



**AMERICAN TOWER**<sup>®</sup>  
CORPORATION

2020

SUSTAINABILITY  
REPORT





As a global company expanding access to wireless communications, American Tower is dedicated to delivering value to our tenants. We embrace our responsibility to invest in employees, interact fairly with suppliers and support surrounding communities on our journey to generating long-term value for stockholders.



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## About American Tower

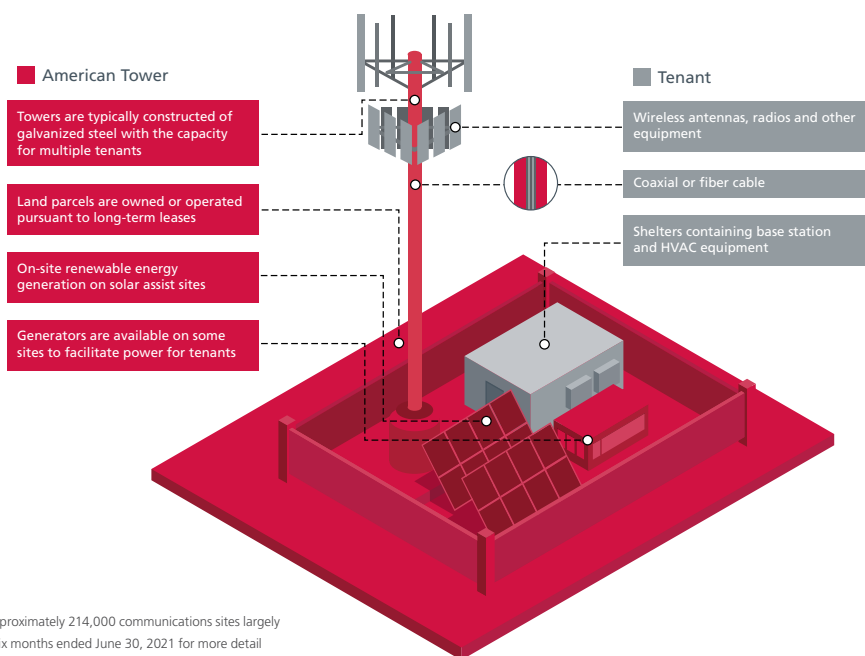
### Who We Are

Founded in 1995, American Tower is one of the largest publicly held global real estate investment trusts. We are a leading independent owner, operator and developer of wireless and broadcast communications real estate. Our primary business is the leasing of space on communications sites to wireless service providers, radio and television broadcast companies, wireless data providers, government agencies and municipalities, and tenants in a number of other industries. In addition, we offer tower-related services, including site acquisition, zoning and permitting, and structural analysis, which primarily support our site leasing business, including the addition of new tenants and equipment on our sites.

~5,600  
employees across  
22  
countries

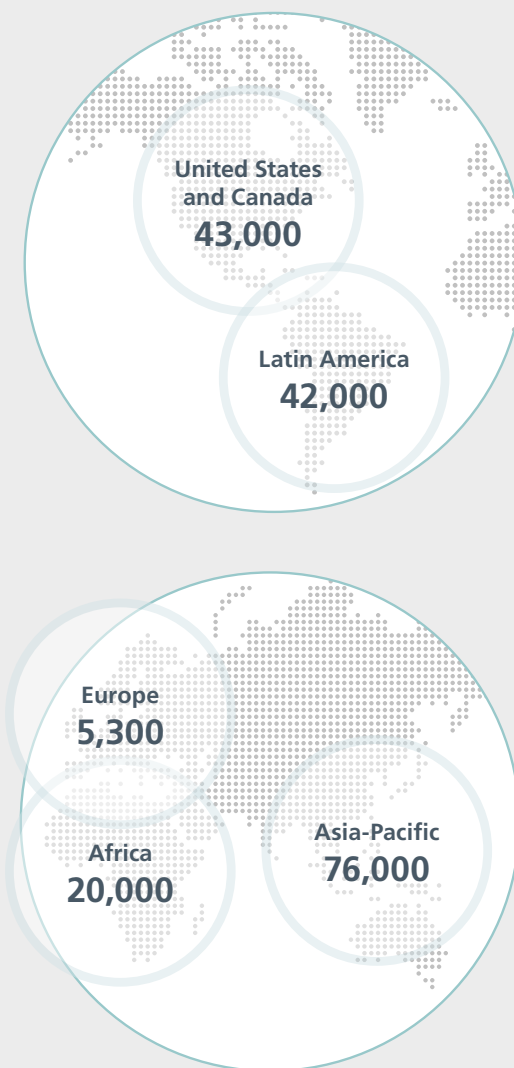
As of December 31, 2020, our communications real estate portfolio included approximately 186,000 communications sites: more than 43,000 in the United States and Canada, nearly 76,000 in Asia-Pacific, approximately 20,000 in Africa, more than 5,300 in Europe and nearly 42,000 in Latin America.<sup>1</sup>

Our business model is inherently green, as multiple tenants are able to lease vertical space on a single tower for their communications equipment, thereby reducing the environmental impact of today's modern wireless networks. This drives more efficient use of infrastructure and resources, as shared tower space means less steel and related tower equipment are used, only one generator or energy system, including grid connection, is needed, the industry's overall land footprint is reduced and fewer maintenance visits are required.



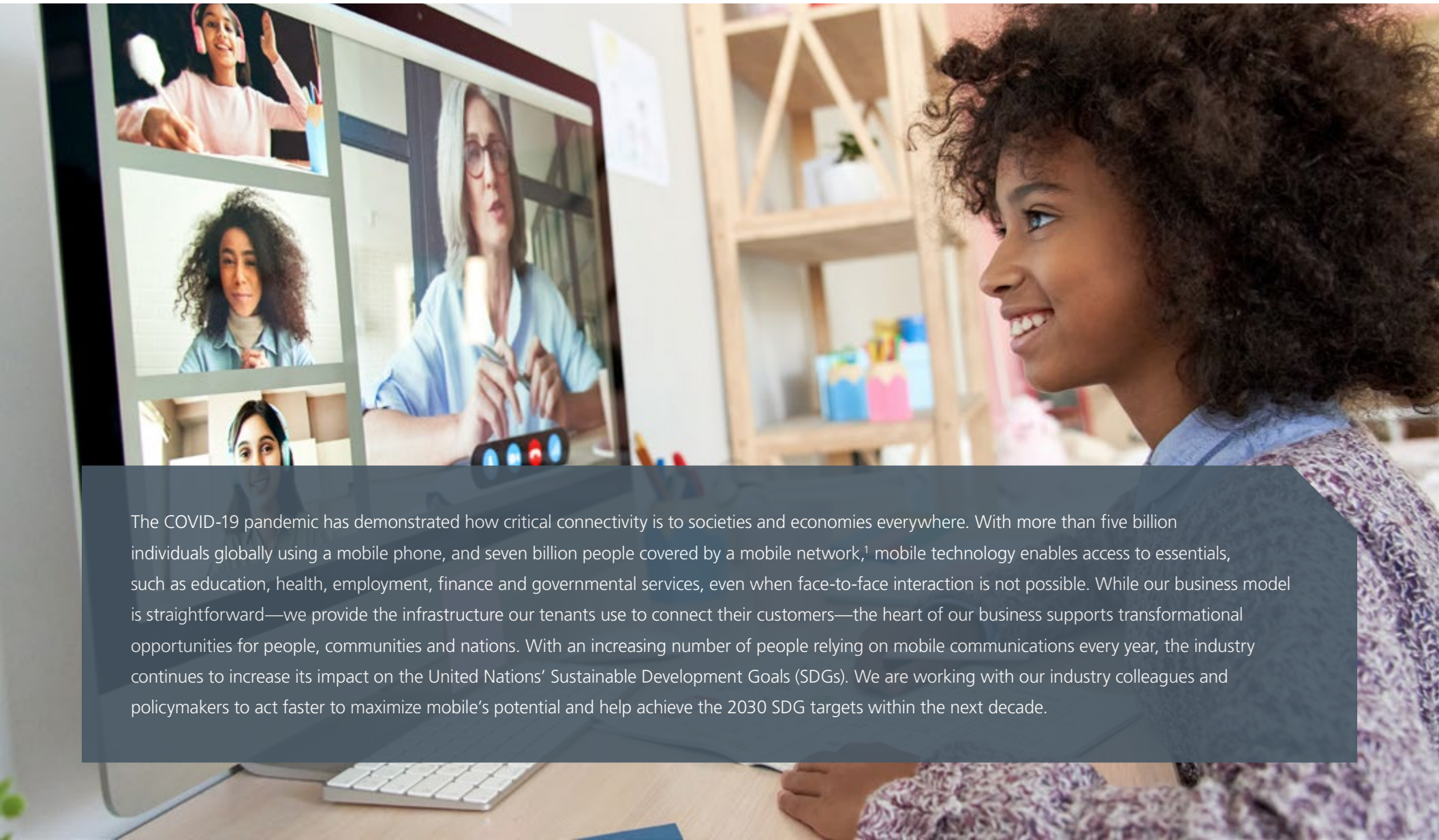
## American Tower Communications Sites

Approximate as of December 31, 2020<sup>1</sup>



<sup>1</sup> As of June 30, 2021, our communications real estate portfolio included approximately 214,000 communications sites largely attributable to the Telxius Towers transaction; see our Form 10-Q for the six months ended June 30, 2021 for more detail





The COVID-19 pandemic has demonstrated how critical connectivity is to societies and economies everywhere. With more than five billion individuals globally using a mobile phone, and seven billion people covered by a mobile network,<sup>1</sup> mobile technology enables access to essentials, such as education, health, employment, finance and governmental services, even when face-to-face interaction is not possible. While our business model is straightforward—we provide the infrastructure our tenants use to connect their customers—the heart of our business supports transformational opportunities for people, communities and nations. With an increasing number of people relying on mobile communications every year, the industry continues to increase its impact on the United Nations' Sustainable Development Goals (SDGs). We are working with our industry colleagues and policymakers to act faster to maximize mobile's potential and help achieve the 2030 SDG targets within the next decade.



## Letter From Our President and CEO

2020 was an unprecedented year. The COVID-19 pandemic fundamentally altered the lives of our employees and our communities and presented tremendous challenges to society globally. The pandemic strained health care systems around the globe, forced billions of people into isolation and tragically took the lives of so many. It also put a spotlight on deep racial and social inequities, leading to protests and calls for change around the world. At the same time, we continued to see the growing impacts of climate change, with severe wildfires, hurricanes and other natural disasters.

Throughout 2020, our first priority was the health and safety of our employees and their families, and I am truly impressed by the agility and adaptability of our markets in implementing health and safety protocols, as the situation rapidly evolved. We worked quickly in response to the pandemic to make sure our people around the world had the support needed to continue working safely, whether from home or on-site.

At American Tower, we maintained our sense of resolve and perseverance by supporting one another, our tenants and our communities through our Stronger Together campaign. We made efforts to keep our employees connected and supported, both physically and mentally while working from home, implemented technology to enable remote connections to our tenants and showed support for communities through innovation and social investments, donations and volunteering. Access to mobile broadband connectivity was more critical than ever during 2020, and the pandemic highlighted how our wireless communications infrastructure is increasingly crucial in today's connected world.

We did not waiver in our focus on promoting diversity, inclusion and equal opportunities at all levels within our organization. In 2020, we enhanced our efforts to provide conscious inclusion training and have scrutinized our recruiting practices to ensure we maintain a diverse talent pipeline. The American Tower Foundation pledged \$1 million to help counter systemic racism in the U.S., and we recently appointed a Chief Diversity, Equity and Inclusion Officer, who will partner with me to spearhead these initiatives and more.

We responded swiftly to support our local communities around the world throughout the pandemic. American Tower donated more than \$4 million to COVID-19 relief efforts across the globe in 2020. In a time when internet access was so crucial to enabling remote learning and social distancing, we continued to grow

**Thomas A. Bartlett**  
President and  
Chief Executive Officer





our Digital Communities program. As of December 31, 2020, we had 284 Digital Villages in six countries and are committed to scaling this program to empower those communities that are underserved. We are proud that our Digital Communities program was awarded the 2021 World Summit on the Information Society (WSIS) Prize, which identifies the year's most innovative and high-impact information and communications technology projects around the world.

We remain focused on environmental sustainability and have accelerated our efforts in many areas. We joined the World Economic Forum's trillion tree community, and further increased our significant investments in energy efficiency and renewable energy solutions. We have continued to make progress toward our goal of reducing diesel-related greenhouse gas (GHG) emissions by 60% by 2027, from a 2017 baseline. In 2020, we achieved an additional 8% reduction from 2019, reaching 53% of the 10-year goal.

These are some of the stand-out moments of the year, but American Tower's complete 2020 Sustainability Report provides an in-depth look at how we are managing our most material Environmental, Social and Governance (ESG) topics and making progress against our key sustainability pillars. Guided by our *Stand and Deliver* strategy and in alignment with the SDGs, we are focused on creating a safer and more equitable experience for our employees, enhancing the sustainability of our operations, anticipating the operational and environmental needs of our tenants, upholding ethics and integrity at every level of the organization and supporting the communities we call home. As we continue to grow our business, focusing on our sustainability pillars will be crucial to our ongoing success.

Every day, I am humbled and inspired by the strength and resilience of American Tower employees, especially as the battle against COVID-19 wages on in all our markets around the world. Importantly, I believe that our greatest opportunity to create a positive impact lies ahead. By helping to provide critical connectivity around the globe to help build a more connected, more equitable and cleaner world, we can make a positive difference. I believe this vision is within reach, as long as we continue to stand Stronger Together.



**Thomas A. Bartlett**

President and Chief Executive Officer

























# American Tower Sustainability Program

All pillars support our vision to make wireless communication possible everywhere



Our sustainability pillars are consistent with the United Nations' SDGs which are a universal call to action to end poverty, protect the planet and ensure all people enjoy peace and prosperity by 2030.

| Ethics  | People  | Environment  | Society   | Performance   |
|---|---|--|---|---|
| <p>The American Tower leadership team is committed to being a partner of choice for our tenants, suppliers, joint ventures and the communities where we operate. To do so, we have established that ethical, high-quality operations are a top priority for American Tower, and we support that commitment with a strong training program and ongoing communications.</p> | <p>Our employees are our partners in achieving success. Driven by a shared passion to innovate for a mobile future and committed to our mission of advancing global wireless connectivity, approximately 5,600 employees work tirelessly to bring our <i>Stand and Deliver</i> mission to life.</p> | <p>American Tower is committed to operating as sustainably as possible and with the least possible environmental impact. Our overall business model of developing and leasing neutral infrastructure to multiple communications providers, as an alternative to each company building its own, fundamentally reduces consumption of energy, materials and resources.</p> | <p>Society at American Tower encompasses all of our philanthropic actions, Digital Communities program, municipal strategies, volunteering, innovation and social investments, as well as demonstrates how we take responsibility for the social impacts of our activities.</p>   | <p>Outstanding corporate responsibility requires consistent performance that is resilient in the face of challenges and global change. With a stable business model, ongoing and growing demand for wireless services and a strong balance sheet that allows American Tower to acquire attractive portfolios, we have achieved strong operational and financial results for over two decades.</p> |
| <b>Aligning with the SDGs</b>   |   |  |   |   |
|     |      |                        |     |    |
| <p>Supporting all pillars is our <i>Stand and Deliver</i> business strategy</p>   |  <p><b>Lead</b><br/>wireless connectivity around the globe</p>  |  <p><b>Innovate</b><br/>for a mobile future</p>   |  <p><b>Grow</b><br/>our assets and capabilities to meet customer needs</p>   |  <p><b>Drive efficiency</b><br/>throughout the industry</p>  |



## Approach and 2020 Highlights for Each Sustainability Pillar

| Ethics  | People  | Environment  |
|---|---|--|
| <b>Approach</b>   |   |  |
| <p>Conduct training on our Code of Ethics and Business Conduct Policy (<a href="#">Code of Conduct</a>) for all employees and the Foreign Corrupt Practices Act (FCPA) for all international employees, emphasizing our zero tolerance policy.</p> <hr/> <p>Require vendors to comply with our global <a href="#">Vendor Code of Conduct</a>, which addresses protection of human rights, diversity, payment of fair wages, prohibition of forced and child labor and human trafficking and compliance with nondiscrimination, anti-harassment, and health and safety regulations, as well as our FCPA Policy.</p> <hr/> <p>Provide multiple channels for employees and other stakeholders to report violations, track all reported incidents of misconduct and manage resolutions; substantive matters are reported to the Board of Directors (Board) through the Audit Committee.</p> | <p>Listen to employee feedback received through focus groups, town hall meetings, team meetings, biennial company-wide surveys and “Ask Tom” communications.</p> <hr/> <p>Provide extensive programs for professional development and performance management to support employees in navigating their career paths.</p> <hr/> <p>Promote and cultivate diversity, equity and inclusion through conducting CEO-led discussions with employees, launching the CEO Advisory Council and implementing conscious inclusion training.</p> <hr/> <p>Implement leading safety standards for the wireless industry, provide extensive safety training and certification and verify that vendors working on our communications sites meet the same standards.</p> <hr/> <p>Oversight of diversity and human capital management by the Nominating and Corporate Governance Committee (Nominating Committee).</p> | <p>Minimize the telecommunications industry’s impact on the environment through our shared infrastructure model.</p> <hr/> <p>Commit to clear quantitative goals for reducing fossil-fuel emissions consistent with the Paris Agreement, including the Company’s cumulative investment of approximately \$160 million in fossil-fuel reductions at the site level and link emissions reductions to the CEO’s short-term incentive plan.</p> <hr/> <p>Invest in solar energy generation and on-site energy efficiency and reduction solutions, such as lithium-ion batteries, to support and enhance solar photovoltaic deployments and LED lighting.</p> <hr/> <p>Minimize the impact of tower construction through prefeasibility and environmental impact assessments.</p> |
| <b>2020 Highlights</b>  |   |  |
| <ul style="list-style-type: none"> <li>• Named one of Fortune magazine’s Most Admired Companies of 2020</li> <li>• Published our <a href="#">Global Human Rights Statement</a> and <a href="#">Vendor Code of Conduct</a></li> </ul>  | <ul style="list-style-type: none"> <li>• More than 18,000 training classes related to cybersecurity completed</li> <li>• 96% of Corporate colleagues feel connected to work and are fully engaged even while working from home, and 93% feel supported by their manager</li> <li>• Invested nearly \$3.5 million in employee development programs</li> </ul>  | <ul style="list-style-type: none"> <li>• Nearly \$500,000 given in education reimbursement</li> <li>• Named one of America’s Best Employers for Diversity by Forbes for the second consecutive year in 2020</li> <li>• 4% reduction in total GHG emissions compared to 2019, despite significant business growth</li> <li>• Nearly \$70 million invested in efficiency and clean energy projects in 2020</li> <li>• More than 6,700 sites globally supported by lithium-ion batteries, as of the end of 2020</li> <li>• Achieved our goal of installing solar panels at over 5,000 communications sites, two years ahead of schedule</li> </ul>  |



## Approach and 2020 Highlights for Each Sustainability Pillar

| Society  | Performance  |
|--|--|
| <b>Approach</b>  |  |
| <p>Promote digital literacy and employment opportunities for underserved communities through our Digital Communities program, through which we leverage connectivity, typically using the uninterrupted power supply and broadband connection from our tower sites.</p> <p>Enable meaningful change across the globe through the American Tower Foundation, including expanded access to education and technology and support for youth services, homeless shelters and hunger relief efforts.</p> <p>Support communication and relief efforts during natural disasters and catastrophic events.</p> | <p>Deliver strong financial performance and stockholder returns through a combination of solid organic growth, accretive new build programs and M&amp;A transactions.</p> <p>Drive sustainable, long-term value accretion across both the existing business and through select platform expansion initiatives.</p> |
| <b>2020 Highlights</b>   |  |
| <ul style="list-style-type: none"> <li>• 284 Digital Communities established through 2020, 14% progress toward our goal of establishing 2,000 Communities over the next five years</li> <li>• Disbursed more than \$6.5 million to charitable organizations around the world, including more than \$4 million to COVID-19 relief efforts</li> <li>• Pledged \$1 million to counter systemic racism in the U.S.</li> </ul>  | <ul style="list-style-type: none"> <li>• More than 9,000 communications sites added in 2020</li> <li>• 6.5% growth in property revenue</li> </ul>  |



## Stakeholder Engagement

Understanding our stakeholders' priorities and building effective, long-lasting relationships is a key part of our strategy to operate sustainably. As our sustainability program grows and evolves, we regularly engage with and seek feedback from key stakeholder groups, including employees, tenants, stockholders, local communities, suppliers and landlords, and trade organizations and non-governmental organizations (NGOs).

### Employees

Our employees are our most valuable asset. We actively engage with and solicit feedback from American Tower employees through company-wide surveys, executive town halls, our employee hotline, and talent-management and career-development processes. Our executive leadership team members held global, virtual town halls throughout 2020 to ensure all employees were informed about important policies, as the COVID-19 pandemic evolved. Individual markets also conducted their own employee engagement activities. In India, for example, we conducted more than 27,000 employee connect calls during 2020 to check in on employee wellbeing, and regional leadership held over 130 town halls across the market to keep employees informed and engaged.



**Read more about how we support our employees in the People section.**

### Tenants

Building strong and lasting relationships with our tenants is fundamental to achieving our vision of making wireless communication possible everywhere. As such, we

communicate regularly with our tenants to understand their evolving needs by requesting, collecting and acting on their feedback related to a wide range of issues. All of our markets distribute formal customer satisfaction surveys, tailored to their region, on an annual or biennial basis, which are supplemented by frequent informal interactions and ongoing discussions. Formal surveys were conducted in several markets during 2020, with more planned for 2021. As a result of the success and effectiveness of the South Africa survey, the same survey will be rolled out to all seven American Tower markets in Africa in 2021. In Germany, the tenants surveyed scored the market highly in terms of overall satisfaction and the extent to which the Company is meeting tenant expectations.

### Stockholders

We meet regularly with stockholders and financial analysts to discuss best practices and seek feedback, and we encourage stockholders to share feedback through our investor relations group. In 2020, we engaged directly with stockholders who represented an aggregate of nearly 80% of our actively managed outstanding shares.

## Voice of the Customer Program in 2020

Our U.S. Tower overall customer satisfaction scores increased from an already strong score of 92% in 2019 to 94% in 2020, with one key U.S. segment increasing from 90% to 95%. We were able to further strengthen our scores by making significant investments and enhancements in our online platforms, such as our tenant-focused portal.

## 2020 Latin American Sustainability Awareness Campaign

SUSTAINABLE  
CONNECTIONS THAT  
*transform*

To embed sustainability as a core component of the business, our Latin American operations established market

sustainability committees, responsible for planning, implementing and monitoring actions tied to our five pillars of sustainability. One of the first actions of these committees was the development and launch of a regional education campaign aimed at raising awareness of the Company's sustainability pillars and efforts, and the contributions of our programs to the SDGs.



## Local Communities

We actively seek input and feedback from communities throughout the lifecycle of a tower in our served markets. While the process varies by country due to local norms, it is particularly important to obtain feedback from communities during the planning and construction phase. For example, in Kenya, new construction projects were publicized in at least two local newspapers for two weeks to seek input from neighboring communities, and in Nigeria, an environmental impact assessment consultant solicited feedback from more than 2,300 local communities during 2020.

## Suppliers and Landlords

We could not effectively serve our tenants without strong relationships across our supply chain and with the thousands of landlords who own land under our sites. We have invested in user-interface technology to make the landlord experience as seamless as possible, and adapted quickly to serving landlords remotely during the COVID-19 pandemic to keep them as safe as possible.

## Trade Organizations and NGOs

As a leading provider of wireless communications infrastructure in a rapidly changing world, it is important to inform public policy decisions by playing a leadership role in our industry trade organizations, participating in broader trade associations globally and working with NGOs. This participation enables us to actively engage with other members of the industry, as well as tenants, partners and the industry at large. In this way, we ensure our perspective

is considered on a wide range of issues and it provides an opportunity for American Tower to be involved in developing solutions. We are involved with an array of external organizations and play an active role in more than 20 leading real estate, telecommunications and business groups around the globe, such as the Business Roundtable, the International Telecommunication Union (ITU) and GSMA. American Tower holds leadership and Board roles with the Wireless Infrastructure Association (WIA), CTIA, the National Association of Real Estate Investment Trusts, The New England Council, the Business Council for International Understanding, WorldBoston, the European Wireless Infrastructure Association, the U.S.-Africa Business Council and the U.S.-India Business Council. We are also involved in several NGOs, including the World Economic Forum (the Forum). Our internal global public affairs team oversees the Company's participation in these organizations, reviews the costs and benefits of the memberships and provides regular government affairs briefings to our Board.



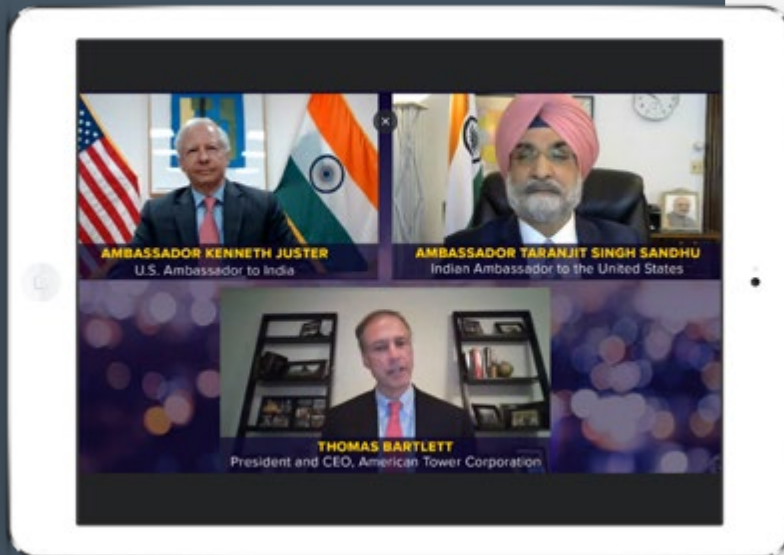
We also find value in building relationships with government leaders and policymakers to educate them on issues that may impact our business and our tenants. In 2020, the American Tower public affairs team adapted quickly to the online environment, imposed by the pandemic, to continue effectively engaging with policymakers by building a set of digital tools for introducing American Tower to the Biden-Harris administration and Congress, as well as governments around the world.

## Key Memberships and Appointments in 2020

- 5G Automotive Association
- Business Council for International Understanding
- Business Roundtable
- CBRS Alliance
- CTIA
- European Wireless Infrastructure Association
- GSMA
- International Telecommunication Union
- National Association of Counties
- National Association of Real Estate
- National Association of Real Estate Investment Trusts
- President's Advisory Council on Doing Business in Africa
- The New England Council
- U.S.-Africa Business Council
- U.S.-India Business Council
- Wireless Broadband Association
- Wireless Infrastructure Association
- WorldBoston
- World Economic Forum

## Building a Better Future

In 2020, our President and CEO, Thomas Bartlett, facilitated a discussion between the U.S. Ambassador to India and the India Ambassador to the U.S. at the U.S.-India Business Council Ideas Summit. The virtual summit convened leaders in business, government and society from across the U.S. and India with a focus on “Building a Better Future.”



He also participates as a Champion for the World Economic Forum’s EDISON Alliance, which mobilizes the global telecom ecosystem with the aim of closing the digital divide.

## Material Topics

To ensure proper strategic direction, a comprehensive assessment of sustainability issues most material to our Company and stakeholders was conducted in 2017. This awareness is crucial to identify and manage our sustainability risks and opportunities, to respond effectively to our stakeholders and their evolving needs, and to create long-term value. We continued to engage with stakeholders across our organization throughout 2020, gathering feedback and communicating frequently with them, particularly as the COVID-19 pandemic and its impacts rapidly changed, and are planning on undertaking a materiality assessment refresh in 2021.

### Ethics

Client Satisfaction and Brand Image  
Regulatory Compliance\*  
Anti-corruption\*  
Public Policy\* and Thought Leadership

### People

Diversity, Equal Opportunity and Non-discrimination\*  
Training and Education\*  
Occupational Health and Safety\*

### Environment

Energy and Emissions\*  
Land Use Management  
Biodiversity\*

### Society

Corporate Presence in Communities\*

### Performance

Financial Performance\*  
Platform Expansion

\*Topic included in the Global Reporting Initiative (GRI) Standards framework.





## Stand and Deliver Business Strategy

We stand ready to deliver on the promise of mobile broadband connectivity for all.



### Lead

wireless connectivity  
around the globe



### Innovate

for a mobile future



### Grow

our assets and  
capabilities to meet  
customer needs



**Drive efficiency**  
throughout the industry

## Performance

American Tower's *Stand and Deliver* strategy drives all aspects of our business and is intrinsic to our goals and the manner in which we measure our success. The strategy has four primary elements—**industry leadership**, **innovation**, **strategic positioning** and **efficiency**—that we believe position American Tower to provide long-term value to our stakeholders, while significantly contributing to mobile broadband connectivity worldwide.

### 2020 Business Highlights

The continued execution of our *Stand and Deliver* strategy drove another strong year of financial results. In 2020, we delivered solid growth in property revenue, Adjusted EBITDA and Consolidated AFFO.<sup>1, 2</sup> We also signed the longest comprehensive master lease agreement in our history with T-Mobile in the U.S., constructed a record of nearly 5,900 new towers across our global footprint, and added almost 3,500 sites through acquisitions. We were also able to lay the groundwork for the Telxius Towers transaction, for which we closed the first tranche on in the second quarter of 2021, and which we expect to be transformational for our European business.

Our ability to drive strong, consistent results in 2020 is not only a clear reflection of the resilience of our business model and ability to execute our strategic plan, but also an indication of our assets' mission-critical status in the context of today's ever-more interconnected world. Our communications sites continue to serve as the backbone of modern wireless networks worldwide.

2020 property  
revenue grew by

6.5%

~9,400

sites added through  
construction and acquisition



Read more in our  
**2020 Annual Report  
and 2021 Proxy  
Statement.**

1. Earnings before interest, taxes, depreciation, amortization and accretion

2. Adjusted funds from operations



## Platform Expansion

We expect our platform expansion initiatives to play a significant role in value creation over time, complementing the strong growth trends of our existing business. The role of these initiatives is to expand on American Tower's core tower platform by creating new partnerships, building new ecosystems, defining new products for use in multitenant digital infrastructure and operating more sustainably—which includes our initiatives to reduce energy use and emissions—across strategic market segments. Our investments in these areas will help ensure we meet the demands on the telecommunications industry, driven by the expanding wireless market and exploding demand for mobile digital services, and are focused on four primary areas:

- Distributed and mobile edge computing
- Wireless connectivity
- Fiber transport
- Sustainable energy solutions

## Highlights

- Significant investment in energy solutions in Africa and Asia, increasing energy storage, site electrification and operational solar assisted sites (to learn more, see the [Environment](#) section)
- Six-country fiber footprint, in Argentina, Brazil, Colombia, India, Kenya, Mexico and South Africa, now covers more than 30,000 route kilometers (kms) and over 1.25 million homes passed
- Edge data center market development continued in 2020, with several trial sites installed

In June 2020, **our fiber team in Bogotá, Colombia,** completed a pilot project for a targeted 100,000-household, fiber-to-the-home network, while complying with all pandemic-related health and safety measures.



## Deployment of Connected Vehicle Technology



We partnered with Audi of America, Qualcomm Technologies and the Virginia Department of Transportation to test an exciting new application for our towers

and roadside infrastructure—providing a neutral-host intelligent transportation system to help deliver safety and mobility services through cellular vehicle-to-everything communication technology along Northern Virginia roadways. This technology is designed to offer vehicles direct communications with other vehicles, roadside infrastructure and vulnerable road maintenance workers, resulting in improved work zone and vehicle safety for roadways, and a reduced number of road hazards and fatalities.







“As a company whose planning and business cycles span decades, consideration of long-term sustainability is fundamental. ESG is not

a “nice to have” for us at American Tower; rather, key ESG principles form the core economic, ethical and cultural underpinnings of the Company across a number of different areas. In many respects, our ESG strategy is the foundation for long-term economic success, employee engagement, environmental compatibility and global citizenship.”

– Pamela D.A. Reeve, Chairperson of the Board

## Governance and Fundamentals of Responsible Business

### Corporate Governance

At American Tower we are committed to maintaining a strong corporate governance framework that defines the roles and responsibilities of our Board, ensures oversight of our strategy and operations and promotes compliance across our business. ESG principles and objectives are core priorities for the Board and tie directly to the overall success of our Company.

Pursuant to its charter, the Nominating Committee of our Board has direct oversight of our ESG programs and corporate responsibility policies, including social responsibility and environmental initiatives, community engagement, human capital management, social justice and workforce diversity. This Committee also reviews the Company’s annual ESG reporting process.

Each year, the Board, with oversight from the Nominating Committee, engages an independent consultant to evaluate its performance and the performance of each standing committee. The self-evaluation process includes discussion sessions and surveys to encourage feedback on Board and committee effectiveness, performance, agenda topics, materials, tenure, skills, leadership, strategy and the chairperson’s performance.

With oversight from the Board and guided by our *Stand and Deliver* strategy, our executive team leads our global operations with a firm commitment to doing business ethically and with integrity. Our Chief Sustainability Officer oversees sustainability matters across the Company

and regularly reports to the Nominating Committee on sustainability topics and the Company’s initiatives related to human capital management and human rights. Additionally, we appointed a Chief Diversity, Equity and Inclusion Officer in early 2021 to continue to enhance our focus on this key matter.



**American Tower was recognized as one of Fortune magazine’s Most Admired Companies of 2020.**

The Board oversees the management of the Company’s risk exposure and assesses it on an ongoing basis. Our standing committees, which are composed solely of independent directors, assist the Board in evaluating the specific risks the Company faces in the areas of finance, compensation, governance and climate change, as well as our policies for risk management and assessment. At each regularly scheduled Board meeting, each committee’s chairperson reports on, among other topics, any identified risks associated with that committee’s principal areas of focus.

The Board’s role in risk oversight complements the American Tower leadership structure, with senior management responsible for assessing, managing and mitigating our risk exposure and the Board and its committees overseeing those efforts.

## Ethics

Ethics and integrity are at the core of our business operations and are crucial in meeting our goal of being the partner of choice for our tenants and other stakeholders. We believe that ethical relationships with employees, tenants, suppliers and partners are key to our success. We have established a rigorous [Code of Conduct](#) and operate in accordance with international practices and standards.

### Promoting and Maintaining an Ethical Culture

Ongoing training is a key enabler of success across our business. At the beginning of each year, every employee and Board member must review certain policies and certify that they understand and agree to abide by the standards outlined in these key policies. These certifications cover policies, including the [Code of Conduct](#), Electronic Communication, the FCPA, Confidentiality, Anti-Insider Trading, and Anti-Harassment and Anti-Discrimination, in addition to other key policies. Additionally, all new employees participate in our [Code of Conduct](#) and Anti-Harassment trainings shortly after joining the Company. Our global interactive *Excellence Through Ethics* program, led by senior leaders at American Tower, provides for ongoing training through lectures and case study discussions. We also embed key messages from our ethics trainings into other courses and Company communications.

We understand that maintaining our culture of ethics and integrity relies on a shared commitment from, and active participation by, our employees, extending from our executive leadership to each team member around the globe. We empower employees to speak up by providing multiple channels for reporting policy violations, including contacting our Ethics Committee, local human resources and legal departments, management or using our third-party-administered confidential hotline.



We offer three different FCPA classes to employees outside the U.S. to ensure awareness of our Policy and relevant laws and provide examples, case studies and other resources to participants. **In 2020, nearly all new employees outside the U.S. participated in this training program:**

#### FCPA I

Employees complete this online course within their first 30 days at American Tower to create a basic understanding of the FCPA law and their responsibilities under it

#### FCPA II

Employees within each market attend a virtual session led by the local American Tower legal team; this session reinforces key points from the FCPA I course, with the bulk of the session covering market-specific application

#### FCPA III

Employees within each market attend a virtual session led by American Tower's General Counsel, along with outside counsel; this session reinforces key points from the previous sessions, with the bulk of the session involving scenario-based group discussion





## Accountability and Tracking

At American Tower, we have a zero-tolerance policy for bribery and corruption. We track all reported incidents of misconduct and manage resolutions on a case-by-case basis, and report any substantive matters to the Board through the Audit Committee. In 2020, with approximately 5,600 employees and thousands of vendors, tenants and partners around the world, we received 112 inquiries or reports related to the [Code of Conduct](#). All reported issues were addressed, evaluated and remediated as necessary or appropriate. These inquiries and reports were made through the many available channels we offer. The Board, through its Audit Committee, received summaries of all substantive matters addressed, and our independent auditors were apprised as to all matters that would have a potential impact on our financials or their ability to sign off on our reported results.

## Supplier Guidelines

We hold our vendors, suppliers and other business partners to the same high standards of ethical conduct as our internal employees. We require full compliance with our recently launched [Vendor Code of Conduct](#), which addresses protection of human rights, diversity, payment of fair wages, prohibition of forced and child labor, human trafficking and compliance with nondiscrimination, anti-harassment, and health and safety regulations.



See our [Vendor Code of Conduct](#).

Most of our suppliers are outside contractors who support construction and maintenance activities at our sites. These contractors and other vendors are carefully vetted by regional teams before being hired, and their work is overseen by dedicated quality assurance supervisors.

Through our Diversity Commitment in the U.S., we encourage our contractors to achieve at least 20% spending on goods and services with businesses owned by women, minorities and veterans, including service-disabled veterans. We ask vendors to report on their progress against this goal each quarter.

[Our supplier diversity program is aimed at ensuring that equity, inclusion and mutual respect remain at the forefront of our culture.](#)

## Human Rights

Respect for, and promotion of, human rights is an essential value of the Company and vital to the operation of our global business. In late 2020, we released our [Global Human Rights Statement](#) to publicly outline our values on human rights issues. The Statement reiterates that the Company will not infringe on the rights of others and will endeavor to address adverse human rights impacts on the communities in which we conduct our business. We expect our employees, vendors and other stakeholders to share this commitment to ensure we all respect and support human rights. Our commitment to human rights is further enhanced by our initiatives relating to disaster relief, empowerment and education of vulnerable communities through technology, and other ongoing philanthropic efforts and community engagement. Read more about these efforts in the [Society](#) section.



## Information Technology and Cybersecurity

The past year has further reinforced just how vital it is to be connected to the digital world, as well as how critical it is to have comprehensive cybersecurity protocols. We recognize the criticality of properly addressing cybersecurity threats and of adequately maintaining safeguards to minimize the chance of a successful attack.

### Cyber Threat Response Plan

Our cybersecurity response plan addresses the major phases of incident response, including:

- Preparation
- Detection and Analysis
- Containment and Investigation
- Notification
- Eradication and Recovery
- Post-Incident Analysis

With oversight from the Board's Audit Committee and led by our Chief Information Security Officer, American Tower has built a strong team of technology professionals, who have the capacity to assess areas of potential risk, report on emerging threats, manage cybersecurity issues and respond immediately and effectively to suspected loss of information or unauthorized access to information. The Board regularly evaluates our cybersecurity program, which includes an incident response plan that considers all levels of cybersecurity needs. Our dedicated team of information security specialists has implemented a comprehensive employee program, geared toward raising awareness of cybersecurity threats and reinforcing a culture of security-sensitive end users.

The Information Security Executive Committee meets quarterly to discuss best practices and any emerging cybersecurity issues. In 2020, as a result of our strong governance and information security protocols, there were no material breaches that warranted the Board's attention.

Employees at all levels undergo mandatory cybersecurity training three times each year to learn how to detect and report malware, ransomware and other malicious software or related attempts to compromise the Company's information technology systems, and how to maintain data privacy. Senior-level employees and those with access to sensitive information received more advanced training. In 2020, employees completed more than 18,000 training classes, with 100% compliance among employees with access to sensitive information.

### American Tower Successfully Achieved ISO 27001 Certification



Early in 2020, our innovation, procurement, information security and technology, and legal teams began the process of obtaining an external certification to validate the controls we have in place and our ability to securely deliver our Data Center services.

Throughout the year, this cross-functional team worked together to design and implement more than 100 different information security controls and created nearly 4,500 pages of process documentation. As a result of this work, all Data Centers in the U.S. are now International Organization for Standardization (ISO) 27001 certified.

### GSMA's Digital Declaration

Our President and CEO is one of over 80 business leaders to have signed the Declaration, which lays out high-level principles for acting ethically in the digital age. The principles call on businesses to respect the privacy of digital citizens, handle personal data securely and transparently, take meaningful steps to mitigate cyber threats and online harassment, and ensure everyone can participate in the digital economy.







## Our People

At American Tower, employees are the heart of our business and are critical to bringing our *Stand and Deliver* strategy to life. We recognize that team members, representing our global markets, are our most important assets and are fundamental to the Company's success. We value the diverse perspectives of our employees and encourage all of them to bring their authentic selves to work every day.

Our leadership teams work hard to provide opportunities for career growth and development at all levels to support employees on their career journeys. Our people strategy focuses on creating a workplace that attracts, develops, engages and retains top, diverse talent throughout all the markets where we operate. As a result of our focused efforts, we continually achieve high global retention rates.

## American Tower Core Principles

Every day, our employees bring to life the American Tower Core Principles:

- Understand our customers' needs and satisfy them
- Hire good people and empower them
- Focus on solutions, not problems
- Do what we say we're going to do
- Have fun
- Play to win



## Training and Development

Starting the moment our employees join American Tower, we support them with professional onboarding, and then continue support with ongoing training and development opportunities to help them grow and thrive in their careers at the Company. We provide comprehensive and flexible programs for skills, professional, management and leadership development that demonstrate our dedication to fostering professional growth. During 2020, we invested nearly \$3.5 million in employee development programs, or approximately \$600 per employee.

### Skills and Professional Development

American Tower has a wide variety of opportunities at all levels, and we encourage our employees to explore new and different roles within the organization as they grow in their career with the Company. We work hard to support our employees in their careers by providing structured feedback and offering training and development programs across the organization.

To support continuous development, we offer job aids to assist employees in their roles and provide resources on topics such as Career Management and Owning Your Own Development. Our annual performance review process, which includes a self-evaluation and structured feedback from managers, helps ensure employees are

receiving the feedback they need to continue developing as professionals. Many markets offer supplemental programs in addition to regular training; for example, in Germany, our employees completed a High Performance Culture program during 2020, where they participated in a series of modules focused on areas such as accountability, collaboration and customer focus.

Beyond our own professional development programs, we encourage employees to pursue ongoing education through our education reimbursement programs.

**In 2020, we more than doubled our tuition reimbursement from 2019 by supporting employees around the globe with over \$500,000 of tuition assistance.**



“American Tower has been really great to me. I’ve had a lot of opportunities to do different roles and different things within the Company. I truly believe that if you work hard and you put in the effort, that there are endless opportunities here.”

– Erica Rawlinson, Director of Leasing Operations, U.S. Tower

## 100% of employees

at all levels received an annual performance and career development review during 2020



In early 2020, our team members in Mexico competed in an innovation contest. Employees were invited to attend design-thinking workshops to develop innovative and sustainable solutions that have the potential for cost savings. In total, 75 participants developed and proposed 25 projects. The leadership team selected nine final projects to be presented at the grand finale. The winners were announced and awarded during a town hall meeting. The final projects are being further explored to determine the feasibility of their implementation.

Through the American Tower Development Center, employees around the world can access over 18,000 learning opportunities, including 7,000 online courses offered in multiple languages. In 2020, employees participated in approximately 67,200 hours of internal training, an average of more than 12 hours of training per employee. In addition to the professional development courses, employees participated in supplemental data privacy and cybersecurity-related trainings to ensure proper data management, while working remotely during the pandemic. Because communication is vital for connecting with our tenants and each other, we also offer Rosetta Stone language training courses to global employees in several languages to help foster better communication and support employees who want to learn a new language. Furthermore, throughout 2020, the office of our Chief Technology Officer continued to provide monthly Tech Talks to train employees on industry technological advancements and the Company's platform expansion initiatives.



Read more in the [Information Technology and Cybersecurity](#) section.

Our markets offered additional locally tailored training for employees throughout 2020. For instance, in Paraguay, we offered an Introduction to 5G Technology training for all employees, while in Colombia we offered classes in financial modeling, real estate law and sales management. Our fiber and operations teams in Mexico earned PowerBI certification to help better track and measure fiber and tower operations and make it easier to share and act on data.

## Management and Leadership Development

Developing a strong pipeline of capable managers and future leaders is key to the ongoing success of American Tower. In each market, we conduct performance and talent management assessments to develop employee skill sets, determine career

More than  
**300**  
employees were  
promoted in 2020

growth opportunities and facilitate organizational succession planning. In several markets, people managers are invited to participate in the Management Development at American Tower (MDAT) program, which includes a curriculum of online and virtual classroom modules, offered in multiple languages, that focus on skills, such as managing teams, feedback essentials and delegation. In 2020, 454 employees globally participated in the MDAT program, up from 346 participants in 2019.

Our Leadership Excellence at American Tower Program (LEAP), designed in partnership with and held at the Massachusetts Institute of Technology (MIT) in Cambridge, Massachusetts, covers global strategy, innovation and design thinking, organizational leadership, change management and digital ecosystems. This year, key members of our leadership teams participated in virtual LEAP sessions targeted at leading and thriving in uncertain times and applied their learnings to the Company's COVID-19 response throughout the pandemic.

## SHINE

Our Africa team's SHINE initiative, started in 2019, was rolled out to all employees in Africa through a first series of training sessions under the region's learning initiative called: Learning. Interacting. Thinking at ATC. or LIT. The second series of LIT training sessions focused on change readiness and change management. Training to help develop our employees' skills in areas such as innovation and customer and stakeholder positioning will continue to prepare them for the challenges they will face in achieving our strategic goals in that region.



MDAT graduation in Colombia

New in 2020, several international markets partnered with the globally renowned INSEAD Business School to develop and deliver the first Accelerated Leadership Development Program (ALDP) for 40 next-generation leaders in our Europe, Africa and Latin America regions. The program included formal learning led by INSEAD, including team coaching, leadership action plans and group application challenge projects, as well as networking with senior leaders across the international markets.



## Recognizing Exceptional Employees through the TowerStar Award Program

Since 2001, our TowerStar Award program has recognized exemplary American Tower employees who display extraordinary dedication to their colleagues and customers, think differently to come up with solutions, are committed to our Core Principles and drive the success of our global company. These employees were nominated by their colleagues and selected by the American Tower senior leadership team as TowerStar Award winners. To date, more than 150 American Tower employees and 25 teams have been celebrated as TowerStar Award honorees.



**YOMNA BLAISDELL**

**Director, Infrastructure and Security Operations, U.S.**

Above all, Yomna is there for her customers and strives to understand their needs. She was instrumental in the successful transition to Microsoft Teams throughout the entire organization in 2019. Yomna's work on deploying new solutions has produced an overwhelmingly positive impact on creating greater efficiency across the Company. She truly leads by example, demonstrating dedication, collaboration, work ethic and mentorship.



**MAUDE MMACHACHA**

**Site Selection Analyst, South Africa**

Maude plays a key role in South Africa by enhancing our sales and innovation capabilities. This is facilitated by her extensive knowledge, gained from years of setting up build programs in the Africa region, and her unique ability to undertake pragmatic approaches to site selection. Maude always takes the time to understand the requirements from a tenant perspective and goes above and beyond to get things done.



**RODRIGO BOCCASIUS**

**Senior Manager, Engineering, Brazil**

Since joining American Tower in 2018, Rodrigo has been instrumental in paving the way for Brazil's fiber business transformation. While leading the fiber-to-the-home, neutral-host network project with Telefonica-Vivo, Rodrigo lived the American Tower Core Principles. His leadership and perseverance in the face of adversity inspired confidence in the team to play to win, while having fun, and led to being recognized by the customer for a job very well done.



## Listening to Our Employees

Receiving regular feedback from employees is key to ensuring we understand and respond to their needs. We do this in several ways, including Ask Tom communications, focus groups, town hall meetings, team meetings and biennial company-wide surveys.

Our most recent company-wide employee survey was completed in 2019, and of the almost 91% of employees who responded, 92% are proud to work for our Company. Continuous improvement is a cornerstone of all we do at American Tower, so in 2020 we introduced new campaigns across the globe to turn the survey results into action, including embedding opportunities for improvement into our annual goal-setting process.

The COVID-19 pandemic made it more important than ever to communicate frequently with employees and gather feedback to ensure all employees had the tools and

resources needed to stay healthy and work effectively, as the situation rapidly evolved. We conducted pulse surveys for employees across all markets to ensure a smooth transition to a virtual work environment. We also conducted wellness check-ins and offered resources to support employee's mental health and wellbeing, including access to a free Employee Assistance Program, which offers confidential assistance on a wide range of issues.

To keep employees informed, connected and up to date on relevant Company news, we launched an all-new employee intranet in 2020. The employee Portal contains resources employees need to do their job, as well as provides personalized content and local news and information. This new tool is a one-stop shop for all global employees, enabling a more connected workforce.

# 98%

of Corporate colleagues either agree or strongly agree that they have what they need to remain productive and successful while remote

# 96%

feel connected to work and are fully engaged

# 93%

feel supported by their manager

## Benefits and Wellness

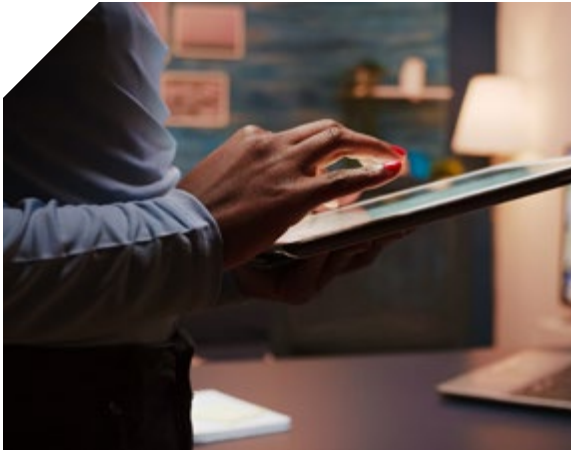
To attract and retain the best talent and support employees in their lives beyond work, we aim to provide comprehensive benefits packages to full-time employees.

Since local regulations and cultures vary widely across the markets in which we operate, each market offers a unique benefits package tailored to their country. However, we are proud to offer medical and parental leave benefits to full-time employees across all markets, with some local variation. Nearly 250 American Tower employees took parental leave during 2020 to spend quality time with the new additions to their families, and approximately 100% of those employees returned to work following their leave.

To support employees' physical wellbeing, several markets offer wellness benefits, including coverage for gym memberships. We also prioritize helping employees plan for their financial futures by offering retirement saving plans and an Employee Stock Purchase Program (ESPP). The ESPP allows employees in many of our markets to invest both in themselves and the Company by offering shares at a discount from the market price.







**Brazil:** In addition to our efforts at the Corporate level, some of our markets are developing locally relevant DEI strategies and programs. For example, with the support of an external partner, our Brazil market conducted a structured employee survey to identify employee perceptions of DEI inside American Tower. In total, more than 350 employees completed the online survey, and the results were augmented by interviews with Company leaders. Based on the data collected and in partnership with an expert consultant, the Brazil team developed a three-year Diversity and Inclusion plan, which is supported by a 2021 implementation plan, with clear diversity and inclusion goals. They are now working to give employees and management teams the necessary tools and knowledge to help achieve those goals and better realize the advantages of diversity.

## Diversity, Equity and Inclusion

A critical factor in our success is ensuring Diversity, Equity and Inclusion (DEI) remain at the core of our business culture, infusing fresh ideas, helping us remain connected to our tenants in a dynamic global market, and ensuring mutual respect guides us in our interactions both internally and externally. Our commitment to diversity at every level of our business is articulated in our Diversity Statement and is further evidenced by embracing the CEO Action for Diversity and Inclusion pledge.

In 2020, we enhanced our ongoing efforts on advancing DEI internally. We launched a CEO Advisory Council to provide direct input and perspectives to the top of our organization, that among other things, would help to evaluate recruiting practices and career development, training and employee engagement opportunities,



[Read our Diversity Statement.](#)

and identify and develop action items and next steps for American Tower. The team consists of employee representatives from across the U.S., who partner with our CEO to raise issues, make suggestions, share information and measure our success. We have also implemented initiatives to provide employees with conscious inclusion training, promote pay equity and increase diversity in recruitment, talent mentoring and leadership development.

To further focus our efforts and strengthen our commitments, we hired a Chief Diversity, Equity and Inclusion Officer, a position reporting to the CEO, in early 2021. This newly created global role will help lead and guide our DEI strategy, continuing to build upon our work initiated in the U.S. to promote a more diverse and inclusive environment, where mutual respect and a sense of belonging form the foundation of all American Tower interactions.



“Over the past year, I’ve conducted listening sessions with team members across the country. They’ve shared with me their experiences and concerns, and offered incredibly insightful ideas to make our Company even better. I appreciate their open and honest feedback—it has been meaningful, and equally important, educational for me.”

– Thomas Bartlett, President and CEO

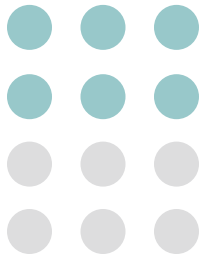


“Weaving diversity, equity and inclusion into both our business and societal fabric is integral to our success as a company and, ultimately, a more sustainable world. By focusing on these key tenets, including equal access to growth and advancement, we ensure a diversity of viewpoints, experiences and ideas that are the foundation of a strong employee culture, long-lasting relationships with our tenants and communities and continuous innovation.”

– Colleen Richards Powell, Senior Vice President, Chief Diversity, Equity and Inclusion Officer

### Board Diversity

Our Corporate Governance Guidelines provide guidance for selecting Directors for our Board who reflect a diverse set of skills, professional and personal backgrounds, viewpoints and experiences. The Nominating Committee incorporates this broad view of diversity into its nomination process and seeks to maintain a Board that is strong in its collective knowledge and has a diversity of skills, abilities, perspectives and experiences. We are proud to have Directors who are highly diverse with respect to gender, ethnicity, experience and expertise.



50%

of our Directors are gender or ethnically diverse.

### Recruiting Diverse Talent

Ensuring diverse representation among American Tower employees starts during recruitment. Our recruiting efforts consistently include strategies to build diverse candidate pipelines and promote a culture that supports a diverse team of global employees. In 2020, we expanded recruiting efforts at Historically Black Colleges and Universities in the U.S., at both the undergraduate and graduate levels. We also have a goal for all senior leaders in the U.S. to include at least one diverse candidate for all open management-level and above positions.

### Ongoing Training

All new employees globally must complete the Diversity at American Tower online training as part of the onboarding process. The course content is customized for each country, and nearly all employees complete the training within 30 days of being hired. We have also implemented conscious inclusion training for employees in the U.S. to complement existing, extensive diversity training opportunities. In addition, several markets, including Colombia and Costa Rica, are implementing unconscious bias training for managers.

### Business Roundtable Multiple Pathways Initiative

American Tower is one of over 80 companies that has signed on to this multiyear effort to reform hiring and talent management practices to emphasize the value of skills, rather than just degrees, and to improve equity, diversity and workplace culture. The initiative supports efforts to address inequities in employment, both in the recruitment process and in advancement opportunities, and to work toward eliminating unintentional bias that may prove a barrier to hiring and advancement.

## Supporting Female Leaders

We believe gender diversity across the Company, including at the leadership level, makes us a stronger company. In the U.S., we have formed partnerships with organizations, such as Strategies for Success, the Simmons Women’s Leadership Conference and the Women’s Wireless Leadership Forum of the Wireless Infrastructure Association, to enhance opportunities for female leaders. As a result of our efforts, in 2020, 26% of all employees promoted globally were female, equal to female representation in our workforce. And as of year-end, nearly 40% of management-level positions were held by women, a significant proportion considering only about 25% of our workforce is female. Although local customs vary, each market is making efforts to support female leaders. Our India market, for example, has made a conscious effort to improve the gender ratio among employees and increased the proportion of female new hires from 17% in 2019 to 28% in 2020.

We have received recognition in recent years for our ongoing efforts to support an inclusive and diverse workforce:

Forbes’ list of  
**America’s Best  
Employers for  
Diversity**  
in 2019 and 2020

Forbes’ list of  
**America’s Best  
Employers for  
Veterans**  
in 2020

Named to **Women  
on Boards Honor  
Role** in 2020

June  
19

American Tower Added Juneteenth as a Company-paid Holiday in the U.S. in 2020

The holiday recognizes when the last enslaved people were notified of the end of slavery in the U.S. We share information to educate our teams and recognize the history and its significance, as well as look for ways in which we all can work together to end racial injustice.

We are proud of our diverse workforce, and we celebrate it every day. To acknowledge the contributions of our diverse communities, during the following recognition months and days, we highlight events and programs that honor each group in communications to our employees, as well as make financial contributions to organizations that support these groups:

- **Black History Month / February / U.S.**
- **International Women’s Day / March / Global**
- **Pride / June/ U.S., Latin America, Europe and Asia**
- **Hispanic Heritage Month / September – October / U.S.**
- **Veterans Day / November / U.S.**



## Health and Safety Management

Ensuring a safe work environment for our team members and third-party vendors is paramount at American Tower. We believe that injuries and accidents are preventable, and responsibility for safety is shared throughout the organization.

To ensure safety across our operations, we perform strict monitoring and evaluation of health and safety risks and controls, conduct risk assessments, comply with all applicable laws and regulations, and mandate risk-based training, as required, for tasks such as tower climbing.

In 2020, in addition to normal procedures, we responded to the impacts of COVID-19 by quickly establishing robust health and safety protocols to promote the safety of our workforce. We took a localized approach to managing COVID-19 risks, aimed at:



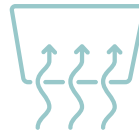
### Preventing and reducing transmission among employees

by enforcing work-from-home mandates where possible and encouraging sick employees to stay home



### Maintaining healthy business operations

by communicating supportive workplace policies that encourage flexibility



### Providing a safe work environment

by improving engineering controls, such as building ventilation systems, and providing personal protective equipment



## Encouraging Health and Safety in Our Markets



### Colombia:

Adjusting to working from home in 2020 required

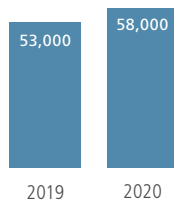
us to rethink how we managed our health and safety programs, as well as how we supported our employees' wellbeing. We introduced several new programs, including providing ergonomic resources for remote work, monitoring employees for increased stress and providing access to mental health support if necessary, and using daily surveys for COVID-19 symptoms, while adjusting health and safety protocols in accordance with ever-evolving regulations and recommended practices.

## Management Systems and Certifications

As a leading global infrastructure provider, we are actively influencing health and safety standards for training and certification in our industry, and our engineering team is leading several working groups in standards development. In the U.S. market, we regularly contribute to standard-setting organizations, such as the Telecommunications Industry Association (TIA) and the American National Standards Institute (ANSI), where we, along with other industry representatives, provide input for standard-setting development and changes. We also contribute input through our association with the National Association of Tower Erectors (NATE) and the Occupational Safety & Health Administration (OSHA) under the U.S. Department of Labor.

Our engineering teams around the world are responsible for monitoring the integrity and safety of our tower portfolio, including regular auditing for conformance with the Standard for Antenna Supporting Structures and Antennas (TIA-222-G), and ensuring the proper design, modification and maintenance of our tower portfolio. In 2020, our industry-leading teams of experts provided fast, reliable and up-to-date engineering services for more than 58,000 structural integrity analyses across all markets, up from 53,000 in 2019.

### Structural analyses are up across all markets



We have extensive operational manuals with detailed guidance on tower and site safety protocols, a strong commitment to incident investigation, reporting and corrective actions, and a comprehensive program for ensuring vendor compliance with safety standards and certifications. Each market tailors its approach to health and safety management, depending on the specific operational risks and whether specific tasks are performed by American Tower employees or third-party contractors in those markets. Regardless of who is performing the work, we have invested considerable resources to ensure everyone who works on American Tower properties remains safe.

Certified occupational health and safety management systems have been implemented for more than half of our portfolio, with significant progress toward our goal of achieving ISO 45001:2018 certification for all markets that have determined certification attainable by 2023. As of the end of 2020, 10 markets have earned certification for their health and safety management systems, aligning with either the Occupational Health and Safety Assessment Series 18001 or ISO 45001 frameworks, with four more markets pursuing such certification in 2021. Certification to these standards demonstrates our firm organizational commitment to superior health and safety management, including strong documentation, training, and continuous monitoring and evaluation processes.

## Creating a Safe Working Environment

We have safety procedures and guidance for all markets to mitigate incidents during high-risk operations, such as working at height and driving, as well as proper incident reporting protocols. To account for localized risk, our markets and teams have implemented additional health and safety procedures to support their activities, including field auditing guidelines, personal protective equipment instructions, ergonomics guidelines and emergency response plans.



“Every employee at ATC Nigeria is tasked with taking personal ownership of his or her own safety and the safety of others.

Our goal is to keep our people and the environment where we work safe and healthy. We achieve this through our Hazard Identification program to identify potentially unsafe situations, Stop Work Authorization process to empower our workforce, and The Make It Count program to ensure employee fitness and wellbeing.”

– Gbemisola Olagunju, Manager, Health and Safety, ATC Nigeria

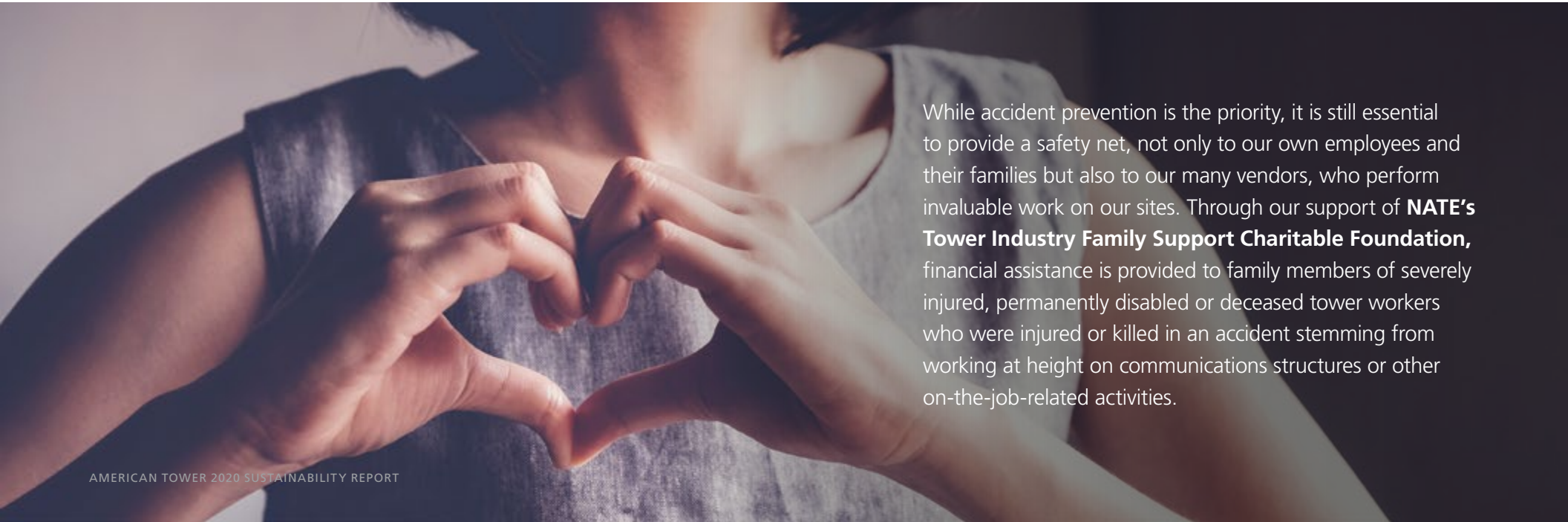
### Health and Safety Training Initiatives

Our employees in the field participate in safety training on a wide range of topics, including working at height, electrical safety and safe driving. Also, where appropriate, we ensure our employees are trained in first aid and CPR in order to respond effectively in the event of an accident.

### Third-party Vendor Management

A significant portion of tower-related work on our properties is performed by third-party vendors, with many markets outsourcing activities such as routine maintenance and security. While specific requirements vary by market, based on local regulations and market-specific risk assessments, vendors are required to hold appropriate certifications such as tower safety, climbing and rigging, and electrical safety. We also perform vendor audits to ensure they have the proper qualifications and training. In 2020, we performed more than 1,500 of these audits, an increase from 500 in 2019.

| 2020 Training Data            |   |                              |
|-------------------------------|---|------------------------------|
| Training topic                | Number of field employees trained in 2020 | Total training hours in 2020 |
| Working at height             | 590                                       | 3,927                        |
| Defensive driving             | 1,597                                     | 4,408                        |
| Electricity risk              | 2,258                                     | 12,784                       |
| Other health safety trainings | 726                                       | 1,609                        |



While accident prevention is the priority, it is still essential to provide a safety net, not only to our own employees and their families but also to our many vendors, who perform invaluable work on our sites. Through our support of **NATE's Tower Industry Family Support Charitable Foundation**, financial assistance is provided to family members of severely injured, permanently disabled or deceased tower workers who were injured or killed in an accident stemming from working at height on communications structures or other on-the-job-related activities.





### Measuring Our Performance

As American Tower grew our employee population, and despite navigating the impacts of the COVID-19 pandemic, we leveraged and continued to build on our safety legacy across all markets. We were empowered to do so because of our strong leadership, safety-first culture and continuous-improvement mindset.

In 2020, our reportable injury rate (incidents per 100 full-time equivalent employees) was 0.14, lower than the 2018 rate of 0.24 and slightly above the 2019 rate of 0.04. Our lost time injury rate was 0.11, slightly above the 2019 rate of 0.04. Our injury rates are significantly below the industry average of 2.5,<sup>1</sup> and we attribute that to a comprehensive focus on safety training, protocols and oversight. We regularly monitor safety data and work closely with our market teams to identify opportunities to improve training and safety systems, as well as perform root-cause analysis and corrective action planning to achieve our goal of zero reportable injuries.

1. As of the preparation of this report, 2020 data had not been released; 2019 industry data used.

2. The rate of injuries and illnesses are computed as defined by OSHA Part 1904 – Recording and Reporting Occupational Injuries and Illness and are represented as rate per 200,000 hours.

| Health and Safety Performance Trends            |       |       |       |
|---|-------|-------|-------|
| Metrics   | 2018  | 2019  | 2020  |
| Total number of employees                       | 5,026 | 5,454 | 5,618 |
| Total number of reportable injuries/illnesses   | 12    | 2     | 8     |
| Total number of lost time injuries              | 10    | 2     | 6     |
| Reportable injury rate (employees) <sup>2</sup> | 0.24  | 0.04  | 0.14  |
| Lost time injury rate                           | 0.20  | 0.04  | 0.11  |



“U.S. Tower had a remarkable health and safety result for 2020, and our incident rates were significantly lower than the general industry rate. The ability to communicate throughout all levels of the organization has created strong, open and meaningful dialogue around safety and health. The quality and effectiveness of this communication has allowed a positive safety culture to flourish.”

– Falicia Hill, Director, Safety Programs, U.S. Tower



## Environment

At American Tower, sustainability means understanding, mitigating and reporting on how our business impacts the environment. Environmental responsibility is brought to life through our Company-wide Green@AmericanTower initiative, through which we continually review our operations and implement initiatives to reduce resource consumption and enhance land stewardship practices.



### Task Force on Climate-Related Financial Disclosures (TCFD)

The TCFD framework guides the assessment and management of climate-related risks and opportunities and is structured around four thematic areas that represent core elements of how organizations operate: governance, strategy, risk management and metrics and targets. We briefly describe how we address each element below. More detail can be found in our disclosures in [Appendix B](#).

#### Governance

Embedding sustainability into the way we operate as a business is imperative to meeting our ambitious goals. We believe sustainability needs a direct line to the boardroom. Thus, our Board, through its Nominating Committee, has the ultimate responsibility for overseeing our environmental, social and governance programs and corporate responsibility policies. The Board, in coordination with the executive leadership team, reviews potential climate-related risks and opportunities on an annual basis, as part of our overall enterprise risk assessment.

#### Risk Management

To better understand the potential impact of relevant climate-related risks and opportunities, we completed a TCFD-aligned assessment in 2019, with engagement from all markets to ensure proper understanding of the local risks and relative impacts. Results were aggregated and refined into a matrix, which helped inform our sustainability strategy. We anticipate completing another assessment, including scenario analysis, in 2021.

#### Strategy

Efforts to address sustainability within our operations are led by our Chief Sustainability Officer, with support from the corporate sustainability team and market leaders. In early 2021, the Global Sustainability Committee was formed to help develop our climate strategy and facilitate cross-market knowledge sharing. The Committee includes leadership representation from all regions and meets on a quarterly basis. Initiatives, such as energy efficiency improvements and renewable energy deployments, are implemented by our operations and technology teams at the local level.

#### Metrics and Targets

Our targets reflect our commitment to significantly reducing American Tower's environmental impact. In 2017, we established our first GHG emissions reduction goal and have since added a renewable energy goal. We will continue to measure and report progress against our goals going forward.





## Climate Change

Climate change is a complex issue that poses a serious challenge for society and will require substantial collective efforts to mitigate its effects. We recognize our responsibility to contribute to the global reduction of emissions, and in 2017 we set our GHG emissions reduction target. Additionally, in 2018, we set our renewable energy goal and have since achieved and expanded upon it.

### Our GHG Reduction Targets



Reduce diesel-related GHG emissions in Africa and Asia by more than 60% by 2027, against a 2017 baseline



More than double our solar sites to 12,000, with 66 megawatt (MW) capacity, by 2025

---

Our targets will help guide our energy strategy, and we will drive toward these targets by continuing to execute on two main strategies across our scope 1 and 2 GHG emissions:

1. Reducing energy usage through efficiency and technology

2. Accelerating deployment of renewable energy solutions



## Energy Overview and Emissions Reduction Progress

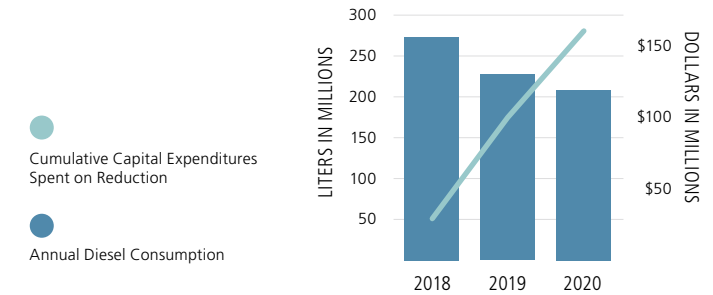
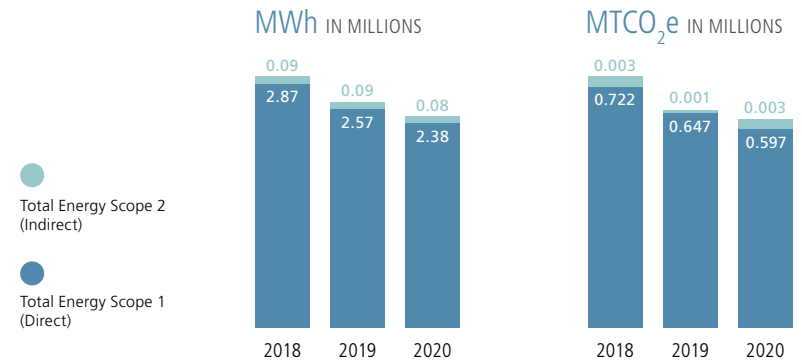
Global smartphone connections have doubled over the past five years<sup>1</sup>, resulting in greater demand for our power as a service. Despite this increase in demand, our 2020 carbon footprint was 627,706 metric tons of carbon dioxide equivalent (MTCO<sub>2</sub>e), 4% less than in 2019<sup>2, 3, 4, 5, 6, 7</sup>. This reduction is attributed to an 8% decrease in communications site generator emissions due to several initiatives, including converting to renewable energy and using innovative technologies to increase energy efficiency.

Our scope 2 emissions increased in 2020, because we did not utilize renewable energy certificates as we did in 2019, preferring to invest in direct GHG emissions reduction initiatives while also actively exploring more long-term and impactful solutions, such as virtual purchase power agreements.

Nearly all of our carbon footprint is attributed to generating power as a service for tenants in markets with nonexistent or unreliable electric grids—a marketplace differentiator that drives our overall customer satisfaction. Though we cannot control the energy demand from tenant equipment, we are working to reduce the associated scope 1 emissions by investing in efficiency improvements and renewable energy. Since 2017, we have invested approximately \$160 million toward these efforts. We also recognize that reducing our scope 1 emissions naturally translates to helping our tenants reduce their scope 2 emissions, further improving customer satisfaction. To drive this ambition, we committed in 2017 to reduce diesel-related GHG emissions in Africa and Asia by more than 60% by 2027. We targeted these markets because they account for 99% of the total diesel purchased by American Tower. In 2020, we achieved an additional 8% reduction from 2019, reaching 53% of the 10-year goal. We intend to build on this momentum and are in the process of developing implementation plans to achieve greater GHG emissions reductions that are aligned with the Paris Agreement and the Science-Based Targets initiative.

To create leadership-level accountability for fulfilling this commitment, starting in 2018 and continuing through 2020, the Compensation Committee included a targeted reduction in diesel-driven generator usage in our CEO's short-term incentive compensation plan.

1. GSMA: State of Mobile Internet Connectivity Report 2020  
 2. The emissions inventory includes American Tower's global facility portfolio (tower, rooftop, DAS, fiber operations, offices and data centers) under our operational control, which excludes energy directly passed through to tenants on communications sites subleased by American Tower  
 3. Assets that fall under American Tower's operational control as a result of an acquisition are included in the boundary of the carbon footprint in the year of acquisition, unless acquisition does not have a material impact on Company's GHG emissions footprint based on timing or size; the Company launched operations in Burkina Faso and Niger through the Eaton Towers acquisition, which closed on December 31, 2019 and would have an immaterial impact to the total reported figure; and the Company launched operations in Canada and Australia through the InSite Wireless Group, LLC acquisition, which closed on December 24, 2020 and would have an immaterial impact to the total reported figure



| Opportunity                    |   | 2020 Investment | 2020 Benefits   |
|--------------------------------|---|-----------------|---|
| Converting to renewable energy | 5,400 solar assist sites and 1,200 sites with solar lighting support, including solar beacons | ~\$15 million   | Producing an estimated 29,500 megawatt-hours (MWh) annually                         |
|                                | 6,700 sites supported by lithium-ion batteries  | ~\$40 million   | Avoiding an estimated 67,000 MTCO <sub>2</sub> e emissions annually                 |
| Driving energy efficiency      | 22,500 sites with LED lighting installed  | ~\$10 million   | Providing lighting >6 times more efficient than existing lighting                   |
|                                | 2,400 sites converted to outdoor cooling  |                 | Reducing diesel use by 1.3M liters per month in 2020, compared to 2019 <sup>8</sup> |

4. American Tower references the following emission factor sources to calculate emissions: 2020 International Energy Agency (IEA) Emission Factors, 2020 Environmental Protection Agency (EPA) - Emission Factors for Greenhouse Gas Inventories, and Greenhouse Gas Protocol - Emission Factors from Cross-Sector Tools (2017)  
 5. GHG emissions in the inventory are rounded to the nearest thousand  
 6. Scope 1 emissions total includes owned and leased communications sites consumption and excludes fugitive emissions. Scope 1 emissions were calculated using the methodology included in The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)  
 7. Scope 2 emissions total includes owned and leased (electricity only) office and data center energy consumption and excludes fugitive emissions. Scope 2 is calculated using the location-based methodology included in The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). The 2018 and 2019 scope 2 GHG emissions from purchased grid electricity have been restated to correct the error in boundary of operational control that was identified after the publication of the 2019 Corporate Sustainability Report  
 8. Reduction in diesel consumption also attributed to additional grid connections and process improvements in 2020

## Reducing Energy Usage Through Efficiency and Technology

Increasing energy efficiency is vital to achieving our targets and will remain a key driver in emissions reduction efforts. We utilize energy management systems to monitor and better manage our energy consumption in our markets with the highest GHG emissions: the U.S., India and across Africa, which represent more than 99% of our energy usage.

More than  
**1 billion**  
data points collected daily

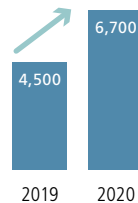
These systems consist of computer-aided tools, such as remote monitoring and billing, and allow for regular review of energy consumption across our markets, with more than 1 billion data points collected daily. Our energy management systems help us identify inefficient equipment for replacement, which ultimately enables us to reduce our carbon footprint.

A major focus of our energy efficiency efforts is installing lithium-ion batteries (LIBs) to decrease on-site generator run time, which also reduces the associated emissions. The LIBs are superior to the traditional lead-acid batteries they replace, in terms of energy efficiency, density and lifespan. The improved efficiency is a result of a shorter charge time, thereby decreasing generator run time. Additionally, LIBs have the ability to be paired with solar photovoltaics. LIBs can operate efficiently under a partial state of charge, allowing solar panels to either cover the electric load for our tenants' equipment or recharge the LIBs. In 2020, we increased the number of sites with LIBs to more than 6,700, compared to 4,500 in 2019, which reduced our emissions by an estimated 67,000

MTCO<sub>2</sub>e. In Africa, the use of LIBs resulted in an estimated reduction of 130,000 generator run hours per month in 2020, compared to 2019. Due to the success of this initiative, in June 2021, American Tower signed a multimillion-dollar LIB bulk purchase agreement with energy storage solutions provider Polarium. This deal will support a new energy storage manufacturing plant in South Africa and secure thousands of lithium-powered backup solutions for our Africa market over the next few years.

LIB Sites

Through 2022,  
we plan to deploy  
an additional  
8,000 LIBs.

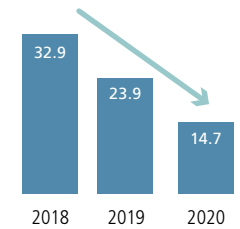


“A vital part of American Tower’s sustainability program is to rely more on renewable energy solutions to power our communications sites,

which fits squarely with the Government of South Africa’s goal of adding more renewable sources to its energy mix and decreasing its dependence on coal by 2030. Having a partner like Polarium enables us to harness renewable energy sources more effectively. By switching to Polarium’s high-end lithium-powered backup solutions, we have reduced our scope 1 emissions and reliance on fossil fuels by over 50% since 2018.”

– Tuoyo Ebigbeyi, Chief Technical Officer, ATC Africa

Reducing Tower  
GHG Emissions Intensity  
in Africa in MTCO<sub>2</sub>e



## Equipment Cabinet Conversions

292 conversions in 2020

Over 2,400 in the past three years



Another focus of our energy efficiency efforts is converting equipment cabinets from indoor to outdoor. Converting to outdoor cabinets requires less energy-intensive cooling methods, such as fans and natural ventilation, as opposed to traditional HVAC systems. This effort is primarily taking place in India, which accounts for 51% of our total diesel use. In 2020, we completed 292 conversions, bringing the total to over 2,400 in the past three years. Converting these sites to free and natural cooling, combined with process

improvements and connecting more sites to the grid in India, has resulted in an average reduction of 1.3 million liters of diesel per month during 2020, as compared to 2019.

23,000

sites converted to

LED lighting

We have an estimated 74,000 sites with on-site lighting systems, and throughout 2020, we invested approximately \$10 million to transition traditional tower lighting to

LED lighting. This increased the number of communications sites with LED lighting to an estimated 23,000, or 31% of our lighting systems. The LED lighting installed at our sites is estimated to be more than six times more energy efficient and have a total lifespan nearly 10 times longer than traditional lighting. The LED lights also require less maintenance, and therefore reduces the frequency of high-risk, at-height work.

## Accelerating Deployment of Renewable Energy Solutions

The ability to limit climate change requires changing how society produces energy. We aim to be part of the solution and continue to expand our portfolio of renewable energy. Transitioning to renewable energy not only reduces emissions but also strengthens local economies and contributes to delivering accretive long-term financial returns.

Solar power is currently the most effective and readily available renewable energy option for our communications sites, given their vast geographic distribution. In 2020, by investing more than \$15 million, we achieved our goal of 5,000 communications sites supported by solar energy, which collectively provide almost 30 MW of capacity—two years ahead of schedule. As of year-end, solar had been installed at approximately 5,400 sites to directly power our tenants' mobile communications equipment and/or charge on-site LIBs. In addition, we have installed solar lighting and beacons, used for aviation warnings, at 1,200 sites. These new deployments nearly doubled our 2019 renewable energy capacity from 15 to 30 MW, and reduced our reliance on grid-supplied electricity and diesel generators<sup>1</sup>.

American Tower  
Renewable Energy Goal:  
**More than double our  
solar sites to 12,000, with  
66 MW capacity, by 2025**





We continue to explore and adopt alternative renewable energy sources where viable. For example, our team in Brazil successfully committed to a power purchase agreement for 2,249 MWh. In India, we conducted trials for microgrids, which are self-sufficient grids for a discrete geographic location (e.g., our tower site), supported by renewable energy. Also in India, we installed flexible solar panels that canvas a ground-based mast on a trial basis.

### Reducing Our Carbon Footprint With First Solar Plant in Brazil

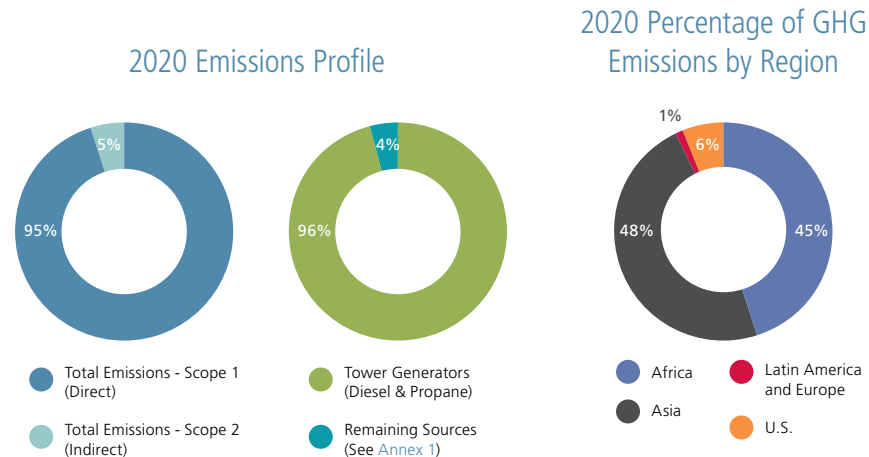


During 2020, we partnered with a developer to complete our first renewable power purchase agreement, supporting a solar plant that was brought online to meet 100% of our neutral fiber-optic network consumption in Brazil. This initiative helped reduce our carbon footprint, generate energy credits and reduce operating costs. The 1.7 MW plant in Minas Gerais consists of 4,920 state-of-the-art solar panels and will

help prevent 255 MTCO<sub>2</sub>e emissions annually. The solar plant is connected to the public electricity distribution network and could supply surplus energy to as many as 1,860 families over its lifetime.

### Sustainable Energy Future

We continuously seek avenues for expanding our current emissions reduction initiatives and goals, including our exploration and development of science-based targets. For example, in 2020, we began incorporating hybrid vehicles into our U.S. vehicle fleet and installed dual electric-vehicle charging stations at our U.S. office locations. We plan to roll out both of these initiatives to other markets, such as Germany and France, in 2021. Additionally, the U.S. team conducted exploratory research into electric trucks to assess future viability, while also commencing a pilot program to trial the use of hydrotreated vegetable oil as a diesel substitute at our off-grid sites. Furthermore, our South Africa team is experimenting with on-site wind power generation and, in early 2021, installed the Company's first-ever wind turbine mounted on a tower. We also continue to collaborate with leading academic institutions on new renewable energy technologies in our pursuit of a better business and cleaner future.



### 2020 Total Energy Consumption and GHG Emissions by Region

| Region             | 2020 Total MWh   | 2020 Total MTCO <sub>2</sub> e |
|--------------------|------------------|--------------------------------|
| Africa             | 1,120,046        | 282,091                        |
| Asia               | 1,192,887        | 300,820                        |
| Europe             | 5,071            | 89                             |
| Latin America      | 20,352           | 5,794                          |
| U.S.               | 119,666          | 38,912                         |
| <b>Grand Total</b> | <b>2,458,022</b> | <b>627,706</b>                 |

### GHG Emissions Intensity per Tower in MTCO<sub>2</sub>e

| Region         | 2018       | 2019       | 2020       |
|----------------|------------|------------|------------|
| Africa         | 32.9       | 23.9       | 14.7       |
| Asia           | 4.7        | 4.5        | 4.0        |
| Europe         | 0.0        | 0.0        | 0.0        |
| Latin America  | 0.2        | 0.2        | 0.1        |
| U.S.           | 0.7        | 0.3        | 0.9        |
| <b>Average</b> | <b>4.5</b> | <b>3.8</b> | <b>3.5</b> |

## Land Stewardship

Preserving the environment around our sites and viewing our business with a lifecycle perspective is an important part of our commitment to responsible and environmentally conscious operations. We consider land stewardship in every phase of our work—planning and construction, ongoing operations and decommissioning of sites. Compliance with all applicable environmental regulations is not negotiable. Our policies for land management and stewardship are overseen by our markets, which are responsible for maintaining properties and interacting with the local communities where our properties are located. Our local site development and land management teams guide these efforts with the support of environmental management systems, such as ISO 14001.

We are proud that approximately 45% of our portfolio is ISO 14001 certified, with a plan to reach 70% by 2023.

Our shared infrastructure business model directly promotes land stewardship, as it minimizes the industry's overall land use by reducing the number of towers built. We utilize land efficiently—our entire owned and leased real estate portfolio for 186,000 sites consists of an estimated 200 square kilometers. Despite our global portfolio's relatively small size in terms of direct footprint, it still allows us to have substantial influence on natural resources conservation.

American Tower's entire owned and leased real estate portfolio is an estimated

200 square kilometers



Planting trees helps fight against climate change and lessens human impact by absorbing carbon dioxide, improving water quality, protecting biodiversity and helping restore damaged ecosystems. We have entered partnerships to help meet our **goal of planting 50 new trees for every tree removed at our sites during tower construction and operations.**

Additionally, in 2018, we set a goal to plant one million trees across the U.S. over the next decade with American Forests. In the fourth year of our Million Trees initiative, we have planted a total of 300,000 trees, 30% of our goal.



#### FRANCE

Through a collaborative effort between our team in France and EcoTree, a company specializing in forest restoration and biodiversity protection, each of our team members became the owner of one tree that was planted in the Brittany region.

#### GERMANY

In 2020, we developed our Trees for Towers program in Germany, with a goal to plant approximately 50,000 trees locally over 10 years. As part of this program, we are evaluating the possibility of setting a climate-neutral country target.



In 2020, American Tower joined 1t.org, the Forum's initiative to conserve, restore and grow one trillion trees by 2030, in an effort to accelerate nature-based solutions to mitigate climate change and biodiversity collapse. We planted 100,000 trees in 2020 through this program.

#### U.S.

In 2020, we focused on planting trees to support the Boise National Forest Elk Wildfire Restoration in Idaho, the Flathead National Forest Whitebark Pine in Montana, and both the Mt. Hood Government Flats Fire Restoration and Whitewater Fire Restoration in Oregon. These tree restorations will also support watershed health and habitats for animals.

300,000  
trees planted



"We are excited to be part of the U.S. Chapter of 1t.org, as we strive to reach one million trees planted across the country over the next decade with American Forests. Our Million Trees initiative fits squarely with our mission to connect to the communities where our teams live and work. We are proud to be taking steps to make a positive impact on our environment and leaving a tangible legacy that will benefit our communities into the next century."

— Jim Blestowe, Senior Vice President, Information Technology, U.S. Tower



#### SOUTH AFRICA

In South Africa, we partnered with Food & Trees for Africa to plant trees at local schools. The organization promotes community development and food security and helps to regenerate biodiversity in rural communities.





Bees are essential for ecological balance and biodiversity protection, but when nested on our sites they can pose a danger to tower site workers. To protect both our employees and the bees, we work with professional beekeepers in multiple markets, such as Nigeria and Ghana, to safely transport bees to protected hives, where honey can be harvested and distributed to local communities.

## Environmental Protection During Site Planning and Construction

Prior to commencing construction, we conduct site assessments to identify areas of critical ecological concern and determine applicable best management practices. In 2020, we undertook approximately 6,700 prefeasibility and environmental impact assessments for redevelopments and new sites added to our portfolio. These assessments evaluate potential environmental impacts of proposed projects and identify appropriate mitigation measures. As part of this planning process, we engaged with over 3,100 communities to discuss the potential impact of our sites and proactively address community concerns.

While requirements and standards for these site assessments vary around the world, American Tower is committed to compliance with all jurisdictional laws and regulations, with dedicated teams in place to deliver on that commitment.

## Training & Education in 2020

More than 2,200 of our employees and contractors attended environmental trainings and information sessions, on topics such as local environmental management systems, best management practices, compliance and resource or habitat protection.

## Reducing Environmental Impact Through Responsible Operations

We continuously seek to minimize the impact on the local environment from our ongoing operations. Our teams monitor for wildlife impact, plant trees, mitigate erosion and ensure appropriate treatment of hazardous materials and waste.

Our communications sites serve as a preferred home for some wildlife—primarily a variety of bird and bee species—as these structures often rise above the surrounding tree line and are the tallest structures in proximity to wetlands or waterways. Our U.S. team operates a comprehensive program to promote and monitor the protection of migratory birds, including threatened and endangered species nesting on our towers. When we encounter bird activity at one of our sites, American Tower has two main objectives: keeping protected birds and their active nests safe and keeping our tenants, contractors and employees safe. Our field team is trained to properly recognize bird nests, and once identified, we follow a standardized protocol to alert our employees and tenants. The ultimate goal is to postpone work until the nest becomes inactive; however, when urgent work is required, a third-party specialist evaluates the nest and provides guidance on how to perform the work with minimal disturbance. We continue to evaluate and address bird activity at communications sites, and as of the end of 2020, we have protected approximately 3,000 bird nests in the U.S.

We have protected  
~3,000  
bird nests at our  
U.S. sites

Another aspect of our land stewardship program is ensuring hazardous materials used within our operations are properly managed. The majority of the hazardous substances required for our operations are fuels related to generator use. In the event of a spill, it will be reported through our incident management system, where the cause is identified and appropriate corrective actions are enacted to address the spill and prevent future occurrences.



We work to reduce waste created from our site operations. Specifically, we are exploring ways to reduce waste associated with diesel generators and batteries. For example, our LIB program reduces generator run time, which results in fewer engine oil changes. Additionally, upgrading to longer-lasting LIBs reduces the frequency of battery replacements, thus reducing operational waste. We also conducted a pilot study to understand the potential benefits of increasing the diesel generator service interval from 250 hours to 500 hours in Uganda, which substantially reduced engine oil usage. We also aim to divert waste from landfills. In 2020, we recycled an estimated 660,000 liters of oil and 115,000 lead-acid batteries.

An important, but often overlooked, component of land stewardship is aesthetics. To maintain positive community relations, in 2020, we deployed diesel generators with acoustic enclosures to control pollution from noise, air and vibrations in locations close to residential populations. In addition, we continued to add new camouflage towers to reduce visual pollution, bringing the total global deployment of camouflage towers to more than 4,000.



## Responsible Site Decommissioning and Repurposing of Materials

We are dedicated to restoring land when sites are decommissioned, in addition to identifying ways to repurpose existing materials for other uses. We have decommissioning procedures and environmental management plans to ensure site decommissioning complies with applicable regulatory requirements.

When sites are dismantled, there may be materials that can be repurposed for other operational uses. However, when repurposing materials is not a viable option, we aim to recycle materials.

## Reducing Our Water Use

Though we are not a major water users, we recognize water is an essential shared resource and work to reduce our consumption. In 2020, we withdrew approximately 16,000 cubic meters (m<sup>3</sup>) at our office locations from municipal water utilities and 29,000 m<sup>3</sup> for operations. Despite this low water consumption, we still proactively look for ways to conserve by conducting internal campaigns with our employees to educate and increase awareness about water conservation.<sup>1</sup>



In 2020, from the sites we decommissioned, we diverted more than

1,600  
tons  
of metal waste from  
landfills by recycling

## Our Offices

Though our communications sites constitute the largest component of our footprint, we take responsibility for waste in our offices as well. We have processes for properly disposing of office electronic waste; consolidated bins for recycling, composting and landfill; and improved signage to reduce contamination and increase recycling rates. In 2020, we set a goal to reduce paper usage at our U.S. operations headquarters by 16% from 2019 usage. We experienced a considerable shift to virtual work and a lower presence in the office due to COVID-19, resulting in an 84% reduction of paper usage from 2019. We will continue to apply the lessons learned during 2020's accelerated shift to more virtual work and digital reviews to maintain reduced office waste in the future.

## Society

At American Tower, we are committed to increasing connectivity—both improving global wireless communications and using our resources to expand access to learning and economic opportunities. Our Society pillar encompasses our philanthropic programs, including our Digital Communities program, financial contributions from the American Tower Foundation (the Foundation), employee volunteering and other social investments. The year 2020 was like no other, and we responded quickly to help in the fight against COVID-19 in the communities where we operate. Not only did we make donations through the Foundation and provide localized support through volunteering and donations by our markets, we provided critical infrastructure necessary to keep people connected and support the increased demand for wireless services around the globe.

As a result of our combined efforts through our workplace giving and matching program, volunteer events, regional philanthropic programs, grant applications submitted by American Tower employees and funded by the Foundation, and disaster relief donations, we nearly doubled our global financial disbursements from last year to over \$6.5 million.



More than **\$6.5 million** disbursed around the globe in 2020

We nearly doubled our financial disbursements from last year as a result of the following efforts:

- Workplace giving
- Matching gift program
- Volunteer events
- Regional philanthropic programs
- Grant applications submitted by American Tower employees and funded by the Foundation
- Disaster relief donations



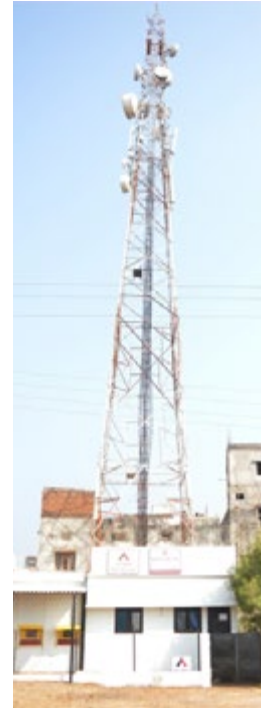


## Expanding Access to Education, Healthcare and Technology



Internet access has the power to transform lives by providing opportunities for educational advancement, building digital literacy, increased employability through skills development and access to online job sites and prospects, and improved personal wellbeing resulting from access to online information related to health and financial support services, such as online banking. In 2020, more than ever, reliable and affordable internet access was critical in helping people stay connected to loved ones, accessing the most up-to-date information about the pandemic and learning best practices for staying safe. The ability to stay connected allowed students to stay in school through online platforms, and for doctors to offer virtual appointments, infection precautions and treatment guidance, which kept people healthy without risking exposure to the coronavirus.

Unfortunately, underserved communities, particularly those in developing countries, face many barriers to internet access. We are helping to alleviate this problem and provide greater access to Information and Communication Technology (ICT) through our Digital Communities program. Through this program, we build computer-equipped spaces in and around or connected through our tower sites which provide uninterrupted power supply and connectivity. Members of the local community can use these Digital Communities to access the internet and complete ICT training. In this way, we are helping to improve quality of life by supporting connectivity worldwide, focusing on economically disadvantaged or underserved communities, and promoting digital literacy and increasing employability through education.



### American Tower's Digital Communities in Our Global Markets



#### Youth Education

Classrooms are equipped with electrical power, strong internet signal, digital equipment, classroom materials and educator-led instruction



#### Healthcare

Basic healthcare services and digital health solutions are available to communities where healthcare is limited



#### Career Development

Job skills training and certification courses are available to registered participants with an aim to support entrepreneurship and increase employability for unskilled and under-skilled adults, with job placement support offered to graduates



#### Financial Inclusion

Financial literacy education and e-banking resources are available to visitors with an aim to improve economic stability for community members

A 10% increase in mobile internet penetration increases gross domestic product by 2.5% in Africa<sup>1</sup>



Currently, we have Digital Communities in six countries—Nigeria, Uganda, India, Ghana, Mexico and most recently Colombia. As of year-end, American Tower has established 284 Digital Villages, with nearly 129,000 students enrolled since inception and more than 116,000 training course certifications awarded. More than 780 graduates have found employment as a result of the skills and certifications obtained through the Digital Communities program.

284

Digital Communities in six countries: Nigeria, Uganda, India, Ghana, Mexico and Colombia

780+

jobs obtained as a result of skills learned and certifications awarded

116,000+

total certifications awarded

~129,000

students enrolled since inception

## American Tower Digital Communities

We are excited to be partnering with the following organizations and governments in support of the American Tower Digital Communities program:

- IBM
- Hewlett Packard Enterprise
- Save the Children
- The Forum
- NIIT Foundation
- Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
- Common Service Centres
- Edjobs Africa
- Ogun, Nigeria
- Uganda Communications Commission



In 2021, American Tower was awarded the World Summit on the Information Society (WSIS) Prize in the International and Regional Cooperation category for our Digital Communities program. The WSIS Prize is an

annual contest organized by the ITU, in collaboration with the United Nations Conference on Trade and Development, the United Nations Educational, Scientific and Cultural Organization and the United Nations Development Program. The contest identifies the year's most innovative and high-impact ICT projects from around the world that are contributing to achieving the United Nations' SDGs.

We have set a goal to establish  
**2,000 Digital Communities**  
 over the next five years, multiplying our impact tenfold

We are committed to doing what we can in partnership with others to help close the digital divide in all the global communities where we operate. For example, in Boston, where American Tower is headquartered, the Foundation supported the Boston Public Library in providing hot spots to enable internet connections in areas throughout the city that lack access. In New York, we supported the New York University Tandon School of Engineering's Center for K12 STEM Education by helping the Center purchase much-needed computers and associated hardware that is essential to its goal of serving those who have limited or

no access to high-quality science, technology, engineering and mathematics education. We also sponsor the CTIA Wireless Foundation's Catalyst grants program, which identifies and funds early-stage change-makers who take advantage of the speed, efficiency and versatility of wireless connectivity to improve the health and wellbeing of Americans, and provide financial support to the WIA Foundation, which encourages and promotes the general advancement of mobile telecommunications through academic and training programs.

"Tremendous thanks to American Tower for supporting this important initiative. We are delighted to partner with you in our efforts to close the digital divide."

– Boston Public Library



In South Africa, we continued our support of the Click Foundation, which provides online, self-paced English literacy programs in under-resourced primary schools across the country. As a result of our support, the program is active in 18 schools, and in 2020, the program created jobs for 36 learners.







# \$100,000

donated in France to help provide access to technology for people in need

## Supporting Communities During COVID-19

When the COVID-19 pandemic hit and the world transitioned to remote work, we responded quickly to help keep our communities safe and connected. Our markets lessened the digital divide by focusing their efforts on providing support for online learning and access to internet services during the rapid shift to a virtual environment. For example, in France, American Tower donated \$100,000 through the Foundation to Emmaus Connect, an organization that helps provide access to technology for people in need. As part of our philanthropic support for the Oaxaca community, we worked with the ISA (Inspire, Share, Advocate) Foundation in Mexico to deliver tablets to students so they could complete schoolwork online when their classrooms moved to remote learning. And in Colombia, our Digital Communities program at 10 rural schools expanded beyond the supported students to provide members of the local communities with access to information technology during COVID-19.



“We immensely thank American Tower for your valuable contribution to the relief work undertaken by Akshaya Patra during the COVID-19 pandemic, ensuring basic food supply to communities that have been largely impacted and are still struggling to lead a normal life.”

— Akshaya Patra Foundation

## Together With Tablets



Since most hospitals did not allow COVID-19 patients to have visitors, phone and video calls became the only way for many to connect with their loved ones while in the hospital. However, not everyone had access to the technology or connectivity required to do so. In April 2020, American Tower supported a program called Together with Tablets in Mexico, which allocates donated tablets and data from mobile network operators to help low-income hospitalized patients connect with their loved ones. Working together, our public affairs team promoted the initiative to mobile operators and our business intelligence team used its crowd-sourcing predictive tool to conduct a signal-coverage study for hospitals. After determining which mobile operator had the best 4G signal quality within the premises, they equipped tablets with the appropriate SIM card for connectivity.



Through this combined support with our tenants, the Together with Tablets program helped

# 2,625

families each day.

In addition to keeping our communities connected, we also took action to support our communities' physical wellbeing throughout 2020. The American Tower Foundation supported organizations working to prevent the spread of COVID-19 and assisted communities in need during the pandemic, including:



**American  
Red Cross**

#### The Red Cross

works with public health agencies to help communities respond to the crisis, as well as partners with governmental agencies to ensure the safety and availability of the U.S. blood supply for patients in need.

**UNICEF**

#### United Nations Children's Emergency Fund (UNICEF)

provides aid and protection to children around the globe, especially during this time of socioeconomic upheaval in outbreak areas.



**BOSTON  
RESILIENCY  
FUND**

#### Boston Resiliency Fund

makes donations to provide essential services to Boston residents, including supplying technology to enable remote learning for students, providing food to children and senior citizens, and aiding health care workers and first responders.

**TECHO**

#### Un Techo Para Mi Pais's Empathy Pact

supports vulnerable families in eight countries across Latin America, including Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, Paraguay and Peru, by helping to secure health and food assistance.

## Collaborating With Partners in Health in Peru



When the Peruvian government declared a national state of emergency, American Tower leaders in Peru recognized that vulnerable populations would be disproportionately affected. In response and in collaboration with the nonprofit organization Partners in Health, our local human resources and public affairs teams implemented an aid program to provide food, disinfection supplies, medicine and quick-response COVID-19 tests to families in need.

In addition to supporting these organizations, the Foundation matched and doubled employee donations up to \$5,000 as part of a special Help American Tower Stop the Spread of COVID-19 giving campaign. The money raised through this campaign was gifted to three organizations:

- **CDC Foundation:** supports health agencies worldwide in an effort to contain the virus
- **Direct Relief:** delivers essential medical supplies to frontline health care workers
- **Feeding America:** the largest hunger relief organization in the U.S.

As our markets addressed the COVID-19 pandemic, supporting the communities where we live and work remained a top priority. Here is a snapshot of some of the support provided in Africa.



**BURKINA FASO**

In Burkina Faso, our team donated supplies and food to the Health Ministry and local hospitals caring for COVID-19 patients.



**GHANA**

To support health care workers, doctors, nurses and pharmacists on the frontlines, the Ghana management team donated N95 masks, coveralls, face-shield visors, hand sanitizer, gloves, disposable bedsheets and clinical disinfectant to local hospitals.

**SOUTH AFRICA**

With support from the American Tower Foundation, our South Africa team donated \$100,000 to the Nelson Mandela Foundation to help bring relief to vulnerable populations facing food insecurity during the pandemic.



**NIGER**

The Niger team donated to the local government in April 2020 to support COVID-19 relief efforts, which was broadcast on local television.



**NIGERIA**

The Nigeria team distributed COVID-19 relief hampers to 30 different communities across 18 states, positively impacting the lives of thousands of individuals in the communities we operate in.

**UGANDA**

In Uganda, our team made a donation to the Uganda Virus Research Institute in May 2020, which at the time was the agency mandated to procure test kits and conduct COVID-19 testing.

**KENYA**

In Kenya, we donated to the local Rotary Club, allowing the Club to assemble and distribute 800 food packages to feed 200 families for four weeks, provide 400 personal protective equipment items to frontline medical staff and set up 50 water tanks, equipped with taps and soap, in the community.







In India, American Tower donated more than \$1.5 million in support of COVID-19 relief in 2020. The region's donations supported a variety of organizations, and India employees not only contributed their time but offered financial support as well. Through a voluntary contribution drive, almost 100% of employees donated a full-day's salary. These donations were matched 150% by the Company and put toward the following relief measures:

- **Child in Need Institute:** distributed dry ration kits and sanitation kits to around 3,500 families, including 1,400 Nutrimix packets for pregnant women and homeless people living in shelters, and 500 personal protective equipment kits to health workers in West Bengal
- **Samaj Pragati Sahayog:** distributed dry ration kits to more than 6,000 households in Madhya Pradesh
- **Prayas Juvenile Aid Centre:** distributed ventilators to a New Delhi Municipal Corporation-run hospital in Delhi

- **Society for Empowerment through Voluntary Action in Karnataka:** distributed ration essential kits and safety and hygiene kits to more than 1,000 households in 10 villages of Karnataka
- **Jan Sahas Social Development Society:** distributed ration and sanitation kits to nearly 600 households in Maharashtra

Additionally, \$1 million was donated to the PM Cares Fund to help the Indian government support its efforts to battle the pandemic, while the American Tower Foundation donated \$500,000 to provide essential grocery kits to people impacted by the pandemic in partnership with the Akshya Patra Foundation. More than 200 employees volunteered to help distribute these grocery kits to 45,000 families across 31 locations in India.

These are just a few examples of how we worked to support communities during the pandemic, with many other actions taking place around the world.

In India, American Tower donated more than  
**\$1.5 million**  
 in support of COVID-19 relief in 2020

Our Indian business ran an initiative in which almost  
**100% of employees**  
 donated a full-day's salary to COVID-19 relief efforts

Their donations were  
**matched 150%**  
 by the Company



## Employee Volunteerism and Giving

Volunteering can help build trust with local communities and allows employees to give back in a hands-on way. Employees are encouraged to give their time by volunteering in their communities, and many of our markets give employees time off for volunteering, including in the U.S. where employees are given two full days of paid volunteer time. Additionally, donations made to eligible organizations by U.S. employees can be matched by the Foundation, up to \$5,000 per employee annually.



We empower employees to provide financial support to local organizations through the American Tower Foundation grants program, which allows employees to submit nominations for funding. Among the 2020 grant recipients

was the Women's Global Education Project (WGEP) in Kenya. WGEP provides computer classes where girls gain new skills and earn a computer training certificate from a nearby university to enhance their chances of admission to higher education and future employability. WGEP scholars learn skills and applications, such as typing, computer programming, the Microsoft suite, Adobe publications and more. WGEP offers a life-enhancing service that the students would otherwise not have access to.

## American Tower Volunteering Around the World

**Despite the difficulty of volunteering in-person due to COVID-19 restrictions, American Tower employees around the world found ways to give back throughout 2020.**

Many of our Latin America markets, for example, continued their partnership with the Best Buddies program, whose objective is improving the quality of life of people with intellectual disabilities.



Volunteers from Brazil participated in a storytelling project for children in partnership with the United

Way. To maintain safety, the volunteers recorded videos of themselves telling a story or singing a song, which were later shared with the young children in the program.



For the third consecutive year, our team in Germany held its Match Your Gift holiday giving campaign, in which the Company matches

employees' donations to four nonprofit organizations that support the Ratingen area.

## Disaster Relief and Critical Infrastructure Support

When disasters strike, we respond quickly by ensuring our towers are functioning to enable uninterrupted communication for first responders. We also offer aid through donations facilitated by the American Tower Foundation and local giving in our markets. Whether it is financial or material donations or keeping operations running, our support helps communities stay connected in the aftermath of a disaster.



“Since the American Tower Foundation was launched in 2017, we have made grants to a wide variety of charitable organizations, matched countless employee donations through our Matching Gift Program and provided significant financial support to relief organizations working in areas that have been adversely impacted by natural disasters.”

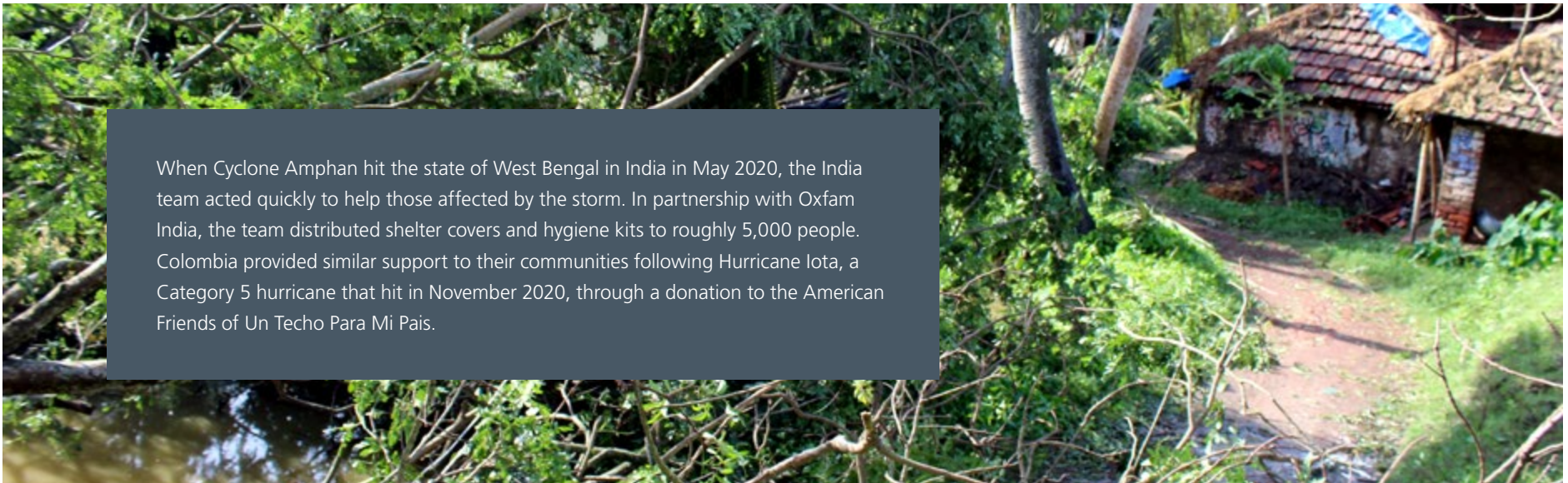
— Christine M. Brennan, Vice President, Administration and Secretary, American Tower Foundation

## Mitigating the Potential Impacts of Flooding on Residents



Our team in Brazil has partnered with the city of Rio de Janeiro through our Digital Communities program to use smart devices to gather data that is needed to enable the city to alert communities about potential floods. The city is able to use

American Tower’s IoT (Internet of Things) neutral network to support this initiative. The Noah Smart City Company provides smart sensors that send real-time information about changes in the city’s water levels during rainfalls, which empowers the local government to work on prevention, instead of corrections, and avoid disasters. Residents can also use the initiative’s mobile application to receive real-time alerts.



When Cyclone Amphan hit the state of West Bengal in India in May 2020, the India team acted quickly to help those affected by the storm. In partnership with Oxfam India, the team distributed shelter covers and hygiene kits to roughly 5,000 people. Colombia provided similar support to their communities following Hurricane Iota, a Category 5 hurricane that hit in November 2020, through a donation to the American Friends of Un Techo Para Mi Pais.



In 2020, the American Tower Foundation pledged

**\$1 million**

to counter systemic racism



## Social Justice

We believe our communities are strongest when everyone has equitable access to opportunities. Unfortunately, this is not the case everywhere, and it is important now, more than ever, that we stand against issues or circumstances of prejudice or injustice as may exist or arise in our communities. We have taken action to support solutions for these problems of racial and social justice, particularly in the U.S.

In early 2021, the Foundation approved the first donations from this pledge to two Historically Black Colleges and Universities—North Carolina A&T State

University and North Carolina Central University. The Foundation has also formed a Social Justice Committee made up of American Tower employee volunteers who review applications submitted by employees and make funding recommendations to the Foundation Board on behalf of organizations that are working toward equity and inclusion in the U.S. Additionally, for the second year in a row, we sponsored the Thurgood Marshall Leadership Institute College Fund, which is the largest organization exclusively representing the Black College Community in the U.S.

**We know when our communities thrive, our business thrives. As our business grows, we will continue to support our local communities through donations, volunteerism, ICT educational opportunities, broadband connections to more people around the world and solutions to address societal inequities.**

We launched a Campaign for Racial Justice in the summer of 2020 that ran until the end of the year, through which employee donations were matched by the Foundation and distributed equally among three organizations on the frontlines of eradicating racism in the U.S.:



**Race Forward:** Catalyzes community, government and other institutions to dismantle structural racial inequality



**National Urban League**

**National Urban League:** Advocates on behalf of economic and social justice for African Americans



**National Association for the Advancement of Colored People (NAACP) Empowerment Programs:** Secures the educational, social and economic equality of rights to eliminate race-based discrimination and ensures the health and wellbeing of all persons



## Promoting Diversity in Our Supply Chain

We are reviewing how we can expand our procurement program to include more minority- and women-owned businesses that share our values, and we will continue to partner with external experts and organizations to identify additional opportunities to be a more inclusive organization. Our [Vendor Code of Conduct](#) explicitly prohibits discrimination in hiring and employment practices and states that our vendors must use their best efforts to identify, promote and procure a diverse range of businesses. Read more about our efforts in the [Supplier Guidelines](#) section.

## Principles of Reporting and the GRI Content Index and TCFD and SASB Indices

### Reporting Guidelines and Content

This report provides a comprehensive view of our sustainability approach and our performance for the fiscal year ended December 31, 2020.

This report has been prepared in accordance with the GRI Standards: Core option. We also provide disclosures aligned with the Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board's (SASB) Sustainability Accounting Standards. These standards provide the world's most widely used frameworks for sustainability reporting and offer a structured format to coherently and comprehensively share information about material issues, performance metrics and the management of sustainability-related issues within the organization.

All disclosures in Appendix A are based on the GRI Standards. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

All disclosures in Appendix B are reported against the TCFD recommendations to ensure we are disclosing clear, comparable and consistent information about climate-related risks and opportunities.

All disclosures in Appendices C1 and C2 are reported in accordance with the SASB's Standards for the Real Estate and Telecommunication Services sectors, respectively.

The terms "material" and "materiality" as used in the context of this report and in our materiality assessment relating to this report (see [Material Topics](#) on page 12) are different from such terms as used

in the context of filings with the Securities and Exchange Commission (SEC). Issues deemed material for purposes of this report should not necessarily be considered material for SEC reporting purposes.

### Reporting Uncertainties

Measurement of non-financial information in Appendices A, B and C of the 2020 American Tower Sustainability Report include estimates and assumptions that are subject to inherent measurement uncertainty, resulting from precision of conversion and other factors. The selection by management of different but acceptable measurement methods, input data or assumptions may have resulted in materially different amounts or disclosures being reported.

### Report Boundaries

Unless otherwise stated, the data in this report covers our activities for fiscal year ended December 31, 2020. Data presented in the report represents all wholly owned, operationally controlled American Tower business activities, including directly and indirectly owned subsidiaries and joint ventures. Where qualitative examples from outside the reporting period are included, the timing of those examples is explicitly stated.

In this report, the term "including," and any variation of such term, means "including without limitation." The use of the word "or" in this report is not exclusive. Unless this report indicates otherwise or the context otherwise requires, the terms "we," "our," "American Tower," "our Company," "the Company" or "us" refer to American Tower Corporation and its subsidiaries.



## Appendix A: GRI Content Index<sup>1</sup>

| GRI 101: Foundation 2016          |  |  |
|-----------------------------------|--|--|
| GRI 102: General Disclosures 2016 |  |  |
| 102-1                             | Name of the organization                                     | American Tower Corporation   |
| 102-2                             | Activities, brands, products and services                    | See <a href="#">About American Tower</a> , starting on page 3, and <a href="#">Form 10-K</a> for the fiscal year ended December 31, 2020 (2020 Form 10-K) Item 1.  |
| 102-3                             | Location of the headquarters                                 | 116 Huntington Avenue, 11th Floor<br>Boston, MA 02116  |
| 102-4                             | Location of operations                                       | <a href="#">2020 Form 10-K</a> Item 7 and Exhibit 21.  |
| 102-5                             | Ownership and legal form                                     | <a href="#">2020 Form 10-K</a> Note 1 to the Consolidated Financial Statement and Exhibit 21.  |
| 102-6                             | Markets served   | See <a href="#">About American Tower</a> , starting on page 3.   |
| 102-7                             | Scale of the organization                                    | See <a href="#">2020 Form 10-K</a> Item 1, Item 7, and the Consolidated Statements of Operations, Comprehensive Income, Equity and Cash Flows.   |
| 102-8                             | Information on employees and other workers                   | See <a href="#">Our People</a> , starting on page 19, and <a href="#">2020 Form 10-K</a> Item 1.   |
| 102-9                             | Supply chain   | See <a href="#">Governance and Fundamentals of Responsible Business</a> , starting on page 15.   |
| 102-10                            | Significant changes to the organization and its supply chain | There have been no significant changes to the organization or supply chain in 2020.  |
| 102-11                            | Precautionary Principle approach                             | The Precautionary Principle does not explicitly guide decisions made by American Tower, however, the potential risk and harm of all of our actions undertaken are considered and appropriate steps are taken to mitigate to reasonable levels, as necessary. |
| 102-12                            | External initiatives   | External initiatives are referenced throughout this report, by topic. See <a href="#">Our People</a> , starting on page 19, <a href="#">Environment</a> , starting on page 32, and <a href="#">Society</a> , starting on page 42.                            |
| 102-13                            | Membership in associations                                   | See <a href="#">Stakeholder Engagement</a> , starting on page 10.  |
| 102-14                            | Statement from senior decision-maker                         | See <a href="#">Letter From Our President and CEO</a> , starting on page 5.  |
| 102-16                            | Values, principles, standards and norms of behavior          | See <a href="#">Ethics</a> , starting on page 16 and our <a href="#">Code of Conduct</a> , <a href="#">Vendor Code of Conduct</a> and <a href="#">Human Rights Statement</a> .   |
| 102-18                            | Governance structure   | See the <a href="#">Corporate Governance</a> section of our website. For sustainability governance structure, see <a href="#">Corporate Governance</a> , starting on page 15, and <a href="#">TCFD Index</a> , starting on page 63.                          |
| 102-40                            | List of stakeholder groups                                   | See <a href="#">Stakeholder Engagement</a> , starting on page 10.  |
| 102-41                            | Collective bargaining agreements                             | Eight percent of our employees are represented by labor unions and eight percent of our employees have collective bargaining agreements.   |
| 102-42                            | Identifying and selecting stakeholders                       | See <a href="#">Stakeholder Engagement</a> , starting on page 10.  |
| 102-43                            | Approach to stakeholder engagement                           | See <a href="#">Stakeholder Engagement</a> , starting on page 10.  |
| 102-44                            | Key topics and concerns raised                               | See <a href="#">Stakeholder Engagement</a> , starting on page 10.  |
| 102-45                            | Entities included in the consolidated financial statements   | All data presented in the report represents all American Tower operations, including directly and indirectly owned subsidiaries and joint ventures, unless explicitly noted otherwise. Also, see <a href="#">2020 Form 10-K</a> Exhibit 21.                  |
| 102-46                            | Defining report content and topic boundaries                 | See <a href="#">Material Topics</a> , starting on page 12.   |

1. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

102-41, 102-45



|        |  |  |
|--------|--|--|
| 102-47 | List of material topics                                  | <p>See American Tower's <a href="#">Material Topics</a>, starting on page 12.</p> <p>The GRI Standards that correspond to our material topics are included within this Appendix. The standards are as follows:</p> <ul style="list-style-type: none"> <li>• 201: Economic Performance</li> <li>• 205: Anti-corruption</li> <li>• 206: Anti-competitive Behavior</li> <li>• 302: Energy</li> <li>• 303: Water and Effluents</li> <li>• 304: Biodiversity</li> <li>• 305: Emissions</li> <li>• 306: Waste</li> <li>• 307: Environmental Compliance</li> <li>• 401: Employment</li> <li>• 403: Occupational Health and Safety</li> <li>• 404: Training and Education</li> <li>• 405: Diversity and Equal Opportunity</li> <li>• 406: Non-discrimination</li> <li>• 413: Local Communities</li> <li>• 415: Public Policy</li> <li>• 419: Socioeconomic Compliance</li> </ul> |
| 102-48 | Restatements of information                              | <p>This report includes updated energy and GHG emissions data for 2018 and 2019, reflecting corrections to previously reported data. Further, the 2018 and 2019 scope 2 GHG emissions from purchased grid electricity have been restated to correct the error in boundary of operational control that was identified after the publication of the 2019 Corporate Sustainability Report. Specifically, emissions from tenant equipment, where American Tower does not have operational control, have been moved to scope 3, Category 13. See endnote on page 34 within <a href="#">Environment</a>.</p>   |
| 102-49 | Changes in reporting                                     | <p>There have been no significant changes in the Company's list of material topics and topic boundaries, as compared to previous reporting periods.</p>  |
| 102-50 | Reporting period   | <p>January 1 to December 31, 2020</p>  |
| 102-51 | Date of most recent report                               | <p>July 2019</p>   |
| 102-52 | Reporting cycle  | <p>Annual</p>  |
| 102-53 | Contact point for questions regarding the report         | <p>Mneesha O. Nahata, Senior Vice President, Legal &amp; Chief Sustainability Officer</p>  |
| 102-54 | Claims of reporting in accordance with the GRI Standards | <p>See <a href="#">Principles of Reporting and the GRI Content Index</a>, starting on page 53.</p>   |
| 102-55 | GRI content index  | <p>See <a href="#">Principles of Reporting and the GRI Content Index</a>, starting on page 53.</p>   |
| 102-56 | External assurance                                       | <p>External assurance was not obtained for this report.</p>  |

## Topic-Specific Disclosures

### Customer Satisfaction and Brand Image

The American Tower material topic “Client Satisfaction and Brand Image” does not correspond directly to a GRI Standard. For additional detail, see [Stakeholder Engagement](#), starting on page 10.

| GRI 103: Management Approach 2016 |  |  |
|-----------------------------------|--|--|
| 103-1                             | Explanation of the material topic and its boundary | Client satisfaction and brand image define our reputation and, ultimately, our success in the marketplace. These topics are primarily relevant to our Company and customers.   |
| 103-2                             | Management approach and its component              | This topic is managed by our local sales and marketing teams, who rely upon the input and support of individuals and teams throughout our organization. Issues are managed and assessed from the top down, as one of our Core Principles is to “Understand Our Customers’ Needs and Satisfy Them.”   |
| 103-3                             | Evaluation of the management approach              | We work as a team to build lasting customer relationships by understanding customer requirements and exceeding expectations. This is accomplished through regular customer interactions, surveys and direct feedback from key stakeholders throughout the year. In addition, team performance goals are typically set based on survey results. |

### Regulatory Compliance

The American Tower material topic “Regulatory Compliance” corresponds to the GRI Standard “419: Socioeconomic Compliance.” See [Land Use Management and Biodiversity](#), starting on page 61, for details regarding environmental compliance. For additional detail, see [Ethics](#), starting on page 16, and [Environment](#), starting on page 32.

| GRI 103: Management Approach 2016      |   |   |
|--|---|---|
| 103-1                                  | Explanation of the material topic and its boundary                      | It is a foundational value for American Tower to operate in an ethical and legally compliant manner. Maintaining compliance with all regulations and/or policies is important to American Tower tenants, employees, regulators and stockholders.  |
| 103-2                                  | Management approach and its component                                   | While these issues are the responsibility of all American Tower employees, and are covered under our <a href="#">Code of Conduct</a> , ultimate responsibility for this topic resides with the American Tower legal and human resources teams, either at the corporate or country level. Reports of potential or perceived noncompliance or misconduct can be made to our Ethics Committee, local human resources departments, management, local legal departments or by using a third-party-administered confidential hotline. |
| 103-3                                  | Evaluation of the management approach                                   | We monitor all reports of potential noncompliance, escalate them to the Ethics Committee—under the Board of Directors—where appropriate and ensure they are appropriately resolved.   |
| GRI 419: Socioeconomic Compliance 2016 |   |   |
| 419-1                                  | Noncompliance with laws and regulations in the social and economic area | In 2020, there were no significant fines or nonmonetary sanctions for noncompliance with laws and/or regulations in the social and economic area.   |

### Anti-corruption

The American Tower material topic “Anti-corruption” corresponds to the GRI Standard “205: Anti-corruption” and “206: Anti-competitive Behavior.” For additional detail, see [Ethics](#), starting on page 16.

| GRI 103: Management Approach 2016 |  |   |
|-----------------------------------|--|---|
| 103-1                             | Explanation of the material topic and its boundary | It is a foundational value for American Tower to operate in an ethical and legally compliant manner. Ethics- and compliance-related issues are important to American Tower tenants, employees, regulators and stockholders. American Tower follows the provisions of the FCPA, which prohibit U.S. companies and their directors, officers, employees and agents from offering, paying, promising or authorizing the giving of anything of value (e.g., money or gifts) to a person who is an official of any government outside the U.S., or to any other person, while knowing that the item of value will be offered or given, directly or indirectly, to such a foreign official for the purpose of (i) influencing any decision of the foreign official, (ii) inducing a decision to fail to perform his or her lawful duty or (iii) inducing the foreign official to use his or her influence to affect any decision so as to be able to obtain any improper advantage in order to assist the Company to obtain or retain business. |

|  |  |  |
|--|--|--|
| 103-2  | Management approach and its component  | While these issues are the responsibility of all Company employees, and are covered under our <a href="#">Code of Conduct</a> , ultimate responsibility for this topic resides with the American Tower legal and human resources teams, either at the corporate or country level. Reports of potential or perceived noncompliance or misconduct can be made by reaching out to our Ethics Committee, local human resources departments, management, local legal departments or by using a third-party-administered confidential hotline. Bribery and corruption risks are also identified and assessed using our established enterprise risk management framework. See <a href="#">Corporate Governance</a> , starting on page 15, for more information. |
| 103-3  | Evaluation of the management approach  | We monitor all reports of potential noncompliance, escalate them to the Ethics Committee—under the Board of Directors—where appropriate and ensure they are appropriately resolved.  |
| <b>GRI 205: Anti-corruption 2016</b>           |  |  |
| 205-1  | Operations assessed for risks related to corruption                            | All markets are assessed for risks related to corruption before entering the market and then on an ongoing basis as part of the Company's annual fraud risk assessment process. The results and identified risks are presented to the Audit Committee, along with the planned internal audits that address those risks.  |
| 205-2  | Communication and training about anti-corruption policies and procedures       | See <a href="#">Ethics</a> , starting on page 16.  |
| <b>GRI 206: Anti-competitive Behavior 2016</b> |  |  |
| 206-1  | Legal actions for anti-competitive behavior, anti-trust and monopoly practices | No legal actions were pending or completed during the reporting period regarding anti-competitive behavior or violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.  |

### Public Policy and Thought Leadership

American Tower material topic "Public Policy and Thought Leadership" corresponds to the GRI Standard "415: Public Policy." For additional detail, see [Stakeholder Engagement](#), starting on page 10.

|  |  |   |
|--|--|---|
| <b>GRI 103: Management Approach 2016</b> |  |   |
| 103-1                                    | Explanation of the material topic and its boundary | Public policy is relevant to American Tower because regulations can impact many aspects of our business, including real estate purchases and dispositions, taxation, health and safety procedures, and tower siting and construction.   |
| 103-2                                    | Management approach and its component              | The American Tower public affairs teams are responsible for evaluating and engaging on public policy issues of relevance to our business and stakeholders. Through these efforts, the Company demonstrates its thought leadership on these issues and helps contribute to meaningful solutions. |
| 103-3                                    | Evaluation of the management approach              | We regularly assess implemented or potential regulations and determine where it would be prudent to engage with the relevant policymakers to protect our long-term strategy.  |
| <b>GRI 415: Public Policy 2016</b>       |  |   |
| 415-1                                    | Political contributions                            | Under our <a href="#">Code of Conduct</a> , no one may direct or require any employee or director to contribute to any political party, cause, organization or candidate. In addition, American Tower does not have, nor does it plan to have, a Political Action Committee.                    |

### Diversity, Equal Opportunity and Non-discrimination

The American Tower material topic "Diversity, Equal Opportunity and Non-discrimination" corresponds to the GRI Standards "401: Employment," "405: Diversity and Equal Opportunity" and "406: Non-discrimination." For additional detail, see [Our People](#), starting on page 19.

|  |  |  |
|--|--|--|
| <b>GRI 103: Management Approach 2016</b> |  |  |
| 103-1                                    | Explanation of the material topic and its boundary | The Chief Human Resources Officer and the country-level heads of human resources are ultimately responsible for human resources management. They oversee employee training and development, compliance-related issues and diversity and inclusion, and they report to the Chief Administrative Officer and General Counsel of the Company. In early 2021, we hired a Chief Diversity, Equity and Inclusion Officer, reporting directly to our CEO, to lead our diversity, equity and inclusion strategy. |



| 103-2                           | Management approach and its component                 | These issues are primarily managed at the country level, with consideration given to local customs, norms and regulations. See our <a href="#">Equal Employment Opportunity Policy</a> , <a href="#">Equal Employment Opportunity Policy Statement</a> and <a href="#">Diversity Statement</a> for additional detail.   |                    |                   |                    |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|---------------------------------|---|---|--------------------|-------------------|--------------------|---------------|-----------|---------------|--------|-----|----|----|----|-----|------|-------|-----|----|----|----|--------|-----|---|----|----|-----|---------------|-------|-----|-----|-----|-----|------|-------|----|----|-----|-----|--------------|--------------------------|------------|-----------|------------|-----------|--------|--|--------|--------------------|-------------------|--------------------|--------|-------------------|--------|----|----|-----|-----|----|----|------|----|----|-----|-----|----|----|-----------|--------|-----|---|-----|----|----|---|------|-----|---|-----|----|----|---|------|-------------------|--------|-----|----|-----|----|----|---|------|----|----|-----|-------|----|-----|-----------|--------|-----|---|-----|----|----|---|------|----|---|-----|----|----|---|--------|-------------------|--------|-----|---|-----|----|-----|----|------|----|---|-----|----|-----|----|-----------|--------|-----|---|-----|---|-----|---|------|-----|---|-----|---|-----|---|---------------|-------------------|--------|-----|----|-----|-----|----|----|------|-----|-----|-----|-----|-----|-----|-----------|--------|-----|----|----|---|-----|----|------|-----|----|----|---|-----|----|------|-------------------|--------|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|-----|-----------|--------|-----|----|----|---|-----|----|------|-----|----|-----|----|-----|----|
| 103-3                           | Evaluation of the management approach                 | Progress on these issues is monitored regularly through a variety of methods, including employment engagement surveys, benchmarking studies and participation in training and development programs.   |                    |                   |                    |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| <b>GRI 401: Employment 2016</b> |   |   |                    |                   |                    |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| 401-1                           | New employee hires and employee turnover <sup>1</sup> | <table border="1"> <thead> <tr> <th>Region</th> <th>Total employees</th> <th>Turnover</th> <th>Turnover rate</th> <th>New hires</th> <th>New hire rate</th> </tr> </thead> <tbody> <tr> <td>Africa</td> <td>815</td> <td>14</td> <td>2%</td> <td>87</td> <td>11%</td> </tr> <tr> <td>Asia</td> <td>1,528</td> <td>107</td> <td>7%</td> <td>89</td> <td>6%</td> </tr> <tr> <td>Europe</td> <td>152</td> <td>7</td> <td>5%</td> <td>25</td> <td>16%</td> </tr> <tr> <td>Latin America</td> <td>1,278</td> <td>169</td> <td>13%</td> <td>149</td> <td>12%</td> </tr> <tr> <td>U.S.</td> <td>1,733</td> <td>85</td> <td>5%</td> <td>165</td> <td>10%</td> </tr> <tr> <td><b>Total</b></td> <td><b>5,506<sup>1</sup></b></td> <td><b>382</b></td> <td><b>7%</b></td> <td><b>515</b></td> <td><b>9%</b></td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Region</th> <th></th> <th>Gender</th> <th>Under 30 years old</th> <th>30 - 50 years old</th> <th>Above 50 years old</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Africa</td> <td rowspan="2">Current employees</td> <td>Female</td> <td>8%</td> <td>19</td> <td>85%</td> <td>194</td> <td>6%</td> <td>14</td> </tr> <tr> <td>Male</td> <td>5%</td> <td>29</td> <td>87%</td> <td>513</td> <td>8%</td> <td>46</td> </tr> <tr> <td rowspan="2">New hires</td> <td>Female</td> <td>17%</td> <td>4</td> <td>75%</td> <td>18</td> <td>8%</td> <td>2</td> </tr> <tr> <td>Male</td> <td>10%</td> <td>6</td> <td>83%</td> <td>52</td> <td>8%</td> <td>5</td> </tr> <tr> <td rowspan="4">Asia</td> <td rowspan="2">Current employees</td> <td>Female</td> <td>20%</td> <td>24</td> <td>78%</td> <td>92</td> <td>2%</td> <td>2</td> </tr> <tr> <td>Male</td> <td>6%</td> <td>86</td> <td>86%</td> <td>1,218</td> <td>8%</td> <td>106</td> </tr> <tr> <td rowspan="2">New hires</td> <td>Female</td> <td>28%</td> <td>7</td> <td>72%</td> <td>18</td> <td>0%</td> <td>0</td> </tr> <tr> <td>Male</td> <td>5%</td> <td>3</td> <td>94%</td> <td>60</td> <td>2%</td> <td>1</td> </tr> <tr> <td rowspan="4">Europe</td> <td rowspan="2">Current employees</td> <td>Female</td> <td>15%</td> <td>8</td> <td>62%</td> <td>32</td> <td>23%</td> <td>12</td> </tr> <tr> <td>Male</td> <td>9%</td> <td>9</td> <td>60%</td> <td>60</td> <td>31%</td> <td>31</td> </tr> <tr> <td rowspan="2">New hires</td> <td>Female</td> <td>20%</td> <td>2</td> <td>70%</td> <td>7</td> <td>10%</td> <td>1</td> </tr> <tr> <td>Male</td> <td>20%</td> <td>3</td> <td>60%</td> <td>9</td> <td>20%</td> <td>3</td> </tr> <tr> <td rowspan="4">Latin America</td> <td rowspan="2">Current employees</td> <td>Female</td> <td>20%</td> <td>91</td> <td>76%</td> <td>337</td> <td>4%</td> <td>17</td> </tr> <tr> <td>Male</td> <td>14%</td> <td>114</td> <td>74%</td> <td>615</td> <td>12%</td> <td>104</td> </tr> <tr> <td rowspan="2">New hires</td> <td>Female</td> <td>53%</td> <td>28</td> <td>0%</td> <td>0</td> <td>47%</td> <td>25</td> </tr> <tr> <td>Male</td> <td>66%</td> <td>63</td> <td>9%</td> <td>9</td> <td>25%</td> <td>24</td> </tr> <tr> <td rowspan="4">U.S.</td> <td rowspan="2">Current employees</td> <td>Female</td> <td>17%</td> <td>100</td> <td>64%</td> <td>380</td> <td>19%</td> <td>116</td> </tr> <tr> <td>Male</td> <td>16%</td> <td>184</td> <td>62%</td> <td>701</td> <td>22%</td> <td>252</td> </tr> <tr> <td rowspan="2">New hires</td> <td>Female</td> <td>49%</td> <td>29</td> <td>5%</td> <td>3</td> <td>46%</td> <td>27</td> </tr> <tr> <td>Male</td> <td>40%</td> <td>42</td> <td>10%</td> <td>11</td> <td>50%</td> <td>53</td> </tr> </tbody> </table> | Region             | Total employees   | Turnover           | Turnover rate | New hires | New hire rate | Africa | 815 | 14 | 2% | 87 | 11% | Asia | 1,528 | 107 | 7% | 89 | 6% | Europe | 152 | 7 | 5% | 25 | 16% | Latin America | 1,278 | 169 | 13% | 149 | 12% | U.S. | 1,733 | 85 | 5% | 165 | 10% | <b>Total</b> | <b>5,506<sup>1</sup></b> | <b>382</b> | <b>7%</b> | <b>515</b> | <b>9%</b> | Region |  | Gender | Under 30 years old | 30 - 50 years old | Above 50 years old | Africa | Current employees | Female | 8% | 19 | 85% | 194 | 6% | 14 | Male | 5% | 29 | 87% | 513 | 8% | 46 | New hires | Female | 17% | 4 | 75% | 18 | 8% | 2 | Male | 10% | 6 | 83% | 52 | 8% | 5 | Asia | Current employees | Female | 20% | 24 | 78% | 92 | 2% | 2 | Male | 6% | 86 | 86% | 1,218 | 8% | 106 | New hires | Female | 28% | 7 | 72% | 18 | 0% | 0 | Male | 5% | 3 | 94% | 60 | 2% | 1 | Europe | Current employees | Female | 15% | 8 | 62% | 32 | 23% | 12 | Male | 9% | 9 | 60% | 60 | 31% | 31 | New hires | Female | 20% | 2 | 70% | 7 | 10% | 1 | Male | 20% | 3 | 60% | 9 | 20% | 3 | Latin America | Current employees | Female | 20% | 91 | 76% | 337 | 4% | 17 | Male | 14% | 114 | 74% | 615 | 12% | 104 | New hires | Female | 53% | 28 | 0% | 0 | 47% | 25 | Male | 66% | 63 | 9% | 9 | 25% | 24 | U.S. | Current employees | Female | 17% | 100 | 64% | 380 | 19% | 116 | Male | 16% | 184 | 62% | 701 | 22% | 252 | New hires | Female | 49% | 29 | 5% | 3 | 46% | 27 | Male | 40% | 42 | 10% | 11 | 50% | 53 |
| Region                          | Total employees                                       | Turnover  | Turnover rate      | New hires         | New hire rate      |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Africa                          | 815   | 14  | 2%                 | 87                | 11%                |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Asia                            | 1,528   | 107   | 7%                 | 89                | 6%                 |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Europe                          | 152   | 7   | 5%                 | 25                | 16%                |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Latin America                   | 1,278   | 169   | 13%                | 149               | 12%                |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| U.S.                            | 1,733   | 85  | 5%                 | 165               | 10%                |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| <b>Total</b>                    | <b>5,506<sup>1</sup></b>                              | <b>382</b>  | <b>7%</b>          | <b>515</b>        | <b>9%</b>          |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Region                          |   | Gender  | Under 30 years old | 30 - 50 years old | Above 50 years old |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Africa                          | Current employees                                     | Female  | 8%                 | 19                | 85%                | 194           | 6%        | 14            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 5%                 | 29                | 87%                | 513           | 8%        | 46            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 | New hires   | Female  | 17%                | 4                 | 75%                | 18            | 8%        | 2             |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 10%                | 6                 | 83%                | 52            | 8%        | 5             |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Asia                            | Current employees                                     | Female  | 20%                | 24                | 78%                | 92            | 2%        | 2             |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 6%                 | 86                | 86%                | 1,218         | 8%        | 106           |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 | New hires   | Female  | 28%                | 7                 | 72%                | 18            | 0%        | 0             |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 5%                 | 3                 | 94%                | 60            | 2%        | 1             |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Europe                          | Current employees                                     | Female  | 15%                | 8                 | 62%                | 32            | 23%       | 12            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 9%                 | 9                 | 60%                | 60            | 31%       | 31            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 | New hires   | Female  | 20%                | 2                 | 70%                | 7             | 10%       | 1             |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 20%                | 3                 | 60%                | 9             | 20%       | 3             |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| Latin America                   | Current employees                                     | Female  | 20%                | 91                | 76%                | 337           | 4%        | 17            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 14%                | 114               | 74%                | 615           | 12%       | 104           |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 | New hires   | Female  | 53%                | 28                | 0%                 | 0             | 47%       | 25            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 66%                | 63                | 9%                 | 9             | 25%       | 24            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| U.S.                            | Current employees                                     | Female  | 17%                | 100               | 64%                | 380           | 19%       | 116           |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 16%                | 184               | 62%                | 701           | 22%       | 252           |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 | New hires   | Female  | 49%                | 29                | 5%                 | 3             | 46%       | 27            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
|                                 |   | Male  | 40%                | 42                | 10%                | 11            | 50%       | 53            |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |
| 401-3                           | Parental leave  | See <a href="#">Benefits and Wellness</a> , starting on page 24.  |                    |                   |                    |               |           |               |        |     |    |    |    |     |      |       |     |    |    |    |        |     |   |    |    |     |               |       |     |     |     |     |      |       |    |    |     |     |              |                          |            |           |            |           |        |  |        |                    |                   |                    |        |                   |        |    |    |     |     |    |    |      |    |    |     |     |    |    |           |        |     |   |     |    |    |   |      |     |   |     |    |    |   |      |                   |        |     |    |     |    |    |   |      |    |    |     |       |    |     |           |        |     |   |     |    |    |   |      |    |   |     |    |    |   |        |                   |        |     |   |     |    |     |    |      |    |   |     |    |     |    |           |        |     |   |     |   |     |   |      |     |   |     |   |     |   |               |                   |        |     |    |     |     |    |    |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |    |   |     |    |      |                   |        |     |     |     |     |     |     |      |     |     |     |     |     |     |           |        |     |    |    |   |     |    |      |     |    |     |    |     |    |

| GRI 405: Diversity and Equal Opportunity 2016 |  |  |
|---|--|--|
| 405-1   | Diversity of governance bodies and employees             | See <a href="#">Our People</a> , starting on page 19, our <a href="#">People webpage</a> , and our <a href="#">EEO-1 Report</a> .                        |
| GRI 406: Non-discrimination 2016              |  |  |
| 406-1   | Incidents of discrimination and corrective actions taken | In 2020, there were no substantiated incidents related to discrimination that required the attention of senior management and/or the Board of Directors. |

### Training and Education

The American Tower material topic “Training and Education” corresponds to the GRI Standard “404: Training and Education.” For additional detail, see [Training and Development](#), starting on page 20.

| GRI 103: Management Approach 2016    |  |  |
|--------------------------------------|--|--|
| 103-1                                | Explanation of the material topic and its boundary                                   | The Chief Human Resources Officer and the country-level heads of human resources are ultimately responsible for human resources management. They oversee employee training and development, compliance-related issues and diversity and inclusion, and they report to the Chief Administrative Officer and General Counsel of the Company. In early 2021, we hired a Chief Diversity, Equity and Inclusion Officer, reporting directly to our CEO, to lead our diversity, equity and inclusion strategy. |
| 103-2                                | Management approach and its component  | These issues are primarily managed at the country level, with consideration given to local customs, norms and regulations.   |
| 103-3                                | Evaluation of the management approach  | Progress on these issues is monitored regularly through a variety of methods, including employee engagement surveys, benchmarking studies and participation in training and development programs.  |
| GRI 404: Training and Education 2016 |  |  |
| 404-1                                | Average hours of training per year per employee                                      | See <a href="#">Training and Development</a> , starting on page 20.  |
| 404-2                                | Programs for upgrading employee skills and transition assistance programs            | See <a href="#">Training and Development</a> , starting on page 20.  |
| 404-3                                | Percentage of employees receiving regular performance and career development reviews | See <a href="#">Training and Development</a> , starting on page 20.  |

### Occupational Health and Safety

The American Tower material topic “Occupational Health and Safety” corresponds to the GRI Standard “403: Occupational Health and Safety.” For additional detail, see [Health and Safety Management](#), starting on page 28.

| GRI 103: Management Approach 2016 |  |  |
|-----------------------------------|--|--|
| 103-1                             | Explanation of the material topic and its boundary | Employee and contractor health and safety is of critical importance to American Tower. Effective management of the topic ensures we will be an employer of choice and solidifies our reputation with tenants that their equipment will be installed on structurally compliant infrastructure and will not introduce any liabilities to their business as a result of their relationship with American Tower.               |
| 103-2                             | Management approach and its component              | Employee health and safety is managed at the market level and varies by market or region. In the U.S. Tower division, the health and safety teams report to the legal group and the division’s General Counsel. In the Africa, Asia, Europe and Latin America regions, health and safety roles are part of the operations teams. Employees who engage in work on towers are required to undergo specific safety trainings. |
| 103-3                             | Evaluation of the management approach              | We regularly monitor safety reports from the countries and regions, identify any systemic issues requiring corrective actions and implement new policies and procedures where necessary.   |

| 403: Occupational Health and Safety 2018 |   |   |
|--|---|---|
| 403-1                                    | Occupational health and safety management system  | See <a href="#">Health and Safety Management</a> , starting on page 28. |
| 403-5                                    | Worker training on occupational health and safety | See <a href="#">Health and Safety Management</a> , starting on page 28. |
| 403-9                                    | Work-related injuries                             | See <a href="#">Health and Safety Management</a> , starting on page 28. |

## Energy and Emissions

The American Tower material topic “Energy and Emissions” corresponds to the GRI Standards “302: Energy” and “305: Emissions.” For additional detail, see [Environment](#), starting on page 32.

| GRI 103: Management Approach 2016 |  |  |
|-----------------------------------|--|--|
| 103-1                             | Explanation of the material topic and its boundary         | Efficiently managing energy consumption and the associated emissions are good business practices. The Company can increase the resilience of its infrastructure, reduce costs and reduce impacts on the environment by adhering to an environmentally responsible operating model.   |
| 103-2                             | Management approach and its component                      | <p>Responsibility for energy consumption sits with the country-level management teams, who are responsible for monitoring usage, costs associated with energy efficiency and renewable energy projects, as well as maintaining a resilient energy supply regardless of local conditions. The county-level management teams report to our Innovation Council, which is global and managed at the corporate level. The Innovation Council drives our overall energy strategy.</p> <p>American Tower has substantial opportunities to reduce our environmental impact by reducing energy consumption and expanding renewable energy deployment. We have described our management approach in detail in the <a href="#">TCFD Index</a>, starting on page 63.</p> <p>Given the importance of energy management, we have incentivized leadership personnel to achieve targeted reductions. Specifically, one of our Chief Executive Officer’s short-term incentive compensation goals includes the targeted reduction of our scope 1 GHG emissions from generator-related diesel consumption in the Company’s emerging markets. This goal is closely aligned with other individuals in the organization with direct impact on energy management. For example, one of our Chief Technology Officer’s goals is linked to the achievement of this reduction in diesel-powered generators use.</p> |
| 103-3                             | Evaluation of the management approach                      | Energy and emissions are managed regularly by monitoring consumption and costs (recurring and capital expenses) associated with providing energy to our tenants’ equipment.  |
| GRI 302: Energy 2016              |  |  |
| 302-1                             | Energy consumption within the organization                 | See <a href="#">Environment</a> , starting on page 32.   |
| 302-3                             | Energy intensity   | The Company’s per tower average energy intensity was 13.5 MWh per tower in 2020, down from 15.6 MWh per tower in 2019. See <a href="#">Environment</a> , starting on page 32, for more information.  |
| 302-4                             | Reduction of energy consumption                            | See <a href="#">Environment</a> , starting on page 32.   |
| 302-5                             | Reductions in energy requirements of products and services | See <a href="#">Environment</a> , starting on page 32.   |
| GRI 305: Emissions 2016           |  |  |
| 305-1                             | Direct GHG emissions (scope 1)                             | See <a href="#">Environment</a> , starting on page 32.   |
| 305-2                             | Energy-based indirect GHG emissions (scope 2)              | See <a href="#">Environment</a> , starting on page 32.   |
| 305-4                             | GHG emissions intensity                                    | See <a href="#">Environment</a> , starting on page 32.   |
| 305-5                             | Reduction of GHG emissions                                 | See <a href="#">Environment</a> , starting on page 32.   |



### Land Use Management and Biodiversity

The American Tower material topic “Land Use Management and Biodiversity” corresponds to the GRI Standards “303: Water and Effluents,” “304: Biodiversity,” “306: Waste” and “307: Environmental Compliance.” See [Land Stewardship](#), starting on page 38.

| GRI 103: Management Approach 2016      |  |  |
|--|--|--|
| 103-1                                  | Explanation of the material topic and its boundary                       | Being a good steward of the land under our control is important to American Tower, our employees, our tenants and the communities where we operate.  |
| 103-2                                  | Management approach and its component                                    | The American Tower policies for land use management and stewardship are overseen by the regional markets, which are responsible for maintaining oversight of the property portfolio and interacting with the local communities where its properties are located. Further, Ghana, Kenya and India, representing approximately 45% of our global portfolio, have achieved ISO 14001 certification. |
| 103-3                                  | Evaluation of the management approach                                    | We regularly monitor and track regulations pertaining to land management and permitting, as well as other specific metrics related to land conservation and protected species.   |
| GRI 303: Water and Effluents 2018      |  |  |
| 303-3                                  | Water withdrawal   | See <a href="#">Land Stewardship</a> , starting on page 38.  |
| GRI 304: Biodiversity 2016             |  |  |
| 304-2                                  | Significant impacts of activities, products and services on biodiversity | See <a href="#">Land Stewardship</a> , starting on page 38.  |
| GRI 306: Waste 2020                    |  |  |
| 306-3                                  | Waste generated  | See <a href="#">Land Stewardship</a> , starting on page 38.  |
| 306-4                                  | Waste diverted from disposal   | See <a href="#">Land Stewardship</a> , starting on page 38.  |
| GRI 307: Environmental Compliance 2016 |  |  |
| 307-1                                  | Noncompliance with environmental laws and regulations                    | The Company received no significant fines or nonmonetary sanctions for noncompliance with environmental laws and/or regulations.   |

### Corporate Presence in Communities

The American Tower material topic “Corporate Presence in Communities” corresponds to the GRI Standard “413: Local Communities.” See [Society](#), starting on page 42.

| GRI 103: Management Approach 2016 |  |   |
|-----------------------------------|--|---|
| 103-1                             | Explanation of the material topic and its boundary | <p>Our engagement with local communities is driven by our philanthropic programs, including our Digital Communities program, financial contributions from the Foundation, employee volunteering and other social investments. Our work focuses on:</p> <ul style="list-style-type: none"> <li>• Expanding access to education and technology</li> <li>• Supporting communities during COVID-19</li> <li>• Employee volunteerism and giving</li> <li>• Disaster relief and critical infrastructure support</li> <li>• Social justice</li> </ul> <p>For additional detail on how American Tower supports these initiatives, see <a href="#">Society</a>, starting on page 42.</p> |

|  |   |   |
|--|---|---|
| 103-2                                  | Management approach and its component   | Each region, including Corporate, has its own philanthropic budget outside of the Foundation and has the authority to use those funds to support education- and technology-related projects and other causes. Regional initiatives are centered in the markets where the Company operates, and in many markets long-term partnerships have been established with local organizations. |
| 103-3                                  | Evaluation of the management approach   | Decisions regarding funding priorities and levels are made by local management teams.   |
| <b>GRI 413: Local Communities 2016</b> |   |   |
| 413-1                                  | Operations with local community engagement, impact assessments and development programs | See <a href="#">Society</a> , starting on page 42, and <a href="#">Land Stewardship</a> , starting on page 38.  |

### Financial Performance

The American Tower material topic “Financial Performance” corresponds to the GRI Standard “201: Economic Performance.” For additional detail, see [Performance](#), starting on page 13.

|  |  |   |
|--|--|---|
| <b>GRI 103: Management Approach 2016</b>       |  |   |
| 103-1  | Explanation of the material topic and its boundary | Financial performance directly drives shareholder return and creates long-term value for American Tower. These are issues relevant to a wide range of stakeholders, including employees, tenants, suppliers and stockholders.   |
| 103-2  | Management approach and its component              | The members of the American Tower senior leadership team, who report to the Board, are the most senior policymakers in the organization, and they set the tone and business priorities for the Company, including its financial goals and strategies.                               |
| 103-3  | Evaluation of the management approach              | Financial goals are monitored on an ongoing basis by all levels of management in the organization through financial performance goals, quarterly targets and annual revenue and profitability goals. Financial results are released on a quarterly basis through earnings releases. |
| <b>GRI 201: Economic Performance 2016</b>      |  |   |
| 201-1  | Direct economic value generated and distributed    | See <a href="#">2020 Form 10-K Consolidated Statements of Operations</a> .  |
| <b>GRI 203: Indirect Economic Impacts 2016</b> |  |   |
| 203-2  | Significant indirect economic impacts              | See <a href="#">About American Tower</a> , starting on page 3.  |

### Platform Expansion

The American Tower material topic “Platform Expansion” does not correspond directly to a GRI Standard. For additional detail, see [Platform Expansion](#), starting on page 14.

|  |  |   |
|--|--|---|
| <b>GRI 103: Management Approach 2016</b> |  |   |
| 103-1                                    | Explanation of the material topic and its boundary | Platform expansion, innovation and the development of new products, services and business models are central to our long-term success. The topic is most relevant to the Company, its tenants and other members of its value chain.   |
| 103-2                                    | Management approach and its component              | Platform expansion is managed globally at the corporate level by the Chief Technology Officer, who chairs the Company’s Innovation Council. The Council discusses and presents updates on the status of this expansion program in the regions where American Tower operates. The regions organically pursue platform expansion independently to address market-specific needs. The Innovation Council also serves to educate and inform the broader technical and business community within the Company, through workshops and discussions on expansion initiatives. The regions have Vice President-level and above innovation leaders, who manage, source funds for and execute on our platform expansion regionally. |
| 103-3                                    | Evaluation of the management approach              | The senior management team is regularly briefed, and a more formal presentation of initiatives and the innovation roadmap is given annually to the Board of Directors.  |

## Appendix B: TCFD Index

| Governance  |   |   |
|---|---|---|
| Disclose the organization's governance around climate-related risks and opportunities.        |   |   |
| Describe the Board's oversight of climate-related risks and opportunities.                    | <p>We believe sustainability needs a direct line to the boardroom, and as such, our Board, through its Nominating and Corporate Governance Committee, has the ultimate responsibility for overseeing our Environmental, Social and Governance (ESG) programs and corporate responsibility policies. Our Chief Sustainability Officer, who has overall responsibility for the Company's sustainability efforts, provides periodic updates on initiatives and progress toward goals.</p> <p>Climate-related risks are overseen by our Board through our annual enterprise risk assessment. As part of the assessment, the Board evaluates the Company's ability to manage and mitigate identified risks. Potential risks are identified through quarterly reviews of the strategic, regulatory, operational, financial and emerging risks in each of our markets.</p> <p>Climate-related opportunities are reviewed by the Board through quarterly summaries prepared by our Chief Technology Officer, who leads our Innovation Council. Our Innovation Council includes executive-level representation from all markets and meets on a quarterly basis. The Council is charged with extending our core tower platform via four workstreams, including sustainability and energy.</p>                                   | For additional detail, see <a href="#">Corporate Governance</a> , starting on page 15, and <a href="#">Environment</a> , starting on page 32. |
| Describe management's role in assessing and managing climate-related risks and opportunities. | <p>Efforts to address sustainability within our operations are led by our Chief Sustainability Officer.</p> <p>In addition to the annual enterprise risk assessment described above, our sustainability team completed a TCFD-aligned, climate-related risk and opportunities assessment (CR Assessment) in 2019 to better understand the potential impact of relevant climate-related risks and opportunities. This assessment was completed with engagement from all regions to ensure proper understanding of the local risks and relative impacts. Risks and opportunities were evaluated for likelihood and impact, should the risk or opportunity occur. Top climate-related risks are considered, and when applicable, integrated into the annual enterprise risk assessment, which is ultimately presented to the Board, informing climate-related strategy setting.</p> <p>Initiatives, such as energy efficiency improvements and renewable energy deployments, are implemented by our operations and technology teams at the local level.</p> <p>In early 2021, our Global Sustainability Committee (GSC) was formed to develop our sustainability strategy and facilitate cross-market knowledge sharing. The GSC includes leadership representation from all regions and meets on a quarterly basis.</p> | For additional detail, see <a href="#">Corporate Governance</a> , starting on page 15, and <a href="#">Environment</a> , starting on page 32. |

## Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy and financial planning, where such information is material.

Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term; the impact of climate-related risks and opportunities on the organization's business, strategy and financial planning; and the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

As detailed above, we completed a CR Assessment to assess the potential impact of a variety of climate-related risks and opportunities to our global operations and strategy, over a 20-year time horizon. The results indicated that opportunities presented to American Tower by climate change outweigh the potential risks. Given the rapid and broad transitions needed to achieve the Paris Agreement goals, American Tower has substantial opportunities to reduce the impact of our own operations, as well as the impact of our tenants. We continue to invest in areas that align with our *Stand and Deliver* strategy. Notably, we have invested approximately \$160 million in energy efficiency improvements and renewable energy projects, which greatly reduce our environmental impact and position us as an industry leader. Additionally, lessening the environmental impact of the energy we provide as a service will maintain our status as a premier partner for our tenants, who have also committed to aggressive energy-reduction goals. We continuously seek new opportunities to further reduce our impact and improve our service offerings.

The impact rating of identified risks was lower than opportunities, likely because our business is not resource intensive and is geographically diversified. As such, we have not identified any transitional or physical risks that would have a material impact on our business. We completed quantitative assessments of several risks, including extreme weather and carbon regulation. Specifically, we investigated the potential impact of natural disasters (e.g., hurricanes, ice, windstorms, tornadoes, floods and wildfires) on our infrastructure assets. Over the past five years, the resulting damage from extreme weather events is estimated at less than \$3 million per annum globally, reduced further to less than \$1 million per annum after insurance payouts, and on average affects less than 30 sites annually across our portfolio of approximately 186,000 sites. When measured against our Company-wide total net property and equipment of \$12.8 billion, this represents less than a tenth of one percent of our total tower, equipment and other related property value. As such, the impact of extreme weather events to our business is expected to be minimal. Additionally, we investigated the impact of potential emissions regulations. We also deemed the potential impact of this risk to be relatively low, as power- and fuel-related costs, and any related increases, are contractually passed through to and paid by our tenants as the ultimate energy user.

The opportunities presented by climate change are substantial and therefore impact our business strategy and financial planning. Our current and long-term strategies, including our *Stand and Deliver* strategy, seek to capitalize on climate-related opportunities and are largely resilient to climate-related risks, in both business-as-usual and 2°C or lower scenarios. The Company does not foresee a reasonable likelihood of reduced demand for mobile services and the related infrastructure in the near or long term.

For additional detail, see [Corporate Governance](#), starting on page 15, and [Environment](#), starting on page 32.



| <b>Risk Management</b>   |   |   |
|--|---|---|
| Disclose how the organization identifies, assesses and manages climate-related risks.  |   |   |
| Describe the organization's processes for identifying and assessing climate-related risks.   | <p>As described in the Governance and Strategy sections of this index, the Company identifies and assesses climate-related risks via two workstreams: (1) the annual enterprise risk assessment and (2) the biannual TCFD-aligned CR Assessment. Climate-related opportunities are identified and assessed via two workstreams: (1) the biannual TCFD-aligned CR Assessment and (2) the Innovation Council quarterly meetings. Consistent with other strategic activities, climate-related risks and opportunities are evaluated in the context of Company goals and objectives.</p> <p><b>Climate-related risks</b></p> <p>As part of the annual enterprise risk assessment, senior leadership evaluates risks in terms of likelihood, impact and control effectiveness. New and emerging risks, as well as legacy profile risks, are included within this exercise. In 2020, sustainability-related risks were included within this assessment, including climate-related risks, though they were not assessed as a top-tier risk. Results of this exercise were reported to the Board. The TCFD-aligned CR Assessment was completed to supplement the annual enterprise risk assessment. The assessment included transition and physical risks, as well as opportunities in accordance with the TCFD taxonomy. Conducting the TCFD-aligned CR Assessment allowed for a deeper analysis of climate-related risks and opportunities. This assessment engaged personnel from all regions and various departments via survey. Participants were asked to rate the presented risks and opportunities on likelihood and impact, over a 20-year time horizon. Results were aggregated and refined into a matrix. The results of the CR Assessment help inform our sustainability strategy.</p> <p><b>Climate-related opportunities</b></p> <p>In addition to the TCFD-aligned CR Assessment, opportunities are identified and assessed through our Innovation Council, which focuses on four strategic business development segments, including sustainability and energy. The Council investigates and implements energy efficiency and renewable energy projects that reduce our footprint, as well as those of our tenants. Meeting quarterly, the Council regularly assesses climate-related opportunities.</p> <p>Through the processes described above, as well as other engagement mechanisms (e.g., functional risk workshops, targeted exercises), American Tower seeks to identify and assess new or emerging risks to achieving our established goals and objectives. When merited, new risks are added to our existing risk profile and regularly subjected to our rigorous risk management practices, including consistent ratings methodology and scales.</p> | For additional detail, see <a href="#">Corporate Governance</a> , starting on page 15, and <a href="#">Environment</a> , starting on page 32. |
| Describe the organization's processes for managing climate-related risks.  | <p>As detailed above, the American Tower process for managing climate-related risks is integrated into our process for managing other enterprise risks. It is supplemented with the TCFD-aligned CR Assessment, which allows the Company to identify climate-related risks that may not meet the financial materiality threshold required by our enterprise risk assessment processes. Combined, these processes prioritize climate-related risks for management and help determine the required level of mitigation.</p> <p>Additionally, as part of these processes, the mitigation measures related to the identified risks are also assessed for effectiveness. If a risk is above our Company's risk tolerance, additional remediation steps are determined and taken. These risks and related actions are then monitored and periodically updated.</p>  | For additional detail, see <a href="#">Corporate Governance</a> , starting on page 15, and <a href="#">Environment</a> , starting on page 32. |
| Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management. | As noted above, identification, assessment and management of climate-related risks are fully integrated into the Company's established enterprise risk management framework.  | For additional detail, see <a href="#">Corporate Governance</a> , starting on page 15, and <a href="#">Environment</a> , starting on page 32. |

| Metrics and Targets  |   |   |
|--|---|---|
| Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities, where such information is material.       |   |   |
| Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. | As noted above, climate change presents greater opportunities than risks for American Tower. We believe our greatest climate-related opportunity is to reduce our GHG footprint and help our tenants do the same. As such, American Tower performs detailed measurements and tracking of energy consumption and the associated emissions. This data allows the Company to calculate climate-related metrics, such as reduction in fossil fuel use over time, regional tower intensity and global energy consumption. See <a href="#">Environment</a> , starting on page 32, for a complete inventory of disclosed metrics.  | For additional detail, see <a href="#">Environment</a> , starting on page 32. |
| Disclose scope 1, scope 2, and if appropriate, scope 3 Greenhouse Gas (GHG) emissions, and the related risks.  | Scope 1 and 2 GHG emissions are disclosed in the <a href="#">Environment</a> section within this report. Scope 3 emissions are disclosed in <a href="#">Annex 1: Energy and Emissions Data</a> on page 72.<br>Discussion of the related risks are described within the preceding three sections of this index.  | For additional detail, see <a href="#">Environment</a> , starting on page 32. |
| Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.                       | Our ambitious targets allow us to demonstrate that we are committed to reducing American Tower's environmental impact and limiting our exposure to climate-related risks. In 2017, we made a commitment to reduce our scope 1 GHG emissions related to diesel consumption in Africa and Asia by more than 60% by 2027, or 140 million liters of diesel annually. While this diesel fuel consumption goal is focused on the Africa and India regions, it is also considered a Company-wide goal, as these markets cover nearly all of the Company's scope 1 emissions, which is approximately 95% of our overall operational scope 1 and 2 footprint. Additionally, we have set a goal to drive our uptake of renewable energy by tripling our solar sites to 15,000, with 100 MW capacity by 2025.<br>See <a href="#">Environment</a> , starting on page 32, for updates on progress against these targets. | For additional detail, see <a href="#">Environment</a> , starting on page 32. |

## Appendix C1: SASB Index - Real Estate

| Topic             | Real Estate Accounting Metric   | Category                | Disclosure  | Unit of Measure                    | Code         |
|-------------------|---|-------------------------|---|------------------------------------|--------------|
| Energy Management | Energy consumption data coverage as a percentage of total floor area, by property subsector   | Quantitative            | Floor area is not relevant to our tower leasing model; however, American Tower reports on 100% of its energy consumption data in accordance with the GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).<br><br>Additional details are reported within <a href="#">Environment</a> , starting on page 32.<br><br>Note: the Company launched operations in Canada and Australia through the InSite Wireless Group, LLC acquisition, which closed on December 24, 2020. This acquisition would have an immaterial impact to the 2020 total reported figure(s).   | Percentage (%) by floor area       | IF-RE-130a.1 |
|                   | (1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property subsector | Quantitative            | (1) 8,848,879 GJ<br>(2) 3% grid electricity<br>(3) Of the 3% of our consumed grid electricity, an estimated 25% is from renewable sources. This estimate is based on IEA data of renewable energy generation in countries where the Company operates.   | Gigajoules (GJ),<br>Percentage (%) | IF-RE-130a.2 |
|                   | Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector                              | Quantitative            | Like-for-like 2019 versus 2020 change in energy consumption for 100% of asset portfolio is an 8% decrease. Additional details are reported within <a href="#">Environment</a> , starting on page 32.  | Percentage (%)                     | IF-RE-130a.3 |
|                   | Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector                           | Quantitative            | Energy ratings and ENERGY STAR certification are not applicable to our communications sites.  | Percentage (%) by floor area       | IF-RE-130a.4 |
|                   | Description of how building energy management considerations are integrated into property investment analysis and operational strategy              | Discussion and Analysis | As detailed within <a href="#">Environment</a> , starting on page 32, efficient energy management and energy consumption reductions are integral components of our operational strategy. In 2017, we made a commitment to reduce our scope 1 GHG emissions related to diesel consumption in Africa and Asia by more than 60% by 2027, or 140 million liters of diesel annually. While this diesel fuel consumption goal is focused on the Africa and India regions, it is also considered a Company-wide goal, as these markets cover nearly all of the Company's scope 1 emissions, which is approximately 95% of our overall operational scope 1 and 2 footprint. This goal helps prioritize energy strategy (e.g., renewable energy deployment) in targeted markets. | n/a                                | IF-RE-130a.5 |

|   |   |                         |   |  |              |
|---|---|-------------------------|---|--|--------------|
| Water Management                            | Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with high or extremely high baseline water stress, by property subsector     | Quantitative            | (1) Floor area is not relevant to our tower leasing model; however, American Tower reports water consumption for 100% of our operations.<br><br>(2) Floor area is not relevant to our tower leasing model; however, American Tower reports water consumption for 100% of our operations in regions with high or extremely high baseline stress.<br><br>Note: the Company launched operations in Canada and Australia through the InSite Wireless Group, LLC acquisition, which closed on December 24, 2020. Energy and water use related to this acquisition would not have a material impact on the 2020 total reported figure(s). | Percentage (%) by floor area                                 | IF-RE-140a.1 |
|   | (1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector             | Quantitative            | (1) In 2020, we withdrew an estimated 45,000 m3 of water.<br><br>(2) Using the World Resources Institute's Water Stress by Country, approximately 20% of our total water withdrawal is in regions with High or Extremely High Baseline Water Stress.  | Thousand cubic meters (m3), Percentage (%)                   | IF-RE-140a.2 |
|   | Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector   | Quantitative            | Like-for-like 2019 versus 2020 change in water withdrawn for 100% of our operations is a 10.3% decrease.  | Percentage (%)   | IF-RE-140a.3 |
|   | Description of water management risks and discussion of strategies and practices to mitigate those risks  | Discussion and Analysis | Due to the nature of our business, water usage is not a material part of our operations. Due to the low reliance on water for business operations, the Company does not view it as a high risk; and therefore, it has not developed strategies and practices to mitigate that business risk. However, American Tower does recognize that water is an essential shared resource and promotes water conservation efforts in our offices. To engage employees in these efforts, we have internal campaigns to educate and increase awareness about water conservation.   | n/a  | IF-RE-140a.4 |
| Management of Tenant Sustainability Impacts | (1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property subsector | Quantitative            | (1) Not applicable.<br><br>(2) Not applicable.  | Percentage (%) by floor area, Square feet (ft <sup>2</sup> ) | IF-RE-410a.1 |
|   | Percentage of tenants that are separately metered or sub-metered for (1) grid electricity consumption and (2) water withdrawals, by property subsector                            | Quantitative            | (1) An estimated 26% of tenants are separately metered, and the majority of remaining sites are either sub-metered or the Company has mechanisms in place to pass through the tenants' energy usage per agreed upon contractual terms.<br><br>(2) Separately metered water withdrawals are not tracked, as our communications sites require minimal water usage and it is therefore not a material metric.  | Percentage (%) by floor area                                 | IF-RE-410a.2 |
|   | Discussion of approach to measuring, incentivizing and improving sustainability impacts of tenants  | Discussion and Analysis | For communications sites where we have operational control of the energy, we typically try to renegotiate the energy pass-through terms with our tenants to swap direct pass-through costs with fixed energy pricing. This enables us to make energy-efficiency capital investments at the site, which helps achieve our energy targets, as well as helps our tenants achieve their energy targets. See <a href="#">Environment</a> , starting on page 32, for additional information around these programs.  | n/a  | IF-RE-410a.3 |



|                           |   |                         |  |                                |              |
|---------------------------|---|-------------------------|--|--------------------------------|--------------|
| Climate Change Adaptation | Area of properties located in 100-year flood zones, by property subsector   | Quantitative            | Due to the need for communications sites to be located in areas of relatively higher elevation to facilitate radio wave propagation, it is estimated that only a small percentage of sites are located in 100-year flood zones. As this is not a material risk to the Company, this metric is not formally tracked. See the <a href="#">TCFD Index</a> , starting on page 63, for more information on climate-related risks. | Square feet (ft <sup>2</sup> ) | IF-RE-450a.1 |
|                           | Description of climate change risk exposure analysis, degree of systematic portfolio exposure and strategies for mitigating risks | Discussion and Analysis | See the <a href="#">TCFD Index</a> , starting on page 63.  | n/a                            | IF-RE-450a.2 |

| Real Estate Activity Metric                                    | Category     | Disclosure   | Unit of Measure                | Code        |
|--|--------------|--|--------------------------------|-------------|
| Number of assets, by property subsector                        | Quantitative | As of December 31, 2020, we owned and operated a portfolio of 185,641 communications sites. In addition, we own property interests that we lease to communications service providers and third-party tower operators. See <a href="#">2020 Form 10-K</a> Item 1, Item 7. | Number                         | IF-RE-000.A |
| Leasable floor area, by property subsector                     | Quantitative | While relevant to many real estate companies, leasable floor area is not relevant to American Tower. We lease space on our towers, often measured in terms of height (e.g., from 50' to 62') to tenants.   | Square feet (ft <sup>2</sup> ) | IF-RE-000.B |
| Percentage of indirectly managed assets, by property subsector | Quantitative | Our tenants have the authority to install and manage their equipment within the portion of the tower they are leasing. However, American Tower retains authority over operational and environmental policies at all sites.   | Percentage (%) by floor area   | IF-RE-000.C |
| Average occupancy rate, by property subsector                  | Quantitative | The average number of physical tenants per tower on a global basis was approximately 1.6, as of December 31, 2020. This metric is tracked in absolute terms as opposed to percentage.  | Percentage (%)                 | IF-RE-000.D |

## Appendix C2: SASB Index - Telecommunication Services

| Topic   | Telecommunication Services SASB Metric   | Category                | Disclosure   | Unit of Measure                              | Code         |
|---|--|-------------------------|--|--|--------------|
| Environmental Footprint of Operations               | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable   | Quantitative            | (1) 8,848,879 GJ<br>(2) 3% grid electricity<br>(3) Of the 3% of our consumed grid electricity, an estimated 25% is from renewable sources. This estimate is based on IEA data of renewable energy generation in countries where the Company operates.  | Gigajoules (GJ), Percentage (%)              | TC-TL-130a.1 |
| Data Privacy  | Description of policies and practices relating to behavioral advertising and customer privacy  | Discussion and Analysis | As a provider of communications infrastructure, behavioral advertising and the related customer privacy is not applicable to our business.   | n/a  | TC-TL-220a.1 |
|   | Number of customers whose information is used for secondary purposes   | Quantitative            | As a provider of communications infrastructure, we do not have access to customer data; and therefore, do not use it for secondary purposes.   | Number                                       | TC-TL-220a.2 |
|   | Total amount of monetary losses as a result of legal proceedings associated with customer privacy  | Quantitative            | We incurred \$0 in monetary losses as a result of legal proceedings associated with customer privacy.  | Reporting currency                           | TC-TL-220a.3 |
|   | (1) Number of law enforcement requests for customer information, (2) number of customers whose information was requested, (3) percentage resulting in disclosure | Quantitative            | (1) Zero<br>(2) Zero<br>(3) Not applicable.  | Number, Percentage (%)                       | TC-TL-220a.4 |
| Data Security                                       | (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected                                | Quantitative            | (1) There were no material breaches that warranted Board attention.<br>(2) See (1) above.<br>(3) See (1) above.  | Number, Percentage (%)                       | TC-TL-230a.1 |
|   | Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards                                  | Discussion and Analysis | See <a href="#">Information Technology and Cybersecurity</a> on page 18.   | n/a  | TC-TL-230a.2 |
| Product End-of- life Management                     | (1) Materials recovered through take back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled                     | Quantitative            | The Company does not sell products; and therefore, does not have a takeback program. However, the Company does have recycling and/or recovery programs for batteries, oil, steel and other related materials at our communications sites. See <a href="#">Environment</a> , starting on page 32, for additional information. | Metric tons (t), Percentage (%)              | TC-TL-440a.1 |
| Competitive Behavior & Open Internet                | Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations   | Quantitative            | None   | Reporting currency                           | TC-TL-520a.1 |
|   | Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content  | Quantitative            | As a provider of communications infrastructure, this metric is not applicable to our service offerings.  | Megabits per second (Mbps)                   | TC-TL-520a.2 |
|   | Description of risks and opportunities associated with net neutrality, paid peering, zero rating and related practices   | Discussion and Analysis | As a provider of communications infrastructure, these concepts are not applicable to our service offerings.  | n/a  | TC-TL-520a.3 |
| Managing Systemic Risks from Technology Disruptions | (1) System average interruption frequency and (2) customer average interruption duration   | Quantitative            | In limited situations, we do provide connectivity service; however, this service equates to less than one percent of our total revenue; and is therefore, not applicable.  | Disruptions per customer, Hours per customer | TC-TL-550a.1 |

|                        |   |                         |  |     |              |
|------------------------|---|-------------------------|--|-----|--------------|
| Technology Disruptions | Discussion of systems to provide unimpeded service during service interruptions | Discussion and Analysis | As a provider of communications infrastructure, we work to ensure uninterrupted energy supply to our tenants' equipment, which ultimately helps reduce service interruptions for their customers. We deploy alternative power sources at many sites. Backup power source type and strength are determined by specific site requirements and vary greatly across our portfolio. | n/a | TC-TL-550a.2 |
|------------------------|---|-------------------------|--|-----|--------------|

| Activity Metric                 | Category     | Disclosure  | Unit of Measure | Code        |
|---------------------------------|--------------|---|-----------------|-------------|
| Number of wireless subscribers  | Quantitative | American Tower infrastructure supports mobile network operators, but the Company does not have any direct wireless subscribers. | Number          | TC-TL-000.A |
| Number of wireline subscribers  | Quantitative | American Tower infrastructure supports mobile network operators, but the Company does not have any direct wireline subscribers. | Number          | TC-TL-000.B |
| Number of broadband subscribers | Quantitative | Metric is not material to American Tower revenue.   | Number          | TC-TL-000.C |
| Network traffic                 | Quantitative | Metric is not material to American Tower revenue.   | Petabytes       | TC-TL-000.D |

## Annex 1: Energy and Emissions Data

| Energy Consumption by Source (MWh)                             |            |                  |                  |                  |
|--|------------|------------------|------------------|------------------|
| Performance indicator  | Unit       | 2018             | 2019             | 2020             |
| Building heating (natural gas, heating oil)                    | MWh        | 41               | 55               | 384              |
| Tower generators (diesel, gasoline and propane)                | MWh        | 2,851,817        | 2,554,034        | 2,356,172        |
| Vehicles (diesel, gasoline)                                    | MWh        | 19,049           | 20,342           | 20,414           |
| <b>Total scope 1 energy (direct)</b>                           | <b>MWh</b> | <b>2,870,907</b> | <b>2,574,431</b> | <b>2,376,970</b> |
| Operations electricity <sup>1</sup>                            | MWh        | 76,811           | 75,418           | 57,017           |
| Office electricity   | MWh        | 13,364           | 11,797           | 24,036           |
| <b>Total scope 2 energy (indirect)</b>                         | <b>MWh</b> | <b>90,175</b>    | <b>87,215</b>    | <b>81,052</b>    |
| <b>Total scope 1 and 2 energy (direct and indirect)</b>        | <b>MWh</b> | <b>2,961,082</b> | <b>2,661,646</b> | <b>2,458,022</b> |
| <b>Total scope 3 energy (indirect value chain)<sup>2</sup></b> | <b>MWh</b> | <b>-</b>         | <b>6,675,719</b> | <b>6,998,656</b> |

| GHG Emissions by Source (MTCO <sub>2</sub> e)                     |                          |                |                  |                  |
|---|--------------------------|----------------|------------------|------------------|
| Performance indicator   | Unit                     | 2018           | 2019             | 2020             |
| Building heating (natural gas, heating oil)                       | MTCO <sub>2</sub> e      | 30             | 40               | 78               |
| Tower generators (diesel, gasoline and propane)                   | MTCO <sub>2</sub> e      | 717,739        | 641,408          | 591,870          |
| Vehicles (diesel, gasoline)                                       | MTCO <sub>2</sub> e      | 4,776          | 5,103            | 5,022            |
| Fugitive <sup>3</sup>   | MTCO <sub>2</sub> e      | -              | -                | -                |
| <b>Total scope 1 emissions (direct)</b>                           | <b>MTCO<sub>2</sub>e</b> | <b>722,546</b> | <b>646,551</b>   | <b>596,969</b>   |
| Operations electricity <sup>1</sup>                               | MTCO <sub>2</sub> e      | 27,399         | 3,255            | 20,993           |
| Office electricity  | MTCO <sub>2</sub> e      | 6,037          | 3,482            | 9,743            |
| <b>Total scope 2 emissions (indirect)</b>                         | <b>MTCO<sub>2</sub>e</b> | <b>33,436</b>  | <b>6,736</b>     | <b>30,736</b>    |
| <b>Total scope 1 and 2 emissions (direct and indirect)</b>        | <b>MTCO<sub>2</sub>e</b> | <b>755,982</b> | <b>653,288</b>   | <b>627,706</b>   |
| <b>Total scope 3 emissions (indirect value chain)<sup>2</sup></b> | <b>MTCO<sub>2</sub>e</b> | <b>-</b>       | <b>3,416,686</b> | <b>3,581,967</b> |

1. Operations electricity includes electricity used by Company equipment at tower, rooftop, distributed antenna system and data center locations and by our fiber business segment.

2. Company underwent an initial scope 3 screening for the 2019 reporting year and updated the screening for certain significant items, which made up approximately 74% of the Company's scope 3 footprint, to develop the 2020 estimate. Initial 2019 footprint was estimated using actuals where possible, for example, in cases where the Company had direct access to spend or tenant energy usage, or estimates where information was not available.

3. In our efforts to inventory potential fugitive emissions from refrigerants, we found that a majority of our refrigerant use was in our scope 3 footprint, and that a majority of those refrigerants did not contain hydrofluorocarbons (HFCs). For these reasons, the Company believes that fugitive HFC emissions from leaked refrigerants are immaterial, and we are excluding them from our GHG footprint. However, we acknowledge refrigerant use as an area to monitor and further improve data collection for, and we will include these emissions in the future, should they become material.





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