

EXPERIENCE

2021 Report of Achievement

THE REMIX

CLT
CHARLOTTE DOUGLAS
INTERNATIONAL AIRPORT





NO SMOKING ALLOWED

welcome to CHARLOTTE

Douglas MUNICIPAL Airport

WELCOME TO CHARLOTTE

PIEDMONT

CHARLOTTE

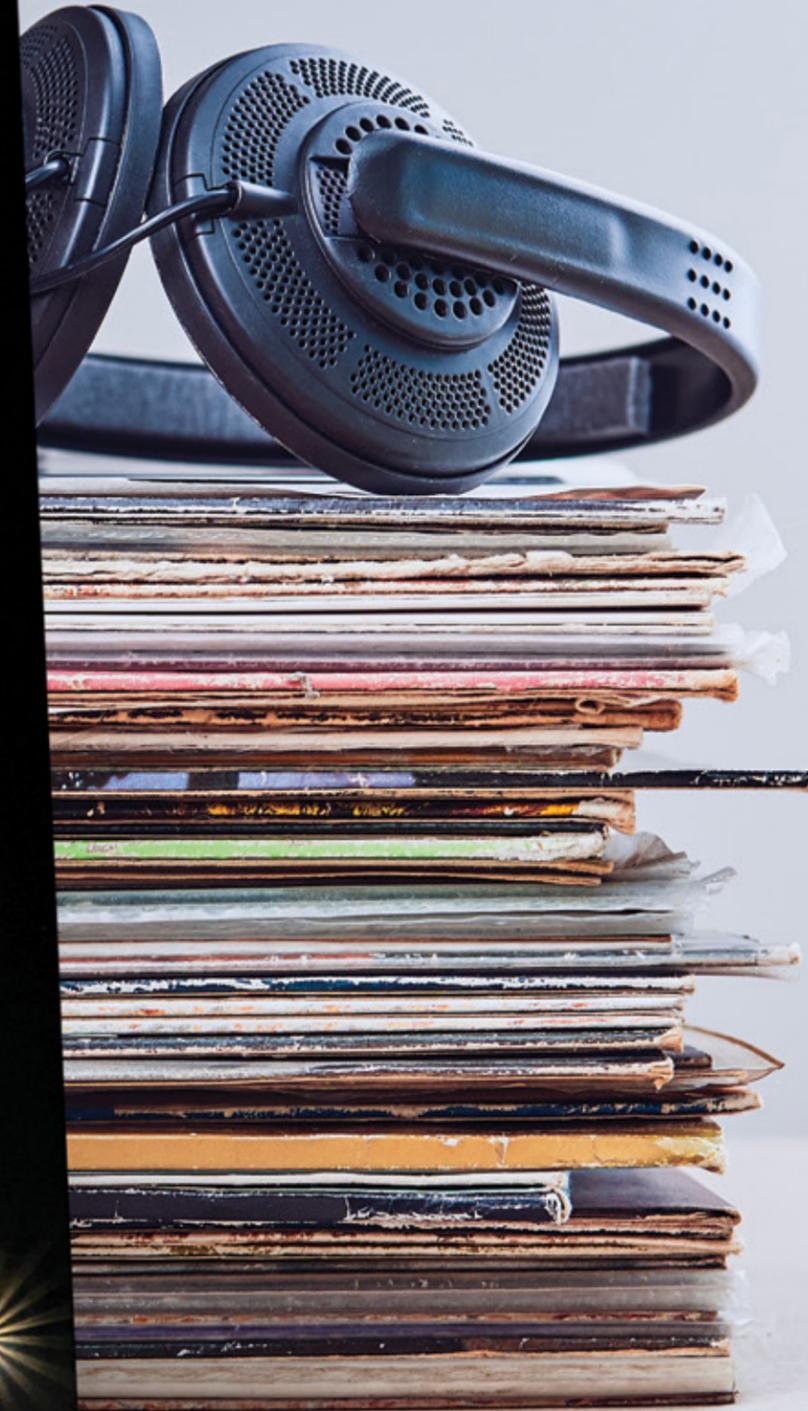
- 4. "Intro" (Letter from CEO/Aviation Director)
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VISION:

WE WILL SERVE AS AN ECONOMIC ENGINE OF THE CAROLINAS, FACILITATING THE MOVEMENT OF PEOPLE AND GOODS, CREATING JOBS AND ENTERPRISE AND SUSTAINING A HIGHER QUALITY OF LIFE.

MISSION:

WE WILL BE THE PREFERRED AIRPORT AND AIRLINE HUB BY PROVIDING THE HIGHEST QUALITY PRODUCT FOR THE LOWEST POSSIBLE COST.



A REMIX FROM THE CEO/AVIATION DIRECTOR

The groove was back for Charlotte Douglas International Airport in 2021.

A year after COVID-19 caused lower passenger traffic, declining revenue and fewer flights, the new year brought a new rhythm.

A mix of old initiatives and state-of-the-art innovation created a remix for an enhanced travel experience. The outcome was chart topping. CLT welcomed more flights, larger crowds and increased revenue.

Passengers were ready to fly again in 2021, and we were thrilled to welcome them back with rigorous cleaning procedures and the latest technology to make them feel confident about returning to the terminal.

For our employees, we fostered a strong culture of safety and continued investing in their careers through training and education.

Within our community, the Airport strived to create opportunities for employment and enrich the lives of our neighbors.

For the environment, we remained steadfast in our goal of becoming a model for sustainability by adding five new electric buses to our transportation

fleet and earning Green Globes® certification for Concourse A Expansion.

The 2021 Report of Achievement is a record of our many accomplishments and a testament of how CLT became one of the fastest recovering airports in the country.

I have a quote by the Rev. Martin Luther King, Jr. in my office that reads:

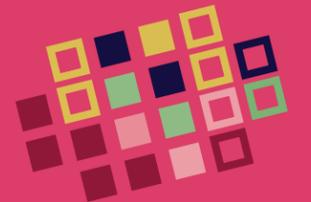
**"IF YOU CAN'T FLY, THEN RUN,
IF YOU CAN'T RUN, THEN WALK,
IF YOU CAN'T WALK, THEN CRAWL, BUT WHATEVER YOU DO, YOU HAVE TO KEEP MOVING FORWARD."**

That is exactly what CLT has done during this pandemic. Some days we were flying and other days we were crawling. But no matter what, we kept moving forward to the beat of our own drum, a unique remix of resiliency and tenacity.

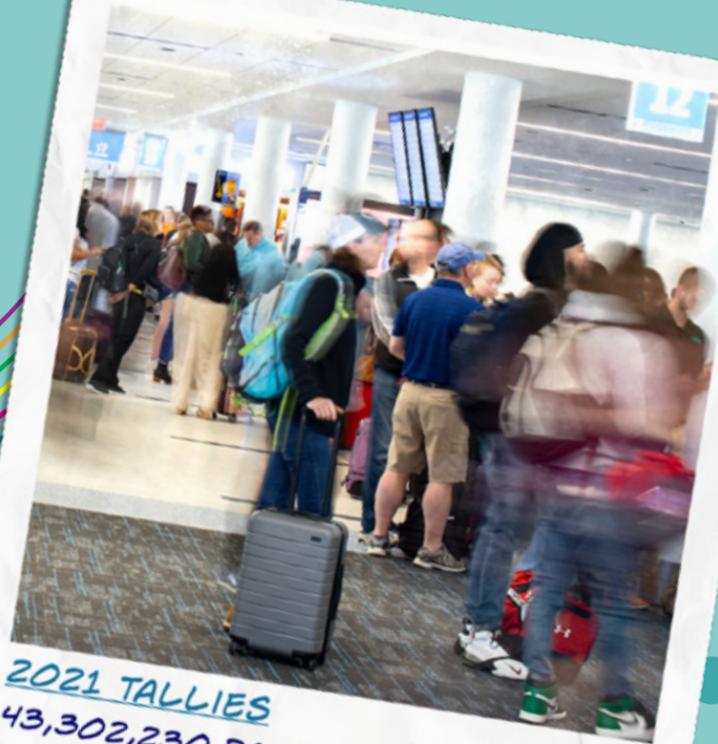
HALEY GENTRY
CEO/AVIATION DIRECTOR
CHARLOTTE DOUGLAS
INTERNATIONAL AIRPORT



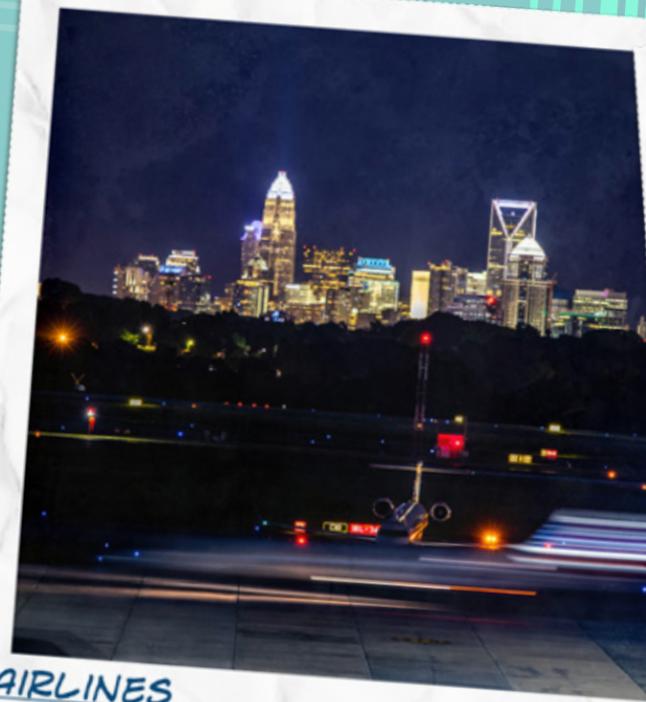
HALEY GENTRY OVERSEES THE FIFTH BUSIEST AIRPORT IN THE WORLD FOR ARRIVALS AND DEPARTURES AND SIXTH FOR PASSENGER TRAFFIC.



BY THE NUMBERS



2021 TALLIES
 43,302,230 PASSENGERS
 519,895 ARRIVALS & DEPARTURES
 168,566 TONS OF CARGO



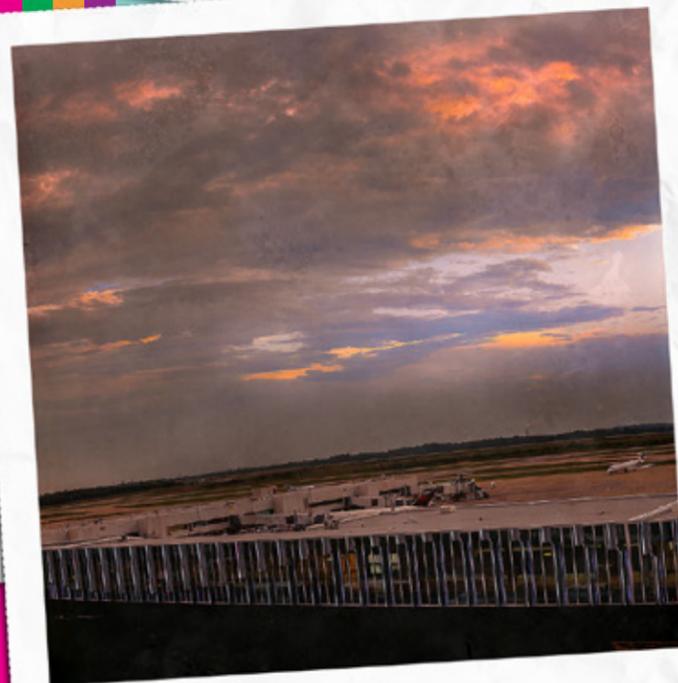
AIRLINES
 188 NONSTOP DESTINATIONS
 36 INTERNATIONAL DESTINATIONS
 8 DOMESTIC AIRLINES
 3 FOREIGN FLAG CARRIERS



ECONOMIC IMPACT
 \$24.6B ANNUAL ECONOMIC IMPACT
 4% OF STATE'S GROSS PRODUCT
 \$1.3B STATE AND LOCAL TAXES



2021 ACI RANKINGS (WORLDWIDE)
 5TH ARRIVALS & DEPARTURES
 6TH TOTAL PASSENGERS
 36TH CARGO (NATIONWIDE)



ABOUT CLT
 1936-CHARLOTTE MUNICIPAL AIRPORT OPENS
 MAY 2, 1982 CURRENT TERMINAL OPENS
 114 GATES



1,300+ DAILY ARRIVALS & DEPARTURES
 100,000 DAILY PASSENGERS
 24,000 + PARKING SPACES
 6,000 ACRES OF LAND



1.8 MILLION SQ.-FT. TERMINAL
 4 RUNWAYS
 \$195M OPERATING BUDGET
 100+ RETAIL & RESTAURANTS

MANAGEMENT HIGHLIGHTS

featuring
"Here Comes the Sun"



Here Comes the Sun

After experiencing a challenging 2020, CLT was happy to ring in 2021. The new year brought increased passenger traffic, more flights, strong bond ratings, higher revenues compared to 2020, a COVID-19 vaccination clinic, major real estate deals and the selection of CLT's first female aviation director.

While overall numbers were not back to pre-pandemic level, Airport operations were slowly returning to normal with clear signs of the forecast that lies ahead - "here comes the sun."

CLT SERVES 43 MILLION PASSENGERS

Charlotte Douglas International Airport served 43 million passengers in 2021. That's 86% of the record-breaking 50.2 million passengers who flew to, from and through CLT in 2019. It's also up 59% from the 27 million passengers in 2020, the height of the pandemic.

The Airport remained focused on creating an Airport experience that gave travelers the confidence to fly and implementing safety initiatives that deter the spread of COVID-19.

Aircraft traffic jumped 31% over 2020. CLT logged 519,895 arrivals and departures combined in 2021 compared to 397,983 in 2020 and 578,263 in 2019. Airlines began rebuilding their flight schedules when demand for air travel increased and international travel returned. Daily departures averaged 672 in 2021.

Cargo saw a minor dip of 4% to 168,566 tons of goods transported through CLT in 2021 versus 174,913 tons in 2020 and 184,449 tons in 2019.

The missing puzzle piece to a full recovery has been the return of business travel. In 2021, leisure travel comprised 76% of passenger traffic. Business travel was 24%. Those numbers were 34% business travel and 66% leisure travel in 2019. As more people take to the skies again, Charlotte Douglas is predicting a 100% recovery by 2023 – a year earlier than previously forecasted.



9-8-21
COME FLY WITH ME
CLT BECAME AMERICAN AIRLINES' FIRST HUB TO SURPASS PRE-PANDEMIC FLIGHT SCHEDULES.

CHARLOTTE DOUGLAS
RANKS

FIFTH BUSIEST

AIRPORT WORLDWIDE

CLT rebounded quicker from the pandemic than most airports, ranking the fifth busiest airport worldwide for arrivals and departures and sixth for passenger traffic, according to Airports Council International (ACI) 2021 rankings. It's a jump from 2020 when CLT placed sixth worldwide for arrivals and departures and 18th for passenger traffic. Cargo ranked 36th nationwide compared to 33rd in 2020.



11-12-21
THE ONLY WAY IS UP
CLT SURPASSED 43 MILLION PASSENGERS IN 2021, WHICH IS 86% OF THE 50.2 MILLION FLYERS IN 2019.

AIRLINES BEGIN BOUNCING BACK

CLT is home to eight major carriers, 15 regional carriers and three foreign flag carriers.

The Airport is the second largest hub for American Airlines, the world's largest airline. American provides 90% of air service at the Airport.

In 2021, Charlotte Douglas became the first hub in American's global network to return to growth, surpassing pre-pandemic flight schedules.

American Airlines that year added service to Honolulu; Columbus, Ga.; El Paso, Texas, Ontario, Canada; Reno, Nev.; Kalispell, Mont.; Alexandria, La.; Lafayette, La. and Samaná, Dominican Republic.

Delta Air Lines launched flights to Boston, and Southwest Airlines began service to Denver.

Charlotte Douglas offered 188 nonstop destinations in 2021, including 36 international destinations.

The Airline Use and Lease Agreement (AUA) in its fifth year with the signatory carriers provides CLT a strong and secure financial platform for the next five years and a tool for responsibly meeting airline traffic demand. The Airport's strong liquidity and cost-recovery-based airline agreement renders a stable foundation to withstand financial downturns.



2ND
LARGEST HUB
FOR AMERICAN
AIRLINES

59%

INCREASE IN PASSENGER
TRAFFIC FROM 2020

HALEY GENTRY

NAMED CEO/AVIATION DIRECTOR

Haley Gentry in June became CLT's first female CEO/Aviation Director. Gentry has spent more than 30 years in the Aviation Department, starting as an intern and over time worked her way up to her current position.

"When I first walked through the doors of the Airport as an intern, I knew this was a very special place to work," Gentry said. "We have a terrific team and wonderful support from our city leadership. Our focus and hard work have grown CLT into what I believe is the best airport in the country. I'm proud and grateful to have this opportunity to now lead the Aviation Department."

Gentry succeeds Brent Cagle, who was appointed assistant city manager for the City of Charlotte. She was named acting aviation director in October 2020, when Cagle joined the City of Charlotte's Manager's Office on special assignment.

"My focus will continue to be growing CLT and continuing the initiatives that we have been working on for many years, including ensuring that the department is an employer of choice, remaining a cost-effective airport for our partners and providing a great experience for travelers."



6-2-21
SHE'S A FIRST!
HALEY GENTRY WAS NAMED CLT'S CEO/AVIATION DIRECTOR AND IS THE FIRST FEMALE TO HOLD THAT POSITION.

30+

YEARS EXPERIENCE
IN THE AVIATION
INDUSTRY

AIRPORT RECEIVES AA RATINGS FROM FITCH AND MOODY'S

Fitch Ratings and Moody's Investors Service assigned AA ratings in 2021 to CLT's revenue bonds.

Charlotte Douglas issues new bonds every 12 to 24 months to help pay for its capital improvement projects to expand and renovate the Airport.

CLT is one of 10 airports nationwide with an AA credit rating, which is the highest an airport can receive. That's thanks in part to CLT's conservative financial stewardship and strong recovery numbers.

In April, Fitch Ratings assigned an 'AA-' rating to the City of Charlotte's approximately \$387.7 million of series 2021A and B Airport revenue bonds to be issued on behalf of CLT. The rating agency also affirmed the 'AA-' rating on the Airport's approximately \$772 million of outstanding parity bonds.

During the pandemic, Fitch Ratings assigned a negative outlook to all U.S.-issued airport revenue bonds. CLT was one of only two airports to have its outlook upgraded from negative to stable by Fitch.

Moody's Investors Service assigned Aa3 to the City of Charlotte's Airport Enterprise's Airport Revenue Bonds,

Series 2021A (Non-AMT) and 2021B (AMT) and categorized the outlook as stable.

The high financial ratings enable CLT to lock in low interest rates to pay back those bonds. The savings are passed on to the airlines, allowing CLT to keep the cost-per-enplaned-passenger among the lowest in the country. As a result, airlines are more apt to do business and expand service at CLT.



9-8-21
CREDIT WHERE CREDIT IS DUE
CLT WAS ONE OF ONLY TWO AIRPORTS TO HAVE ITS OUTLOOK UPGRADED FROM NEGATIVE TO STABLE BY FITCH RATINGS.

AA3

RATING ASSIGNED TO CLT REVENUE BONDS BY
MOODY'S INVESTORS SERVICE

FINANCIAL HIGHLIGHTS SIGNAL

STRONG RECOVERY

CLT oversaw an operating budget of \$195 million in fiscal year 2022 (July 2021 – June 2022).

As a self-supporting business and enterprise fund, the Airport uses no local tax money to pay daily operating costs. Funds come from Airport-generated revenue, including parking, concessions, landing fees, rental cars, advertising, cargo, fixed-base operations and airline rentals.

CLT is well-known in the aviation industry as an exceptional value by providing a cost effective and reliable platform for its airline business partners. CLT's \$1.77 net cost per enplaned passenger is among the lowest for large hub airports in the country.

Parking revenues rose approximately 102% to \$50 million in 2021 compared to \$24.8 million in 2020.

Overall Airport revenues jumped 7% to \$231.7 million from \$216 million in 2020.

169,390

JOBS CREATED
FOR N.C. RESIDENTS

\$50M

PARKING REVENUES

\$231.7M

OVERALL AIRPORT
REVENUES



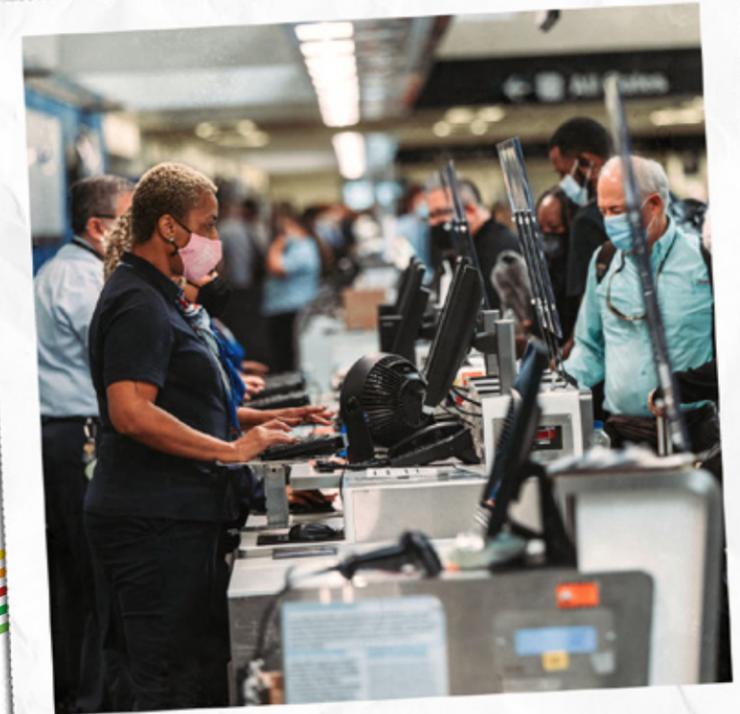
4-7-21
HIT ME WITH YOUR BEST SHOT
RESIDENTS AND EMPLOYEES WERE ABLE TO
RECEIVE VACCINES IN THEIR VEHICLES.

ECONOMIC IMPACT REACHES

\$24.6B

The latest numbers from the N.C. Department of Transportation shows Charlotte Douglas International Airport contributes \$24.6 billion to the state's local economy. CLT also creates \$1.3 billion in state/local taxes, 169,390 jobs for N.C. residents and \$6.8 billion in personal income.

Charlotte Douglas remained a top economic driver among North Carolina airports. CLT alone comprised 40% of the state's economic output, 52.7% of state/local taxes, 45% of airport jobs for N.C. residents and 45.5% of personal income related to the state's 72 airports.



10-1-21
MONEY, MONEY, MONEY
CHARLOTTE DOUGLAS REMAINS A TOP ECONOMIC
DRIVER AMONG NORTH CAROLINA AIRPORTS.

AIRPORT HOLDS COVID-19 VACCINATION CLINIC

Approximately 5,100 Airport workers and residents received the COVID-19 vaccine in March and April thanks to a partnership between CLT, Atrium Health, American Airlines and the City of Charlotte.

Since the pandemic began, hundreds of Airport workers have remained on the job to serve passengers' travel needs. CLT managers sought to make the vaccination more convenient for Airport employees.

Around 300 Aviation Department volunteers, along with Atrium Health and CLT partners, assisted with the drive-through and walk-up vaccination clinic held at Express Deck 2.

5,100

AIRPORT EMPLOYEES AND
RESIDENTS RECEIVED COVID-19 VACCINES

CONCESSIONS REVENUE

INCREASES BY 66 PERCENT

Throughout the CLT terminal, passengers had access to 120 venues, amounting to 136,912 square feet of concessions choices to elevate the travel experience. Charlotte Douglas reopened 95% of its venues in 2021 after temporarily closing the majority of stores and restaurants in 2020 due to COVID-19.

Charlotte Douglas received \$168.2 million in direct relief from the American Rescue Plan Act in March for all in-terminal concessions operators because of the plunging 2020 revenues at the start of the pandemic.

Revenues began rising in early 2021. Together HMSHost, CLT's food

and beverage concessionaire, and Paradies Lagardère, CLT's retail concessionaire, generated over \$222 million in gross sales, an increase of 66% from 2020 and employed more than nearly 2,000 workers.

The Airport opened Summer House (Concourse B) and Rocky Mountain Chocolate (Concourse A Expansion) in 2021.

The Airport also introduced QR codes for mobile order and pay at casual dining restaurants, self-checkout options throughout the terminal, mobile-order pay and pick-up at all Starbucks and the addition of Uber Eats.



5-5-21
PACKED HOUSE
CUSTOMERS LINED UP FOR TABLES AT SUMMER HOUSE AFTER IT OPENED IN 2021.

\$222M

IN CONCESSIONS GROSS SALES

REAL ESTATE DEALS

SCORE MAJOR WINS

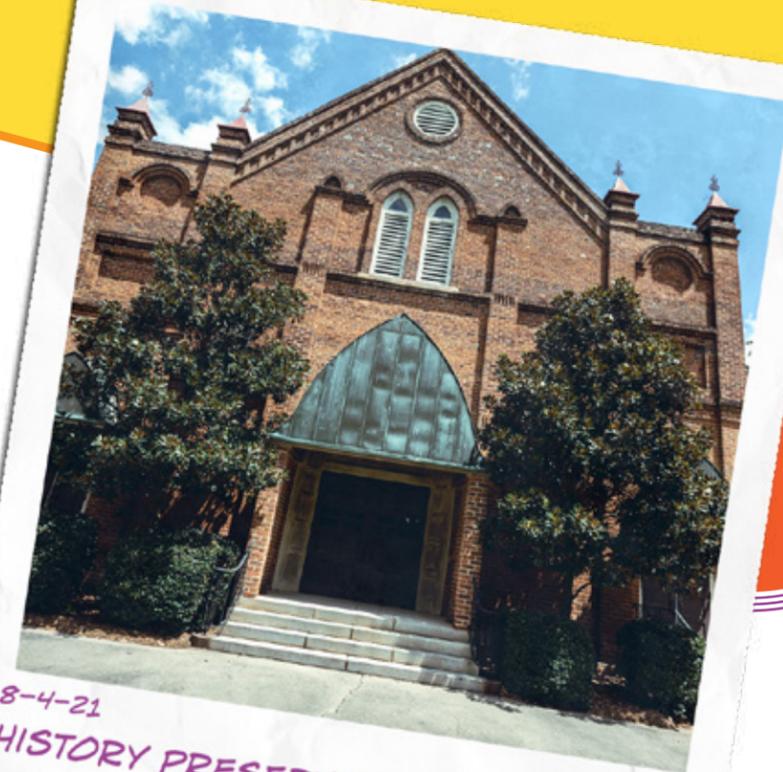
The Airport continued expanding its non-aeronautical revenue portfolio in 2021 by selling and leasing Airport land not identified for airfield expansion. The money generated from the real estate transactions serve as a safety net when traditional revenue sources are no longer there. A prime example – the steep decline in passengers and flights in 2020 due to COVID-19 that led to a substantial dip in overall Airport revenues.

In September, CLT closed on the sale of 117 acres on Shopton Road to Eastgroup LLC for \$7 million. This was the culmination of over four years work from Aviation's Economic & Community Affairs. The deal resulted in over

\$650,000 of Airport revenue after reimbursing federal funds initially used to acquire the parcels.

Charlotte City Council approved in October the lease of 49 acres of Airport land near the intersection of Tuckaseegee Road and Wilkinson Boulevard with a 49-year term to Crow Holdings Industrial. The agreement established an annuity of \$490,000 to the Airport for 49 years and enabled the development of a new distribution center and the creation of new jobs.

The sale of 76 acres of Airport land and the Airport-owned historic Steele Creek Presbyterian Church to Foundry Commercial for \$9.6 million was approved by Charlotte City Council in December. Foundry's proposal included preserving and maintaining the historic sanctuary, providing workforce development and building two 700,000-square foot distribution centers on the site.



8-4-21
HISTORY PRESERVED
SELLING THE HISTORIC STEELE CREEK PRESBYTERIAN CHURCH INCLUDES PRESERVATION OF THE SANCTUARY.

\$9.6M

SALE FOR 76 ACRES OF LAND AND STEELE CREEK PRESBYTERIAN CHURCH

BUSINESS DIVERSITY PROGRAMS SOAR

The Aviation Department supports three business diversity programs – federally approved and mandated Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise Programs (ACDBE), as well as the City's Charlotte Business INclusion (CBI) Program.

The Department's ACDBE Program works with the Airport's concessionaires HMSHOST and

Paradies Lagardère to reach yearly goals set by the city and Airport.

ACDBE terminal concessions (food/beverage and retail) generated over \$52 million of combined revenue in federal fiscal year 2021 (Oct. 1, 2020 - Sept. 30, 2021), up from \$40 million in federal fiscal year 2020 (Oct. 1, 2019 - Sept. 30, 2020).

The Aviation Department also exceeded its overall ACDBE goal for

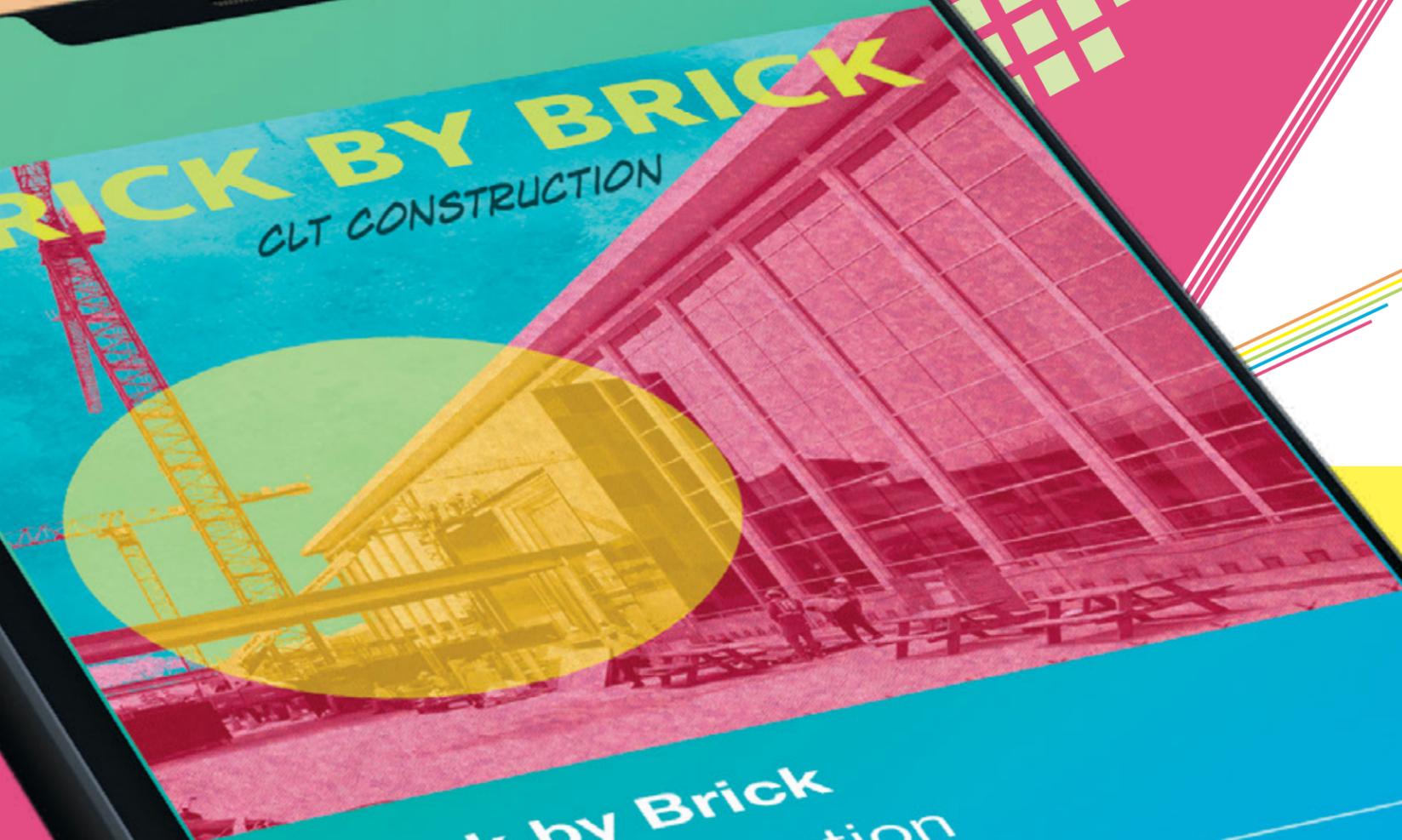
rental cars by .35% and non-rental cars by 2.4%. Goals are met through revenue generated and goods and services expenditures with ACDBE firms.

The program serves 19 companies who have multiple concessions inside the terminal and nine companies for goods and services.



BRICK BY BRICK

CLT CONSTRUCTION



Brick by Brick

CLT Construction

Like a small city continuing to evolve and expand, Charlotte Douglas International Airport invested in infrastructure and directed plans toward the future. Destination CLT, the Airport's \$3.1 billion capital investment program to expand and renovate the terminal and airfield, forged ahead in 2021 "brick by brick." The Airport focused its attention on construction of the Terminal Lobby Expansion, the homecoming of the Airport's famous Queen Charlotte statue and expansion of Concourse E to better accommodate passengers.

CLT also worked toward the approval of its Environmental Assessment to build the fourth parallel runway, associated exits and taxiways and Concourses B and C expansions, along with their ramps. The Airport gained recognition for Taxiway Mike and Taxiway Foxtrot rehabilitation as well. For CLT, ongoing construction translates to progress and continued growth.

TERMINAL LOBBY EXPANSION

By the end of 2021, the Terminal Lobby Expansion (TLE) was 30% complete. Construction was ongoing throughout the year. Steel installation began in March. Roofing wrapped up on the west side in December while work continued on interior walls, mechanical, electrical, plumbing and the placement of elevators and escalators.

Central Energy Plant construction concluded in December. The facility contains boilers and chillers that will provide heating and cooling for the new terminal lobby. The TLE is scheduled for completion in 2025.

The \$608 million signature TLE project will transform the Airport's entrance with 366,000 square feet of new and renovated space, along with an architecturally stunning canopy that will welcome visitors for decades.

The expansion will provide additional circulation space on the Arrivals/Baggage Claim and Departures/Ticketing levels. Passenger amenities will include modern ticket counters, eight original artworks, charging stations and five pre-security concession spaces.

CLT's five existing security checkpoints will be converted into three larger, more efficient checkpoints with more queue lanes and the latest security screening equipment, thereby increasing passenger throughput and shortening the amount of time passengers wait in line for screening.

366,000
SQUARE-FOOT TERMINAL LOBBY EXPANSION



CAUTION



RETURN OF QUEEN CHARLOTTE

3,000 LB
QUEEN CHARLOTTE STATUE RETURNS HOME

The Airport's 3,000-pound, 15-foot-tall Queen Charlotte statue returned to the Airport in June after spending six months being cleaned and shined at Carolina Bronze in Seagrove.

The cleaning was part of the royal statue's preparation for being unveiled when the east side of the Terminal Lobby Expansion opens in 2023.

Queen Charlotte will take center stage in the newly renovated lobby. Currently,

the statue is covered in cloth for protection during ongoing construction.

The statue was first installed between CLT's original hourly decks in 1990. She was relocated in 2013 between the Daily Decks to make room for construction on the new Hourly Deck.

The statue is a depiction of Queen Charlotte, the British monarch whom the city of Charlotte is named.





8-19-21
CONCOURSE E EXPANSION
PHASE 9

8-19-21
ACCOMMODATING GROWTH
CONCOURSE E EXPANSION PHASE 9 WILL HELP
SERVE AMERICAN AIRLINES' EXPANDING REGIONAL
JET SERVICE.

CONCOURSE E EXPANSION PHASE 9

Crews were busy putting the final touches on Concourse E Expansion Phase 9 in 2021. Work progressed on interior finishes, painting and the installation of ceiling grids. Foundation work for the passenger boarding bridges, associated ramp concrete, stairs, handicap ramps and boarding gates had just started.

The 34,000-square-foot expansion will open in April 2022 with holdroom space for 10 gate areas (Gates 36-45), a Pet Relief Area, Mother's Room, restrooms and four new concessions (Uptown Exchange, Gameway, PDQ and Sycamore Brewing).

The addition also includes seats with integrated power, terrazzo flooring in the center walkways to accommodate rolling luggage, LED lighting for a brighter space and new artwork.

34,000

SQUARE-FOOT
CONCOURSE E EXPANSION



ENVIRONMENTAL ASSESSMENT

FOR AIRFIELD AND CONCOURSE EXPANSIONS

The Airport moved one step closer to obtaining the Federal Aviation Administration's approval to expand CLT's airfield and terminal. In May, public workshops were held to discuss the draft Environmental Assessment (EA), which examines the proposed construction of a 10,000-foot fourth parallel runway, associated exits and taxiways and terminal expansion of Concourse B and Concourse C, along with their ramps.

The project team provided assessment updates and discussed next steps to workshop attendees. Community residents were able to make statements about the EA during a public hearing. A copy of the revised draft EA was made available to the public online as well as in paper form at the CLT Center in October. The city of Charlotte also hosted a virtual public hearing in November for the public to provide their comments on the revised draft.

\$3.1B

CAPITAL INVESTMENT
PROGRAM KNOWN AS
DESTINATION CLT

2021 COMMERCIAL SERVICE AIRPORT

PROJECT OF THE YEAR

CLT was awarded the 2021 Commercial Service Airport Project of the Year: Airfield Category for Taxiway Mike and Foxtrot Rehabilitation. Airport representatives received the honor from the Southeast Chapter of the American Association of Airport Executives on March 30.

Taxiway Mike at CLT is the main taxiway used for access to the center and west runways at CLT (Runways 18C-36C and Runway 18R-36L) and one of the busiest taxiways on the airfield.

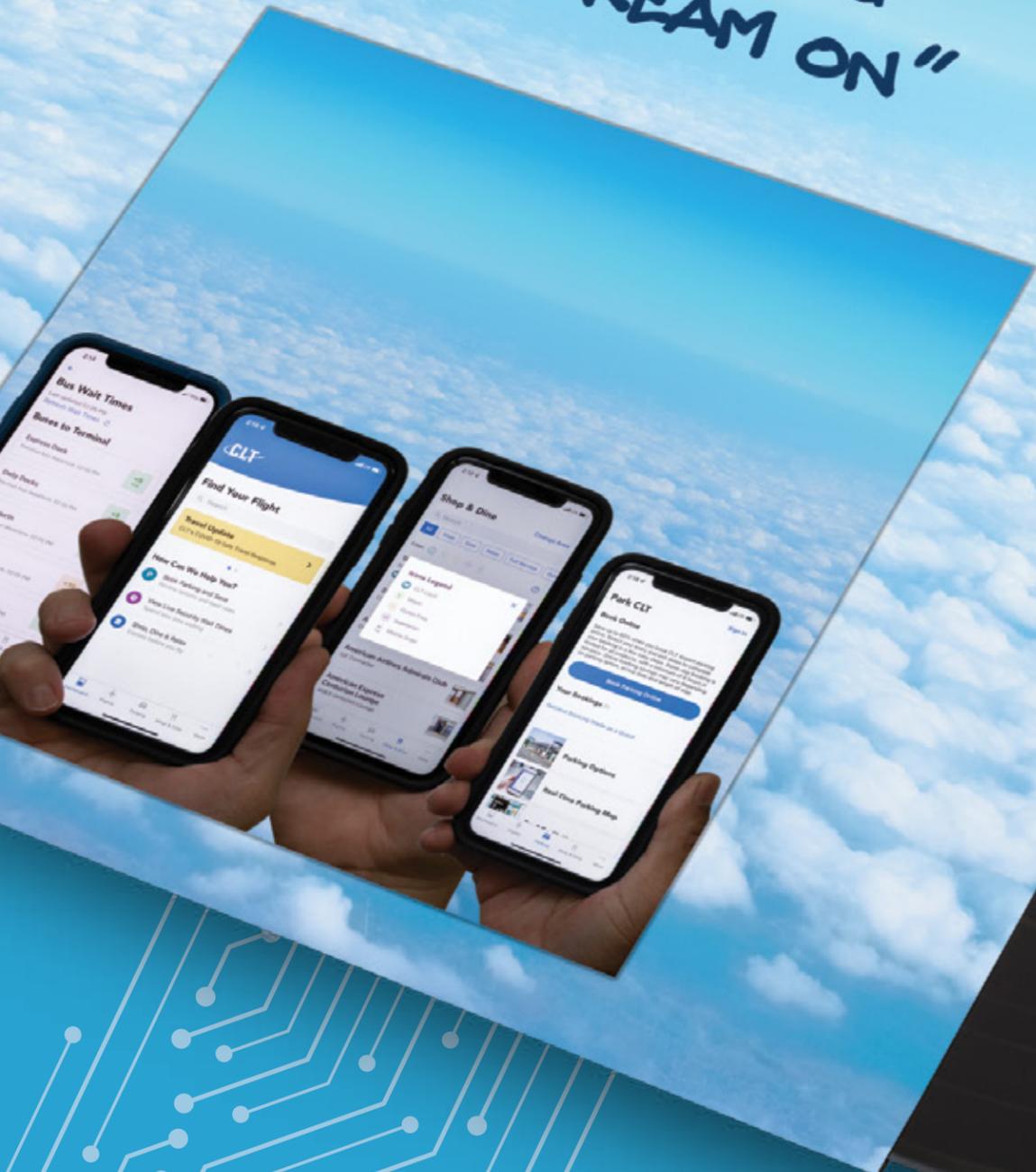
The rehabilitation of Taxiway Foxtrot was critical because it will become the primary taxiway for construction of the new centralized deice pad at Runway 18C-36C and Taxiway E.



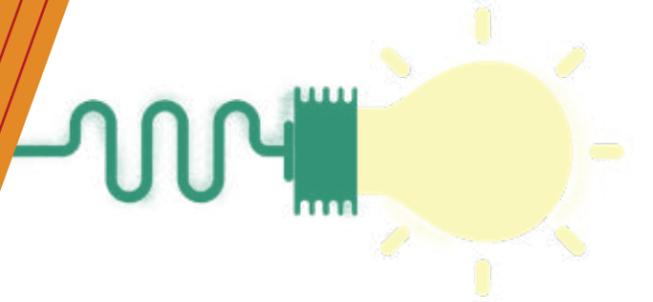


INNOVATION

FEATURING
"DREAM ON"



INNOVATION - "DREAM ON"



Embracing innovation is the key to being a leader in the aviation industry. Charlotte Douglas International Airport continues to invest in the latest technology to enhance the travel experience and to create a safer terminal for passengers.

By incorporating new software systems, initiatives, processes and electronics, the Airport has been able to reduce flight delays, provide touchless ordering and checkout at restaurants, implement added safety measures, boost online booking options for parking and improve the accuracy of security wait times listed on CLT's website and app.

And it's just the beginning of what the Airport has in store over the next five to 10 years. A new day has come at CLT to "dream on" about all the endless possibilities that can be made possible within air travel. At its heart is innovation.

837

HOURS SAVED IN FLIGHT DELAYS (FROM SEPTEMBER 2017 TO MAY 2021) DUE TO ATD-2 TECHNOLOGY

CLT TESTS GROUNDBREAKING NASA SOFTWARE

CLT took part in the Airspace Technology Demonstration-2 (ATD-2) test phase from September 2017 to May 2021, resulting in more than 1 million gallons of jet fuel saved and eliminating 837 hours in flight delays for passengers. The amount of carbon dioxide emissions avoided is equivalent to planting more than 159,000 trees in an urban environment.

The NASA software program predicts airport traffic conditions to determine the best way to operate aircraft both on the airfield and in the air. The CLT Ramp Tower uses the aircraft sequencing software to assist with timing of when to push aircraft off the gate.

ATD-2 reduces delays and shifts wait times to the gate - instead of on the

taxiway with engines running. The technology ultimately gets travelers from gate to the runway to the sky with minimal delay.

CLT jumped at the opportunity to partner with NASA, the Federal Aviation Administration (FAA) and American Airlines to participate in the program, knowing the innovation and positive effect the software could have.

With the help of the FAA, a final version of ATD-2 is preparing to launch at high-capacity airports nationwide. Charlotte is one of the first airports in the final program, which is known as Terminal Flight Data Manager (TFDM). TFDM is expected to be fully operational in the next year to 18 months.



1-10-21
THE FUTURE OF AVIATION
NEW NASA TECHNOLOGY AT CLT HELPS REDUCE DELAYS AND SHIFTS WAIT TIMES TO THE GATE.

AIRPORT IMPLEMENTS HEALTHY BUILDING INITIATIVE

Charlotte Douglas International Airport invested in the latest technology to help deter the spread of COVID-19 and give passengers the confidence to fly again through its Healthy Building Initiative.

Bipolar ionization was integrated into CLT's HVAC system. The technology releases ions into the air that latch onto and disable viruses, allergens, bacteria and airborne mold to provide continuous disinfection.

UV-C lights were placed on escalator and moving sidewalk handrails. The

UV-C lights eliminate harmful bacteria on handrail surfaces during rotation, delivering nonstop sanitization.

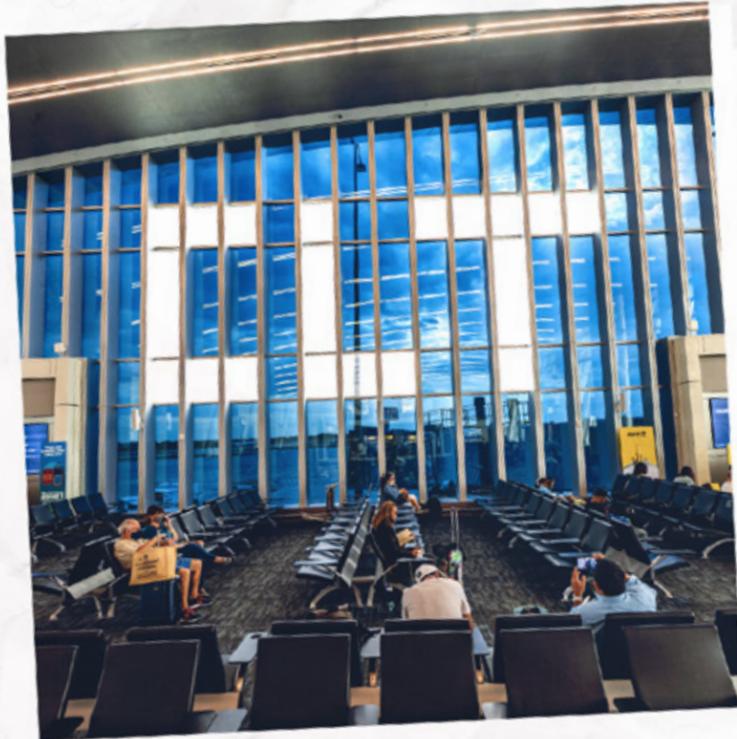
The Airport installed 900 MERV-13 filters, which trap 98% of airborne particles, including mold, pet dander, bacteria and particles that carry viruses, such as COVID-19. MERV-13 filters are commonly used in hospital settings and work up to 30 times more effectively and last three times longer than ordinary fiberglass filters.



3-31-21
HOLD ON WITH CONFIDENCE
UV-C LIGHTS ON ESCALATORS AND MOVING SIDEWALK HANDRAILS REMOVES HARMFUL BACTERIA.

900

MERV-13 FILTERS
INSTALLED TO TRAP
AIRBORNE PARTICLES



CONCOURSE A EXPANSION
PHASE I RECEIVES

GREEN GLOBES® CERTIFICATION

229,207

SQUARE-FOOT CONCOURSE A
EXPANSION CONTAINS AN ENERGY
EFFICIENT HVAC SYSTEM
AND LIGHTING

4-14-21

LOWERING THE TEMPERATURE

A DYNAMIC GLAZING SYSTEM HELPS CONTROL
THE TEMPERATURE INSIDE CONCOURSE A
EXPANSION PHASE I.

The Airport's Concourse A Expansion Phase I achieved Green Globes® for New Construction certification, recognizing sustainability efforts during design and construction. The certification affirms the Airport's commitment to current and future building operations best practices, occupant health and wellness and reducing carbon emissions.

Administered by the Green Building Initiative (GBI), Green Globes® is a nationally recognized green rating assessment and certification system that ensures projects meet clearly defined criteria in seven assessment areas: project management, site, energy, water, resources, emissions and indoor environment. In addition, the Green Globes®

certification process includes an onsite assessment with a third-party assessor to verify implementation.

It supports Charlotte City Council's Strategic Energy Action Plan goals and the City's Sustainable Facilities Policy that requires all city-owned or city managed new construction and major renovation projects to achieve either Green Globes®, LEED® certification or ENERGY STAR® certification (where applicable).

Concourse A Expansion Phase I received a rating of "One Green Globes®" for sustainable practices as follows:

- A dynamic glazing system (electrochromic glass) that automatically adjusts to provide

a higher level of tint during bright conditions, which helps minimize glare and solar heat gain, resulting in passenger comfort enhancement and reduced energy consumption.

- HVAC system enhancements to improve energy efficiency and indoor air quality.
- Energy efficient lighting that includes natural lighting in the gate area.

The 229,207-square-foot, nine-gate Concourse A Expansion opened July 18, 2018. It was the first completed project in the Destination CLT portfolio, a \$3.1 billion capital investment in capacity enhancement projects.

RESTAURANTS OFFER TOUCHLESS CHECKOUT



12-18-21

RING IT UP

MASHGIN TECHNOLOGY RINGS UP FOOD AND
BEVERAGES WITH MINIMAL TO NO HUMAN
CONTACT REQUIRED.

HMSHost, CLT's food and beverage concessionaire, introduced the touchless checkout system Mashgin to several restaurants at Charlotte Douglas in December.

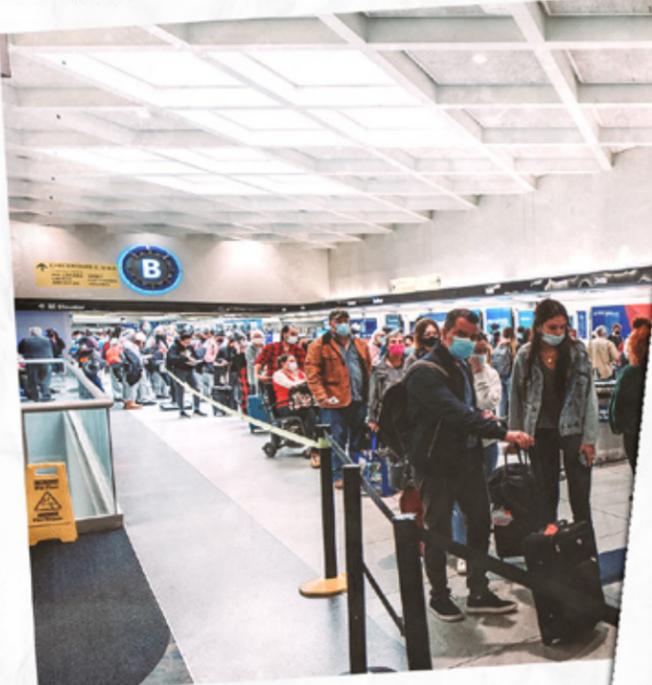
The Mashgin technology is located at First in Flight Bar (Atrium), Farmers Market (Baggage Claim), Pronto (Concourse E), The Local (Concourse D) and 1897 Market (Atrium).

The benefits include a touchless self-checkout, instant checkout, no cash needed, minimal to no human contact required and an average transaction time of 28 seconds.

Cameras and artificial intelligence allow passengers to place food and beverages on the Mashgin kiosk tray where they are instantly recognized and rung up in a single transaction. The final step is using mobile pay, credit or debit card to complete the purchase.

8

MASHGIN TOUCHLESS
CHECKOUT SYSTEMS
INSTALLED IN FOOD AND
BEVERAGE CONCESSIONS



11-25-21
SAVING TIME IN LINE
PASSENGERS CAN VIEW SECURITY CHECKPOINT WAIT TIMES ON CLT'S WEBSITE AND APP.



11-25-21
CONVENIENCE AT YOUR FINGERTIPS
THE TECHNOLOGY USES LIGHT DETECTION AND RANGING (LIDAR) SENSORS TO CALCULATE WAIT TIMES.



ADDED SENSORS ENHANCE SECURITY CHECKPOINT WAIT-TIME AMENITY

Additional sensors were added to the security checkpoint wait-time technology at CLT in 2021 to achieve optimum performance. The amenity, which was first introduced in March 2020, allows passengers to view security checkpoint wait times via CLT's website and app before arriving at the terminal.

The technology uses state-of-the-art Light Detection and Ranging (LIDAR)

sensors that measure the reflection of light to gauge passenger activity and calculate wait times.

Passengers can visit CLT's website (cltairport.com) or app (download at the App Store or on Google Play) to see estimated wait times at each of the Airport's checkpoints, including Standard and TSA Pre-Check lines.

ONLINE BOOKING

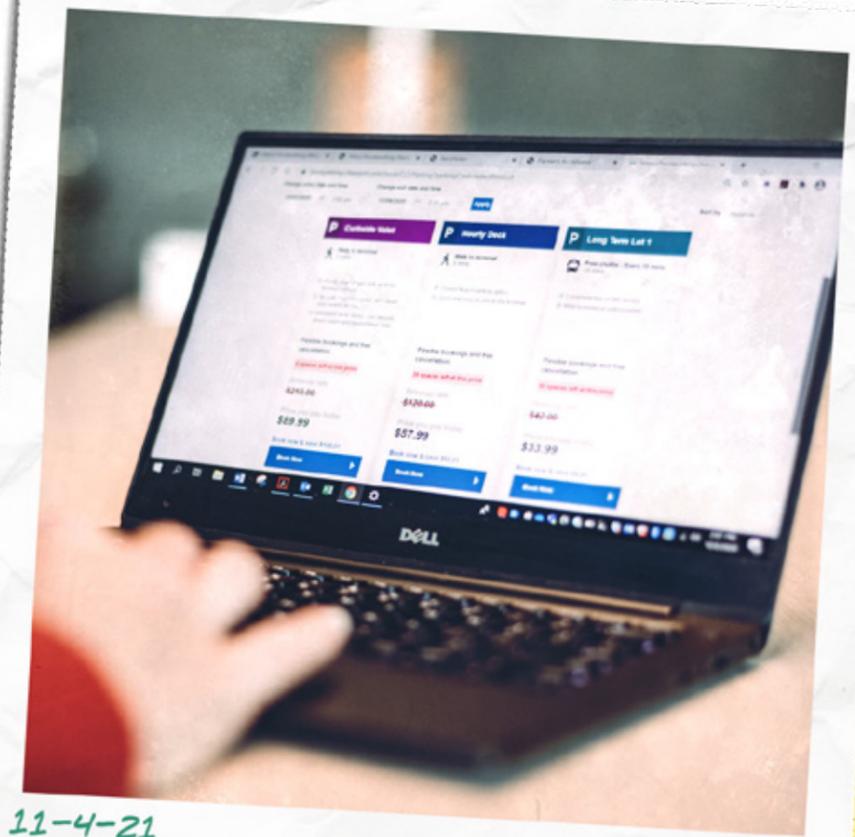
IMPROVES PARKING EXPERIENCE

Charlotte Douglas International Airport added the Daily Decks, Express Decks and Curbside Valet to its online booking system in 2021 to help improve the parking experience at CLT.

The Airport began offering online booking in November 2020 for the Hourly Deck and Long Term Lots.

By booking parking online at parkCLT.com or via CLT's app, passengers receive discounted savings, a guaranteed parking spot and the convenience of touch-free payment.

The Airport completed 121,875 online booking parking transactions in 2021.



11-4-21
PARKING MADE EASIER
PASSENGERS IN 2021 COULD RESERVE A PARKING SPOT ONLINE IN ANY CLT LOT OR DECK.

121,875

ONLINE BOOKING
PARKING TRANSACTIONS
COMPLETED IN 2021



COMMUNITY ENGAGEMENT



"WE'RE ALL IN THIS TOGETHER"

Giving back to the community is a big part of the Airport's culture. After all, when the local community is thriving, the Airport thrives as well. CLT does not stand alone in its success. "We're all in this together."

The year 2021 saw the return of signature Airport events, outreach initiatives and community groups, along with a big announcement from the Carolinas Aviation Museum.

The impact was far reaching and life changing for many. High school students were able to attend college for free thanks to Airport Opportunity Scholarships. Proceeds from the Airport Charity Golf Tournament provided local citizens with valuable training to embark on new career paths.

Job seekers connected face-to-face with CLT tenants and partners at the Airport Job Fair to gain employment. Parents placed extra presents under the Christmas tree because of the generosity of Aviation Department employees' yearly Angel Tree donations.

It's what being part of community is all about - helping to improve the lives of fellow neighbors.



**10-23-2021
READY. SET. GO.**
PARTICIPANTS GATHERED AT CLT'S 14TH ANNUAL RUNWAY 5K TO RAISE MONEY FOR COLLEGE SCHOLARSHIPS.



**10-23-2021
RUNNING FOR A GOOD CAUSE**
OVER \$88,000 IN SCHOLARSHIP ASSISTANCE HAS BEEN DISTRIBUTED TO SIX CHARLOTTE HIGH SCHOOL STUDENTS IN THE LAST FOUR YEARS.

RUNWAY 5K

MAKES COLLEGE DREAMS COME TRUE

Over the past four years, six students have received more than \$88,000 in scholarship assistance from run proceeds to attend Central Piedmont Community College.

The Aviation Department created the scholarships in 2018 to promote careers in aviation and economic opportunities in Charlotte. The scholarships cover tuition and books and provide internship opportunities.

Since 2007, over 21,000 people have participated in the Runway 5K, which has raised more than \$250,000 for local nonprofit agencies and college scholarships.

The 2021 run, held in October, was sold out with 1,500 participants and staged for the first time entirely on Runway 18R/36L and its network of taxiways.

The overall race winner was Dylan Lowery of Charlotte with a time of 15:19. Abigail Robinson of Charlotte was the top female runner crossing the finish line at 20:13. Both were awarded 25,000 American Airlines AAdvantage miles for flights.

\$34,800
RAISED FOR AIRPORT
OPPORTUNITY SCHOLARSHIPS
IN 2021

GOLF TOURNAMENT RAISES RECORD-BREAKING FUNDS

The Construction Skills Training Center at Goodwill Industries of the Southern Piedmont received more than \$81,000 from Airport Community Partnerships (ACP) thanks to the 2021 CLT Charity Golf Tournament.

Nearly 50 companies sponsored the event that drew 144 golfers to the Ballantyne Country Club in May.

Airport Community Partnerships is comprised of companies that operate out of, are based in, or have business with Charlotte Douglas International Airport. CLT and its business partners come together through the ACP to make a difference in the community.

Goodwill Industries of the Southern Piedmont provides employment and

career services at no cost as well as customer service, construction and technology training to support individuals entering the workforce, building skills or changing careers.

The Goodwill Construction Skills Training Center trains adults in specialized areas, such as blueprint reading and estimating, HVAC/electrical and drone operation.



AIRPORT JOB FAIR

HELPS ADDRESS LABOR SHORTAGE

The Airport Job Fair drew 254 attendees to the Bojangles Coliseum in September.

The event featured 25 employers aiming to fill full- and part-time, seasonal and temporary positions. Many Airport tenants and partners were seeking additional staff due to a nationwide labor shortage. Participating businesses and organizations included American Airlines, Piedmont Airlines, Jetstream, TSA, HMSHost, Paradies Lagardère, FedEx, Prospect, ABM and Wilson Air

Center. Nearly 60 participants received conditional offers on the spot.

CLT is one of the largest employers in the Charlotte region, creating 169,390 jobs for North Carolina residents and generating \$6.8 billion in personal income, according to the N.C. Department of Transportation. More than 20,000 people work for the Airport and its business partners.

254

ATTENDEES AT
AIRPORT JOB FAIR

ANGEL TREE

AVIATION DEPARTMENT DONATES PRESENTS TO LOCAL SCHOOL

The Aviation Department granted Angel Tree holiday wishes in December for 50 Ashley Park PreK-8 School students and their siblings, ranging in age from 5 to 14 years old. Aviation staff donated 225 Christmas presents, which included bicycles, dolls, games, clothing, shoes, electronics and sports equipment.

The gifts were delivered to the school in time for parents to pick up and place under their trees for Christmas morning. The Aviation Department has partnered with Ashley Park since 2015.

225

PRESENTS GIVEN TO
50 LOCAL CHILDREN
AND THEIR SIBLINGS



9-18-21
RECRUITING NEW TALENT
THE JOB FAIR FEATURED 25 EMPLOYERS,
INCLUDING THE AVIATION DEPARTMENT.



5-3-21
READY TO HIT THE GREENS
THE CLT CHARITY GOLF TOURNAMENT DREW MORE
THAN 140 GOLFERS TO THE BALLANTYNE COUNTRY
CLUB IN MAY.



12-21-21
MAKING WISHES COME TRUE
AVIATION DEPARTMENT STAFF DELIVERED PRESENTS TO
LOCAL STUDENTS IN TIME FOR CHRISTMAS MORNING.

\$81,853

DONATED TO CONSTRUCTION
SKILLS TRAINING CENTER

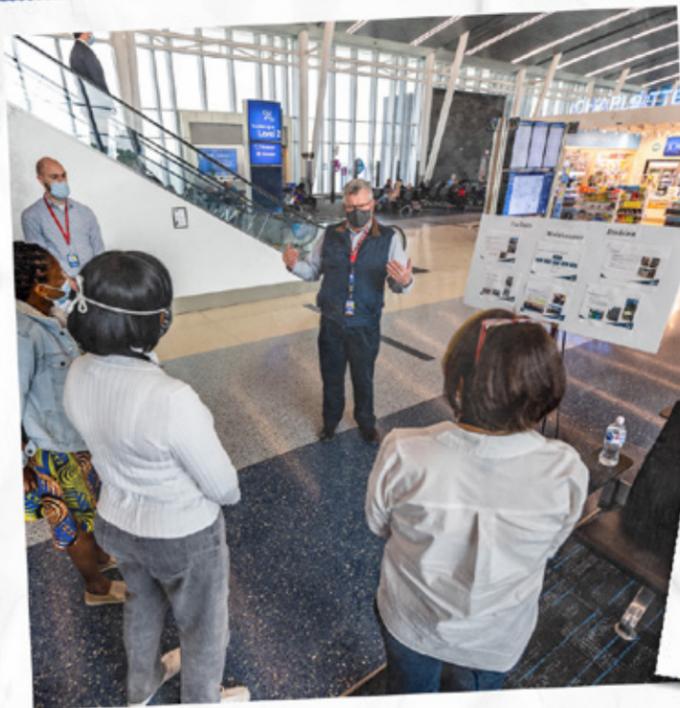
AVIATION ACADEMY

GRADUATES FOURTH CLASS

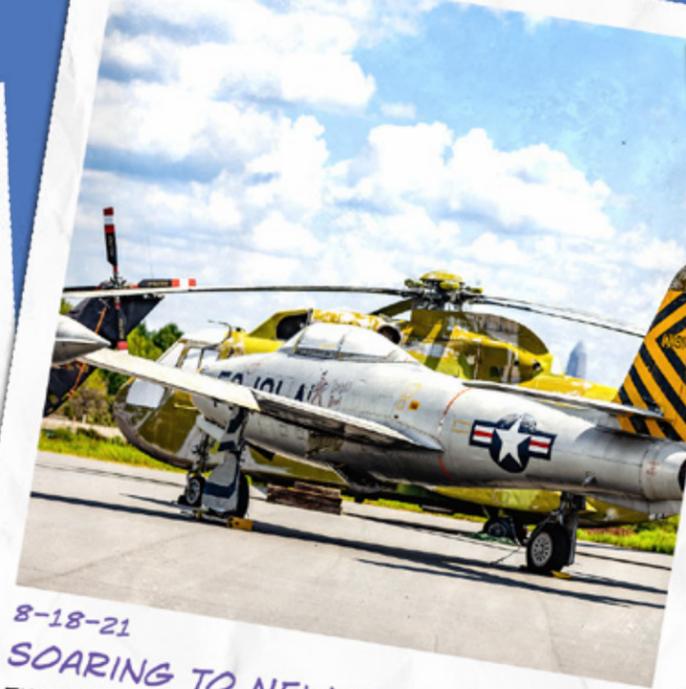
The fourth Aviation Academy class graduated 25 participants in May. Due to COVID-19 and the restrictions on public gatherings during the pandemic, just two of the academy's seven sessions between April and May were held in person.

The sessions included an in-person tour of the airfield and Concourse A Expansion, a live, virtual tour of Fire Station #41 and presentations from American Airlines and the FAA. The academy also held panel discussions with small business partners of the Airport, public safety experts and CLT executives.

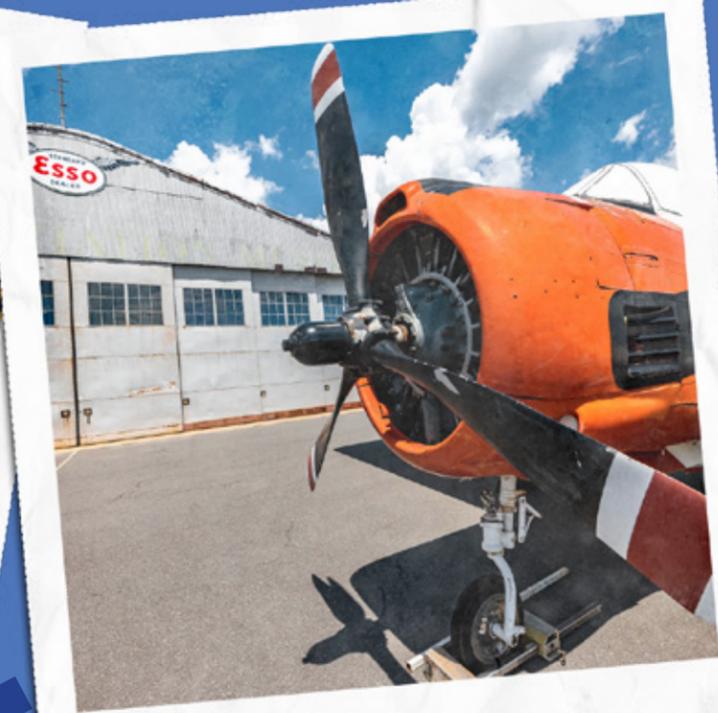
The goal of the academy is to give participants an understanding of how the Airport operates and its importance to the region as an economic engine that creates jobs and supports the economy. In return, participants act as community advocates for the Airport.



5-20-21
AIRPORT 101
THE AVIATION ACADEMY RECEIVED AN IN-PERSON TOUR OF THE AIRFIELD AND CONCOURSE A EXPANSION.



8-18-21
SOARING TO NEW HEIGHTS
THE NEW CAROLINAS AVIATION MUSEUM IS SCHEDULED TO OPEN IN 2023.



8-18-21
CELEBRATING HISTORY
THE MUSEUM'S COLLECTION HAD GROWN TO MORE THAN 40 HELICOPTERS, COMMERCIAL, MILITARY AND CIVIL AIRCRAFT AND IN 2019 HAD 74,000 VISITORS.

\$5M

COMMITTED BY THE AIRPORT'S CANNON FUND TO CAROLINAS AVIATION MUSEUM'S FUTURE FACILITIES

COMMUNITY GROUPS

RESUME MEETINGS

The Airport Community Roundtable (ACR) and Airport Neighborhood Committee (ANC) resumed regular meetings in 2021. The ANC held both onsite and virtual sessions, while the ACR met virtually throughout the year.

The 25-member ANC provides residents information on the Airport's current and future plans and receives feedback on how those plans may affect those living

nearby. Members all reside within five miles of the Airport and meet every other month.

The ACR is a community initiative that provides input into Airport-related noise topics and finds, where possible, practical solutions and recommendations for the FAA.

CAROLINAS AVIATION MUSEUM

PAVES FUTURE PATH

Charlotte Douglas announced in August a \$5 million commitment from its Cannon Fund for future construction of Carolinas Aviation Museum (CAM) facilities scheduled to open in 2023. The Cannon Fund was willed to the Airport to help promote aviation. The CAM is focused on STEM education and offers many educational programs.

CLT has identified a 10-acre site on the northeast corner of its campus for the redevelopment of museum

facilities. The site includes the historic Southern Airways Hangar, which is presently used for storage of Flight 1549 (Miracle on the Hudson) and other CAM exhibits. CLT will renovate the hangar to preserve its historical nature per an agreement with the N.C. State Historic Preservation Office. The site also contains a concrete pad for aircraft parking and undeveloped land for the museum's future facilities.

Carolinas Aviation Museum originally opened at Charlotte Douglas in 1991.

Over the years, the museum has leased multiple facilities at CLT, including various hangars, cargo buildings and an open airfield ramp.

The new site will better accommodate the rapid growth and popularity of the museum. The CAM's collection had grown to more than 40 helicopters, commercial, military and civil aircraft. In 2019 before temporarily closing, its attendance topped 74,000 visitors.

P.A.S.S.E.N.G.E.R EXPERIENCE



P.A.S.S.E.N.G.E.R
EXPERIENCE

"I'LL BE
THERE
FOR YOU"

Through the good times and the more challenging times of the COVID-19 pandemic, CLT laid out its welcome mat for passengers to the tune of "I'll Be There for You."

Whether they were greeted by Airport Volunteers, the Canine Crew or joyful music from piano players in the Atrium, passengers were treated to a premier travel experience.

Southern hospitality shined bright through the Airport's customer service initiative TLC from CLT that pampered flyers with Airport swag. The launch of the Hidden Disabilities Sunflower Program provided solace for passengers needing additional assistance.

The USO offered the comforts of home for military personnel and their families. Airport chaplains showed kindness and supported anyone seeking a listening ear.

The result was satisfied passengers who followed COVID-19 protocols and persevered to Keep it Rockin' throughout their travels in 2021.

PASSENGER SURVEY

RECEIVES HIGH SATISFACTION SCORES

CLT scored highly in customer satisfaction in 2021 despite the pandemic.

Nine out of 10 passengers were satisfied with their overall experience at CLT, according to Phoenix Marketing International.

As travelers regained confidence to fly again, they also rated CLT high in other areas. Nine out of 10 passengers were satisfied with getting to the terminal, the check-in experience, service at the security checkpoints, terminal facilities and baggage delivery.

Eight out of 10 were satisfied with the gate area, food and beverage, retail services and leaving the terminal.

The Airport's 2021 fourth-quarter customer satisfaction scores also outperformed all 2018 and 2019 (pre-pandemic) scores.

The passenger survey helps CLT pinpoint areas where the Airport performs well and areas to improve. Charlotte Douglas can then focus on ways to enhance the customer experience in the lowest performing categories.



SUNFLOWER PROGRAM

LAUNCHES AT CHARLOTTE DOUGLAS

CLT launched in July the Hidden Disabilities Sunflower Program, which offers passengers with hidden disabilities, such as autism, anxiety and dementia, the ability to discretely indicate to people around them that they may need additional time or help.

Wearing a Hidden Disabilities sunflower accessory (lanyard, pin, button, sticker,

ribbon, bracelet or etc.) signals to Airport employees and others that extra assistance may be needed.

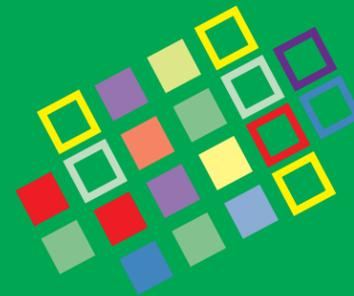
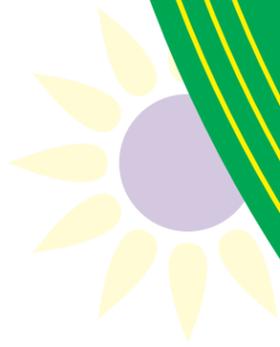
Sunflower items are free to passengers and can be found at various locations before and after security. Hundreds of sunflower accessories were handed out to flyers in 2021.



8-19-21
THEY REALLY LIKE US
PASSENGER SURVEY SAYS TRAVELERS ARE OVERALL SATISFIED WITH THEIR AIRPORT EXPERIENCE AT CLT.



6-22-21
REQUESTING ADDITIONAL HELP
BY WEARING SUNFLOWER ACCESSORIES, PASSENGERS SIGNAL TO AIRPORT EMPLOYEES THAT EXTRA ASSISTANCE MAY BE NEEDED.



KEEP IT ROCKIN'

CAMPAIGN REINFORCES SAFETY MESSAGES

The "Keep it Rockin'" campaign launched in 2020 to promote a clean and safe flying experience amid the pandemic and continued into 2021.

More than 500 graphics (mirrors, window and column decals, free standing signs and floor decals) were placed inside and outside the terminal that displayed Airport safety practices and measures passengers were encouraged to incorporate into their travels. The Airport's signature rocking chairs were the foundation for its visual and written messaging.

The "Keep it Rockin'" information campaign received the 2021 Crown Award for Crisis Communications in November from the Public Relations Society of America - Charlotte Chapter. The Queen City PR awards are the

Public Relations Society of America - Charlotte Chapter's signature recognition. The awards honor public relations and communication professionals across the area for successfully researching, planning, implementing and evaluating communication campaigns with exemplary professional skill, creativity and resourcefulness.



5-28-21
KEEP IT ROCKIN'
THE "KEEP IT ROCKIN'" INFORMATION CAMPAIGN CONTINUED THROUGHOUT 2021 TO PROMOTE A CLEAN AND SAFE FLYING EXPERIENCE.

VOLUNTEER PROGRAMS

RETURN TO DELIVER ASSISTANCE AND SMILES

Customer assistance and appreciation programs returned to the terminal in 2021 after being suspended in mid-March 2020.

Airport Volunteers were back at CLT in September to answer questions and point passengers in the right direction. The team of 55 volunteers assist hundreds of flyers daily.

Tails wagged in October for the Canine Crew, who once again began offering stress relief to passengers. CLT's furry

ambassadors, who are registered professional therapy dogs, and their handlers greet between 100 to 200 passengers per shift. The 25-member Canine Crew is one of the Airport's most popular customer service programs.

CLT piano players returned in July. Five volunteer musicians routinely entertain passengers at the baby grand piano in the Atrium.

25

CANINE CREW MEMBERS

55

AIRPORT VOLUNTEERS



8-20-21
LENDING A HELPING HAND
AIRPORT VOLUNTEER NIKO DIRECTS PASSENGERS TO THEIR GATE.



10-14-21
FEELING THE LOVE
CANINE CREW MEMBER CLARENCE BEGAN GREETING TRAVELERS AGAIN IN OCTOBER.

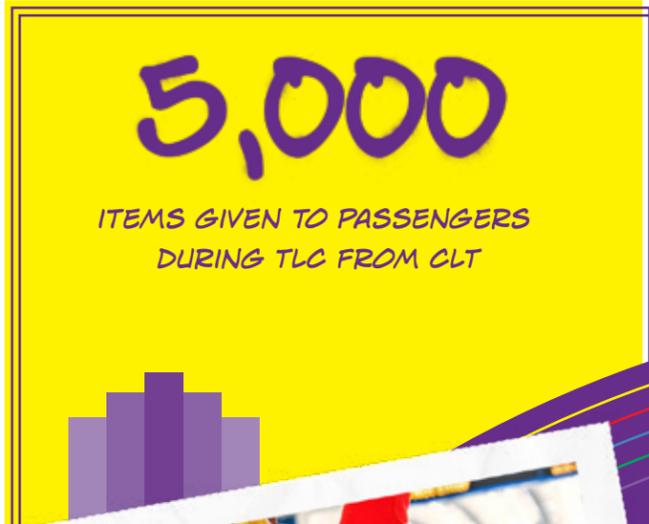
TLC FROM CLT

THANKS PASSENGERS

As part of TLC from CLT, Aviation Department staff distributed travel bags, tissues, masks and CLT branded water bottles to passengers in November.

A total of 5,000 items were given out over the course of two days. TLC from

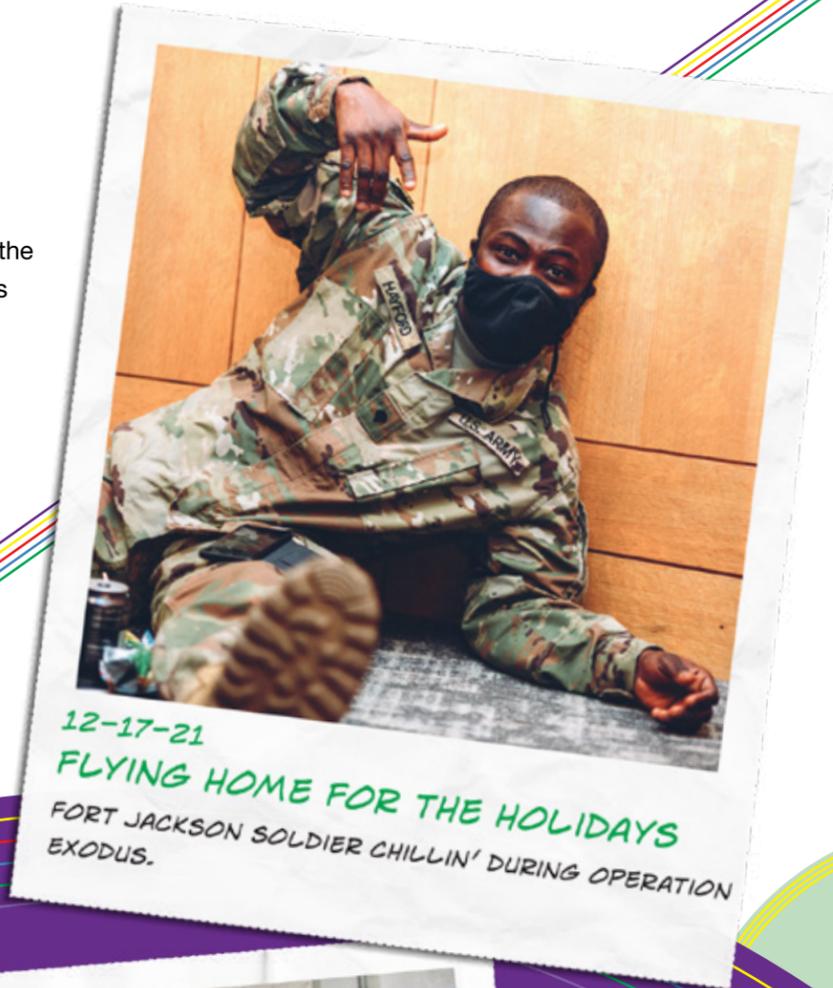
CLT events are held periodically in the terminal to show thanks to travelers for choosing Charlotte Douglas International Airport.



11-19-21
SPREADING TENDER LOVING CARE
AVIATION DEPARTMENT EMPLOYEES HANDED OUT CLT WATER BOTTLES AND OTHER SWAG.



11-19-21
CLT SWAG FOR EVERYONE
PASSENGERS SHOW OFF THEIR CLT BRANDED TRAVEL BAGS COMPLIMENTS OF TLC FROM CLT.



12-17-21
FLYING HOME FOR THE HOLIDAYS
FORT JACKSON SOLDIER CHILLIN' DURING OPERATION EXODUS.

USO CHARLOTTE

CENTER PROVIDES MILITARY MEMBERS HOME AWAY FROM HOME

In 2021, the USO of North Carolina Charlotte Center had 56,000 guests and 214 volunteers who gave 13,012 hours of their time. It remains one of the busiest USOs in the country.

The pandemic affected the number of companies partnering with and donating to the center. Pre-pandemic there were 60 companies working with the center. In 2021, that number dropped to 40. The USO at CLT is in its 15th year of serving military service members and their families at Charlotte Douglas.

The USO once again hosted Operation Victory Block (also known as Operation Exodus) in December. More than 3,000 basic training soldiers from Fort Jackson, S.C., flew from CLT for their two-week holiday break. Soldiers were treated to food, drinks and gifts compliments of CLT's concessionaires HMSHost and Paradies Lagardère. Santa Claus also made a special appearance to grant holiday wishes.

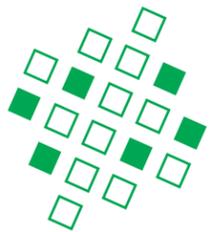


AIRPORT CHAPLAINS

OFFER LISTENING EARS

The Airport's Interfaith Chapel in the Atrium served 668 visitors who signed its guestbook. Volunteer chaplains assisted more than 300 passengers and employees and volunteered 3,259 hours in 2021. Active chaplain numbers increased slightly to 21 from 16 in 2020.

CLT is one of a few airports in the country that offers chapel services to its passengers and employees.





Time after time, Aviation Department employees rose to the occasion in 2021.

Many were at the forefront of efforts to create a safer Airport and give passengers the confidence to fly again.

While maneuvering the pandemic's unknowns, Aviation staff continued their training and education, gave back to the community and implemented new safety measures.

As a City of Charlotte department of nearly 700 employees, they found ways to "make it work."

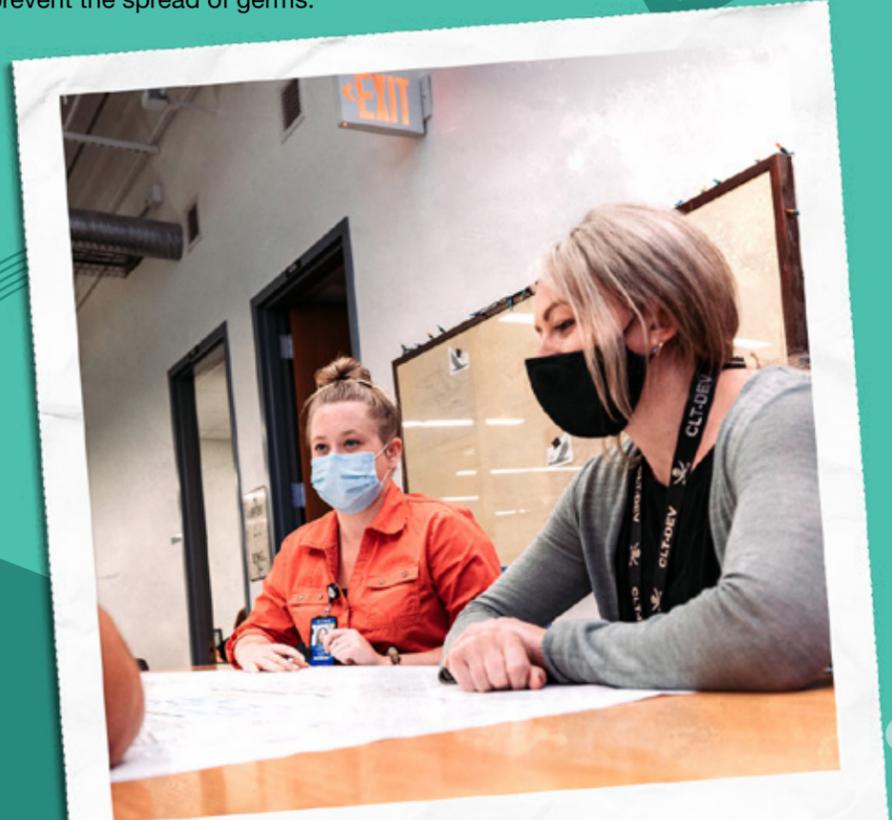


REMOTE WORKERS RETURN ONSITE

Approximately 175 Aviation Department employees who had been working remotely since mid-March 2020 due to the pandemic, returned to the office in October to begin hybrid work schedules. The new weekly routine consisted of combining working onsite and remotely.

CLT's executive team created a safer environment for all employees by keeping home staff who could accomplish their work remotely and closing the Aviation Department offices to most visitors.

COVID-19 guidelines continued for all staff. This included properly wearing a mask, social distancing when possible and the frequent washing of hands. "Stay Safe" signs displayed in common areas served as reminders on how to prevent the spread of germs.



10-7-21
DON'T CALL IT A COMEBACK
A HYBRID SCHEDULE WAS PUT IN PLACE DURING THE FALL TO BRING REMOTE WORKERS BACK INTO THE OFFICE.

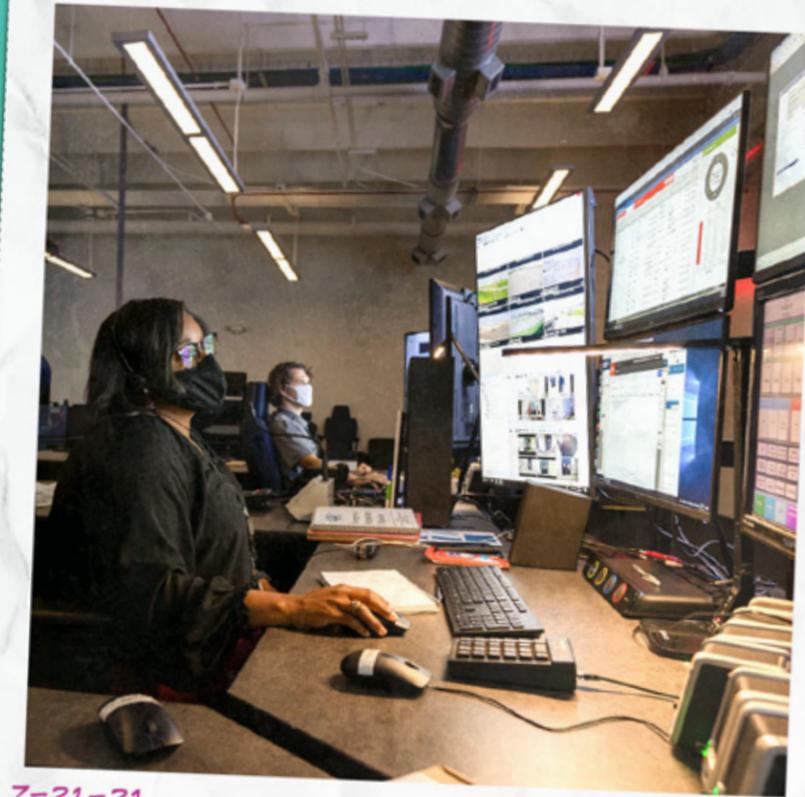
175
REMOTE WORKERS RETURN
TO THE WORKSITE

OPERATIONS STAFF RELOCATES TO

CLT CENTER

Operations staff relocated in July to a new Airport Operations Center (AOC) at the CLT Center while construction was underway on the Terminal Lobby Expansion. The new AOC has all the equipment once housed in the terminal in a much larger space that includes a conference room, locker room, eight workstations and the Airport Emergency Operations Center, which replaces the Incident Command Center.

The AOC is the communications center for the entire Airport and dispatches police, fire, EMS, maintenance and more. The AOC will eventually move into the Joint Operations Center behind Express Deck II. The start date for construction has yet to be scheduled.



7-21-21
MOVING ON UP
OPERATIONS RELOCATED INTO ITS NEW STATE-OF-THE-ART AIRPORT OPERATIONS CENTER IN JULY AT THE CLT CENTER.

EMPLOYEES RECEIVE ONSITE AND ONLINE

TRAINING

Since 2019, there has been a significant increase in remote learning opportunities to accommodate COVID-19 measures and to better serve a dispersed Aviation Department workforce. This included purchasing LinkedIn Learning licenses for all employees (city initiative) and offering live webinars in place of many in-person classes.

In 2021, 67 live classes (in-person and live webinars) and 317 on-demand (online) modules covering 384 topics were taken by employees. During the same year more than 603 employees completed 11,243 hours of training (live and on-demand), averaging 19 hours per employee.

8

WORKSTATIONS IN
NEW OPERATION CENTER

AIRPORT INVESTS IN WORKFORCE DEVELOPMENT

Workforce development and outreach opened doors for employees and local students to earn additional degrees and gain valuable experience in 2021.

The Educational Assistance Program contributed \$182,703 to staff for higher education, paying 12 employees' tuition to earn their master's degrees and 28 employees to take college courses toward a degree.

Nearly \$19,500 was invested for 15 employees to complete courses toward an associate degree through the Central Piedmont Community College (CPC) Associate Partnership Program.

Twenty-two employees took advantage of the Job Shadowing Program to share and learn more about careers in Airport Operations, Airport Planning, IT, Learning & Professional Development and Financial Services. CLT's Job Shadowing Program creates opportunities to explore new Aviation Department careers and gain knowledge about how other divisions operate.

The Apprenticeship Program helped guide the career path for two HVAC technicians, an electrician and a conveyor and loading bridge technician.

Participants are required to maintain a 2.5 GPA at CPC, work beside their mentor at least 30 hours a week and spend 10 hours a week in the classroom. Upon the completion of the three to four-year program that covers books and tuition, apprentices will receive a full-time position with the Aviation Department and a North Carolina registered apprenticeship license. The program celebrated its first two graduates in April 2022.

The Airport also provides college and high school students paid on-the-job experience through its Internship Program. In 2021, four interns representing UNC-Charlotte, Appalachian State University and Phillip O. Berry High School worked in a virtual and hybrid environment. They were immersed in aviation divisions that piqued their interest - Safety & Health, Engineering & Planning, Finance and Records Management.



12-2-21
CREATING CAREER OPPORTUNITIES
ADAIR PINEDA BEGAN AS A HVAC APPRENTICE. HE NOW HAS A FULL-TIME JOB WITH THE AIRPORT.



10-18-21
PICTURE PERFECT
WOMEN IN AVIATION HELPED TURN A HOUSE INTO A HOME FOR A LOCAL FAMILY.

WOMEN IN AVIATION

PARTNERS TO GIVE BACK

Women in Aviation (WIA) partnered with the Harvest Center of Charlotte in October for a home goods drive serving members of the Passport Transformation Program. Pots, pans, bed sheets, comforters, pillows and inspirational artwork were donated by Aviation Department employees to help stage a home.

The Harvest Center of Charlotte exists to serve those who are suffering from situational homelessness, poverty and unemployment.

WIA provides networking, education, mentoring and scholarship opportunities for women and men in aviation careers. The 60 members meet bi-monthly.

CLT IMPLEMENTS

SAFETY INITIATIVES

COVID-19 safety messages continued throughout Aviation Department facilities in 2021, reminding employees to wash their hands, wear a mask and social distance.

Since mid-March 2020, a safer environment was created for all employees by allowing staff who could accomplish their jobs remotely to work from home and closing the Aviation Department offices to most visitors throughout 2021.

The department also installed hand sanitizing stations, bipolar ionization and MERV- 13 filters for improved air filtration at its worksites. Conference rooms were

assigned capacity limits for booking in-person meetings and limited seating was provided in the breakroom as well.

Badged employees and badged contractors were required to conduct daily self-health checks before reporting to work.

CLT Center visitors were asked to access a health attestation portal to allow entry inside the building. The portal contained a series of questions regarding COVID-19 exposure. Once visitors answered all the questions, they received notification if they could proceed into the building.



10-28-21

LIGHTS, CAMERA, ACTION

VENDORS VISITED FOR THE ANNUAL SAFETY DAY AND CONDUCTED DEMONSTRATIONS OVER WEB CAMS.

SAFETY TRAINING RECHARGES

The Aviation Department continued making safety a priority for employees. Safety Week in October centered around the theme “Safety Recharged.” The three-day event included a cornhole tournament, Carolina Star Recertification Ceremony for Cohorts I and II and virtual Safety Day sessions. Employees could log into Microsoft Teams to participate in safety bingo, a spot the hazard safety game and vendor demonstrations.

Safety Chats were held weekly to keep safety at the forefront of all Airport job assignments. Approximately 500 employees and contractors participated virtually in the daytime and twilight

sessions that covered various topics ranging from hazard communications to ergonomics.

Keeping the airfield safe plays an intricate role in maintaining a safe working environment for employees. Foreign Object Debris (FOD) Walks held in January and September collected a combined 1,345 pounds of debris, including luggage tags, earplugs, bag zippers and gloves. Aviation Department staff and Airport partners also participated in Safety Pushes that included training and education as part of the Safety Stand Down initiative and FOD Walks.

AVIATION DEPARTMENT EARNS CAROLINA STAR RECERTIFICATION

Aviation Department received Carolina Public Sector Star recertification in October for its Administration, Engineering & Planning and Operations’ divisions from the N.C. Department of Labor.

The Carolina Public Sector Star program recognizes and honors local and state agencies for their leadership in occupational safety and health. The Aviation Departments’ Administration, Engineering & Planning and Operations workgroups first received Star certification in 2018. The Facilities

division was certified in 2019 and is eligible for recertification in 2022.

CLT is the first Airport operator in the country and first City of Charlotte department to receive the Carolina Public Sector Star designation for all divisions. The Star designation aligns with the Department’s strategic principles on safety and security.

Carolina Star participants are proactive and partner with the Department of Labor’s Occupational Safety and Health Division to prevent

fatalities, injuries and illnesses through a system focused on management commitment and leadership, employee participation, hazard identification, evaluation, prevention and control and safety and health training

The hard work of the Safety Team and Aviation employees paid off in more ways than one. The Facilities Star Champions received the 2019 Outstanding Work GOVies Award for internal teams in May. The Govies Award recognizes City of Charlotte employees who go above and beyond.

CLT EARNS GOLD AWARDS



Administration and Facilities received Gold Awards from the N.C. Department of Labor in August. The annual awards recognize public and private firms that achieve and maintain good safety records. The program is designed to stimulate interest in accident prevention and to promote safety in the workplace.

10
ELECTRIC BUSES
DRIVEN OVER
100,000
MILES

96
SMART WASTE AND
RECYCLING STATIONS
AT CLT

 x17

ELECTRIC VEHICLE
CHARGING STATIONS
ON CLT PROPERTY

3,063,840 LB
OF RECYCLED WASTE
COLLECTED

2021 SUSTAINABILITY



8-23-21
MECKLENBURG COUNTY
ACE AIR QUALITY AWARD
RECOGNIZES THE AIRPORT'S COMMITMENT TO
ONGOING AIR COMPLIANCE EXCELLENCE (ACE).

HIGHLIGHTS



80%+
OF WATER USED TO WASH CLT'S BUSES IS
RECLAIMED FOR REUSE.

142,529 LB
OF USED COOKING OIL

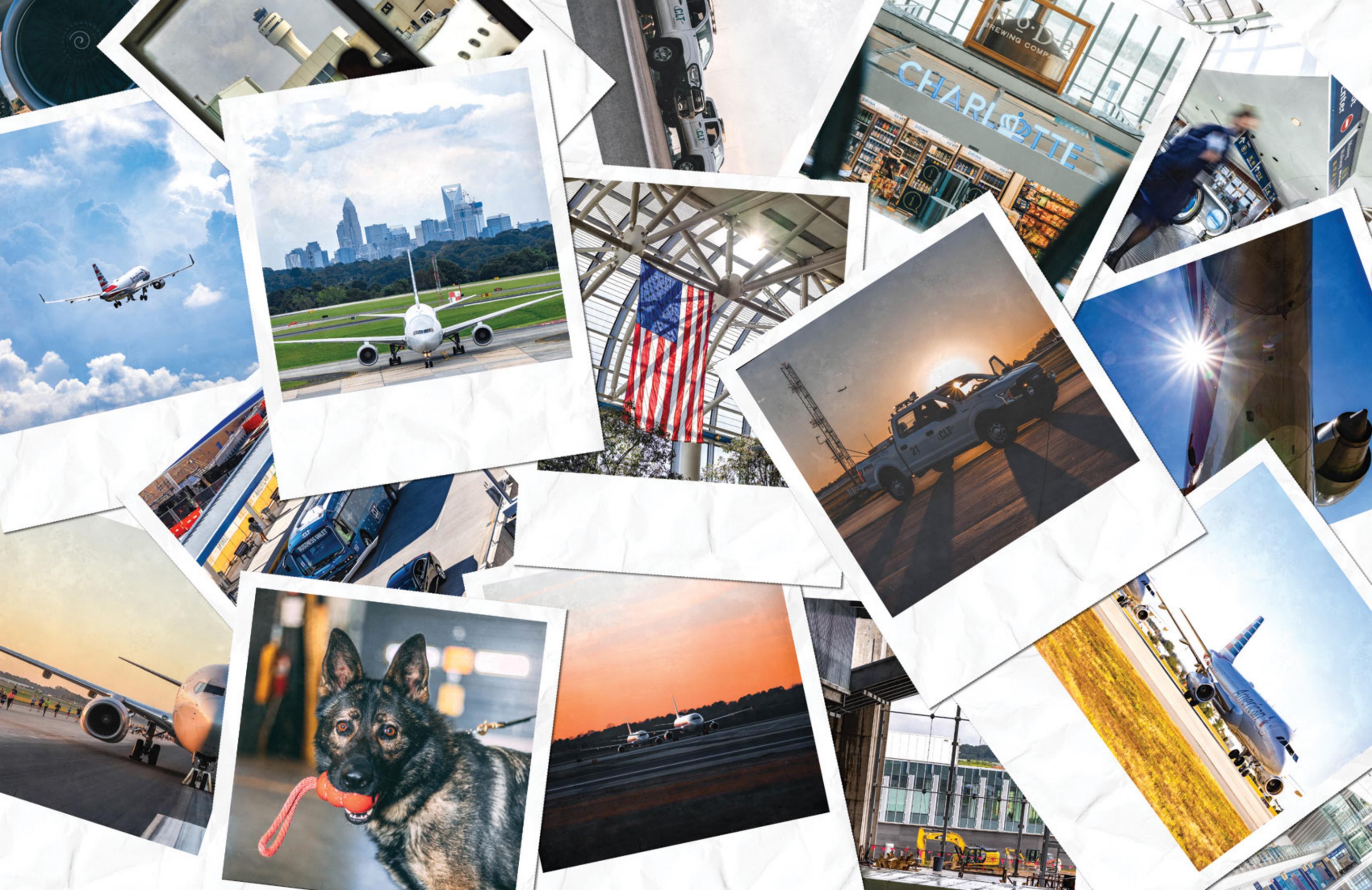
95%
CONVERTED INTO
RENEWABLE DIESEL

36,325
TONS

OF CONCRETE CRUSHED
AND REUSED IN
CONSTRUCTION



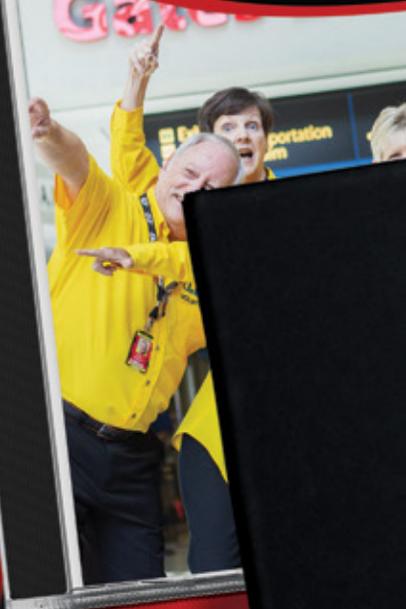
SOLAR PANELS ON THE
ROOF OF THE CLT CENTER
GENERATE ENOUGH ELECTRICITY TO POWER
30 HOMES.



INNOVATION

FEATURING
"DREAM ON"

P.A.S.S.
EXPERIENCE



COMMUNITY
ENGAGEMENT

