

| JFKIAT |



T4 | JFK  
INTERNATIONAL  
AIR TERMINAL |

2020

ANNUAL & SUSTAINABILITY REPORT



# CONTENTS

3

## INTRODUCTION

2020 At A Glance / 3

Letter from Our President & CEO / 4

T4 Impact, Awards & Achievements / 6

About JFKIAT Terminal 4 / 8

Milestones / 10

Map of T4 / 13

13

## COVID -19 RESPONSE

16

## CORPORATE GOVERNANCE & STAKEHOLDER ENGAGEMENT

Corporate Structure / 18

Materiality Matrix / 23

26

## FINANCIAL PERFORMANCE

2021 Outlook / 29

30

## SAFETY AND SECURITY

36

## CUSTOMER EXPERIENCE

OPERATION STATISTICS / 44

46

## OUR PEOPLE

50

## LOCAL COMMUNITY ENGAGEMENT & IMPACTS

52

## ENVIRONMENTAL SUSTAINABILITY

Road Map to Sustainability / 54

GOALS / 55

60

## ENVIRONMENTAL PERFORMANCE

Looking Ahead / 63

64

## GRI CONTENT INDEX

About This Report / 68



# 2020 AT A GLANCE

69,252

TOTAL FLIGHTS (-52.7%)

123

CITIES NONSTOP

32

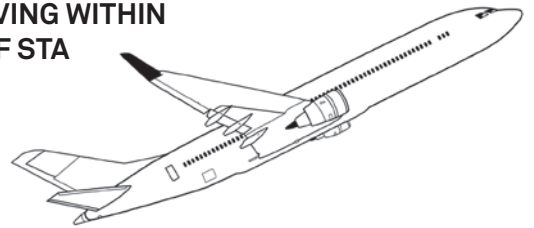
AIRLINES

86.7%

FLIGHTS DEPARTING WITHIN  
15 MINUTES OF STD (+9.7%)

89.6%

FLIGHTS ARRIVING WITHIN  
15 MINUTES OF STA

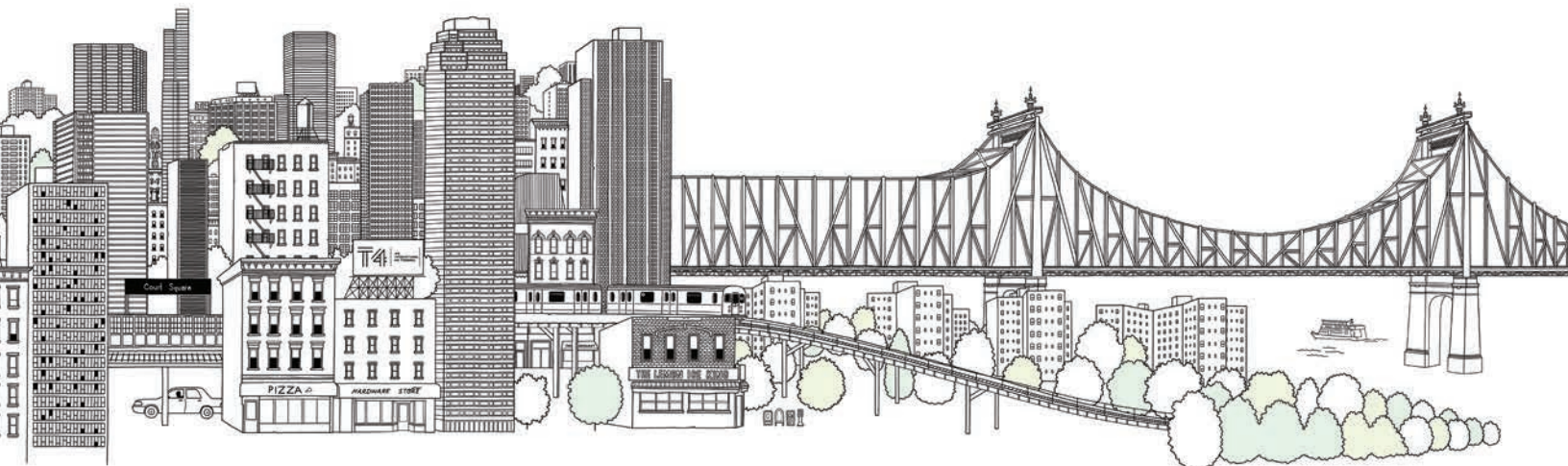
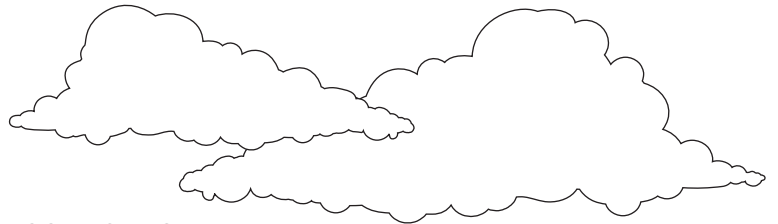


6,468,980

TOTAL  
PASSENGERS (-70%)

64,524

PASSENGERS  
ON RECORD DAY (-13.4%)



# LETTER FROM OUR PRESIDENT & CEO

2020 was a year of unprecedented changes, not only for the aviation industry but for the world. However, despite the obstacles presented by the COVID-19 pandemic, it was also a year that proved the dedication and talent of our highly skilled team at JFKIAT and showed the resilience of the entire T4 community as we came together to persevere through these challenges. We continued to uphold our core values and find new innovative pathways to deliver a best-in-class customer experience.

Throughout this year, we have been especially grateful for our business partners, including LATAM and Eastern Airlines, whom we welcomed to T4 in early 2020. We continued our close collaboration with the Port Authority of New York and New Jersey (PANYNJ), Delta Air Lines, our business partners, agency partners, and stakeholders at T4 as we faced the pandemic together, continually supporting and working with one another. As we begin to see some return to air travel, I know that we will continue to work together to ensure that the future of T4 is bright.

## **DRIVING A ZERO-ACCIDENT CULTURE IN A POST-COVID-19 WORLD**

As the world's gateway to New York City, T4 began to see the impacts of the COVID-19 pandemic as early as January, when flights from parts of China were halted as the lockdown began. By the time the pandemic's impacts were felt in the United States, JFKIAT took immediate action to safeguard T4, working closely with our partners and stakeholders to keep our employees and customers safe.

In the spring, we pivoted to a more proactive stance, launching a comprehensive COVID-19 recovery plan to chart the path forward for air terminal safety during the pandemic. Since launching the plan, we have continued to push forward our Zero-Accident Culture, keeping a strong focus on the new measures we have put into place while enhancing our safety and security culture both within JFKIAT and with our partners. Our 2020 Safety and Security Conference focused on maintaining and improving the T4 community's preparedness and learning from our collective experiences to prepare for the future. As we look ahead, we will continue to do just that—seek out new practices, technologies, and procedures to strengthen our resilience for years to come.

## **DRIVING INNOVATION AT T4**

We started the year with several exciting announcements, becoming the first air terminal in the world to feature Google Assistant's interpreter mode for our customers, and partnering with U.S. Customs and Border Protection (USCBP) to launch simplified arrival through biometrics to streamline the customer experience. When the COVID-19 pandemic reached our shores, JFKIAT's long history of driving innovation within T4 became a differentiating factor in how we handled the crisis. We sought to innovate our methods, systems, and processes across all of the project teams in our recovery initiative, from installing vending machines for PPE to new robotic cleaning technology, to a series of contactless transaction systems.

To ensure the health and safety of our employees and customers, we implemented four pilot programs for temperature testing. T4 also became the first air terminal in the United States to launch a COVID-19 screening and testing location for employees. We partnered with XpresSpa's new brand XpresCheck and the PANYNJ on the pilot program, open to all JFK terminal employees, airline employees, and airport workers. The program later became available for customers, as well.



## **ELEVATING THE CUSTOMER EXPERIENCE**

Through all of the changes that COVID-19 imposed on air travel, we understood that continuing to provide a premium customer experience was as important as ever. As part of our COVID-19 plan, JFKIAT examined each step of the customer journey to ensure the highest levels of safety, provide ample communication, and mitigate anxiety from curb to gate.

To give passengers a sense of security within the building, we launched a branded safety campaign called S.M.I.L.E. (Social distance, Mask, Inform, Lather, and Encourage). The campaign leveraged T4's distinctive brand and mission—to guide and delight—to communicate clear, consistent, and positive messages around staying safe.

In the second half of the year, we were also able to resume offering our customers the one-of-a-kind experiences they have come to expect when traveling through T4. We were proud to continue supporting exciting developments at our premium lounges in 2020. Swiss Lounge underwent significant renovations, and the highly anticipated American Express Centurion Lounge opened in fall of 2020.

## **INVESTING IN OUR PEOPLE**

None of this would have been possible without our employees. Throughout the pandemic, we expressed our gratitude to our team through our Heroes of T4 series. This social media campaign recognized the numerous individuals who went above and beyond in their dedication and commitment to T4.

We were especially proud of JFKIAT's inclusion in Crain's New York Business's Top 100 Best Place to Work list for 2020. The ranking, which highlighted our commitment to our employees, represents the strength of our company culture, even in the midst of a difficult and unpredictable year.

## **T4 AND THE COMMUNITY**

In addition to our community within T4, JFKIAT has always taken seriously our responsibility to give back to those around us—especially this year, when our local community in Queens needed it most. JFKIAT continued to drive forward the 4GOOD program to support the Virgil I. Grissom School, the Boys & Girls Club of Metro Queens, and the food bank of Bethany Baptist Church through donations of food, grocery gift cards, and school supplies.

## **LOOKING TO THE FUTURE**

As 2020 came to a close, we looked ahead to the future of our terminal as well as all of JFK Airport. Prior to the pandemic, Governor Cuomo had announced a large-scale redevelopment of JFK, which included a plan to dramatically expand T4, consolidate Delta operations in the building, and strengthen JFK's position as a world-class airport. While the plans were put on hold during the pandemic, I am pleased that as of spring 2021, plans for the redevelopment have resumed. We look forward to working with PANYNJ and the JFK community as the project moves forward.

At T4 and across JFK, air traffic is still far from 2019 levels, but as we make our way forward, we will continue to elevate T4's safety and customer experience, marking good news along the way. I am proud to work with our exceptional airline partners, business partners, and stakeholders who make T4 one of the most innovative air terminals in the country and in the world.

**Roel Huinink**  
President & CEO



# T4 IMPACT, AWARDS & ACHIEVEMENTS



JFKIAT was awarded the **ACI Airport Health Accreditation (AHA)**, a program that enables us to demonstrate that we are prioritizing health and safety in a measurable, established manner. It also helps to reassure the traveling public using our Terminal of the cleaning and sanitization efforts in place and recognizes professional excellence in maintaining safe, hygienic facilities.

JFKIAT EARNED

73RD

**CRAIN'S NEW YORK  
BEST PLACES TO WORK**

T4 maintained our **LEED Gold certification** by monitoring energy, water, and waste through the online Arc platform.

JFKIAT was the first airport terminal in the United States to be awarded **ISO 45001 certification**, the world's first international standard for occupational health and safety, issued to protect employees and visitors from work-related accidents and diseases. The certification was awarded after a yearlong audit, assessment, and modification process to ensure that all aspects of the JFKIAT Safety Management System are compliant with the worldwide standard.



JFKIAT earned 73rd place in **Crain's New York Best Places to Work**. The survey is conducted by an independent research firm and is highly regarded in the New York City area.







## PERFORMANCE ACHIEVEMENTS

≥\$22K

donated to Virgil I. Grissom Middle School, Boys & Girls Club of Metro Queens, Bethany Baptist Church, NY Restoration, American Cancer Society, and St. Jude



T4 hosted a Human Trafficking Awareness campaign in January and a virtual CARE training focused on resilience during a pandemic in September

20%

reduction in overall energy consumption

54.49%

reduction in overall water consumption

53.3%

of waste diverted from landfill

17%

reduction in GHG emissions



Annual employee engagement score from the **Peakon** survey increased from 7.8 to

8.1





# ABOUT JFKIAT TERMINAL 4



Terminal 4 at John F. Kennedy International Airport is the first privately operated terminal in the United States. JFK International Air Terminal LLC (JFKIAT), founded in 1996, operates T4 and is owned by Schiphol USA, Inc. At nearly two million square feet, Terminal 4 is the largest terminal at JFK, home to 32 international and domestic airlines and typically serving more than 21 million passengers annually. T4 accounts for one-third of all air traffic at JFK and is committed to operational excellence and continuous improvement to deliver the best experience possible for its passengers.

With a large volume of people passing through each day, JFKIAT strives to ensure efficient and sustainable operations. Through continued development of T4, we aim to increase the value and experience for all of our passengers, visitors, customers, employees, and business partners. JFKIAT is proud to provide customers with a best-in-class travel experience while ensuring safety, reliability, and comfort.

## 21 MILLION

**PASSENGERS PER YEAR**  
INTERNATIONAL AND DOMESTIC

## 32

**AIRLINES**  
INTERNATIONAL  
AND DOMESTIC

## 1/3

OF ALL AIR TRAFFIC  
AT JFK





## Our Mission

JFKIAT remains committed to its mission to grow stakeholder value through efficient and sustainable operation, management, and development of JFK T4. JFKIAT's stakeholders include passengers, visitors, customers, business partners, employees, shareholders, government agencies, and the community.

## Our vision

Our vision is to provide customers with the safest, most seamless and memorable travel experience—the best in New York City and on par with the world's best airports. To realize our vision, and in recognition of the operational and commercial challenges ahead, JFKIAT has identified and remains committed to five key strategic priorities:

### OUR PRIORITIES



**Zero  
Accidents**



**Best Terminal  
at JFK**



**Retaining  
Operating Margin**



**Innovation**



**Top Ranked in Great  
Places to Work**

**Zero-Accident Culture:** By fostering an effective Safety & Security Culture, significantly reduce the number of injuries and accidents to employees, contractors, and passengers, and reduce the potential security threats and areas of vulnerability.

**Best Customer Experience Terminal at JFK:** Create a world-class travel experience that empowers customers to seamlessly go from curb to gate without hassle.

**Superior Financial Performance:** Grow the share and stakeholder value by driving company's financial growth, redeploying and providing sufficient operating and investment capital, and developing new business.

**Innovation Leader at JFK:** Capture, screen, select, and implement ideas through engaging with employees and industry and business partners that will improve & transform the terminal's operations & customer experience.

**Best Place to Work:** Customers, partners, and employees love JFKIAT's culture, which draws its strength from shared passion, reliability, integrity, and a team approach to striving for excellence.

## Our Brand Values

**Be Safe** – Safety is our top priority, and we are always working with government and law enforcement partners to ensure that our employees and customers are safe and secure.

**Be Friendly** – Every interaction with our staff should make you feel welcomed and at home with special moments that surprise and delight.

**Be Happy** – Traveling can be stressful, and we want to create that special feeling of fun and adventure that leaves you with a smile.

**Be Informative** – We will always go above and beyond to help you achieve your goals, both inside and outside the terminal.

**Be Memorable** – New York City and Queens are very special places and we want to bring a piece of the city to you, so you know you have arrived in the Big Apple.



# MILESTONES

## JFKIAT ESTABLISHED.

JFKIAT was selected by the Port Authority of New York and New Jersey to develop, build, and manage the IAB terminal at JFK.

1993

## T4 OPENS.

The terminal opened in May after undergoing a \$1.4 billion redevelopment that transformed the former IAB into a modern and efficient air terminal.

2001

## GROWING.

T4 was now home to 50 airlines and served 10 million passengers.

2007

**TAXI!** T4 became the only terminal at JFK with an indoor taxi queue, allowing for a more efficient taxi stand and better customer service.

2012

1997

May 13, 1997. JFKIAT begins operating the IAB as the new JFK Terminal 4.

2006

## THAT'S CUTE.

T4 implemented the wireless mobile CUTE (common use terminal emulation) solution.

2008

The first scheduled service A380 in the U.S., Emirates 202, departed from T4. T4 was the first terminal with a jet bridge to connect a lounge to an A380, allowing first-class passengers to board directly from the Emirates lounge. The first of a four-piece sculpture commission by artist Dimitar Lukanov for JFK Terminal 4 was installed.



T4 opened the B Concourse Phase II 80,000 sq. ft expansion in January, adding 11 new gates to accommodate Delta's regional jets.

2015

**GOING GREEN.**  
T4 became the first air terminal in the U.S. to achieve **LEED Gold Certification** for existing buildings.

2017

Digital terminal initiatives launched at T4 with implementation of Aira Access, Biometrics exit gates, interactive Google translator, and a new digital terminal wayfinding system.

2019

2013

T4 completed the Phase I expansion in May adding a total of 457,600 sq. ft. including nine new gates, an inline baggage system, and an expanded headhouse. Delta Air Lines opened its largest U.S. lounge in T4. A first-ever series of biofuel-powered intercontinental flights was launched at T4 to take the next step into sustainable aviation.

2016

The new JFK T4 brand was launched.  
**T4 turned 15 years old!**

2018

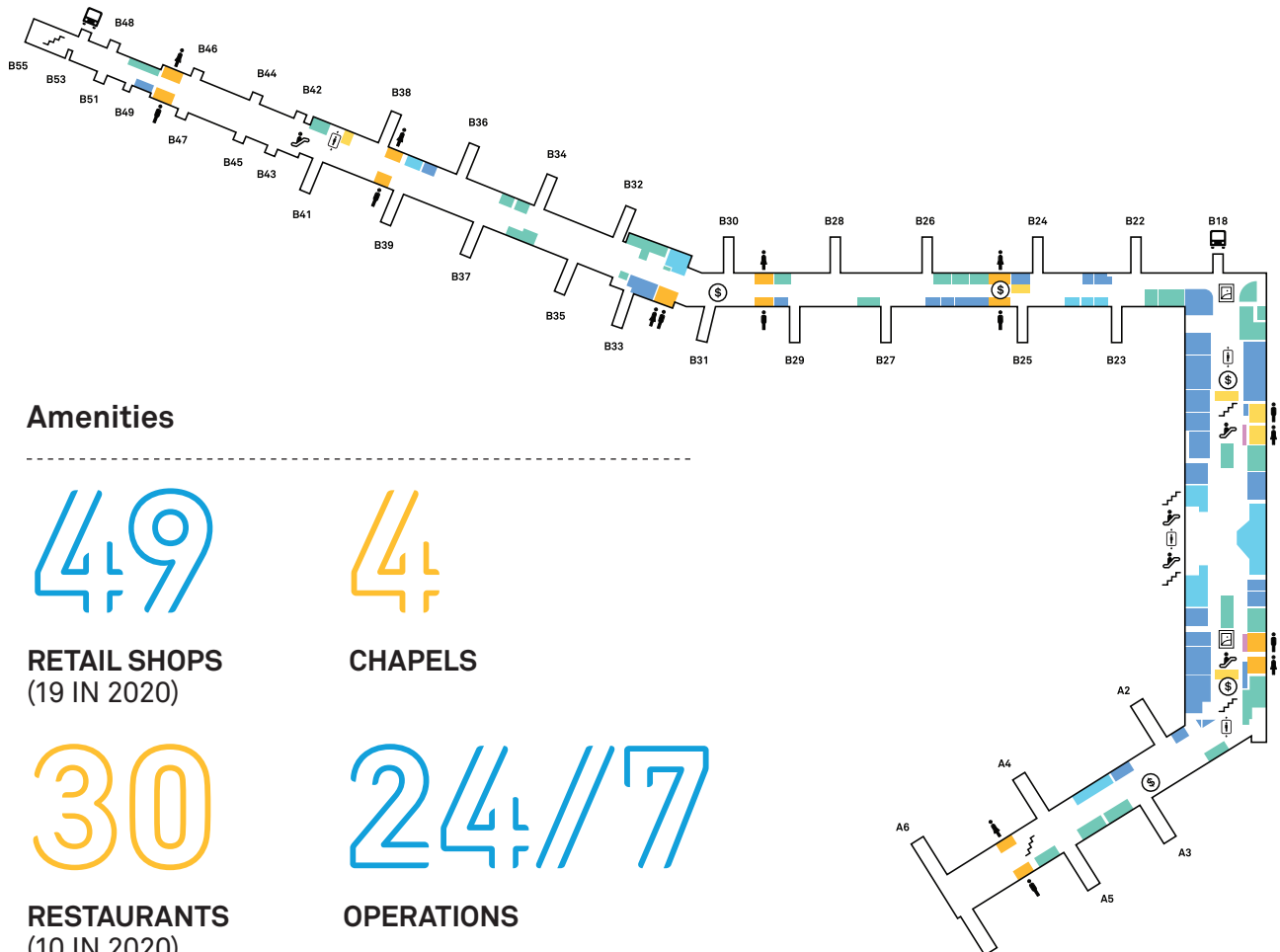
T4 opened its new state-of-the-art **Security Operations Center (SOC)**, which allows for more proactive management of the terminal.

2020

T4 was hit by the impact of the COVID-19 pandemic and responded with an integrated response and recovery program—**S.M.I.L.E.** at T4, focused on the health and safety of passengers and employees.



# MAP OF T4







13

# COVID-19 RESPONSE

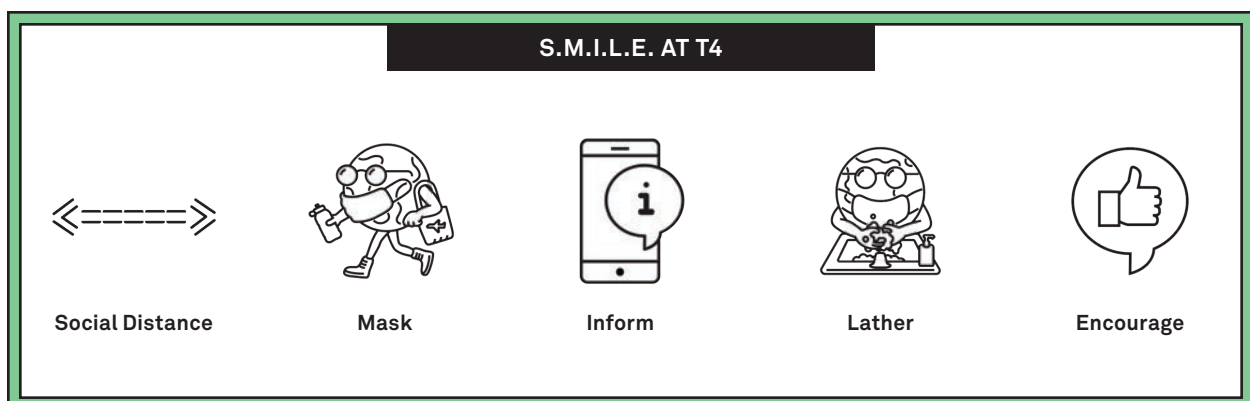


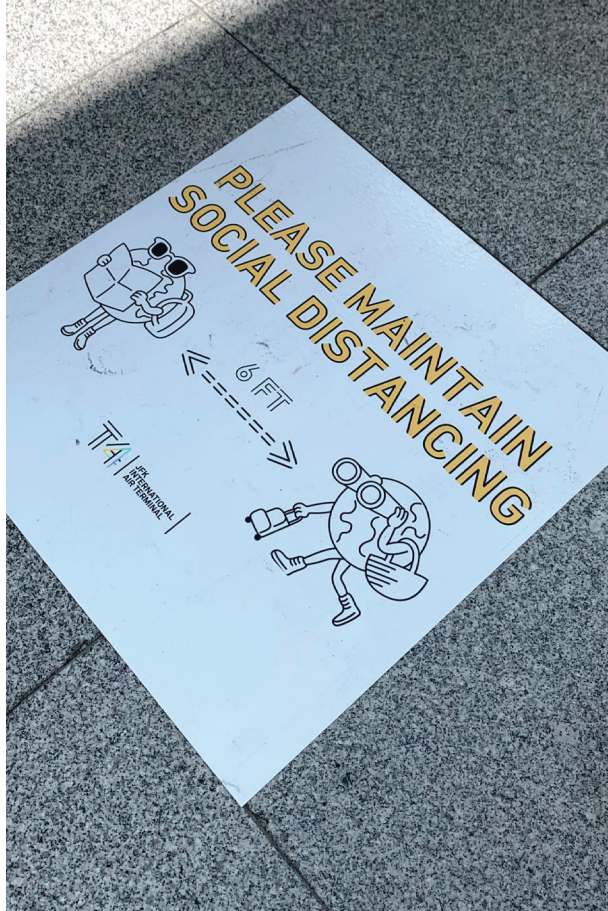
The COVID-19 crisis disrupted every aspect of human life and caused significant uncertainty for several industries including travel and tourism. JFKIAT experienced considerable obstacles brought on by the pandemic, and we have been proactively working toward implementing strategies and solutions to ensure the continued safety of all employees and passengers entering T4.

JFKIAT responded quickly to health and safety concerns by developing a comprehensive terminal response and recovery plan with the goal of delivering the safest and healthiest work and travel experience possible. The Lean Six Sigma Improvement Methodology, JFKIAT's internal process improvement strategy and training program, was the foundation that helped create our response and recovery plan. The methodology focuses on hygiene and sanitization, health and well-being, social distancing, financial transactions, and communications. Over the course of a few months and with the help of an extremely dedicated staff, JFKIAT was able to:

- Increase cleaning routines and frequencies in highly trafficked and touched areas.
- Install more than 100 hand sanitizer stations in key areas of the terminal, 34 touchless water bottle filling stations, and touchless soap dispensers in all public restrooms.

- Install new anti-microbial bins for the TSA checkpoints.
- Maximize the use of outside air and install new MERV-13 and MERV-15 filters in the Air Handler Units to help remove airborne pathogens and improve indoor air quality.
- Deploy PPE (masks and gloves) to JFKIAT employees, implement daily temperature checks, and offer masks to passengers and patrons.
- Partner with XpresSpa and PANYNJ to implement XpresCheck to test employees for COVID-19 on-site: the first testing facility at any U.S. airport.
- Install social distancing signage, floor decals at queues, and 200 plexiglass barriers at check-in desks, customer service kiosks, and other areas throughout the terminal.
- Implement self-service scanning at concessions and retail shops for a contactless experience and install contactless payment signage.
- Launch a dedicated COVID-19 website page with FAQs, a weekly T4 community COVID-19 email newsletter, and COVID-19 social media campaigns with health and safety tips including graphic CDC and social distancing suggestions to FIDs and BIDs.
- Begin terminal-wide audio announcements encouraging social distancing.





## Business Objectives and Strategy

Looking forward, 2021 will be a year of resilience and recovery. JFKIAT will continue to remain committed to our core values and priorities:

- Safeguarding the health & safety of all passengers and employees in T4.
- Ensuring the financial health of the company by placing a strong focus on cash and liquidity management, control of our operational expenditures, and investments in the quality of the terminal.
- Investing in enhancing the passenger travel experience that empowers a more seamless and touchless customer experience, from curb to gate.
- Investing in T4 as a great place to work and give back to our local community.

## SWOT Analysis

In 2020, we performed an analysis of our strengths, weaknesses, opportunities, and threats with the goal of evaluating our performance and continuing to plan our vision for the future.

### Strengths

- Strong financial and operational record
- Highly experienced and dedicated staff and safety-oriented culture
- Viewed as innovation leader at JFK

### Weaknesses

- CAPEX limits investments to fixing the basics vs. expansion
- Terminal (pre-COVID) at maximum capacity
- Terminal is aging and in need of a re-life to remain competitive

### Opportunities

- Increase non-aeronautical revenue streams for terminal reinvestment
- Invest in tech and BI to drive data-driven automation and productivity
- Invest in customer experience and employee engagement to deliver value and competitive differentiation

### Threats

- Increasing labor and O&M expenses eroding operating margin
- JFK expansion will put new and existing terminals above or at parity
- Lack of investment in high-visibility projects could lead to carrier attrition





16

# CORPORATE GOVERNANCE & STAKEHOLDER ENGAGEMENT

JFKIAT has a system of rules, practices, and processes by which the company is directed and controlled. To JFKIAT, Corporate Governance involves balancing the interests of all our stakeholders.

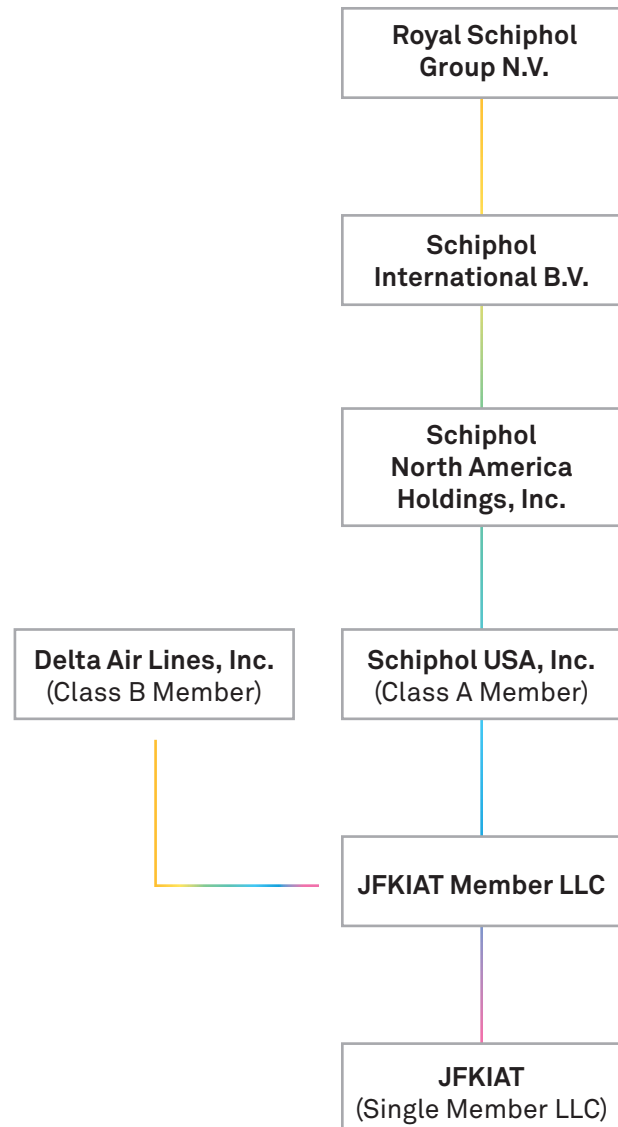
## Organizational Profile

**JFK International Air Terminal LLC (JFKIAT)** is the operator of Terminal 4 at John F. Kennedy International Airport. Founded in 1997, JFKIAT is owned by Schiphol USA Inc., a part of Amsterdam-based Royal Schiphol Group, a leading airport operator.

**JFKIAT Member LLC (Member LLC)** was created in 2010 to facilitate Delta Air Lines, Inc. in acquiring a non-management interest in the T4 project. At the same time, Delta and JFKIAT entered into an Anchor Tenant Agreement (ATA) whereby Delta was granted certain “preferential rights” in T4 common-use facilities and exclusive rights in other spaces.

**Schiphol USA, Inc.** is responsible for the management of JFKIAT flowing through Member LLC. Its Board consists of four Directors and meets quarterly.

**Schiphol North America Holdings, Inc.** was originally created as a holding company that could form additional entities to take advantage of other North American opportunities in addition to the JFK project.





## Leadership & Executive Committee

JFKIAT's strategy is led by our dedicated and experienced Executive Team.



### ROEL HUININK

PRESIDENT & CEO

Since 2018, Mr. Huinink has served as the President and Chief Executive Officer of JFKIAT. He leads T4's dedicated management team and is responsible for developing, communicating, and executing strategic and tactical plans for T4. Mr. Huinink has over 20 years of airport experience across Northern Europe.



### JAMES MAY

VICE PRESIDENT, FINANCE & CFO

In his role as JFKIAT's Chief Financial Officer, Mr. May oversees all financial activities for JFKIAT, including business development, finance, accounting, risk management, procurement, and legal functions. He joined JFKIAT in February 2020. Mr. May has more than 20 years of multinational experience in a variety of financial and nonfinancial roles across industries that range from manufacturing to private equity.



### SUSANA DESA

VICE PRESIDENT, OPERATIONS

As Vice President of Operations, Ms. Desa oversees day-to-day airside, landside and terminal operations at JFKIAT. Joining the company in 2006, she serves as principal liaison with the terminal's airline partners, government agencies, and other T4 stakeholders.



### STACEY LORA

VICE PRESIDENT, SAFETY & SECURITY

As Vice President of Safety & Security, Ms. Lora manages JFKIAT's entire security program. Joining the JFKIAT team in 2005, she is focused on minimizing security vulnerabilities in the building as they relate to the day-to-day business of the terminal, working to achieve a zero-accident culture, as well as establishing and reporting all security-related policies and procedures.



### SHAWN MAKINEN

VICE PRESIDENT, TERMINAL REDEVELOPMENT  
INTERIM VICE PRESIDENT, CUSTOMER EXPERIENCE & COMMERCIAL

As Vice President of Terminal Redevelopment, Mr. Makinen leads JFKIAT's improvement projects, including construction and capacity expansion. Joining JFKIAT in 1997, he manages all aspects of T4 development in coordination with overseeing each construction work project in its entirety.



### DARYL JAMESON

VICE PRESIDENT, ASSET MANAGEMENT & BAGGAGE

As Vice President of Asset Management & Baggage, Mr. Jameson spearheads policy and strategy for JFKIAT's baggage handling systems, maintenance, cleaning, and property management. Joining JFKIAT in 1997, he manages all third-party services responsible for the development of business, flight information systems, and baggage handling systems.



## **STEPHEN TUKAVKIN**

VICE PRESIDENT, IT & DIGITAL

In his role as Vice President of IT & Digital at JFKIAT, Mr. Tukavkin leads IT systems for T4, delivering information and communication technology services to support all aspects of the terminal's IT operations, security systems and business solutions. Mr. Tukavkin spearheads strategy around implementing new technology initiatives, including those in the cybersecurity and business intelligence space.

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## **Corporate Structure (Board Members of Schiphol USA)**



## **ANNE HUSTINX**

GENERAL COUNSEL & COMPANY SECRETARY ROYAL SCHIPHOL GROUP

Since 2014, Anne has led the legal and compliance teams and the corporate secretariat. Previously, Anne worked as a lawyer for 10 years, at different international law firms. She is a member of the Dutch Advisory Board of the General Counsel Executive Program.



## **KJELL KLOOSTERZIEL**

Kloosterziel is the Director of Schiphol International of the Royal Schiphol Group, and is responsible for the international participations and partnerships of the Royal Schiphol Group. He currently also holds positions as Non-Executive Director of Hobart International Airport in Australia.



## **MAUREEN RILEY**

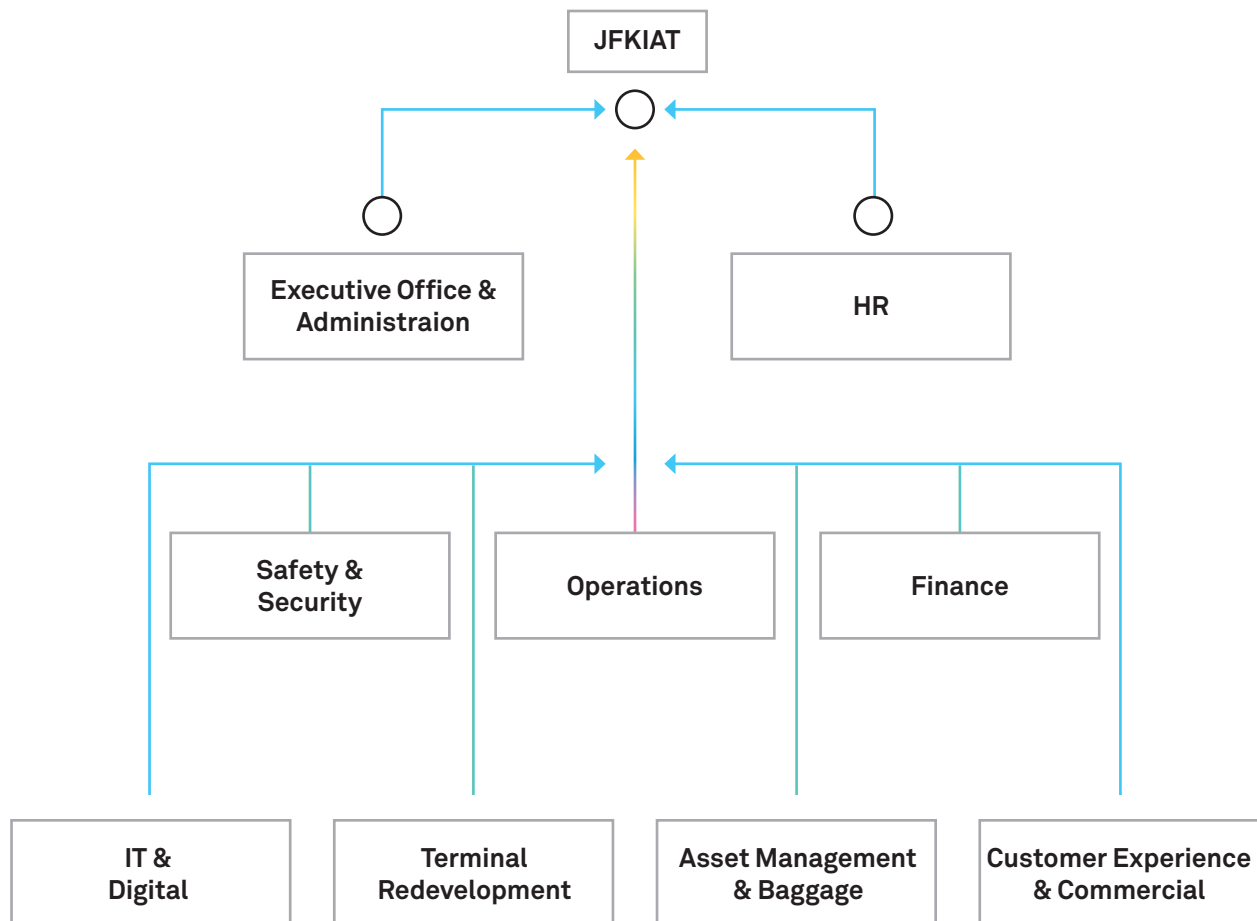
Maureen Riley brings a lifelong commitment to the airport industry and a 30+ year career in airport management. Ms. Riley has been an active member of Airports Council International—North America for most of her career and served as a Board member and an officer on its Executive Committee from 2012 to 2016, then as its Chair for 2016. She also served on the Board of Directors for ACI World from 2012 to 2016, and as the Chair of its Audit Committee for 2014 to 2015. She is a graduate of the Wharton School of Finance at the University of Pennsylvania, and a Certified Public Accountant in New Jersey, Florida, and Utah.



## **ANGELA GITTENS (CHAIRPERSON)**

Angela Gittens served as Director General of Airports Council International (ACI World) from March 2008 to her retirement in June 2020. Gittens has served on numerous aviation industry boards and committees including the FAA Management Advisory Committee, the FAA Research, Engineering and Development Committee, the National Civil Aviation Review Commission (“the Mineta Commission”), the Executive Committee of the Transportation Research Board, the Airport Cooperative Research Program Oversight Committee, and the Board of Directors of JetBlue Airways. Angela also serves on the National Aeronautic Association, and the advisory council of Lilium, a company developing an electric VTOL aircraft.





## Corporate Compliance

Based on the Corporate Governance Code, JFKIAT employs a formal program to continually review the organization's policies, procedures, and actions to help prevent and detect violations of applicable laws, rules, and regulations. The program is based on five elements suggested by the U.S. Sentencing Guidelines:

- Leadership (Tone and the top, Fiduciary Duty, Board of Directors)
- Risk Assessment (Risk Management program)
- Standards and Controls (Corporate Governance Code, Code of professional conduct, Policies and Procedures, Compliance checklists)
- Training and Communication
- Oversight (KPIs and Audits). JFKIAT utilizes scorecards for each department as a set of KPIs tracked and audited throughout the year.



## Risk Management

Risk management is a vital component of our business. In order to be properly prepared for risks and exposures, JFKIAT maintains an in-depth risk management process. The goal of our system is to identify, evaluate, and mitigate risks so that we are prepared to respond to any emergencies. Our risk management and internal control program is outlined in the Corporate Governance Code and supported by the Risk and Compliance Committee.

The Risk Committee advises the Chief Executive Officer in managing (i) the Company's principal operational, business, and compliance risks, including the Company's risk management framework and the policies, procedures, and practices employed to manage risks, and (ii) the Company's ethics and compliance programs. The Risk Committee meets quarterly.

Annually, each department is asked to review its operation within its respective areas and identify all potential risks, which can occur due to human error, systems failures, and inadequate procedures and controls (inherent risks) during the normal course of business. Each department completes the risk identification template with accuracy and detail. The risks are listed numerically and state the cause, the consequence, both qualitative and quantitative, the inherent risk for consequence, likelihood, and rating. Ratings are based on a 5x5 matrix. Once the risks are identified, each department head becomes the risk owner. The risk owner determines which risks require mitigation and contingency plans. The risk owner is responsible for monitoring, controlling, and updating the status of the risk throughout the life cycle.

During the 2021 annual risk identification process a total of 115 risks have been identified and summarized by the top 10 risks.

### JFKIAT'S RISK MANAGEMENT PLAN

1 ⇒ 2

#### Risk Identification

Identifies and defines all potential risks that may negatively influence a specific process or project.

#### Risk Analysis & Evaluation

Specific types of identified risks evaluated after determining the risks' overall likelihood of occurrence.

3 ⇒ 4

#### Risk Mitigation

We assess the highest-ranked risks and develop a plan to alleviate them using specific risk controls.

#### Risk Monitoring

The mitigation plan includes following up on the risks and overall plan to continuously monitor and track new and existing risks.

### TOP 10 RISKS TO JFKIAT

1. Epidemic disease
2. Natural disasters
3. Human-caused disasters
4. Financial health of tenants
5. Exposure to a large airline
6. Major economic downturns
7. Ability to sustain passenger charges rates
8. Ability to grow capacity
9. Increased competition
10. Political and legal





## Stakeholder Engagement

At JFKIAT we deeply care about our stakeholders. We take deliberate steps to make sure our stakeholders' perspective is included and consulted in every step of our business process. Our passengers, customers, employees, community, Port Authority, vendors, and other partners are vital players in our business. Through monitoring and engagement, we continually stay in touch with these parties and keep them up-to-date on any changes or news happening at T4. By getting to know our stakeholders, we can better understand their needs and deliver on actions and goals that will benefit their well-being.

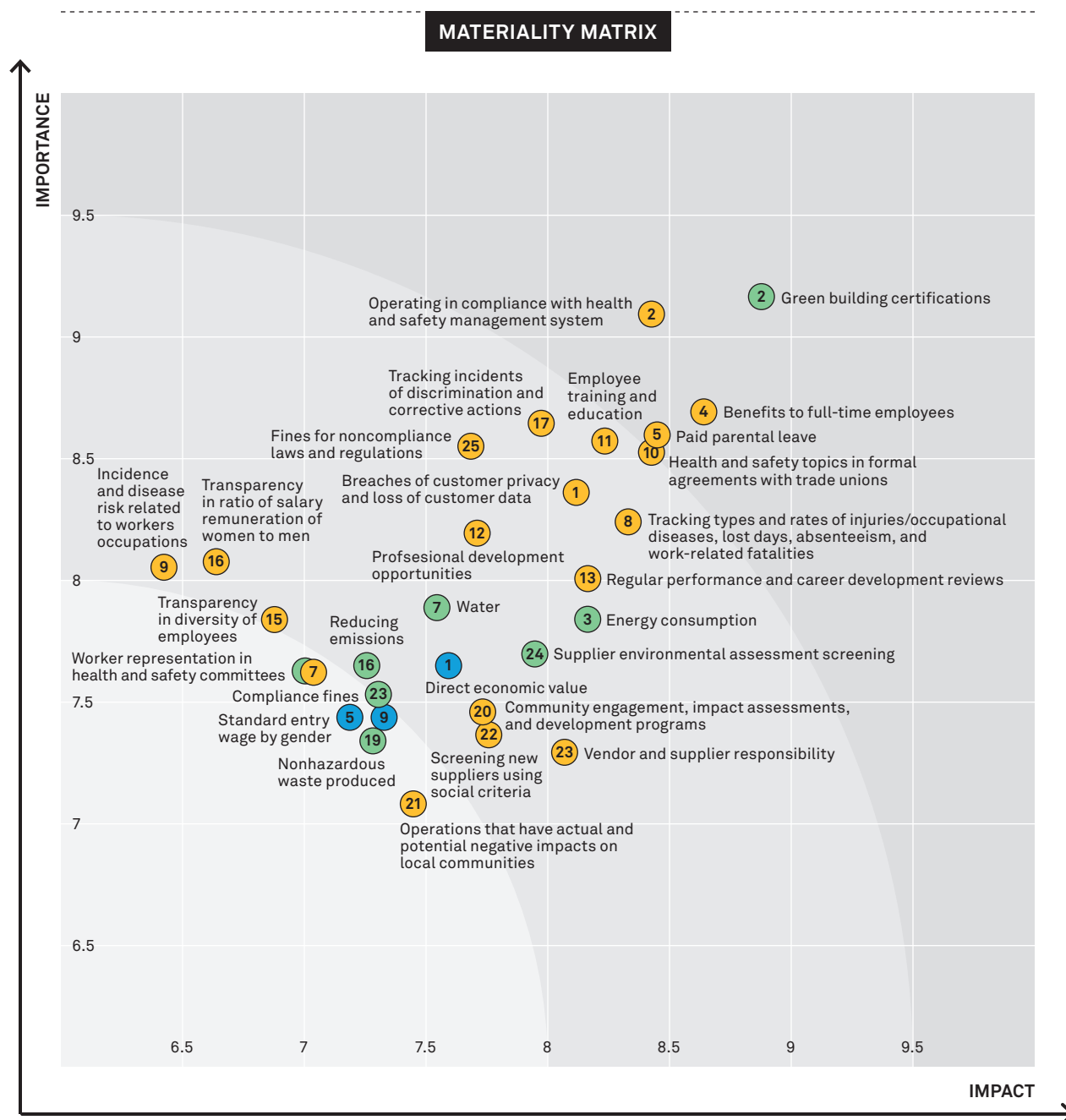
## Key Stakeholders

- The Port Authority of New York and New Jersey (PANYNJ)
- Delta Air Lines, Inc.
- Royal Schiphol Group
- The Bank of New York/Mellon (trustee) and bondholders
- T4 airline partners
- JFKIAT employees
- T4 business partners, suppliers, and service providers

## Materiality

To better understand the diverse perspectives from key stakeholders, we conducted a Materiality Assessment in 2020. The assessment evaluated 65 key economic, environmental, and social topics based on the importance and impact to JFKIAT. We engaged various stakeholders including JFKIAT employees, suppliers, airline partners, and government agencies. Respondents ranked the material aspects according to importance and relevance to JFKIAT's impact.





## TOP PRIORITIES

The materiality matrix above represents the top 30 material topics according to JFKIAT stakeholders. As demonstrated in the graphic above, social topics ranked highest among the stakeholders. However, to encompass economic, environmental, and social topic areas, we have identified priorities for each category as outlined below.

### ● ECONOMIC

- EC1 Direct Economic Value
- EC9 Communication & Training on Anti-Corruption Practices
- EC5 Standard Entry Wage by Gender Compared to Local Minimum Wages
- EC7 Infrastructure Investments & Services

### ● ENVIRONMENT

- EN2 Green Building Certifications
- EN3 Energy Consumption
- EN24 Supplier Environmental Assessment Screening
- EN7 Water

### ● SOCIAL

- S02 Operating in Compliance with Internationally Recognized Health and Safety Management System
- S04 Benefits to Full-time Employees
- S05 Paid Parental Leave
- S010 Employee Training & Education



### **Sustainability Committee**

At JFKIAT, sustainability has been deeply integrated into the core of our business. With the help of our Sustainability Committee, established in 2019, we have made sustainability a key part of our business strategy. The Sustainability Team is composed of leadership throughout the organization, including representatives from the Executive Team, Asset Management, Operations, Safety, and other internal and external partners.

### **4Good Committee**

4GOOD is a philanthropic and sustainability program which encourages social change, general well-being, and environmental stewardship through a variety of initiatives. The program is managed by an established committee composed of senior staff members of the organization and chaired by JFKIAT's Director, Human Resources. Our corporate resources included financial contributions, charitable giving, employee volunteering, and community outreach. The 4GOOD committee is responsible for cultivating JFKIAT's relationships with local organizations.





### Investment Committee

The Investment Committee (IC) reviews the short- and long-term capital needs of the company. Meeting every two months, the IC monitors capital projects that are under way, prioritizes the queue of projects that have been approved, and reviews new projects in order to manage the annual capital budget.

It is the IC's responsibility to review capital expenditure items submitted for consideration by various departments and determine whether the proposed item represents a genuine need and whether the proposed cost is reasonable. In considering requests, the IC will take into account the cost of a capital item, future operating and maintenance costs, and life expectancy and payback cost recovery (ROI) as applicable.







26

# FINANCIAL PERFORMANCE

Juicy Couture

# SUMMARY OF FINANCIAL DATA

| FINANCIAL HIGHLIGHTS 2020                                  |        |        |                |               |       |        |        |
|--|--------|--------|----------------|---------------|-------|--------|--------|
| GRI 102: GENERAL DISCLOSURES 2016                          |        |        |                |               |       |        |        |
| (IN \$ MILLIONS, EXCEPT FOR RATIOS, EPAX, AND \$ PER EPAX) |        |        |                |               |       |        |        |
|  | 2020   | 2019   | VARIANCE<br>\$ | VARIANCE<br>% | Trend | 2018   | 2017   |
| Total Revenues (Aviation & Commercial)                     | 288    | 473    | (185)          | -39%          | ↓     | 468    | 438    |
| Total Express  | 135    | 156    | 21             | 13%           | ↓     | 147    | 136    |
| Net Operating Income (Gross Margin)                        | 153    | 317    | (165)          | -52%          | ↓     | 322    | 302    |
| Total Gross Margin %                                       | 53%    | 67%    | x              | -21%          | ↓     | 69%    | 69%    |
| Net Income   | 88     | 183    | (95)           | -52%          | ↓     | 187    | 166    |
| Debt Service Coverage Ratio                                | 1.29   | 2.44   | x              | x             | ↓     | 2.42   | 2.55   |
| EPAX   | 3.2    | 10.8   | x              | -70%          | ↓     | 10.8   | 10.6   |
| Aviation Revenue (\$ per EPAX)                             | 73.12  | 36.50  | 36.67          | 100%          | ↑     | 36.67  | 34.85  |
| Non-Aviation Revenue (\$ per EPAX)                         | 9.22   | 7.09   | 2.13           | 30%           | ↑     | 6.64   | 6.35   |
| Total Cost (\$ per EPAX)                                   | 41.79  | 14.41  | (27.39)        | 190%          | ↑     | 13.56  | 12.79  |
| Aviation Gross Margin (\$ per EPAX)                        | 31.38  | 22.09  | 9.28           | 42%           | ↑     | 23.11  | 22.06  |
| Debt (\$ per EPAX)   | 288.41 | 110.55 | (177.86)       | 161%          | ↑     | 117.95 | 126.57 |
| Aviation Revenue per WB Gate Equivalent JFKIAT (9 gates)   | 7.7    | 24.0   | (16.2)         | -68%          | ↓     | 24.5   | 23.7   |
| Aviation Revenue per WB Gate Equivalent Delta (19 gates)   | 8.8    | 9.5    | (0.7)          | -7%           | ↓     | 9.3    | 8.3    |

## Summary of financial performance impacts

In 2020, enplaned passengers (EPAX) declined by approximately 70% as compared to 2019, primarily due to the COVID-19 pandemic. Starting mid-March 2020, the pandemic substantially reduced both the number of flights and the number of passengers on those flights, particularly to and from international destinations. Since a large proportion of JFKIAT's revenue is directly correlated to passenger volumes, our revenue was substantially reduced during the pandemic. However, the decline in revenue was only 39% due to the fixed nature of revenues paid under the Anchor Tenant Agreement (ATA) as well as fixed rents from other airlines for office, lounge, and other dedicated spaces.

In response to this unprecedented reduction in traffic, JFKIAT formulated a response to address the following priorities:

1. Ensure the health and well-being of JFKIAT's staff, our partners, and our passengers
2. To the extent possible, support all our partners at T4 (including airlines, retailers, and service providers) who were also experiencing a similar decline in revenues
3. Aggressively reduce costs, without compromising safety and customer experience





Please see the section titled “COVID-19 Response” for actions taken to address priority #1. That section includes measures to promote social distancing; more frequent and additional sanitation procedures, especially of the high-touch areas; requiring everyone to wear a mask or other face coverings while on-site at Terminal 4; installing more than 100 hand-sanitizing stations located throughout Terminal 4; and limiting entry to the terminal.

For **priorities #2**, JFKIAT provided the following assistance to stakeholders:

- Certain monthly payments due between April 2020 and June 2020 were deferred
- Such deferred amounts were repaid in six equal instalments between July 2020 and December 2020
- Certain minimum annual guarantees (“MAGs”) were waived; and
- Certain other nonmaterial accommodations

With respect to **priority #3**, JFKIAT took the following steps:

- Reduced the number of JFKIAT employees simultaneously on-site by 50% and announced actions to allow back-office staff to work remotely.
- Implemented a number of temporary measures intended to mitigate operational and financial impacts to JFKIAT, including temporary reduction in officers’ salary, hiring freeze, elimination of nonessential projects and expenditure, voluntary unpaid leave for JFKIAT staff, concourse closure and scaling back of activities, reduction of outsourced labor, and elimination of checkpoints and a reduction in force.

In addition, JFKIAT is also looking for opportunities to further reduce near-term operational costs, defer or accelerate projects where necessary or appropriate, and scale ongoing and future projects appropriately in response to the rate of recovery of the air travel industry. For example, the entire executive management of JFKIAT have voluntarily accepted a reduction in their salaries for fiscal year 2021.

## Aviation

It would be impractical to report on aviation in 2020 without acknowledging the context of COVID-19. Decreases in passenger travel directly affect each and every KPI and metric that JFKIAT tracks, and these impacts are evident in 2020.

### Aviation Metrics

JFKIAT currently operates 36 contact gates and 11 hardstands. Of these, 27 gates and one hardstand are serviced on a preferential basis to Delta Air Lines, and the balance (nine gates and 10 hardstands) are service to the other carriers (“contract carriers”).

2020 began with 29 carriers calling T4 home; in April, at the start of the COVID-19 pandemic, only five carriers maintained scheduled service to T4; that number increased to 23 by the end of 2020. Prior to the start of the pandemic, T4 was successful in attracting LATAM and Eastern Airlines. Unfortunately, Miami Air, which has operated at T4 from the late ’90s, was not able to survive the pandemic and ceased operations in 2020. If carriers were offering a full schedule, T4 would offer nonstop service to 123 cities; 23% of these cities are not served by Delta. Instead, T4 ended 2020 with nonstop service to 116 cities; 11% of which were not served by Delta.

JFKIAT welcomed 6.4 million passengers in 2020, giving it a market share of approximately 62% of the JFK Traffic.<sup>1</sup>

In 2020, T4 handled an average of 190 flights per day, a decrease from the 391 flights per day in 2019. Contract carriers averaged 2.0 turns per day on the nine gates, a decrease from 5.2, and Delta averaged 2.8 turns per day on their preferential gates, a decrease from 5.6 in 2019.

1. The Port Authority of New York and New Jersey has only released airport statistics until the end of October 2020. The market share was derived using October 2020 figures.

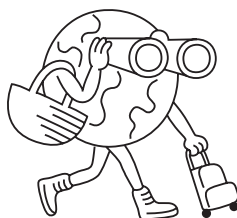


## 2021 OUTLOOK

JFKIAT anticipates the following trends as we look forward:

- Recovery back to 2019 passenger levels now expected around 2024.
- Domestic markets will recover quicker than international markets.
- Airline revenues continue to be down, with 2021 levels anticipated to be 50% less than the pre- COVID-19 forecasts.
- Trends still call for Asia-Pacific to experience a turnaround first, followed by North America.
- Airline losses in 2021 expected to be around \$38 billion, an improvement over the estimated \$118 billion lost in 2020.
- Cargo demand is expected to remain strong.

With vaccinations on the rise and passengers resuming travel, JFKIAT has a positive outlook as we take a high-level view of the travel and airline industry in the coming years.







# 30 SAFETY AND SECURITY





Safety and security have always been the highest priority for JFKIAT. In 2020, we implemented additional safety and security measures to create the safest environment possible for all employees and passengers.

## Safety

T4 prides itself on fostering an effective Safety & Security Culture. We focus on reducing potential security threats and vulnerabilities for a safe and secure environment for all occupants of T4. We are dedicated to enhancing the safety culture and leadership in our organization and striving for a Zero-Accident Culture.

Our commitment is to:

- Foster and embed a Zero-Accident Culture with ongoing pursuit of an accident-free workplace, protecting people, and preventing damage to equipment, property, and the environment.
- Lead by example; practicing safe behaviors and making safety an integral part of our daily activities.
- Actively encourage open reporting of all safety hazards, injuries, accidents, and near misses without fear of blame or disciplinary action.
- Continually improve our safety program and performance through management reviews, analysis, and investigation of safety events to ensure that effective preventive and corrective safety actions are implemented.
- Comply with, and, whenever possible, exceed requirements, rules and regulations, and policies and procedures.

- Provide staff with appropriate safety information and training to identify and control hazards in the workplace.
- Establish and operate hazard identification and risk management processes to mitigate and eliminate the safety risks associated with all our activities to a level as low as reasonably achievable.
- Conduct regular audits of safety policies, procedures, and practices.
- Establish and measure our safety performance against realistic indicators and targets.

| Safety Statistics                   | 2020 | 2019 | Trend |
|-------------------------------------|------|------|-------|
| Aircraft Damages @ T4               | 5    | 6    | ↓     |
| Motor Vehicle Events                | 23   | 34   | ↓     |
| Employee Events                     | 14   | 23   | ↓     |
| Passenger Events                    | 2    | 12   | ↓     |
| Ground Handler FOD Compliance       | 99%  | 93%  | ↑     |
| Ground Handler Seat Belt Compliance | 99%  | 98%  | ↑     |





## Accomplishments

2020 was an exceptional year for Safety and Security at JFKIAT. T4 received the ACI Airport Health Accreditation, which validates the preventive strategies put in place to address COVID-19. JFKIAT was also the first airport/terminal in the U.S. to receive ISO 45001 certification, which included redefining our Safety Management System (SMS) program, restructuring and updating the IAuditor auditing management program, and finalizing the Safety & Security 2.0 program plan.

Our Health and Wellness team led T4 to achieve COVID-19 compliance requirements set forth by the New York State Department of Health (NYSDOH) for passengers, as well as specific requirements for our offices, to ensure that employees could return to work safely. These efforts also included leading two risk assessments to identify any concerns or gaps in our COVID-19 response.

T4 successfully completed phase 1 & 2 of the Information Security program, which resulted in:

- Defining information security requirements originating from regulations and industry-best practices.
- Documenting the Information Security program and Risk Management program.
- Instituting nine corporate policies.
- Examining and selecting information security controls based on the NIST Cybersecurity Framework.
- Drafting the Information Security road map.
- Determining Key Risk Indicators (KRIs) and Key Performance Indicators (KPIs).
- Performing penetration testing and vulnerability assessments on both corporate and security networks, which were then shared with the IT and Digital Department.
- Performing a firewall security assessment, a network architecture and security assessment, and an active directory security assessment.

## Engagement

In 2020, the T4 Safety Committee continued to work together to define best practices, reduce accidents, and pioneer change throughout the terminal. As part of the safety program, Foreign Object Debris (FOD) Walks were conducted throughout the summer and fall. Newsletters were also distributed communicating the potential risks of COVID-19 and the best safety practices to take to maintain proper health and hygiene. Meetings were scheduled regularly between the CDC and T4 employees to discuss the concerns and preparedness relating to COVID-19. JFKIAT communicated with all stakeholders through virtual pathways in an effort to disclose pandemic response, which also included deploying a COVID-19 PPE instructions handout for the T4 Community. In October, we hosted the sixth annual T4 Safety and Security conference, which was a two-hour virtual event focusing on resilience during the COVID-19 pandemic. The intent of this conference was to present a united front across our governance bodies and community leaders and to discuss the mitigation efforts being considered specific to the aviation industry.



## 2020 Events

On January 8th, 2020, T4 in concert with NYSDHS HIS hosted a campaign to wear blue in recognition of National Human Trafficking Awareness Day. Passengers and employees throughout the terminal were informed on the signs of how to detect a victim of human trafficking.

In February, the TSA K-9 team provided educational information relating to the use of canines with the intention of strengthening security at airports. This allowed the TSA K-9 team to bring awareness of the program to stakeholders.

In August, JFKIAT hosted a socially distant T4 Employee Appreciation Day. With the donations of our partners and volunteers committed to celebrating the hard work and dedication of JFKIAT and the T4 community, we were able to produce a successful event.

JFKIAT hosted our annual CARE training in September, which concentrated on resilience during a pandemic. Attendees walked away better equipped to manage the additional stress and burden inflicted by the COVID-19 crisis.

To end the year, JFKIAT partnered with Christ of the World Chapel and CitiMed to host the annual Health, Wellness and Safety Day, which provided employees and the T4 community with flu shots, health screenings, and health and safety tips.

## Safety & Security Training

During 2020, JFKIAT acquired a new internal Learning Management System for trainings and continued annual external trainings related to Zero-Accident Culture and T4 Safety Orientation, Ramp Driving, and Jet Bridge Operations. Additional trainings for T4 employees included topics relating to New York State DHS, Active Shooter, Access Control, Alternate Security Plan, and CARE training. Security supervisors attended virtual AAAE ACE Security training and received training on de-



escalation techniques intended to be used during the T4 restricted access sweeps. JFKIAT utilized monthly Sentinel newsletters and virtual platforms to help educate T4 employees on the proper use of PPE and healthy practices during a pandemic.

The Security Department, in partnership with New York State's Department of Homeland Security, developed and launched a security training program specifically focused on the aviation industry and T4, as part of the Governor of New York's vision for a stronger security posture in the State of New York.

## Zero-Accident Culture: A Focus on Safety & Security

JFKIAT is committed to creating a safe and secure environment for all stakeholders. JFKIAT's Zero-Accident Culture is a pillar of our strategy and is embedded throughout our operations. We have developed a security road map that aligns with our five pillars of JFKIAT's vision. Our stringent safety and security practices, programs, and tools are key components to executing our strategy. These practices are led by key members of our experienced executive team including our Vice President of Safety and Security and supported by all JFKIAT and Terminal 4 employees and partners.

To achieve our vision, we work together to provide our customers with the safest and most secure, most seamless and memorable travel experience in NYC, and one that is on par with the world's best airports.

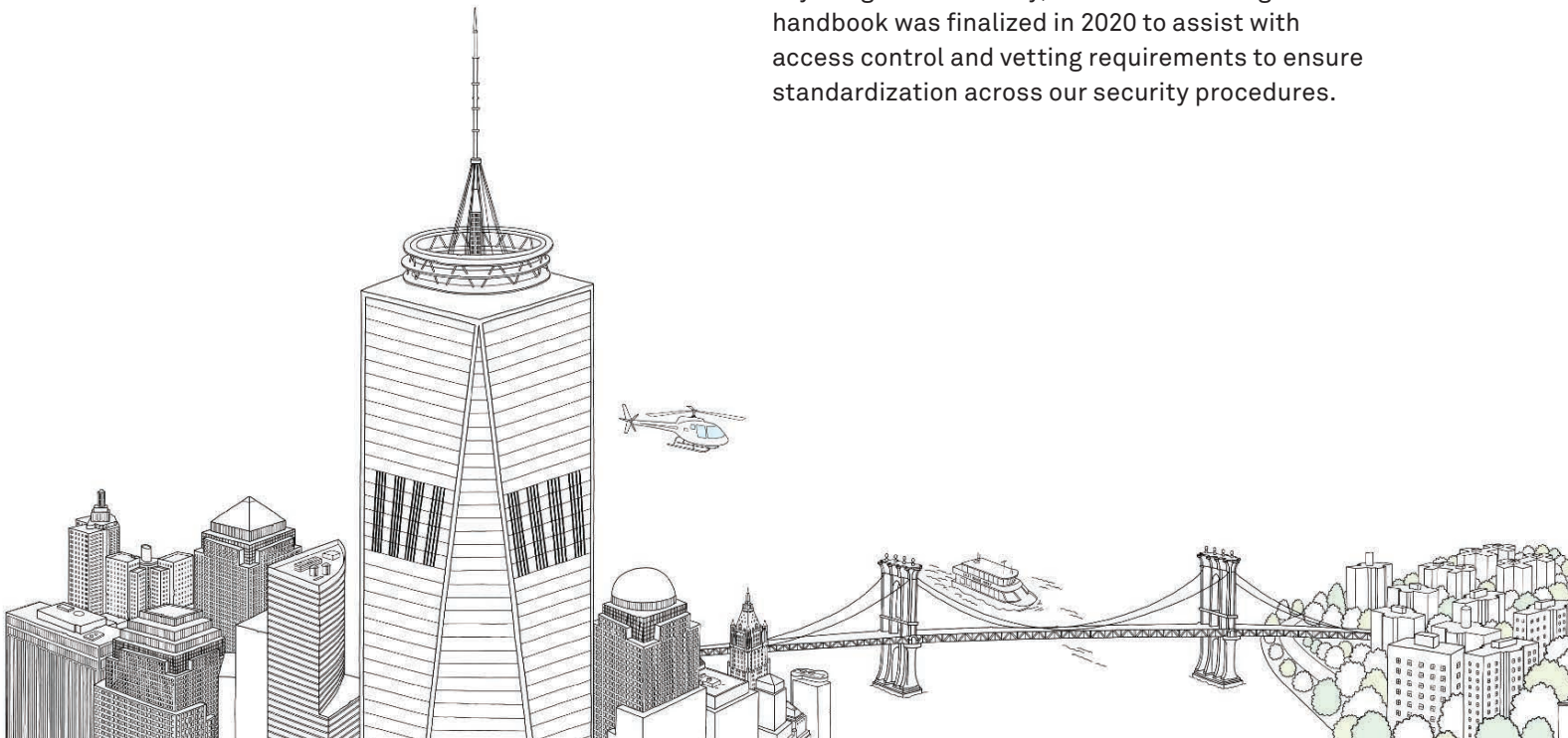




## Security Operations

2020 was an unprecedented year and presented considerable challenges across the world. At JFKIAT, our challenges included significantly reducing our security partner workforce due to budget constraints, which affected our ability to keep our access control points open. The west passenger exit and exit tunnel were closed along with three other employee checkpoints. Employee screening was performed at only one screening checkpoint for the remainder of 2020, and the access control and vetting offices were reduced to eight hours. The loading dock operation hours were reduced to eight hours as well, and the number of officers overseeing the operational procedures was reduced to two in March of 2020. The number of traffic management officers and supervisors was also reduced in March to six individuals for the remainder of the year.

Despite the significant reductions in the security partner workforce, JFKIAT was able to upgrade all physical keys to Traka key boxes in the Security and Operations Department locations. The Traka electronic key management system allows access to keys based on credentials and rights. The systems then allow administrators to track the key usage. Additionally, our Access Vetting Office handbook was finalized in 2020 to assist with access control and vetting requirements to ensure standardization across our security procedures.





#### **T4 Crisis Response Plan**

In 2020, JFKIAT developed the JFKIAT Risk Assessment team, which was tasked with tracking COVID-19 related information and its effects on T4. The JFKIAT Risk Assessment team was responsible for creating and monitoring the pandemic timeline, tracking T4 positive COVID cases, conducting the T4 Pandemic Risk Assessment, and producing new Safety & Security protocols to be put in place during the pandemic.

JFKIAT conducted two internal risk assessments, updated all office and building regulations to meet the new NYSDOH compliance, held COVID-19 working groups, and created the COVID-19 Health & Wellness group. Through these efforts, we coordinated our pandemic response efforts with government agencies including CBP, TSA, PAPD, CDC, WHO, NYS Department of Health, NYS Department of Homeland Security & Emergency Management.







36

# CUSTOMER EXPERIENCE

Promoting the best customer experience for our guests is an essential part of our overall mission at JFKIAT. When the COVID-19 pandemic took effect worldwide, T4's Customer Experience & Commercial Department quickly mobilized to provide passengers with a safe and comfortable flying environment. Five working groups were created to develop and implement a COVID-19 response and recovery communications program to help build back customer confidence in travel. The goal of this terminal-wide multichannel program was to generate awareness and educate employees, stakeholders, and passengers on the importance of social distancing, proper hygiene, and other means to safely stop the spread of the virus. We launched several COVID response communication channels to the public using print and virtual medias. With web pages like our "Airline COVID-19 Recovery Center" and "Dedicated COVID-19 FAQs," we kept our customers up-to-date on COVID-19-related news. We produced weekly newsletters and social media postings to stay connected with stakeholders who could not visit T4 during the pandemic. As a result of our successful communication strategies, T4 became a model for the Port Authority and other terminal operators at JFK airport for how to manage pandemic resilience.



## S.M.I.L.E. Campaign

We launched our T4 Safe Travel Resource Center, where we posted our integrated S.M.I.L.E. campaign. The S.M.I.L.E. campaign (Social distance, Mask, Inform, Lather, and Encourage) was created to give passengers a sense of security within the building. The campaign leverages T4's distinctive brand and mission—to guide and delight—to communicate clear, consistent, and positive messages around staying safe. The multifaceted campaign reached all key customers and employee touchpoints, including T4's website, social platforms, and digital and print signage, to address travel anxiety with an optimistic, human voice and promote health safety tips such as mask wearing and hand sanitizing.

JFKIAT implemented a digital marketing strategy by customizing COVID-19 messaging for each channel of communication. We remained open and transparent on our social media with our audience, providing passenger friendly updates from the CDC. A COVID-19 FAQ page, the T4 Safe Travel Center, was crafted and launched to serve as a central location for passengers to find all COVID-19-related information. This resource was also integrated into the social media messaging and community management efforts to alleviate any passenger concerns or negative speculation.



## Rapid COVID testing

As part of our 2020 initiative to help make travelers feel safe when walking through Terminal 4, JFKIAT partnered with XpresSpa on incorporating the XpresCheck COVID-19 testing site. The XpresCheck concept offers testing and screening for COVID-19 to passengers and JFKIAT employees. Passengers can use the online registration portal to sign up for testing at the XpresCheck site in T4. All testing processes are aligned with standard laboratory processing guidelines. The XpresCheck testing site is in compliance with all NY State Department of Health rules, regulations, and policies as well as all applicable federal and local requirements. XpresCheck opened in June with an abundance of gratitude from employees and passengers. XpresCheck at T4 was the first such testing facility at an airport in North America.

## Terminal Digital Transformation Projects

In 2020, JFKIAT introduced several new digital solutions to improve the passenger experience, enhance the terminal operations, and improve financial performance and sustainability. New passenger-facing screens were deployed using CrowdVision's Passenger Flow Management solution to display new estimated wait times for multiple queues: General, Priority, TSA Pre-check, and CLEAR. A new Flight Information Display System (FIDS) digital solution was developed and deployed onto the large VideoWall in the Arrivals Hall that shows real-time flight information and dynamic content for meeters & greeters.



### AMENITIES

- ✓ Lactation rooms
- ✓ At Your Gate food and beverage delivery service
- ✓ Lounges
- ✓ Digital touchscreen terminal directories
- ✓ Water refilling stations
- ✓ Automated external defibrillators (AED)
- ✓ Nursing rooms
- ✓ Indoor taxi stand/queue
- ✓ Short- and long-term baggage storage services
- ✓ Hotel and lodging reservations booking services
- ✓ Personal baggage porter service
- ✓ Manhattan shuttle bus services
- ✓ Indoor/outdoor pet relief areas
- ✓ Art collection pre- and post-security as well as Customs and Border Protection (CBP) and arrivals
- ✓ Accessibility aides

# T4 IS A WORK OF ART. REALLY! YOU'LL FIND OUR PRIVATE COLLECTION OF WORLD-CLASS PAINTINGS, SCULPTURES, AND MOBILES ON DISPLAY THROUGHOUT THE TERMINAL.

## ASQ Score

ACI's Airport Service Quality (ASQ) is the world-renowned and globally established global benchmarking program measuring passengers' satisfaction while they are traveling through an airport. The ASQ program provides the research tools and management information to better understand passengers' views and what they want from an airport's products and services. In 2020, T4 proudly received a score of 3.93 out of 5, emphasizing our commitment to our passengers.

## Accessibility

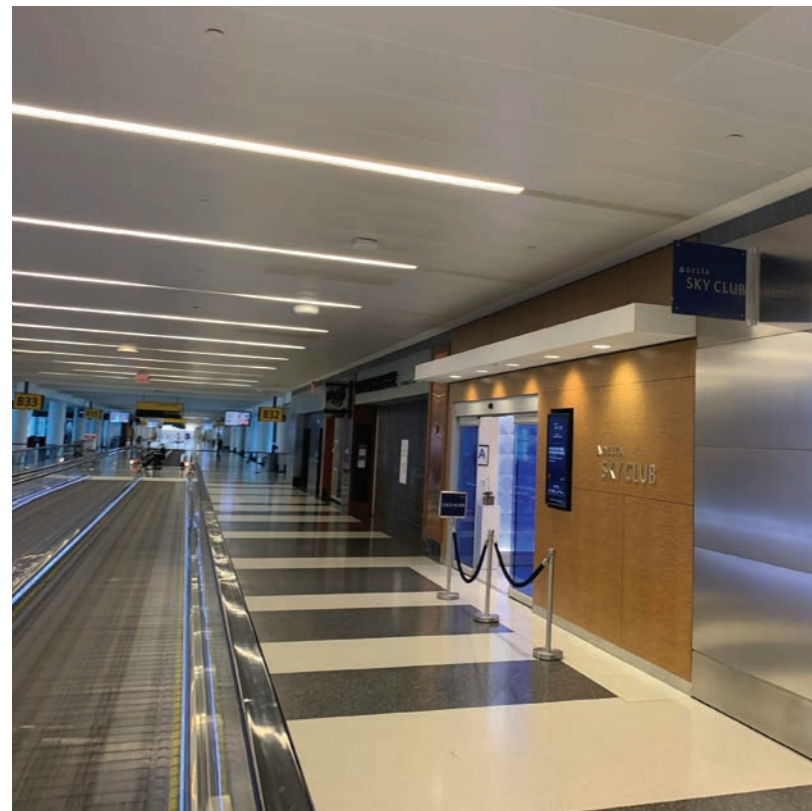
Delivering an accessible and empowering travel experience for people with visible and hidden disabilities directly supports our customer experience strategic focus at JFKIAT. In 2020, we partnered with U.S. Customs and Border Protection and our airline partners to successfully launch a meet-and-greet program for customers with disabilities, including autism and post-traumatic stress disorders. We also launched an accessibility web page and partnered with The Hidden Disabilities Sunflower Lanyard Organization to offer the sunflower lanyard to passengers. As a result, we were the first air terminal in the U.S. to offer this positive symbol that discreetly indicates that a person may need additional support.

**T4 IS THE FIRST AIRPORT TERMINAL IN THE NORTHEAST TO OFFER SYMBOLIC LANYARDS FOR CUSTOMERS WITH HIDDEN DISABILITIES**

## Program Metrics

We track, measure, evaluate, and continuously improve our Voice of the Customer and Voice of the Employee programs, using key performance indicators from several key listening sources:

- Airports Council International Airport Survey Quality (ASQ) customer and employee engagement for customer experience survey scores
- Employee service evaluation "mystery shopping" scores
- Feedback Now devices located in all restrooms and at the TSA security checkpoint
- Customer inquiries and feedback received via our information desks, website, and social media platforms
- Net Promoter surveys performed with our airline customers.







## Concessions

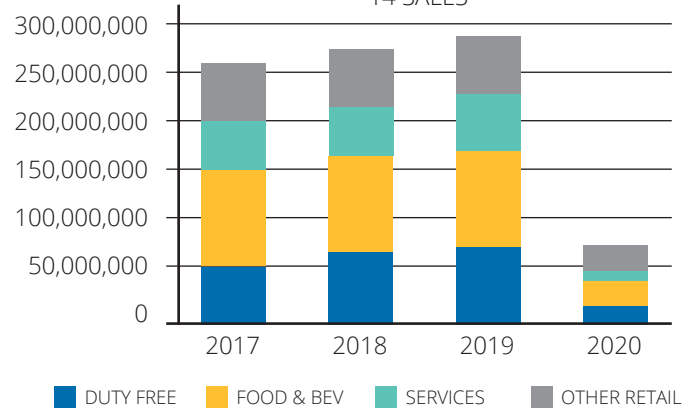
T4 sales in retail, F&B, and services started strong in 2020 due to an increase of international travelers. When the first travel restrictions to mainland China were implemented, the impact on specialty Duty-Free sales started to show. After the implementation of the travel restrictions to the EU and the lockdown restrictions by New York State in the middle of March 2020, most of the shops and restaurants experienced interruption and restrictions. JFKIAT has been focused on the health & safety of the service staff and passengers together with a gradual reopening of the units. The perseverance and dedication to provide travelers with shopping and dining options is a testament to our incredible partners who share the T4 space.

## Digital Marketing Strategy

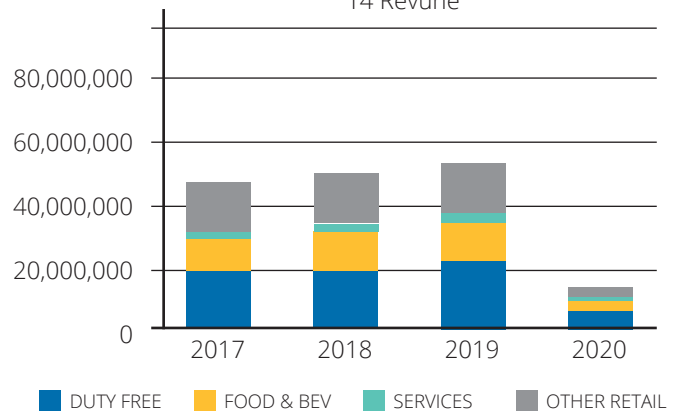
In Q1 of 2020, JFKIAT continued to implement our digital marketing plans across T4's social media platforms as outlined in the 2020/2021 Marketing Plan. As the pandemic became more serious, JFKIAT and Marino, its communications and social media agency, made the decision to halt proactive promotional content and direct any social media efforts toward COVID-19-related topics, leveraging T4's platforms to share critical information regarding safe travel with customers. JFKIAT shared its COVID-19 resources web page regularly on its social platforms throughout Q1 and Q2, along with its S.M.I.L.E. campaign.

During the pandemic, JFKIAT also launched "Heroes of T4," a social media campaign that recognized countless individuals who went above and beyond in their dedication and commitment to T4. The series, which was featured across JFKIAT's social platforms, celebrated the dedication and commitment of the T4 community throughout the crisis.

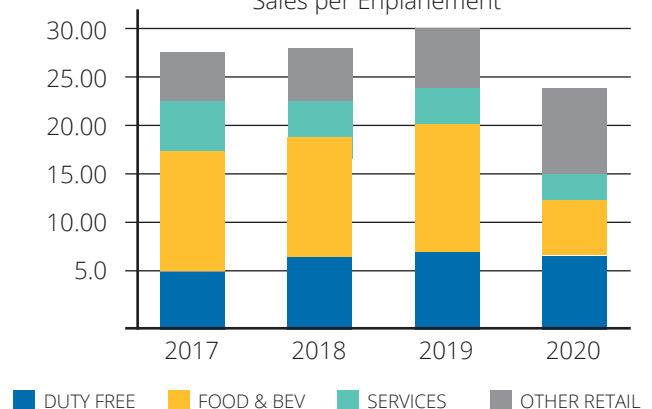
T4 SALES



T4 Revenue



Sales per Enplanement



## Innovation

JFKIAT is committed to developing a culture of innovation and process improvement. With all the challenges facing the aviation industry such as changing customer expectations, it is imperative that businesses actively look to identify areas of opportunity for improvement.

## INNOVATION: IT STARTS WITH IDEAS!

### IdeaScale

Collaborating internally with our employees and externally with suppliers, industry, and government partners has enabled JFKIAT to identify innovative opportunities to stay on top of the latest trends. Internally, we take advantage of crowdsourcing software, called IdeaScale, to engage our employees in helping us come up with solutions to some of our biggest challenges. In 2020, we deployed eight campaigns focused on General Ideas, Retail Revenue, COVID Response, and Sustainability.

### Lean Six Sigma (Process Improvement)

The selected ideas from IdeaScale are then put through our Lean Six Sigma Improvement Methodology, in which all employees are provided training. This allows us to ensure that we are focused on the right problem, that we can measure our success, that we understand the root cause, and our solutions stick. JFKIAT relied on this methodology to develop our COVID response and recovery program.







## IT & Digital

Our IT and Digital department are integral to the safety and security of T4. In 2020, JFKIAT adopted a new IT & Digital organizational structure to drive “Digital Transformation” with improved business relationships and focused goals:

- Dedicated resources for specific areas of business
- Pipeline road map visibility of business needs
- Clear accountability of IT & Digital life cycle per business domain
- Smooth transition from projects to support
- Ability to optimize and alter to support flexibility & growth in the future

The IT & Digital vision and mission were revised into three primary objectives: Reliable IT Landscape, Digital Platform Agility, and Fast & Flexible.

We continue to refine and enhance our information & cybersecurity with the engagement of KPMG on a comprehensive Information Security program. The Information Security program includes the development of a Cybersecurity Governance program, delivery of a Network Security Review, execution of a Critical Asset Discovery, and the development of an Incident Response program.

Throughout 2020 we saw continued improvement of contract management performance with primary partners SITA, ConvergeOne, Converged Technology Group, and a new Security Systems maintenance & support agreement with Thales USA (in partnership with G4S Secure Integration) to oversee the management and support of all security systems.

## Operations

The JFKIAT Operations department continued to work hard to provide best-in-class operations at T4 throughout 2020.

### CrowdVision Implementation in the Departure Hall

Security checkpoint and Check-in Hall—CrowdVision is now capable of measuring the average distance between passengers at the checkpoint queuing. We are navigating innovative methods to prompt passengers to ensure that social distancing guidelines are followed.

### Arrival Curve per Airline

Using the CrowdVision data, we can predict the arrival curve of each airline’s passengers and work with the airline management and service providers to adjust check-in times and number of counters open to match the passenger arrival curves. The goal is for airlines to maintain or reduce operational costs and to enhance the overall Departure Hall operation and customer experience.

### Better Security Implementation

Better Security is a tool that automates and optimizes the open lanes plans that TSA should have, based on flight schedules, passenger arrival curve from CrowdVision (QMS), and estimated number of passengers per flight. The tool provides insight to planning of staff breaks, canine unit resource allocations, and expected wait time results for TSA managers.



## Revised Airlines Check-in Standard Operating Procedures (SOP) for Queuing Management

To maximize the usage space and to maintain social distance, the airlines queuing management SOPs have been modified.

- In the Check-in Hall, additional check-in space in adjacent rows is opened, where feasible, to maximize queuing space and alleviate congestion.
- Floor markers have been deployed in the Departure Hall, security checkpoints, gate areas, domestic and international baggage claims, and FIS (USCBP) to guide passengers where to stand to promote social distancing.
- The queues at the security checkpoints and FIS (USCBP) Primary areas have been redesigned in order to allocate empty lanes in between passengers.

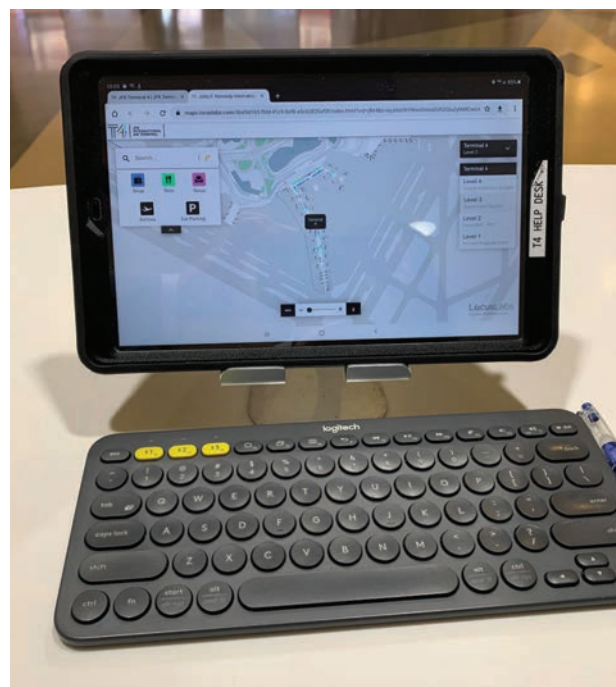
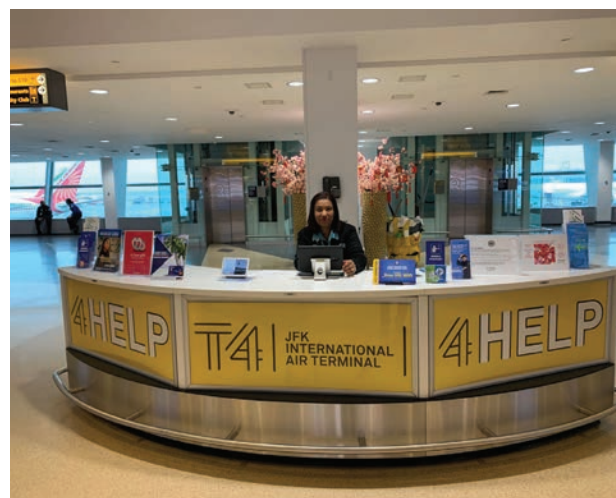
## Custom Google Maps interface

The airside operations team is now able to review Ramp, Gate, and Taxi Lane closures, and gate restrictions on a Google map on their mobile phones. This enhances the accessibility for all operations users and ensures that they will always have the most up-to-date information on an interactive map.

## Simplified Travel

Simplified Arrival—Facial recognition technology has been implemented by U.S. Customs and Border Patrol (USCBP) to facilitate the admission process for international arriving passengers.

Exit Biometrics—Facial recognition technology has been implemented by JFKIAT to capture departing passenger information in order to meet USCBP requirements. This technology, when integrated with the Airlines DCS (Departure Control System), allows for an enhanced customer experience by offering a touchless boarding experience.








# OPERATIONAL STATISTICS

| JFKIAT SCORE CARD   |                 |                 |              |               |                 |                       |
|---|-----------------|-----------------|--------------|---------------|-----------------|-----------------------|
| KPI TARGETS   | 2021<br>Targets | 2020<br>Results | 2020<br>Goal | 2020<br>% DIF | 2019<br>Results | 2019 vs.<br>2020 %DIF |
| ASSET / BAGGAGE MANAGEMENT  |                 |                 |              |               |                 |                       |
| Contract Appearance (Performance dept. audits)                                      | 85%             | 85%             | 85%          | 0%            | 84%             | 1%                    |
| Contract Appearance   | 85%             | 89%             | 85%          | 5%            | 84%             | 6%                    |
| Ramp Appearance Balance Scorecard   | 85%             | 85%             | 85%          | 0%            | 84%             | 1%                    |
| Building Maintenance Balanced Scorecard   | 84%             | 94%             | 84%          | 12%           | 84%             | 12%                   |
| Life Safety Systems   | 100%            | 100%            | 100%         | 0%            | 100%            | 0%                    |
| Single Stream Recycling (SSR)   | 54%             | 63%             | 54%          | 17%           | 57%             | 11%                   |
| Centerline Lighting   | 100%            | 85%             | 100%         | -15%          | 90%             | -6%                   |
| Scales  | 100%            | 100%            | 100%         | 0%            | 100%            | 0%                    |
| Jet Bridge (PBB 1 Incident rate/1K flts)  | <=.75           | 0.20            | <=.75        | N/A           | 0.24            | -17%                  |
| Machine Screening   | 15              | NA              | 15           | N/A           | 16              | N/A                   |
| GSE Contract (inc. BHS)   | 96%             | 97%             | 96%          | 1%            | 98%             | -1%                   |
| Baggage handling Contract   | NA              | NA              | NA           | N/A           | N/A             | N/A                   |
| IT & DIGITAL  |                 |                 |              |               |                 |                       |
| Security  | 93%             | 97%             | 93%          | 4%            | 98%             | c                     |
| Tech Support  | 93%             | 98%             | 93%          | 5%            | 96%             | 2%                    |
| IT Managed Services (start 06/19)   | 93%             | 94%             | 90%          | 4%            | 92%             | 2%                    |
| OPERATIONS  |                 |                 |              |               |                 |                       |
| Passenger Service Guest Services -<br>Services suspended as of April 1, 2020        | 96%             | NA              | 96%          | N/A           | 96%             | N/A                   |
| Passenger Service - Que Management -<br>Services suspended as of April 1, 2020      | 96%             | NA              | 96%          | N/A           | 96%             | N/A                   |
| Hardstand Operations (Customer Service) -<br>Services suspended as of April 1, 2020 | 96%             | NA              | 96%          | N/A           | 87%             | N/A                   |
| Hardstand Operations (Equipment) -<br>Services suspended as of April 1, 2020        | 86%             | NA              | 86%          | N/A           | 99%             | N/A                   |
| SkyCap Services - Suspended as of May 2020  | 96%             | NA              | 96%          | N/A           | 96%             | N/A                   |
| Snow Removal 2019/2020 Season   | 95%             | 100%            | 95%          | 5%            | 99%             | 1%                    |
| GH Performance (Ramp OPS Safety)  | 90%             | 98%             | 90%          | 9%            | 98%             | 0%                    |
| GH Equipment (leaking, front/rear lights, curtains, brakes)                         | 80%             | 98%             | 80%          | 23%           | 98%             | 0%                    |
| Jetbridge Operator compliace  | 90%             | 97%             | 90%          | 8%            | 96%             | 1%                    |
| USCBP   |                 |                 |              |               |                 |                       |
| Primary <45 min - APC   | 95%             | 94%             | 95%          | -1%           | 92%             | 2%                    |
| Primary <60 min - Non-APC   | 95%             | 80%             | 95%          | -16%          | 82%             | -2%                   |
| Complete Journey<60 min - APC   | 95%             | 97%             | 95%          | 2%            | 94%             | 3%                    |
| Complete Journey <75 min - Non-APC  | 95%             | 80%             | 95%          | -16%          | 76%             | 5%                    |

| KPI TARGETS  | 2021<br>Targets | 2020<br>Results | 2020<br>Goal | 2020<br>% DIF                                | 2019<br>Results | 2019 vs.<br>2020 %DIF           |
|--|-----------------|-----------------|--------------|--|-----------------|---------------------------------|
| TSA  |                 |                 |              |  |                 |                                 |
| Complete Journey <30 min -Regular  | 95%             | 97%             | 95%          | 2%   | 96%             | 1%                              |
| Complete Journey <15 min - TSA Pre   | 95%             | 96%             | 95%          | 1%   | 95%             | 1%                              |
| Complete Journey <20 min-Fist/Buisness - Service suspended as of May 2020      | 95%             | NA              | 95%          | N/A  | 97%             | N/A                             |
| Up to door <20 min - Regular   | 95%             | 95%             | 95%          | 0%   | 87%             | 9%                              |
| Up to door <10 min - TSA Pre   | 95%             | 95%             | 95%          | 0%   | 93%             | 2%                              |
| Up to door <10 min - First/Business Service suspended as of May 2020           | 95%             | NA              | 95%          | N/A  | 84%             | N/A                             |
| SAFETY   |                 |                 |              |  |                 |                                 |
| Aircraft Damages @T4   | <6              | 5               | n/a          | Track<br>events<br>and<br>identify<br>trends | 6               | Reduce<br>identified<br>trields |
| Motor Vehicle Events (Updated Criteria in 2020)                                | <29             | 23              | n/a          |  | 34              |                                 |
| Employee Events (Slip/Trip, Housekeeping, SOP) (Updated Criteria in 2020)      | <19             | 14              | n/a          |  | 23              |                                 |
| Passenger Events (Slip/Trip, Housekeeping, Baggage) (Updated Criteria in 2020) | <7              | 2               | n/a          |  | 12              |                                 |
| Ground Handler FOD compliance (Updated Criteria in 2020)                       | 99%             | 99%             | n/a          |  | 93%             |                                 |
| Ground Handler Seat Belt Compliance (Updated Criteria in 2020)                 | 99%             | 99%             | n/a          |  | 98%             |                                 |
| CUSTOMER EXPERIENCE AND COMMERCIAL   |                 |                 |              |  |                 |                                 |
| Food and Beverage code compliance  | 95%             | NA              | NA           | N/A  | N/A             | N/A                             |
| Retail Food and beverage development plan (New)                                | 50%             | NA              | NA           | N/A  | N/A             | N/A                             |
| CX ASQ Departures Overall Satisfaction Score                                   | 4.00            | 3.94            | 4.00         | -2%  | 3.95            | 0%                              |
| CX ASQ Departures Overall Courtesy of Staff Score                              | 4.10            | 4.01            | 4.10         | -2%  | 4.02            | 0%                              |
| CX Average TSA FeedbackNow - Green / Good Results                              | 58%             | 56%             | NA           | N/A  | N/A             | N/A                             |
| CX Average Lost and Found Return Rate  | 40%             | 37%             | NA           | N/A  | N/A             | N/A                             |
| SECURITY (EXTERNAL/INTERNAL COMPLIANCE)  |                 |                 |              |  |                 |                                 |
| Security Badges Regulatory Completion Compliance (External)                    | 100%            | 100%            | 100%         | 0%   | 100%            | 0%                              |
| Perimeter Fence Line Regulatory Completion Compliance (External)               | 100%            | 100%            | 100%         | 0%   | 100%            | 0%                              |
| TSA Netting Regulatory Compeltion Compliance (External)                        | 100%            | 100%            | 100%         | 0%   | 100%            | 0%                              |
| Airline Emergency Plan Compliance (External)                                   | 100%            | NA              | 100%         | N/A  | 100%            | N/A                             |
| (Building)* Contract (Internal) - Suspended as of March 2020                   | 95%             | NA              | 95%          | N/A  | 99%             | N/A                             |
| Employee Screening Global - Suspended as of March 2020                         | 95%             | NA              | 95%          | N/A  | 88%             | N/A                             |
| Traffic AUS - Suspended as of March 2020                                       | 95%             | NA              | 95%          | N/A  | 97%             | N/A                             |
| Compliance (Internal)  | 100%            | 100%            | 100%         | 0%   | 95%             | 5%                              |
| Regulatory Compliance (External)   | 100%            | 100%            | 100%         | 0%   | 100%            | 0%                              |

## Purchasing

JFKIAT outsources a substantial number of the services required to provide the customer experience offered at T4. In accordance with our Procurement Policy (<https://www.jfkt4.nyc/work-with-us/>), JFKIAT awards or renews contracts via a Request for Pricing (RFP), which analyzes the optimal provider for such services, taking into consideration the qualifications, reputation, experience, and cost of all service providers, among other factors. The results of any RFP are weighed against the company's ability to provide the services itself.

|   |  |   |  |
|---|--|---|--|
|  | <b>PASSENGER JOURNEY</b><br>97% Complete Journey<br>TSA Security (+1%)<br>97% Complete Journey<br>USCBP (+21%)   |  | <b>TOTAL BAGS</b><br>5,825 (-69%)<br>CBRA 18% (+2%)  |
|   | <b>SAFETY</b><br>5 Aircraft Damages @T4 (-17%)<br>23 MV Incidents (-32%)<br>14 Employee Incidents* (-39%)<br>2 Pax Incidents* (-83%)<br>FOD Compliance (99%)<br>Seat Belts Compliance (97%)<br>*Include all reported incidents<br>(slips, trips, & housekeeping) |   |  <b>RECYCLED</b><br>54% (-5%) |





**46** OUR  
**PEOPLE**

# OUR MISSION IS TO **RECRUIT,** **RETAIN, AND DEVELOP** THE MOST TALENTED EMPLOYEES.

We understand that human capital is our greatest asset at T4, which is why our Human Resources (HR) team continuously drives this strategy forward by developing human capital and organizational capabilities that directly support JFKIAT's business objectives. Our HR team serves as a business partner and advisor to all employees of the organization.

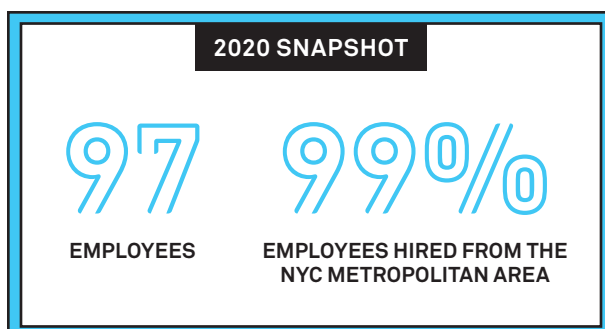
In 2020, we saw a significant decrease in employee turnover of 8.9%, compared to 21% in 2019. We had two significant personnel changes at the C-suite level, including a new Vice President of Finance and Chief Financial Officer and a new Vice President of Terminal Redevelopment, also acting as the Vice President of Customer Experience and Commercial.

JFKIAT realizes the importance of being able to support our employees both professionally and personally, which is why we are proud to offer all of our employees comprehensive healthcare coverage (medical, dental, and vision), disability insurance (short- and long-term), basic life insurance and accidental death and dismemberment at no cost. These benefits allow JFKIAT to gain a competitive advantage against other employers at both JFK and LaGuardia airports, but also ensure that JFKIAT's employees feel supported both professionally and personally. The company's total financial spending on healthcare coverage in 2020 exceeded \$2



million. In addition to competitive health coverage and benefits, JFKIAT implemented a new salary and bonus structure in January 2020 as a result of a competitive market analysis completed in 2019.

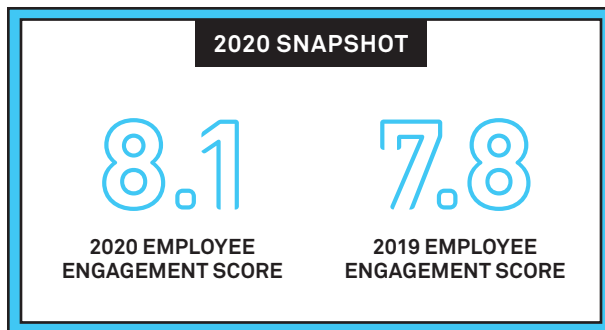
Due to the uncertainties caused by COVID-19, JFKIAT made the executive decision to postpone all company-wide trainings to be able to ensure the safety of all employees. These training workshops were going to cover topics including Innovation, Team Building, and Unconscious Bias and Inclusion. JFKIAT did deploy a virtual workshop in the fall that focused on Resilience Training. Despite the obstacles faced in 2020, JFKIAT prides itself on its robust training and career development opportunities and strategies. Employees have various opportunities to increase their knowledge, skill set, and abilities through numerous trainings including compliance training, cross training, or professional development training. JFKIAT is excited to announce its partnership with Vairkko to start creating and implementing our first Learning Management System, which will continue to help us support our employees and their professional goals.





## Employee Relations

During the COVID-19 pandemic, we put focus on keeping our employees safe and ensuring the continuity of JFKIAT. 2020 consisted of navigating reductions in our workforce, adjusting to working remotely, and implementing new policies and procedures. Despite these changes and uncertainties, the JFKIAT team felt engaged and heard throughout this entire year. We ended 2020 with our annual Employee Engagement Survey and saw an increase in employee engagement from 2019.



After analyzing our surveys responses, we were able to conclude that Growth – Learning and Mentorship and Strategy were areas of strength; areas for improvement included Organizational Fit – Health and Peer Relationships. JFKIAT held company-wide town hall meetings to review the results of our Employee Engagement Survey and partnered with department heads to develop action plans for improvement.

Despite an unprecedented year, JFKIAT was able to end 2020 with one of our biggest achievements of all, participating in an external review and earning 73rd place in Crain’s New York Best Places to Work. Through our dedicated employees and our passengers’ trusting us with their health and safety, we were able to make the most of a challenging year.



## Heroes of T4

During 2020, our Humans of T4 Program transitioned to Heroes of T4. Originally launched in 2019 to celebrate employees, in 2020 we focused on inspirational and heartwarming actions of employees who ensure the safety and security of all passengers and staff during the COVID-19 pandemic. We were honored to be able to celebrate such committed and dedicated employees throughout a difficult year.







50

# LOCAL COMMUNITY ENGAGEMENT & IMPACTS

## 4GOOD for the Community

Aimed at promoting educational, social, and professional success, the 4GOOD program consists of two components: Community (Corporate Philanthropy) and Sustainability (Environment). Our focus is simple: A strong community yields a strong future. 4GOOD focuses on working with programs supported by our local partners and on JFKIAT employee-nominated charities, and developing the future workforce.

Four pillars make up the 4GOOD program:

### Community

JFKIAT invests in our community by creating professional and educational opportunities. Through Project: Volunteer, job opportunities are presented to community members at job fair and related career development events.

### Charity

JFKIAT proudly supports several nonprofits in the area including The American Cancer Society, the Boys & Girls Club of Metro Queens, St. Jude Children's Research Hospital, and Safe Haven: A Safe Place for Babies. Annually, we raise approximately \$100,000 in funds for charities and organize events in our terminal.

### Sustainability

We are committed to providing a healthier and sustainable environment for our 13,000 employees and the more than 21 million passengers who pass through our doors with our LEED Gold-certified airport terminal.

### Diversity

JFKIAT is partnering with We Speak NYC to offer a 7–10 week English Language Learning program to the T4 community. WSNYC uses civic-focused instruction through videos, web, and print materials to address various social issues for the Spanish-speaking community. Currently the organizations is focused on providing specific COVID-19 resources to the community.



## Charitable Partnerships & Giving

### Spare Change Program

The Spare Change program at T4 collects the spare change of our passengers throughout the terminal and donated it to various local charities. With 33 coin boxes throughout the terminal, our goal was to inspire passengers and staff to donate change to various charities. We were able to collect \$22,259 in coins in the past year. The proceeds have been given to benefit the following charities:

- Virgil I. Grissom Middle School
- Boys & Girls Club of Metro Queens
- Bethany Baptist Church
- NY Restoration
- American Cancer Society
- St. Jude Children's Research Hospital

### 2020 Community giving events

JFKIAT continued to support the Virgil I. Grissom Middle School throughout the year. This included the donation of school supplies and grocery store gift cards.

We donated over 200 turkeys to Bethany Baptist Church for Thanksgiving, which fed dozens of families in the Jamaica, Queens, community.

We donated school supplies to the Boys & Girls Club of Metro Queens, providing young people with educational and recreational programs.





52

# ENVIRONMENTAL SUSTAINABILITY



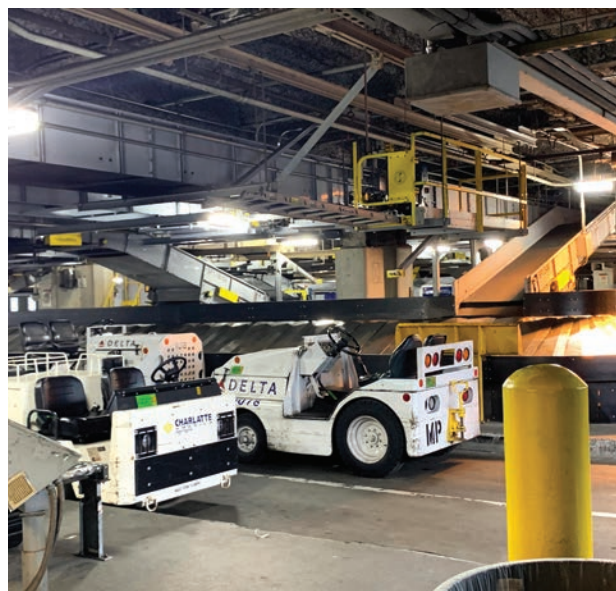
## Sustainability Approach

### Sustainability Strategy & Priorities

JFKIAT is committed to integrating sustainability throughout our organization and across our operations at Terminal 4. We are committed to leading the industry by reducing our carbon footprint and operating a sustainable and healthy facility for our employees and the millions of passengers who enter the terminal each year. Our strategy is centered on operational efficiency, environmental stewardship, economic stability, and a commitment to providing an exceptional experience for customers and employees.

In order to successfully implement our strategy and achieve our goals, we have developed a comprehensive sustainability program focused on energy efficiency, water conservation, waste management, indoor environmental quality, and innovation. We have developed goals and strategies that continue to measure, evaluate, and improve our environmental performance and drive operational efficiency. T4's sustainability program demonstrates our continued commitment to sustainable growth and conservation of our natural resources.

We have identified key sustainability priorities central to our approach to sustainable growth and conservation of our natural resources.



### OUR KEY SUSTAINABILITY PRIORITIES



Waste & Recycling



Water Conservation



Energy Efficiency & Greenhouse Gas Emissions Reduction



Indoor Environmental Quality



Food & Beverage Sustainability



Sustainable Transportation



# ROAD MAP TO SUSTAINABILITY

As we reflect by our work over the past four years, we are excited for the future of sustainability at JFKIAT. We have successfully implemented several sustainability initiatives across T4 and have been recognized repeatedly as one of the top performers in sustainability and energy management. We want to continue expanding our sustainability programs as part of our ongoing commitment to operational excellence and minimizing our environmental impact.

## 2016

- LEED Feasibility Study conducted
- LEED Certification Process initiated
- Outdoor Air Testing conducted
- Sustainability plans and policies developed

## 2017

- LEED EB Gold Certification achieved
- Initial Building Commissioning Study completed
- Launched #T4GoesGreen campaign

## 2018

- Public commemoration for LEED EB Gold Certification
- Retro-commissioning (RCx) Study initiated
- LED replacement project initiated
- Green Restaurant Certification at all T4 restaurants
- Compost Program initiated
- Baggage Replacement & Passenger Loading Bridge completed to improve energy efficiency

## 2019

- Establishment of Sustainability Committee
- Carbon Footprint Calculations & Verification performed
- 2018 Sustainability Summary Report issued
- Development of GHG Emissions Baseline
- LEED tracking in Arc
- Virtual Energy Management (VEM) initiated

## 2020

- Carbon Footprint Calculations performed
- Greenhouse Gas Emissions Verification aligned with the Airport Carbon Accreditation Criteria
- Materiality Assessment performed
- First Annual Sustainability Report, published referencing the Global Reporting Initiative and Airport Operator Sector Supplement
- LEED tracking in Arc
- Indoor Air Quality Testing performed
- Ongoing Retro-commissioning (RCx), and VEM implemented
- Sustainable Procurement Policy

## Sustainability Policies

To achieve our goals, we have developed and implemented strategic sustainability policies to guide our operations. These policies are aligned with the LEED requirements and include the following:

- Sustainable Waste Management
- Green Cleaning
- Building Exterior & Hardscape Management Plan
- Integrated Pest Management
- Sustainable Procurement Guidelines

To ensure that the products JFK Terminal 4 purchases and the vendors we work with are aligned with the sustainability goals set forth by JFKIAT, Sustainable Procurement Guidelines have been developed. The intent of the guidelines is to standardize sustainable procurement, ensure

that sustainable attributes are considered when purchasing new products or partnering with new vendors, provide actionable tracking targets, and offer educational opportunities to inform stakeholders of the goals and responsibilities. The Sustainable Procurement Guidelines address:

- Sustainable Attributes
- Sustainable Purchasing
- Ongoing Consumables & Durable Goods
- Janitorial and Maintenance Suppliers
- Employee Pantry and Food Vendor Supplies
- Sustainable Procurement Goals
- Vendor-Specific Goals
- Product-Specific Goals
- Tracking
- Education

# GOALS



To advance our progress on sustainability and energy efficiency, Terminal 4 has established goals that support our key sustainability priorities and overall vision. The goals and strategies enable us to continue to measure, evaluate, and improve our environmental performance. JFKIAT's comprehensive sustainability program demonstrates our continued commitment to sustainable growth and conservation of our natural resources.

## ■ ENERGY & GREENHOUSE GAS EMISSIONS

- Establish greenhouse gas emissions targets in 2020 (In progress)
- Develop strategic energy and greenhouse gas emissions plan (In progress)

## ■ WASTE & RECYCLING

- Reduce the waste sent to landfills by diverting 53% in 2019 and 54% in 2020, through recycling and composting (Achieved 53.3%)
- Implement K-Cup recycling program for JFKIAT T4 offices in partnership with Covanta Energy (Put on hold due to COVID-19)

## ■ WATER CONSERVATION

- Reduce water consumption by replacing existing faucets with water-efficient fixtures (In progress)
- Install water bottle filling stations at all pre- and post-security water fountain sites (Achieved goal)
- Maintain catch basin cleaning program rampside and landside to ensure that potentially harmful debris is diverted from our waterways (In progress)

## ■ INDOOR ENVIRONMENTAL QUALITY

- Perform annual indoor air quality testing for carbon dioxide (CO<sub>2</sub>) and total volatile organic compounds (VOCs) (In progress)
- Continue to coordinate with construction teams and ensure that all best practices are implemented related to Indoor Air Quality, including the protection of air ducts, selection of materials with low VOC content, proper equipment exhausts, and good housekeeping practices (In progress)
- Continue to implement green cleaning practices in coordination with our business partner, ABM (Achieved goal)

## ■ ENERGY EFFICIENCY

- Replaced 70% of lighting with LEDs in public spaces (In progress, 64% achieved)
- Replaced 100% of lighting with LEDs in bag rooms (In progress, 88% achieved)
- Develop a business plan to have our GSE partners replace all ground handling equipment with new energy-saving equipment before 2025 (In progress)

## ■ SUSTAINABLE TRANSPORTATION

- 100% of JFKIAT fleet vehicles used at the terminal to be fully electric or hybrid-engine by 2023 (In progress)

## ■ FOOD & BEVERAGE SUSTAINABILITY

- All airline lounges to achieve Level 1 Green Restaurant Certifications (In progress)

## ■ PORT AUTHORITY PARIS CLIMATE AGREEMENT

- The Port Authority of New York and New Jersey became the first transit agency in the United States to agree to uphold the goals of the Paris Climate Accord. The Port Authority has an interim target of reducing greenhouse gas emissions (GHGs) to 35% by 2025, with the long-term goal of 80% GHG reduction by 2050. Included in this commitment is John F. Kennedy International Airport, and JFKIAT Terminal 4 is committed to supporting the Port Authority's goal (In progress)

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## LEED Operations and Maintenance (O+M) Gold Certification

JFKIAT achieved LEED O+M Gold certification in 2017 and looks forward to recertifying T4 in 2022. JFKIAT sees recertification as a true opportunity to be able to continue to measure the successes of the sustainability initiatives being implemented. We know that LEED certification does not encompass every aspect of what it means to be sustainable; however, we believe it has given us a strong path forward for continued improvement in tandem with our other programs. Even though T4 will not be recertified until 2022, we are continuing to track our energy, water, GHG emissions, and waste in the online Arc platform, in addition to conducting IAQ testing for carbon dioxide and volatile organic compounds (VOCs) and administering an occupant satisfaction and transportation survey. Our goal is to achieve LEED O+M Platinum certification in 2022.



## Sustainable Operations

Managing and operating Terminal 4 at JFK airport has presented us with a unique opportunity to introduce sustainability strategies into the aviation industry. Through implementation of energy efficiency strategies and data management, we optimize the best use of our resource. And as we continue to set ESG goals and meet these goals, we in turn work toward driving our mission of providing customers with the safest, most seamless, and memorable travel experience.

### Indoor Environmental Quality

To monitor our indoor environmental quality, we perform annual indoor air quality testing throughout the terminal to test for key indicators including carbon dioxide (CO<sub>2</sub>) and total volatile organic compounds (VOCs). The testing aligns with LEED v4.1 Operations & Maintenance standards. We continue to coordinate with construction teams on a regular basis to ensure that all best practices are implemented related to indoor air quality, including the protection of air ducts, selection of materials with low VOC content, proper equipment exhausts, and good housekeeping practices.

### Green cleaning program

In 2020, we took additional steps to further promote indoor air quality within Terminal 4. In coordination with our maintenance partners, ABM and ISS, we introduced new green cleaning best practices to target VOC emissions and harmful chemicals in our cleaning products. Our new practices include integrating new cleaning products that do not exceed VOCs levels outlined in the California code of regulations for maximum VOC levels. Furthermore, we have introduced certified Green Seal and Ecologo cleaning products into our cleaning programs. Products certified by



Green Seal and Ecologo have reduced health risks to product users and building occupants and reduced environmental impact. The products we have integrated into our green cleaning program overall are not only proven to clean effectively but are gentle to the people who pass through our terminal as well as the indoor environment of T4.

Our janitorial partner ABM introduced the Enhanced Cleaning team in 2020. The team consists of certified disinfection specialists trained and equipped for sanitization and disinfection. At the onset of the pandemic, ABM and the Enhanced Cleaning team boosted cleaning processes and added cleaning frequencies to high-touchpoint areas around the terminal to combat COVID-19 outbreaks. The Enhanced Cleaning team has a different uniform to increase visibility to the passengers.

New cleaning technologies were introduced throughout the year. These include mechanical floor scrubbers equipped with H<sub>2</sub>O technology that harnesses the energy stored in regular water molecules to reduce the harsh cleaning chemicals. For bag room and apron cleaning, pressure washers and FOD vacuums that were zero-emission, rechargeable, and battery powered were deployed. We invested in electrostatic sprays to improve efficiency in disinfecting and sanitizing large areas.

## **Pest Management**

As part of our commitment to indoor environmental quality, we have implemented an Integrated Pest Management program to ensure that best practices related to pest management are pursued, and that least-toxic pesticides are applied wherever possible to reduce exposure to harmful chemicals.

## **Sustainable Procurement Practices**

JFKIAT has a robust sustainable procurement policy in place to ensure that we are upholding our goal of encouraging the sustainable and ethical sourcing of goods. We set procurement guidelines for all JFKIAT departments and vendors so that sustainable attributes are considered when purchasing new products or partnering with new vendors. All our vendor partners are required to have their own environmental/sustainability policies in place and be compliant with our procurement policy. During product procurement, strict processes are carried out to assess the product purchase. During that process, products are evaluated on their durability and applicability to sustainability objectives.

Consider when purchasing:

- Locally sourced
- Recycled material, recyclable, nontoxic
- Shipping and packaging recyclable or biodegradable

## **SSP America and Certified Green Restaurants and Food and Beverage Sustainability**

Our commitment to sustainability extends beyond our operations. We work closely with our partner, SSP America, to integrate sustainability at all dining locations throughout Terminal 4. We require all restaurants to achieve, at a minimum, a Level 1 Green Restaurant Certification. This certification, administered by the Green Restaurant Association (GRA), a national, nonprofit organization that aims to promote environmentally sustainable restaurants, provide a transparent way to measure performance. T4 is the first airport terminal in the world to achieve Level 1 Green Restaurant Certifications at 100% of restaurant, with one restaurant at level 2. In 2020, we focused on reaching our goal of extending green certifications to our lounges. As a result, six out of nine lounges are Green Certified: Virgin, Maharaja, ELAL, and Amex at level 1, and Wingtips and Delta Sky Club at level 3.



### **Green Certification Highlights**

The Maharaja lounge reached its Green certification in 2020 by executing strong environmental initiatives in the Energy, Food, Chemical & Pollution, Waste, and Water categories. To gain points in these categories, the Maharaja lounge implemented energy-saving technologies like ENERGY STAR–certified dishwashers and refrigerators. Chemical and pollution reduction is promoted by offering shuttles to transportation nodes, including no-idling policy and signage, and requiring no smoking within 25 feet of the entrance. Waste is diverted in the lounge through its recycling programs and paperless submission and documentation requirement. Additionally, vegetarian main dishes are featured on the lounge’s menu to provide more diet options to their customers.



## Waste Management

We collaborate with several partners—including our janitorial company, ABM, our waste hauler, Royal Waste, and our food and beverage partner, SSP America—as well as airline lounges to implement waste and recycling strategies to achieve our goals. Our program focuses on sustainably managing a diverse set of waste streams across the terminal including trash, recycling, compost, electronic waste, cooking oil, motor oil, and bulk waste.

## DISH SMARTBOX CONSUMES 90% LESS POWER

We replaced the legacy DISH TV system with a modern Dish IP Smartbox, providing HD satellite-delivered TV channels to the terminal partners throughout the facility. The DISH Smartbox is a new solution that consumes 90% less power than the legacy platform. The new system does not require coaxial cable to be run to new TV locations, thus reducing waste by eliminating the need for thousands of feet of new cable.

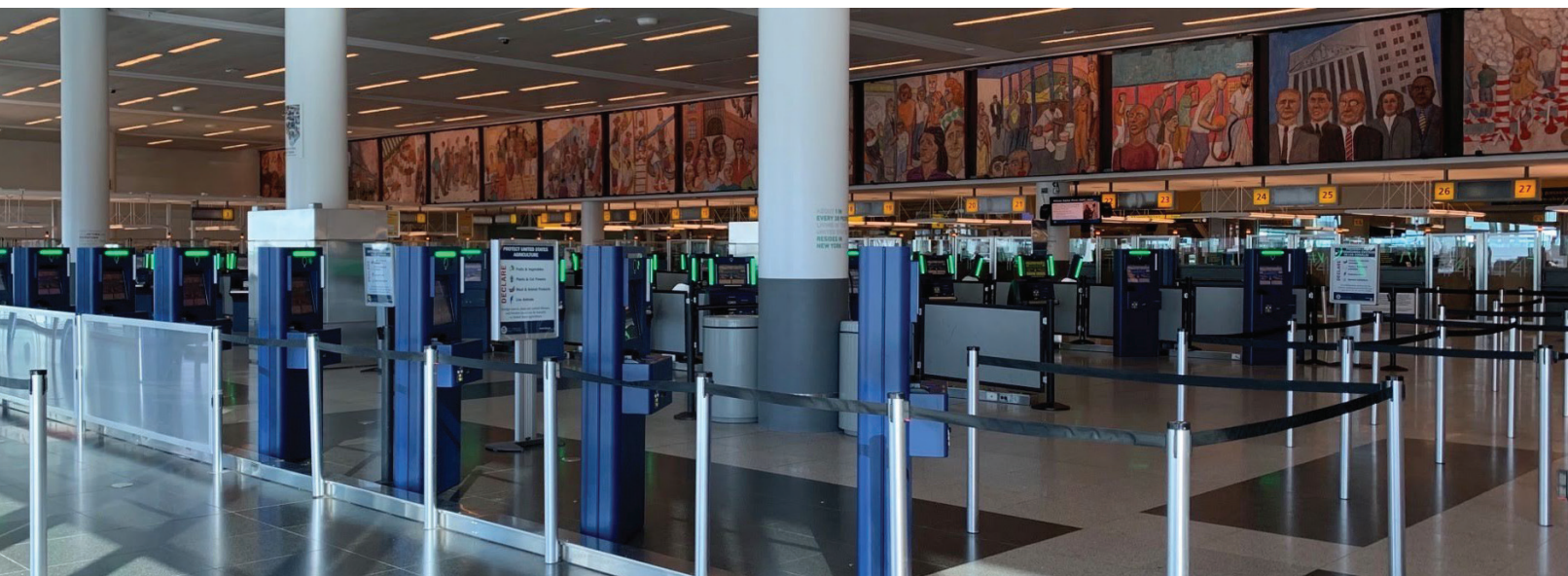
## Energy conservation

As the pandemic unfolded and travel was at an all-time low, JFKIAT took deliberate steps to save energy by shutting down areas of the terminal that were not in use. The A Concourse bag rooms and west matrix baggage areas were shut down; we operated out of one concourse for arrivals and departures for 36 weeks. The escalators and lights were turned off in these areas that were closed. These shutdowns resulted in approximately \$400,000 in energy savings.

JFKIAT took additional steps to promote energy conservation throughout 2020 by refurbishing air-handling units and updating the filters, balancing the equipment and HVAC system, and retrofitting the lighting in the baggage room with LED lights.

## Water Conservation & Stormwater Management

We benchmark all water consumption in the terminal and report performance twice per year. This enables us to make informed decisions to pursue additional water conservation strategies where necessary and appropriate. To reduce contamination of our local waterways, we maintain the catch basin cleaning program rampside and landside to ensure that potentially harmful debris is diverted from our waterways.





## Transportation & Vehicle Fleet

We have instituted a goal for 100% of the JFKIAT fleet vehicles used at the terminal to be fully electric or hybrid-engine by 2023. Currently we have 3 hybrid cars in the fleet. This transition will significantly reduce the carbon emissions related to vehicle use on-site. We continue to explore the potential to provide an electronic vehicle charging station for ramp operations.

As part of Terminal 4's focus on promoting sustainable transportation, JFKIAT employees are incentivized to use public transportation for commuting to work. The T4 Green Initiative program provides each employee who opts out of employee-paid parking with \$150 a month to help offset their commuting costs.







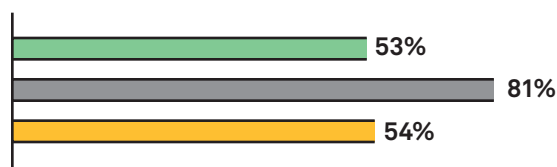
60

# ENVIRONMENTAL PERFORMANCE

# 2020 PERFORMANCE HIGHLIGHTS

At JFKIAT, we are committed to measuring and reducing our carbon footprint. The carbon footprint represents the total greenhouse gases (GHG) emitted as a result of operations and energy consumption. Environmental performance represents energy and water consumption, and waste and recycling. It is important to note that JFKIAT acknowledges that the significant decrease in energy and water consumption, GHG emissions, and waste is not solely the result of best practices being implemented across T4, but also from the lower occupancy due to COVID.

## WASTE PERFORMANCE AGAINST GOALS

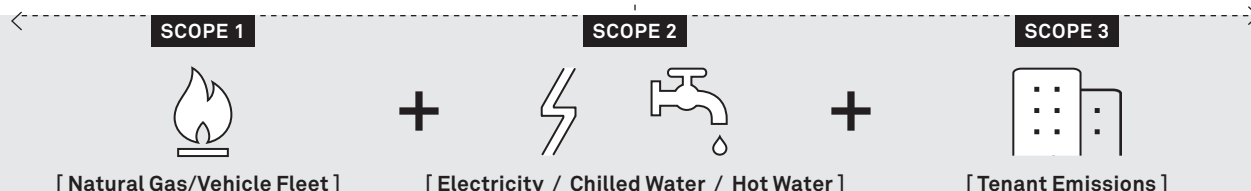
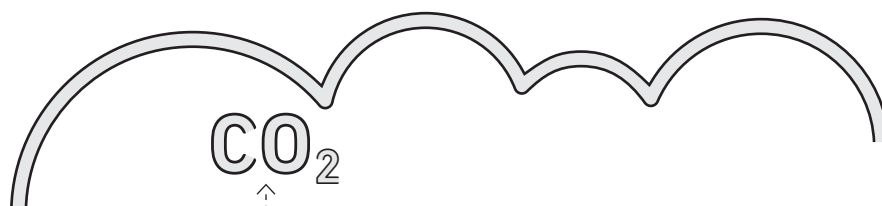
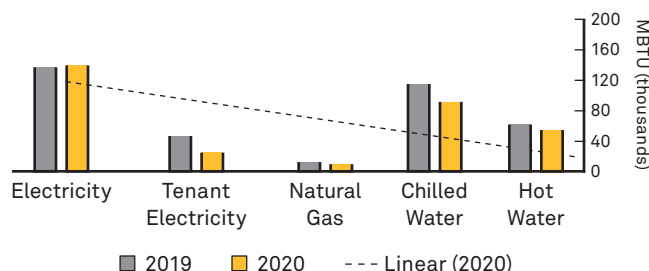


■ 2020 Waste Diversion Rate\*  
 ■ 2020 Waste Diversion Rate\*\*  
 ■ 2020 Waste Diversion Goal

\*Does not include asphalt

\*\*Includes asphalt

## ENERGY CONSUMPTION



## GHG Emissions

### GHG Inventory & Calculation Methodology

To calculate the GHG inventory, the organizational and operation boundaries were defined in accordance with the GHG Protocol, which is the most widely used international standard for GHG accounting. JFKIAT pursued the Control Approach, which mandates that the inventory include all facilities JFKIAT owns and exercises operations over. Emissions from properties that are owned but not managed by JFKIAT are outside of the boundary and excluded from this inventory. Currently, the organizational boundary covers only John F. Kennedy International Airport Terminal 4. Greenhouse gas emissions were third-party verified utilizing the ISO 14064-3 standard.

Scope 1 emissions are those resulting from fuel combustion sources that are owned and controlled by JFK. Scope 2 emissions are indirect emissions resulting from the purchase of electricity, heating, or cooling. Scope 3 emissions are comprised of activities not controlled by JFK. In this case, tenant electricity usage throughout the terminal is being reported as scope 3 emissions.

In 2020, Terminal 4 reduced scope 1, 2, and 3 greenhouse gas emissions, aligned with our decrease in overall energy consumption across the terminal. Scope 1 greenhouse gas emissions decreased significantly, and overall emissions decreased by 17%.

| GREENHOUSE GAS EMISSIONS (MTCO <sub>2</sub> e) | 2019             | 2020             | change      |
|--|------------------|------------------|-------------|
| Scope 1 (Natural Gas)                          | 119              | 74.89            | -37%        |
| Scope 1 (Vehicle Fleet) <sup>1</sup>           | 391.36           | 90.50            | -77%        |
| Scope 2  | 23,995.75        | 21,295.79        | -11%        |
| Scope 3  | 4,032.65         | 2,143.42         | -47%        |
| <b>Total (Scope 1 + 2 + 3)</b>                 | <b>28,539.17</b> | <b>23,604.60</b> | <b>-17%</b> |

1. These emissions have not been verified utilizing the ISO 14064-3 standard. The EPA Emissions Factors published in April 2021 were used in the calculation methodology.



# ENVIRONMENTAL PERFORMANCE

## Energy Performance

Terminal 4 experienced an overall decrease in energy consumption on-site, which showcases our commitment to sustainability and the impact of our energy-efficiency measures being implemented throughout the terminal.

| ENERGY CONSUMPTION (MBTU) |                |                |             |
|---------------------------|----------------|----------------|-------------|
|                           | 2019           | 2020           | change      |
| Electricity*              | 127,318        | 128,735        | +1%         |
| Tenant Electricity        | 45,484         | 24,176         | -47%        |
| Natural Gas               | 2,248          | 1,410          | -37%        |
| Chilled Water             | 115,541        | 82,215         | -29%        |
| Hot Water                 | 62,806         | 57,339         | -9%         |
| <b>Total Energy Use</b>   | <b>353,399</b> | <b>293,875</b> | <b>-20%</b> |

## Water Performance

In 2020, water consumption decreased by 54.5%. This significant reduction can largely be attributed to the lower occupancy experienced throughout the terminal due to the pandemic. However, JFKIAT continued to prioritize installing water-efficient fixtures throughout the terminal, which also contributed.

## Waste Performance

JFKIAT reported a 53.3% waste diversion rate in 2020, which was just shy of our waste diversion target for 2020, 54%. Nonetheless, we were able to decrease our overall waste produced in 2020. We continued to divert waste from landfill through the recycling and compost programs that have been implemented across T4. Waste streams include single-stream recycling, cardboard, bulk waste, used oil, compost, electronic waste, and asphalt. JFK had an extensive construction project at the beginning of 2020, which resulted in a large amount of asphalt being produced. When asphalt is included in our waste calculations it significantly increases our diversion rate to 81%. While we recycle all asphalt at JFK, we felt it necessary to call out this specific waste stream since it falls outside of our typical waste patterns.

| WASTE & RECYCLING (tons)                             | 2019         | 2020         | change      |
|--|--------------|--------------|-------------|
| Waste Landfilled                                     | 2,844        | 975          | -66%        |
| Waste Recycled                                       | 3,912        | 4,078        | 4%          |
| <b>Total Waste Generated</b>                         | <b>6,757</b> | <b>5,054</b> | <b>-25%</b> |
| <b>Diversion Rate (%)</b>                            | <b>58%</b>   | <b>81%</b>   | <b>23%</b>  |
| <b>Total Waste Generated (not including asphalt)</b> | <b>5,903</b> | <b>2,088</b> | <b>-65%</b> |
| <b>Diversion Rate (%)</b>                            | <b>51%</b>   | <b>53%</b>   | <b>1.5%</b> |

\* Usage from tenant PCA systems has been attributed to JFKIAT in 2020 due to unavailability of direct tenant submeter data.

# LOOKING AHEAD

## Conclusion & Looking Ahead

### Investing in the Terminal

JFKIAT remains committed to its mission to grow stakeholder value through efficient and sustainable operation, management, and development of JFK T4.

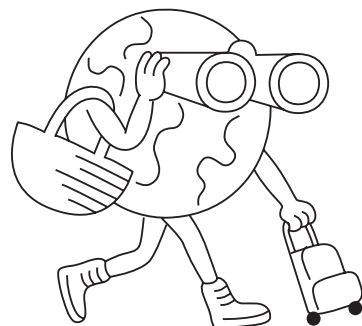
We will continue to remain focused on our five strategic priorities:

- Zero-Accident Culture
- Best CX Terminal at JFK
- Superior Financial Performance
- Innovation Leader at JFK
- Best Place to Work

### Future development/renovation plans

2021 will be a year of resilience and recovery, and JFKIAT will remain committed to its core values and priorities:

- Safeguarding the health & safety of all passengers and employees in T4
- Investing in enhancing the passenger travel experience that empowers a more seamless and touchless customer experience, from curb to gate
- Ensuring the financial health of the company by placing a strong focus on cash and liquidity management, control of our operational expenditures, and investments in the quality of the terminal
- Continuing to invest in T4 as a great place to work and giving back to our local community



### Key projects for 2021

- Restoring confidence in travel through COVID-19 testing and digital identification in T4
- Agreement between Port Authority of New York and New Jersey, Delta Air Lines, Inc., and JFKIAT on terms for a redefined T4 expansion plan and necessary financing
- Recovery of commercial revenue: focus on opening of units, (short term) commercial terms for the contracts and development of a long-term Concession Vision & implementation plan
- Creation of the new digital strategy and road map for JFKIAT and T4 and implementation of first pilots
- Preparation for LEED certification renewal in 2022 (increase certification level from Gold to Platinum)

### Outlook for 2021

As passengers, employees, and vendors return to our terminal, we will continue in our efforts to provide a safe and clean environment. We will maintain our green cleaning programs, socially distance practices, and temperature checks for the time being. Additionally, we will continue to track the COVID-19 pandemic and update our stakeholders with any further changes at T4.

Our hope is that passengers return to the T4 terminal with a sense of excitement as well as confidence in our safety measures. Although COVID-19 is not behind us, the return of passengers to T4 will bring back lost revenue and jobs that will be vital to the regrowth of JFKIAT in the future. We are committed to returning to our strong financial and operational track record and look forward to what is to come.





64

# GRI CONTENT INDEX

**GRI 100: UNIVERSAL STANDARDS****GRI 102: GENERAL DISCLOSURES 2016**

|   |   |
|---|---|
| Name of the organization  | <a href="#">About JFKIAT Terminal 4</a>                           |
| Location of headquarters  | Queens, New York  |
| Location of operations  | Queens, New York  |
| Ownership and legal form  | <a href="#">Corporate Governance &amp; Stakeholder Engagement</a> |
| Markets served  | <a href="#">About JFKIAT Terminal 4</a>                           |
| Scale of the organization   | <a href="#">About JFKIAT Terminal 4</a>                           |
| Information on employees and other workers                                    | <a href="#">Our People</a>  |
| Supply chain  | <a href="#">Purchasing</a>  |
| External initiatives  | <a href="#">4Good for the Community</a>                           |
| Statement from senior decision-maker  | <a href="#">Letter from Our President &amp; CEO</a>               |
| Key impacts, risks, and opportunities   | <a href="#">Risk Management; Materiality</a>                      |
| Values, principles, standards, and norms of behavior                          | <a href="#">Customer Experience</a>                               |
| Governance structure  | <a href="#">Corporate Governance &amp; Stakeholder Engagement</a> |
| Delegating authority  | <a href="#">Corporate Governance &amp; Stakeholder Engagement</a> |
| Executive-level responsibility for economic, environmental, and social topics | <a href="#">Corporate Governance &amp; Stakeholder Engagement</a> |
| Consulting stakeholders on economic, environmental, and social topics         | <a href="#">Corporate Governance &amp; Stakeholder Engagement</a> |
| Composition of the highest governance body and its committees                 | <a href="#">Leadership &amp; Executive Committee</a>              |
| Chair of the highest governance body  | <a href="#">President &amp; CEO</a>                               |
| Review of economic, environmental, and social topics                          | <a href="#">Materiality</a>                                       |
| Highest governance body's role in sustainability reporting                    | <a href="#">Leadership &amp; Executive Committee</a>              |
| List of stakeholder groups  | <a href="#">Corporate Governance &amp; Stakeholder Engagement</a> |
| Identifying and selecting stakeholders  | <a href="#">Materiality</a>                                       |
| Approach to stakeholder engagement  | <a href="#">Stakeholder Engagement</a>                            |
| List of material topics   | <a href="#">Materiality</a>                                       |
| Reporting period  | <a href="#">About This Report</a>                                 |
| Date of most recent report  | <a href="#">September 9, 2020</a>                                 |
| Reporting cycle   | <a href="#">About This Report</a>                                 |
| Contact point for questions regarding the report                              | <a href="#">About This Report</a>                                 |
| Claims of reporting in accordance with the GRI Standards                      | <a href="#">About This Report</a>                                 |
| GRI content index   | <a href="#">GRI Content Index</a>                                 |
| External assurance  | <a href="#">About This Report</a>                                 |

**GRI 300: ENVIRONMENTAL STANDARDS****GRI 301: MATERIALS 2016**

|                                    |   |
|------------------------------------|---|
| Materials used by weight or volume | <a href="#">Environmental Performance</a> |
|------------------------------------|---|



|   |  |
|---|--|
| <b>GRI 301: MATERIALS 2016</b>  |  |
| Energy consumption within the organization  | <a href="#">Environmental Performance</a>                |
| Energy consumption outside of the organization  | <a href="#">Environmental Performance, GHG Emissions</a> |
| Reduction of energy consumption   | <a href="#">Environmental Performance</a>                |
| <b>GRI 303: WATER 2016</b>  |  |
| Water withdrawal by source  | <a href="#">Environmental Performance</a>                |
| <b>GRI 305: EMISSIONS 2016</b>  |  |
| Direct (Scope 1) GHG emissions  | <a href="#">Environmental Performance</a>                |
| Energy indirect (Scope 2) GHG emissions   | <a href="#">Environmental Performance</a>                |
| Other indirect (Scope 3) GHG emissions  | <a href="#">Environmental Performance</a>                |
| Reduction of GHG emissions  | <a href="#">Environmental Performance</a>                |
| <b>GRI 306: EFFLUENTS AND WASTE 2016</b>  |  |
| Waste by type and disposal method   | <a href="#">Environmental Performance</a>                |
| <b>GRI 307: ENVIRONMENTAL COMPLIANCE 2016</b>   |  |
| Noncompliance with environmental laws and regulations   | Not Applicable   |
| <b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>  |  |
| New suppliers that were screened using environmental criteria   | <a href="#">Sustainable Procurement Practices</a>        |
| <b>GRI 400: SOCIAL STANDARDS</b>  |  |
| <b>GRI 401: EMPLOYMENT 2016</b>   |  |
| Benefits provided to full-time employees that are not provided to temporary or part-time employees                        | <a href="#">Our People</a>                               |
| <b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016</b>   |  |
| Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities | <a href="#">Safety and Security</a>                      |
| <b>GRI 404: TRAINING AND EDUCATION 2016</b>   |  |
| Average hours of training per year per employee   | <a href="#">Our People</a>                               |
| Programs for upgrading employee skills and transition assistance programs   | <a href="#">Safety and Security</a>                      |
| <b>GRI 413: LOCAL COMMUNITIES 2016</b>  |  |
| Operations with local community engagement, impact assessments, and development programs                                  | <a href="#">4Good for the Community</a>                  |
| <b>GRI AIRPORT OPERATOR SECTOR</b>  |  |
| <b>ORGANIZATIONAL PROFILE</b>   |  |
| Size of airport, runways, # of operations, # airlines served during reporting period/destinations                         | <a href="#">Operational Statistics</a>                   |

| ECONOMIC DISCLOSURES  |   |
|---|---|
| MARKET PRESENCE   |   |
| # passengers annually broken down by international/ domestic flights; broken down by origin & destination / transfer passengers   | <a href="#">About JFKIAT Terminal 4</a>   |
| Total amount of cargo tonnage   | <a href="#">Operational Statistics</a>    |
| ENVIRONMENTAL DISCLOSURES   |   |
| ENERGY  |   |
| Report energy reduction programs/initiatives & provide summary of results/how info is used  | <a href="#">Sustainable Operations</a>    |
| Reduction of energy consumption   | <a href="#">Environmental Performance</a> |
| WATER   |   |
| Report stormwater management/irrigation & initiatives to minimize pollutants/chemicals entering stormwater  | <a href="#">Sustainable Operations</a>    |
| EMISSIONS   |   |
| Report on reduction of emissions from on-site transportation & policies to encourage the airport community to reduce emissions  | <a href="#">Sustainable Operations</a>    |
| Reduction of GHG emissions  | <a href="#">Environmental Performance</a> |
| EFFLUENTS & WASTE   |   |
| Report on responsibility for handling sources of waste  | <a href="#">Sustainable Operations</a>    |
| Total weight of waste by type & disposal method   | <a href="#">Environmental Performance</a> |
| TRANSPORT   |   |
| Identify modes of ground transportation of passengers, staff, visitors, and suppliers within/to the airport & initiatives to improve energy efficiency/reduce emissions | <a href="#">Sustainable Operations</a>    |
| INTERMODALITY   |   |
| Report policies on long-term plans and initiatives for reducing significant environmental impacts   | <a href="#">Sustainable Operations</a>    |
| LABOR PRACTICES & DECENT WORK   |   |
| EMPLOYMENT  |   |
| Policies/programs regarding local hiring by the airport operator  | <a href="#">Our People</a>                |
| OCCUPATIONAL HEALTH & SAFETY  |   |
| Type of injury and rates; # of work fatalities  | <a href="#">Safety and Security</a>       |
| SUBCATEGORY: HUMAN RIGHTS   |   |
| SECURITY PRACTICES  |   |
| Report roles and responsibilities related to airport security   | <a href="#">Safety and Security</a>       |



# ABOUT THIS REPORT

JFKIAT Terminal 4's 2020 Sustainability Report has been prepared in alignment with the Global Reporting Initiative (GRI) Standards Reporting Guidelines and the GRI Airport Operators Sector Supplement guidelines. A GRI Content Index identifying the location of each of these disclosures can be found on page 65. This report covers JFKIAT's 2020 environmental, social, and governance programs and performance. All reported performance data is for the calendar year ending on December 31, 2020, unless stated otherwise. All financial data is reported in U.S. dollars. For more information about JFKIAT's sustainability programs and business performance, please visit the Social Responsibility section of our website at <https://www.jfkt4.nyc/about/social-responsibility/>. To provide feedback or request additional information, please contact us at <https://www.jfkt4.nyc/contact>, 718-751-3800.

## Data Verification

CodeGreen Solutions conducted a third-party, limited-assurance review of energy, water, waste, and greenhouse gas emissions calculations. The limited-assurance review did not include fleet vehicle usage. Greenhouse gas verification followed the methodology of ISO 14064-3, and a parallel methodology was used for energy and water data. Under this methodology, CodeGreen Solutions found nothing causing it to believe that the values reported are not presented fairly, and in accordance with the relevant criteria.









