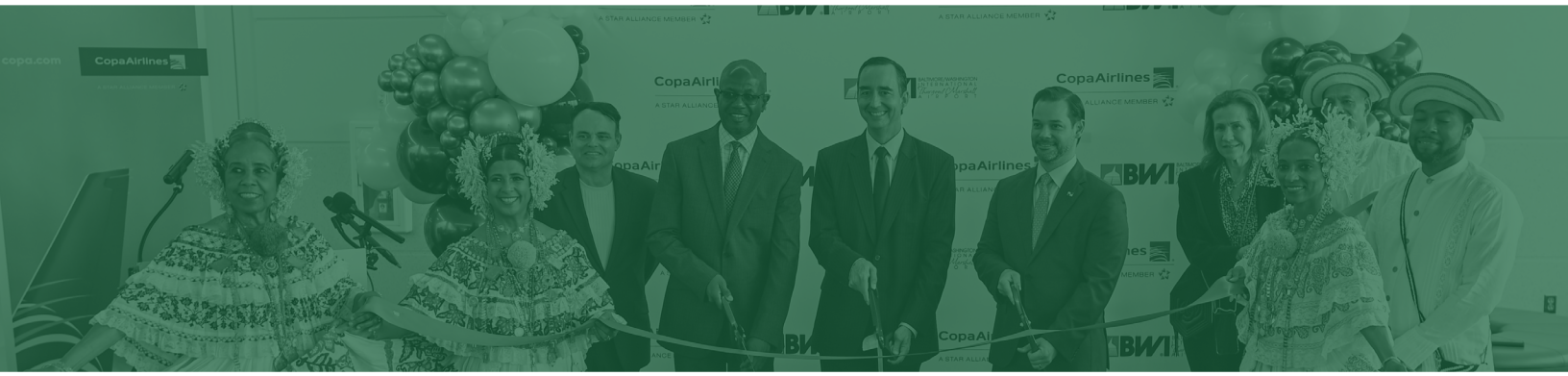




MARYLAND AVIATION
ADMINISTRATION

MARYLAND AVIATION ADMINISTRATION SUSTAINABILITY PLAN

2024



INTRODUCTION

Maryland Aviation Administration's (MAA's) Sustainability Plan builds on our long-standing commitments to improve our individual and organizational performance and is borne out of our Vision to 'be better'. The Sustainability Plan and program has grown out of our successful Environmental Management System (EMS), which operates on a Plan-Do-Check-Act framework. MAA is the owner and operator of Baltimore/ Washington International Thurgood Marshall Airport (BWI Marshall) and Martin State Airport (MTN). MAA also licenses and provides program funding support to 33 other regional public use general aviation airports. BWI Marshall is a large hub commercial service airport that welcomes over 27 million passengers annually resulting in an economic impact of over \$11 billion and supports over 100,000 jobs based off a 2023 economic analysis. The other 34 general aviation airports including MTN bring in over \$752 million and support nearly 10,225 jobs as of the latest economic analysis in 2024. As such, the influence of MAA has interconnected impacts to the sustainability of the state's economy, people, community, and environment.



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GOVERNANCE STRUCTURE

MAA is a transportation mode of Maryland Department of Transportation (MDOT) which governs the five transportation modes with the policies and vision set forward by the governor and legislature. MDOT's 2050 Maryland Transportation Plan (MTP) establishes a vision for the State's transportation system to provide safe, reliable, accessible, equitable, and sustainable transportation options to Marylanders across the state. The MTP outlines guiding principles and goals to achieve this vision. In turn, MAA's Strategic Plan and Sustainability Plan both support the implementation of the State's vision and mission. MAA's Strategic Plan is updated every 4 years and includes the organization's vision, mission, and goals to provide a roadmap for the work to be accomplished in the next 4 years. MAA's Executive Management Team, which includes the Executive Director/Chief Executive Officer (CEO), and the Chiefs of MAA's seven divisions, expanded the existing EMS to require a commitment to sustainability and environmental stewardship. A team of senior leaders were appointed to the Sustainability Steering Committee (SSC) to oversee the development of the Sustainability Plan and formal program. These appointments ensured that all MAA divisions have SSC representatives. As part of this expansion, MAA's Executive Director also signed a Sustainability and Environmental Mission Statement that commits MAA to "the betterment of our planet, our people, our community, and our economic growth." A Sustainability Implementation Team (SIT), made up of the Office of Environmental Compliance and Sustainability (OECS) staff and consultants, assists the SSC in the implementation of the sustainability program. The SIT serves as the MAA sustainability program and environmental experts.



MAA's Strategic Plan is updated every 4 years and includes the organization's vision, mission, and goals to provide a roadmap for the work to be accomplished in the next 4 years.

PROGRAM DEVELOPMENT HISTORY

MAA began a formal EMS program in 2005, with the implementation of a compliance-focused EMS. In 2012, MAA adopted an International Organization for Standardization (ISO) 14001-based EMS, and expanded its focus to include other environmental and energy performance efforts related to the operation and maintenance of its airports. The MAA 2017-2021 Strategic Plan Update set sustainability (focusing on the environment) as one of five goals and set an objective to implement an expanded EMS scope that would include all MAA and tenant activities (beyond compliance). An Environmental Mission Statement, with a commitment to sustainable operations, was signed in September 2016. In May 2017, the Executive Director signed an expanded EMS scope to include all MAA and tenant activities, and appointed the Environmental Steering Committee (ESC), made up of high-level directors and managers across MAA. The ESC, led by the Implementation Team, guided MAA through a successful EMS audit with a continual improvement recommendation to build a sustainability program using the EMS framework.

In 2021, MAA expanded the Office of Environmental Services, which became the Office of Environmental Compliance and Sustainability (OECS). The following year, OECS hired a Sustainability Manager. In 2023, the Executive Director approved a Sustainability Roadmap, signed a Sustainability Mission Statement, and created the SSC by expanding the ESC to include leaders from all MAA Divisions. The SSC has provided input for this plan that defines the sustainability pillars that will make up the program, identifies key sustainability focus areas, and provides a mechanism to track sustainability for MAA.

SSC Members

MAA Chair – Chief Engineer/Environmental Executive

Division of BWI Marshall Airport Operations & Maintenance

Airport Rescue & Fire Fighting (Director/Fire Chief)
 Director, Office of Airport Operations (Director)
 Contract Support (Manager)
 Office of Facilities Maintenance (Director)
 Office of Fleet Maintenance (Director)
 Office of Ground Maintenance (Director)
 Office of Custodial Services (Director)

Division of Planning & Engineering

Office of Engineering and Construction (Director)
 Office of Environmental Compliance and Sustainability
 (Director, Deputy Director, and Sustainability Manager)
 Office of Planning and Environmental Services (Director)
 Office of Architecture (Director)

Division of Business Development & Management

Office of Commercial Management (Director)
 Office of Parking and Transportation (Director)
 Office of Procurement (Director)
 Office of Capital Programs and Financial Planning (Director)

Division of Martin State Airport Operations & Maintenance

Office of Operations (Director)
 Office of Maintenance (Director)
 Fixed Base Operations (Director)

Division of Administration & Performance Management

Office of Administrative Services (Director)
 Office of Organizational Development (Director)
 Office of Safety & Risk Management (Director)
 Office of Human Resources (Director)
 Office of Diversity, Equity, and Inclusion (Director)

Division of Airport Technology & Innovation

Airport Technology (Deputy Chief)
 Innovation (Deputy Chief)

Division of Marketing & Air Service Development

Office of Marketing (Director)

Executive Office

Office of the Attorney General
 (Assistant Attorney General)

SUSTAINABILITY FRAMEWORK

Sustainability is the ability to make decisions that meet MAA's needs today without compromising the ability to meet its future needs, and future generations' needs. While conservation and restoration of our natural resources and environment is very much a part of sustainability, the concept goes beyond the environmental lens to include a balanced approach with economic and societal factors as well. Moreover, sustainability means planning and thinking holistically about the social, human, economic, and environmental elements of MAA's current operations and future operational and development plans.

The optimization of sustainability strategies directly aligns with MAA's vision to 'be better' and is a key goal of the organization's current Strategic Plan. MAA's Strategic Plan features five goals: safety, performance, management, customer service, and sustainability (environmental). It is important to note that in the Strategic Plan, the goal of "sustainability" was defined as "minimizing harmful impacts to the environment." With this Sustainability Plan, MAA is going beyond this definition to also incorporate human, social, and economic considerations. As an integral part of MAA's commitment to 'be better,' sustainability is intertwined into the culture of the organization and is reflected in all five goals.

The SIT led meetings with internal stakeholders representing all of MAA's Divisions to confirm, identify, and prioritize sustainability focus areas within the four pillars: environmental, economic, social, and human. The outcome was the identification of three focus areas for each pillar that will be used to plan and track initiatives. Given that sustainability is an all-encompassing interconnected concept, initiatives, focus areas, and pillars can and will overlap.

MAA's Strategic Plan features five goals: safety, performance, management, customer service, and sustainability (environmental).

MAA's sustainability focus areas are organized into their dominant pillar; impacts and influence on the other pillars are mentioned throughout this document. These four pillars ensure a strong, systematic approach to sustainability that will position MAA to be a leader in aviation sustainability while continuing to support MAA's important role as a regional economic engine.

The environmental pillar addresses actions to conserve resources and minimize harmful impacts to the environment. This pillar also addresses actions that have a positive impact on the environment to benefit not only our human lives but also the plants and animals that rely on a clean environment as well.

The economic pillar addresses actions to support MAA as an economic engine through continued best management practices that promote long term economic wellbeing. This pillar also addresses growth, costs, and return on investments.

The social pillar addresses our communities and government entities, and embraces transparency, resiliency, fairness, inclusivity, and civil participation.

The human pillar addresses safety, health, wellness, and prosperity to individuals living and working within the airport community and those who are traveling through the area.

Sustainability Pillars and Focus Areas



All actions performed at MAA impact the sustainability of the organization. To ensure a successful and impactful program, the four pillars will be incorporated into sustainability planning, policies, and business processes.

The Sustainability Plan that follows introduces the 12 focus areas. For each focus area the following is identified: its primary pillar, an overview of the focus area within MAA, goals, and tracking metrics. Following the approval of this plan by the SSC, an annual report card will be published showcasing initiatives in place and their progress. In addition to a sustainability report card, MAA intends to develop an Environmental, Social, and Governance report, which will be based on established criteria.





Focus Area: Climate | Pillar: Environment



MAA is addressing climate by developing and improving actions that reduce greenhouse gas (GHG) emissions while also adapting to the current and future effects, risks, and hazards of climate change. As noted in the Maryland Commission on Climate Change’s report entitled “Climate Change Impacts on Maryland and the Cost of Inaction,” climate change is already happening in Maryland with observed impacts including increases in sea level rise, water temperature, heavy rains, heat waves and drought, and adverse impacts on tourism. Maryland is a leader in climate change action and has recently passed the most aggressive climate change law in the country, the Climate Solutions Now Act, which calls for a 60% emissions reduction target by 2031 and “net zero” emissions by 2045.

A major strategy for MAA has been decarbonizing the power supply by purchasing 40% of our power needs from hydro, solar, and wind power sources. In addition to flexing our purchasing power, MAA’s current and ongoing actions include installing a solar array on the parking garage, installing energy efficient lighting and mechanical upgrades, providing electric vehicle charging stations, thermal energy storage and replacing fossil fuel burning buses with electric buses. MAA also promotes low carbon transportation options including regional rail (Amtrak), commuter rail (MARC), local buses, and Baltimore Light RailLink.

MAA is developing a Decarbonization Roadmap that will provide further solutions to eliminate scope 1 and 2 emissions and will strategize solutions to work with our tenant and airline partners to reduce scope 3 emissions, which MAA can influence but are mostly outside of MAA’s control. Potential strategies include additional renewable energy, a microgrid, a hydrogen hub, electric ground support equipment, sustainable aviation fuel, and electric fleet vehicles.



CHARGERS



EFFICIENT LIGHTING



SOLAR



PUBLIC TRANSIT

Goals	Tracking Metric
Publish Decarbonization Roadmap by end of 2025 that aligns with the State’s goals	Completed report, amount of GHG reductions, increased energy efficiency
Begin to install EV charging infrastructure for MAA fleet by end of 2025 for future EV purchases.	Amount of chargers installed
Pursue Airport Carbon Accreditation (ACA) by the end of FY 2026	ACA rating
Expand solar generation at MAA	Amount of clean energy generated



Focus Area: Circularity | Pillar: Environment



Circularity is the practice of eliminating as much waste as possible by recirculating resources back into the economy. By practicing circularity, MAA is extending the lifecycle of products and materials, thereby reducing natural resource extraction, energy consumption, and environmental impacts of manufacturing and shipping new products.

MAA actively embraces circularity by increasing waste diversion and reducing landfill waste.

Maryland state law requires state agencies to achieve a 30% recycling mandate and establishes a voluntary 40% diversion goal. MAA currently recycles cardboard, construction and debris waste, plastics, metals, yard waste, food scraps, and electronics. As a member of the State Electronics Challenge MAA demonstrates lifecycle stewardship of electronics through best management practices for purchasing, use, and disposal. MAA has invested in digital signature software (DocuSign) to reduce the need to sign printed documents. Throughout the terminal there are also water filling stations to encourage the use of reusable bottles.

In the restaurant kitchens at the BWI Marshall terminal, food scraps are collected to compost into a nutrient rich soil additive. To divert more materials to composting and reduce plastic, MAA published a Green Concessions Tenant Directive that asks concessionaires to phase out single-use plastics and opt for compostable packaging. Additionally, used cooking oil is collected to be made into Sustainable Aviation Fuel (SAF). Oyster shells are collected and reused to grow baby oysters to aid in Chesapeake Bay restoration. MAA is expanding these programs and will add new actions as feasible throughout the airports at MAA.



FOOD SCRAPS



OYSTER SHELL COLLECTION



USED COOKING OIL TO SAF



REFILLABLE BOTTLE STATIONS

Goals	Tracking Metric
Finalize Solid Waste Reduction and Management Plan to establish actions to reach State's waste goal by 2030	Percent diversion of waste diverted from landfill (tons)
Implement Green Concessions Tenant Directive by end of 2025 and establish first cohort of Green Champions	Percentage/number of concessionaires in Green Concessions program
Expand composting program to front of house and cafeterias	Tons of food scraps collected
Maintain State's Electronics Challenge membership	Pounds of e-waste recycled



Focus Area: Chesapeake Bay | Pillar: Environment



The Chesapeake Bay is the largest estuary in the United States and home to many iconic Maryland species such as blue crabs, great blue herons, and oysters. Both of MAA’s airports are in the Chesapeake Watershed with MTN located directly on the water. The Chesapeake Bay’s health is therefore affected by the airports’ impact on water quality, land use, and relationship with local wildlife. The State of Maryland is a signatory to the Chesapeake Watershed Agreement and as such has agreed to various goals to help restore the Bay’s health. Maryland’s Watershed Implementation Plan outlines a variety of targets and strategies to achieve bay restoration.

MAA has a long history of programs and policies that are beneficial to the Chesapeake Bay and its restoration efforts. MAA has taken action to meet total maximum daily load requirements aimed to limit the amount of pollution that enters receiving waterways. These actions include designing and maintaining stormwater treatment features, street sweeping, and stream restoration. MAA also finalized a Forest Conservation Easement encompassing over 122 acres which includes 84 acres of Wetlands of Special State Concern. BWI Marshall’s award-winning public restrooms also feature water efficient fixtures that provide a 20% water savings.

Other MAA Bay friendly actions include trash clean ups, aircraft deicing fluids capture and recycling, and oyster shell reuse from two oyster bars at the BWI Marshall terminal. The terminal also has artwork on display that pays homage to the Chesapeake and its importance to Maryland. MAA’s Green Team is also evaluating other actions such as rainwater harvesting and a pollinator garden.



Goals	Tracking Metric
Meet Maryland Department of the Environment’s Chesapeake Bay Restoration goal of treating stormwater runoff from 30% of impervious areas by 2030	Acres of stormwater treatment implemented
Establish a baseline for water use	Gallons of water per year per passenger
Increase opportunities to connect the public to the Chesapeake Bay	Amount of environmental outreach events, educational signage in the airport
Create and implement Forest Stewardship Plan	Number of easements and associated plans completed



Focus Area: Operational Costs | Pillar: Economic



MAA strives to operate its airports efficiently, effectively, and within established budgets. MAA has a responsibility for fostering and developing aviation activity throughout the state as well as the operation, maintenance, protection, and development of both BWI Marshall and MTN Airports.

The MAA budget consists of operational and capital expenditures. Operational expenses include personnel, airport security, utilities, and other charges (insurance, etc.). MAA's capital program provides for the development and maintenance of facilities at both airports (airfield, landside, and terminal). MAA undertakes projects that meet the demands of commercial and general aviation for both passenger and cargo activities.

MAA tracks its costs on an ongoing basis and has implemented strategies to manage costs, without compromising safety and service quality. These strategies include energy efficiency initiatives, staff management practices, asset management programs, revenue enhancement opportunities, and customer service analyses. At BWI Marshall, MAA utilizes Common Use Terminal Equipment that saves airlines' costs and makes it easier for MAA to bring in more airline business. By switching to electronic billing, MAA hopes to lower operational costs by streamlining payments and avoiding administrative fees. MAA is creating a Decarbonization Roadmap that will identify strategies and projects to reduce or eliminate GHG emissions and lower energy bills and operating costs at both airports.



AIRPORT INFRASTRUCTURE



AIRPORT IMPROVEMENTS



OPERATIONS & MAINTENANCE



ENERGY EFFICIENCY

Goals	Tracking Metric
Targeted expansion of BWI Marshall Common Use Terminal Equipment	Number of new common use terminals
Annually move at least 95% of Capital Improvement Program to completion on time and within established project budget	Percentage on time and within budget
Reduce billing costs by switching to electronic billing where needed	Number of bills switched to electronic format
Annually spend within the appropriated operating budget and projected revenues	Annual spending



Focus Area: Revenue Generation | Pillar: Economic



MAA receives operating revenues that help offset its expenditures from sources such as flight activity, rents and user fees, parking, rental cars, concessions, fuel sales, and advertising. MAA's profitability determines how much the State's Transportation Trust Fund (TTF) must provide as a subsidy. According to the Analysis of the FY 2024 Maryland Executive Budget, although MAA revenues have typically covered its operating expenses, MAA relies on the TTF and other non-MAA financing mechanisms to fund its capital program. Airport revenue is very dependent on the volume of passenger, cargo, and aircraft traffic at both BWI Marshall and MTN.

MAA has several strategies for increasing business income. A key strategy of revenue generation is to increase non-aeronautical revenue by bringing in more concessionaires, implementing dynamic parking pricing, and transitioning MAA-owned parcels to commercial use. Other business strategies include expanding air service and improving the customer experience to increase passenger volume, thereby increasing regional market share of total operations including the sale of fuel and aircraft service operations and keeping cost per enplanement low to influence airline business expansion.

MAA has been very successful in obtaining both Federal Aviation Administration (FAA) Airport Improvement Program grants and other grants from federal, state, and local partners. MAA is also looking at ways to diversify revenue streams by developing commercial facilities and services within and around its airports. MTN is emerging as a technological hub and an innovative aviation hotbed that is strategizing digital technologies that make them more efficient, attract more corporate jet business, and offer a positive customer experience. MTN is also home to several flight schools that bring in additional revenue while training the pilots of the future.

Goals	Tracking Metric
Increase Non-Aeronautical Revenue to at least 55% of total revenues by 2029	Non-Aeronautical Revenue
Annually increase MTN's regional market share of total operations	Percent of increase in regional market share
Annually increase BWI Marshall's market share of passengers using regional commercial airports	Percent of increase in passenger regional commercial market share
Increase alternative funding by continuing to apply for grants	Number of grant applications submitted





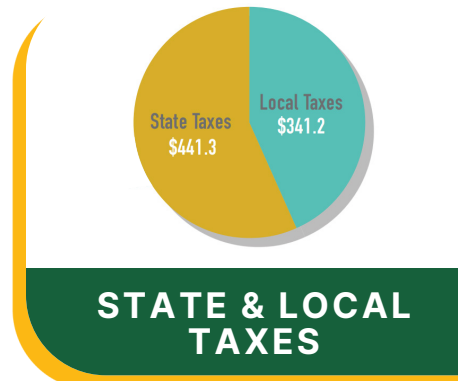
Focus Area: Economic Development | Pillar: Economic



BWI Marshall and MTN play an important role in promoting the economy of the Maryland/Washington D.C. region by increasing comprehensive transportation capacity for passengers and industry and improving international and domestic market accessibility for state and regional businesses. MAA tracks and regularly reports on the economic impact to the region by looking at its impacts on revenue, employment, income, and taxes in five sectors:

- Airline/Airport Service
- Freight Transportation
- Passenger Ground Transportation
- Contract Construction/ Consulting Services
- Visitor Industry Services

MAA's airports serve the needs of the traveling public and help to facilitate the transport of goods and services. They also serve as standalone employment centers with many businesses operating at or near the airports. The businesses outside of the airports' boundaries such as the visitor and hospitality industries, ground transportation providers, and construction companies, rely on the airports' activities to keep their businesses running. As of 2023, BWI Marshall brings in 107,066 jobs, 28,907 of which are airport-generated and 78,159 of which are visitor-generated. These jobs lead to greater regional prosperity and an improved quality of life for those in the surrounding communities, predominately in Baltimore City and Baltimore, Anne Arundel, and Howard Counties. Thanks to the \$11.3 billion total economic impact, BWI Marshall generated \$782.5 million in state and local taxes. MAA alone employs over 500 people and works diligently to achieve a vacancy rate of less than 5%. To protect local jobs, MAA will implement Project Labor Agreements (PLA) for contracts greater than \$20 million. A major goal of MAA is to increase air service to underserved domestic and international markets, thereby bringing in more jobs and economic prosperity to the area.



Goals	Tracking Metric
Increase air service to unserved domestic markets	Number of new unserved domestic destinations
Increase air service to unserved international markets	Number of new unserved international destinations
Implement Project Labor Agreements on contracts > \$20 million	Number of project labor agreements implemented
Maintain a < 5% vacancy rate	Percent vacancy rate



Focus Area: Resilience | Pillar: Social



Resilience is the ability to anticipate, prepare for, and adapt to changing conditions and withstand, respond to, and recover rapidly from disruptions. MAA is proactively planning and practicing resilience which the FAA says, “is crucial to maintaining community access to safe and efficient air transportation for passengers and cargo.”

MAA has established Emergency Management Plans for physical threats and Disaster Recovery Plans for technological threats. These plans are updated regularly and outline specific procedures to respond to emergencies including aircraft accidents, fires, power outages, terrorism, pandemics, natural disasters, cyber-attacks, and system outages. To prevent future disasters, MAA is also launching an asset management platform to ensure assets are maintained properly and that the knowledge to do so is well documented. Additionally, MAA staff receive Federal Emergency Management Agency training to deploy when needed in the event of an emergency and participate in annual tabletop exercises and simulations to practice disaster response. After previous pipeline disturbances, MAA has invested in the construction of new fuel supply storage to increase our capacity for on-site fuel availability.

MAA is planning for future climate impacts that will increase the risk of damage from floods, wind, snow, and extreme heat. For extreme weather, BWI Marshall features severe weather zones to safely shelter in place. MAA is also updating electricity substations to eliminate a single point of failure. Climate threats are currently analyzed during project planning phases and additional climate resilience measures will be featured in future Planning Engineering Guidelines and Standards (PEGS). In addition, MAA’s upcoming Decarbonization Roadmap will explore further possibilities for resilience in preparation for power outages including adding additional renewable power, installing a microgrid, and electrifying vehicles.



DISRUPTION MANAGEMENT



DISASTER PLANNING



DISASTER TRAINING



INCREASED ON-SITE FUEL CAPACITY

Goals	Tracking Metric
Update PEGS as required for climate resilience	Number of guidelines added as needed
Analyze microgrid feasibility	Microgrid feasibility study completion
Update Disaster Recovery Plan and practice “tabletop exercises” as required	Number of successful trainings
Successfully launch asset management platform	Launched platform and amount of cataloged assets



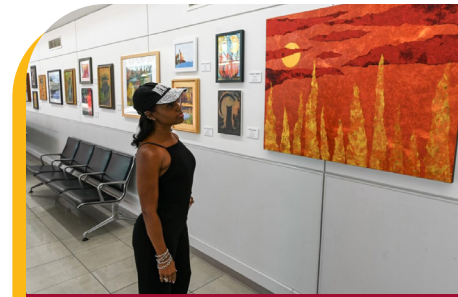
Focus Area: Community Involvement | Pillar: Social



MAA is deeply committed to meaningful involvement with community groups and regularly hosts meetings and events to involve and educate businesses, academia, non-profit organizations, and civic organizations. MAA maintains good standing with our neighbors through a commitment to be visible, transparent, and responsive.

MAA has well-established initiatives that engage with and support our community members. These initiatives are organized by offices across MAA and range from hosting business networking events, honoring current and former military services members, and providing advertising space for regional non-profits on monitors throughout our BWI Marshall terminal. MAA also showcases the works of local artists of all ages in galleries located in our BWI Mashall terminal. Young people also have opportunities to learn about aviation and engage in Science, Technology, Engineering, and Mathematics (STEM) events including our internship program, Engineer’s Week, and MAA’s Summer Youth Initiative. MAA employees also annually participate in the Maryland Charity Campaign where they can pledge funds for non-profit organizations. During the holidays, MAA employees also donate toys, clothing, and gift cards to families in need through the Adopt a Family program. MTN hosts opportunities to learn about aviation’s past and future through the Glenn L. Martin Aviation Museum and through the biennial Fleet Week Open House where the community can view the airshow planes on display.

MAA has a long-standing noise program that helps community stakeholders understand the facts, science, and regulations associated with airport noise in a transparent, clear, and accessible way. MAA also manages the Community Enhancement Grant Program that provides grants for transportation projects to benefit the communities impacted by operations of BWI Marshall Airport. As part of MAA’s capital development process, MAA is committed to transparent and fair community engagement as we plan projects that result in positive social and environmental impacts. This engagement often includes workshops, stakeholder interviews, and other community outreach activities.



LOCAL ARTIST GALLERIES



SUMMER YOUTH INITIATIVE



HONOR FLIGHTS



SUMMER INTERNSHIP PROGRAM

Goals	Tracking Metric
Continue to offer inspiring opportunities related to aviation, STEM, and art	Number of opportunities
Continue to showcase Maryland artists	Number of art pieces/showcases
Continue to partner with various external stakeholder groups	Number of initiatives implemented



Focus Area: DEI | Pillar: Social



Diversity, Equity, and Inclusion (DEI) is central to MAA’s mission to provide an environment where everyone can thrive and connect to life’s opportunities. MAA carries out this mission through the Minority/Disadvantaged Business Enterprise (M/DBE) Program, equal employment opportunities, DEI management training, affirmative action, title VI compliance, Americans with Disabilities Act (ADA) compliance, and language assistance for those in need of interpretation services.

Under federal and state guidance, MAA established the M/DBE Program. With this program, MAA is making consistent efforts to ensure nondiscrimination in contract awards and administration and to create a level playing field on which M/DBEs can compete. Each year, MAA hosts SynergyBWI, a business networking event offering an opportunity for small and minority businesses to learn about business and contracting opportunities at both BWI Marshall and MTN. In 2023, the BWI Marshall Airport Concessions Disadvantaged Business Enterprise (ACDBE) reported that more than \$50 million in concession sales came from M/DBE businesses.

Everyone plays a role in DEI at MAA and our airports. To ensure an equitable and nondiscriminatory work environment, MAA employs a diverse workforce and offers DEI training to new employees. Recently, MAA launched a new DEI training for managers that helps supervisors learn how to create safer work environments by teaching supervisors how to recognize and stop bullying, discrimination, and harassment. The training also demonstrates how DEI efforts cultivate a culture of belonging and inclusivity. MAA also provides various amenities to improve accessibility for those experiencing disabilities and language barriers.



EQUAL EMPLOYMENT OPPORTUNITY



ACCESSIBILITY SERVICES



DEI MANAGERS TRAINING

Goals	Tracking Metric
Expand the number of minority business owners pursuing business opportunities	Number of contracts secured by M/DBE and ACDBE businesses
Increase participation at SynergyBWI	Number of participants/ businesses at SynergyBWI
Ensure at least 80% of managers have completed the DEI modules in the Management Training Program within 2 years	Percentage of managers completing DEI modules in 2 years

SYNERGY BWI BALTIMORE/WASHINGTON INTERNATIONAL Airport Marshall

BUSINESS NETWORKING EVENT

SAVE THE DATE
MONDAY 18 NOVEMBER
 8AM TO 4PM

Live! Casino & Hotel Maryland
 7002 Arundel Mills Cir #7777 • Hanover, MD 21076

SynergyBWI provides an exciting venue for small and minority businesses to network, learn about business and contracting opportunities with BWI Marshall and Martin State Airports.

- Hear from speakers for securing business in Maryland
- Attend informative seminars to grow your business
- Network with airport leadership, procurement and participants
- Access to financing, bonding and resources
- Meet airport DBE contractors

SYNERGYBWI



Focus Area: Safety Assurance | Pillar: Human



MAA is committed to providing safe and secure airports for our employees, tenants, community, and the traveling public. Airport safety assurance helps to ensure that mitigations put in place to manage safety risk are carried out and working as intended.

At airports, threats against safety include falling hazards, biohazards, vehicle and aircraft accidents, fires, violence, and terrorism. At MAA, safety is one of MAA's Core Values and is therefore the responsibility of all MAA offices. The Offices of Safety and Risk Management and Airport Operations jointly work together to ensure safety and compliance with federal and state laws and guidelines. These offices are leading the development of an MAA-wide formal Safety Management System that complies with the current FAA regulations and general airport industry best practices.

Additionally, the Division of Airport Technology and Innovation works to reduce technological and cyber threats and is updating its Airport Technology Master Plan and developing a Cyber Security Master Plan. In addition to a large online catalog of safety and security trainings, MAA requires all badge holders to participate in annual training for airport secured areas, active shooters, and human trafficking.

Together with the Maryland Transportation Authority Police, Transportation Security Administration (TSA), and MAA's Airport Fire & Rescue Department, MAA works diligently to reduce security threats throughout our airports. These teams enforce safety and security laws, screen for threats, and provide emergency support as needed. MAA also practices preventative safety by conducting daily walk-throughs, practicing emergency exercises, and hosting safety fairs and workshops featuring information on best safety practices. Recently, MAA's Safety Committee deployed a wet floor safety station initiative to prevent falls. Beverage disposal stations at security checkpoints are also being planned to improve the safety of liquid disposal.



Goals	Tracking Metric
Develop Cyber Security Master Plan by 2025	Cyber Security Master Plan developed
Develop and implement a formal FAA Safety Management System by April 2027	Safety Management System Implementation completed
Deploy beverage disposal stations at all TSA checkpoints by the end of 2025	Percent of TSA checkpoints with disposal stations
Update Airport Technology Master Plan by end of 2025	Airport Technology Master Plan Update completed



Focus Area: Health & Well-Being | Pillar: Human



Health and well-being combine the state of being well in the body and mind while also striving for comfort, happiness, and prosperity. The health and well-being of our employees, neighbors, and customers is imperative to MAA. MAA has a robust Employee Health & Wellness Program that promotes overall well-being by providing employees with the necessary resources to engage in every aspect of health. This multi-faceted program features resources discussing physical, emotional, mental, and financial health. In addition, MAA employees can participate in health and well-being events such as seminars, walking challenges, and the annual Turkey Trot at the Chesapeake Bay Bridge Run.

One way that MAA is approaching health and well-being of not only our neighbors, but also employees and customers, is through our decarbonization efforts. The burning of fossil fuel has been linked to negative health impacts such as cardiopulmonary disease, cancer, and asthma. By phasing out fossil fuel burning engines with electric motors, these health impacts decrease due to reduced exposure to diesel and gasoline fumes.

MAA also ensures our customers have access to airport amenities that support their health and well-being. At BWI Marshall, access to natural light, healthy food, cardio and bike trails, an on-site gym, an on-site medical clinic, private nursing stations, and calming spaces improve visitors' health, while also making the airport more appealing. BWI Marshall's newly renovated restrooms were designed to enhance privacy, ease traveling with families, and create a soothing space with the use of blues and greens in the color palette. Additionally, BWI Marshall is an accredited Global Biorisk Advisory Council (GBAC) STAR facility, the gold standard of a high-performance cleaning and maintenance regime to ensure biosafe (disease free) facilities. BWI Marshall will soon launch the Sunflower Program to improve the customer service experience for those with non-visible disabilities.



MAA TURKEY TROT



BWI CARDIO TRAIL



CALMING COLOR PALETTE



HIGH PERFORMANCE CLEANING

Goals	Tracking Metric
Maintain GBAC STAR Accredited Facility Rating	Receival of GBAC Star Facility Rating
Implement the Sunflower Program to improve experience for passengers with non-visible disabilities	Sunflower Program implementation
Continue to offer employee health and wellness programs	Number of employee health and wellness program offerings



Focus Area: Experience & Engagement | Pillar: Human



Experience & Engagement focuses on MAA efforts to enhance the satisfaction of our passengers, tenants, and employees. MAA strives to create an enjoyable, stress-free, and hospitable atmosphere for passengers as they travel to and from Maryland.

MAA offers a wide array of amenities at both BWI Marshall and MTN. At BWI Marshall, travelers can enjoy a variety of restaurants, shops, and interesting areas to check out while waiting for a plane such as the art galleries, Thurgood Marshall exhibit, children’s play area, and observation deck. MTN’s amenities include pilot/passenger lounges, a snooze room, and a full service fixed-base operator. To understand the needs and wants of the traveling public, each year several surveys are administered to gauge our successes and opportunities for improvement. In response, MAA is improving baggage systems, expanding concessionaire choices, and making wayfinding easier. Based on customer feedback to improve passenger comfort, MAA launched a massive effort to improve BWI Marshall’s bathrooms. MAA is also planning to upgrade the parking ticket system to paperless to avoid lost tickets, install new passenger kiosks to assist with wayfinding, and expand the Customer Service Award Program that recognizes tenants for providing exceptional customer experience.

As with our customers, MAA also checks in with our employees via surveys and forums throughout the year. MAA wants all our employees to not only succeed but to also grow and learn during their career at MAA. MAA strives to be a performance-driven culture and constantly seeks opportunities to improve work efforts as individuals and as an organization. Employees can further their education and skills through the tuition reimbursement program, the EVOLVE Training and Development Program, and through a variety of certification opportunities. Through the Council of Committees, employees also can get involved in topics outside of their work function and collaborate on recommendations that impact the entire organization. Throughout the year there are also many opportunities for networking, volunteering, celebrating successes, and having fun at the many events that take place at MAA.



TERMINAL AMENITIES



EMPLOYEE RECOGNITION



PASSENGER EXPERIENCE



COUNCIL OF COMMITTEES EXPERIENCE

Goals	Tracking Metric
Promote/expand Customer Service Award Program	Number of Customer Service Awards given
Ensure at least 80% of MAA employees complete two formal professional development experiences within a 2-year timeframe	Percent of MAA employees completing formal professional development experiences
Pursue paperless parking system	Implementation of a paperless parking system
Install new passenger information kiosks at BWI Marshall by 2026	Completion of kiosk installation

USING THE SUSTAINABILITY FRAMEWORK FOR SOLUTIONS

This Sustainability Plan is setting the stage for a future where incorporating sustainability into all aspects of MAA’s operations is the normal course of business. MAA’s intention is that going forward, our staff will use this framework as a tool for demonstrating sustainability practices both across the organization and for individual actions. Just as complex problems are multi-faceted with ripple effects, so too are solutions. When developing solutions to complex problems, it’s important to think holistically and understand how the decision to move forward on a solution has impacts across the four pillars. Just as a puzzle, the pieces need to fit together to create a completed work.



This framework will help MAA to formulate a strategy that showcases both the benefits and trade-offs when thinking about and proposing solutions to complex problems. Solutions can be projects, policies, programs, and initiatives that can be summed up as actions—the things that need to be accomplished to realize the solution. A trade-off is a balancing of factors all of which are not attainable at the same time. Oftentimes, a trade-off needs to happen when there is not enough time, money, or staff resources to move forward with a solution despite the many benefits of moving forward. In that case, the solution could be reduced so that it takes less time, less effort, and/or less money. Alternatively, the solution could go forward if future projects can reduce their time, effort, and monetary sources. By understanding the benefits and trade-offs of a solution, we can determine if the additional effort is worth pursuing.

- | Is greater efficiency possible?
- | Is the solution wasteful?
- | How will ecological systems be impacted and are there any unintended consequences?

- | Does this add resilience?
- | What are the impacts to the community?
- | Is this solution fair and inclusive?



- | What is the return on investment?
- | What is the value added?
- | Is there a cost of doing nothing?

- | What is the impact on safety?
- | What is the impact on health?
- | Has the experience been impacted in a positive or negative way?

When using the four pillars to formulate and analyze a solution, MAA will look at how each pillar will be impacted. The previous graphic demonstrates the types of questions MAA will think about when analyzing a proposed solution.

Once the solution is identified, this framework can be used to showcase the sustainability benefits, and, if applicable, any important trade-offs. Below are some examples of proposed and in place actions at MAA and their corresponding sustainability benefits.

PROBLEM: Fossil based energy powering the electrical grid

SOLUTION: Expansion of MAA's solar power capacity



ENVIRONMENTAL BENEFIT: Adding 6 megawatts (MW) of solar would prevent 2,575.5 metric tons (MT) carbon dioxide (CO₂); equivalent to the amount of CO₂ absorbed by 118,292 trees in a year.



ECONOMIC BENEFIT: More than \$1 million in annual energy savings.



SOCIAL BENEFIT: Create more resiliency for MAA in the event of severe storms that could knock out the power grid.



HUMAN BENEFIT: Provide healthier and cleaner air for those at the airport and in surrounding communities.

PROBLEM: Document management efficiency

SOLUTION: Adopting DocuSign for administrative needs



ENVIRONMENTAL BENEFIT: In 2023, DocuSign usage at MAA saved 30,471 sheets of paper which avoided 6,519 pounds of carbon emissions, conserved 8,179 gallons of water, saved 8 trees, and eliminated 451 pounds of waste.



ECONOMIC BENEFIT: Saved \$557 in paper costs, \$12 in disposal costs (for landfilling or recycling) or \$451 for shredding.



SOCIAL BENEFIT: Secure platform for sensitive document sharing making MAA resilient against information theft.



HUMAN BENEFIT: Improved employee experience as users have reported greater convenience, organization, ease of tracking, and time savings.

PROBLEM: Inefficient lighting

SOLUTION: Switching to light emitting diode (LED) lamps



ENVIRONMENTAL BENEFIT: LEDs use about 90% less electricity than incandescent lamps. They prevent GHG emissions and other air pollutants from power plants while providing a higher quality of light.



ECONOMIC BENEFIT: Saves money by reducing electricity bills and has a short payback benefit of less than a year.



SOCIAL BENEFIT: Longer lasting and more durable than incandescent and fluorescent bulbs make LEDs more resilient against breakage and needing to be replaced.



HUMAN BENEFIT: LEDs are mercury-free, eliminating all risk of mercury exposure from breakage. LEDs labeled RoHS-compliant have eliminated or reduced lead, brominated flame retardants, and several other highly persistent toxic chemicals.

PROBLEM: Heavy trash bags full of liquids at TSA check points

SOLUTION: Installing Liquid Capture Stations



ENVIRONMENTAL BENEFIT: Liquids can be processed at the waste treatment plant and be reintroduced to the water cycle versus being thrown out in the landfill.



ECONOMIC BENEFIT: Saves money by not having heavy liquids sent to the landfill that increases waste disposal fees.



SOCIAL BENEFIT: Prevents big messes that could have occurred from leaking trash bags.



HUMAN BENEFIT: Takes significant amount of weight out of trash bags making the bags easier to lift and avoids injury.

SUSTAINABILITY PLAN IMPLEMENTATION

Selection and Tracking of Sustainability Initiatives

MAA's selection of new sustainability initiatives will follow the guidelines set forth in the Standard Operating Procedure (SOP) for the sustainability program. The SSC has the primary responsibility for the execution of this procedure and for assisting with the identification, implementation, and monitoring of sustainability initiatives. MAA's SIT will work with internal MAA stakeholders to identify initiatives and strives to have at least one initiative in each of the four pillars. For each initiative selected, a working group will be formed that will create an Action Plan using Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) methodology. The working group will report on progress to the SSC during quarterly meetings.

Communication and Reporting

MAA's internal and external communication processes for its sustainability program are guided by a communications SOP. The SSC meets quarterly to facilitate communication regarding the sustainability program, emerging regulations, procedures, sustainability initiative progress, issues, and updates within MAA. The Sustainability Manager issues a regular newsletter via email to employees and contractors that reports on MAA sustainability initiatives and provides information to support sustainability at home and at the office. MAA will report to the public each year on its sustainability program.

