

2021 ESG Report

Caring for the World We Carry

ATLAS AIR 

Polar 

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Table of Contents

Executive Message	2
About Atlas Air Worldwide	3
Our ESG Strategy	6
ENVIRONMENTAL STEWARDSHIP	9
Aircraft Emissions	10
Aircraft Noise	15
Resource Consumption	16
CAREER, CULTURE & EQUITY FOR OUR PEOPLE	19
Employee Experience	20
Safety & Security	30
Labor Relations	34
SOCIAL IMPACT & COMMUNITY ENGAGEMENT	35
Community Impact & Philanthropy	36
Global Prosperity	41
RESPONSIBLE BUSINESS GROWTH	43
Corporate Governance	44
Ethics & Integrity	47
Compliance	50
Data Privacy & Cybersecurity	52
Public Policy Advocacy	54
APPENDIX	56
TCFD Index	57
SASB Index	60

Executive Message

To Our Stakeholders:

Today and every tomorrow is our moment to rise, as we believe building a strong business today is good for our people, communities and the planet tomorrow.

In 2021, we demonstrated our commitment to do good in the world by responding to emerging needs with collective resourcefulness. Our foundational values – Safety, Service Excellence, Integrity, Innovation, Teamwork and Responsibility – guided our response to many challenges. We strived to provide excellent service every day and be our customers' first choice and most valued partner while delivering shared value for our shareholders, employees and communities.

We also accelerated progress on our environmental, social and governance (ESG) journey. We are supporting the International Air Transport Association (IATA) and Airlines for America (A4A) goal to achieve net-zero carbon emissions by 2050. In early 2022, we formalized our carbon emissions reduction goal: to reduce our Scope 1 emissions by 20% by 2035.

Our 2021 purchase of four new Boeing 747-8 freighters provides 20% higher payload capacity and 16% lower fuel consumption. In late 2021, we ordered four new Boeing 777-200LRs, which are the largest and longest-range twin-engine freighters in the world and will further help us improve our flight operations efficiency. By upgrading our fleet with more fuel-efficient aircraft, combined with all our fuel efficiency and maintenance programs, we can continuously improve efficiencies, safety and performance.

We are also pursuing opportunities to increase the use of sustainable aviation fuel (SAF) in our flight operations. We actively advocate for state and federal tax-credits and investments in research and infrastructure funding to increase SAF production in the United States. In addition, we continue to expand our fuel-saving initiatives, including implementing best practice protocols that reduce fuel burn, and converting our station equipment to electric and hybrid vehicles in order to reduce emissions year over year.

Our people are our top priority, and their talent, dedication and world-class skills – in the cockpit, on the ground and

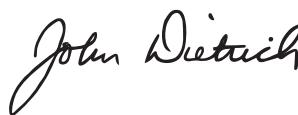
in the office – drive our success. We have strengthened our culture of diversity, equity and inclusion because we believe it provides a great source of innovation and engagement.

In addition, we are focused on growing our diverse talent pipeline through internal initiatives and external partnerships and workforce development programs.

We constantly strive to establish Atlas as a career destination and strengthen our Company to attract and retain the best talent in the industry. This includes enhancements to our employee compensation, health and wellness benefits and quality of work life programs and establishing a new Collective Bargaining Agreement with our pilots.

In a year marked by global humanitarian and environmental challenges and crises, our people met the moment to make a difference around the world. We proudly supported the U.S. military's Afghanistan evacuation efforts with the Civil Reserve Air Fleet (CRAF) by operating relocation flights for the repatriation of U.S. citizens and Afghan nationals and their families. In partnership with Operation Airlift India, we helped transport medical supplies and personal protective equipment for COVID-19 response. We also provided a disaster relief corporate donation and matched our employees' generous pledges to help people in Kentucky impacted by devastating tornadoes.

Over the past year, our resilience, ingenuity and respect for one another stood strong, and we look optimistically to the future, where we will continue to innovate, inspire and lead. I want to thank all our employees for their dedicated work on behalf of one another, our customers and our shareholders.



John Dietrich
President and
Chief Executive Officer



About Atlas Air Worldwide

Atlas Air Worldwide is a leading global provider of outsourced aircraft and aviation operating services. We are the parent company of Atlas Air, Inc. and Titan Aviation Holdings, Inc., and the majority shareholder of Polar Air Cargo Worldwide, Inc. Our companies operate the world's largest fleet of 747 freighter aircraft and provide customers a broad array of Boeing 747, 777, 767 and 737 aircraft for domestic, regional and international cargo and passenger operations.



Innovative Services and Solutions

Atlas Air Worldwide delivers value. Every day of the year. In nearly every corner of the world. Through an array of innovative services and solutions.

We empower our express, e-commerce, airline, freight forwarder and charter customers to increase fleet flexibility and network efficiency, drive an expanded global presence, and more quickly capitalize on market-growth opportunities.

Our **ACMI (Aircraft, Crew, Maintenance and Insurance)** customers receive a 747-8 or 747-400 freighter crewed, maintained and insured by us. Our complementary **CMI (Crew, Maintenance, Insurance)** service provides crews, maintenance and insurance for 747, 777, 767 and 737 freighter aircraft supplied by our customers (which they may lease from us).

Leading global shippers, freight forwarders, manufacturers and the U.S. military rely on our **Charters** and our modern 747 freighter fleet to carry their cargo safely, efficiently and cost-effectively. Airlines, charter brokers, sports teams and fans, entertainers and the U.S. military also depend on our reliable 747 and 767 passenger service.

Titan offers global customers the added benefits of **Dry Leasing**, a solution that provides access to aircraft, such as our 777 and 767 freighters as well as our 757-200F and 737-800F fleet, and engines through lease rather than purchase.

We also provide related aviation services, including **Flight-Crew Training** for pilots selected to fly the President of the United States' Air Force One and the E-4B National Airborne Operations Center, schedule analysis and management, and route- and traffic-rights management.

About Atlas Air Worldwide

Our Values Guide Us as We Navigate Everything Tomorrow Holds

Our Commitment to Our Customers, Our Company and Each Other

SAFETY

Safety is paramount in everything we do.

SERVICE EXCELLENCE

We are committed to extraordinary performance.

INTEGRITY

We are honest, fair and transparent.

INNOVATION

We are passionate about continuous improvement.

TEAMWORK

It takes a team to deliver on our commitments.

RESPONSIBILITY

We care for each other, our planet and our communities.

OUR SUSTAINABLE GROWTH PLAN

Our ESG strategy supports the long-term growth of the Company.

Grow and Diversify Our

Business by building new and existing customer relationships and identifying opportunities to add value for our customers and shareholders.

Elevate Our Team by

investing in our people and focusing on work-life quality, while also leveraging diversity as an innovation driver.

Boost Our Corporate

Performance by capitalizing on our competitive advantages and increasing operating efficiency.

Advance Our Corporate

Citizenship through environmental stewardship, contributing to social impact and demonstrating industry-leading governance.



About Atlas Air Worldwide

Atlas by the Numbers*



4,056
employees



\$4.0 billion
revenue

Total Fleet: **108**

Operating Fleet: **100**

Dry Lease: **8**

54 Boeing 747s

31 Boeing 767s

14 Boeing 777s

9 Boeing 737s



67,000+ flights serving
300 destinations in **70 countries**

*As of December 31, 2021

DELIVERING FOR OUR CUSTOMERS

In 2021, Atlas operated over 67,000 flights to 300 destinations in 70 countries, connecting producers to consumers and carrying everything from military equipment and pharmaceuticals to fresh fruit and flowers.

Before any flight takes off, the Atlas team follows a rigorous set of procedures to ensure the safety of the flight, its crew, passengers and cargo.

Intense preparation and planning go into every flight, with a load plan created to meet the needs of each type of specialized cargo. The plan uses the cargo's weight, size and shape to determine how it should be stowed while taking into account the aircraft's balance and capacity requirements.

As an operator of "pure freighters," we are able to move special loads to locations throughout the world. These pure freighters have extra-large cargo doors, including a nose-loading cargo door.

Many types of cargo require carefully maintained temperature control – flowers, pharmaceuticals and produce, for example. Atlas' load plans include consideration of the amount of time that sensitive cargo must spend outside. Once the load is in place on the aircraft, crewmembers are given instructions for setting temperatures for the flight deck and cargo deck through the aircraft's Environmental Control Systems.

Our teams work together to make sure the cargo we fly around the world arrives at its destination safely and as our customers expect.



Our ESG Strategy

Our environmental, social and governance (ESG) journey began with our founding in 1992, and is rooted in our core values, including our unyielding commitment to care for each other, our planet and our communities. We believe long-term growth and success are achieved by sustaining and protecting our natural resources, empowering our employees and business partners, and demonstrating transparency and accountability. As such, we have identified what is paramount to our stakeholders, as expressed in our 13 material topics, and aligned them to our overarching priorities. These include:



Environmental Stewardship

Understanding where and how we can reduce our environmental impact is a priority embraced across our organization. From industry-leading fuel efficiency innovations to modernizing our fleet, we will achieve results for the planet we all share.



Career, Culture & Equity for Our People

There is no greater asset than our people. By ensuring the safety, professional development and equity for all employees, we have built a culture that embraces openness, teamwork and collaboration. Elevating the employee experience increases opportunities for our employees while enriching our Company for continued growth.



Social Impact & Community Engagement

Our commitment to “Caring for the World We Carry” conveys our dedication to the places where our business takes us. By engaging our workforce and contributing to efforts locally and across the globe, we are delivering on the desire for our communities to thrive.



Responsible Business Growth

Growing our business means looking beyond the bottom line. Practices that help ensure integrity, compliance and the protection of data, while engaging with our industry and our Board, help drive sustainable growth today and into the future.

Our ESG Strategy

Our ESG Strategy and Policy

Since 2019, our ESG vision, priorities and management approach have been formalized through defining our material topics, which informed our ESG strategy and policy. The priorities we have identified are important to our business and our stakeholders and are issues on which we believe we can have a meaningful impact in a cost-effective and efficient manner.



Our Priorities

ENVIRONMENTAL STEWARDSHIP

- Aircraft Emissions
- Aircraft Noise
- Resource Consumption

CAREER, CULTURE & EQUITY FOR OUR PEOPLE

- Employee Experience
- Safety & Security
- Labor Relations

SOCIAL IMPACT & COMMUNITY ENGAGEMENT

- Community Impact & Philanthropy
- Global Prosperity

RESPONSIBLE BUSINESS GROWTH

- Corporate Governance
- Ethics & Integrity
- Compliance
- Data Privacy & Cybersecurity
- Public Policy Advocacy

Read more in the [Atlas Air Worldwide ESG Policy](#).

Our ESG Strategy

Stakeholder Engagement

Our commitment to ESG is guided by our desire to build long-term, sustainable growth and value for our stakeholders. Through our ESG strategy and performance, we are committed to addressing the needs of stakeholders, including investors, customers, employees, suppliers, partners and communities. We regularly engage with our stakeholders to communicate our priorities and progress and to better understand the issues that are important to them.

	METHODS OF ENGAGEMENT	PRIMARY ESG TOPICS OF INTEREST
Investors	Investor outreach, investor meetings, analyst conferences, road shows, phone and email inquiries, corporate website and annual meeting	Financial performance; corporate governance; environmental strategy and performance; labor relations; diversity, equity & inclusion; and ethics & integrity
Customers	Regular business reviews, regional business alliances, corporate website and social media	Environmental strategy and performance; fuel efficiency; noise reduction; ethics & integrity; supplier diversity; and community impact & philanthropy
Employees	Regular town hall and roundtable meetings, leadership meetings, officer meetings, departmental meetings, biennial employee experience survey, corporate intranet, InsideAtlas internal newsfeed, social media and special events	Employee experience; diversity, equity & inclusion; community impact & philanthropy; ethics & integrity; global prosperity; environmental strategy and performance; and financial performance
Communities	Regular outreach, volunteer board and civic engagement, corporate website, social media and volunteerism	Community impact & philanthropy; diversity, equity & inclusion; global prosperity; ethics & integrity; and environmental strategy and performance

Alignment with United Nations Sustainable Development Goals

We have identified seven United Nations [UN] Sustainable Development Goals [SDGs] that align with our ESG priorities and that we believe we can directly impact. Alignment with the UN SDGs reflects our holistic, macro-conscious approach to driving change for our stakeholders and the world around us. The seven UN SDGs we have aligned are:



Environmental Stewardship



We operate in a global economy to support the needs of markets, regions, customers, businesses big and small as well as the U.S. Department of Defense. Companies are facing increased interest from regulators, investors, customers and other stakeholders to disclose how they are impacting or contributing to the environments in which they operate. Climate change, brought on by worldwide industrial growth that often includes the use of fossil fuels, can only be addressed when we all act.

Atlas Air Worldwide is committed to reducing our impact in the regions and communities where our business takes us by improving operational efficiencies that produce fuel savings. We implement best practices and protocols that empower our teams to promote recycling, waste reduction and natural resource preservation. We collaborate with industry peers and associations to raise awareness of the need for broader governmental adoption of policies that reward industries for developing new technologies and for the use of lower-impact fuel sources, such as sustainable aviation fuel [SAF].



IN THIS SECTION:

Aircraft Emissions

Aircraft Noise

Resource Consumption

2021 HIGHLIGHTS:

- Publication of our 2021 TCFD and SASB disclosures [see [Appendix](#)]
- Announcement of our greenhouse gas (GHG) emissions-related target
- Announcement of investments in additional, fuel-efficient aircraft
- Continued support for greater availability, price competitiveness and adoption of SAF



ENVIRONMENTAL STEWARDSHIP

Aircraft Emissions

Operational efficiency, safety and innovation have allowed Atlas Air Worldwide to operate one of the world's largest air cargo fleets, serving customers across the globe. We operate in a global marketplace that has an increased focus on climate change. We are continuously striving to lower our aircraft emissions and improve our fuel efficiency as part of our commitment to address climate change and promote a cleaner environment. We have multiple efforts in place to address this issue: continuing to enhance our operating efficiencies, investing in an increasingly efficient aircraft fleet and expanding SAF procurement.

Our Commitment to Addressing Climate Change

We abide by the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which was developed by the United Nations International Civil Aviation Organization (ICAO) in 2016 to govern the global airline industry. Since 2019, all airlines are required to report their greenhouse gas (GHG) emissions on an annual basis to CORSIA, and in January 2021, airlines became required under CORSIA to offset the carbon emissions generated during international flights. This requirement is designed to limit any annual increases in total GHG emissions from international civil aviation, compared with 2019 baseline emissions for the CORSIA pilot phase (2021-2023).

Atlas has also been reporting emissions under the European Union Emissions Trading Scheme (EU-ETS) since 2010, which laid the groundwork for our participation in CORSIA.

Beyond CORSIA, we collaborate with our key industry trade groups such as the International Air Transport Association (IATA) and Airlines for America (A4A). We support the significant announcement made by IATA and A4A to achieve net-zero carbon emissions in aviation by 2050, which aligns with the Paris Agreement goal to keep global warming under 1.5 °C.

Achieving this goal will require a collective effort of the entire industry, in partnership with governments, fuel producers and investors. A combination of measures will be necessary to meet the target, including:

- Increasing availability, acceptability and use of SAF;
- New technologies;
- Operational and infrastructure improvements; and
- Offsetting/carbon capture.

We support the significant announcement made by IATA and A4A to achieve net-zero carbon emissions in aviation by 2050, which aligns with the Paris Agreement goal to keep global warming under 1.5 °C.



Aircraft Emissions

Understanding Our Greenhouse Gas Emissions

In 2021, Atlas worked to formalize the structure of our emissions reporting strategy. We partnered with a third-party environmental consultant and engaged with internal and external stakeholders to establish our GHG emissions reporting strategy. Our approach is to align with leading global standards and frameworks, including the Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB). See the [Appendix](#) of this report for our TCFD and SASB disclosures.

To support the industry goal and meet our target, we are focused on three key areas:

- Continuing to drive operational efficiency, especially for our aircraft
- Upgrading our fleet with more fuel-efficient aircraft
- Expanding our use of SAF when possible

Our leaders are proud to contribute their thought leadership and expertise to industry association boards and councils. Atlas Executive Vice President and Chief Commercial Officer Michael Steen serves as Chair of IATA's Cargo Advisory Council, with sustainability being a top three industry focus area for the Council. Atlas Executive Vice President, General Counsel and Secretary Adam Kokas is Vice Chair of the IATA Legal Advisory Council, and Atlas Executive Vice President and Chief Operating Officer Jim Forbes serves on the Cargo Airline Association (CAA) Board of Directors.



INDUSTRY ENGAGEMENT MAXIMIZES OUR IMPACT

Our membership in Airlines for America (A4A), the trade association for the leading U.S. passenger and cargo airlines, enables us to join industry peers to amplify our ability to advocate for policies that benefit the entire aviation sector. Atlas President and Chief Executive Officer John Dietrich serves on the Board of Directors at A4A, and a number of individuals serve on A4A councils, committees and working groups that contribute to sector-wide environmental and sustainability advocacy, such as the Environmental Sustainability Council and the Sustainable Aviation Fuel Committee. Our work with our industry peers through these A4A groups supports the trade association's climate and SAF goals [net-zero carbon emissions by 2050 and increasing SAF availability to U.S. aircraft operations to 3 billion gallons by 2030], address an array of environmental impacts, including aircraft noise and local air quality, advance our own ESG initiatives and encourage private-public partnerships.

We believe that coordinating efforts maximizes our collective voice when it comes to advocacy and public policy issues, both of which are critical to meeting environmental stewardship goals across the aviation industry.

- **Aviation Is a Relatively Small Contributor**
 - » Domestic U.S. commercial aviation = 2% GHGs [Source: U.S. Environmental Protection Agency]
 - » Worldwide aviation = 2% [Source: Intergovernmental Panel on Climate Change]
- **Commercial Passenger and Cargo Carriers Have a Strong Domestic Record [Source: A4A]**
 - » Improved fuel efficiency more than 135% between 1978 and 2019
 - » Saved over 5 billion metric tons of CO₂ [equivalent to taking 27 million cars off the road each year since 1978]

Our Carbon Emissions Reduction Goal

We are doing our part to **support the significant announcement made by IATA and A4A to achieve net-zero carbon emissions in aviation by 2050.**

Our contribution to this industry objective is **Atlas' goal to reduce our absolute Scope 1 emissions by 20% by 2035.**

We believe we can reach this goal through a combination of SAF use, new aircraft, improved fleet efficiencies and fuel-savings best practices. More specifically:

- Our dedicated fuel procurement team engages with fuel providers and other fuel partners to address our customers' growing interest in the use of SAF. In addition, we are actively exploring the use of SAF for our charter flights.
- Fleet upgrades include the integration of four new 747-8F beginning in 2022 and four newly ordered 777F, both of which will enable us to optimize resource consumption.
- We will realize operational efficiencies from investments in scheduled major maintenance events and fleet-wide engine water wash protocols.
- We will continue to leverage our FuelWise initiative, which develops best practices such as engine-out taxi-in and reduced thrust, along with other existing and developing best protocols that have proven fuel-savings benefits.

Driving Operational Efficiency

Emissions from aircraft engines that affect air quality include nitrogen oxides (NO_x), carbon monoxide (CO), sulfur oxides (SO_x), unburned hydrocarbons (HC), smoke and particulate matter (PM). Improved engine designs have gradually reduced the emissions of NO_x and CO and have almost eliminated emissions from HC and smoke.

We strive to drive carbon reduction efforts through ongoing improvement in our operations and the efficiency of our aircraft. We regularly analyze the emissions and fuel efficiency of our aircraft through industry-leading software and tracking metrics, and we leverage this data during our decision-making processes to verify equipment is functioning within specified parameters. Our analyzing technology includes our FuelWise and SkyBreathe fuel efficiency software.

Carbon-reducing efficiencies come from a range of activities, which include the following practices: operating new aircraft/engines, efficient flight planning, efficient flight crew procedures, reducing auxiliary power unit usage; aircraft performance monitoring (APM), aircraft weight reduction, drag reduction, engine washes and other routine maintenance,

and working with our partners and government officials to advocate for further air traffic control, road traffic and other ground activities modernization.

Continuing to Upgrade Our Aircraft

We have invested in new and innovative aircraft solutions to drive customer service, operational efficiency and GHG emissions reductions. Our goal is to ensure that any new aircraft we buy is more fuel efficient than the previous generation of aircraft and improves safety and performance.

In January 2021, Atlas invested in four new Boeing 747-8 freighters. The Boeing 747-8F is among the most capable, technologically advanced and environmentally conscious widebody freighter on the market. The 747-8F provides 20% higher payload capacity and 16% lower fuel consumption than previous 747 models while meeting or exceeding the strictest ICAO emissions standards. It also reduces noise by approximately 30% compared with the previous generation of aircraft.

Additionally, in December 2021, Atlas ordered four new Boeing 777-200LRs, which are the largest and longest-range twin-engine freighters in the world and will further help us improve our flight operations efficiency.

Aircraft Emissions

In 2021, we also invested in the Boeing Performance Improvement Package (PIP) to lower operational costs and improve the environmental profile of our existing, in-service 747-8 aircraft. The PIP program reduces fuel consumption, leading to reductions in CO₂ and NO_x emissions.

Advancing the Sustainable Aviation Fuels Agenda

Atlas continues to pursue opportunities to incorporate SAF into our mix with conventional jet fuel. SAFs, which can be made from vegetable oils, sugars, animal fats and even waste biomass, can be used to help fuel existing aircraft engines without equipment modification or retrofitting.

SAF has been shown through life cycle analysis to reduce carbon emissions by up to 80% compared with traditional fuel. SAF will need to be a significant contributor to our ability to meet our longer-term emissions reduction goal and the industry's 2050 target for net-zero carbon emissions.

We are actively involved in advancing SAF adoption in the aviation industry to increase access and moderate costs. Significant changes in government policy, infrastructure, funding and multi-sector cooperation will be necessary for SAF to have a significant impact on the air cargo industry's fuel sourcing. In Kentucky, where we have an operations center near the Cincinnati/Northern Kentucky International Airport [the seventh-largest cargo airport in North America], Atlas joined with key partners, airlines and airports to form the Kentucky Sustainable Aviation Fuel Coalition. The coalition's goal is to encourage the state to lead SAF production and use efforts by leveraging the state's reputation as an aviation powerhouse and leader in innovation.

We believe SAF production would produce all the benefits of a major capital investment project [construction, use of local suppliers, etc.] and spur the creation of high-technology jobs and research activities that could benefit local colleges and universities. Additional collaborations include involvement by the state's agriculture and forestry resources, as well as municipal waste and hydrogen, which could potentially be used in SAF production. Atlas is a proud member of the coalition, as SAF production would create a ripple effect of benefits for this community, job seekers and the environment.

FUELWISE: INNOVATING AND IMPROVING FUEL EFFICIENCY

One of the best ways to optimize our aircraft's fuel efficiency is through advanced flight planning and tracking. For more than the last decade, Atlas has been working to optimize flight speeds, altitudes, routes, climb, cruise and descent segments.

Atlas uses SkyBreathe fuel efficiency software developed by OpenAirlines to track real-time data from multiple sources – aircraft Quick Access Recorder (QAR), flight plans, load sheets, Aircraft Communications Addressing and Reporting System (ACARS) data, weather and navigation databases – to analyze fuel usage and suggest efficiency improvements.

Atlas also incorporates best practice reporting via an application on tablets that our flight crews use to evaluate their own fuel usage decisions.

We are supplementing our ongoing emissions-reduction strategies with investments in innovations such as machine learning to ensure we continue to drive best practices for fuel efficiency and emissions reductions. Initiatives currently under development include advancing aircraft performance monitoring and using flight trajectory monitoring to map our flights and identify where air traffic control shortcuts are most common in our route structure.



Aircraft Emissions

Electrification of Our Ground Operations Vehicles

As part of our strategy to reduce our GHG emissions, Atlas has begun to invest in hybrid and electric fleet vehicles. Currently, 10% of our vehicle fleet is comprised of hybrid and electric vehicles, with plans for this percentage to increase to approximately 50% by 2030. Our transition to hybrid and electric vehicles is being led by our Polar division, which has been progressively rolling out hybrid and electric cars and vans to replace gas-powered vehicles. Today, 40% of Polar's vehicles are powered by alternative fuel sources, with this number expected to grow in the coming years.

Additionally, we have begun to transition our equipment, including forklifts, to hybrid and electric options where possible. Presently, 6% of our equipment is electric or hybrid, and we are exploring opportunities to increase that percentage when we have the opportunity to replace older equipment. As part of these efforts, we plan to replace all propane and diesel forklifts at our facilities with electric alternatives.





ENVIRONMENTAL STEWARDSHIP

Aircraft Noise

Minimizing the impact of aircraft noise has been a long-standing priority for Atlas Air Worldwide. Through our investments in new equipment and technology, as well as our ongoing operational improvements, we are advancing a quieter fleet of aircraft.

Our Approach to Noise Reduction

Atlas works with recognized aviation organizations, airport authorities, associations and regulators to adopt best practices for mitigating aircraft noise as part of our commitment to be good neighbors in our communities.

We subscribe to the International Civil Aviation Organization's (ICAO) Balanced Approach for addressing aircraft noise. The Balanced Approach was codified by ICAO in 2001, and its aircraft noise standards have been updated several times since, most recently in 2018. Through these standards, ICAO identifies four strategies for addressing aircraft noise:

- Noise reduction at source
- Land use management and planning
- Operational procedures
- Operating restrictions

We take a comprehensive and multifaceted approach to demonstrate our responsibility.

Additionally, we voluntarily adjust flight schedules to address potential concerns from community leaders and neighbors in densely populated residential areas. We believe operating restrictions, which can negatively impact the airline industry, customers and local economies, are a last resort, and we proactively pursue other means to effectively address potential noise concerns.

Our new aircraft investments also play a significant role in continuing to reduce the noise associated with our fleet. Specifically, our recent investments in Boeing 747-8F and Boeing 777 aircraft will yield improved performance along with lower decibel output. We currently have 10 747-8Fs and 14 Boeing 777Fs, with eight additional aircraft ordered. As a result of technological improvements, the noise footprint of these new aircraft is at least 15% smaller than that of the aircraft they replace.

Managing aircraft noise impacts at an airport is the shared concern of many parties, including the Federal Aviation Administration (FAA), airport owners/operators, air carriers, local governments, communities and aircraft manufacturers.





ENVIRONMENTAL STEWARDSHIP

Reducing Resource Consumption

Our promise to protect the environment is reflected in how we manage our aircraft, our facilities and our resources. We strive to minimize our environmental footprint by reducing our natural resource consumption and responsibly managing the lifecycle of the materials we use. We work to promote clean air and water, waste diversion and recycling, and energy efficiency.

Committing to Protecting Our Natural Resources

We manage our environmental programs locally within our global operating network, which spanned over 300 destinations in 70 countries in 2021. We are committed to complying with all applicable local, state, federal and foreign environmental regulations in the areas in which we operate and enforce policies aimed at protecting and conserving natural resources. In addition to our headquarters in Purchase, New York, we have operations centers near the Cincinnati/Northern Kentucky International Airport, at Anchorage

International Airport in Alaska and in Hong Kong. We have an operations hub and training center in Miami and logistics centers around the world.

Our local program management structure is backed by environmental compliance support, program management guidance, and safety and operational auditing oversight, which includes a highly detailed program for onboarding new sites and facilities.



Reducing Resource Consumption

Local Actions Make a Difference

Our local approach to resource conservation has resulted in the development of a variety of programs and strategies at our sites. Steps we are taking to reduce our resource consumption include:

- Incorporating **recycling and waste separation programs** at our facilities.
- Using **energy use reduction systems**, such as LED lighting and high-efficiency HVAC systems, in all new facilities, including at our operations center in Northern Kentucky, where we also offer electric vehicle charging stations for visitors and staff.
- Continuing to **invest in sustainable options** for shoring and dunnage supplies, including lumber that is recyclable at the end of its service life. We also try to extend the life of shoring material used to support special cargo during transport.
- Utilizing **electronic flight plans and electronic logbooks** to reduce paper use and consumption.
- **Exploring WELL Building Standard and Green Building Initiative (GBI) certification** to verify the environmental, health and wellness performance of our buildings.
- Using **biodegradable plastic** to wrap cargo to help reduce waste.
- Coordinating the **cleaning of crew blankets for donation** to homeless shelters or pet rescue organizations at airports.

As we continue to develop our forward-looking environmental strategy, Atlas will remain committed to pursuing objectives that allow us to demonstrate our global leadership in managing energy, carbon, water, and waste throughout our global locations.

ENVIRONMENTAL CONSIDERATIONS FOR NEW FACILITIES

As we plan for the development and construction of new facilities, we are focused on challenging the status quo and integrating forward-looking environmental principles and practices related to safety, energy efficiency, electrification of equipment and the ground fleet – all while continuing to provide unparalleled levels of customer service.

Key considerations include:

- Reducing use of material handling equipment via installation of material handling systems. Using truck docks, roller decks and vertical conveyors decreases the need for forklifts and tugs/dollies. Reduced truck dwell times also minimizes transit time emissions during idling.
- Converting material handling equipment from fossil fuel to electric, which provides a healthier work environment and reduces emissions.
- Maximizing use of vertical storage in warehouses to enhance capacity within the same footprint and building infrastructure.
- Ensuring appropriate infrastructure to support electric vehicle charging for passenger/light commercial vehicles, commercial trucks and electric cargo loaders and transporters.
- Introducing sustainable energy sources, including rooftop solar arrays, regenerative technology used to recapture energy, and on-site battery storage systems used to offset spikes in demand for electricity.
- Employing smart panel technology to monitor electrical consumption of our equipment, which enhances preventive maintenance and energy efficiency.



Reducing Resource Consumption

In 2021, Polar was recognized by key customer DHL Global Forwarding with its annual GoGreen Carrier Evaluation Certificate, which is given to carriers that demonstrate strong environmental performance throughout their operations based on four criteria: sustainable management, transparency, sustainable innovation and development, and carbon efficiency. Polar ranked “at or above 50% of total points.”



STEPPING UP TO THE WASTE REDUCTION CHALLENGE IN HONG KONG

In 2021, Atlas Air and Polar employees in Hong Kong participated in the Swire Properties Smart Waste Reduction Pilot Program, with the goal of reducing our office waste. During the challenge that included other Swire tenants, we tracked on-site waste diversion metrics to identify opportunities for improvement. Our teams leveraged digital signs in our offices, shared weekly updates and embedded the challenge goals into team meetings to foster awareness and participation.

In early 2022, the Atlas Air and Polar teams were recognized by Swire, our real estate manager in Hong Kong, with the following awards:

- Lowest Total Waste Per Employee – Silver
- Lowest Contamination – Silver

Beyond the Smart Waste Reduction Challenge, Polar’s “Less Waste, Better Future” initiative informs waste reduction practices within our operation and encourages waste reduction practices at home. In 2021, our Hong Kong team also signed a Green Performance Pledge, which sets and enforces safety, health and environmental standards for private buildings.



Career, Culture & Equity for Our People



Our people are the source of our strength and what drives our business forward. Their collective skills and experiences contribute to our competitive advantage, and we are committed to the continuous improvement of their experience throughout the employee lifecycle. Atlas Air Worldwide employees understand that what we do matters, and we care for the world they carry. Pride is a fundamental characteristic of our culture and the essence of who we are.

Many factors contribute to and ensure the endurance of a great culture. As our Company has grown in size and influence, we have added resources that enable us to have an even greater impact on our employees, the aviation industry and the global communities in which we operate.



IN THIS SECTION:

Employee Experience
Safety & Security
Labor Relations

2021 HIGHLIGHTS:

- Refreshed of our Atlas Values and established our Leadership Principles
- Expanded outreach and accessibility through workforce development initiatives focused on underrepresented groups
- Made significant enhancements to compensation, benefits and quality of work life for our employees and established a new Collective Bargaining Agreement with our pilots
- Leveraged the remote working environment to expand access to talent and provide a more diverse and inclusive environment for our employees
- Continued following safety protocols focused on the health and well-being of our employees and the stability of our operation

Employee Experience

Culture

We actively nurture our culture through our commitment to our Company Values, Leadership Principles and Employee Handbook. We trust that our employees come to work each day with the best interest of the Company and their colleagues in mind. Our employees are encouraged to actively participate in programs that influence the ways in which we work today and how we will work in the future.

Diversity, Equity and Inclusion

We leverage diversity, equity and inclusion [DEI] as a business strategy and driver of innovation. We are committed to the continuous expansion of diverse perspectives that enhance the thought leadership throughout our organization.

We are guided by the following DEI philosophy that ensures we are focused on the priorities of all our constituents:

- Reflect the composition of the world we carry;
- Meet the needs of a diverse customer base;
- Spark innovation through diversity of thought and experiences;
- Stand out as an employer of choice;
- Listen to the voices of the employees who reflect the world in which we live; and
- Generate long-term value for our shareholders.

SUPPORTING OUR PHILOSOPHY ARE FIVE PILLARS THAT SERVE AS A FOUNDATION FOR OUR COMMITMENTS TO DEI.



Employee Experience

DEI Councils

First launched in 2020, our DEI councils focus on defining our diversity, equity and inclusion blueprint at Atlas and connecting our people to the senior leadership team to act on key initiatives:

- The **Employee Council** is representative of all functions and levels across our global businesses and includes 22 pilots and ground employees. The Council executes strategies defined by our **three-year DEI roadmap**, which outlines our commitment to building a culture of inclusion and driving business outcomes through the power of diversity of thought.
- The **Executive Council** is comprised of 15 senior leadership members with the purpose of communicating and demonstrating our DEI strategy and blueprint, as well as creating a productive and positive environment for the Employee Council to share ideas and launch initiatives.

Employee Resource Groups

Our Employee Resource Groups (ERGs) are designed to celebrate different dimensions of diversity, often providing our employees with growth and development opportunities.

To attract, engage and develop women in our organization, we launched our **Women's Network** in 2018. The Women's Network is focused on connecting and developing women to support their professional growth and the success of the organization. In 2021, the Women's Network engaged Atlas employees across the organization through learning, development and mentoring opportunities.

In 2021, we developed the **Atlas Welcome Group** to serve as a key resource and knowledge center for orienting new hires and internal transfers. This network provides a welcoming and positive onboarding experience and creates opportunities for personal and professional connections. The Welcome Group's mission is to connect people at Atlas.

In addition, our **Veteran's Network** brings together Atlas employees who are veterans of the military.



CELEBRATING THE DIVERSITY OF OUR PEOPLE

In celebration of Women's History Month, we introduced a series called Women Who Wow to highlight innovators in aviation and Atlas women in leadership roles. We also created a social media campaign to raise awareness of the need for a diverse workforce in aviation, and the historical role women have played over the years.

During this same month, Candace McGraw, Chief Executive Officer of the Cincinnati/Northern Kentucky International Airport (CVG) – one of the most important airports in the global cargo network – spoke to employees about how she has challenged the conventional ways to lead an airport to differentiate CVG from its competitors. Ms. McGraw also shared advice on lessons learned during her 30-year career. We also welcomed the President of Vaughn College, Dr. Sharon B. Devivo, to speak to our Women's Network about her career path, experience and other leadership topics.

In celebration of Black History Month, Asian American and Pacific Islander Heritage Month, and Hispanic Heritage Month, we featured employees on our Inside Atlas intranet and our Tailwinds blog. Featured employees shared information about their heritage and their career path at Atlas.

Employee Experience

As attacks against members of the global Asian American and Pacific Islander community took place in 2021, Atlas President and Chief Executive Officer John Dietrich reinforced the Company's commitment to equity, fairness and respect with messages of solidarity shared with all employees. These messages included resources for employees to learn more as well as to seek assistance, if needed.

Engaging Our Employees in Our DEI Efforts

Atlas hosted a number of events that highlighted the importance of diversity of thought and how it can drive an organization forward. For example, Frans Johansson, best-selling author and Chief Executive Officer of The Medici Group, delivered an inspiring 60-minute presentation to our employees at a Company-wide meeting. Highlighting the powerful connection between DEI and growth and innovation, employees learned that their collective strengths and differences combined with collaboration and communication can break down silos and foster a culture of inclusion that drives innovation and addresses the Company's strategic priorities.

Advocacy for Career Pathways

We operate in a highly regulated environment, and we depend on local and federal governments to understand our business and how policy decisions can impact our internal and external talent pipeline. Along with our industry partners, we are working with legislators and regulators across the U.S. to forge career pathways for new pilots, mechanical and technical personnel and other aviation services professionals. We are working on initiatives to attract underrepresented groups to the pilot profession, and we actively seek to create more opportunities for training and certification and to reduce the out-of-pocket cost of those programs, particularly for underrepresented minority groups where cost is a significant barrier. This includes supporting legislation to allow students to fully access federal financial aid to cover the average cost for a flight education and training program.

PROVIDING LEARNING OPPORTUNITIES

The Americans with Disabilities Act [ADA] protects individuals with disabilities from discrimination in areas including employment and ensures they have equal access to transportation, public accommodations, communications and the programs and services provided by state and local government. Through the Atlas Global Learning Academy, we provide opportunities for our employees to learn about the ADA and ways to advocate and hold space for our coworkers with disabilities. Online courses include:

- Americans with Disabilities Act for Employees
- Americans with Disabilities Act for Managers
- American Sign Language for Business
- American Sign Language



Employee Experience

Elevate Atlas

We constantly strive to elevate our employee experience and establish ourselves as a career destination. In 2020, we launched the ELEVATE program, which is focused on improving the quality of work life of our employees so that they can operate more efficiently and be better prepared to serve our customers. The ELEVATE program brings together a group of cross-functional employees who dedicate time outside of their key role to focus on specific initiatives that will improve the overall quality of work life for their colleagues.

In 2021, we furthered this initiative in a number of ways:

Employee Experience Surveys

We listen intently to feedback from our employees – at every step of their journey. Most importantly, we act on what we learn from employees, and as a direct result of their feedback, we took the following actions in 2021:

- Greater visibility of our commitment to social responsibility, which builds pride and engagement with our employees
- Re-imagined the Future of Work with enhanced flexible working arrangements
- Enhanced Senior Leadership communications and reinforced our commitment to our vision and values
- Elevated the employee experience through data-driven initiatives focused on improving the quality of work life for our teams



Transforming the Employee Experience

All ELEVATE initiatives use a data driven approach to identify root causes and increase overall employee engagement and retention. Several initiatives identified opportunities for us to continue to transform the experience of our employees. For example, we partnered with the University of Connecticut Master of Business Analytics Program, establishing a unique business challenge for students to solve as their capstone project. Forty-seven students analyzed more than 200 million lines of data to develop recommendations on how to optimize pilot scheduling and quality of life and to increase retention overall. Students used artificial intelligence (AI) technologies to understand the needs, sentiment and complexity of all contacts through our operations center in order to simplify how we support our teams.

PEER-TO-PEER RECOGNITION PROGRAM

In response to employee feedback, we launched a recognition program to enable employees to recognize one another when they see our values in action. During 2021, we saw over 2,000 employees give and receive appreciation for living our values.

Our global recognition tool helps connect teams across functions and geographies. From 20+ U.S. locations to stations in Europe and Asia, and everywhere in between, crewmembers and ground teams take time to thank one another for upholding our values while achieving our mission.

Employee Experience

Principles of Tomorrow

Over the course of the pandemic, our employees transitioned to a variety of new ways of working to ensure that goods kept moving and that our business continued to operate safely and efficiently.

We view the transition from the traditional in-office approach to remote work as an opportunity to incorporate more flexibility into our ways of working for the future. Shifting focus from the concept of *Return to Work* to the *Principles of Tomorrow* enabled us to reimagine more inclusive and innovative ways of working that produce even greater results.

To develop our future of work plans, we have assembled a cross-functional team that consists of 15 workstream leaders and 20 group members representing various constituents throughout the organization.

Each workstream is tasked with developing the framework and policies for working in a flexible environment using the following fundamental principles as a guide:

- Listen to the feedback of our employees
- Acknowledge the global shifting dynamics of the workplace and the market for talent
- Recognize that different departments work differently – no one size fits all
- Continue to cultivate our culture
- Ensure continued collaboration between employees working on-site, remote and in hybrid work environments
- Manage productivity, performance and continued development of our teams

Talent Acquisition

Our approach to talent acquisition starts with our employee value proposition: We are extraordinary people doing extraordinary things. As a global organization delivering a wide range of services, we seek individuals who have the skill sets required to deliver for our customers in a fast-paced environment and embody the potential to grow with the Company well into the future. The expansion of e-commerce, global supply chains and distribution channels provides endless opportunities for our people to solve important, unique challenges.

The Talent Acquisition team uses a variety of channels to attract people who are passionate about our business and the aviation industry. We recognize that, as an airline, many of our positions require deep technical expertise acquired through many years of experience, and we seek individuals who fulfill those specific job requirements. We also seek individuals who demonstrate the potential for growth and, through the right pathway, can develop into qualified candidates over time.

In addition to our media outreach campaigns, our teams actively pursue diverse candidates to join Atlas through participation in events specifically focused on the military and veterans' organizations such as RecruitMilitary. We regularly attend Women in Aviation, Organization for Black Aerospace Professionals and National Gay Pilots Association events to broaden diversity within our workforce and leadership teams. In 2022, we extended our outreach to the Asian community via the Professional Asian Pilots Association.

LIVING OUR VALUES – EMPLOYER BRAND CAMPAIGN

In alignment with our DEI philosophy, we emphasize the two hallmarks of our culture: Family First and Employee Empowerment.

- Atlas takes a family first approach for all employees, from celebrating important milestones to supporting an employee through a personal hardship. In alignment with "Caring for the World We Carry," caring for our employees is a top priority.
- From the first day of their job, our employees become a trusted partner. The Company outlines the mission and empowers our employees to make it happen.

Employee Experience

Creating Career Pathways in Aviation

We believe it is our responsibility to contribute to the continuous improvement and economic development in the areas in which we operate. Since 2016, our teams have been actively involved in a number of initiatives focused on providing opportunity in the Ohio and Kentucky region near our Global Control Center, including:

- **Cincinnati State Technical and Community College:** Since 2016, we have partnered with Cincinnati State Technical and Community College's Aircraft & Powerplant Mechanic [A&P] program. The program was designed to support the development of knowledge and experience for newly certified A&P mechanics by helping them gain the minimum required responsibilities for an A&P Mechanic career path.
- **Kentucky Work Ready Skills Initiative [KWRSI]:** KWRSI was created through statewide bonds to build a highly trained, modernized workforce to meet the needs of employers and promote sustainable incomes. Through this initiative, Atlas partners with the Ignite Institute, a regional school with 800 to 1,200 scholars, to hire student interns who work in and learn about Atlas and Polar warehouse operations.
- **Youth Employment Solutions [YES]:** To address skills gaps and other workforce issues, this program encourages businesses to take on the role of "producers of talent" as opposed to "consumers of talent." As part of the NaviGo program, high school senior interns are hired to work in Atlas and Polar warehouse operations, and most recently in our aircraft on ground [AOG] department.

In 2021, we launched the first of three career pathways under our broader strategy of LIFT. In aviation, LIFT is the [force](#) that directly opposes the [weight](#) of an airplane and holds the airplane in the air.



"We believe that a career in aviation is socially and economically transformative. Our goal is to remove as many barriers to entry as possible and provide LIFT to potential candidates and employees, opening new doors of opportunity while building a strong and qualified pipeline for the future."

- **Patricia Goodwin-Peters**, Senior Vice President and Head of Human Resources



The pathways are intended to provide a wide range of development opportunities to our internal and external communities. Whether just starting out or making a career transition, our pathway programs are designed to provide opportunity to aspiring aviators at all stages in their careers.

- **Runway to Giant** is for aspiring aviators who are passionate about becoming a pilot and need additional financial support to get started, particularly individuals from under-represented populations. Candidates can apply for a \$10,000 scholarship to attend a flight training program through our accredited educational organization partner.
- **Runway to Success** helps pilots who have most of the qualifications they need to fly our fleet but need to obtain an Airline Pilots License [ATP].
- **Regional Runway** is for pilots working for regional carriers who meet all the qualifications to fly at Atlas but have low flight-time. Through established partnerships with other airlines, we offer those pilots a guaranteed interview once they have enough hours to fly the aircraft in our fleet.

Employee Experience

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We believe in building our business in partnership with our employees, as no one knows our business better than our team. Our referral bonus program provides employees with incentives to share their experiences with aspiring and established pilots and identify talent who will add significant value to Atlas.

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Talent Development

Creating a resilient and diverse organization requires an ongoing commitment that continues beyond the hiring phase. Learning and development is a key tenet in how we invest in our people. We provide opportunities for employees to develop both leadership and industry-specific skills through various learning formats and methods. In 2021, we focused on areas that presented the greatest opportunities to introduce, support and manage skill development over time, which included our Onboarding Process, New Hire Orientation, Atlas Values and Leadership Principles.

We believe that prioritizing the development of our talent leads to high-performance and engagement at all levels. To support the career development of our employees, we provide the training and tools for employees and managers to facilitate conversations about skill assessment, long-term career goals and identifying opportunities for development based on their current needs and future career ambitions. In 2021, we launched a digital learning platform to align with our growing remote working population. The platform is designed to balance basic technical skills with leadership fundamentals that expand in scope as employees move through various career stages.

Our flight crew undergo recurring training and certification. Our ground staff participate in the annual performance review process, which includes the opportunity to submit a self-review and receive developmental feedback. As part of the review process, managers have the opportunity to submit recommendations for promotion. We believe a focal point

PROVIDING CAREER OPPORTUNITIES FOR SERVICE MEMBERS

The Department of Defense SkillBridge program provides an opportunity for service members to gain valuable civilian work experience through specific industry training, apprenticeships or internships during the last 180 days of their service. SkillBridge connects service members with industry partners who offer real-world job experiences. In 2021, Atlas was designated an authorized SkillBridge organization. This designation is given by the U.S. Office of the Deputy Assistant Secretary of Defense through official Memorandum of Understanding to work with each of the applicable branches of the military and respective installation commanders to develop SkillBridge training programs for their personnel.

process creates greater transparency of talent across the organization and increases the probability that employees are evaluated against consistent criteria.

Atlas has a long history of promoting from within. As team members elevate to manager positions, we strongly encourage participation in our comprehensive program designed to ensure a successful transition from individual contributor to leaders of people.

In addition, we focus on the development of our mid-level management as they represent the top leadership of the future. We take intentional steps to build a diverse talent pipeline from which top leadership can be selected in the future. As our mid-level executives rise within the organization, they will already be deeply versed in the Company's mission and values and primed for senior positions.

Employee Experience

Leadership Principles



CLEAR THE RUNWAY

Leaders work across departments and remove all obstacles to deliver for customers.



OPERATE EFFICIENTLY & EFFECTIVELY

Leaders operate with fierce efficiency and effectiveness to fuel our growing Company.



NAVIGATE COURAGEOUSLY

Leaders are transparent with themselves and others, even when it is unpopular.



ONBOARD & ELEVATE TALENT

Leaders hire, promote, differentiate and reward the best talent.



INNOVATE & INSPIRE

Leaders know that execution pays off today and innovation pays off tomorrow.

PROMOTIONS BY THE NUMBERS

Over the past 10 years:

54% of our current managers were a result of internal promotions

75% of our current senior managers were internal promotions

73% of our current directors were internal promotions

70% of our current senior directors were internal promotions

The average Company tenure of our Vice President and above population is approximately 14 years, demonstrating our culture of promoting from within and success with retaining executive talent.

STRENGTHENING OUR TEAMS THROUGH MENTORSHIP

In recent years, we have strengthened our teams by participating in external initiatives focused on the development of the larger talent pool. We are in our third year of partnership with the 30% Club Cross-Mentoring program, which aims to strengthen the pipeline of women going into senior leadership and board roles. Since 2019, several of our high-potential female leaders have had the opportunity to be mentored by external senior level leaders. In exchange, our senior level executives have mentored several high potential females serving at other organizations.

In 2021, our President and Chief Executive Officer John Dietrich and Executive Vice President and Chief Financial Officer Spencer Schwartz served as mentors to high potential female executives from outside organizations. Atlas is the only airline organization to participate in this program. At the conclusion of the 2021 program, we were recognized for our contribution with the “Most Dedicated Partner Award” at the celebratory closing event.

Employee Experience

Care and Well-being for Our Employees

The well-being of all employees is a priority at Atlas. Our benefit plans are designed to promote preventative care and to mitigate out of pocket expenses. We actively manage our medical plan so that our costs remain stable year over year, and we retain an actuarial value that exceeds market competitive levels.

In recent years, we have expanded our health and wellness offerings to include classes, workshops and webinars on topics such as meditation, anxiety, sleep, nutrition and financial fitness. The Atlas Benefits team partners with select hospitals and healthcare providers to bring a diverse set of offerings to employees almost every day.

In 2021, we made significant progress through the following initiatives:

- The creation of a quarterly calendar that offers a **wide range of wellness activities**, including exercise and mindfulness programs.
- Expanded course offerings through the **employee assistance program**.
- A partnership with Memorial Sloan Kettering Cancer Center to **support employees and their families through cancer treatment and diagnosis**.
- The development of a **workstation ergonomics** course to ensure that all employees are in a comfortable, safe and productive working environment.

Compensation

We seek to offer our employees highly competitive compensation to attract, motivate and encourage retention. As part of our annual review process, all positions are benchmarked against qualified current market data and internal benchmarks. Overall compensation is then analyzed for external competitiveness and internal equity across like positions.

CIGNA RECOGNIZES ATLAS FOR PRIORITIZING EMPLOYEE HEALTH AND WELL-BEING

In 2021, global health service leader Cigna named Atlas a recipient of the Cigna Well-Being Award for our commitment to improve the health and well-being of our colleagues. The annual Cigna Well-Being Award process is highly competitive. Applicants are evaluated based on the core components of their well-being programs, including leadership engagement, Company culture, strategy and goals, implementation and employee engagement. This is the first year that our Company has won this award.



SUPPORTING OUR EMPLOYEES THROUGH THE ONGOING COVID-19 PANDEMIC

We continued to support and care for our employees throughout the ongoing COVID-19 pandemic, including:

- Expanded healthcare benefits to cover all COVID-19 testing, diagnosis and treatment at 100%, eliminating employee co-pay or co-insurance provisions under the health plans.
- Contracted with a COVID-19 testing service provider with two- to four-day turnaround for results and direct billing arrangements, eliminating any cost to employees.



- Contracted with local providers throughout our locations to offer testing services with direct bill arrangements, eliminating any cost to employees.
- Applied and received approval to be a vaccine administrator at our Purchase, New York and Miami, Florida locations.
- Flew employees from South America to our U.S.-based headquarters to administer vaccines.
- Established a COVID-19 support group to help employees locate testing facilities and vaccine administrators in remote areas.
- Extended Employee Assistance Programs to family and friends in India due to the severity of COVID-19.
- Held frequent CEO-led global employee town halls and regular employee communications on safety and culture.
- Implemented a proactive contact tracing policy and comprehensive return to work policy.



Safety & Security

Atlas Air Worldwide's core value of Safety is paramount in everything we do. We are committed to providing a safe, healthy and secure workplace for our more than 4,000 employees worldwide while safely operating more than 67,000 flights annually around the world.

Safety Management System

We set high standards for safety and regulatory compliance, as outlined in our Corporate Safety Policy Statement. We believe that safety and regulatory compliance can be achieved through robust safety management practices, with the implementation and continuous improvement of our programs informed by our formal Safety Management System [SMS].

We were among the aviation industry leaders that participated in the SMS Pilot Project in early 2010, prior to these standards being required by the U.S. Federal Aviation Administration [FAA]. We believe a formal SMS is critical for minimizing risks and maximizing opportunities to continually improve the overall safety of our global operations. Since January 2018, the FAA has recognized and accepted our fully implemented SMS, which incorporates four components: Safety Policy, Safety Risk Management, Safety Assurance and Safety Promotion.

Our SMS is governed by our Executive Vice President and Chief Operating Officer, who is responsible for establishing the SMS and allocating resources to support it. Additionally, the Safety, Regulatory & Compliance Team is comprised of over 90 employees worldwide who maintain our SMS. This team is responsible for safety training, monitoring and reporting, as well as promoting a culture of safety throughout Atlas.

Our confidential, non-punitive and proactive reporting process encourages employees to report workplace safety issues or noncompliant conditions, including hazards, accidents, incidents or injuries. Our defined

safety programs, combined with an effective safety communications strategy, inform and support our employees, in identifying hazards and mitigating risks. Additional program highlights include:

- **Regular workplace safety employee communications** promote safety awareness, compliance and accountability.
- **Internal and external audits** monitor the safety performance of the organization and provide for a robust inspection process.
- We continue to **build and enhance our partnerships with customers and contractors** on safety matters. This includes working with our contractors to help them establish and expand their own SMS.

OUR CULTURE OF SAFETY

Atlas' culture of employee safety is built upon four principles:

- **Your role is critical**
- **We are all responsible for safety**
- **We must all remain compliant**
- **We must all remain focused on our core mission: Safety**

Safety & Security

We are constantly evaluating all systems across the organization for areas of improvement. In 2022, we began the detailed process of updating our SMS system to further enhance our Operational Excellence. We are focused on identifying opportunities to improve existing, and develop new, processes to evolve our SMS. Our goal is to transition from primarily reactive processes to a more forward-looking, predictive system. Focus areas include: Enhanced Safety Performance Measurement and Reporting; Safety Assurance Tracking and Monitoring; Safety Risk Assessment Interfaces; and SMS Safety Promotion.

We have identified goals and action items for each focus area, and we look forward to sharing more in our next ESG report.

Safety Training

Ongoing training for our more than 4,000 pilots and ground staff is at the heart of our ability to maintain safe operations and engage our employees. Our training facilities are widely recognized as some of the best in the aviation industry. In addition to providing all required flight crew training, Atlas trains crewmembers and ground employees on our SMS. Our training facility is located at our primary operational hub in Miami, Florida where all our pilots receive their initial,

ATLAS'S SAFETY MANAGEMENT SYSTEM

Our SMS promotes a positive and Just Culture featuring:

- Oversight of all operational departments;
- Formal, proactive methods for identifying hazards and mitigating risks;
- Assistance to the Company's leadership, managers, management teams and staff in making effective and informed safety decisions;
- Comprehensive safety reporting tools;
- Continued investment in leading safety technologies such as Wireless Quick Access Recorders [WQARs], flight data analysis and visualization, Emergency Vision Assurance System [EVAS] and Automated External Defibrillators [AEDs];
- Feedback on safety performance to all operational departments and management teams; and
- Continued investment in safety training, education and awareness throughout the organization.



Safety & Security

transition and recurrent flight trainings. This facility has FAA approval to grant Airline Transport Pilot [ATP] certifications, which is FAA's highest certificate. In addition to training our own pilots, the Miami facility trains flight crews for the U.S. Department of Defense [DOD], NASA and FAA. In fact, Atlas is contracted to provide training for the crews of U.S. Air Force One and the E-4B National Airborne Operations Center.

Safety Performance

Atlas is committed to maintaining an industry-best safety practice program in full compliance with our regulatory obligations. Our program meets all requirements of FAA, ICAO and IATA. Since 2007, Atlas has been listed on the IATA Operational Safety Audit [IOSA] registry, the prevailing international safety and compliance standard, with zero findings of infraction or wrongdoing since the inception of the program. For DOD biennial inspections, Atlas audit results were successful, and the DOD Audit Team expressed their appreciation, stating our results were "commendable."

We track and report safety performance for Atlas' overall operations, as well as for our specific Flight Operations, Ground Operations and Technical Operations teams. A review of our

safety performance report is conducted each month by our Executive Vice President and Chief Operating Officer during an Executive Forum. The purpose of this review is to:

- Ensure compliance with established safety risk controls;
- Evaluate the performance of the SMS;
- Evaluate safety risk controls with identification of ineffective controls;
- Identify changes to the organization's operational environment that may introduce new hazards; and
- Identify new hazards.

Our safety metrics include incidents, injuries and regulatory compliance infractions, and we establish internal annual control limits for each measure. We strive to outperform industry averages and our internal control limits. In 2021, we had zero work-related fatalities.



Feature Story

Responding to the Ongoing COVID-19 Pandemic

Since the onset of the COVID-19 pandemic, we have employed comprehensive COVID-19 protocols, including adding extensive precautions to our existing safety and sanitization protective measures, to deliver on our commitments to safety.

Recognizing that no single mitigation strategy is sufficient, Atlas has adopted a multilayered approach to promote safe practices and mitigate the spread of COVID-19 in our network. These practices are in line with industry best practices; government recommendations in countries where we operate; and requirements from the U.S. Federal Aviation Administration (FAA), global aviation administrations, the U.S. Centers for Disease Control (CDC) and the World Health Organization (WHO).

Our Coronavirus Task Force (CTF) was created to develop action plans to ensure we effectively manage risks related to the Novel Coronavirus (SARS-Cov-2) and its associated illness COVID-19. The CTF developed Atlas' COVID-19 Policy Manual, which incorporates up-to-date guidance from the CDC and FAA, and this manual is used in conjunction with our Safety Management System to inform our practices and policies.

COVID-19 safety protocols utilized by our ground and flight operations staff include:

Aircraft Preparation and Cleaning

- High-grade disinfectant and multipurpose cleaners approved by the CDC are utilized to thoroughly clean the cabin before and after each flight, including frequently touched surfaces such as lavatories, galleys, tray tables, window shades and armrests. Headrest covers are replaced for each flight and magazines have been removed from our aircraft.
- A fogging system is used to sanitize the cabin prior to each customer flight. The process takes six hours to complete, and one hour with closed doors before anyone may board the plane.

- The cockpit area is disinfected by maintenance personnel in accordance with Boeing's guidance.
- Atlas maintenance crews replace the cabin recirculation filter in accordance with our FAA-approved maintenance schedule. The filtration system circulates the cabin air up to 30 times an hour, far exceeding hospital standards.

Preflight Screening and Ongoing Preventive Measures

- Throughout 2021, suppliers and passengers participated in temperature checks to identify potentially ill individuals.
- Anyone who exhibits symptoms of COVID-19 is not allowed near the aircraft or to participate in operations.
- During 2021, all Atlas employees, suppliers, flight attendants and passengers were required to wear face masks during flights.
- Each crewmember and all aircraft are provided with health and safety kits, which include face masks, disposable rubber gloves and alcohol wipes.
- We continue to adjust routes to limit exposure to regions significantly impacted by the COVID-19 pandemic.

Temporary Changes to the Onboard Experience

- Careful consideration has been made to accommodate food and beverage service for charter passenger flights, including the elimination of pre-departure service and self-service (buffet-style) offerings.
- Disposable linens and drinkware have replaced reusable items on certain flights, often influenced by customer requirements.
- In lieu of hot towels, hand sanitizer is available to passengers.



Labor Relations

The dedication of talented employees is essential to our growth and success. We are committed to ensuring our employees are treated fairly and equitably compensated for their work, and we respect their rights as employees.

Labor Management Cooperation

Atlas Air Worldwide is committed to full compliance with applicable labor laws. This includes recognizing the rights of our employees to exercise freedom of association and collective bargaining. As of December 31, 2021, we had more than 4,000 employees, approximately 2,300 of whom were pilots. Pilots of Atlas Air (and formerly Southern Air) and flight dispatchers from Atlas Air and Polar, are represented by the International Brotherhood of Teamsters (IBT). These employees represented approximately 55% of our workforce as of December 31, 2021.

As part of our commitment to promoting a rewarding employee experience and positive labor relations, Atlas is focused on ensuring our employees receive fair, competitive compensation and are provided with a safe, professional and inclusive work environment. Atlas and our pilots have legal and contractual obligations to adhere to rigorous safety standards established by the U.S Federal Aviation Administration (FAA), U.S. Department of Defense (DOD) and International Air Transport Association (IATA). We also work on multiple fronts, including through joint committees with the IBT, to address key topics on the safety and well-being of our pilots and all our employees, including the Company's response to the COVID-19 pandemic and the Company's commitment to a work environment free from harassment and discrimination.

Our world-class pilots are critical to our success. We recently bargained for a new pilot contract and have begun to engage in bargaining for a new dispatcher contract. We look forward to having new contracts in place that will provide our pilots and dispatchers competitive compensation and benefits packages while positioning the Company for continued growth.

Becoming One Family

In 2021, we announced and completed the transition to bring Southern Air operations under a Single Operating Certificate (SOC) as Atlas Air. First acquired in 2016, Southern Air enhances our Company's position as a leading global provider of outsourced aircraft and aviation operating services by expanding our fleet and global capabilities to drive significant value for our customers and shareholders. Following the finalization of the SOC, all Southern Air employees have assumed positions within Atlas Air.

ENHANCING COMMUNICATION AND COLLABORATION

We value our more than 2,400 pilots and rely on their valuable input and keen insight to support our safe and efficient operations around the globe. To encourage ongoing, two-way communications, we have established comprehensive communications forums with our crewmembers, including ongoing Crew Town Halls, podcasts, fleet-specific roundtables, updates from our Chief Pilots, Check Pilot meetings and Worldwide Command Events. In 2021, we continued to support teams on various labor and employment matters such as the ongoing COVID-19 pandemic and the relocation of our employees to Cincinnati/Northern Kentucky International Airport through our communication efforts, and we welcome the collaboration and teamwork these communications channels foster.

Social Impact & Community Engagement



Our commitment to “Caring for the World We Carry” conveys our dedication to the places where our business takes us. By engaging our workforce and contributing to efforts locally and across the globe, we are delivering on the desire for our communities to thrive.

2021 HIGHLIGHTS:

- Supported the U.S. military’s Afghanistan evacuation efforts as part of the activation of the Civil Reserve Air Fleet [CRAF]
- Supported families in Kentucky following a series of devastating tornadoes, through a corporate gift and by matching employee pledges to the Team Western Kentucky Tornado Relief Fund
- Supported Operation Airlift India, which transported urgent medical supplies, including those needed for COVID-19 testing and vaccination, as well as personal protective equipment and oxygenators
- Developed scholarships to benefit youth who wish to pursue a career in aviation through the Los Angeles-based Flight Path Museum & Learning Center
- Sponsored the inaugural Vaughn Open Golf Outing fundraiser, with proceeds benefiting the newly established George A. Vaughn Junior Family Scholarship, a fund which supports students at Vaughn College of Aeronautics and Technology



IN THIS SECTION:

Community Impact
& Philanthropy

Global Prosperity



SOCIAL IMPACT & COMMUNITY ENGAGEMENT

Community Impact & Philanthropy

Atlas Air Worldwide is committed to enhancing lives in the communities where we live and work across the globe.

To align our business strategy and logistics expertise with impactful initiatives that make a difference across the world, our community impact mission is focused on four areas of critical need:

- Supporting U.S. Service Members, Veterans and Their Families
- Enabling Students to Achieve in STEM [science, technology, engineering and math] Learning
- Environmental Stewardship
- Being There When Our Communities Need Us – Locally and Globally

Each focus area is supported by corporate philanthropy – through contributions, sponsorships and in-kind donations – as well as employee volunteerism. Care and respect for the communities where we operate, our desire to heighten awareness of aviation as a rewarding, viable career for all, and a passion for developing tomorrow's leaders underpin our community engagement efforts.

Supporting U.S. Service Members, Veterans and Their Families

We are honored to support the brave men and women of the U.S. Armed Forces and their families. As the largest provider of military passenger and cargo airlift globally to U.S. service members, we consistently demonstrate our ability to meet stringent, military-level reliability standards and offer full capacity at peak levels of demand.

Our support for U.S. service members, veterans and their families extends beyond each mission. Atlas is proud to train some of the most elite aircrews in the U.S. Air Force, including pilots and flight engineers for Air Force One and flight crewmembers assigned to the E-4B National Airborne Operations Center. We actively recruit and are a significant employer of former members of the military, including many of our pilots, logistics team, ground crew personnel and members of our management team.



Community Impact & Philanthropy



Additionally, we provide support to military charities, including the Wounded Warrior Project, the Semper Fi and America's Fund, and K9s for Warriors, through our annual Atlas Air Charity Golf Tournament. K9s for Warriors provides highly trained service dogs to veterans suffering from post-traumatic stress disorder [PTSD], traumatic brain injury and/or military sexual trauma. In 2021, Atlas contributions helped cover dog training expenses and are being used to build a 'mega-kennel' that will house more than 150 service dogs in training. This new facility will help fill the need for a two-year waitlist of warriors hoping to be matched with a dog.

The annual golf tournament also benefited the Food Bank of Lower Fairfield County with funding that will help hundreds of low-income families. Our other anchor charity is the Liberty City Optimist Club of Florida. The club, located five miles from the Atlas Miami Training Center, offers outreach programs focused on enhancing the growth and development of at-risk youth in Miami Dade County. Many of these individuals struggle with the relentless challenges of poverty, hunger and gang violence. With support from Atlas and funds raised from previous golf tournaments, the club has been able to offer free registration for participants in its sports program and reduce registration for the after-school program, thereby providing valuable economic support to countless families.

Enabling Students to Achieve in STEM Learning

Atlas is invested in developing and strengthening the pipeline of diverse, qualified STEM talent needed to ensure the aviation industry remains strong for years to come. We nurture relationships with a variety of institutions of higher learning, including Vaughn College of Aeronautics and Technology in New York, ranked #1 in upward mobility nationwide. Vaughn provides a distinct education to a diverse population of students in an environment that cultivates personal growth and leadership, creating lifelong learners who make significant contributions to the aviation industry.

As part of our support for Vaughn College, Atlas sponsored the inaugural Vaughn Open Golf Outing fundraiser. Proceeds benefit the newly established George A. Vaughn Junior Family Scholarship, which provides awards of \$5,000 to help make the dream of education possible for aspiring Vaughn College students.

Atlas has hired approximately 50 Vaughn College students. In addition, 10% of our workforce in our Purchase, New York, headquarters are Vaughn College graduates. Many more graduates work elsewhere across our Company, and several of our employees are now teaching at Vaughn College. Countless more Atlas employees have mentored Vaughn College students through our ongoing internship program. Since 2013, Atlas has donated over \$110,000 in funds and equipment to Vaughn College to support student flight training and scholarships, including an endowment scholarship for Black students at Vaughn.



Community Impact & Philanthropy

We also have an extensive internship program that reaches across the technical, engineering, operations, information technology, financial, procurement, legal and communications functions of our organization. In addition to immersion in their area of expertise, our interns work on a variety of cross-functional projects. Past initiatives have focused on developing strategies around corporate responsibility, the fourth industrial revolution and innovating our customer service proposition.

Other efforts in 2021 include:

- ♦ **Ignite Institute:** Ignite Institute is a high school in Northern Kentucky specializing in science, technology, engineering, arts and math [STEAM] curriculum. In 2021, Atlas hosted three Ignite interns – one at the Polar Air Cargo warehouse and two at the Atlas Air parts warehouse, both located in Hebron, Kentucky. The interns participated in a rotational program, learning various aspects of the operation at the respective facilities, including cargo handling and ground operations as well as the flow of material operations at the parts warehouse.
- ♦ **ACE [Aviation Careers Education] Academy:** Atlas Air and Polar were significant contributors to a program for high school and middle school students who want to learn about possible careers in the aviation industry. Presented at the virtual ACE Academy program hosted by Los Angeles World Airports [LAWA], the program outlined the vast breadth of air cargo careers, including a panel featuring experts in ground operations, technical operations, station management and business development.



NEW SCHOLARSHIPS AVAILABLE TO AVIATION STUDENTS

In 2021, Atlas Air and Polar sponsored scholarships to benefit youth who wish to pursue a career in aviation through the Los Angeles-based Flight Path Museum & Learning Center. Each scholarship offers one eligible student tuition support for a degree or certificate program that pertains to the aviation industry.



- ♦ **Junior Achievement Career Speaker Series:** We have a long-standing relationship with Junior Achievement of New York Lower Hudson Valley, whose purpose is to inspire and prepare young people to succeed in the global economy. Atlas team members participated in a virtual event to share their experiences in aviation careers. Students from second to sixth grade in Yonkers, New York met with Atlas employees that hold various roles and come from diverse backgrounds. Our team members presented an inspiring world of possibilities for the students, showcasing the possibilities available to them in numerous career paths. In addition, Atlas Executive Vice President and Chief Financial Officer Spencer Schwartz serves on the Junior Achievement of New York Lower Hudson Valley Advisory Board.

Community Impact & Philanthropy

Environmental Stewardship

As part of our commitment to ensure reducing our environmental impact is a priority embraced across our organization, we place emphasis on environmental stewardship through our community impact and volunteerism efforts.

Employees Engage to Make a Difference

Our employees are dedicated to engaging with our communities in support of environmental stewardship. In 2021, the Atlas Air and Polar Hong Kong teams joined forces with Swire Properties and Rooftop Republic to grow seasonal vegetables on the One Citygate office rooftop. Together with other Swire Properties tenants, the team grew nearly 550 pounds of produce and at least 55 varieties of summer and winter crops. Over 170 pounds of the harvest was donated to Feeding Hong Kong, which is a food bank network dedicated to rescuing surplus nutritious food from retailers, manufacturers and distributors to redistributing amongst charities that help feed people in need.

Globally, Polar employees were encouraged to plan a cleanup project to celebrate National Cleanup Day. Projects ranged from collecting trash on a beach to decluttering offices. For every employee who participated, Polar donated to EarthDay.org's tree planting initiative.

Additionally, Polar employees in Shenzhen, China joined a Roof Garden Greening activity co-organized by the Shenzhen Green Foundation and Nanshan District Urban Administration Bureau. Urban green land plays an essential role in improving urban ecological quality in the face of climate change. Roof greening is a practical way to create urban green land to help reduce the heat island effect caused by density and promote the development of low-carbon cities. Through this project, we hope to explore a new environmentally friendly and sustainable greening prototype.

Being There When Our Communities Need Us

As one of the world's largest air carriers, we have a unique ability to expedite the movement of large quantities of goods and personnel to regions that need them most in the aftermath of a natural disaster or during a public health emergency. In response to crises in the U.S. and around the

ICE PACKS FOR INJURED KIDS

When Captain David Cameron and his wife received an Atlas benefits mailer that included sun safety tips and an airplane shaped ice pack, his wife Ronda, a registered nurse in the ambulatory surgery center at Mercy One in Des Moines, Iowa, had an idea. She knew the airplane-shaped ice pack could make a big difference for pediatric patients who require post-surgery care. Traditional ice packs can be scary for small children, the airplane shape can help nursing staff connect with patients in a less intimidating way, making post-surgical care a friendlier experience. Within one week of receiving the benefits promotional package, Atlas donated 1,600 Atlas airplane-shaped ice packs to Mercy One.



world, our teams have mobilized humanitarian relief efforts to deliver lifesaving supplies and disaster recovery items – including drinking water, medical supplies and equipment, living essentials, food and battery-powered devices.

We also strive to be a catalyst for systemic change in the communities where we operate by supporting local organizations committed to tackling food insecurity, homelessness and other social issues, which can have a ripple effect across a community. Atlas has donated to organizations dedicated to ending childhood hunger in the communities surrounding our operations in Westchester County, New York, Miami, Florida and Houston, Texas.

Community Impact & Philanthropy

Providing Humanitarian Relief

Since access to infrastructure and care continues to make the road to COVID-19 recovery in India challenging, Atlas partnered with multiple customers and non-governmental organizations (NGOs) to support relief efforts. Our donation to Flexport.org has supported local grassroots efforts in India. Flexport uses technology, logistics and customs expertise, and hands-on support to ensure goods reach their destination and provide relief for those in need.

Through our partnership with Airlink, Atlas Air, Polar and Titan each made donations. Airlink is a nonprofit organization that works with aviation and logistics companies to transport relief workers and emergency supplies for reputable NGOs responding to rapid-onset disasters and other humanitarian crises around the world. The donations to Airlink supported Operation Airlift India, which transported urgent medical supplies, including those needed for COVID-19 testing and vaccination, as well as personal protective equipment and oxygenators.

In addition to our partnership with Airlink, Atlas' President and Chief Executive Officer John Dietrich serves on the Governor's Council for Airlink, and our Executive Vice President and Chief Commercial Officer Michael Steen is an Airlink Ambassador.

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Atlas made donations to the Team Western Kentucky Tornado Relief Fund. The fund was established by Kentucky Governor Beshear to help citizens impacted by a devastating long-track tornado in December that caused severe damage and multiple fatalities across 168 miles and 11 counties in Kentucky. In addition to a corporate donation, Atlas invited employees to contribute to a giving campaign, which was matched by the Company.

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COMING TOGETHER TO SUPPORT EVACUATION IN AFGHANISTAN

Atlas was proud to support the U.S. military's Afghanistan evacuation efforts as part of the activation of the Civil Reserve Air Fleet (CRAF). In support of Operation Allies Refuge, Atlas operated relocation flights for the repatriation of U.S. citizens and Afghan nationals and their families eligible for U.S. Special Immigrant Visas (SIVs), carrying over 10,000 passengers on 31 flights.

To complete this mission, Atlas built a station at Dulles International Airport in 12 hours to prepare for the first wave of evacuees from Afghanistan. Mobilizing and coordinating the flights was a massive undertaking requiring round-the-clock support from dedicated, compassionate colleagues around the world and across the organization – on the ground, in the air and behind the scenes.

Crews came together to learn and develop a process that met the cultural and religious requirements of passengers – from removing certain foods on the aircraft to developing signs in Farsi that help clarify aircraft procedures for passengers who hadn't flown before, to anticipating what passengers might need considering many left their country with only the clothes on their back. Our staff purchased diapers, bottles, formula, and personal hygiene products for amenity kits.





SOCIAL IMPACT & COMMUNITY ENGAGEMENT

Global Prosperity

The air cargo industry is a powerful catalyst for spurring broad economic and social progress. As the third-largest mover of airfreight in the world, Atlas Air Worldwide is driven to be a leader in an industry boosting the global flow of goods, people, capital, technology, ideas and social well-being.

Everything we do starts with our team of more than 4,000 talented employees and our operating network spanning 300 destinations in 70 countries. In addition to our headquarters in Purchase, New York, our operations centers near the Cincinnati/Northern Kentucky International Airport, at Anchorage International Airport in Alaska, and in Hong Kong lead our efforts to uphold our promise of being a good corporate citizen, in part, by striving to positively impact the communities where we conduct business. Our operations hub in Northern Kentucky, training center in Miami and logistics centers around the world extend our reach and increase our possibilities to create a safer, brighter future for all.

Facilitating Global Vaccine Distribution and Pandemic Support

We have a long-standing history of delivering in ways that bring the world together and enhance global prosperity. Since early 2020, Atlas has committed to leveraging our expertise and global impact to help address the pandemic. While our pandemic response continues to evolve to meet the moment, our efforts have focused on the distribution of personal protective equipment (PPE), test kits, relief missions and the delivery of vaccines.

Atlas Air and Polar each achieved the Center of Excellence for Independent Validators (CEIV) Corporate Pharma credential from the International Air Transport Association (IATA). This certification confirms our commitment to meeting pharmaceutical manufacturers' requirements to transport temperature-controlled and time-sensitive products, including vaccines.



CEIV Pharma is a quality certification program developed by IATA that has established high standards for safe air transport of pharmaceuticals around the world to ensure product integrity. Operators who achieve the CEIV Pharma credential undergo a rigorous process to confirm their experience, education and adherence to these high standards.

In pursuing this credential, Atlas Air and Polar adopted standard operating procedures to handle temperature-sensitive products. Leadership completed a multistep process to train ground and warehouse personnel and vendors in these new procedures, which included an independent audit. When borders closed during the pandemic, making travel impossible, the team collaborated with IATA to roll out virtual training and certification to ensure ongoing vaccine distribution progress in a highly challenging environment.

Additionally, COVID-19 has put Nepal's health system into crisis, and supply chain issues have made it difficult for medical professionals and citizens to obtain medical supplies. Polar co-sponsored a chartered flight with

Global Prosperity

Airlink partner Flexport.org to deliver desperately needed medical supplies to Nepal during the COVID surge. Polar also supplied the U.S. trucking needed to deliver medical supplies to the departure warehouse in Chicago, including 1.4 million gloves, 128,000 KN95 masks, 70,000 surgical masks, 35,190 face shields and 30 hospital beds. The shipment assisted up to 900,000 people in a region where essential medical supplies are scarce.

Working with Our Customers Makes a Difference

Atlas' operating philosophy is to grow our business by helping our customers grow theirs. Together, we are aligned with trends that are driving the global supply chain. These trends include:

- The increasing global middle class
- E-commerce growth
- The need for speed and efficiency in supply chains and markets
- Urbanization, which centralizes the demand for goods and services

Our customer base includes the world's leading express and e-commerce delivery providers, airlines, freight forwarders, shippers and charter brokers, and we are the largest provider of military cargo and passenger airlift to the U.S. Department of Defense. Through our work, we enable large companies to access growing markets and manage highly efficient supply chains. We also help open markets for small businesses, including technology startups, farmers and craftsmen. Regions and communities in all parts of the world benefit from our reach and impact.

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As events unfolded in Ukraine in late February 2022, we partnered with Flexport.org and others to deliver critical relief supplies to Ukrainian refugees. More than 220,000 pounds of medical supplies were delivered to over 300,000 refugees through this partnership.

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Serving Global Supply Chains

- Ensuring environmental and quality control to deliver life-saving medicines
- Facilitating delivery of high-value consumer electronics
- Providing just-in-time delivery of auto parts
- Delivering millions of pounds of flowers from South America each year
- Shipping agricultural products, including asparagus, blueberries, cherries and more, from Peruvian farmers

Responsible Business Growth



Growing our business means looking beyond the bottom line. Practices that help to ensure integrity, compliance and the protection of data, while engaging with our industry and our Board, help to drive sustainable growth today and into the future.

2021 HIGHLIGHTS:

- Received the 2021 Corporate Governance Award for Best Proxy Statement – Small Cap at *Corporate Secretary's* annual Corporate Governance Awards
- Completed a comprehensive review of the Employee Handbook to ensure it reflects best practices and recent developments, including pandemic-related requirements and relevant changes
- Joined the Kentucky Sustainable Aviation Fuel (SAF) Coalition, a partnership of airports, airlines, customers and manufacturers focused on securing manufacturing and tax incentives to increase SAF production near Atlas' largest U.S. hub in Northern Kentucky



IN THIS SECTION:

Corporate Governance

Ethics & Integrity

Compliance

Data Privacy & Cybersecurity

Public Policy Advocacy



RESPONSIBLE BUSINESS GROWTH

Corporate Governance

Maintaining a sound corporate governance structure is central to fulfilling Atlas Air Worldwide's mission of being our customers' first choice and most valued partner. Our corporate governance program is characterized by complete transparency, which helps build and sustain public trust in our Company.

Our Board of Directors believes that sound corporate governance practices provide an important framework to assist the Board and our executives in fulfilling responsibilities to stakeholders. Our [Corporate Governance Principles](#) are intended to reflect industry best practices in areas such as powers and responsibilities of the Board of Directors, Director nominations and qualifications, Board committees, Director compensation and Director access to outside advisors and employees. Other areas include stock ownership, Director education, stakeholder communications with the Board, financial statements and disclosure matters.

Additionally, our [Code of Ethics Applicable to the Chief Executive Officer, Senior Financial Officers and Members of the Board of Directors](#) is described in the [Ethics & Integrity](#) section of this report. For more information, please see [Structure & Governance](#) on our website.

Our Board and Committees

Our Board consists of 10 Directors, nine of whom are independent, as of December 31, 2021. Each independent Director serves on at least one Board committee. Our Committee Charters serve to fulfill the Board's responsibilities through smaller, more focused subsets of Directors.

In 2021, we made the following amendments to our Committee Charters:

- **Audit and Finance Committee:** The Committee Charter was amended to further enhance procedures to ensure the independence of the independent auditor.
- **Nominating and Governance Committee:** The Committee amended its Charter to (i) provide for the collection and review, at least annually, of the voluntary self-identified gender and racial characteristics and LGBTQ+ status of each new and continuing Director in compliance with the NASDAQ listing requirements, and (ii) remove the requirement that a person have no geographic travel restrictions as a consideration for election of new and continuing Directors.

AUDIT AND FINANCE COMMITTEE	COMPENSATION COMMITTEE	NOMINATING AND GOVERNANCE COMMITTEE
<ul style="list-style-type: none">✓ Financial statement integrity and reporting✓ Legal, regulatory and compliance✓ Internal controls✓ Financing, liquidity and other balance sheet initiatives✓ Capital structure✓ Litigation and disputes✓ Hotline and whistleblower	<ul style="list-style-type: none">✓ Executive compensation policies and practices✓ Succession planning✓ Human capital management✓ Pilot profit sharing	<ul style="list-style-type: none">✓ Governance structure and processes✓ Shareholder matters✓ Board refreshment✓ Environmental and sustainability matters

Corporate Governance

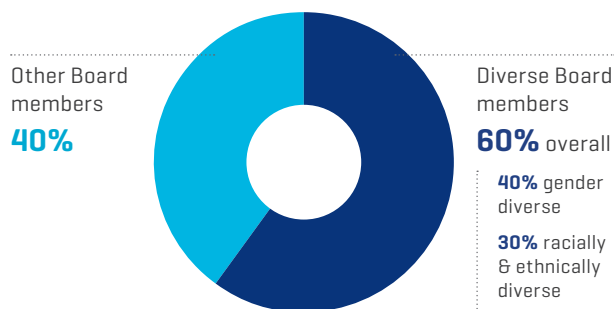
Board Refreshment and Diversity

We endorse the concept of Board and Committee refreshment, which has resulted in the election of several new Board members over the last five years and the rotation of the Chairman of the Board and the Chairs of our three standing Committees over the last two years. In 2021, we added two new Board members, Beverly K. Goulet, who has significant senior executive experience in aviation, and Carol J. Zierhoffer, who has extensive information technology and cybersecurity experience. With these additions, our Board is 60% diverse (40% gender diverse and 30% ethnically diverse). The Board believes that diversity with respect to gender, ethnicity, background, professional experiences and perspectives is an important element in the Board selection process.

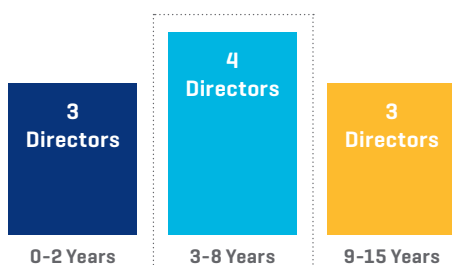
RECOGNITION OF OUR BOARD DIVERSITY

In 2021, Atlas was honored by the Women's Forum of New York at the organization's annual Breakfast of Corporate Champions event. Atlas, along with 243 companies from the S&P 500 and *Fortune* 100, were recognized for achieving 35% or greater female representation on their corporate boards. Atlas has exceeded this goal, reaching 40% gender diversity.

Strong Diversity GENDER AND ETHNIC DIVERSITY



Well-Balanced Tenure DIRECTOR TENURE



Average tenure is 5.7 years

BOARD SKILLS & QUALIFICATIONS

DIRECTORS

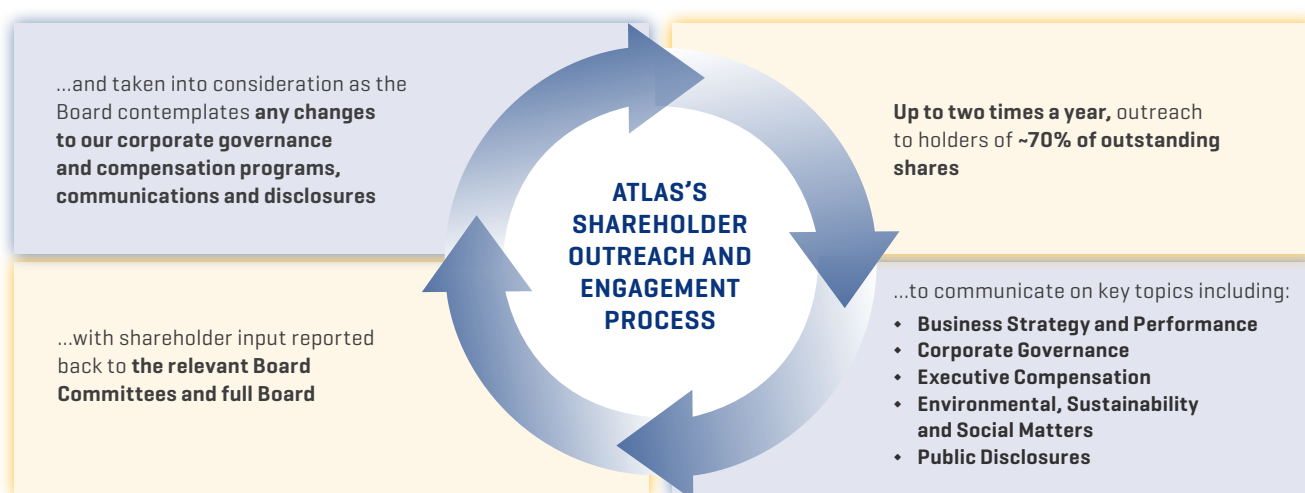
Strategic Planning	10
Public Company Board Experience	9
Global Operations	9
Corporate Governance	9
Legal, Regulatory & Government Affairs	7
Transportation & Security	7
Current or Previous Senior Executive Experience	7
Mergers & Acquisitions	7
Supply Chain & Procurement	6
International Trade	6
Civil & Governmental Aviation	6
Capital Structure	5
Finance, Accounting & Risk Management	5
Cybersecurity & Information Technology	4
Military Affairs	4
Sales & Marketing	2

Corporate Governance

Shareholder Engagement Efforts

To effectively address the evolving expectations of our shareholder base and the broader investment community, we remain focused on frequent and extensive shareholder engagement. Atlas has a long history of shareholder engagement, and our Board places great value on feedback we receive from investors on our corporate governance and compensation programs. We have engaged in extensive and ongoing shareholder outreach for almost a decade.

Engagement discussions have taken place throughout the year, offering investors the opportunity to ask questions and provide feedback outside of the annual meeting cycle. In response to the insights gained during these discussions, we have made significant changes to our governance and compensation practices.



RECOGNITION FOR OUR CORPORATE GOVERNANCE PROGRAM

In 2021, Atlas received the 2021 Corporate Governance Award for Best Proxy Statement – Small Cap at *Corporate Secretary's* annual Corporate Governance Awards, the premier event for the governance, risk and compliance community.

"To be included among the best of the best in the world of corporate governance is a true honor and a testament to the work – carefully listening and responding to shareholders' feedback – done in preparation for the 2021 proxy statement," said Adam Kokas, Executive Vice President, General Counsel and Secretary.



TWO ATLAS AIR WORLDWIDE DIRECTORS NAMED AMONG MOST INFLUENTIAL BY SAVOY MAGAZINE

Two of our Board Members, Bobby J. Griffin and Sheila A. Stamps, were named to Savoy Magazine's 2021 Most Influential Black Corporate Directors. Mr. Griffin, an Atlas Board member since 2016, currently serves as Chair of the Nominating and Governance Committee and is a member of the Compensation Committee. Ms. Stamps, who has been an Atlas Board member since 2018, currently serves as Chair of the Audit and Finance Committee. The list highlights a prestigious group of Black executives, influencers and achievers active on the public boards of the world's leading corporations and organizations.



RESPONSIBLE BUSINESS GROWTH

Ethics & Integrity

At Atlas Air Worldwide, being a trusted partner means upholding an unwavering commitment to the highest level of legal and ethical conduct, honesty and integrity. As such, Integrity is one of our core values – we are honest, fair and transparent. We are committed to accountability and transparency in all our global operations and in how we interact with our customers, suppliers, regulators, investors and each other.

Employee Handbook and Code of Conduct

Our Employee Handbook and Code of Conduct (Handbook) outlines the basic employment policies and practices that govern day-to-day activities. Each employee has a personal responsibility to ensure he or she is familiar with and understands our core employment policies and guidelines.

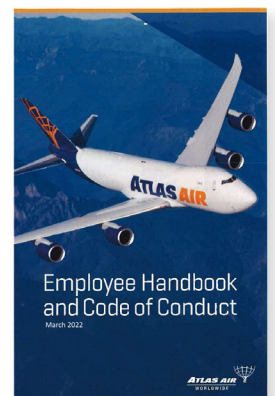
As outlined in our Handbook, we require all employees to act responsibly and in full compliance with all applicable laws and standards and to maintain the highest level of ethical conduct in their interactions with customers, suppliers, regulators, investors, other stakeholders and one another. The Handbook includes more than 25 “rules of conduct” that provide guidance and establish expectations related to several critical topics, including use of Company resources and data, confidentiality, anti-harassment and anti-discrimination policies, regulatory compliance, workplace safety, conflicts of interest and other matters to ensure a high degree of ethical conduct across our organization. Employees of all operating entities of Atlas have access to the Handbook, which is posted on the Company’s intranet, and all employees are required to acknowledge they have received and reviewed it.

We routinely review and conduct a comprehensive update of our Handbook to maintain compliance with applicable laws and to ensure we are following current best practices. We recently completed a comprehensive review of the Handbook to ensure it reflects best

practices and recent developments, including pandemic-related requirements and relevant changes. We also enhanced select policies and procedures, including the Company’s policies related to conflicts of interest, social media, cybersecurity, flexible work arrangements, and harassment, discrimination and retaliation. The updated Handbook was distributed to employees in 2022. In addition, our legal team continues to lead the effort to ensure we remain mindful of current issues and new applicable laws and regulations on an ongoing basis throughout the year.

Our new Employee Handbook reflects our commitment to our employees and to our values – Safety, Service Excellence, Integrity, Innovation, Teamwork and Responsibility.

It includes comprehensive updates to our policies and procedures to ensure we remain consistent with best practices and compliant with applicable laws, including a more robust section on conflict of interests.



Ethics & Integrity

We also maintain our [Code of Ethics Applicable to the Chief Executive Officer, Senior Financial Officers and Members of the Board of Directors](#). This Code addresses Officers' and Directors' responsibilities for honest and ethical conduct, avoiding and reporting conflicts of interest, and compliance with all governmental laws, rules and regulations. Our Board's Audit and Finance Committee oversees this Code and related-party transactions.

Reporting and Addressing Critical Concerns

We are committed to maintaining a professional, respectful workplace environment and have made effective reporting resources an integral part of our routine business practices. Our commitment to ethics and integrity and related checks and balances allows us to address potential issues before they may become larger problems.

Corporate Compliance Policy

Our Corporate Compliance Policy governs our compliance programs and our commitment to prevent and detect any violations of the law or Company policy. This policy is applicable to Directors, Officers, other employees and agents of the Company and its subsidiaries. It is designed to promote:

- **Compliance with all applicable laws, rules and regulations** in the jurisdictions in which we operate;
- **Honest and ethical conduct**, including appropriately addressing actual or apparent conflicts of interest in professional and personal relationships;
- **Prompt internal reporting** of potential and actual violations of the Company's compliance policies; and
- **Accountability** for adherence to the Company's compliance policies.

ASSESSING FRAUD RISK AND AWARENESS

In 2021, we conducted a fraud risk awareness survey to assess employees' understanding and perspective of the Company's fraud risk awareness culture, ethical values, work structures and communications. The survey was aimed at heightening awareness by providing information about the potential identification and mitigation of fraud risks faced by Atlas. Results from the survey were compiled by Internal Audit and presented to senior management and the Audit and Finance Committee of the Board as part of its fraud risk assessment report.



Ethics & Integrity

In addition to the overall policy, Atlas has specific policies to address our myriad compliance responsibilities. We update these policies as regulations change, and we review all policies regularly to ensure that we are keeping pace with the evolution of best practices. We provide new hire and recurrent compliance training to our employees that supports their ability to act responsibly and in full compliance with all legal and Company requirements.

Encouraging Vigilance through Our Compliance Hotline

Our Compliance Hotline is an important resource that helps us uphold our commitment to Integrity. Our toll-free Compliance Hotline accepts reports and complaints related to potential violations of Company policy, including but not limited to, concerns or complaints about the Company's accounting, internal controls or auditing matters, as well as instances of suspected fraudulent conduct. Our Compliance Hotline allows anyone, both inside and outside the Company, to anonymously report concerning conduct.

The Compliance Hotline is available seven days a week, 24 hours a day via phone or online, and can be contacted from anywhere in the world. To ensure anonymity, the Compliance Hotline is serviced exclusively by an independent, outside vendor. All matters are promptly and thoroughly investigated, and internal legal resources are mobilized to address or escalate issues as needed and appropriate.

ENSURING COMPLIANCE THROUGH TRAINING

Maintaining the highest level of compliance is a core value at Atlas. Our online training program is a key element of our compliance program, and all employees are required to complete trainings on an annual basis as assigned. We provide approximately three compliance training courses per year, and training courses are selected based on industry, key focus areas, legal considerations and development in law and compliance matters. When possible, we seek to customize courses to focus on the most relevant materials. Due to the global nature of our business, trainings are often focused on global trends and their potential impact on Atlas. Training topics include anti-bribery, cybersecurity, privacy, harassment and discrimination prevention, diversity, equity and inclusion, insider trading, social media and sanctions laws, among others. We also supplement our online training program with certain targeted in person trainings on key topics for relevant employees and certain other representatives.





Compliance

Atlas Air Worldwide's business is built on safety, security and compliance. We regard legal and regulatory compliance and cooperation with regulatory authorities as core responsibilities. As such, we take every opportunity to lead in the development and application of best practices and compliance with emerging rules and policies even before they become mandatory.

Leading with Best Practices for Compliance

Given our position in the global air cargo industry, Atlas is subject to a complex web of U.S. and international legal frameworks, regulatory requirements and industry standards. First and foremost, we comply with all laws and regulations applicable to us. We believe our compliance programs and partnership with regulatory bodies enhance our industry-leading compliance.

We seek to go beyond straightforward compliance to develop proactive best-practice relationships with key regulatory bodies, including U.S. agencies such as the Federal Aviation Administration [FAA], Department of Defense [DOD] and Department of Homeland Security [DHS], local and regional authorities, and international bodies such as the International Civil Aviation Organization [ICAO]. Here are a few examples of how we are leading with compliance best practices:

- **Aviation safety:** Atlas maintains an industry best-practice safety program meeting all applicable FAA, ICAO and International Air Transport Association [IATA] standards. Atlas was among the aviation industry leaders participating in FAA's Safety Management System [SMS] before it was required. Read more in the [Safety & Security](#) section of this report.
- **Anti-corruption:** Our anti-corruption policy exists to ensure compliance with the U.S. Foreign Corrupt Practices Act of 1977, as amended, the UK Bribery Act of 2010 and other similar statutes around the globe. We supplement this policy with mandatory

training provided to our employees, vendor due diligence and related policies and procedures.

- **Greenhouse gas emissions reductions and reporting:** Atlas has been reporting emissions under the European Union Emissions Trading Scheme [EU-ETS] since 2010 and has set the groundwork for our participation in the Carbon Offsetting and Reduction Scheme for International Aviation [CORSIA], the global carbon emissions program governing international flying, which began on January 1, 2021.
- **Office of Foreign Assets Control [OFAC]:** OFAC, which is part of the U.S. Department of the Treasury, administers and enforces economic and trade sanctions based on U.S. foreign policy and national security goals against targeted foreign countries and regimes. In recent years, we have bolstered our efforts to protect against even inadvertent violations of OFAC requirements and guidelines.
- **U.S. government contracts:** As a U.S. government contractor with a significant role in international trade, we partner with various federal agencies on compliance and best practices related to areas such as preventing human trafficking and endangered species trafficking.

Compliance

IT Security: Cybersecurity Compliance

As a U.S. government contractor, Atlas is obligated to adhere to the National Institute of Standards and Technology (NIST) 800-171 Control Framework, which is designed to protect technology infrastructure, computing resources and the Company's data from compromise and corruption.

Atlas employs a defense-in-depth approach that leverages technology, education, testing and audit to ensure a secure network and computing environment. We work closely with internal and external subject matter experts to understand the environment, outside risks and attack vectors. We track and report several key metrics to measure the health and effectiveness of our security posture. Our program is measured against NIST 800-171 and the Center for Internet Security – Cyber Control frameworks. Progress is judged based on improvements made against the control sets and is reported to the Board of Directors.





RESPONSIBLE BUSINESS GROWTH

Data Privacy & Cybersecurity

Atlas Air Worldwide is committed to applying a strong governance and control environment for all aspects of our business, and that includes the areas of business resiliency, data privacy and cybersecurity. We utilize best-in-class technologies, procedures and training to ensure the safety and security of our systems and assets, and to protect our data and the data entrusted to us by our customers and partners.

Our Approach to Data Management and Security

Given the sophistication of today's modern aircraft, Atlas' planes generate large amounts of data that we capture, analyze and use to improve business operations, including improving operational safety and reducing fuel usage. Our business has been digitally transformed – with tablet computers used by pilots and ground operators for flight planning and takeoff. Digital technologies also provide access to performance dashboards for our teams and our customers. Efficient management and use of this data require strong governance and management practices, supported by well-secured information systems.

In the air and on the ground, the operational integrity of our information systems is critical to the continuity and reliability of our business. We configure our information systems to be resilient and redundant, and we support them with an equally fault-tolerant data center and network environment with the objective of maintaining constant operations. Atlas has been recognized by the U.S. Department of Defense and airline industry associations as a leader in preparing for and maintaining operational continuity in the event of a disruption.

Being cybersecure is paramount to our focus on quality and reliability. We maintain compliance with the National Institute of Standards and Technology (NIST) 800-171 standard, as required by the U.S. government. We exceed these requirements and benchmark ourselves annually

to the Center for Internet Security (CIS) framework. Input from these exercises, combined with third-party penetration tests and tabletop exercises to practice operational responses in the event of a breach, is used to establish a multiyear roadmap of cybersecurity investments. Planning and results are monitored by executive management and the Board.

DELIVERING BEST-IN-CLASS SERVICE, RELIABILITY AND INSIGHT

Atlas has been recognized as an innovative leader in capturing cargo-related data from every point in the transport value chain, enabling our customers to better plan their overall shipping activities, minimize their carbon footprint and improve supply chain performance. Using cargo data loggers, integrated dashboards and other technologies, we continue to improve the way in which we deliver data to our customers to better support their operations. For example, a customer can track the arrival of deliveries, use historical averages to determine unloading times and more accurately schedule when ground transportation arrives at the destination warehouse, and in what order to line up trucks. This reduces wait times at handling facilities and emissions from idled trucks.

Data Privacy & Cybersecurity

Threat Detection and Response

In cybersecurity, we know that new potential threats emerge every day. With strong support from our Board and executives, Atlas seeks out and responds to vulnerabilities on a continuous basis. We maintain compliance with multiple cybersecurity standards, which require robust maintenance processes to ensure systems and networks remain at the highest level of known protection. In fact, we were the first member of the Civil Reserve Air Fleet to declare compliance with the NIST standard, which is required of defense contractors.

Our many programs for threat awareness feed into responsive processes designed to remediate exposures before they become an issue, or to respond in a programmatic and professional manner if they do. This includes ensuring that sensitive data are subject to additional management requirements to guard against tampering or exfiltration. We also maintain a multiyear roadmap of projects designed to continually evolve and strengthen the security around sensitive data and cyber resiliency.

Providing Leadership and Support for the Industry

Across the air cargo industry, Atlas is a recognized leader and innovator in cybersecurity and data privacy. Examples include:

- **Participating in leadership roles in a number of global cybersecurity organizations**, including the Aviation Information Sharing & Analysis Center (A-ISAC), which serves as a focal point for security information sharing across the aviation sector and the Defense Industrial Base of the U.S. Department of Defense (DOD).
- **Chairing the Air Transport cybersecurity committee** of the U.S. National Defense Transportation Association (NDTA), a collaboration between transportation carriers and the U.S. Transportation Command, one of 11 unified commands under the DOD.
- **Working with the U.S. Department of Homeland Security (DHS)** to deliver training for other organizations on preventing and responding to cyberattacks. We also recently reached a cooperative R&D agreement for threat information systems with DHS.

- **Working with partners such as Boeing and the U.S. Federal Aviation Administration** on software management and system security for the Boeing 747-8, one of the most advanced and successful cargo and passenger aircraft in the world.
- **Working independently and with Airlines for America (A4A) and the U.S. Chamber of Commerce** to ensure cybersecurity legislation is developed as a constructive tool to improve the security of the entire industry.

Atlas Is There When Our Customers Need Us

Our robust business resiliency program mitigates the impact of human-made and natural disasters on operations through a global network of information sharing among critical teams and functions. Confidential customer data are managed with the same security and controls used to secure our own systems. Our customers benefit from our continuous improvement approach to managing evolving threats such as cyberattacks and business disruptions. Our flexible and superior fleet management capabilities offer additional benefits.

Our global operation and infrastructure include:

- Three fully operational business resiliency backup sites for our critical staff at our operations centers at Cincinnati/Northern Kentucky (CVG) and Hong Kong, and at our headquarters in Purchase, New York.
- Comprehensive, tested business recovery plans, including recovery from a cybersecurity event.
- Highly available computing infrastructure designed to provide nonstop computing, including resilient computing and network capabilities.
- State-of-the-art Voice over Internet Protocol (VoIP) telecommunications and remote computing capabilities, enabling our Operations Control Center to be redirected to alternate locations and staff to service customers from anywhere in the world.
- Cybersecurity regularly validated for NIST 800-171 compliance by independent third parties to ensure we operate in accordance with DOD standards and protect sensitive customer data.



Public Policy Advocacy

We regularly engage with global, national and local policymakers to advocate on behalf of Atlas Air Worldwide, the air cargo industry, and our key partners, customers and stakeholders. This includes actively collaborating with government officials on a range of policy and legislative issues. Some of our key priorities include attracting the aviation workforce of the next generation, expanding international trade flows, strengthening transportation supply chains, enhancing safety, protecting and promoting the U.S. policy on Open Skies and supporting government policies to help our industry reduce its greenhouse gas emissions.

Building and Diversifying the Aviation Workforce

Along with our industry partners, we are working with legislators and regulators across the U.S. to forge career pathways for new pilots, mechanical and technical personnel and other aviation services professionals. Since 1980, the issuance of pilot certificates has decreased by more than 60%. Similar trends can be seen in the decline of highly skilled maintenance and technical support crews that are critical to our industry.

We are working on initiatives to attract underrepresented groups to the pilot profession, and we actively seek to create more opportunities for training and certification and to reduce the out-of-pocket cost of those programs, particularly for underrepresented minority groups where cost is a significant barrier. This includes supporting legislation to allow students to fully access federal financial aid to cover the average cost for a flight education and training program.

Safeguarding Our Operations, Supporting Greater Trade and Enhancing Open Skies Agreements

Atlas is engaged in a range of public policy matters related to aircraft safety regulations, infrastructure and expanding international trade, among other areas. At the end of 2021, when 5G deployment threatened to disrupt Atlas' operations across the country, we worked closely with the U.S. Federal Aviation Administration (FAA) and leaders in Congress to ensure the rollout was delayed and that Atlas' commercial and Department of Defense cargo operations continued without delays or cancellations.

Similarly, when new COVID-19 policies came into place in Colombia that would restrict access for Atlas pilots, we worked with the U.S. Department of State and the Government of Columbia to negotiate a solution that would protect Atlas' operations in this critical market. As the current Administration seeks to foster new trade agreements in Europe and Asia, we have sought opportunities to raise equities related to international trade that are important to Atlas with the Administration.

Open Skies agreements enable airlines, not governments, to make decisions about routes, capacity, frequency and pricing of their services, based on market demand. Open Skies agreements promote competition in the aviation sector, increase choice and reduce costs for consumers, while also facilitating exports for U.S. businesses and enhancing U.S. national security. Since 2015, we have been a founding member, along with FedEx, JetBlue and the Cargo Airline Association, of the U.S. Airlines for Open Skies coalition. Atlas and our industry partners are involved in supporting these agreements around the world and, where possible, expanding them. For Atlas, these agreements enable us to maintain global delivery networks to transport U.S. military troops and vital supplies, including food and medical products. In addition to the priorities described above, Atlas is engaged in a range of public policy matters related to aircraft regulations, environmental policy, infrastructure and international trade.

Public Policy Advocacy

Working to Promote Sustainable Aviation Fuel in Key Locations and Nationally

As regulators and stakeholders continue to emphasize sustainable aviation, Atlas and our industry partners have focused on working with legislators to seek federal and state support to develop more blended sustainable aviation fuel [SAF]. This year, we joined the Kentucky SAF Coalition, a partnership of airports, airlines, customers, and manufacturers focused on securing manufacturing and tax incentives to increase SAF production near Atlas' largest U.S. hub in Northern Kentucky. We also worked at the federal level with the current Administration and leaders in Congress to advocate for additional SAF incentives.



2021 Advocacy Highlights

Our public policy efforts have had an impact in key areas related to education and training, safety and international trade and travel:

- Securing bipartisan support for legislation aimed at attracting the next generation of pilots and the development of the aviation maintenance workforce.
- Advocating for the establishment of FAA advisory boards to advance diversity in the aviation workforce, including pilots.
- Collaborating with the Federal Aviation Administration and Members of Congress to secure Data Comm deployment at Cincinnati/Northern Kentucky International Airport, our largest hub in North America, which will enhance Atlas pilot and air traffic communications.
- Protecting Atlas expansion plans and operational footprint in Miami by working with local stakeholders and government officials regarding proposals for new projects at the airport.
- Negotiating with senior officials within the government of Colombia to ensure Atlas pilots would have continued access to this critical market, while protecting the country's COVID-19 restrictions.
- Advocating for the inclusion of SAF tax credit language in climate title of the President's signature legislative proposal to Congress and securing a similar proposal to support sustainability in the Kentucky General Assembly.
- Protecting and enhancing Open Skies agreements around the globe.
- Maintaining the harmonization of U.S. and International Civil Aviation Organization [ICAO] regulations regarding the air transport of lithium cells and batteries.
- Actively engaging in important public policy discussions in U.S. jurisdictions where we have a significant presence, including Alaska, Miami, New York and Northern Kentucky.
- Continued participation on Boards or Committees with associations advocating for the air cargo industry, such as the Cargo Airline Association [CAA] and the National Air Carriers Association [NACA].

Appendix

IN THIS SECTION:

TCFD Index

SASB Index

Task Force on Climate-related Financial Disclosures

The following provides Atlas' disclosures pertaining to the Task Force on Climate-related Financial Disclosures (TCFD) recommended disclosure pillars.

Governance	
a) Describe the board's oversight of climate-related risks and opportunities.	<p>The Board of Directors recognizes the importance of climate-related risks to Atlas' future and conducts a review of relevant actions and progress at regular intervals, at every Nominating and Governance Committee meeting and with the full Board in attendance, as needed.</p> <p>In January 2021, the Atlas Board established a dedicated management role, ESG Director, with oversight and responsibility for development of climate-related planning. The role is responsible to the Board through the Corporate Secretary, supported by a mandate for ESG oversight assigned to the Nominating and Governance Committee of the Board.</p> <p>The functions of this role include formulating strategic direction for Atlas regarding climate-related aspects of the business and TCFD reporting.</p>
b) Describe management's role in assessing and managing climate-related risks and opportunities.	<p>Atlas' experience of managing high-value capital assets subject to changing markets over the long and short term is applicable to the nature of risks and opportunities arising from climate-related aspects of the airfreight and charter businesses. Management will further integrate climate-related aspects within current risk assessment and management processes to provide an overall assessment of business risk. Atlas' management brings and can apply specific experience to risk assessment and management of:</p> <ul style="list-style-type: none"> • Markets with significant variation in volumes, destinations and cost; • Operational conditions similar to those anticipated to increase with climate change, such as weather-related route choices; and • Managing risk in financial markets, now expected to be subject to climate-related influences. <p>In addition, management has undertaken specific reviews of climate-related aspects of strategic business areas.</p>

Task Force on Climate-related Financial Disclosures [continued]

Strategy	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	<p>The airfreight and charter markets depend on demand in a wide range of product and service markets, each differently affected by climate-related risks. In addition, aviation markets are affected by climate-related policy and regulatory developments at national and international levels – such as additional carbon costs, as well as physical changes including airport weather conditions. Effects over the long term are expected to be greater than in the short term. Key risks identified by Atlas are:</p> <ul style="list-style-type: none"> • General demand risk from an overall increase in the costs of, or access to, aviation services due to regulations addressing climate change; • Demand risk in markets that are directly affected by climate change, such as from horticultural growing conditions; • Demand risk in markets that are sensitive to price increases from increased carbon costs; • Demand risk in markets arising from the influence of wider societal change, such as flight-shaming; • Risks to costs arising from the availability and price of low/zero carbon fuels or from the increased costs from continued use of existing types of fuel, due to regulatory requirements; and • Risks from competition with passenger services for limited resources such as low/zero carbon fuels. <p>Climate-related effects are expected to be limited in airfreight and charter markets where transport is essential and for high-value cargos where additional costs are a small proportion of payload value. In addition, climate-related effects may increase demand for airfreight in some markets, such as to provide emergency relief from the expected increase in extreme climatic events and reduced belly capacity if commercial flights are reduced.</p>
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	<p>Atlas recognizes that managing climate impacts is key to the long-term financial resilience of the business.</p> <p>Atlas is conducting a strategic review of the financial effects of climate risks in the business (see Governance).</p>
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<p>We have a structure in place to evaluate and understand climate risk, with oversight by the Board, in addition to expertise in responding to changes in financial and regulatory markets. We are evaluating new scenarios to better understand climate risks and opportunities, in addition to any financial impact related to these risks.</p> <p>These new scenarios will include both 2-degree and 1.5-degree scenarios.</p>

Task Force on Climate-related Financial Disclosures (continued)

Risk Management	
a) Describe the organization's processes for identifying and assessing climate-related risks.	Atlas expects to use the Enterprise Risk Framework to represent climate risks, which will be identified and assessed using our understanding of our upstream supply chain (i.e., fuel) and downstream customer markets, together with climate and aviation projections from authoritative organizations (i.e., IATA, EU).
b) Describe the organization's processes for managing climate-related risks.	Atlas has a Business Resiliency Team dedicated to managing impacts from weather and other perils that have the potential to interrupt systems and facilities. Enterprise Risk Management and Flight & Ground Operations are other examples.
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Atlas has established an organizational structure and associated processes for aligning climate-related risks within Atlas' Enterprise Risk Framework to manage climate risks alongside our other business risks. Environmental Sustainability, which includes Climate Change, is now identified as a separate enterprise risk, whereas previously it was combined with all ESG topics.
Metrics and Targets	
a) Describe the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Atlas is currently conducting a strategic review of existing business metrics, which include market share from geographies that experience more weather events, fuel volumes/sustainable aviation fuel (SAF) and prices in carbon markets for the purpose of climate reporting.
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Atlas discloses Scope 1 emissions in this initial TCFD disclosure. Refer to our SASB disclosure table for this data.
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>Atlas supports IATA and A4A's goal to achieve net-zero carbon emissions by 2050.</p> <p>Atlas has also set its own Scope 1 emissions reduction goal for 2035, to achieve a 20% reduction in CO₂ through a combination of increased SAF use, operational efficiencies and the implementation of innovations designed to reduce fuel burn among its fleet of air cargo freighters.</p> <p>To address Scope 2 emissions, Atlas is conducting an inventory of electricity providers across its major sites and operations to identify the availability of renewable energy sources. The intent is to transition away from electricity produced by fossil fuels, where available. The inventory will be complete in 2022.</p> <p>Atlas is also evaluating the materiality of Scope 3 emissions across its operations and supply chain.</p>

Sustainability Accounting Standards Board Disclosures

The following provides Atlas' disclosures pertaining to the Sustainability Accounting Standards Board's (SASB) industry standard for Air Freight & Logistics.

Topic	Code	Accounting Metric	Category; unit of measure	2021 Disclosure
Greenhouse gas emissions	TR-AF-110a.1	Gross global Scope 1 emissions	Quantitative; metric tons CO ₂ e	8,409,684 MT CO ₂ e
	TR-AF-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion & analysis	Discussion: See pages 10-14 of the 2021 ESG Report
	TR-AF-110a.3	Fuel consumed by road transport, percentage natural gas	Quantitative; gigajoules, %	0
		Fuel consumed by road transport, percentage renewable		0
		Fuel consumed by air transport, percentage alternative		0
		Fuel consumed by air transport, percentage sustainable		208,732 GJ; 0.1% of total fuel consumed
Air quality	TR-AF-120a.1	Air emissions of the following pollutants: [1] NO _x (excluding N ₂ O), [2] SO _x , and [3] particulate matter [PM ₁₀]	Quantitative; metric tons	1) 44,902 MT 2) 1,321 MT 3) 1.6 MT
Labor practices	TR-AF-310a.1	Percentage of drivers classified as independent contractors	Quantitative; %	Atlas does not have employees, contractors or term employees who drive a ground fleet.
	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Quantitative; reporting currency	0

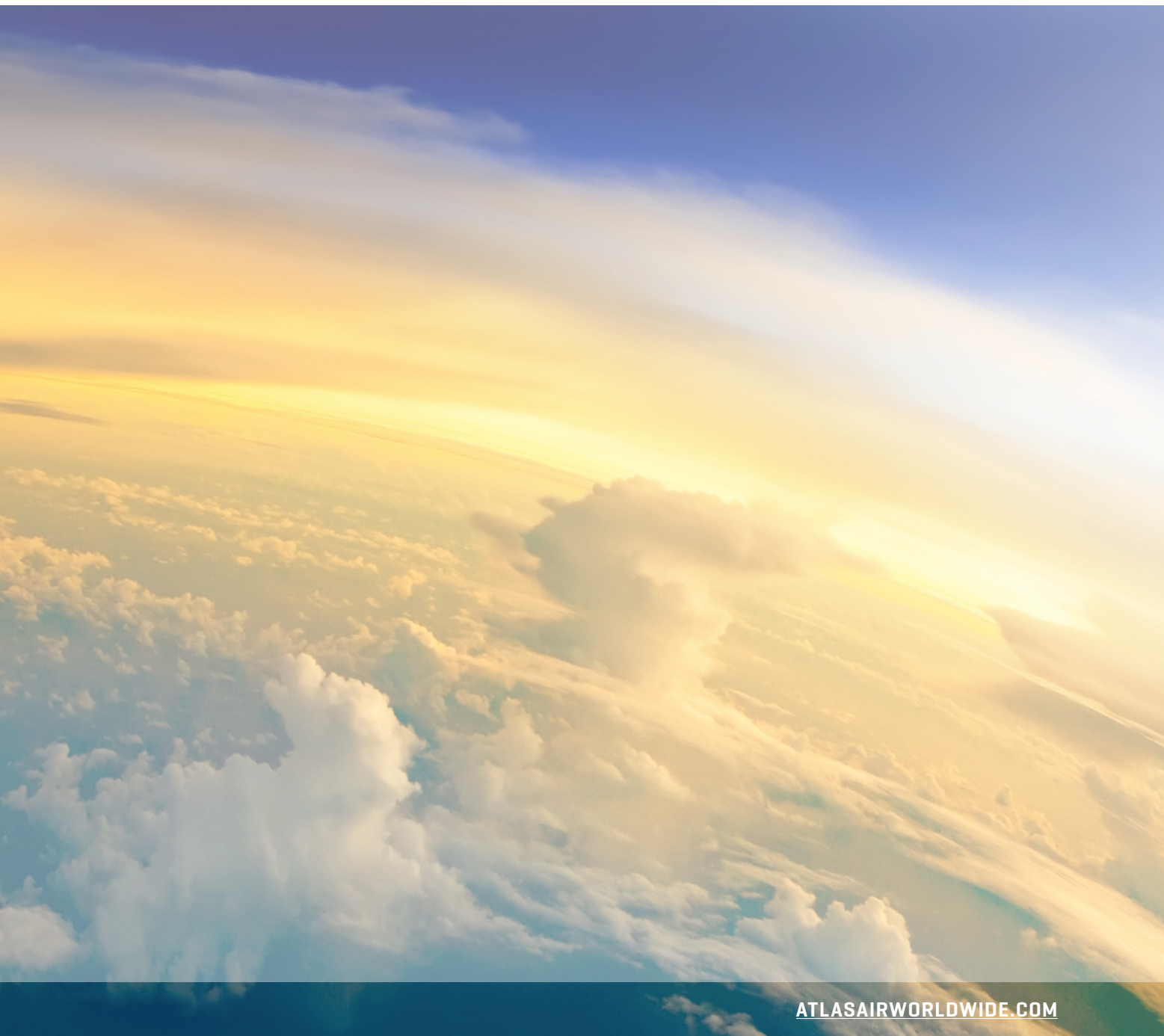
Sustainability Accounting Standards Board Disclosures (continued)

Topic	Code	Accounting Metric	Category; unit of measure	2021 Disclosure
Employee health & safety	TR-AF-320a.1	1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative; rate	1a) 0.72* 2a) 0
Supply chain management	TR-AF-430a.1	Percentage of carriers with BASIC percentiles above the FMCSA intervention threshold	Quantitative; %	Atlas does not have employees, contractors or term employees who drive a ground fleet.
	TR-AF-430a.2	Total greenhouse gas (GHG) footprint across transport modes	Quantitative; metric tons, CO ₂ -e per ton-kilometer	Scope 1 (in tCO ₂ e) Air: 8,397,884 MT Ground: 11,800 MT
Accident & safety management	TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Discussion and analysis	Discussion: See pages 30-32 of the 2021 ESG Report
	TR-AF-540a.2	Number of aviation accidents	Quantitative; number	0
	TR-AF-540a.3	Number of road accidents and incidents	Quantitative; number	Atlas does not have employees, contractors or term employees who drive a ground fleet.
	TR-AF-540a.4	Safety Measurement System BASIC percentiles for Unsafe Driving	Quantitative; percentile	Atlas does not have employees, contractors or term employees who drive a ground fleet..
		Safety Measurement System BASIC percentiles for Hours-of-Service Compliance		Atlas does not have employees, contractors or term employees who drive a ground fleet.
		Safety Measurement System BASIC percentiles for Driver Fitness		Atlas does not have employees, contractors or term employees who drive a ground fleet.
		Safety Measurement System BASIC percentiles for Controlled Substances/Alcohol		Atlas does not have employees, contractors or term employees who drive a ground fleet.
		Safety Measurement System BASIC percentiles for Vehicle Maintenance		Atlas does not have employees, contractors or term employees who drive a ground fleet.
		Safety Measurement System BASIC percentiles for Hazardous Materials Compliance		Atlas does not have employees, contractors or term employees who drive a ground fleet.
	TR-AF-000.A	Revenue ton kilometers (RTK) for: (1) road transport and (2) air transport	Quantitative; RTK	16,453 M**
Activity metrics	TR-AF-000.B	Load factor for: (1) road transport and (2) air transport	Quantitative; rate	N/A***
	TR-AF-000.C	Number of employees	Quantitative; number	4,056
		Number of truck drivers	Quantitative; number	0

*Per 100 full-time workers

**Atlas is reporting on freight ton kilometers (FTK), which is defined as one metric ton of freight traffic transported one kilometer. FTK is computed by multiplying the vehicle-kilometers traveled on each leg by the number of tons of freight traffic carried on that leg.

***Estimate not available. Atlas will review options for providing this metric on a yearly basis.



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