documented, investigated, and evaluated for preventive improvements in equipment, procedures, or training.

- SFO maintains a comprehensive hazardous materials inventory system to ensure safe storage, compatibility, and regulatory reporting under federal, state, and local requirements. Airlines, concessionaires, and service providers are required to comply with airport environmental standards, including proper labeling, storage, and disposal of hazardous materials.
- The Airport conducts regular inspections of fueling operations, maintenance facilities, and tenant spaces help ensure adherence to permit conditions and best management practices. Aircraft and airfield deicing operations are carefully managed to reduce the discharge of glycol-based fluids, including collection systems and operational controls that minimize environmental loading.
- The Airport promotes source reduction strategies and substitution of less toxic alternatives where feasible, reducing overall hazardous waste generation.

SFO's Pollution Prevention Team ensures Airport employees and tenants receive comprehensive, recurring training on spill response, hazardous waste management, and environmental compliance responsibilities. The Team further coordinates with multiple federal, state, and local regulatory agencies to maintain compliance with environmental permits and reporting obligations. Through proactive planning, rigorous compliance oversight, and continuous operational improvement, SFO's P2 program safeguards public health, protects regional water resources, and supports the Airport's broader sustainability objectives.

3 SOCIAL



3.1 OVERVIEW

As a major employer, transportation hub, and community partner in the San Francisco Bay Area, SFO upholds a longstanding commitment to social leadership through responsible workforce practices, strong community partnerships, and a focus on safety and well-being. The Airport's social efforts create a safe, inclusive, and supportive environment for its employees, passengers, and surrounding communities. SFO's social investments reverberate far beyond its terminals and promote economic opportunity and community well-being across the region.

This section covers the Airport's performance across three ACI-NA-aligned disclosure categories: Employees, Community, and Safety and Security. Within these categories, SFO addresses key metrics related to human capital management, community/customer relations, and health, safety, and security.

SFO employs over 1,900 Airport Commission employees as part of the City and County of San Francisco (CCSF). These employees receive CCSF benefits, union representation, and access to programs such as leadership training, wellness initiatives, and tuition assistance. In 2024, SFO's industry-leading workforce programs earned the Overall Human Resources Program Award from ACI-NA. Commission employees make up SFO's direct workforce and are the focus of the Employee-related metrics in this section.

While SFO's direct authority extends only to Commission employees, the Airport plays a broader role in supporting the larger Airport workforce ecosystem, including tenant and contract employees, and workforce pipeline participants. Through inclusive outreach,

recruitment, and career pathway initiatives, SFO seeks to strengthen opportunities across the Airport community. Beyond workforce initiatives, the Airport contributes to regional economic vitality through its extensive supply chain and deep community partnerships. In FY24, SFO awarded almost \$43 million to diverse business suppliers and continued investments in guest experience, community engagement, and safety initiatives.

Together, these efforts demonstrate SFO's integrated approach to advancing equity, well-being, and resilience across the region.



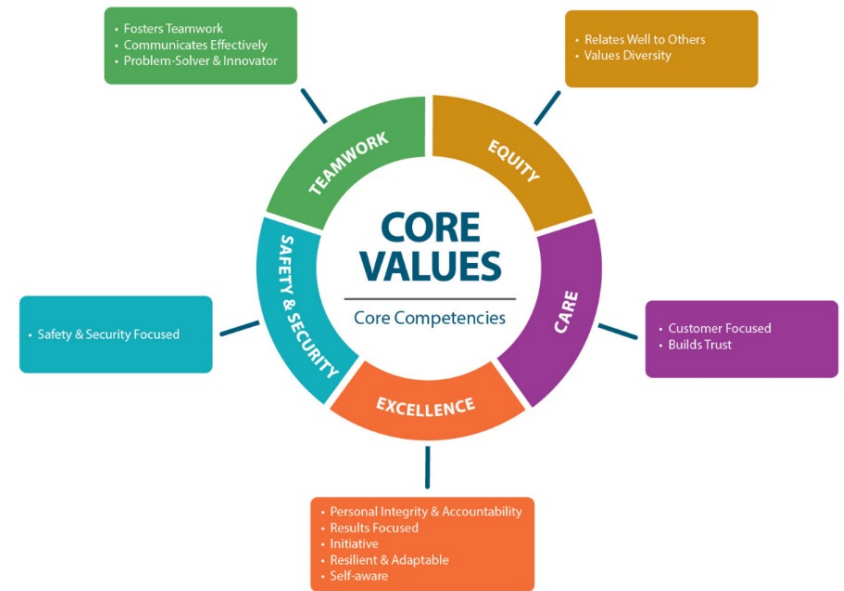
3.2 EMPLOYEES

SFO’s employees are the backbone of the Airport, driving innovation, operational excellence, and exceptional service. SFO supports its more than 1,900 Commission employees at every stage of their career journey through programs that promote holistic well-being, engagement, development, and career advancement.

Airport Commission Employees	FY24
Males	60%
Females	40%
Black, Indigenous, and People of Color (BIPOC)	79%
Union Representation	100%

All Airport Commission employees are covered by collective bargaining agreements, ensuring that wages, benefits, working conditions, and dispute-resolution processes are negotiated transparently and fairly. SFO maintains collaborative labor relationships grounded in respect, communication, and shared accountability, reinforcing a safe, stable, and equitable work environment.

SFO’s people practices are grounded in the Airport’s Core Values: Safety and Security, Teamwork, Excellence, Care, and Equity. These values are operationalized through defined Core and Leadership Competencies that translate cultural principles into measurable behaviors. These competencies establish shared expectations across the organization and are embedded in hiring, performance evaluation, professional development, and recognition processes.



By codifying expectations in this way, SFO ensures consistency in decision-making, strengthens accountability, and reinforces behaviors that advance operational safety, service excellence, and equitable workplace practices.

The subsections that follow align with ACI-NA’s employee-related disclosure topics, including Diversity, Equity, and Inclusion, Outreach and Recruitment, Training and Professional Development, Health and Wellness, and Employee Engagement.

Diversity, Equity, & Inclusion

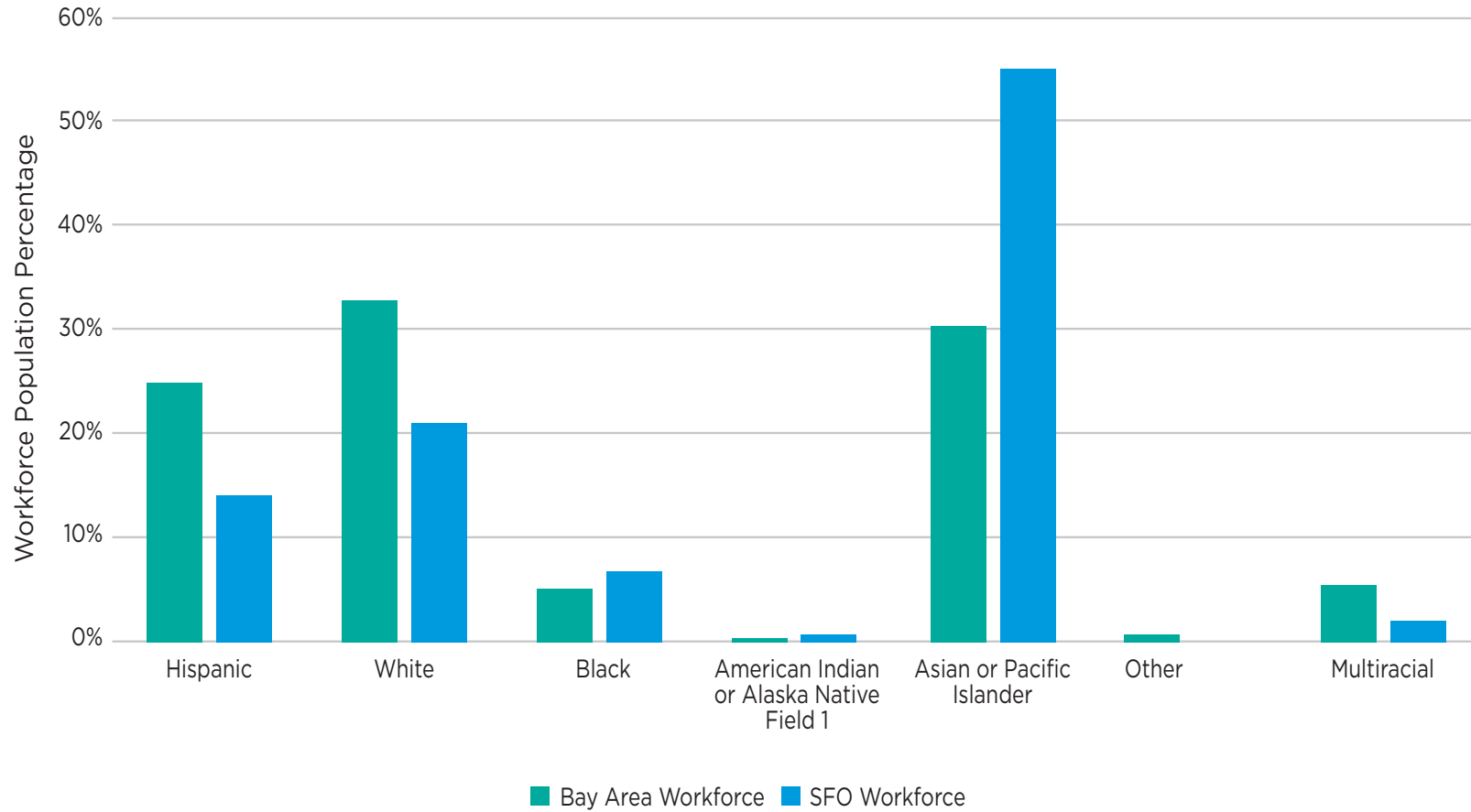
SFO is committed to building a diverse and inclusive workforce that reflects the communities it serves and advances the Airport's Core Values. The Airport's strategic objectives focus on ensuring employees feel valued and supported while expanding equitable access to hiring, advancement, and leadership opportunities. These priorities guide SFO's efforts to strengthen engagement, equity, and representation at all levels.

SFO's Commission employee composition reflects the diversity of the Bay Area, with representation across gender, race, and ethnicity that enriches the culture and strengthens the Airport's ability to serve a global community. However, representation varies across job categories and senior leadership roles. The Airport continues to use workforce data to identify gaps and inform outreach and recruitment strategies that proactively engage applicants from all backgrounds, regardless of race, gender, ethnicity, or other protected characteristics.



In June 2024, SFO received the **Overall Human Resources Program Award** from ACI-NA, recognizing the Airport's leadership in building a positive workforce culture and implementing industry-leading HR programs that invest in its people.

SFO Workforce Comparison to Bay Area Workforce



** Bay Area Workforce data is comprised of data for 10 Bay Area counties from the 2024 American Community Survey (ACS) 1-Year Estimates. Percentages are of total available workforce in the Bay Area. ACS estimates include race/ethnicity categories not captured in City data. ACS combines Filipino data in Asian category.*

Commission Employees - By Race/Ethnicity

American Indian/Alaskan Native	0.3%
Asian or Pacific Islander	42.5%
Black	6.8%
Filipino	12.9%
Hispanic	14.1%
Multiracial	2.0%
White	21.3%

Senior Leadership - By Race/Ethnicity

American Indian/Alaskan Native	0.8%
Asian or Pacific Islander	28.6%
Black	7.9%
Filipino	7.1%
Hispanic	7.9%
Multiracial	1.6%
White	21.3%

Promotions - By Race/Ethnicity

American Indian/Alaskan Native	0.8%
Asian or Pacific Islander	40.6%
Black	5.5%
Filipino	18.8%
Hispanic	9.4%
Multiracial	3.1%
White	21.9%

New Hires - By Race/Ethnicity

American Indian/Alaskan Native	0.4%
Asian or Pacific Islander	45.5%
Black	7.1%
Filipino	9.5%
Hispanic	13.4%
Multiracial	5.5%
Native Hawaiian or Pacific Islander	1.2%
White	17.4%

Commission Employees - By Gender

Male	60%
Female	40%

New Hires - By Gender

Male	55%
Female	45%

Promotions - By Gender

Male	50%
Female	50%

Source: PeopleSoft, 7/1/2024

Recent employee trends demonstrate meaningful progress. New hires continue to show greater racial and ethnic diversity compared with the overall composition of the existing workforce, reinforcing SFO's commitment to building equitable pathways into careers within the Airport. This progress is also evident in internal mobility. In FY24, a greater proportion of promotions were earned by employees who identify as Black, Indigenous, and People of Color (BIPOC), signaling that development opportunities and advancement pathways are being accessed and earned by a broader range of employees. Gender equity in advancement is also strengthening, with promotions in FY24 split evenly between women and men. Additionally, the share of women among new hires has increased relative to their current representation, an indicator that recruitment initiatives are engaging a wider application pool across operational, administrative, and technical roles.

While these gains illustrate positive momentum, SFO recognizes that continued progress is needed, particularly in increasing representation of women and BIPOC in senior leadership roles. To support this, the Airport is committed to enhancing leadership-development programs, strengthening outreach and recruitment, and improving mobility pathways. These efforts are designed to deepen equity across all levels of the organization and ensure that advancement opportunities are accessible to all employees and the Airport's leadership reflects the diverse communities it serves.

Employee Resource Groups

Employee Resource Groups (ERGs) play a vital role in advancing SFO's commitment to inclusion, belonging, and equity. As employee led communities, ERGs create spaces where individuals with shared identities, backgrounds, or experiences can connect, support one another, and contribute to a more inclusive workplace culture. ERGs are open to all staff and serve as an additional resource for professional development and community-building. These groups strengthen the Airport by fostering dialogue, elevating diverse perspectives, and increasing cultural awareness across the organization.

SFO hosts a number of Employee Resource Groups (ERGs):

- AAPI@ SFO
- BIPOC@ SFO
- LatinX@ SFO
- Out@ SFO
- Parents@ SFO
- Vets@ SFO
- Women@ SFO



In 2024, **2,944 employees participated in 81 ERG events**, representing a 22% increase in participation compared to 2023. Through these efforts, ERGs serve as a bridge between employees and the broader organization, ensuring that every voice has a platform and that SFO continues to grow as a welcoming and inclusive place to work.



SFO undertakes comprehensive efforts to advance racial equity and belonging in all activities, programs, and services. These actions ensure that employees not only contribute to the Airport's success but also thrive in an environment that values their unique perspectives and experiences. Through these efforts, SFO continues to champion DEI as essential components of organizational excellence, ensuring that our workplace remains a source of strength, innovation, and community connection.



Inclusive Outreach and Recruitment

SFO is committed to building inclusive career pathways that promote equitable access to opportunities and support diversity. The Airport's hiring and recruitment strategy includes succession planning and a robust suite of professional development programs that cultivate the skills of its diverse workforce, as well as providing opportunities to broader regional workforce participants (such as tenant employees, which are not directly employed by the Airport but influenced by its operations). Guided by the [Racial Equity Action Plan](#) (REAP), SFO continues to expand practices that attract and cultivate candidates from all backgrounds at all levels of the organization, including senior management.

SFO's goal is to expand strategies and practices to attract and cultivate candidates from all backgrounds, including but not limited to BIPOC and other underrepresented candidates throughout the Airport; and to continually develop pipeline programs to attract and retain a diverse and equitable talent pool, while improving the hiring and onboarding processes.

Career Fairs and Networking Events

- SFO participates annually in career fairs and networking events with 30+ schools, academic clubs, associations, professional coalitions, trade schools, and places of worship.
- In 2024, SFO hosted its first annual **Resource Fair**, connecting 400 attendees with 60 exhibitors to expand economic opportunities and provide resources on job openings, contract opportunities, small business certifications, childcare, and citizenship services. Most exhibitors represented tenant employers and partner agencies (e.g., airlines, service providers, concessions, government agencies, and contractors). The results of the participant survey corroborate the fair's success, with 86% expressing interest in attending the event next year.



Recruitment of Commission Employees

SFO uses its community partnerships to broaden Commission employee recruitment and expand career opportunities for the communities it serves.

- SFO maintains direct networks with **20+ Historically Black Colleges and Universities (HBCUs)** in eight states, regularly sharing job and internship opportunities.
- SFO continues to expand its recruitment outreach to minority professional associations, non-traditional outlets, and organizations serving underrepresented candidates. In FY24, SFO has partnerships with **71 nationwide diversity-focused professional organizations** such as the Coalition of Black Excellence (CBE), Hispanic Foundation of Silicon Valley (HFSV), and Tradeswomen, Inc.
- SFO has established partnerships with public entities such as **the City and County of San Francisco's Department of Human Resources Recruitment Team (DRT)**, the **State of California Employment Development Department (EDD)**, and the Association of Bay Area Governments (ABAG.CA) and built relationships with **370 Community-Based Organizations (CBOs)** across nine Bay Area counties.
- SFO also partnered with airport and aviation industry organizations, including the **Airport Minority Advisory Council (AMAC)** and the **Conference of Minority Transportation Officials (COMTO)**.
- SFO conducted an evaluation of job descriptions, minimum qualifications, and classifications to remove barriers, such as unnecessary degree requirements, in favor of recognizing on-the-job experience.

Youth Engagement

By engaging youth, SFO introduces future talent to the wide-ranging career pathways that exist within the Airport.

- SFO continues to introduce local youth to aviation careers through bilingual **Career Connection Presentations**, reaching over **600 individuals in 2024**, and a **Career Exposition with the San Mateo High School District**, where 400 students engaged with more than 50 Bay Area companies.
- SFO hosted programs for students locally and globally, including:
 - **AIM High Program**: In 2024, 46 high school students graduated from the program, gaining exposure to aviation careers through workshops and onsite tours.
 - **Junior Academy Program**: SFO provided immersive career exploration in aviation to 25 middle school students from San Francisco's Bayview, Fillmore, and Cole Valley neighborhoods.
- The Airport offered over **140 internships in 2024** to high school, college, and post-graduate students through programs such as Career Advance, the SF Fellowship Program, and the SFO Summer College Internship Program. Supported by 77 employee mentors, interns participated in 28 professional development workshops and gained hands-on experience to promote meaningful career exploration, skill-building, and advancement.





Through these initiatives, SFO continues to strengthen inclusive outreach and recruitment practices, ensuring that the Airport models the diversity of the communities it serves. By cultivating partnerships, expanding access to career opportunities at all levels, and investing

in youth outreach, SFO is intentionally connecting, guiding, and supporting underrepresented candidates with clear pathways into employment at SFO.

Employee Training and Professional Development

SFO supports employee development through a Tuition Assistance Program and a robust in-house suite of programs focused on employee learning, development and mobility, enabling employees to pursue continuing education and career advancement opportunities while working at the Airport. These benefits reflect SFO's commitment to fostering a workplace where employees feel supported, valued, and equipped to thrive.

Staff Development Highlights

300+
Managers

Trained in Equity Foundations Since 2023

2,944
Employees

Engaged in 81 ERG Events in 2024*

22%
Increase

in ERG Involvement from 2023 to 2024

100+
Mentors

in Career Mentoring Program

6+
Training Programs

Leading to Airport Commission Positions

140+
Internships

*It is noted that these are not unique employees, as some may have participated in more than one event.



Employee Trainings

- SFO offers supplemental **DEI trainings** annually, including Transgender 101, Implicit Bias, Communicating Across Cultures, Equity Foundations, and Equal Employment Opportunity policy training during New Employee Orientation.
- Since 2023, more than **300 managers** from a supervisory pool of 539 employees have completed Equity Foundations, ensuring that all managers with direct reports are trained in equity principles.
- SFO administered **7 training programs** providing pathways into Airport Commission positions.
- SFO administered **specialized programs** such as Apprenticeships (e.g., IT Operations Support), the Access to City Employment (ACE) Program, and Veterans Services, to support career advancement.



Mentorships

The **Career Mentoring Program**, launched in 2021, matches mentees with seasoned Airport leaders based on shared interests, skills, and goals. The program uses a software tool to structure the mentoring process, track progress, and capture feedback.

Nearly **100 mentors** across shifts and work areas currently participate, with the program maintaining a **100% satisfaction rate**.

Leadership Trainings

Our **24+ Leadership Program** requires staff who supervise others to complete at least 24 hours of leadership training. Training includes guest lectures, case studies, and modules on cultivating a leadership brand, innovation, change management, and inclusivity in the workplace.

This training was developed in partnership with the Office of Diversity, Equity, and Inclusion to provide opportunities for participants to network, build community, and grow their leadership potential.



Professional Development Conference and Expo

In 2024, SFO hosted its inaugural Professional Development Conference and Expo, designed to strengthen the growth and advancement of its Airport Commission employees.

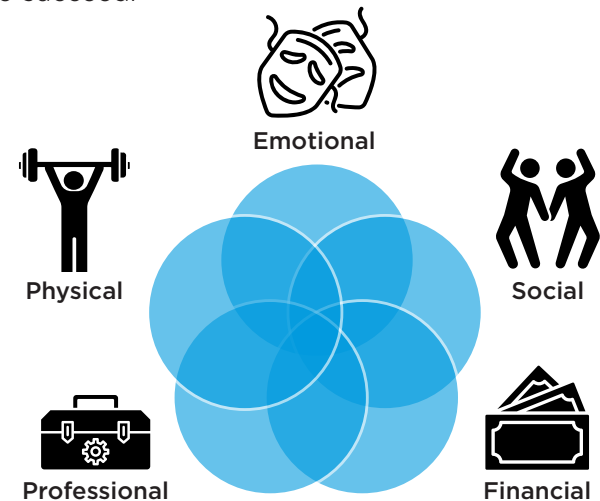
Over three days, employees from across departments came together to learn, collaborate, and connect through a robust program that included 20 workshops, speaker sessions, a resource expo, and professional networking opportunities. Senior Airport leaders joined a panel discussion, responding to employee questions in sessions that were livestreamed and recorded to ensure accessibility across shifts and work areas.

The Conference delivered more than **700 individual learning experiences**, totaling **1,324 hours of professional development**, and achieved a **satisfaction rate of over 90%** in participant feedback surveys. This milestone event underscored SFO's commitment to investing in employees and fostering a culture of continuous learning and engagement.

Employee Health and Wellness

Beyond workplace safety, SFO supports the holistic well-being of its Airport Commission employees across physical, emotional, social, professional, and financial dimensions. The Airport recognizes that employee well-being contributes directly to operational performance, retention, and workforce resilience. SFO's commitment to employee wellness has been recognized consistently: the Airport has received the City's Health Service System Platinum Award for Well-Being every award cycle since 2018.

To support early engagement, the New Hire Buddy Program pairs every new Commission employee with a peer for their first three months on the job. This program ensures that new hires feel welcomed, affirmed in their choice to join SFO, and supported by someone who can share practical insights about daily operations. It also provides the Airport with valuable feedback on the employee experience from day one, helping ensure that all staff feel comfortable bringing their whole selves to work and have the tools they need to succeed.



Supporting *physical well-being* is a core priority at SFO. As part of the City and County of San Francisco, Airport Commission employees receive a robust benefits package that includes medical, dental, vision, and disability insurance; paid vacation, sick leave, and holidays; and a pension plan. Employees also have access to both paid and unpaid leave options to accommodate individual needs and qualifying circumstances. Through the San Francisco Health Service System, eligible employees may select from a range of HMO and PPO medical plans, dental and vision coverage, and Flexible Spending Accounts (FSAs), with enrollment available at hire, during qualifying life events, and throughout the annual open enrollment period.

In addition to these core benefits, SFO promotes healthy living through a variety of Airport-specific resources. The Airport offers eleven onsite fitness facilities and hosts multiple weekly in-person classes, along with virtual guided meditation sessions. Further, SFO offers nutritious food options and integrates access to nature across indoor and outdoor areas to support overall well-being. SFO also ensures new mothers have dedicated lactation accommodations that meet health and privacy needs. To further promote a healthy workplace environment, the Airport uses non-toxic cleaning products throughout its facilities.

SFO reinforces these efforts through annual wellness events, including the Well-Being Fair—which highlights the full range of benefits available to CCSF employees—and the Emotional Well-Being Fair each May in recognition of Mental Health Awareness Month. These events connect employees to tools, resources, and programs that support physical, emotional, and mental health year-round.

Emotional well-being is supported through confidential counseling and consultation services offered by the San Francisco Health



Service System’s Employee Assistance Program (EAP). Counselors are available during business hours for telecounseling and 24/7 EAP support.

Social well-being is strengthened through community-building opportunities such as blood drives, Employee Resource Groups, volunteer events, and Airport-wide celebrations that help employees build meaningful connections. Throughout the year, employees come together to relax, connect, and celebrate at Airport-wide events such as Employee Appreciation Day, the Winter Holiday Breakfast, the Spring Social, Bay Trail lunchtime walks, the Stair Challenge, Bike to Work Day, and friendly competitions like the annual ping pong tournament.

In FY24, the fitness facilities were accessed **18,734** times and there were **1,451** attendances at Well-Being programs.



Professional well-being includes in-person, virtual, and online training to help employees grow their skills and advance their careers. Additional resources, including Lunch and Learn sessions, City University courses, career pathway programs, and opportunities to participate in committees, ensure that employees have multiple avenues to develop professionally.

Financial well-being is supported through financial literacy webinars and workshops, one-on-one financial counseling sessions, deferred compensation options, the San Francisco Employees' Retirement System (SFERS) pension plan, and seminars explaining



pension and retirement benefits. Employees also have access to Flexible Spending Accounts for eligible medical and dependent care expenses, while the larger Airport workforce has access to free financial counseling services through the San Francisco Financial Counseling program, as well as referrals to free tax preparation services.

In addition, SFO supports members of the broader Airport workforce and their families through free virtual citizenship and immigration information sessions, expanding access to resources that promote long-term economic stability and inclusion.

Childcare support is another critical benefit available to both Airport Commission employees and members of the broader Airport workforce. Through the Palcare child development center, eligible families receive a childcare subsidy set at 15% of their monthly income. Families who do not qualify for the subsidy receive a 10% discount, ensuring that high-quality and nearby childcare remains accessible in a region with some of the highest childcare costs in the nation.



SFO provides transportation benefits that make sustainable commuting more accessible and affordable for its Airport workforce. The Employee Commute Options (ECO) Program reimburses up to \$200 per month for public transportation for Commission employees who relinquish their Airport parking pass. In addition, all Airport workers are eligible for discounted Bay Area Rapid Transit (BART) fares and access to the Go SFO Shuttle, a commuter bus serving the Hayward and Castro Valley areas.

Together, these programs reflect SFO's deep commitment to creating a workplace where employees and the workforce feel supported, valued, and empowered to thrive. By investing in holistic well-being, the Airport strengthens its workforce, enhances employee engagement, and reinforces its mission to put people first.

Employee Engagement and Growth

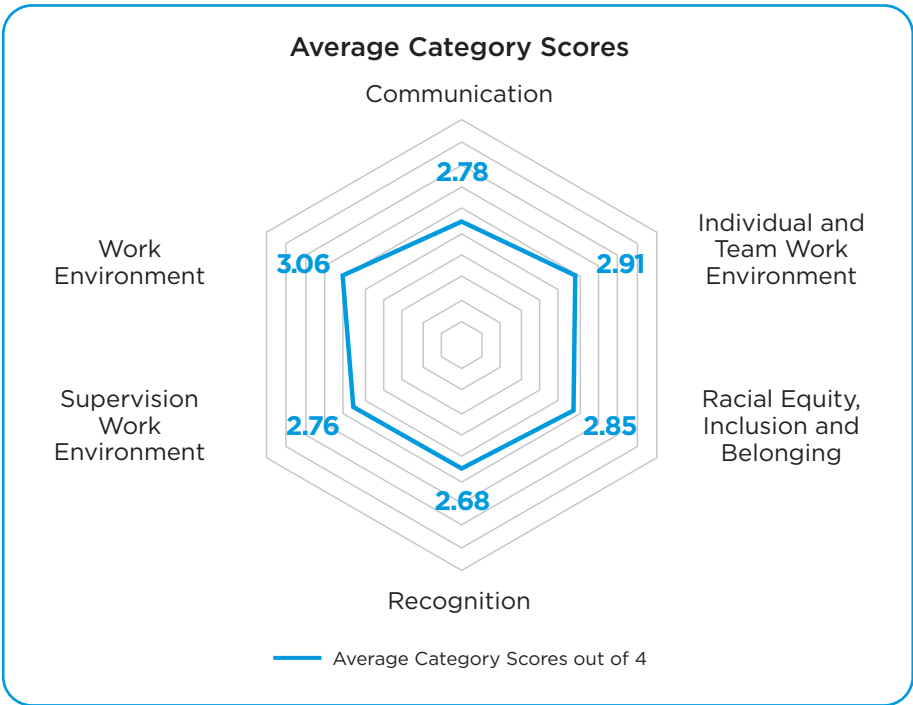
SFO is committed to fostering employee well-being and professional growth by regularly gauging staff experience through ongoing engagement and satisfaction surveys. These surveys provide Airport leadership with valuable insights into the work environment and offer employees an opportunity to share both anonymous and direct feedback.

SFO's biennial Employee Satisfaction Survey serves as a cornerstone of this effort, capturing perspectives across multiple dimensions of the employee experience. The most recent survey in 2022 consisted of 65 multiple-choice and open-ended questions that evaluated key dimensions of the employee experience. Participation was strong, with **80% of Airport Commission employees responding**. Importantly, **99% of employees provided open-ended feedback** to at least one of the seven narrative questions, and **73% responded to all**

of them, underscoring the high level of engagement. Overall scores were above the midpoint, indicating higher levels of satisfaction than dissatisfaction levels across employees.

SFO took that feedback and ran with it. Following the results of the survey, the Airport conducted a series of more than 30 all-hands discussions covering all three shifts to solicit additional input. Division leaders used the feedback to develop action plans, establishing 130 initiatives that they worked diligently to accomplish with their teams over the next two years.





In FY24, SFO administered its first Pulse Survey, a shorter “check-in” designed to measure satisfaction between biennial surveys. Nearly **80% of staff participated**, and six out of 11 recurring measures increased between 5 and 20 percentage points, as compared to the 2022 survey. (All other recurring measures varied less than 3 percentage points from their 2022 rates.) The dimensions of Racial Equity, Inclusion and Belonging and The Individual and Team Work Environment varied the least from their 2022 performance, with all metrics gauged coming in at or above 80% satisfaction.

In 2024, the Airport took a pause to assess its approach to the biennial Employee Satisfaction survey. In 2026, the Airport will administer an updated Employee Engagement Survey under SFO’s new Airport Director’s leadership and in alignment with the new mission, vision and strategic plan. New survey tools will allow the Airport to track continued progress across key metrics, introduce new measures, and facilitate action plans in alignment across teams. Moving forward, SFO will continue to use employee feedback to guide initiatives that strengthen inclusion, engagement, and overall satisfaction across the Airport. By maintaining high participation rates and providing transparent reporting, the Airport ensures that employee voices remain central to shaping a workplace culture founded on respect, equity, and ongoing growth.



3.3 COMMUNITY

SFO’s commitment to community is foundational to its mission and guides the Airport’s approach to service, partnership, and social responsibility. SFO understands that its role extends far beyond aviation: the Airport is a regional partner, an economic engine, and a steward of public trust. Whether advancing local economic growth and inclusion, collaborating with community-based organizations, or developing innovative programs that enhance the guest experience, SFO recognizes that fulfilling its mission requires deep, sustained relationships with the people and neighborhoods it serves. By aligning its values with meaningful social responsibility, SFO works to ensure that the Airport’s success is shared broadly across the Bay Area and contributes to a thriving, resilient region.

Supporting Local Economic Growth

SFO is one of the most powerful economic engines in the Bay Area, generating jobs, business activity, and community investment that extend far beyond the Airport’s boundaries. According to SFO’s most recent Economic Impact Study covering FY24, the Airport’s total economic contribution to the Bay Area included **248,000 jobs, \$31.4 billion in labor income, \$85.0 billion in business revenue, and \$52.5 billion in value added**, demonstrating the Airport’s essential role in sustaining the economic vitality of the San Francisco Bay Area.

	IMPACT TYPE	EMPLOYMENT	LABOR INCOME*	VALUE ADDED*	BUSINESS REVENUE*
FY 2024	On-Airport Activity	42,379	\$4,946	\$8,524	\$14,448
	Air Cargo	42,858	\$10,487	\$17,384	\$31,798
	Visitor Spending	54,452	\$3,670	\$5,902	\$8,211
	Direct Impact Total	139,688	\$19,104	\$13,810	\$54,456
	Suppliers of Goods and Services	49,544	\$6,809	\$10,588	\$16,424
	Re-spending of Income	58,480	\$5,447	\$10,150	\$14,301
	Total Impact	247,713	\$31,360	\$52,459	\$84,956

**Dollar values are in millions. Direct impact total is the sum of on-airport, air cargo, and visitor spending direct impacts.*

SFO is more than just a transportation hub; it is a major employment center supporting 42,400 on-airport jobs across a range of skillsets and expertise. Employment across the airport encompasses:

- Passenger airline operations
- Freight services like cargo aviation, courier and delivery, customs brokerage, and trucking
- Air terminal operations like security, building maintenance and facility management
- Airline support services including catering, in-flight entertainment, fueling, and aircraft maintenance
- Concessionaires operating restaurants and retail stores
- Ground transportation providers such as taxis and rental cars
- Temporary construction employment

SFO's economic impact is not limited to employment numbers. The Airport anchors a diverse ecosystem of airlines, concessionaires, contractors, logistics providers, and service partners whose operations depend on SFO's continued growth and stability. Even during the ongoing pandemic recovery period, SFO remained a stabilizing force maintaining essential air service, supporting cargo operations, and preserving critical jobs during a time of unprecedented disruption.

A key pillar of SFO's economic strategy is its commitment to inclusive and equitable economic development. The Airport maintains deep partnerships with local business organizations—including the Hispanic Chamber of Commerce, Asian Chamber of Commerce, and African American Chamber of Commerce—to expand access to Airport business opportunities for historically marginalized and underrepresented entrepreneurs. Through targeted outreach, technical assistance, and ongoing engagement, SFO works to ensure that small, local, and minority owned businesses can meaningfully participate in procurement, concessions, and professional service opportunities.

These partnerships strengthen SFO's supply chain, diversify its business ecosystem, and help ensure that the economic benefits of Airport operations are shared across the region. As SFO continues to modernize its facilities and invest in major capital projects, the Airport remains committed to advancing local economic growth in ways that are inclusive, sustainable, and community centered.

Through job creation, small business development, and regional investment, SFO continues to serve as a catalyst for economic opportunity, helping build a more resilient and prosperous future for the communities it serves.

Business Supplier and Concessionaire Diversity

SFO recognizes its unique ability to expand economic opportunities for small and diverse businesses and to ensure that historically marginalized entrepreneurs can compete fairly for Airport business opportunities. The Airport's commitment to economic inclusion is embedded in its procurement practices, which integrate equity considerations to benefit diverse and small businesses across construction, professional services, and concessions. These efforts directly support the goals outlined in SFO's Inspiring the Extraordinary 5-Year Strategic Plan, which prioritizes expanding participation from underrepresented businesses through strong partnerships with community and industry stakeholders.

Disadvantaged Business Enterprises (DBEs)

SFO's DBE program champions equitable access to contracting opportunities for federally funded contracts by offering technical assistance and hands-on support to help DBEs navigate the complexities of doing business at a major airport. In FY24, SFO committed a total of **\$42,898,357** to diverse business suppliers. These investments reflect SFO's ongoing efforts to broaden participation and strengthen the economic impact of diverse suppliers across Airport operations.

SFO committed
\$42,900,000
to diverse
business suppliers

SFO's Small Business Element further expands opportunities for small businesses by maximizing participation in Airport contracting. In 2024, 18.7% of all awarded funds went to Small Business Enterprises, demonstrating SFO's commitment to increasing access for diverse firms. To deepen this work, SFO established a task force of internal and external stakeholders dedicated to increasing the utilization

of DBEs at the Airport. This task force identifies contracting barriers and recommends data-informed strategies to expand participation, ensuring that marginalized businesses can serve as prime contractors and participate meaningfully in joint ventures.

Airport Concession Disadvantaged Business Enterprises (ACDBE)

SFO also supports diverse entrepreneurs through its Airport Concession Disadvantaged Business Enterprise (ACDBE) program, which complies with the FAA's ACDBE rule (49 CFR Part 23). For the 2023–2026 triennial period, SFO established ACDBE participation goals of 17.7% for non-car rentals and 0.8% for car rentals. (Note: Pursuant to the Interim Federal Rule published in October 2025, SFO has temporarily ceased counting ACDBE participation while all previously certified ACDBEs undergo recertification.)

The Airport is on track to exceed these goals. In FY24, ACDBEs represented 53% of all concession leases and generated \$124.4 million in revenue—accounting for 21.4% of total concession revenue. From 2020 to 2024, SFO surpassed its cumulative ACDBE concession goals by 26.2%, underscoring the Airport's leadership in fostering a diverse and inclusive concessions program.

Pop-Up Concession Program

To reduce barriers to entry for small businesses, SFO launched its “Pop-Up” Concession Program in 2014. The program provides move-in ready retail spaces that significantly reduce start-up costs and allow small businesses to test their concepts in a high-traffic airport environment. Since its inception, 13 small businesses have participated, and in 2024, three former pop-ups graduated into long-term retail leaseholders. Many participants continue to benefit from ongoing opportunities at SFO, including product placement

in established retail concessions. These efforts demonstrate SFO's commitment to equitable access to Airport business opportunities and its role in cultivating a vibrant, diverse retail landscape that reflects the Bay Area's entrepreneurial spirit.

From Pop-Up to Permanent

Several small businesses have successfully transitioned from temporary pop ups to permanent concessions at SFO:

- San Franpsycho, Inc., founded in San Francisco's Outer Sunset neighborhood, joined the program in 2018 and now operates a permanent retail space in Harvey Milk Terminal 1, offering apparel and accessories rooted in local culture.
- Chalo, a woman owned retailer that entered the program in 2019, expanded into Terminal 3 and now offers unique travel gifts and lifestyle items celebrating Bay Area creativity.
- Pack N Go, a woman owned travel goods retailer that participated in 2022, now operates a long term lease in Harvey Milk Terminal 1.

These success stories highlight SFO's sustained commitment to supporting small and diverse entrepreneurs and ensuring that the Airport's commercial program reflects the diversity, innovation, and cultural richness of the region.



Community Support and Engagement

SFO is committed to supporting the communities it serves, maximizing the Airport's role as a social and economic asset for the Bay Area. Through volunteerism, charitable giving, and investing in programs that strengthen community well-being, the Airport maintains longstanding partnerships with local organizations. These partnerships ensure that SFO's success is shared with the neighbors and communities that make the region vibrant.

Every year, Airport Commission employees give back to the community through SFO's Motivating Volunteer Participation (MVP) committee. MVP creates and leads volunteer opportunities and donation drives that inspire SFO employees to serve and support underserved and marginalized communities surrounding the Airport. In FY24, 80 Airport Commission employees collectively contributed 160 volunteer hours to MVP service events. These events supported eight nonprofit organizations focused on improving food security and housing stability, supporting United States military personnel, and advancing educational and career pathways. To expand community impact, MVP also led Airport-wide donation drives benefiting the San Francisco Society for the Prevention of Cruelty to Animals (SFSPCA) and the Raphael House, a nonprofit supporting families experiencing homelessness. In alignment with SFO's core value of Equity, MVP partnered with SFO's Asian Pacific Islander (AAPI) Employee Resource Group to add 10 Airport Commission employees as potential donors in the National Marrow Donor Program registry.

SFO had
documented
250
active partners
in FY 24

Through these initiatives, SFO continues to deepen its commitment to community well-being and empowerment, demonstrating that the Airport's impact extends far beyond its terminals. By engaging directly with community members and supporting local organizations, SFO strengthens the social fabric of the Bay Area and reinforces its mission to put people first.

Adopt-A-School Program

Since 2010, the Airport has partnered with Belle Air Elementary School through its Adopt-A-School Program. This Program supports education and community awareness by connecting Airport staff and resources with students in grades K-5. Belle Air was selected due to its proximity to Airport property and the daily impact of Airport operations on the school community.

A key part of the partnership is the Belle Air Garden, located on Airport property and supported by staff across Airport divisions. Through the school's edible education program, Belle Air students are responsible for planting, harvesting, and caring for the garden. Airport staff also take part in career days, campus clean-up and beautification projects, field trips to the Airport, and volunteer as tutors and reading buddies.

Together, these efforts expand learning beyond the classroom, helping students better understand the Airport's role in their community. The Program further highlights for students the connection between education, work, and community.

Program Highlights

- One of SFO's most beloved community facing programs is the **Wag Brigade**, launched in 2013 in partnership with the San Francisco Society for the Prevention of Cruelty to Animals (SFSPCA). The program brings trained therapy animals into the terminals to surprise and delight travelers, helping reduce stress and create moments of joy throughout the Airport. All participating animals are certified through the SFSPCA's Animal Assisted Therapy Program, ensuring the highest standards of safety and care.
- SFO also supports community engagement through the **SFO Museum**, which offers volunteer opportunities at the San Francisco Airport Commission Aviation Library and the Louis A. Turpen Aviation Museum. Volunteers help facilitate daily operations and provide visitors with insights into the history of aviation through exhibitions, archival materials, and educational programming. These efforts help preserve and share the cultural heritage of aviation with the public.
- Airport employees play a central role in SFO's community impact through volunteer hours and charitable activities. Staff regularly support local food banks—including the San Francisco Food Bank, Second Harvest Food Bank of Silicon Valley, and Meals on Wheels—helping address food insecurity across the region. Employees also participate

in regional coastal cleanup efforts such as California Coastal Cleanup Day and the Battle for the Bay, contributing to the protection and restoration of local shorelines.

- SFO employees further support vulnerable communities through clothing and toiletry donation drives benefiting homeless and low income families in San Francisco. These efforts are made possible through partnerships with organizations such as Hooked on Helping, Hospitality House, Mission Neighborhood Center, Project Homeless Connect, and Simply the Basics. Together, these collaborations help ensure that essential resources reach those who need them most.



Customer Service Quality and Accessibility

SFO is committed to elevating the guest experience year after year, guided by a customer-first approach to concessions, service delivery, and experiential programming. Understanding traveler needs—and responding to them with care, creativity, and consistency—is central to how the Airport designs its services and measures success.

To ensure that guest feedback directly informs Airport improvements, SFO conducts comprehensive customer satisfaction surveys throughout the year. Field staff perform intercept interviews inside the terminals for several hours on most days of the week, engaging travelers from across the globe. Passengers are surveyed on key aspects of their airport experience, such as security, facilities, staff helpfulness, and cleanliness, with responses rated on a 1–5 scale. SFO aims to collect approximately 2,000 completed surveys annually, providing a robust and representative understanding of the passenger experience.

2024 Overall Satisfaction: 4.05

2024 Overall Experience: 3.87

Data integrity is a critical component of the survey program. ACI conducts regular audits of SFO's survey data to verify accuracy, consistency, and adherence to established timeframes. This independent review ensures that SFO's performance metrics are reliable and comparable to peer airports worldwide.

By listening closely to guests and continuously refining its approach, SFO strengthens its ability to deliver a seamless, welcoming, and memorable Airport experience—one that reflects the Airport's mission to put people and planet first.

3.4 SAFETY AND SECURITY

Safety is a foundational value at SFO, shaping how the Airport operates, designs facilities, and supports everyone who works and travels through its terminals. The Safety, Health, and Compliance Office leads these efforts by fostering a proactive, prevention-focused safety culture rooted in collaboration among employees, management, and the broader Airport community. Through this approach, safety is upheld not just as a regulatory requirement, but as a shared responsibility embedded in SFO's identity.

SFO administers a comprehensive suite of Cal/OSHA- and OSHA-compliant programs, including the Injury and Illness Prevention Plan and Workplace Violence Prevention Plan. These programs are reinforced by ongoing communication and engagement, such as monthly Safety Committee meetings where representatives review incidents, identify trends, and share best practices. These meetings also provide a forum to recognize employees who exemplify SFO's safety culture through their actions and leadership.

Every two weeks, supervisors of designated work groups are provided with “tailgate” safety topics to discuss with their teams, ensuring that safety conversations remain active and relevant. The Occupational Safety Committee further strengthens this culture by coordinating safety practices across departments, sharing information, and ensuring teams have the resources they need to maintain safe operations.

SFO's Safety Recognition Program highlights employees—particularly custodial and frontline staff—who go above and beyond to maintain a safe environment. These employees play a critical role in responding

to spills, assisting passengers, managing emergencies, and ensuring that Airport facilities remain clean, accessible, and hazard-free. Their work is essential to meeting the requirements of the San Francisco Department of Public Health and upholding SFO's commitment to a safe workplace.

The Airport maintains strong public health preparedness through its Communicable Disease Response Plan established prior to the COVID-19 pandemic. This plan guides SFO's coordination with the Centers for Disease Control and Prevention (CDC) and other agencies, ensuring that disease prevention protocols remain current and effective. Policies and procedures are regularly reviewed and updated to protect both employees and the Airport community.



Emergency preparedness is another key pillar of the Airport's safety approach. SFO's Emergency Management team conducts a full-scale emergency exercise annually, exceeding federal requirements that mandate such drills every three years, to ensure the highest level of readiness for potential incidents. These full-scale exercises are in combination with a wide variety of weekly, monthly, and quarterly drills, table-top exercises, and emergency training courses. The

Airport also uses a mass notification system, SFO Alert, to quickly disseminate critical information to passengers and staff.

The Airport Community Emergency Response Team (ACERT) is comprised of employee volunteers who undergo three days of training that include light search and rescue, CPR, first aid, firefighting, and specific SFO emergency training to support other response needs as directed by the Fire Department or Emergency Operation Center (EOC) leadership. SFO currently has over 200 ACERT trained employees.

Security operations are supported through strong interagency coordination. SFO participates in the Transportation Security Administration's (TSA) Security Partnership Program (SPP), under which passenger and baggage screening is performed by Covenant Aviation Security under TSA oversight and in accordance with federal standards. As the largest SPP airport in the United States, this model supports operational continuity, including during federal government shutdowns, by reducing staffing disruption risks at security checkpoints.

International arrivals are processed by U.S. Customs and Border Protection, and the Department of Homeland Security's US-VISIT program applies to non-immigrant visa holders. The San Francisco Police Department Airport Bureau and the San Mateo County Sheriff's Department further enhance security by enforcing TSA security plans, supporting airline-specific security programs, and providing emergency response.

Together, these programs and partnerships reflect SFO's integrated approach to safety and security—combining regulatory compliance, proactive planning, multi-agency coordination, and modern communication systems to ensure a safe, resilient environment for employees and travelers.

Safety Governance

The Airport Director's Safety Policy Statement articulates leadership's unwavering commitment to maintain a safe environment.

SFO started its' Safety Management System (SMS) in 2016. Since then, over 300 hazards have been identified and assessed, with even more mitigations implemented. While SFO has had an SMS for over eight years, most airports do not have an active SMS.

SFO continues to advance the comprehensive SMS to build on a culture of safety through a systematic and integrated method of safety management that will prevent accidents, injuries, and unexpected losses.

While the SMS Team is currently engaged with Airside Operations, the team has implemented a phased approach to engage with other work sections through 2026 before opening the SMS to all badged tenant employees in 2027.

Through SMS expansion, SFO seeks to cultivate safety excellence, support staff, and promote continuous safety improvement that exceeds regulatory requirements and leads the industry to achieve a new standard of safety excellence.

Strong governance ensures that safety remains embedded in every decision and process at SFO. The Airport's safety programs are supported by clear policies, cross-departmental coordination, and ongoing performance evaluation. SFO's safety governance framework integrates regulatory compliance, continuous improvement, and transparent communication to ensure that both employees and guests are protected.



Health Safety

SFO also advances environmental and community health through its participation in the San Francisco Carbon Fund, which invests in local carbon-mitigation projects. A portion of City department air travel fares contributes to this fund, enabling SFO to offset nearly 90% of employee business travel emissions. This effort reflects the Airport's broader commitment to protecting public health and reducing environmental impacts.

The built environment also plays a critical role in guest safety and wellbeing. SFO is committed to designing and constructing facilities that enhance physical and mental health through improved natural and artificial lighting, acoustics, thermal comfort, water quality, and indoor air quality. Research shows that high quality indoor environments can reduce the risk of asthma, respiratory allergies, and stress while improving sleep, productivity, and overall mood.

To support these outcomes, SFO incorporates environmentally preferable products with low chemical content, enhanced ventilation and filtration systems, and a rigorous preoccupancy testing program known as building sustainability commissioning.

SFO's leadership in healthy building design has earned national recognition. In 2021, SFO's Harvey Milk Terminal 1 became the world's first airport terminal to achieve a 3-star Fitwel certification, recognizing its design and operation for promoting occupant health. That year, the project also received a "Best in Building Health" award from the Center for Active Design. In 2022, the Airport achieved LEED for Communities Platinum certification (v4.1) for its commitment to sustainability, resilience, and social equity. That same year, Harvey Milk Terminal 1 Boarding Area B earned WELL Building Standard Platinum certification, reflecting its health-driven design and focus on occupant well-being.



For further information on SFO's green building efforts, check out the [SFO Sustainability Dashboard's Health and Well-being Tab!](#)

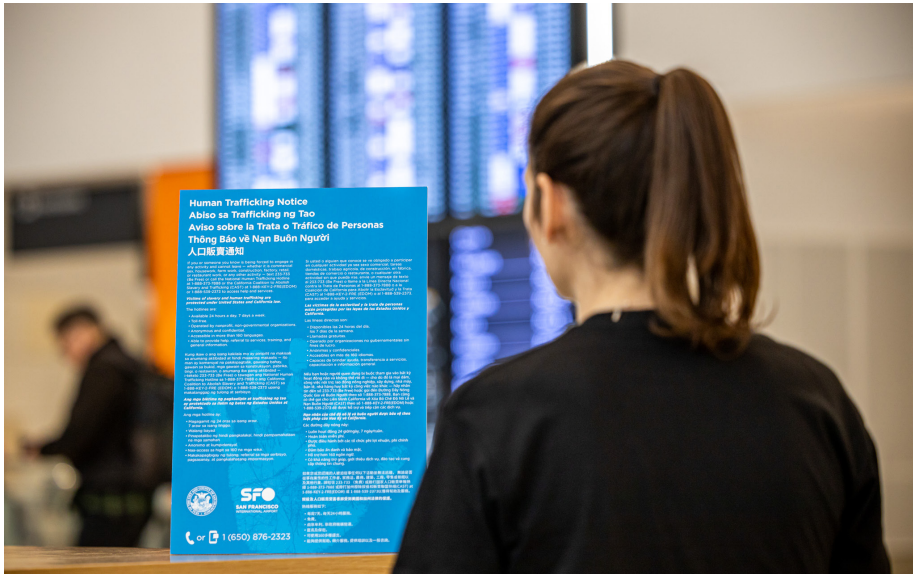
Together, these elements—leadership commitment, strong policy foundations, and the implementation of a robust SMS—reinforce SFO's dedication to protecting its workforce and passengers while continuously enhancing the safety performance of the Airport.

Human Trafficking

SFO is committed to protecting the safety, dignity, and human rights of every person who passes through the Airport. As a major international gateway, SFO recognizes its responsibility to identify, prevent, and respond to potential cases of human trafficking. The Airport has developed a comprehensive, proactive approach that goes beyond industry norms, combining policy, training, infrastructure, and cross-agency collaboration to ensure that victims have pathways to safety and that staff are equipped to act.

SFO maintains an in-house policy for managing human trafficking, supported by clear procedures for reporting, escalation, and coordination with law enforcement. Unlike many airports that route calls to a universal hotline, SFO operates an internal call-handling and response system, enabling faster intervention and more direct communication between Airport staff, dispatchers, and responding agencies. This approach allows SFO to respond more quickly to potential cases and ensures that calls are tracked, logged, and reviewed internally for continuous improvement.

SFO's Public Restroom Signage Initiative is one of the Airport's most innovative efforts. Over 1,200 public restroom stalls now feature signage containing contact information to obtain immediate assistance. The signage also includes a unique QR code which allows the Airport to pinpoint the victim's exact location. In addition to calling, victims can also send text messages for help. The system can receive, translate, and respond to messages in multiple languages, ensuring accessibility for travelers from diverse backgrounds. These features make the Airport's signage program more actionable and takes a more survivor-centered trauma informed approach than traditional awareness posters.



Employee training is another cornerstone of SFO's strategy. Thousands of Airport workers, including operations staff, custodial teams, security personnel, and tenant employees, have received training on recognizing and reporting signs of trafficking. Training is reinforced through ongoing communication and refresher materials. SFO was the first airport in the nation to require airline personnel to undergo human trafficking awareness training, underscoring its leadership in this critical area. In 2020, 447 frontline workers completed the training, which was developed in partnership with UC Berkeley and the Bay Area Anti-Trafficking Coalition. The study accompanying this training showed significant improvements in awareness and reporting confidence:

- **98.6%** of trained employees said they know what to look for (vs. 58% untrained)
- **94.2%** said they knew enough to report (vs. 62% untrained)

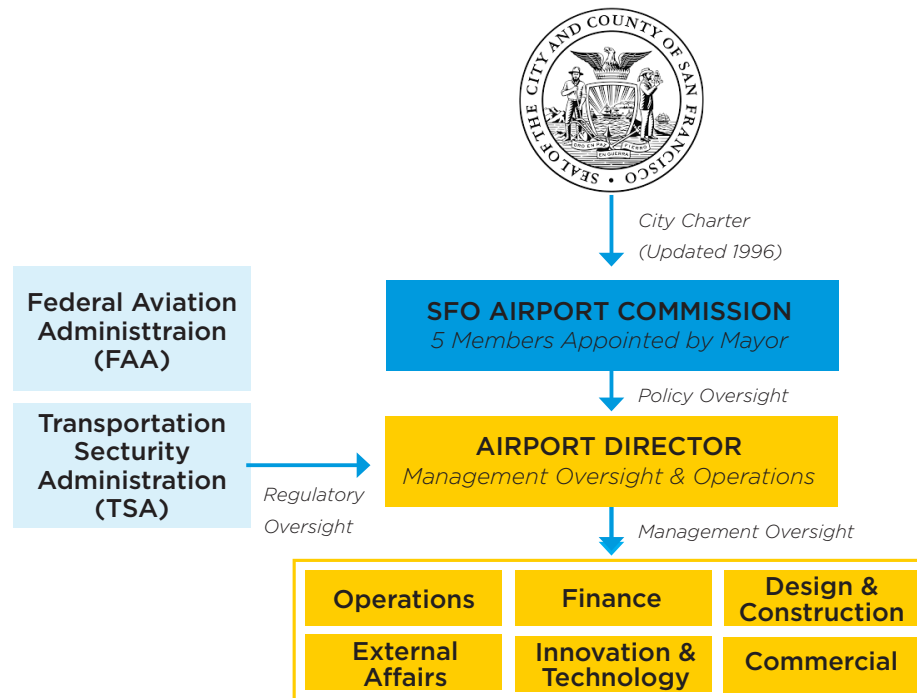
Overall, the training led to a 70% increase in employees recognizing signs and a 51% increase in confidence to report. SFO will undertake refresher training in early 2026, making it mandatory for all frontline workers to ensure the entire Airport community can recognize the signs of human trafficking and know how to report through SFO's reporting protocol.

SFO also collaborates closely with external partners, including the San Mateo County Sheriff's Office, federal agencies, and regional task forces. Ahead of major events such as Super Bowl 50, SFO convened a dedicated task force composed of law enforcement, Airport Operations, and Safety and Security personnel to ensure heightened vigilance and coordinated response. These partnerships strengthen SFO's ability to support victims and ensure that cases receive appropriate follow-up.

Through these efforts, SFO continues to strengthen its role as a national leader in human trafficking prevention. By combining policy, training, infrastructure, and collaboration, the Airport demonstrates its commitment to safeguarding the traveling public and supporting vulnerable individuals who may be at risk.

4 GOVERNANCE





4.1 OVERVIEW

SFO is owned and operated by the City and County of San Francisco (City). SFO’s governance framework is built on accountability, transparency, and responsible stewardship of public resources.

The Airport operates under the authority of the San Francisco City Charter, the San Francisco Municipal Code, and policies adopted by the Airport Commission. This structure ensures clear separation between policymaking and management, strong financial controls, and decision-making processes that incorporate regulatory compliance, stakeholder engagement, and long-term sustainability.

The City, acting through the Airport Commission, operates under a Lease and Use Agreement, which governs the City’s relationship with signatory air carriers operating at SFO currently with a 10-year term effective July 1, 2023. As of August 21, 2023, 47 air carriers executed the 2023 Lease and Use Agreement. This agreement is fundamental

to SFO’s operations, supporting long term capital planning, environmental compliance, and strategic investment. SFO operates under a residual rate-setting methodology pursuant to its Lease and Use Agreement, whereby signatory airlines collectively assume financial responsibility for airport costs not covered by non-airline revenues. This structure provides revenue stability and supports long-term capital financing.

In addition to local City authority, SFO operates under extensive federal and state regulatory oversight. As a federally obligated airport sponsor, SFO complies with FAA Grant Assurances, TSA security regulations, applicable environmental laws administered by federal and state agencies, and Department of Transportation requirements governing rates and nondiscrimination, among others. These external frameworks materially shape operational, financial, and capital governance decisions.

4.2 ORGANIZATION STRUCTURE

Leadership System and Decision-Making

SFO's leadership system is designed to ensure that strategic decisions are transparent, well-coordinated, and aligned with Commission-approved policies. Authority flows from the Airport Commission to the Airport Director, who delegates operational responsibilities to division leaders. Cross-divisional coordination ensures that major initiatives—such as capital projects, sustainability programs, commercial development, and operational improvements—are evaluated holistically.

Decision-making incorporates:

- Commission-approved policies and directives
- Federal, state, and local regulatory requirements
- Financial performance, risk assessments, and long-term fiscal planning
- Stakeholder engagement with airlines, tenants, labor partners, community organizations, and government agencies

This structure supports consistent, transparent governance and ensures that operational decisions reflect both policy direction and community expectations.

Governance Authority

SFO is primarily governed by the Airport Commission, established by the San Francisco City Charter in 1970. The Commission serves as the Airport's policymaking authority, responsible for:

- Setting strategic direction for Airport operations
- Approving property management and concessions programs

- Awarding contracts and leases
- Overseeing construction and capital development
- Establishing operational and maintenance standards
- Approving litigation, rates and charges, and the Airport's two-year budget
- Adopting rules and regulations governing Airport operations

The City Charter expressly prohibits the Commission from engaging in day-to-day Airport operations. Operational authority is delegated to the Airport Director, ensuring a clear separation between governance and management.

Under the Charter and Administrative Code, the Director has authority to:

- Administer the affairs of the Commission as its chief executive officer
- Enforce all Commission adopted orders, rules, and regulations
- Supervise and manage the design, construction, maintenance, and operation of all Commission authorized work
- Assign and permit the use of Airport land, improvements, and facilities at established rates, with permits revocable upon due notice

This governance structure ensures that policy oversight remains with the Commission while operational execution is managed by professional Airport leadership. Note that Commissioners are subject to California Political Reform Act disclosure requirements, including annual Form 700 Statements of Economic Interests. Commissioners must recuse themselves from matters presenting a financial conflict of interest pursuant to state and local ethics laws.

New Commissioners receive orientation on Airport finance, FAA obligations, and fiduciary responsibilities, among other things. The Commission periodically evaluates its governance practices to ensure effectiveness and compliance.

Financial Management and Controls

This ESG Report covers FY24 and aligns with SFO's financial reporting cycle. It complements information presented in SFO's Official Statements for bond issuances and the Airport's Annual Comprehensive Financial Report (ACFR). Together, these documents provide a comprehensive view of SFO's operational, financial, and sustainability performance, providing a unified narrative of how SFO manages resources, invests in infrastructure, and advances climate and community goals.

The Airport Commission maintains exclusive authority to structure and issue revenue bonds for Airport-related purposes and exercises fiscal oversight of the Airport's Capital Improvement Plan (CIP), Director's Reserve, grant administration, and debt management policies.

SFO operates as an enterprise fund within the City and County of San Francisco, with all Airport-generated revenues managed separately from the City's General Fund. SFO's funds are managed by the Treasurer's office ensuring transparency and financial integrity.

Separate accounts are maintained under Commission jurisdiction. Monies in the Airport Revenue Fund may be used only for purposes authorized by the Charter, including:

- Operation and maintenance expenses
- Pension and insurance obligations

- Principal, interest, and reserve requirements for revenue bonds
- General obligation bond payments for Airport purposes
- Reconstruction and replacement of Airport facilities
- Acquisition, construction, and improvement of Airport property and infrastructure
- Other lawful purposes, including the annual transfer of up to 15% of nonairline revenues to the City's General Fund

Subject to Board of Supervisors approval, the Commission may issue airport revenue bonds under terms it authorizes by resolution. These bonds are issued pursuant to the Revenue Bond Law of 1941 and the City Charter.

Further, SFO maintains an internal control framework aligned with the COSO Internal Control-Integrated Framework. The Airport is subject to annual independent external audit, and audit results are presented publicly to the Commission.

The Airport maintains financial covenants under its bond indenture, including minimum debt service coverage requirements, and regularly monitors liquidity levels and days cash on hand.

Airport Commission

The Airport Commission consists of five members appointed by the mayor pursuant to Charter Section 3.100, each serving four-year terms. Commissioners bring expertise in law, community development, climate policy, labor, organizing, real estate, and government administration. Commission Members listed below are active at the time of the publication of this report.



MALCOLM YEUNG

President, Airport Commission

Malcolm Yeung is the Executive Director of the Chinatown Community Development Center, a San Francisco-based affordable housing and community development organization. Appointed to the Airport Commission by Mayor London N. Breed in 2019 and reappointed later in 2022, Yeung was elected Vice President of the Commission later that year and President in 2023. A graduate of Berkeley Law School, University of Colorado, and Duke University, Mr. Yeung serves on the Board of Directors of the Chinese Chamber of Commerce of San Francisco and as a member of the Steering Committee of the API Council, a coalition of over 50 non-profit organizations serving San Francisco's Asian American community. His term expires on August 31, 2026.



SUSAN LEAL

Vice President, Airport Commission

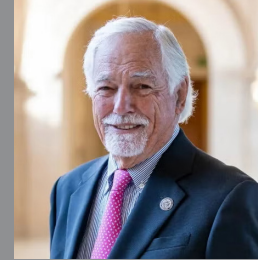
Susan Leal is an Associate at the Harvard University School of Engineering and Applied Sciences and is co-authoring a book on climate impacts on food systems. Appointed to the Airport Commission by Mayor London N. Breed in 2024, Leal was elected Vice President of the Commission in 2025. A graduate of the University of California, Berkeley, where she earned her undergraduate and law degrees, she serves as a member of the Advisory Council of the UC Berkley Department of Civil and Environmental Engineering. Ms. Leal has spent a significant portion of her career in public service, including serving as Counsel to a U.S. House Commerce Committee subcommittee, a Member of the Board of Supervisors of the City and County of San Francisco, Treasurer of the City and County of San Francisco, and General Manager of the San Francisco Public Utilities Commission. Her term expires August 31, 2028.



JOSE FUENTES ALMANZA

Member, Airport Commission

Jose Fuentes Almanza is the Business Representative for the International Brotherhood of Electrical Workers (IBEW Local 6) where he was active for ten plus years prior to his current role involving recruiting and organizing unrepresented workers and overseeing the dispatch and representation of private-sector journey-level and apprentice electrical workers. Appointed to the Airport Commission by Mayor London N. Breed in early 2022 to fill an unexpired term and reappointed later that year, Mr. Almanza brings more than 20 years of experience in the electrical industry and over 13 years as a member of the United Food and Commercial Workers (UFCW) Local 648. He has dedicated his career to advocating, organizing and negotiating on behalf of workers and their families, serving in leadership roles on key labor committees. His term expires on August 31, 2026.



MARK BUELL

Member, Airport Commission

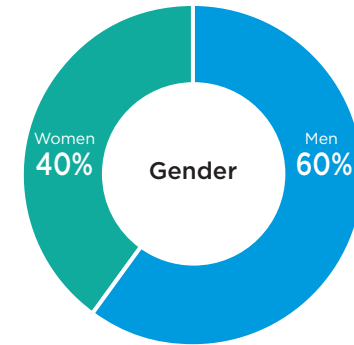
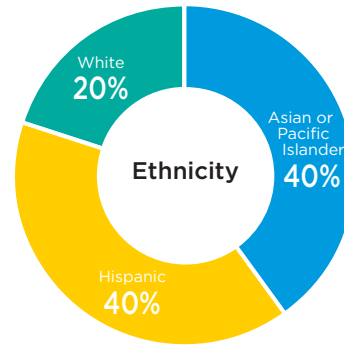
Mark Buell served as President of the San Francisco Recreation and Park Commission since 2010. Under his leadership, San Francisco's parks system became one of the highest-ranking in the nation, raising over \$200 million in philanthropic donations, expanding the city's ballfields, recreation centers, and pools, and establishing a nationally recognized gardener apprentice program, among other accomplishments. Appointed to the Airport Commission by Mayor London N. Breed in early 2023, Mr. Buell brings 35 years of experience in public and private real estate development. A graduate of the University of San Francisco and decorated Vietnam veteran, he has held leadership roles on the San Francisco Public Utilities Commission, California Association for Local Economic Development (CALED), the Golden Gate National Parks Conservancy and the Presidio Trust. His term expires on August 31, 2027.



NANCY TUNG

Member, Airport Commission

Nancy Tung is the Chief of the Vulnerable Victims Unit and Community Partnerships at the San Francisco District Attorney's Office, where she manages a team of attorneys prosecuting hate crimes and elder abuse. Appointed to the Airport Commission by Mayor Daniel Lurie in 2025, she brings extensive trial and appellate experience in state and federal courts. Ms. Tung has coordinated investigations and prosecutions with local, state, and federal law enforcement and has over a decade of experience prosecuting white-collar crimes, unfair business practices, and consumer protection cases. She has also lectured for the California District Attorneys Association on ethics and consumer protection. A graduate of the Georgetown University Law Center and University of California, Berkeley, Ms. Tung serves as Chair of the San Francisco Democratic Party, elected in April 2024, focusing on expanding voter registration and engagement efforts. Her term expires August 31, 2029.



The Commission's Composition Reflects the Diversity of the San Francisco Community

The Commission operates primarily as a Committee of the Whole, meaning all Commissioners collectively review, deliberate, and act on all matters before the body rather than delegating work to standing subcommittees. This structure ensures that every Commissioner participates fully in oversight, policy development, and strategic decision-making.

In addition, the Commission may convene a Naming Committee on an as-needed basis. This temporary committee can be activated only when required to evaluate proposals for naming or renaming Airport facilities, public spaces, or assets. Once its work is complete, the committee dissolves until needed again.

The Airport Commission public meetings are regularly held on the first and third Tuesday of each month at City Hall and via teleconference. Open participation, including in-person attendance and remote comment submission, is encouraged. In addition, Commission agendas are publicly posted in advance of meetings. Public comments are accepted in person and remotely in accordance with open meeting laws.

Executive Management

The Airport Director oversees an executive team responsible for planning and environmental affairs, finance and administration, operations and security, infrastructure and engineering, commercial and revenue development, and people, culture, and equity. This structure ensures that ESG responsibilities are embedded across all divisions rather than concentrated in a single department. It also supports a culture of collaboration, continuous improvement, and transparent reporting. Day-to-day operations of the Airport are overseen by the Airport Director, appointed by the mayor and serving at the direction of the Airport Commission. As SFO's chief executive officer, the Director:

- Appoints division leadership
- Enforces Commission rules and regulations
- Manages operational, financial, and administrative activities

Six Division Chiefs report directly to the Airport Director:

- Operations
- Finance
- Commercial
- Design & Construction
- External Affairs
- Innovation and Technology

Neither Commissioners nor executive leadership receive incentive compensation. The Airport maintains formal delegation-of-authority policies that define approval thresholds for contracts, procurement actions, capital expenditures, and personnel decisions. Succession planning processes are maintained for executive leadership and critical operational roles.

Team Member	Role
Mike Nakornkhet	Airport Director
Courtney Lam	Chief of Staff
Jeff Littlefield	Chief Operating Officer
Kevin Bumen	Chief Commercial Officer
Ronda Chu	Chief Financial Officer
Judi Mosqueda	Chief Development Officer
Cathy Widener	Chief External Affairs Officer
Ralf Ruckelshausen	Chief Innovation & Technology Officer
Julie Veit	General Counsel
Leroy Sisneros	Facilities Director
Andrea Caporale	People, Performance & Development Director
Eva Cheong	Airport Services Managing Director
Rob Forester	Acting Safety, Security, & Airside Services Managing Director
Nupur Sinha	Planning & Environmental Affairs Director
Jennifer McCabe	SFO Museum Director & Chief Curator
Corina Monzón	Strategy & Social Impact Managing Director
Kantrice Ogletree	Commission Affairs Director

4.3 FINANCIAL PERFORMANCE

SFO remains committed to strong governance practices that ensure fiscal responsibility, transparency, and alignment with long-term sustainability goals. Tracking financial performance is a critical component of governance, reflecting operational resilience and strategic resource management.

SFO experienced growth in passenger traffic, Airport operations, and cargo in FY24, alongside increases in non-airline revenue.

Passenger and Operations

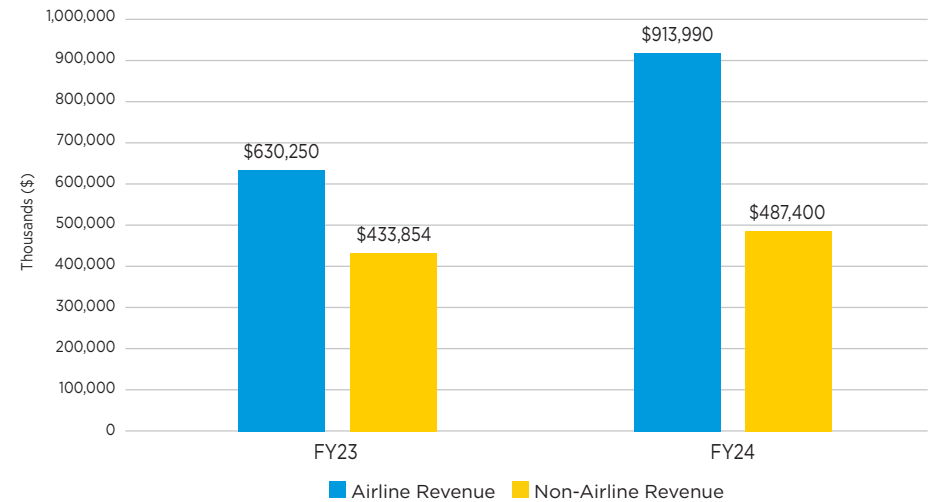
In FY24, SFO welcomed 51,292,995 passengers. Passenger enplanements during this period increased by 8.9% over the prior fiscal year to 25.5 million passengers. Domestic passenger enplanements increased by 4.7%, and international enplanements increased by 20.7%. Overall enplanements increased by approximately 2.1 million passengers, comprised of approximately 0.8 million in domestic and 1.3 million in international enplanements.

Operating Revenue

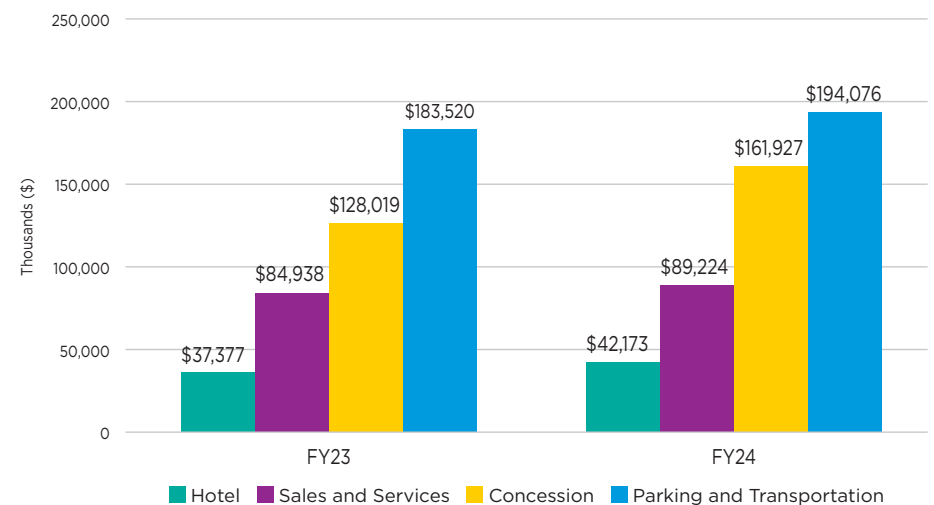
In FY24, SFO demonstrated continued financial stability amid rising costs and capital investment. Operating revenue reached \$1.4 billion during this period. Operating revenues continue to be driven primarily by aviation-related activities, which contributed \$913,990,000 in the reporting year.

Operating revenues increased by 31.7%, from \$1.1 billion in FY23 to \$1.4 billion in FY24 primarily due to increased aviation revenues. Aviation revenues increased from \$630.3 million in FY23 to \$914.0 million in FY24 primarily due to the amounts contributed by the airlines for ORCIF.

Total Operating Revenue

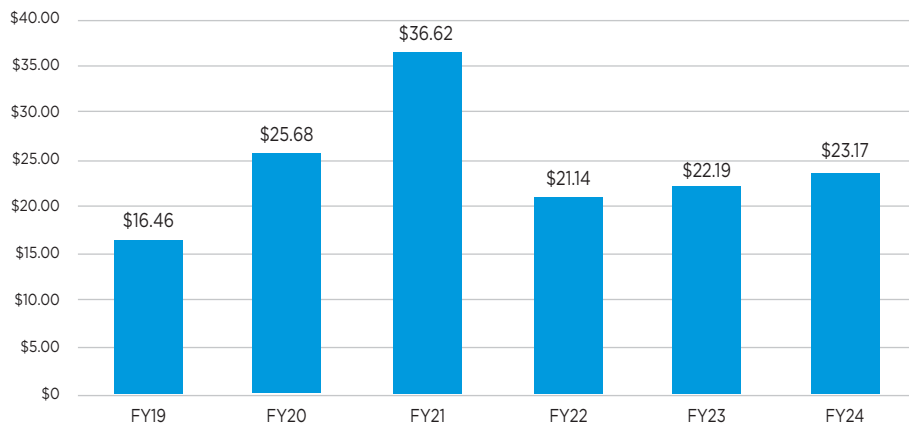


Non-Airline Revenue



The Commission reviews quarterly financial performance reports, traffic trends, and variance analyses against adopted budget and capital plan assumptions. Material deviations trigger management corrective action plans and Commission review. The Commission also monitors key industry-specific operating and financial metrics, including airline cost per enplaned passenger, leverage measures including debt service coverage ratio, and liquidity position.

Airline Cost Per Enplaned Passenger



4.4 RISK MANAGEMENT & CYBERSECURITY

Approach to Risk Management

SFO takes a proactive and structured approach to risk management, integrating insurance, contractual risk transfer, and strong governance practices to safeguard operations and assets. Under the Trust Indenture, the Airport Commission is required to maintain insurance or self-insurance against risks typically covered by major airports, ensuring coverage levels are adequate for the exposures identified. This requirement is paired with an annual review and reporting process to the Trustee, reinforcing transparency and accountability.

Beyond compliance, SFO manages risk through established processes that identify, assess, and mitigate risks that could impact business objectives. This program includes comprehensive risk assessment protocols, treatment strategies, and monitoring mechanisms to address operational, financial, and strategic risks. Supporting this framework are ongoing loss prevention initiatives, property loss control measures, and employee training programs designed to reduce incidents and strengthen organizational resilience.

Risk transfer is a key component of SFO's strategy. Tenants and contractors are required to maintain liability coverage, naming the Airport as an additional insured, along with providing waivers of subrogation where applicable, reducing exposure from third-party activities. The Airport also participates in the City's self-insured workers' compensation program in addition to funding deductibles and uninsured losses from current revenues. While SFO does not insure against seismic or land movement risks, it maintains coverage for aviation liability, property damage, and other critical exposures,

complemented by specialized policies for cyber liability, public officials, and employment practices.

Oversight of risk management activities is coordinated through executive leadership, with periodic reporting to the Airport Commission. Strategic risks—including seismic exposure, airline concentration, cybersecurity threats, and regulatory changes—are reviewed at least annually.

This multi-layered approach—combining regulatory compliance, ERM governance, contractual safeguards, and targeted insurance—reflects SFO’s commitment to managing uncertainty and ensuring operational continuity in a dynamic risk environment.

Cybersecurity

A large and complex technology environment is vital to the safe and efficient operation of the Airport, tenants, and the airlines that serve the Airport. SFO maintains a comprehensive cybersecurity program designed to safeguard critical infrastructure, protect sensitive information, and ensure operational continuity. The Airport’s email systems are managed by the City’s Department of Technology, which conducts regular phishing exercises to strengthen employee awareness and response capabilities. To identify and remediate vulnerabilities, the Airport partners with the City Services Auditor to perform regular penetration testing of its primary network and conducts table-top exercises to validate staff readiness against its Major Incident Response Plan. In addition, the Airport utilizes a third-party monitoring service for 24/7 network surveillance and alerting and maintains a dedicated cybersecurity insurance policy through Risk Management. SFO’s cybersecurity program aligns with the NIST Cybersecurity Framework and is overseen by executive leadership in coordination with the City’s Chief Information Security

Officer. Significant cybersecurity incidents are reported to executive leadership and, where required, to regulatory authorities and the Commission.

SFO adheres to Payment Card Industry (PCI) security standards as a Level Four merchant and files an annual SAQ-D with the Controller’s Office; the Airport does not store customer credit card information. Cybersecurity governance is further supported by annual Cybersecurity Maturity Assessments conducted city-wide by the Controller’s Office, and the Airport’s cybersecurity budget is tracked within the overall IT budget. These measures, combined with city-wide policies and oversight from the Chief Information Security Officer, reflect SFO’s commitment to mitigating cyber risks and maintaining resilience against evolving threats. SFO’s layered approach, including phishing testing, penetration testing, insurance coverage, and external monitoring, positions the Airport to respond effectively to incidents and uphold the integrity of its technology environment.

SFO’s Expedient Response to Microsoft Disruption

Recent events underscore the importance of these safeguards. For example, in July 2024, a global outage caused by a faulty vendor-driven configuration update impacted Microsoft Windows systems worldwide, including those at SFO. The Airport immediately activated its Cybersecurity Incident Response Plan, restoring all mission-critical services within hours and recovering less critical systems over the following two business days. Passenger processing and the Airport Security Program were not affected. This incident highlights SFO’s ability to respond quickly and effectively to unexpected disruptions, reinforcing its commitment to operational resilience and cybersecurity preparedness.

4.5 REPORTING AND TRANSPARENCY

SFO is committed to financial transparency. These include audited financial statements from Fiscal Year 2005 to present, bond offering documents, rating agency reports, debt management policies, and other information related to SFO's financial and operational position and performance. These materials are updated regularly to reflect the Airport's current financial condition.

In addition to public investor disclosures, the Airport provides regular, timely, and accurate financial reporting to the Airport Commission and the City and County of San Francisco Board of Supervisors (Board). Board approvals are required for key actions such as the biennial operating budget, capital program appropriations, and bond issuance authority, ensuring informed oversight and accountability.

Through these practices, SFO remains focused on fiscal responsibility and innovation, providing timely and relevant information to investors, partners, and the broader financial community. This ensures stakeholders have a comprehensive understanding of SFO's performance and progress.

Additionally, SFO is subject to and compliant with San Francisco's Sunshine Ordinance, the California Public Records Act and California's Brown Act, which governs public access to local government meetings, records, and information. The Airport adheres to these local and state requirements.

This ESG report aligns with the ACI-NA framework, which leverages Sustainability Accounting Standards Board (SASB), Global Reporting Initiative (GRI), and Task Force on Climate-Related Financial Disclosures (TCFD) where applicable. Select sustainability metrics are subject to internal validation controls prior to publication. The Airport discloses financial and operational performance, capital planning and spending, and sustainability initiatives at length in financial statements and official statements published in connection with securities offerings and engages regularly with rating agencies and the investment community on these topics.

More detailed financial information can be found on SFO's Investor Relations webpage.



4.6 ETHICS AND COMPLIANCE

As public servants, SFO employees are expected to perform their roles with integrity, transparency, and accountability to ensure the highest ethical standards in its work for the community of San Francisco. SFO is subject to federal, state, and local laws and regulations governing ethics and compliance. Locally, the San Francisco Ethics Commission establishes rules and regulations for conducting our business operations and behavior with integrity, honesty, and fairness. For example, designated SFO employees are required to complete annual ethics training while designated officials are required to file California Form 700, a public Statement of Economic Interests that discloses financial holdings to help identify and prevent conflicts of interest. Filings are made accessible through the City's public database to ensure transparency.

Employers, contractors, or members of the public with concerns regarding SFO's operations or practices may report suspected unethical behavior confidentially via the City and County of San Francisco's Whistleblower Program. Retaliation against individuals who report concerns in good faith is prohibited. As set forth in San Francisco Charter Appendix F1.107, the Office of the Controller administers this program and investigates reports concerning deficiencies in the delivery and quality of city government services, wasteful practices, misuse of city government funds, and improper activities by city government officers and employees.

Where appropriate, the City extends its robust ethics and compliance practices to its vendors, including conflict of interest, and other applicable codes of conduct.

4.7 ESG GOVERNANCE

SFO's ESG reporting strategy is guided through a collaborative effort engaging key stakeholders from across our operations to ensure accuracy and accountability. The process is overseen by executive leadership and updates are reported periodically to the Airport Commission.

Sustainability, climate resilience, equity initiatives, and community engagement programs are embedded throughout SFO's Capital Improvement Plan and annual operating budget. This integration ensures that ESG priorities influence long-term capital planning, infrastructure modernization, procurement practices, and program development.

Performance metrics are reviewed annually and inform long-term planning. Results are shared with the Airport Commission, internal leadership teams, and external stakeholders through public reporting. This cycle of measurement, validation, and disclosure informs both near-term operational decisions and long-term strategic planning, strengthening SFO's ability to track progress, identify risks, and maintain continuous improvement across all ESG dimensions.

5 NEXT STEPS



SFO

As SFO looks ahead, the Airport remains committed to transparency, accountability, and maintaining public trust through robust ESG reporting. Providing clear, consistent, and data driven insight into environmental performance, social impact, and governance practices is essential to maintaining the confidence of travelers, employees, partners, airlines, community members, and policymakers. For SFO—an international gateway and a steward of critical public infrastructure—this level of transparency is not only an expectation, but a responsibility.

SFO will continue to advance a philosophy of continuous improvement, recognizing that effective ESG leadership requires ongoing learning. In the years ahead, the Airport will expand its ESG reporting resources, refine internal processes, and introduce new metrics to reflect the complexity of airport operations and the evolving needs of the communities it serves. Strengthening data

management practices across ESG categories will remain a priority, enabling the Airport to improve the accuracy and completeness reporting.

This inaugural ESG Report marks an important milestone, but it is only the beginning. Moving forward, SFO will issue annual ESG reports that track progress, highlight success stories, and flag emerging opportunities. By deepening its commitment to rigorous disclosure and continuous improvement, SFO will continue to lead with integrity—advancing climate action, fostering an inclusive environment for employees, supporting surrounding communities, and upholding the governance practices that shape a world class airport. Through these efforts, SFO reaffirms its mission to deliver an airport experience where people and the planet come first, today and for generations to come.



APPENDIX



APPENDIX A: LIST OF ACRONYMS

Acronym	Definition
ABAG	Association of Bay Area Governments
ACA	Airport Carbon Accreditation
ACDBE	Airport Concession Disadvantaged Business Enterprises
ACE	Access to City Employment Program
ACERT	Airport Community Emergency Response Team
ACI	Airports Council International
AMAC	Airport Minority Advisory Council
APU	Auxiliary Power Unit
AWTP	Advanced Water Treatment Plant
BIPOC	Black, Indigenous, and People of Color
CBE	Coalition of Black Excellence
CBO	Community-Based Organization
CCSF	City and County of San Francisco
COMTO	Conference of Minority Transportation Officials
CO2	Carbon Dioxide
CO2e	Carbon Dioxide Equivalent
DBE	Disadvantaged Business Enterprise
DEI	Diversity, Equity, and Inclusion
DRT	Department of Human Resources Recruitment Team
EAP	Employee Assistance Program
ECO	Employee Commute Options Program
EDD	Employment Development Department
eGSE	Electric Support Ground Equipment
EMCS	Energy Management and Control System
ERG	Employee Resource Group
ESG	Environment, Social, Governance
EUI	Energy Use Intensity
EV	Electric Vehicle
FAA	Federal Aviation Administration

Acronym	Definition
FCPA	Foreign Corrupt Practices Act (1977)
FY	Fiscal Year
GHG	Greenhouse Gas
GWP	Global Warming Potential
HBCU	Historically Black Colleges and Universities
HFSV	Hispanic Foundation of Silicon Valley
HVAC	Heating, Ventilation, and Air Conditioning
kBtu	Kilo British Thermal Unit
kWh	Kilowatt hours
MJ	Megajoule
MLTP	Mel Leong Treatment Plant
MT	Metric Tons
MVP	Motivating Volunteer Participation committee
MW	Megawatt
NZC	Net Zero Carbon
PFAS	Per and Polyfluoroalkyl Substances
RCx	Retro Commissioning
REAP	Racial Equity Action Plan
SAF	Sustainable Aviation Fuel
SFERS	San Francisco Employees' Retirement System
SFO	San Francisco International Airport
SFSPCA	San Francisco Society for the Prevention of Cruelty to Animals
SMS	Safety Management System
SPCC	Spill Prevention, Control, and Countermeasure Program
SPP	Security Partnership Program
TSA	Transportation Security Administration
UAH	United Against Hunger
WOB	West of Bayshore property

APPENDIX B: GLOSSARY

Term	Definition
Carbon Dioxide Equivalent (CO ₂ e)	A metric used to compare the emissions from various greenhouse gases based on their global warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential. By standardizing different emissions to the equivalent amount of carbon dioxide (CO ₂), their impacts can be directly compared.
Decarbonization	The process of reducing carbon dioxide emissions.
Electric Grid	A network or station that delivers electricity to consumers.
Electric Ground Support Equipment (eGSE)	Specialized all-electric equipment/ vehicles used at airports to service parked aircraft, including electric aircraft tugs and cargo loaders.
Energy Efficiency	The process of using less energy to achieve the same outcome. It reduces the amount of energy needed to perform operational tasks.
Energy Resilience	The ability of energy systems to adapt and recover from disruptions, such as natural disasters and cyber-attacks.
Energy Use Intensity	A measure of how efficiently a building or structure uses energy. It is measured by the total energy consumed by a building in one year divided by its total floor area (kBtu/sq ft/year).
Environment, Social, Governance (ESG)	A set of standards used to measure an organization's environmental and social impact.
Greenhouse Gas (GHG)	Heat-trapping atmospheric gases—such as carbon dioxide (CO ₂), methane (CH ₄), and nitrous oxide (N ₂ O)—that contribute to climate change and are measured to assess an organization's environmental impact.

Term	Definition
Global Warming Potential (GWP)	A metric that compares how much heat a greenhouse gas traps in the atmosphere relative to carbon dioxide over a specific time horizon.
Net Zero Carbon	Occurs when the reduction of airport-controlled greenhouse gas (GHG) emissions are less than or equal to emissions sequestered on-site.
Net Zero Energy	Occurs when the annual energy supplied to SFO is less than or equal to the energy used. This creates an energy balance of zero.
Net Zero Waste	Occurs when the diversion of 90% of waste materials from landfills, incinerators and the environment.
Noise Footprint	The geographic area around the airfield that is exposed to aircraft-related noise at or above defined threshold levels, typically shaped by flight paths, aircraft types, frequency of operations, and time of day.
Retro Commissioning	The process that tests and evaluates building systems to improve its energy efficiency.
Scope 1 Emissions	Direct greenhouse gas emissions from SFO operations, such as natural gas for heating buildings and fuel used for Airport-owned vehicles.
Scope 2 Emissions	Indirect emissions from the generation of purchased electricity, heating, cooling, etc., such as lighting.
Scope 3 Emissions	Indirect emissions from sources not owned or controlled by SFO, such as aircraft fuel, employee commuting, or disposing waste / materials at the end of a life cycle.
Sustainable Aviation Fuel	Renewable jet fuel produced from waste oils, non-food crops, and agricultural residue.

APPENDIX C: ESG DATA MATRIX

This ESG Matrix includes metric- and narrative-based disclosures aligned with ACI-NA presented throughout the Report. All data in the ESG Matrix is for Fiscal Year 2024 (FY24) unless otherwise stated.

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

ENVIRONMENTAL

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Greenhouse Gas (GHG) Emissions	GHG Emissions	Scope 1 GHG Emissions	Direct (Scope 1) GHG emissions	Metric tons CO2e	Metric tons CO2e	2.2 Greenhouse Gas (GHG) Emissions	16
		Scope 2 GHG Emissions	Energy indirect (Scope 2) GHG emissions, market-based and location-based	Metric tons CO2e	Metric tons CO2e	2.2 Greenhouse Gas (GHG) Emissions	16
		Scope 3 GHG Emissions	Other indirect (Scope 3) GHG emissions	Metric tons CO2e	Metric tons CO2e	2.2 Greenhouse Gas (GHG) Emissions	17
	GHG Emissions Intensity	GHG emissions normalized by an organization-specific metric	Scope 1 and 2 GHG emissions intensity ratio	Metric tons CO2e/passenger	Metric tons CO2e/passenger	2.2 Greenhouse Gas (GHG) Emissions	16
	Reduction of GHG Emissions	Impact of GHG emissions reduction strategy and initiatives	GHG emissions reduced as a direct result of reduction initiatives, base year used for calculations	% change from base year	Metric tons CO2e	2.2 Greenhouse Gas (GHG) Emissions	16
			Decarbonization strategy and initiatives	Narrative	Narrative	2.2 Greenhouse Gas (GHG) Emissions	17-18
Energy	Energy Consumption	Energy consumption from fuel, electricity, heating, cooling, and steam	Total energy consumption	MJ	GWh	2.3 Path to Net Zero Energy	19
			Total energy consumption from non-renewables	MJ	Percent	2.3 Path to Net Zero Energy	19
			Total energy consumption from renewables	MJ	Percent	2.3 Path to Net Zero Energy	19-20
	Energy Intensity	Energy consumption normalized by an organization-specific metric	Energy intensity ratio for the organization; types of energy included in the ratio (fuel, electricity, heating, cooling, steam)	MJ/passenger	kBtu/ft ²	2.3 Path to Net Zero Energy	19
	Energy Management	Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	Energy consumption reduction and baseline for calculating reduction	MJ	Percent	2.3 Path to Net Zero Energy	19
			Energy efficiency initiatives	Narrative	Narrative	2.3 Path to Net Zero Energy	19-20

ENVIRONMENTAL

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Environmental Commitments, Strategies, and Progress	Environmental Commitments, Strategies, and Progress	Describe formally announced environmental commitments, plans, strategies, and/or targets related to various environmental topics. Such topics may include but are not limited to Greenhouse Gases (e.g., emission reduction goals and net zero roadmaps), zero waste/circular economy, water reuse/conservation, climate resilience and adaptation, etc. Track and report progress toward these commitments.	Metric should be linked to the announced goal, actual status and progress against the plan	Narrative	Narrative	2 Environmental	13-33
Waste Management	Waste Management	Activities leading to waste generation and initiatives to address these impacts	Description of sources of waste generation and actions taken to prevent waste generation in the organization's own activities and its value chain, and to manage significant impacts from waste generated	Narrative	Narrative	2.4 Path to Zero Waste	22
	Total Waste Generation	Total weight of waste generated, including both waste diverted from disposal and waste directed to disposal	Total weight of waste generated in metric tons, and a breakdown of this total by category or composition of the waste	Short tons	Short tons	2.4 Path to Zero Waste	22
	Waste Diversion	Waste diverted from disposal through waste prevention, reuse, recycling, and other recovery operations	Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by category or composition	Short tons	Short tons	2.4 Path to Zero Waste	22
	Waste Disposal	Waste directed to disposal by landfilling, incineration (with or without energy recovery), and other disposal operations	Total weight of waste directed to disposal in metric tons, and a breakdown of this total by category or composition	Short tons	Short tons	2.4 Path to Zero Waste	22

ENVIRONMENTAL

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Water Management	Water Management	Activities impacting both water quality and water consumption and strategy for management of these impacts	Description of the organization's approach to managing water quality and water use. Includes how and where water is withdrawn, consumed, and discharged as well as the stormwater and surface water impacts linked to its operations.	Narrative	Narrative	2.5 Water and Biodiversity	26-27
Biodiversity Management	Biodiversity Management	Governance, strategy, risk and impact management, metrics and targets	Description of environmental management policies and practices to preserve ecosystem services; significant direct and indirect positive and negative impacts on biodiversity with reference to construction, pollution, invasive species, reduction of species, habitat conversion, or changes in ecological processes	Narrative	Narrative	2.5 Water and Biodiversity	28-29
Noise	Noise	Impact of noise on surrounding communities	Complaints	Number of complaints or number of households with a complaint	Number of complaints	2.6 Aircraft Noise Management	30
			Description of activities taken by the organization to manage noise impacts	Narrative	Narrative	2.6 Aircraft Noise Management	30-32
Regulatory Non-Compliance	Environmental Non-Compliance	Instances of non-compliance with environmental laws and regulations including spills and pollution if determined financially material	Number of significant spills reported in the organization's financial statements, material of the spill, and impact	Description of incident, number of incidents, dollar amount of fines or clean-up required	Number of spills	2.7 Pollution Prevention	33

SOCIAL

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

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Human Capital Management	Diversity, Equity, & Inclusion	Describe the airport's workforce diversity and DE&I practices (e.g., staff training, hiring practices, participation of minorities in leadership positions, etc.)	Workforce diversity	Percent of workforce by ethnicity and gender brackets	Percent of workforce by ethnicity	3.2 Diversity, Equity, and Inclusion	37-40
		Describe the airport's workforce diversity and DE&I practices for recruiting	Recruiting diversity	Percent of new hires, minority, and under-represented individuals	Percent of workforce by ethnicity	3.2 Diversity, Equity, and Inclusion	39-40
	Employee Engagement	Describe approach to Employee Engagement and scores. Explain changes from prior years.	Employee engagement score	Engagement score	Engagement score	3.2 Employee Engagement and Growth	53
	Employee Education & Training	Describe training programs, career/professional development, employee outreach, etc.	Training hours	Annual training hours	Annual training hours	3.2 Employee Training and Professional Development	46
Community/ Customer Relations	Labor/ Management Relations	Describe quality of labor relations, including extent of collective bargaining agreements	Percent of employees covered by bargaining agreements	Percent	Percent	3.2 Employees	36
	Community/ Customer Relations	Describe airport's business diversity practices (e.g., DBE, MWBE, on-the-job training programs, networking events, etc.)	Dollars spent with M/WBE, SBE or DBE businesses compared to airports aspirational goals and percent of total spend.	Percent (Dollars optional)	Dollars	3.3 Business Supplier and Concessionaire Diversity	55
	Concessionaire Diversity	Describe airport's business diversity practices (ACDBE, on-the-job training programs, networking events, etc.)	ACDBE sales by ethnicity and gender and percent of total concessionaire sales.	Percent (Dollars optional)	Dollars	3.3 Business Supplier and Concessionaire Diversity	56

SOCIAL

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Community/ Customer Relations	Community Support and Engagement	Describe airport's efforts to support the needs of the local community, partnerships with local organizations, employee volunteerism, other	Charitable contributions by airport and staff	Dollars raised for charitable organizations	Dollars raised for charitable organizations	3.3 Community Support and Engagement	57
			Community partnerships with business and civic associations, elected officials, local schools, nonprofit organizations and other key stakeholders	Narrative	Narrative	3.3 Community Support and Engagement	54-58
	Supporting Local Economic Growth	Describe airport's efforts as a catalyst to support the local economy and job creation. Describe source of study that determined the impact.	Economic impact of airport system and/or major construction projects on the local economy	Dollars	Dollars	3.3 Supporting Local Economic Growth	54
				Jobs created	Jobs created	3.3 Supporting Local Economic Growth	54
	Customer Satisfaction	Describe efforts to provide high level of customer satisfaction and services for passengers. Focus is on the overall score, but can also discuss average wait times, ADA compliance and accessibility. Include awards won. Describe survey used (e.g., ACI)	Customer satisfaction score	Score	Score	3.3 Customer Service Quality and Accessibility	59
	Health, Safety, and Security	Employee Health & Wellness	Describe the airport's efforts to maintain a healthy and vibrant workforce, including specific wellness programs, education, and training	Percent of employees participating in wellness programs	Percent	Percent	3.2 Employee Health and Wellness

SOCIAL

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Health, Safety, and Security	Health Safety	Describe the airport's health safety practices, including pandemic-related initiatives for employees, passengers, and tenants; and creating a culture that emphasizes employee safety and wellbeing. Include any accreditations and certificates earned.	Initiatives to ensure health and wellbeing of airport users: briefings on health safety measures	Narrative	Narrative	3.2 Safety Measures AND 3.4 Safety and Security	59-62
	Human Trafficking	Describe airport's human trafficking awareness initiatives	Employee training sessions	Number of training sessions taken	Number of training sessions taken	3.4 Human Trafficking	63

GOVERNANCE

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

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Governance/ Organizational Structure	Governance/ Organizational Structure	Describe legal structure (organization's enabling act or other statutory authority), use agreement, regulatory requirements.	N/A	Narrative	Narrative	4.2 Organization Structure	65-70
	Board of Directors	List board members, how appointed, Board committee structures, frequency of meetings, Board responsibilities/ approvals, ethnic diversity and types of business experience, and financial management and controls policies approved by Board.	Board member diversity	Percent of total	Percent of total	4.2 Governance Authority AND 4.2 Financial Management and Controls AND 4.2 Airport Commission	70
	Executive Management	List executive management name and position	Management diversity	Percent of total	Percent of total	4.2 Executive Management	71
	Leadership System and Business Results	List executive diversity and years of experience	Years of industry and executive level experience	Years	Years	4.2 Executive Management	68-70
	Leadership System and Business Results	Describe leadership system, how decisions are made. Include business results for key metrics. Five-year trending is desirable, with variance explanations as appropriate.	Examples: passengers, operations, non-airline revenues and net revenues, CPE, other as appropriate	Narrative	Narrative	4.3 Financial Performance	72-73
	Leadership System Incentive Compensation	Describe incentive compensation program (if applicable) and if the Board approves the plan.	Incentive compensation results	Percent of payout goals achieved	Percent of payout goals achieved	4.2 Executive Management	65-70

GOVERNANCE

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Risk Management	Approach to Risk Management	Describe airport's approach to risk management, including Enterprise Risk Management if applicable. Discuss major risks and how the airport is mitigating those risks, including ESG risks.	N/A	Narrative	Narrative	4.4 Approach to Risk Management	73
	Cyber Security	Describe airport's approach to cyber security. Include discussion of phishing testing, penetration testing, tabletop exercises, insurance (not stating amount), and outside assistance to monitor network. Discuss if airport is complying with Payment Card Industry (PCI) security standards and if it stores any customer credit card information (should be none).	N/A	Narrative	Narrative	4.4 Cyber Security	74
		Describe cyber staffing, budgets, cyber maturity scores if applicable.	N/A	Narrative	Narrative	4.4 Cyber Security	74

GOVERNANCE

Disclosure Category	Disclosure Element	Disclosure Element Description	Metric Description	ACI-NA Unit of Measure	SFO Report Unit of Measure	Section	Page No.
Reporting and Transparency	Reporting and Transparency	Describe investor disclosure practices, timeliness and accuracy of reporting to Board, transparency of information including State and Local open records processes	N/A	Narrative	Narrative	4.5 Reporting and Transparency	75
	Ethics and Compliance	Describe ethics practices, hotlines, Foreign Corrupt Practices Act compliance, regulatory requirements (if applicable) and training	N/A	Narrative	Narrative	4.6 Ethics and Compliance	76