



Environmental, Social, Governance Report

RICHMOND INTERNATIONAL AIRPORT
CAPITAL REGION AIRPORT COMMISSION



RICHMOND
INTERNATIONAL AIRPORT

Published in 2023

WELCOME LETTER

CHAIRMAN WAYNE T. HAZZARD AND PRESIDENT
AND CHIEF EXECUTIVE OFFICER PERRY J. MILLER



Left:

Wayne T. Hazzard
Chairman

Right:

Perry J. Miller, A.A.E., I.A.P.
President & Chief Executive Officer

Welcome to the 2023 Environmental, Social, and Governance (ESG) report for the Capital Region Airport Commission, comprised of members appointed by the city of Richmond and the counties of Chesterfield, Hanover, and Henrico. The Commission owns and operates Richmond International Airport (RIC).

As the Capital Region's gateway to the national air system, the Airport's vision is "Moving people, business, and commerce to advance the Richmond Region." Activities attributed to RIC are responsible for nearly 16,000 jobs and \$2.1 billion in annual economic impact across the region.

The Commission is a leader in promoting opportunities for small, women-, and minority-owned (SWaM) businesses and disadvantaged business enterprises (DBE). More than 22% of our purchases of goods and services in FY22 were fulfilled by SWaM or DBE businesses. We also see significant participation by DBE and SWaM firms in Airport infrastructural projects.

By providing competitive benefits and wages and offering comprehensive career development and training opportunities, the Commission invests in our employees. The Airport has developed a culture built on the values of Safety, Courtesy, Integrity, Commitment, Service, and Passion, regularly recognizing employees who go "above and beyond" while embracing a diverse and inclusive workplace.

The Airport gives back to the community it serves, with activities ranging from food drives for the local food bank to aviation career programs for students, and from school supply collections to frequent blood drives in partnership with our tenants.

RIC has been a certified Virginia Green travel partner since 2015, focusing on energy conservation, waste reduction, and recycling. We have reached a tipping point where our annual campus-wide recycling tonnage outweighs our landfill waste. Moreover, the Commission continues to deploy innovative technologies and implement ever-improving sustainability initiatives as an accountable member of the community we serve.

We encourage you to explore this report and look forward to continuing our engagement in the future.

Sincerely,

Handwritten signature of Wayne T. Hazzard in blue ink.

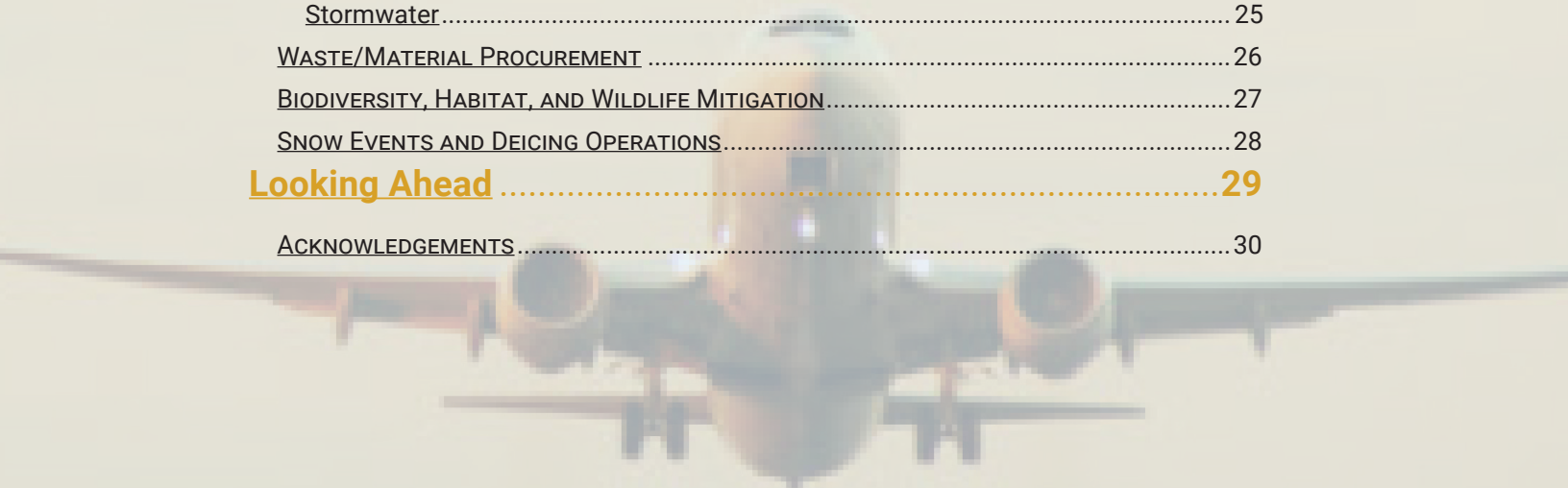
Wayne T. Hazzard
Chairman

Handwritten signature of Perry J. Miller in blue ink.

Perry J. Miller, A.A.E., I.A.P.
President & Chief Executive Officer

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ABOUT THE AIRPORT

We at Richmond International Airport (RIC) are celebrating 95 years of serving Virginia's Capital Region. The Airport opened on October 15, 1927, as Richard E. Byrd Airport, named after the Virginia explorer-aviator, Admiral Richard Evelyn Byrd.

RIC serves the capital city of Virginia as well as a large swath of the central Virginia region. The Airport is conveniently located approximately six miles from downtown Richmond and geographically within 750 miles of approximately 60% of the U.S. population.

The Richmond Metro Statistical Area (MSA) is home to approximately 1.3 million people. In fiscal year 2022 (July 1, 2021, to June 30, 2022), we provided air service to over 3.9 million passengers and, according to the most recently published Virginia Airport System Economic Impact Study in 2017, we are the third largest economic contributor to Virginia's Commercial Service Airport system after Washington Dulles and Ronald Reagan Washington International Airports.

RIC covers approximately 3,200 acres, providing passenger, cargo, general aviation services, supporting businesses, and has been designated Foreign-Trade Zone #207. The Virginia National Guard operates from a complex of buildings and aircraft ramps on the southeast side of the airfield.

The Capital Region Airport Commission (the Commission) operates and manages all non-military public Airport facilities. In 2021, we opened a 6-gate extension to Concourse A that also accommodates much-needed overnight aircraft parking, dining and retail concepts, new restrooms, and expanded tenant office space.

Major capital projects that we have started or plan to begin in the next five years include:

- Taxiway U Rehabilitation
- Concourse B Apron De-icing Pad
- Federal Inspection Services – Customs Facility
- LED Lighting Upgrades
- New Aircraft Rescue and Firefighting (ARFF) Station
- General Aviation Development on the east side of the Airport
- Passenger Boarding Bridge (PBB) Replacement
- Rental Car Counter Relocation
- Rental Car Garage Connector
- Consolidated Security Checkpoint

The FAA categorizes RIC as a small hub airport based on our annual passenger count. We currently have approximately 150 daily flights between Richmond and 35 destinations (including year-round and seasonal routes). In recent years, RIC has seen increased competition to numerous popular destinations and better access to the U.S. West with new routes, including Denver, Phoenix, Las Vegas, Los Angeles, and San Francisco.

RIC is well-connected to the national air system allowing our passengers to reach more than 450 domestic and international destinations on a nonstop or one-connection itinerary (June 2023 schedule). Passenger traffic has grown in the last two years with the addition of new carriers and new flights.

In July 2021, Breeze Airways began service from RIC with three destinations and has continued to expand its service to 12 routes (including seasonal offerings) across the U.S. In FY2022, approximately 64% of passengers traveled for leisure, while approximately 34% traveled for business. At the time of publication of the report, business travel has increased to approximately 50% of RIC passengers, in contrast to a pre-Covid split of 45% leisure and 55% business travel.

RIC By the Numbers FY 2022

1927
The year
RIC opened

\$665,000
In BIL funding for 2021

4
Cargo Operators

3.9 Million
Passengers

145 Daily
Flights

2 Fixed Based Operators

8 Major
Airlines



3,200
Acres of land

Economic Impact Exceeds

2 Bil Per Year

REPORTING ON ENVIRONMENTAL, SOCIAL, AND GOVERNANCE

The foundation of our work – as the Commission and employees – is and always has been “Service to Others.” As we guide RIC towards greater equity, inclusion, and social justice, we undertook this initial Environmental, Social, and Governance (ESG) report to examine our performance, risks, and opportunities around social, environmental, and governance issues. It will be used as a baseline for identifying opportunities to manage ESG risks and to advance responsible initiatives.

We developed this report using an impact materiality approach, engaging a broad group of stakeholders to provide information and data. We have undertaken several initiatives to improve our positive impacts on our environment, staff, stakeholders, and community to become more sustainable and resilient. The fiscal year 2022 data is used for the statistics and information found throughout this report. It brings transparency and awareness to the areas that we are tracking well, and those areas we would like to track better. The Airport organization and our stakeholders were engaged in defining and prioritizing the issues that we believe to be the most important. Their engagement provides valuable insight as to what has made the Airport successful and what will drive future success. We reviewed Global Reporting Initiative (GRI) Standards to inform various sections of the report. GRI Standards will be engrained within our ESG Strategy to establish programs and strategic planning goals for future ESG reporting.

1

Industry Relevance:

Identified topics potentially relevant to the Airport leveraging industry resources, frameworks, and standards.

2

Materiality Mapping:

A variety of internal and external stakeholders were interviewed. Topics were ranked according to the influence the topic had on the airport and influence the airport had on the topic.

3

Cross Examination:

Topics were examined relative to the emerging issues and known risks/opportunities at the airport. Further discussion identified areas of focus for future airport initiatives.

UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

As we formulate a long-term strategy to create a resilient and sustainable airport, the 17 United Nations' Sustainable Development Goals (SDGs) will be used to educate us on projects' economic viability, operational impact on natural resources, human rights, and social responsibility. Many of our efforts already go hand in hand with UN SDGs, and we believe these goals cannot be achieved without public and private sector involvement. Please refer to <https://sdgs.un.org/goals> for more information on these Goals.



GOVERNANCE



2022 Commissioners

CITY OF RICHMOND

- Robert F. Norfleet, Jr.*
- Grant J. Heston
- Charles S. Macfarlane – Secretary
- Reva M. Trammell

COUNTY OF CHESTERFIELD

- Leslie Haley*
- James M. Holland – Vice Chairman
- C. James Williams III
- Christopher M. Winslow

COUNTY OF HANOVER

- Susan P. Dibble
- Wayne T. Hazzard – Chairman

COUNTY OF HENRICO

- Harvey L. Hinson
- Tyrone E. Nelson – Treasurer
- Frank J. Thornton
- Robert S. Ukrop

(*) Replaced in FY 2023

*B.K. Fulton - City of Richmond

*Kevin P. Carroll - County of Chesterfield

OVERSIGHT AND STRUCTURE

In 1975, the Virginia General Assembly created the Commission by Chapter 537 of the Acts of Assembly, as amended and continued by Chapter 380 of the Acts of Assembly of 1980. The latter is known as the “Capital Region Airport Commission Act.”

The Commission owns and operates the Airport and is comprised of 14 Commissioners appointed by four area jurisdictions, including: the City of Richmond and the Counties of Chesterfield, Hanover, and Henrico. The Capital Region Airport Commission Act also allowed other “participating political subdivisions” to join the Commission. Each Commissioner serves a four-year term.

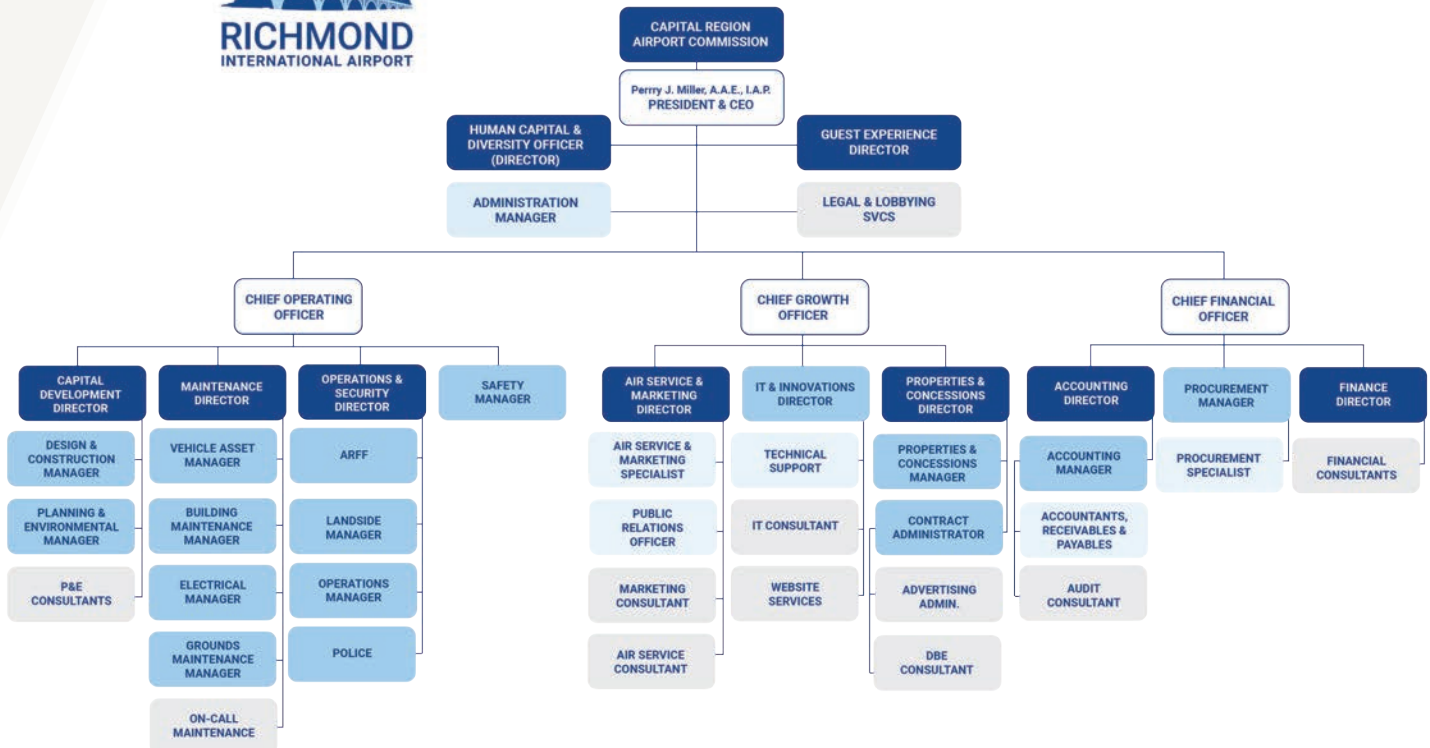
The Commission meets on the last Tuesday of each month (except December) at Richmond International Airport, and meetings are open to the public. The Commission appoints a president and Chief Executive Officer to administer, manage, and direct the affairs of the Commission. The Commission is empowered to make impactful decisions and perform various duties, such as adopting budgets, exercising full law-enforcement powers on property under the Commission’s control, and creating committees for management and governance. A full description of the Commission’s powers may be found under the Capital Region Airport Commission Act at <https://law.lis.virginia.gov/authorities/capital-region-airport-commission/>

AIRPORT MANAGEMENT

Our airport management is organized under the president and chief executive officer, Perry J. Miller, A.A.E., I.A.P., who reports directly to the Commission. Mr. Miller joined the Commission on August 19, 2019, and is touted by peers for creating a collaborative and motivating culture. Through his communication and efforts to recognize and celebrate successes, RIC received certification as a Great Place to Work™ for two consecutive years, from 2021 to the present.



Capital Region Airport Commission ORGANIZATIONAL CHART



Several key Commission staff report to Mr. Miller, including:

- Chief Operating Officer, who manages the Directors of Capital Development, Maintenance, Operations & Security, and Safety
- Chief Financial Officer, who manages the Directors of Accounting, Procurement, and Finance
- Human Capital and Diversity Officer (Director)
- Administration Manager
- Legal and Lobbying Services

As part of its Strategic Plan, the Commission plans to hire a Chief Growth Officer (CGO) in 2023. The CGO will report to Mr. Miller to oversee the growth of aeronautical and nonaeronautical revenue while increasing overall customer satisfaction. Success in the position will require the development of a long-term growth and capability strategy that aligns with operational, business, and financial goals.

MISSION AND VISION

Since we updated our mission and vision in the 2025 Strategic Plan, these principles have become central to our day-to-day activities and operations. Specific initiatives and metrics that we have established are discussed in the Strategic Plan section of this Report.

STRATEGIC PLAN

Recognizing the tremendous activity growth RIC experienced through early 2020, followed by market disruption as COVID-19 swept through the world, the Commission undertook a high-level planning effort in 2020 resulting in *Serve 2025: RIC Strategic Plan*. Our management team intended that the plan would help us prepare for and manage uncertainty using a data-driven planning guide that applied to the COVID-19 disruption, post-recovery, and new growth. The strategic planning committee engaged staff, stakeholders, and the community to craft the plan renewing the vision and mission of the Airport, identifying goals, and establishing key strategic priorities.

The 10-person committee was comprised of RIC associates who represented a cross-section of our departments and management/supervisory levels, and who have diverse backgrounds and experiences.



2021 - 2022

RIC certified by Great Place to Work Program, the global authority on workplace culture, after Airport earns outstanding scores in the benchmarks of pride, respect, camaraderie, and fairness.

VISION & MISSION

The strategic planning process allowed us to assess our mission and vision, which are integrated into the goals and initiatives of the plan. They also represent timeless commitments that are the foundation of our work, our culture, and our service to the community.

VISION Moving people, business, and commerce to advance the Richmond region.

MISSION RIC seeks to provide all customers with an exceptional experience through convenience, innovation, and excellence.

The Airport recognized we could do better on having people forward-thinking. To foster strategic thinking, the committee followed a **four-step planning process** to guide the work and engage stakeholders.



Establish Foundation

- Steering committee and subcommittee formations
- Vision, mission, goals
- Current situation (foundational)
- Trends and implications
- Clearly define need for change
- Management commitment
- Process Plan

Assess Landscape

- Stakeholder analysis
 - Employee surveys
 - External stakeholders
- Subcommittees
 - Workplace
 - Customers
 - Operations
- Peer review of strategic plans
- Deliverables
- Subcommittee facilitated meetings
- Report: insights, capabilities, gaps and implications
- Co-chair meetings
- Communication

Develop Plan

- Workshop - SWOT analysis
- Workshop - Planning sessions
- Top-line plan development with purpose
- Plan vetting within the organization
- Deliverables
- Workshop facilitations
- SWOT analysis
- Drafts and final plan

Implement Plan

- Functional action plans
- Framework for cascading into individual work plans
- Communication

1

2

3

4

VALUES WHAT WE BELIEVE IN

INTEGRITY the only way to do business is with honesty and good character

COMMITMENT going the extra mile is how we deliver on promises and achieve goals

SERVICE working hard for our guests so they can get where they're going

SAFETY the safety of our coworkers and guests is always the top priority

COURTESY every conversation is an opportunity to demonstrate care and understanding

PASSION the energy and importance of the aviation industry unites us all

The strategic planning committee updated our Vision, Mission, and Values. These were integrated into the goals and initiatives of the plan. Our values define what we believe in and work to practice daily.

More than 90% of our employees participated in a survey to document their insights. We asked them to describe RIC in one word, and many positive attributes surfaced. The word cloud below was created from those responses.

The committee also completed one-on-one interviews with representatives of concessionaires, airlines, TSA, and contractors to understand their opinions. They conducted similar interviews with business and economic development leaders in the Richmond area. The plan summarizes interviews regarding what is being done right, how those interviewed perceive RIC, and our opportunities for improvement. The Committee used the results to conduct a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. We developed strategic

plan goals, strategies, and metrics using stakeholder inputs and the comprehensive SWOT analysis. We organized an action plan through strategies and metrics defined by the acronym of **P.O.W.E.R.**

For each strategy, our Committee defined tactics and metrics by which we could measure our success in implementing the strategy and moving toward our objectives. Metrics and progress are presented throughout this report.

- **P:** Enhance the **PASSENGER** Experience
- **O:** Launch **ON-AIRPORT COMMUNITY** Connections and Collaboration
- **W:** Renew **WORKPLACE** Culture and Practices
- **E:** Initiate **FACILITIES AND OPERATIONS** Innovations and **EFFICIENCIES**
- **R:** **RVA** Business and Community Engagement



RISK MANAGEMENT

To maintain a safe and secure airport environment, we are continually assessing risks and taking the necessary measures to mitigate those risks. With a strong commitment to safety, and in advance of the FAA’s mandate for an airport-wide safety management system (SMS), we completed a SMS gap analysis to fully understand where to create processes to fill gaps and meet SMS requirements. In December 2022, we welcomed a safety manager who will create new initiatives, build upon SMS elements that already exist, and formalize those processes.

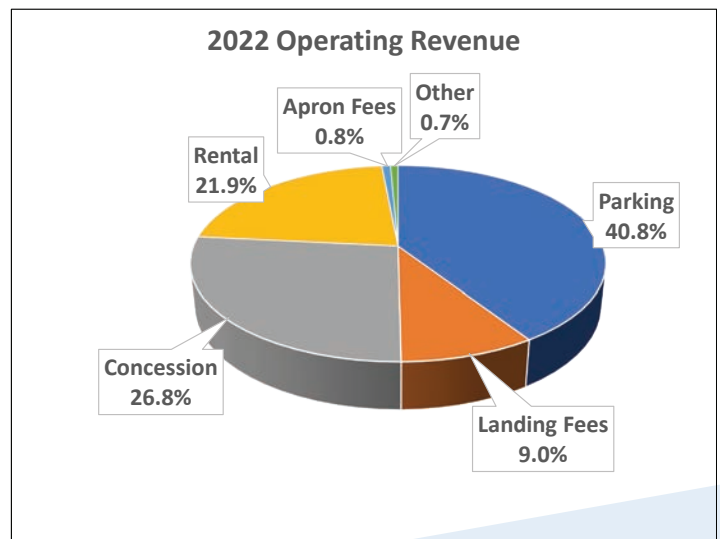
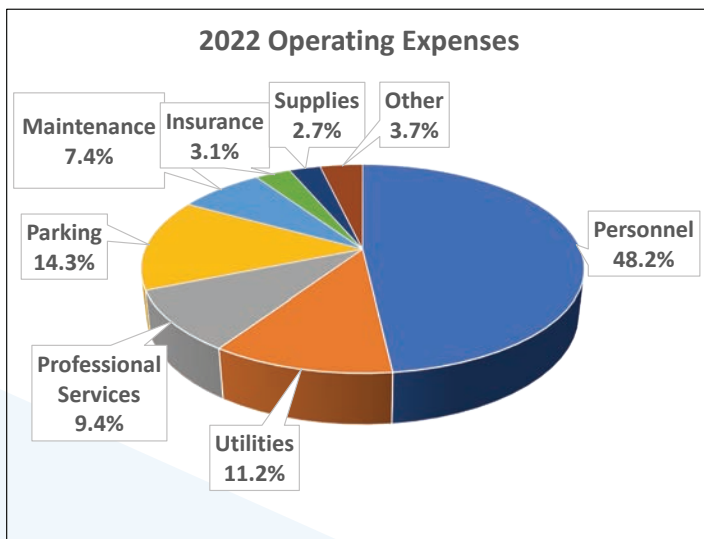
Our staff maintains an excellent relationship with the FAA, the Airport’s tenants, and stakeholders. Safety communications and collaboration are frequent and effective, and we continually review ways to reinforce our safety culture through:

- Direct interaction between our CEO and tenants through an Airline Station Managers monthly meeting.
- Increased training in the field for our firefighters to improve their response skills.
- Use of our RICairportal.com website, which contains updated and real time information and documents related to operations safety.
- Using a risk-based approach to wildlife management. We use a system operated by the U.S. Department of Agriculture (USDA) to manage wildlife hazards and risks; and plan to incorporate a GIS software solution to support our work.
- Establishing a comprehensive cybersecurity and business interruption plan.

FINANCIAL PERFORMANCE

We maintain a strong financial position with internal checks and balances to monitor performance regularly. Our finance department prepares monthly reports that track actual revenues and expenses against budgets so that Commission members and airport management always have a clear understanding of our financial position. In addition, the Airport’s website includes full year-end financial information and operational statistics as a matter of public information.

Our FY 2022 operating budget was \$42.9M, while actual revenues totaled nearly \$55M. Our net financial position improved by \$30.4M in FY2022 compared to FY2021.



We experienced a healthy recovery in activity after the COVID-19 pandemic, and our positive financial performance can be attributed to an increase in aircraft operations, passengers, and cargo.

Parking revenue increased by **126.0%**.



Specifically,

- The increase in passengers boosted Passenger Facility Charge (PFC) and Customer Facility Charge (CFC) collections, adding to non-operating income.
- Our PFC of \$4.50 per qualifying enplaned passenger resulted in collections of \$8.1M in FY2022.
- Our CFC, set at \$2.00 per day, generated \$2.2 million in FY2022 for our rental car facility.



Parking vehicles nearly doubled in FY2022 compared to FY2021



Operating expenses increased over FY2022, but the increase was much less than the resulting revenues.

RIC FY 2022 vs. FY 2021 Performance		
Aircraft Operations: 95,000		28.4%
Enplaned Passengers: 1.9M		97.2%
Long-Term Debt: \$55.5M		9.2%
Cargo Aircraft Landed Weight: 625M		4.3%
Operating Revenues: \$55.0M		69.8%

We received \$13.7 million in capital grants in FY2022 compared to \$13.5 million in FY2021. These are from FAA entitlement and discretionary funds as well as supplemental appropriations and Bipartisan Infrastructure Law (BIL) funding. In early FY2023, we announced receipt of additional competitive grant funds under BIL that we will use for renovation of the federal inspection services (FIS) facility.

Our FY2023 operating budget is \$54.9 million. We based it on a very conservative growth to 2.1 million enplanements, a 12.3% increase over FY2022. Increased passenger traffic will produce additional airline, concessions, parking, and rental revenues. Our operating expenses include an increase in personnel costs. Our capital budget anticipates \$7.1 million in new projects, equipment, and studies.

In February 2023, Fitch Ratings affirmed the 'A' rating on approximately \$49 million of outstanding bonds issued by the Commission. Fitch also revised the Rating Outlook to Positive from Stable. This reflects our strong activity performance, stable cost profile, and robust financial metrics. Fitch additionally noted, "The Airport's historically low cost per enplanement (CPE) at the \$5 range, proactive financial management, and minimal projected leverage are also credit strengths."



For the 32nd consecutive year, RIC is a recipient of the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association.

SOCIAL



Our *Serve 2025* strategic plan is a testament to the social commitments of our people and surrounding communities. It supports our goal of being an employer of choice to attract and retain valued employees. Our success grows from the diverse backgrounds and experiences of every member of the team. We work to engage employees, on-airport partners, suppliers, and stakeholders from across the community.



Our social commitments extend beyond the local community and are prevalent throughout the broader aviation industry, reflected in the numerous awards of recognition over the past year. The state aviation board named Mr. Miller the Virginia Airport Manager of the Year for 2021. He exemplifies our culture of social commitment as chair of the American Association of Airport Executives and immediate past president of the Southeast chapter, and on aviation boards for Hampton University and Texas Southern University, as well as Richmond Region Tourism’s board of directors.

By championing recent initiatives such as Airport Employee of the Month, “Popcorn with Perry,” and holding monthly strategy meetings with senior leaders, Mr. Miller has set a positive trajectory to maximize opportunities for each employee to be their best.

HUMAN HEALTH AND WELLBEING

All employees can participate in various wellness activities to earn an incentive of \$300 annually, distributed through pay periods. Employees sign up and track activities in an app, making it easy to engage and improve their overall health and well-being at their own pace.

Through Anthem, our healthcare provider, we offer a range of services in our **Employee Assistance Program (EAP)**. These can be used by our employees, their covered dependents, and household members. Resources and services cover topics such as:

- Child and elder care
- Legal and financial matters
- Identity protection
- Work/life
- “Life Tobacco Free” smoking cessation program; and
- COVID-19 resources.

These include online, in-person, and telephone-based resources depending on the need.

Our health and wellness benefits and programs help employees deal with stress and other health impacts. Over 35% of our employees participated in this program launched in 2018. Our wellness committee meets weekly to identify health challenges, incentives, and motivation techniques. We continue to look for ways to engage more staff and improve offerings and participation.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Tap into your EAP. We're here to help make your life easier.

1. Anthem Employee Assistance Program (EAP) Website
2. EAP Resources During Critical Times
3. Employee Assistance Program (EAP) Flyer
4. Employee Assistance Program (EAP) Brochure
5. Onsite EAP Workshops and Webinars (for Administrators)
6. Anthem EAP Manager’s Manual (for Administrators/Managers)

Ensuring a clean working environment for our passengers and employees has been a top priority. We have been reaccredited as a STAR Facility by the Global Biorisk Advisory Council (GBAC). This accreditation is reserved for those facilities that demonstrate the superior ability to prepare for, respond to, and recover from biorisk and infectious disease situations. In 2021, we became the first airport in Virginia to receive STAR Facility accreditation and one of the first 30 in the United States.



COMMUNICATION AND EMPLOYEE ENGAGEMENT

We publish a bi-monthly newsletter – the *RIC Insider* – to keep our employees abreast of activities and events. The format is fun, engaging, and easy to read, and covers the following categories:

- Staff Lounge: News, policies, payroll, and training
- Just the Numbers: Statistics on passengers, cargo, ops, and budget performance
- Highlighting Health: Wellbeing and benefits
- People: Arrivals, departures, years of service, and *Living the Values*
- Itinerary: Important dates
- In the News: News articles and press releases
- Occasionally we include an additional feature, A Message from Perry Miller, President and CEO.



In addition to keeping employees informed about these subjects, the newsletter illustrates transparency in presenting opportunities, activity, and budget performance of the Airport. Knowing what is going on engages our employees with greater connectivity and commitment to participate in activities and perform their work with pride and satisfaction.

We spotlight employees who embody the Commission’s values in a program called *Living the Values*. Employees are nominated by their peers or the public and the spotlighted employees are recognized by peers and the public quarterly and in the annual Employee of the Year award. Successful nominees are named in each issue of *RIC Insider*. This program helps instill positive behavior contributing to workplace success and outstanding customer service.



Maintaining adequate staffing is a challenge for us, particularly after COVID-19. But we have taken actions to improve hiring and retention, including:

- Hosting a career day for jobs at the Airport
- Posting signage promoting jobs at the Airport and how to apply for employment
- Creating an employee referral bonus program
- Focusing on retention: providing CRAC employees with gas card stipend when fuel costs rise
- Engaging employees and increasing communication/collaboration

92% of employees surveyed Agree or Strongly Agree that they are proud to work for the Commission.

PROFESSIONAL DEVELOPMENT AND EMPLOYEE BENEFITS

WalletHub recently included the Greater Richmond area among the top “25 Best Places to Start a Career”, and *The Wall Street Journal* ranked Richmond in the top 20 cities where people can find a job. This market has enabled us to develop a course portfolio for personal development training, including skills assessment and personal development coaching. Emotional intelligence training and financial wellness will be introduced in 2023. Our employees can perform at a higher level when taking advantage of these programs, which leads to a higher-functioning organization with an elevated focus on core values such as safety and security.

We partner with Star12 by SkillPath to offer online professional development training for our supervisors and managers. Topics or learning pillars include communications, compliance, leadership, productivity, teamwork, technology, and professionalism. Modules incorporate management skills, organizational development, and workplace practice learning. Because the classes are online, our staff can fit modules into their schedules and retrieve sessions for refresher learning. Progress can be tracked with an individual’s online dashboard.

As we expand some leadership positions and look to hire more senior-level staff, we are pleased to provide management and leadership training and coaching. Each eligible staff member can take three sessions with a personal/professional development coach. In 2022, we offered our managers training through Emergenetics International, which included an individualized skills assessment. These sessions improved our staff’s self-awareness, emotional intelligence, and effectiveness.

Employees can now refer friends and family to positions located with the Commission. If positions are filled from a referred employee, the employee will receive a two-part bonus up to \$1,000.00, depending on the level of the position filled. After just three months of the program, we received over 10 referrals with three scheduled pay-outs to employees!

During the challenges presented by the significant rise of fuel prices, we helped to shoulder the burden by providing a pre-loaded debit card to all employees. Full-time employees received \$50/mo. and part-time employees received \$25/mo. for five months.

DIVERSITY, EQUITY, AND INCLUSION

We are committed to diversity, equity, and inclusion. We abide by the letter and spirit of all federal, state, and local laws, policies, rules, and regulations applicable to RIC. As Airport management and staff, we ensure that contracting policies, practices, and procedures for selecting businesses to perform work at the Airport are open, fair, and inclusive. Not only are the practices reflected in our record of contracting with businesses of all types and sizes, but also through the unwavering commitment to providing an equal employment opportunity for all persons regardless of race, color, religion, sex, gender identity, sexual orientation, age, marital status, national origin, citizenship status, disability, veteran status, or any other classifications protected by statute.

COMPENSATION

We intend to ensure that each employee's salaries are competitive by paying appropriately for each level of responsibility and personal contribution. As such, our compensation philosophy has been developed based on the following program objectives:

- To attract, retain, engage, and reward individuals who model our core values and who demonstrate commitment to achieving our mission and organizational objectives.
- To encourage employees to consistently grow in the knowledge and skills needed to support the organization.
- To provide base salaries that are competitive with market rates in the geographic area, considering all industries, or nonprofit organizations of similar size (number of employees and revenue), depending on the position.
- To offer comprehensive and meaningful benefits that provide our employees personal and family security and support work-life balance.

We applied a generous across-the-board 8.6 percent cost-of-living adjustment to pay using the Consumer Price Index starting with the pay in FY 2023. All full-time employees were eligible for a performance bonus ranging from 0-10 percent for FY2022 based on individual appraisal scores.

We set the bar and led the market in compensation in FY22. We used Airports Council International, Mercer, and Radford compensation survey information in determining our compensation to create a very competitive range for our employees.

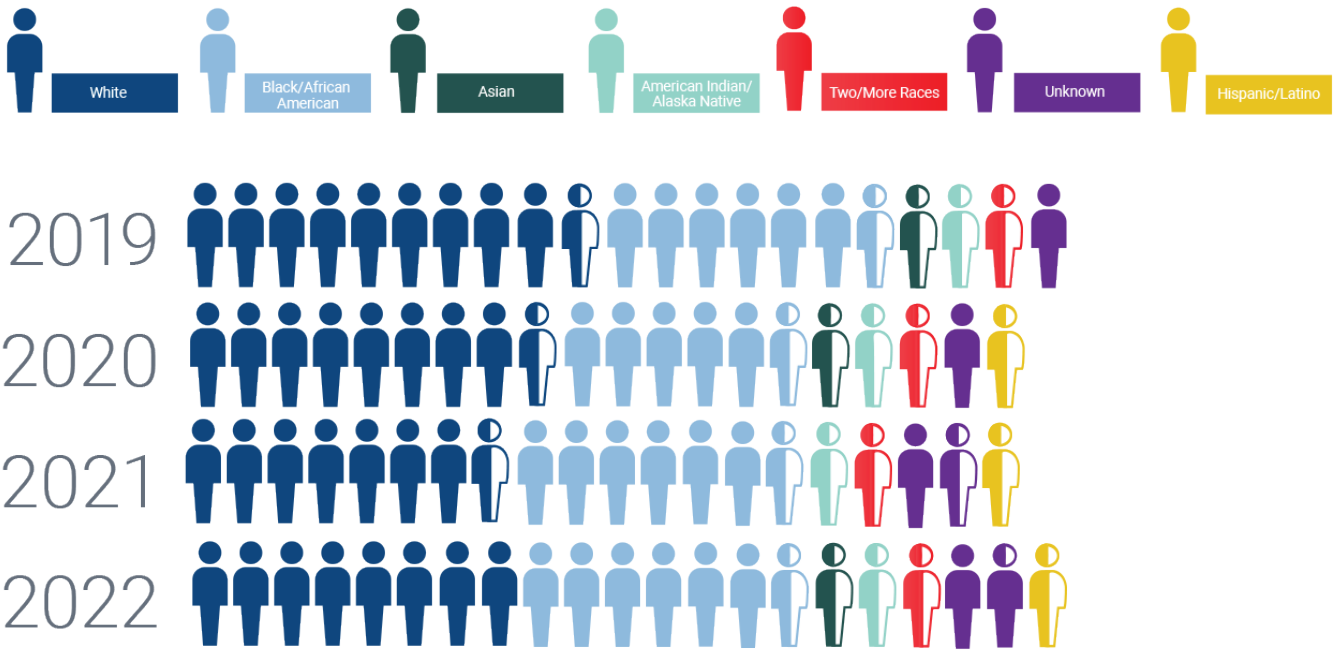
WORKFORCE DIVERSITY AND RECRUITING



Uday Nethula, Human Capital & Diversity Officer

All stakeholders interviewed agreed that recruiting and hiring skilled talent remains a challenge. With a 24/7 operation, having staff on-site at the Airport is paramount. With today's virtual environment, many qualified candidates seek remote work which makes an on-site airport job less appealing. The impacts from COVID-19 reduced the overall number of people in the aviation and hospitality industries, and recovery to hire back to pre-pandemic levels remains slow. The growth of the Airport, however, has been a success in terms of recovery (exceeding pre-pandemic operational levels). We are taking this opportunity to commit to the highest levels of workforce diversity to reduce inequalities and develop inclusion policies aligned with our values.

RIC Headcount Census Data



*RIC Headcount Census Data Legend: one person, fully shaded is equivalent to 10 employees and one person, half-shaded is equivalent to five or less employees.

We are proud of our recruiting efforts and the resources leveraged to increase our diverse pool of candidates and staff. We contract with ACS Firm, an executive recruiting firm specializing in diverse recruiting. To ensure a fair and objective hiring panel, interviews for supervisor-level and above positions include diverse staff to evaluate the candidates.

Furthermore, our partnership with Henrico County allows us to find skilled candidates from the Henrico Career & Technical Education (CTE) program. We participate in the annual signing day for CTE-certified trades education candidates and reach out to various trade and technical schools to announce airport opportunities.

As we look forward to FY 2024, we plan to work with an outside consultant on DEI policies, practices, and initiatives.

We are excited about our **Aviation Reaching Communities (ARC)** initiative that launched in Q3 of 2022. Through this program, we will develop a pipeline of skilled workers in the aviation industry.



CAREER OPPORTUNITIES

We announce career opportunities through a variety of mechanisms to increase visibility, including:

- Virginia Employment Commission www.vec.virginia.gov
- Local Trade and Technical schools
- www.Handshake.com
- Greater Richmond Hispanic community
- Job opportunities board outside commission offices in the terminal
- www.FlyRichmond.com
- Industry Publications
- University Outreach

SMALL AND LOCAL BUSINESS ENGAGEMENT

We have an established Disadvantaged Business Enterprise (DBE) Program to meet the U.S. Department of Transportation (DOT) DBE Program regulatory requirements and to increase the opportunities for businesses contracting with the Airport. We take our commitment to supplier diversity seriously, and airport management ensures that contract policies, practices, and procedures for selecting businesses to perform work at the Airport are open, fair, and inclusive.



SUPPLIER DIVERSITY PROGRAM

This is consistently demonstrated through the Airport's record of doing business with all types and sizes of businesses – disadvantaged, small, minority, woman-owned, and other businesses – all of which have significant participation in all the Airport's goods and services, concessions, and capital contracting opportunities. Additionally, in 2020, we used a DBE consultant to prepare dollar-weighted availability estimates to help set an overall three-year goal of 8.61% DBE participation.

In November 2021, we hosted the 1st Annual P.O.W.E.R. Together Business Opportunities Forum at the Greater Richmond Convention Center. The forum provided an opportunity for small, disadvantaged, and woman-owned businesses to meet and network with our staff, Airport buyers, concessionaires, and contractors while learning about upcoming opportunities and supplier diversity goals. Our objective was to maximize opportunities for diverse companies thereby supporting the development of the Richmond region. We are now tracking economic factors under our Strategic Plan P.O.W.E.R metrics particularly related to RVA business and community engagement. We look forward to reporting on those in future reports.



SERVICE QUALITY AND ACCESSIBILITY

We continue to maintain our commitment to service quality and accessibility for customers. As the landscape of business and leisure travel evolves, so does our devotion to meeting customer expectations. From 2021 to 2022, we regularly assessed opportunities in a variety of areas, and implemented options to enhance the customer experience, including:

- Parking: expanded parking capacity, valet, improved parking lot lighting, and enhanced shuttle services.
- Cleanliness: increased frequency of cleaning common areas and restrooms, new cleaning technologies, new sanitizing stations, and improved waste management systems.
- Security checkpoints: coordinated with TSA for increased number of security personnel, additional screening machines, and new security technologies.

We ensured customers' concerns around the COVID-19 pandemic were addressed and have seen positive results. As such, our net promoter score (NPS) data shows nearly 60% of respondents are a promoter of the Airport. Our most current net promoter score reflects a higher-than-average score when compared to roughly 20 similar airports in many reporting categories, such as overall availability of parking, cost of parking, cleanliness, availability of restrooms, and overall Airport scores.

External to our airport operations, we have assessed our performance among similar airports in size and scope, as well as measuring our performance against the same quarter of the previous year. The following table represents the areas measured and RIC's Q2 2022 score against RIC's Q2 2021 score. All areas, except "Overall departure airport concourse" and "Security: Wait time at checkpoint," increased in score, and we are working to improve those.

	RIC Q2 2021	RIC Q2 2022	+ / -	Pct
Overall	4.19	4.27	0.09	2.0%
Availability of parking	4.21	4.26	0.05	1.3%
Cost of parking	3.55	3.80	0.25	6.5%
Cleanliness	4.30	4.33	0.03	0.7%
Availability of restrooms	4.35	4.38	0.03	0.6%
Cleanliness of restrooms	4.16	4.21	0.05	1.3%
Concessions / restaurants	3.43	3.64	0.21	5.7%
Transportation to your gate / concourse / terminal	4.02	4.11	0.09	2.3%
Clear, easy to follow signs	4.20	4.28	0.08	1.9%
Airport Wi-Fi ease of use	3.92	4.03	0.11	2.7%
Overall airport Wi-Fi	3.89	4.00	0.10	2.6%
Overall Departure airport concourse	4.22	4.16	(0.06)	-1.3%
Security: Wait time at checkpoint	4.16	4.15	(0.01)	-0.3%
Security: Professionalism of personnel	4.15	4.21	0.07	1.6%
Security: Confidence in airport security procedures	4.11	4.20	0.10	2.3%

COMMUNITY OUTREACH AND ENGAGEMENT

During the strategic planning process, we identified a need for stronger community outreach and engagement with businesses and community groups. We engage our employees and the community in a multitude of activities. However, a 2022 survey of employees indicated that 80 percent of our employees agree our organization could be more highly respected in the community. Elevating the Richmond region by becoming a go-to partner with other RVA organizations on economic development initiatives in the community and on Airport property is a goal of ours.

We use the *RIC Insider* to announce – and remind – our staff of specific opportunities that we are organizing or participating in. We also encourage people to volunteer in the community in other ways that they find meaningful.





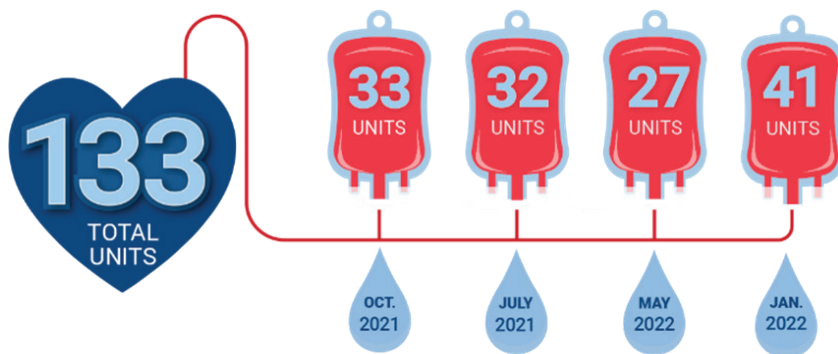
A few of the drives we hosted in FY 2022 include:

- School supplies to Sandston Elementary School
- Toys for Tots
- American Red Cross blood drive
- Food drive in support of Feed More, the Central Virginia food bank
- Airport job fair open to all tenants
- FOD Awareness Walk
- Breast Cancer Awareness Week

Team RIC welcomed 41 athletes from the Special Olympics Virginia. The special celebration included escorts by the Henrico County and RIC Police Department, Richmond Flying Squirrels mascots Nutzy and Nutasha, and the Highland Springs High School Drumline.



Each quarter, we support the American Red Cross through a blood drive at the Airport. Recognizing the impact of partnerships, we began teaming with Delta Air Lines in April of 2021 and nearly doubled the units donated each quarter prior to the pandemic.



In partnership with Richmond VA Parks, Recreation and Community Facilities, artist Paris Allen showed local students different techniques used in the Welcome to Richmond mural in Concourse A as they learn how to create a mural from start to finish.



The Girl Scouts of the Commonwealth of VA dropped off 900 CASES of cookies to the USO of Hampton Roads and Central Virginia Airport Center.

SAFETY AND SECURITY

Safety and security are our number one priority for both our employees and passengers. We are in partnership with the Department of Homeland Security and the U.S. Department of Transportation on the **Blue Lightning Initiative (BLI)**. The BLI combats and prevents human trafficking by training aviation personnel to identify potential traffickers and human trafficking victims through videos and other resources. A BLI video was filmed at RIC, working cooperatively with TSA, JetBlue, Delaware North, and Hudson News and is available industry-wide. Airport employees required to complete BLI training include flight attendants, ticket counter agents, gate agents, and other air carrier workers who regularly interact with customers.



Snapshot of Blue Lightning Film Crew and Actors at Richmond Airport.

We also offer KnowB4 training for employees and tenants. This informational security awareness program includes training and simulated phishing attacks, exposing program users to a greater understanding of potential threats and empowering them to make smarter security decisions both at work and at home. KnowB4 is used by many types of businesses and institutions worldwide.



ENVIRONMENTAL



As an economic engine for the region and a good steward of the environment, we work to meet the region's growing travel demands while optimizing the use of natural resources and maintaining operational efficiency. We have incorporated sustainability practices into daily operations and into the many projects we have undertaken over the past few years. We are committed to conserving resources and being an environmentally responsible partner in the RVA community. One notable demonstration is our partnership with Buckingham Greenery, an ecologically accountable vendor specializing in the incorporation of live plants into workspace design and décor themes. Having live plants distributed throughout the Airport improves air quality and reduces carbon dioxide, pollutants, and dust levels. Since implementing live plants into our facility, we have lowered air conditioning energy and maintenance costs that contribute to the longevity of the terminal building.

VIRGINIA GREEN COMMITMENT



VirginiaGreenTravel.org

We are part of the Virginia Green Travel Program, a partnership between the Virginia Department of Environmental Quality, the Virginia Tourism Corporation, Virginia State Parks, the Virginia Restaurant, Lodging & Travel Association, and the Virginia Green Travel Alliance. The program encourages green practices in all sectors of Virginia's tourism industry. More than 1,200 businesses and partner organizations have voluntarily certified their green commitments through Virginia Green.

We were first certified as a Virginia Green Travel Partner in conjunction with the City's preparation for the 2015 World Cycling Championships, welcoming the world to the RVA region with specific commitments to operate sustainably. We continue to re-certify our environmental commitments as required to maintain the Virginia Green Travel Certification.

On April 26, 2022, at the ninth annual Virginia Green Travel Conference, the Virginia Green Travel program recognized 20 Virginia tourism businesses, including Richmond International Airport.

“Conserving natural resources, engaging customers, and working to increase sustainable tourism business in Virginia, the Virginia Green Travel Certification program works to support and promote those businesses that are committed to reducing the environmental impacts of their operation. We are proud to recognize the Capital Region Airport Commission as a true partner in our efforts to promote sustainable tourism in Virginia!”

- Tom Griffin Executive Director of the Virginia Green Travel Alliance.

We have received the following awards and recognitions under Virginia Green Travel.

- 2019 Virginia Green Travel Star Award Winner as one of the most Innovative Green Projects of the Year for its expansion of recycling efforts throughout the terminal
- 2020 Virginia Green Travel Star Award as Green Transportation Facility of the Year
- 2022 Virginia Green Travel Leader Award for its long-standing commitments to the program

ENERGY RESILIENCE

Like many airports, we have been exploring the option of renewable energy sources and have been taking thoughtful steps to create a culture of transparency and collaboration. Our stakeholders rank energy resiliency among the most important topics for influencing sustainably responsible decision making.

We are undertaking a series of energy and infrastructure replacement projects, as well as additional assessments to establish a greater understanding of energy needs and tenant use. Among other things, these studies will address our near-term options for installing solar photovoltaic arrays within our campus. We will also adopt airport design standards that promote renewable energy development.

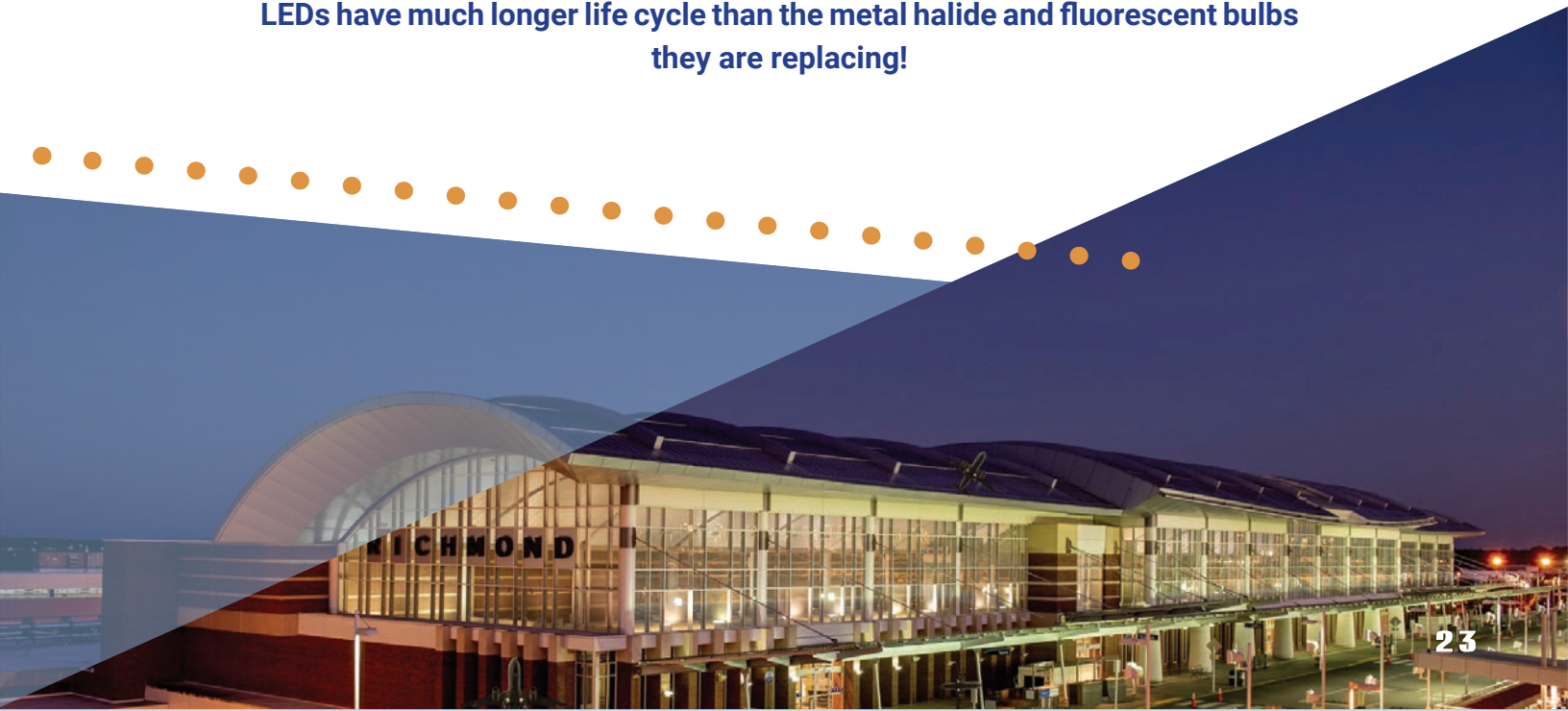
Lighting upgrades are not the only way we are creating a more energy efficient, energy resilient airport. In 1999, we installed white thermoplastic polyolefin (TPO) membrane roofing on all flat surfaces to reflect heat, sustain cool roof temperatures, and repel water, snow, and ice. Additionally, systematically and where practical, we are upgrading windows and exterior glass elements to more energy efficient units. For example, we are replacing our nearly 40-year-old terminal glazing with insulated glazing panels utilizing a Low-E coating, reducing heat gain, and lowering energy use.

LED LIGHTING

Our Electrical Department has undertaken Phase I of an LED lighting Replacement/Upgrade. This initial phase includes:

- Replacing approximately 300 lightning fixtures from the check-in counter and ticketing area down to the Atrium.
- Upgrades to compact florescent lighting in overhead lighting and changing various other significant lighting systems to highly efficient T5, T8, and LED bulbs.
- LED lighting on part of the runways and all taxiways to reduce energy consumption and provide improved lighting and safety conditions on the airfield.
- The safety of our coworkers and guests is always the top priority.

The LED conversions that we have already completed (runways, taxiways, airfield signs, rental car garage, terminal phase I, and the first eight gates of Concourse A) save an additional 1,500 kWh/day. An additional benefit is that we have reduced maintenance staff time needed to change bulbs since LEDs have much longer life cycle than the metal halide and fluorescent bulbs they are replacing!



We are committed to reducing our environmental impact while continuing to serve as an economic engine for the region. In line with the Airports Council International (ACI) World Long-term Carbon Goal, we are striving for Net Zero emissions by 2050. Over the next 3 – 5 years, we plan to inventory our emissions and establish a roadmap toward achieving this goal while pursuing decarbonization strategies such as energy efficiency improvements, transition to low-emission vehicles and equipment, renewable energy generation and/or procurement, and sustainable design methods. We are also assessing potential carbon management and monitoring programs to gain increased visibility into our carbon footprint, support continued measurement and reporting, and ensure accountability to emission reductions.

CARBON REDUCTION EFFORTS

We acknowledge the importance of carbon reduction efforts and continue to invest in operational activities and infrastructure to further initiatives. From HVAC systems to electric vehicles, we continue to explore opportunities to reduce the Airport’s carbon footprint while optimizing our resource use. Here are some specific examples of our actions:

- Reducing HVAC usage during overnight hours, saving about 3,200 kWh/day, or enough energy to power 106 average homes.
- Phasing out the use of diesel in its public transportation system, replacing diesel engines with compressed natural gas (CNG) vehicles.
- Partnering with Hertz and BP to add electric vehicle (EV) charging stations in the rental car service center. While Level 3 “fast chargers” require additional infrastructure and power from Dominion Energy, the installation of Level 2 EV chargers is currently underway.
- Completing an assessment and identifying sites on-airport for renewable energy sources such as solar.



LOCAL AIR & WATER QUALITY

AIR QUALITY

The Richmond-Petersburg area is under an air quality “maintenance” plan with the Environmental Protection Agency to manage air quality within prescribed standards. We have acted to reduce pollution sources from our vehicles to help maintain air quality standards. We transitioned our shuttle fleet to compressed natural gas (CNG) in 2013 and estimate that this conversion reduced tailpipe emissions by more than 180 tons since inception. Side benefits include reduced ambient noise from buses, less vehicle maintenance, and reduced energy cost. We used a Congestion Mitigation and Air Quality (CMAQ) Improvement Program grant with help from the Richmond Metropolitan Planning Organization to build a CNG fueling station on-airport near the parking exit plaza.

As part of our Net Zero Emissions by 2050 goal, we will inventory emissions over the next 3 to 5 years and establish a roadmap toward achieving net zero. We expect to include other decarbonization and air quality standards, including energy efficiency and transition to low-emission vehicles and equipment.



We currently have 21 CNG buses and 2 CNG pick-up trucks. The pick-up trucks are dual fuel. For the previous six months, the buses average 4,067 miles per week and when we were operating the diesel shuttle busses, they had an average mpg of 5.96. That is a reduction of 680 gallons of fuel burned per week by switching to CNG!

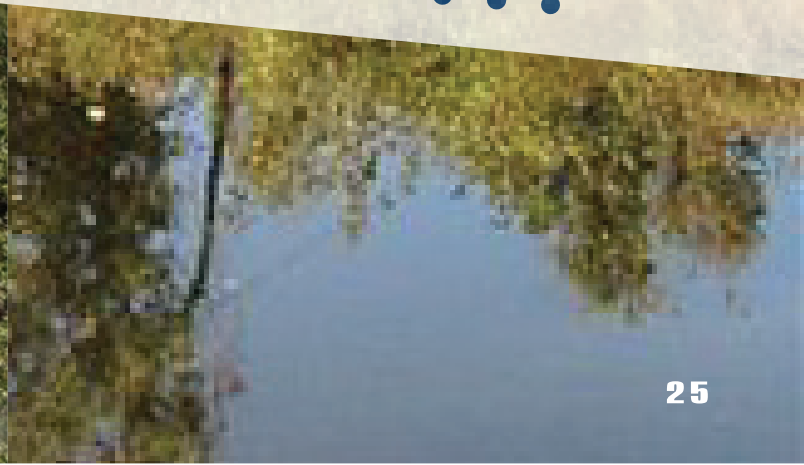
STORMWATER

The Commonwealth of Virginia enacted the Chesapeake Bay Preservation Act (CBPA) to protect water quality in the Bay, and throughout watersheds draining into the Bay. These areas are recognized as Tidewater Virginia and extend up the James River to include RIC. Henrico County enforces the CBPA through local ordinances. It provides Stormwater Quality Guidelines for water quality protection and has designated the White Oak Swamp drainage system as a Resource Management Area subject to water quality guidelines.

Approximately 77% of our 2,700 acres drains to the White Oak Swamp Creek drainage basin which flows into the Chickahominy River, then into the James River and ultimately into Chesapeake Bay.

As a 1999 engineering report recommended, we developed a stormwater management facility to capture, detain, and filter stormwater runoff from approximately 1,264 acres of Airport property into two adjacent detention areas east of the airfield. These areas fill up during storm events and slowly empty into the White Oak Swamp Creek. We maintain a Construction General Permit for the operation and maintenance of the detention facility and a discharge permit for stormwater flowing off Airport property. The Virginia Department of Environmental Quality (VDEQ) issued both permits. The current permits require renewal and recertification prior to expiration in June 2024 and 2026 for the construction and discharge permits, respectively.

We operate under an NPDES/VPDES Permit, which requires us to collect and dispose of spent aircraft deicing fluid and to monitor stormwater discharges from the Airport for the presence of glycol. We follow the discharge permit's management requirements which include twice a year water quality testing of discharges from three outfalls into the receiving streams for specified water quality characteristics, specifically after a deicing event has occurred and we report results promptly to the VDEQ.



WASTE/MATERIAL PROCUREMENT

Recently, we specifically re-focused on our recycling program, including the purchase and placement of upgraded collection containers along Terminal Drive. We also provide more than 75 recycling containers in the public areas of the terminal complex and outside areas of the Airport. This enables travelers, employees, and tenants to recycle using RIC's program. In 2021, our recycling collections saved more than 33 tons of recyclable materials from going to landfills.

We also buy paper products from recycled material and use Green Seal Certified products for operations and maintenance. We continually work with concessionaires at the Airport to improve recycling. We are currently studying the possibility of additional waste reduction efforts and efficiencies with a centralized delivery/receiving area.

To help reduce the use of single-use plastic bottles, we have installed bottle filling stations with the existing drinking fountains adjacent to restrooms at Gates B3, B4, B9, and A4. These stations have helped eliminate over one million disposable plastic bottles to date of the publication of this report.



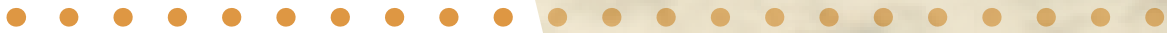
BIODIVERSITY, HABITAT, AND WILDLIFE MITIGATION

In compliance with FAA FAR Part 139.337, we maintain a Wildlife Hazard Management Program (WHMP) that outlines procedures and protocols related to wildlife control measures and the protection of aviation. The WHMP is part of our Airport Certification Manual. Airport Operations and the ARFF department, along with selected maintenance and police department personnel, undergo training annually with a certified USDA wildlife biologist. We also have a cooperative service agreement with the USDA for a full-time, on-site wildlife biologist who performs surveys, monitoring, and wildlife harassment and depredation when required.

Our staff use a wildlife log to record significant wildlife-related observations as well as harassment activities. Harassment activities range from using the vehicles' lights and sirens to the use of pyrotechnics. The goal of harassment is to move the wildlife away from the Air Operations Area (AOA). We document qualifying bird strikes on aircraft in the Log along with a separate entry in the FAA's Wildlife Strike reporting system. If staff are unable to determine the guild or species, our operations personnel will collect the wildlife remains and send them to the Smithsonian Institute Feather ID Lab for identification.

We use the wildlife log and the Wildlife Strike database to identify issues and analyze trends. Our contract USDA wildlife biologist prepares reports, including the annual Wildlife Hazard Assessment, which we review each May as a requirement for our annual FAA Airport Certification Inspection.

Although it appears that strikes have increased over the years, USDA advises us that based on their analysis, awareness and reporting has greatly increased, therefore showing an increased number of strikes. The pandemic years were outliers in the statistics since we had fewer aircraft operations.



SNOW EVENTS AND DEICING OPERATIONS

Operational safety, both landside and airside, is our number one priority. Since we often experience freezing overnight temperatures during the winter months, deicing is necessary to keep aircraft flight safe and occurs routinely even when there is no other winter precipitation affecting the airfield. As good stewards of our environment, we emphasize using chemicals judiciously, responsibly, and carefully for maximum effectiveness and place high importance on the cleanup of deicing fluids across our entire facility.

In accordance with the FAA, we have a **Snow and Ice Control Plan (SICP)** in place to outline methods and procedures for snow and ice control equipment, materials, removal, mitigation, inspecting, and reporting.

After a relatively snow-free 2019 to 2020 season, our snow events increased in the two subsequent seasons. We were ready.

Prior to winter, we hold several presentations to prepare for the upcoming season. We coordinate a winter operations pre-season annual presentation for airlines, concessions, and vendors to review the deicing operations from the previous year, plan for the year to come, and to address any questions or concerns anyone may have regarding the SICP. We also hold a SICP overview annual training presentation for our personnel with responsibilities under the SICP.

Our Airline Deicing Plan provides airline ground handling crews and deicing vendors with a playbook for deicing operations to minimize environmental impacts. The plan ensures appropriate, prompt collection and clean-up of spent aircraft deicing fluids. We have an underground collection system combined with vacuum trailers to recover spent deicing fluids. We track Glycol usage as reported by the airlines and their contracted service providers through a monthly glycol utilization report that the airlines submit following the last day of each month.

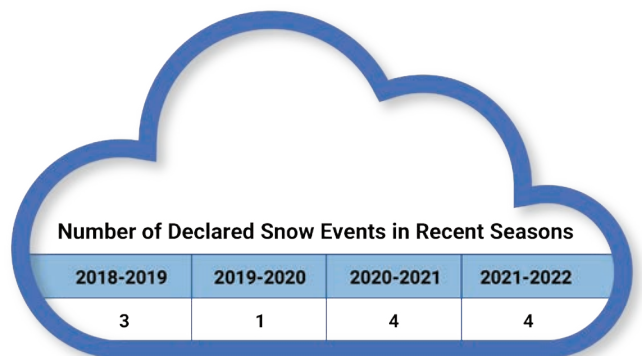
Currently, each airline deices in their own designated areas either on or off the gate. Deicing in the gate areas is particularly challenging as the towed vacuum trailer must be maneuvered around other equipment and aircraft. However, in 2023, we will be opening a new centralized deicing pad to accommodate two Group III aircraft side by side. The deicing pad will relieve congestion by allowing more efficient deicing operations and will also reduce the time and effort needed for the cleanup of spent fluids by using underground tanks to capture spent deicing fluid.



Snow and Ice Control Plan (SICP)

The four major components and priorities of our SICP are training, communication, documentation, and forecasting.

- TRAINING** is required for our staff to maintain a safe environment.
- COMMUNICATION** is enforced with pre- and post-season briefings, social media platforms, and monthly joint safety meeting forums to ensure that everyone is up to date and able to act quickly on current matters
- DOCUMENTATION** is vitally important for our actions including training efforts, attendance, and condition reports.
- FORECASTING** is essential for us to make educated staffing decisions, pre-storm preparations, and decisions on whether the use of costly anti-icing chemicals will yield a favorable return.



LOOKING AHEAD

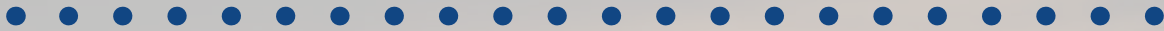
As we continue to grow to meet the travel needs of the region, we recognize that preparing for the future means managing through a constant state of change. We are excited to incorporate the work of our 2025 Strategic Plan into making data-driven decisions and providing our customers with an exceptional experience through convenience, innovation, and excellence.

Our welcoming and meticulously maintained airport environment is rated as one of the organization's top strengths by travelers and staff. To advance our mission and achieve our strategic goals, we will continue to boost employee engagement and pride, not just with Commission employees but with all associates and on-airport partners.

We are seeing the dire effects of climate change and are actively reducing our environmental footprint. This report is the first step in formalizing a baseline of practices that we can use to assess progress regularly and build upon that with future sustainability planning. Looking ahead, we will expand our scope to examine indicators such as the United Nations Sustainability Development Goals (UN SDGs) and other ESG reporting frameworks and document gains in current initiatives. As we grow, we will adopt new actions and policies, tracking and reporting our process regularly.

Over the next two years, we are focused on defining opportunities around sustainable development, particularly for renewable energy sources such as solar. Our commitment to use technology innovations to optimize efficiencies and reduce costs will help us achieve many of these objectives. We will take advantage of State and Federal funding to include green infrastructure initiatives in new construction and renovation. And as we embark on an airport master plan update, sustainability objectives will be key considerations in our development planning.

Amongst all the resources that airports and organizations need, human capital is by far the most important. We not only strive to make RIC the airport of choice for passengers but work equally hard to be an employer of choice to attract, retain, and reward valued employees. Our people are the face of RIC.



ACKNOWLEDGMENTS

We would like to thank the following partners for their continued support:

City of Richmond, Virginia

Chesterfield County, Virginia

Hanover County, Virginia

Henrico County, Virginia

Virginia Department of Aviation (DOAV)

Virginia Army and Air National Guard

Federal Aviation Administration (FAA)

Transportation Security Administration (TSA)

Airports Council International – North America (ACI-NA)

American Association of Airport Executives (AAAE)