Our Focus on Corporate Responsibility

At American Tower, our commitment to responsible corporate citizenship is woven into all aspects of our global culture:

- Our **Vision and Mission** focus on continuing to grow our business while also taking a leadership role in the mobile internet industry in a way that contributes to the public good.

- Our **Core Principles** guide us to take action and help develop solutions that bring value not only to our business but also to the communities where we live and work.

- Our **four strategic pillars of corporate responsibility**—ethics, environment, people and philanthropy—inform the sustainable actions we take and help us ensure we are making a positive impact.

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**Our Mission**

1. Lead wireless connectivity around the globe.
2. Innovate for a mobile future.
3. Drive efficiency throughout the industry.
4. Grow our assets and capabilities to meet customer needs.

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American Tower’s corporate responsibility actions support our belief that being a good corporate citizen is a key driver of our success and remind us of the important role private enterprise can and should play to make a difference in our communities, both locally and globally.
ethics

Our success depends on doing business the right way—with integrity and transparency.

Everything we do at American Tower—from how we treat each other, to the way we build relationships with our tenants, to the way we interact with vendors and our communities—is underpinned by our commitment to doing business ethically and with integrity. This global culture, guided by our Code of Ethics and Business Conduct Policy, extends from our Board of Directors and Executive team to each employee in the organization.

Corporate Governance

Our Focus: Good corporate governance starts with quality leadership provided by the Board of Directors and Executive team. We believe sound corporate governance practices lead to the creation of value for our shareholders in the long-term. Our Board of Directors is composed of leaders who have held key roles with companies in the wireless, REIT and technology sectors and in international operations. This range of skills is a key focus of our Nominating and Corporate Governance Committee, which ensures the composition of the Board continues to match the Company’s long-term vision and strategic objectives. The Board’s diversity and independence foster a wide range of thought, resulting in a broader perspective that is critical to the Company’s success.
In 2016, in response to shareholder feedback and a review of current market trends and practices, we amended our bylaws to give our shareholders an even greater voice in director elections through proxy access. In addition, over the past few years, our Board has conducted extensive outreach efforts to learn about the governance matters that are important to our shareholders. As part of that effort, we redesigned our executive compensation program to further align our compensation philosophy with both short- and long-term Company performance. Establishing and maintaining a best-in-class governance and compensation environment continues to be a top priority for our Board.

**Employee Training:**
**The Foundation of our Culture of Ethics**

**Our Focus:** Maintaining a global culture of ethics and integrity begins with our comprehensive employee development programs. All new employees complete a number of ethics and compliance-related courses, including a case-based classroom course called *Excellence through Ethics*. We also provide in-person training and courses to educate our regional teams on our Company policies, including our Foreign Corrupt Practices Act and Code of Ethics and Business Conduct Policy. This training reflects the importance management places on doing business the right way throughout our served markets. Further, employees are always encouraged to “raise their hands” and speak up if they see or hear something that doesn’t seem right. This can be done by contacting the Ethics Committee, reporting a violation to their managers or Human Resources team or submitting a confidential report through a third-party compliance vendor. These programs continually reinforce that ethics and integrity are the cornerstone of our Company culture.

We hold our vendors to high ethics and compliance standards. Our teams across the globe work to ensure our vendor selection processes are rigorous and transparent, and our procurement policies meet or exceed applicable regulations.
Environmental sustainability is a foundational element of American Tower’s infrastructure sharing business model. By colocating multiple tenants on a single structure, we are fundamentally reducing the environmental footprint of today’s modern wireless networks. While our towers consume relatively little energy and produce minimal waste, we actively seek to further reduce American Tower’s environmental impact and support our communities, our industry and our planet.

Energy Management

Our Focus: Our teams in Africa and India are at the forefront of developing power solutions that not only preserve the industry-leading site uptimes our tenants have come to expect, but also reduce American Tower’s and mobile network operators’ reliance on fossil fuels. For example, in recent years in our emerging markets, we have installed advanced batteries at select sites without grid power with the ultimate goal of displacing diesel generators while maintaining connectivity.

UGANDA AND NIGERIA

Since 2014, our Uganda team has been working on a project to reduce generator hours from 115,000 hours per week to less than 80,000 hours per week. In 2016, we achieved this goal, despite increased demand from additional sites and colocations. At the same time, we increased our generator lifespan from an average of 20,000 hours per unit in 2014 to an average of 28,000 hours per unit today. As a result, we have effectively doubled the average life of our generator, thereby materially reducing their environmental impact. Our Nigeria team has employed these methods as well, extending average generator lifespans by more than 30% from 18,000 hours to 24,500 hours across 4,700 deployed generators.
GHANA
In Ghana, American Tower deploys hybrid power solutions at a number of sites (battery systems that charge as generators are running), which reduces the amount of diesel needed to power the sites and helps move away from exclusive reliance on diesel. This shareable DC backup power solution allows network operators to minimize their investments in power equipment and increases efficiencies, thereby reducing the overall carbon footprint of tower sites. Our Ghana team has also implemented a battery recycling program to help reduce pollution and conserve natural resources.

INDIA
In 2016, our India team reduced diesel consumption by nearly 9% per site per month as compared to 2015 by:

- Continuing to pioneer alternative power solutions, including more than 3MW of installed solar capacity
- Deploying 17,000+ Free Cooling Units (FCUs) to date, which reduced the need for air conditioning within telecom equipment rooms; the team is also working on a zero-power cooling solution for equipment shelters using ambient wind flow
- Deploying 300,000 amp-hours of quick recharge storage batteries
- Integrating fuel optimization policies and practices into daily operations

As part of our commitment to encouraging sustainability throughout our business, we recently completed a detailed needs analysis of our U.S. field vehicles and have begun to replace the fleet with smaller, more energy-efficient vehicles.
Compliance and Our Environmental Responsibility

Our Focus: At American Tower, we treat the environmental compliance process as an integral component of responsible tower siting and maintenance.

In the U.S., we have a dedicated team of employees with educational and operational expertise that revolves around all elements of environmental design, operations and sustainability. This team has been trained in the most stringent federal environmental requirements and works daily with regulators to facilitate our full compliance.

Another important aspect of sustainable design is active involvement in the communities where we operate. Through public notices and community meetings, we are able to provide a forum for interested parties to understand, evaluate and comment on build plans in their communities. These meetings are a valuable source for community education and discussion of any environmental questions, and we are committed to being as responsive as possible to community members through a variety of channels.

U.S. Bird Watch Program

- Comprehensive protection of endangered species nesting on our towers
- Well-established method for identifying and tracking bird nest sites
- Nearly 2,600 protected bird sites currently on our towers
- Over 4,500 bird site work advisories issued in 2016
- 150 wildlife biologist visits to nest sites in the past year to verify species and nest activity status
American Tower’s success can be attributed to our people, whom we view as our greatest asset. As we continued to expand in 2016, a major priority was ensuring our culture of respect and inclusion, empowerment through continuous professional development and above all, safety as a shared responsibility, remained strong in all of our markets.

**Diversity and Inclusion**

**Our Focus:** From engineers, site managers and field operations technicians to sales representatives, accountants and analysts, American Tower employs a diverse and talented cross section of the industry’s top business, technical and field professionals. Our employee base grew in 2016 to over 4,500 team members in 14 countries on five continents. Across the globe, American Tower is committed to ensuring that all employees are treated with respect and have equal access to professional development opportunities.

**Our Diversity Statement**

We believe that what makes us different also makes us stronger. Our philosophy of inclusion guides us in how we interact with each other, how we hire and manage our people and how we serve our customers. To ensure our workplace is free from discrimination and intolerance, we must leverage the diverse talent and skill of our team members, provide equal access to growth and advancement and treat each other with respect.
Professional Development

Our Focus: American Tower invests in a number of tools and resources to help employees with their career goals, including web-based courses in our online Development Center and in-classroom training. In 2016, for example, our team members completed nearly 45,000 hours of training and development. In addition, employees work with their managers on professional growth through an annual performance review and less formal performance conversations throughout the year.

Our teams have also developed market-specific training programs. In Brazil, the team introduced three new programs: Trilhas do Conhecimento (Knowledge Paths), aimed at developing skills related to people management and leadership; a graduate trainee program, which brings recent graduates to the Company to work in different areas; and a job rotation program to provide unique opportunities and challenges to existing employees. Meanwhile, in Colombia, the team participated in an extensive training program focused on improving communication, leadership skills, innovation and development.
Health and Safety

Our Focus: The health and safety of our employees, business partners and communities continue to be a top priority for American Tower. Our commitment to safety and comprehensive training programs for employees is reflected in our low rate of recordable injuries in the U.S., which decreased from 0.64 per 100 employees in 2015 to 0.55 per 100 employees in 2016. This compares favorably with the Bureau of Labor Statistics rates of 3.3 per 100 employees for all industries and 2.2 per 100 employees for the telecommunications industry.

In our international markets, our teams are also demonstrating their continuous focus on safety. ATC Ghana’s comprehensive environmental health and safety management system, for example, conforms to both OHSAS 18001:2007 and ISO 14001:2015 standards. Currently, we employ five internal auditors to ensure the system is compliant with those international safety standards. Field operations supervisors receive training in working at height, rescue and first aid, and Company drivers receive driver management science training, which is much broader than typical defensive driving training. Meanwhile, at ATC Colombia, we launched a health and safety program to ensure our contractors comply with Colombian health and safety regulations at all of our sites. We also provide all employees with a refresher course on identifying and reporting safety risks.

Enabling Economic Sustainability in Our Communities

American Tower’s communications infrastructure facilitates the expansion of broadband networks—currently one of the largest enablers of global economic growth—and the operation of the mobile and IT applications, devices and technologies that drive productivity across industries. Access to mobile and wireless services increases opportunity for career development, creates jobs, boosts economic activity through e-commerce and e-banking and strengthens the economies of developing countries.
American Tower’s philanthropy program consists of two major efforts:

1. Our signature program to promote technology in education and help students, teachers and communities in need through technology improvements in classrooms.

2. Our Company-sponsored volunteer days around the globe and Matching Gift program in the U.S., through which employees can have charitable donations matched by the Company.

Technology and Education

**Our Focus:** We are committed to improving educational opportunities in our markets through technology. This is exemplified by our Digital Village Squares initiative undertaken by our ATC India team. Through strategic partnerships, ATC India is playing a significant role in the Indian government’s “Digital India” program to improve lives in rural communities by enabling digital connectivity and promoting education. After bringing e-learning access to over 10,000 schoolchildren in remote villages through a partnership with the Hole-in-the-Wall Education Project, ATC India is now actively encouraging the development of digital literacy throughout rural India.

Digital Village Squares are learning centers anchored by our tower sites that provide computer and internet access and technology training. In addition, ATC India is in the process of partnering with agencies that can provide financial and healthcare literacy programs, telemedicine, banking services, Wi-Fi, ATMs and more at these same locations.
In 2016, 23 Digital Village Squares were opened in rural areas of the states of Chhattisgarh, Odisha, Gujarat, Tamil Nadu, Haryana and Bihar and nearly 400 people have already been trained in basic digital literacy and certified by the NIIT Foundation, ATC India’s non-profit partner in this endeavor. By the end of 2017, ATC India aims to launch enough Digital Village Squares across the country to reach individuals in thousands of households.

Meanwhile, ATC South Africa has partnered with the Click Foundation, an organization using technology-based solutions to improve educational outcomes, to bring their Reading Eggs program to schools in need. The goal of the self-paced program is to help younger students achieve English literacy to further enable their academic success. The program follows students from grades R through 4 (ages 4-8) and supports the development of foundational literacy skills through reading games, activities, songs and rewards. Furthermore, the program provides job opportunities for community members who serve as facilitators in computer classrooms. Facilitators, as well as teachers, are also expected to use the program to improve their computer and English language skills. By partnering with the Click Foundation on programs like Reading Eggs, ATC South Africa hopes to make a sustainable difference in its community.
## Advancing Education with Technology

### GHANA
As part of ATC Ghana’s partnership with the Demonstration School for the Deaf, the team donated refurbished laptops and worked with students on an IT challenge where students built upon their PowerPoint and public address skills, all via sign language. The team provided other local schools with laptops and learning materials, including science equipment to promote STEM education, and facilitated a career and technology day, inviting students to its Accra office and assigning each student a mentor for the day.

### NIGERIA
ATC Nigeria commissioned a state-of-the-art water facility at the Bakin Kasuwa Primary School in Dange Shuni, a rural community that has faced acute shortages of potable water over the past three decades. In addition, the team addressed the most pressing needs of Lagos City College, providing them with laboratory supplies, equipment and furniture for students. With the help of the Supply Chain team, ATC engaged a carpenter to make 145 desks, 145 chairs and 24 laboratory stools.

### PERU
Through a partnership with Enseña Peru, an organization whose goal is to improve education across the country by training high-quality teachers, employee volunteers participated in workshops and facilitated a game designed to develop leadership skills at a school in Lima.
As we seek to continue to grow our business and generate compelling shareholder returns, we remain focused on promoting the highest standards of corporate governance, social responsibility and ethics across our global operations while maintaining our strong commitment to supporting the communities in which we operate.

In 2017, our teams will continue to improve the efficiency of our current systems and look for opportunities to implement new technologies, increase our use of alternative energy sources and minimize waste from our operations. Through our recent establishment of the American Tower Charitable Foundation, Inc., we also expect to proactively work with a number of local organizations in our served markets to improve education and technology opportunities.

Fundamentally, we believe that our strong commitment to ethics, integrity and our Core Principles will continue to allow us to sustainably and responsibly grow our business, help provide increasing levels of mobile connectivity and make a positive difference in our world.