

**The future
takes off
here.**



SUSTAINABILITY REPORT • FY 2024-25







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Theme Introduction

As we step into a new chapter of India's aviation journey, our theme—The Future Takes Off Here—reflects our deep commitment to shaping a more sustainable future for airport operations. In a sector often challenged for its environmental footprint, we see both a responsibility and an opportunity: to lead with innovation, operate with care, and ensure that growth goes hand in hand with environmental stewardship and social responsibility. Our vision is rooted in the belief that progress should uplift not just business performance, but also the communities we serve and the planet we all share.

Airports are more than gateways—they are dynamic hubs of connection, growth, and shared opportunity. As engines of economic activity and community development, they hold the potential to do more than move people; they shape futures. Our vision is to embed sustainability at the heart of everything we do—from the way we build and operate to how we engage with communities and design experiences. For us, progress means creating airports that serve not just today's needs but tomorrow's aspirations—with care, integrity, and long-term responsibility.

In this report, we share the initiatives and strategies that reflect our commitment to leading the way in sustainable airport operations. From reducing our carbon footprint and optimising the use of resources to enhancing every aspect of the passenger experience, our efforts are guided by the core principles of Environmental, Social, and Governance (ESG). Sustainability for us is not an add-on—it is integral to how we grow responsibly, serve our stakeholders, and contribute meaningfully to the world around us.

By embracing innovative technologies, using environmentally conscious materials, and prioritising community well-being, we are shaping a future where airports can flourish without compromising the health of our planet. Our approach is rooted in the belief that sustainability is not a destination, but an ongoing journey—one that calls for collaboration, transparency, and a shared sense of responsibility. With every step forward, we remain committed to balancing growth with care for the world we inhabit.

As we embark on this journey, we invite our stakeholders—employees, partners, passengers, and communities—to join us in shaping a sustainable future for aviation. Together, we can ensure that the future of air travel truly takes off here at AAHL, where sustainability is not just a commitment but the foundation of our vision and everyday operations.

In the chapters ahead, we will showcase the initiatives, milestones, and aspirations that are guiding our transformation into a new generation of sustainable, future-ready airports. Each step reflects our dedication to responsible growth and innovative thinking. The path forward is promising—and it begins with our unwavering commitment to sustainable airport operations.



About the Report

Adani Airport Holdings Limited (AAHL) proudly presents its inaugural sustainability report, marking a significant milestone in our journey towards responsible corporate citizenship. This report encompasses a comprehensive analysis of non-financial indicators for the Financial Year (FY) 2024-25, spanning from 1st April 2024 to 31st March 2025. Adhering to the rigorous standards of approval, submission, and publication that we follow for our annual report, this document offers a transparent view of our sustainability endeavours.

Through a series of illustrative case studies, we showcase the integral role of sustainability in fostering our long-term prosperity and the value creation for our diverse stakeholders. The financial data within this report is meticulously aligned with the audited figures presented in our Annual Report for FY 2024-25, ensuring consistency and reliability.

Reporting Framework

In our commitment to global best practices, the report is crafted in accordance with the Global Reporting Initiative (GRI) standards. Additionally, we have incorporated elements from other prominent frameworks, such as the SEBI's Business Responsibility and Sustainability Report (BRSR) and the United Nations Sustainable Development Goals (UN SDG), to provide a report that is comprehensive and aligned with global sustainability objectives.

Our commitment to continuous improvement and stakeholder engagement is reflected in the annual updates to the report's content, ensuring that it remains current and relevant. Stakeholders are invited to review the report, which is published on our website, under the section "Sustainability Reports" to stay informed about our sustainability journey.



Reporting Boundary and Scope

The scope of this report is expansive, encompassing all operations across the seven airports managed by AAHL. These airports are pivotal to our operations and include some of the most significant and strategic aviation hubs in India:

- 1. Mumbai International Airport Limited, Mumbai, Maharashtra (Mumbai Airport)**
- 2. Ahmedabad International Airport Limited, Ahmedabad, Gujarat (Ahmedabad Airport)**
- 3. Lucknow International Airport Limited, Lucknow, Uttar Pradesh (Lucknow Airport)**
- 4. Mangaluru International Airport Limited, Mangaluru, Karnataka (Mangaluru Airport)**
- 5. Jaipur International Airport Limited, Jaipur, Rajasthan (Jaipur Airport)**
- 6. Guwahati International Airport Limited, Guwahati, Assam (Guwahati Airport)**
- 7. Thiruvananthapuram International Airport Limited (Kerala) International Airport Limited, Thiruvananthapuram, Kerala (Thiruvananthapuram Airport)**

The information provided in this report gives a detailed account of our ESG practices and performance indicators, allowing stakeholders to gain a thorough understanding of our sustainability efforts and their outcomes.



Board Responsibility Statement

The report is developed under the guidance and expertise of AAHL's senior management, has been meticulously reviewed and formally endorsed by the Board. The Board confirms that the ESG Report for FY 2024–25 comprehensively addresses the key issues most pertinent to our organisation. It also outlines our strategic initiatives and ongoing efforts to align with stakeholder priorities while promoting sustainable, long-term growth.

External Assurance

To ensure the credibility of the data presented in this report, we have engaged an independent third-party agency, M/s Intertek India Pvt. Ltd. to provide external assurance. The agency has conducted a thorough validation process, offering 'Reasonable Assurance' for BRSR core indicators and 'Limited Assurance' on BRSR non-core indicators and selected GRI indicators. Their process adheres to internationally recognised standards:

- » International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- » International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statements'.

The assurance statements detailing the list of indicators are presented on page 158, as Annexure I.

Forward Looking Statement

This report contains forward-looking statements that are based on our current expectations, forecasts, and assumptions about future events. These statements are inherently speculative and are characterised by terms that project future intentions and outcomes, such as "plans", "expects", "anticipates", and similar expressions. However, these statements are subject to various risks, uncertainties, and other factors that could cause actual results to differ materially from those projected. These factors include, but are not limited to, changes in market conditions, regulatory environments, and other unforeseen circumstances. We caution readers to not place undue reliance on these forward-looking statements, as the actual events may vary from the anticipated scenarios.

Communication and Feedback

We place immense value on the feedback and engagement of our stakeholders and are dedicated to fostering open communication and addressing any queries or concerns that stakeholders may have regarding our sustainability practices. We encourage stakeholders to reach out to us through the provided email address, avinash.belamkar@adani.com, to share their feedback or to seek further information. Our commitment to responsiveness and dialogue is an integral part of our approach to sustainability and stakeholder relations.



Highlights FY 2024–25

Financial Performance

₹9,276.42 Cr

Total Revenue

₹4,315.55 Cr

EBITDA

₹1,627.55 Cr

Aero Revenue

₹4,976.77 Cr

Non-Aero Revenue

Operational Performance

94.4 Million

Total Passenger Traffic Movement

21.6%

Managed overall % aircraft traffic of India

6,23,796

Air Traffic Movements

10,88,668 MT

Cargo Load Handled

Sustainability Performance

52%

Renewable electricity share in total electricity

96%

Vehicles transitioned to EV

ACA Level 4+

Achieved by Mumbai airport

6.38 Lacs KL

Wastewater recycled & reused in operations

Zero Waste to Landfill (ZWL)

Thiruvananthapuram Airport become first airport in India achieved ZWL certification

12.6%

Women in workforce

82

Average Training Hours

Great Place to Work

Certified Employer

ACI Level 5

Mumbai Airport become India's first ACI Level 5 for Airport Customer Experience

8,000+ Beneficiaries

through CSR initiatives



Message from the CEO

It gives me immense pride to present Adani Airport Holdings Limited first Sustainability Report, a landmark momenta landmark moment that reflects not only our achievements over the past year but also our long-term vision to build and operate airports that are world-class in quality, inclusive in spirit, and responsible by design.

Globally, the aviation sector has been navigating a complex landscape marked by recovery, rising demand, and an urgent call for sustainability. India, however, stands out as a market of unmatched potential. With a rapidly growing middle class, increasing regional connectivity, and a shift in travel behaviour post-pandemic, the country is poised to become the world's third-largest aviation market. This inflection point places immense responsibility on infrastructure providers like us to not only serve the growth but to lead it responsibly. At Adani Airports, we see this as an opportunity to create long-term value for all stakeholders by reimagining the future of Indian aviation through the lens of innovation, resilience, and sustainability.

In FY 2024–25, Adani Airport Holdings Limited reinforced its position as the country's largest private airport operator, serving more than 94.4 million passengers across our network, nearly one in every 4 air travellers in India. Our total revenue for the year stood at ₹9,276.42 crore, with balanced growth from both the aeronautical and non-aeronautical segments, and our EBITDA of INR 4,315.55 crore reflected the

strength of our operating model and disciplined execution. Our performance was not only strong financially but also underscored our capability to manage complex operations across a diverse portfolio.

We continued to deliver on our infrastructure roadmap with key milestones achieved across the network. The Navi Mumbai International Airport, one of India's most ambitious greenfield airport developments, moved closer to operational readiness with the successful completion of critical system testing. At Lucknow Airport, we inaugurated a state-of-the-art integrated terminal that significantly boosts passenger capacity and elevates the travel experience. Simultaneously, expansion works progressed at pace across other airports, aligned with our vision of creating future-ready, scalable infrastructure. On the digital front, we advanced our integrated tech platform aviio, which is designed to bring together operational intelligence and passenger insights, enabling us to deliver seamless, personalised and data-driven airport experiences.

Our focus on delivering service excellence is rooted in our belief in transforming the travel experience from anxiety to excitement. We want passengers to feel at ease, empowered and delighted at every touchpoint. This commitment found recognition at a global level when Mumbai Airport became the first in India and only the third in the world to receive an Level 5 rating for Customer Experience from Airports Council

“Shaping India’s Aviation Future with Responsibility at the Core”

International. Across our portfolio, we maintained an average Airport service Quality (ASQ) score of 4.95, a remarkable validation of our consistent efforts to enhance the quality of service and comfort for our travellers.

Our people are at the centre of everything we do. This year, we developed BOLT, our flagship leadership development programme designed to nurture the next generation of airport professionals. We are equally proud to have been certified as a Great Place to Work, a recognition of the inclusive, values-driven culture we continue to build across the organisation. Safety remains our top priority across our airports, reflecting the strong systems, training, and vigilance that define our operational ethos.

Sustainability is no longer a separate agenda; it is embedded into every capital and operational decision we make. Over 52% of our electricity requirements are now met through renewable sources, and we are working towards achieving 100% renewable energy across our network. All airport-owned vehicles have been transitioned to electric, and EV charging infrastructure has been developed to support both internal operations and stakeholder needs. We also made meaningful progress in carbon management, with Mumbai Airport receiving the prestigious Airport Carbon Accreditation (ACA)’s level 4+ accreditation, among the highest levels in the global airport ecosystem.

Our commitment to inclusive growth extends beyond the airport terminal. Through the Adani Foundation, we

implemented high-impact social initiatives in education, healthcare, livelihood development and community infrastructure across the regions we operate in. These interventions reflect our belief that infrastructure must be built not just for the economy, but also for society.

This inaugural Sustainability Report is not simply a record of what we have done; it is a declaration of what we stand for. We are building airports that are safe, smart, and sustainable that are not just transit points but symbols of India’s aspirations. Our journey ahead is bold and filled with purpose, and we remain deeply committed to creating long-term value for passengers, partners, communities, and the planet.

Warm regards,
Arun Bansal

Message from the Chief Finance Officer

“Embedding ESG into Financial Strategy for Long-Term Value”



It gives me immense pride to present our maiden Sustainability Report, a defining milestone that reflects our long-term commitment to creating shared value through transparency, responsibility, and purpose-led growth. As India's largest private airport operator, we recognise that sustainability is now central to how resilient businesses operate, grow, and lead. It is no longer a parallel track; it is embedded in every financial decision we make. FY 2024–25 marked a period of strong performance and strategic progress. We reported total revenues of INR 9,276.42 crore, with INR 1,627.55 crore from the aeronautical segment and INR 4,976.77 crore from the non-aero portfolio, representing YoY growth of 6.42% and 35.21%, respectively. Our EBITDA reached INR 4,315.55 crore, with a YoY increase of 27%, reflecting our disciplined approach to operations and recovery momentum across our airports.

During the year, we successfully raised INR 1,950 crore through a landmark debt issuance, the largest by an A+ rated issuer within the Adani portfolio to date. The transaction drew wide participation, particularly from mutual funds, and reinforced investor confidence in both our business fundamentals and future vision.

What makes this performance truly meaningful is the way it is underpinned by deliberate sustainability-led decisions. ESG has become integral to how we plan, invest, and operate. We are making decisive investments to future-proof our business by transitioning 100% of our airport-owned vehicle fleet to electric, building dedicated charging infrastructure not only for our own mobility needs but also to support the airlines' growing electric ground fleet requirements, and allocating significant resources toward sourcing green electricity across our airports. These are not symbolic shifts; they represent real

capital expenditure and operational change aligned with our long-term climate ambitions.

Our capital investment frameworks are increasingly guided by ESG metrics, and sustainability-linked decision-making is now embedded in both new project evaluations and fundraising strategies. As we look ahead, we aim to deepen this alignment, enhance our disclosures, and continue building airports that deliver not only economic growth but also environmental stewardship and social progress.

This inaugural report sets a strong foundation for accountability and progress. It is a commitment to transparency today and a signal of our intent to lead responsibly into the future.

Warm regards,

Rajesh Kumar Poddar



Message from the Head Environment & Sustainability

“Pioneering Sustainability at Scale with
Intent, Integrity and Impact”

As India's largest private airport operator, Adani Airport Holdings Limited bears the responsibility of shaping aviation's sustainable future with scale, purpose and integrity. FY 2024–25 was a pivotal year. With this maiden Sustainability Report, we are proud to present a clear articulation of our purpose: to deliver long-term value, foster resilient infrastructure and steward environmental and social outcomes through every aspect of our business. Aligned to our report theme ‘Future Takes Off Here’, this year marks a decisive shift in how we embed sustainability into the foundation of our growth story.

One of the defining exercises this year was the completion of a comprehensive materiality assessment guided by the principle of double materiality. This helped sharpen our understanding of key sustainability issues, both in terms of how they affect our business and the broader impact of our operations.

In parallel, our sustainability governance architecture continued to mature, reinforcing accountability across levels. From a board-level ESG committee to airport-level sustainability steering committees led by the CEO and senior leaders, we have created strong institutional mechanisms to guide and embed sustainability across functions and sites. This is further supported by a robust framework of over 20 dedicated ESG policies that shape our priorities and actions across key indicators.

Our climate agenda advanced significantly during the year. We initiated climate risk assessments at Mumbai and Jaipur airports, a step aligned with our ambition to become operationally net zero by FY 2029. We transitioned 96 percent of airport-owned vehicles to electric and began rolling out charging infrastructure for internal operations and airline ground fleets. Notably, 52% of our total electricity consumption was sourced from renewable energy.

We also deepened our circularity and resource stewardship efforts. A detailed water stewardship study was launched to support our goal of achieving water positivity, and Trivandrum Airport became India's first to achieve zero waste to landfill. Across our airports, 91 percent of waste was diverted in line

with the 5R framework: reduce, reuse, recycle, reprocess and recover.

Sustainability is now integral to how we design and expand infrastructure. All greenfield and brownfield projects are being developed with environmental and social considerations embedded from the start. During the year, we initiated a structured biodiversity assessment aligning with our efforts towards No Net Loss of Biodiversity. We have committed to planting 2.1 million trees by 2030, supporting the Adani Group's pledge to grow 100 million trees by 2030, and have planted over 12,000 trees in the current financial year.

Our social progress has been equally deliberate. We were certified as a Great Place to Work, validating our ongoing focus on employee wellbeing, safety and inclusion. The BOLT leadership development programme continued to build capability across roles. Training sessions on critical ESG topics were also conducted to ensure sustainability is understood and embraced across all levels of the organisation.

To further extend our sustainability principles across the value chain, we launched supplier sustainability evaluations, embedding ESG accountability into procurement practices. In parallel, we commenced CSR interventions through the Adani Foundation, positively impacting over 8,000 beneficiaries through focused community programmes. These efforts earned us significant recognition, including the prestigious SKOCH Award, affirming the credibility and momentum of our sustainability journey.

This report captures more than progress. It signals a new way of thinking and working. At Adani Airports, sustainability is not a parallel ambition. It is the lens through which we reimagine aviation as resilient, inclusive and future-forward by design.

Warm regards

Shalin Shah

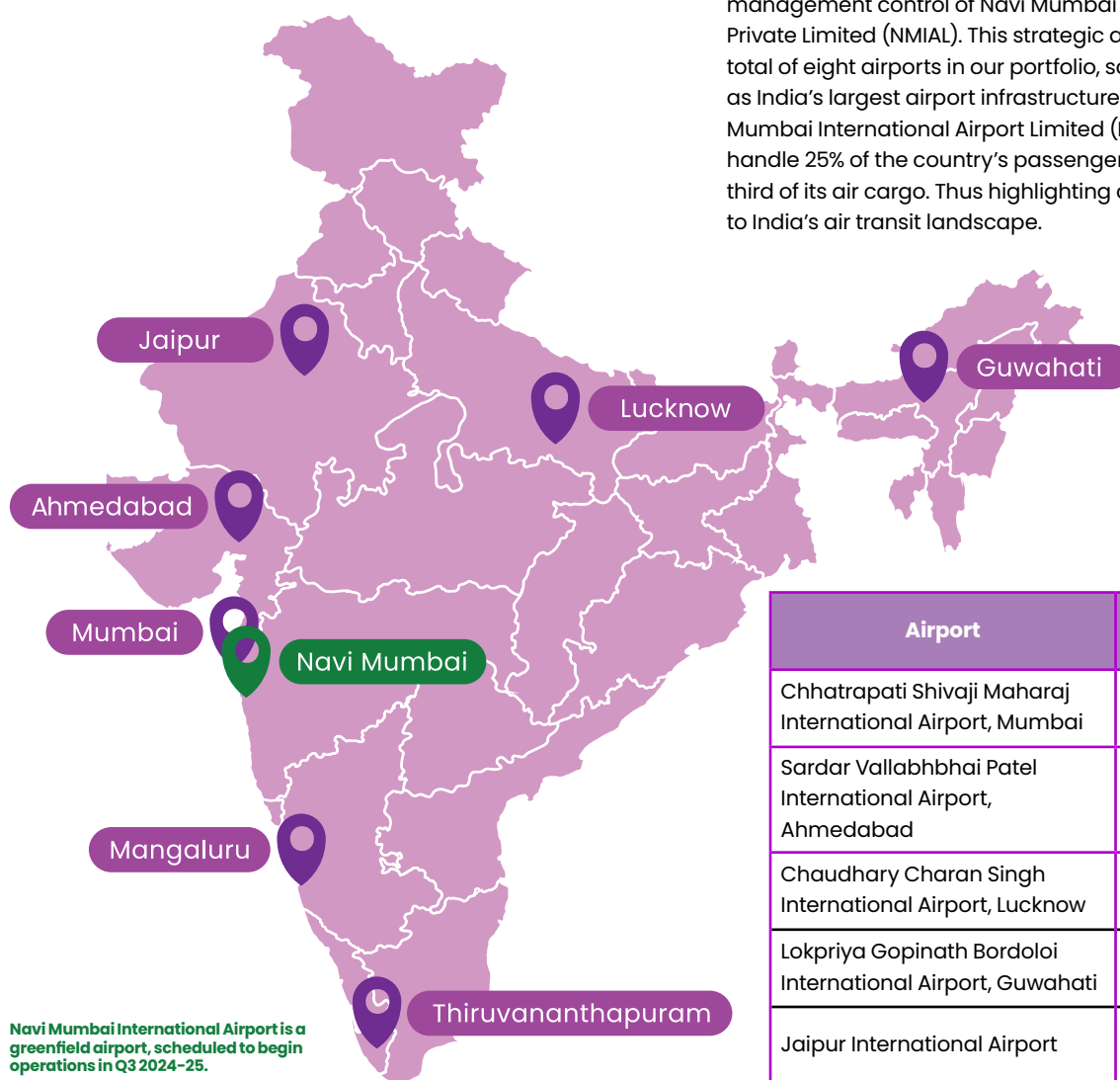
About AAHL

Adani Airport Holdings Limited ('AAHL', 'Adani Airports', 'We' or 'Our Company') was established in 2019 with the intention of advancing the Adani Group's vision to the next level by transforming India's aviation landscape through world-class airport infrastructure and customer-centric services. AAHL is committed to advancing the Group's strong desire to become a global leader in the infrastructure sector. We have consistently sought to enhance the airport experience for people. Our constant emphasis on uplifting our services has helped us become stronger than ever. AAHL's airport network handles over 94.4 million passengers annually 623K aircraft

movements (ATMs) per year; the airports play a key role in enhancing regional and global connectivity. We oversee about 29.27% of national air cargo traffic.

We are grateful to have been entrusted with the modernisation and operational management of seven airports, located at Mumbai, Ahmedabad, Lucknow, Mangaluru, Jaipur, Guwahati, and Thiruvananthapuram. This achievement was the result of a rigorous tendering process, conducted by the Airports Authority of India (AAI).

Expanding our footprint further, we have acquired the management control of Navi Mumbai International Airport Private Limited (NMIAL). This strategic acquisition brings a total of eight airports in our portfolio, solidifying our position as India's largest airport infrastructure company. Through Mumbai International Airport Limited (MIAL), we proudly handle 25% of the country's passenger traffic and nearly one-third of its air cargo. Thus highlighting our pivotal contribution to India's air transit landscape.



Disclaimer:

This map is a generalised illustration only for the ease of the reader to understand the locations, and it is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position. The Company or any of its directors, officers or employees, cannot be held responsible for any misuse or misinterpretation of any information or design thereof. The Company does not warrant or represent any kind of connection with its accuracy or completeness.

Airport	FY 2024–25 Passenger Traffic (in Mn)
Chhatrapati Shivaji Maharaj International Airport, Mumbai	55.12
Sardar Vallabhbhai Patel International Airport, Ahmedabad	13.43
Chaudhary Charan Singh International Airport, Lucknow	6.44
Lokpriya Gopinath Bordoloi International Airport, Guwahati	6.16
Jaipur International Airport	6.06
Thiruvananthapuram International Airport	4.89
Mangaluru International Airport	2.34

Our Purpose

To be the most admired, trendsetting airport enterprise creating lifestyle destinations for communities to experience the world, while delivering sustainable value for all stakeholders.

Our Values



Commitment

We shall stand by our promises and adhere to high standards of business.



Courage

We shall embrace new ideas and businesses.



Safety and Security

We shall ensure the highest standards of safety and security for all our stakeholders at all times.



Collaboration

We shall work together with all our stakeholders to achieve our purpose and our mission, thereby becoming a natural partner of choice for everyone.



Creativity

We shall always look for new ways of creating value for all our stakeholders, reinforcing our purpose of being a trendsetter.



Humility

We shall serve all our stakeholders with a genuine sense of gratitude for providing us with an opportunity to engage with them.



Trust

We shall believe in our employees and other stakeholders.

Our Mission

Our Company's greatest strength is delivering excellence in everything we do to make Adani Airports the most admired and trendsetting airport experience.

We will expand the realms of consumer experience by giving them the choice of customisation, convenience and control and thereby creating a deep affection among our customers.

We will innovate new formats across Retail, F&B, Services and Entertainment, thereby attracting repeat customers for lifestyle experience.

We will ensure our airports and other assets have the highest standards of safety and security, comparable to the best in the world.

We will build connections to the world by fostering attractive airline and airport partnerships.

We will effectively leverage relationships and partnerships to become the partner of choice with the best players in the industry, as well as all relevant stakeholders.

We will be mindful of environment conservation and bring in elements of sustainability across our value chain.

We will engage with the community to co-create development programmes based upon materiality.

We will achieve distinguished synergy with our partners, integrating information and knowledge for insights that lead success.

We will be the lead adopter of technology solutions in the airport space and create a climate of innovation within the organisation.

Business Segments

Adani Airport Holdings Limited (AAHL) operates through five key business segments that together create an integrated airport ecosystem.



Aero Business

In this business, we cater to the core aviation functions of the airport, enabling seamless operations for airlines and passengers. The Aero segment focuses on optimising airport assets through strategic route development, stakeholder engagement, and efficient infrastructure usage.

Revenue in this segment is generated through regulated charges such as landing fees, parking charges, user development fees (UDF), aerobridge charges, and charges for unauthorised overstay.

Key operational areas include ground handling services, fuel farm operations, and regulated asset base (RAB) planning—all of which support safe and efficient flight operations. With an eye on the future, the segment continues to enhance route connectivity, improve turnaround time, and implement smart airport technologies, strengthening its role as a critical contributor to AAHL's overall growth.

Non-Aero Business

In this business, we serve the non-aviation aspects of the airport experience, focusing on enhancing passenger satisfaction and driving commercial growth.

The Non-Aero segment is designed to boost footfalls and deliver high-quality services through strategic partnerships with reputed third parties across offerings like duty-free and duty-paid retail, food and beverage outlets, lounges, advertisements, car parking, and Pranaam meet and greet services.

Key focus areas include terminal development, passenger flow optimisation, and digital architecture to create a seamless and engaging airport environment. By implementing consumer-specific strategies and curated service zones, the segment not only elevates the passenger journey but also drives significant revenue beyond traditional aviation streams





Cargo Operations

In this business, we accommodate the growing demand for integrated and efficient air cargo operations by enhancing the logistics ecosystem across our airports. The Cargo Operations segment plays a vital role in enabling seamless freight movement through streamlined cargo handling and innovative infrastructure. At Adani Airports, we distinguish ourselves through pioneering strategies that optimise the entire supply chain, ensuring speed, reliability, and value creation for our partners and customers.

We are implementing transformative solutions such as Integrated Cargo Terminals (ICTs), AAMAX/TEDI-based digitisation, Digital Docket Delivery, and Electronic Data Interchange (EDI) to boost operational efficiency.

Our long-term vision is to emerge as India's most integrated air cargo and multi-modal logistics player by establishing cargo hubs, attracting global logistics giants like DHL and FedEx, and developing world-class infrastructure such as multi-modal logistics parks, bonded road feeder services, and sea-air connectivity. With initiatives like positioning NMIAL as a model cargo airport, we aim to set new benchmarks in cargo handling, innovation, and customer service.

City Side Development

The City Side Development (CSD) aims to generate additional revenue by leveraging airport-adjacent land to attract and engage city dwellers through commercial and lifestyle developments. This initiative focuses on creating vibrant, integrated spaces that offer hospitality, healthcare, and commercial opportunities, adding significant value to both the airport and surrounding community.

CSD operates on long-term land sub-leases, co-terminus with the airport concession, ensuring alignment with the broader strategic goals of airport expansion. By implementing an integrated real estate development strategy, the initiative seeks to develop a comprehensive ecosystem that serves the needs of travellers, businesses, and local residents, with plans for hospitality services, healthcare facilities, and commercial spaces to enhance the urban landscape and provide sustainable revenue streams.



Fuel Farm

In this business, we offer the critical need for modern fuel storage infrastructure to support the growing demands of India's aviation sector. AAHL is leading the charge by establishing state-of-the-art fuel storage facilities across seven airports, adopting the innovative Open/Equal Access model. This approach departs from traditional practices where Oil Marketing Companies (OMCs) manage individual fuel storage and supply, tackling challenges such as high costs, duplicated infrastructure, and limited supplier choices.

Our vision includes constructing large-capacity, greenfield fuel farms equipped with advanced Hydrant Refuelling Systems (HRS) to enhance fuel storage capacity, improve operational efficiency, and foster sustainability. The transition to the open access model is a key part of this strategy, creating a more competitive, transparent, and cost-effective fuel supply ecosystem.

This model promotes healthy competition among suppliers, which will ultimately benefit airlines by lowering fuel prices and ensuring high-quality fuel standards. As part of this initiative, we've already converted OMC facilities at Lucknow and Ahmedabad to the Open Access model, further demonstrating our commitment to modernisation and operational efficiency. This revolutionary shift ensures better land use, reduces capital and operational expenses, and aligns with our broader business goals of cost reduction and service improvement.



Awards



**AAHL: SKOCH
Award 2024**



**Guwahati: Greentech
PCWR Award 2024 for
Waste Management
& Recycling
Leadership
Category.**



**Mangaluru: Build
India Infra Award
2024 in the Innovation
Category, awarded
for excellence
in runway
recarpeting**



**Thiruvananthapuram:
Gold Award in Green
Leaf category of Apex
Foundation National
Award for Environment
Protection in
Aviation sector,
2024**



Note: This list presents the major awards; additional recognitions are highlighted within the relevant sections of the report.

Ahmedabad:
22nd Greentech
Global Workplace
Safety Award, 2024
– awarded for Best
Safety Innovation in
Technology.

Lucknow:
Secured Eight
Gold and One
Silver Award at the
12th Quality Circle
Forum of India (QCFI)
Varanasi & Lucknow
Chapter Convention,
held
in 2024



Jaipur:
GEM Level
5 Certified
Sustainable Building
Award under the
Platinum Category
by ASSOCHAM,
presented at the
GEM International
Sustainability
Conclave & Expo
2024.



**Certified
Great Place
to Work**

**Mumbai: Level 5
Accreditation for
Airport Customer
Experience by Airports
Council International
(ACI) – Mumbai Airport
became the first in
India and third in the
world to achieve
this highest
distinction.**

Approach to Sustainability

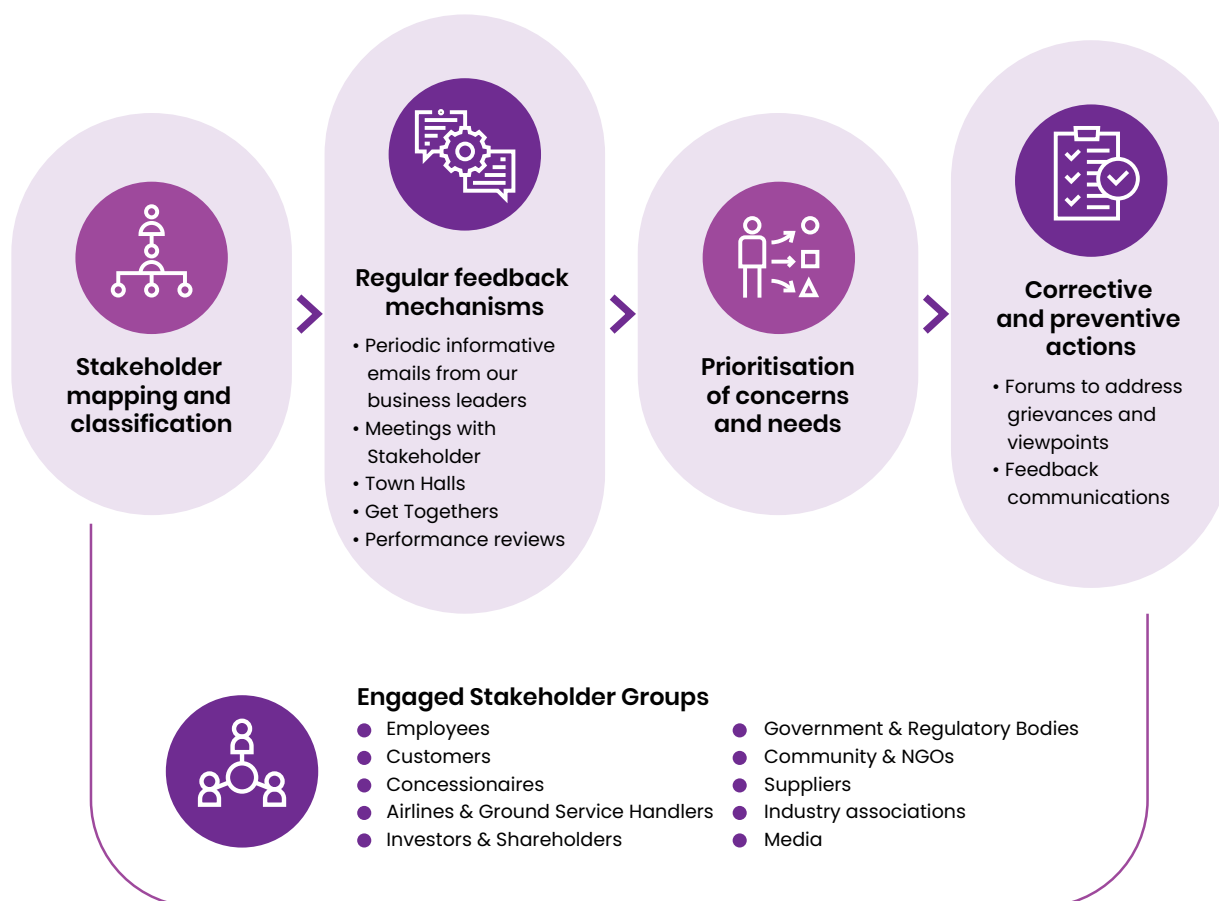
The aviation sector is increasingly challenged by the impacts of climate change, such as more frequent extreme weather events, higher temperatures, and operational disruptions, exacerbating the already pressing issues of carbon emissions, energy consumption, and noise pollution. In India, where the aviation market is on the cusp of significant expansion, these climate-related threats necessitate immediate action to safeguard the industry's resilience and sustainability.

At AAHL, we are at the forefront of adopting sustainable and climate-adaptive measures to secure the future of aviation. As the premier private airport operator in India, we are dedicated to developing smart, low-carbon airports, enhancing resource efficiency, and fostering community engagement to ensure our airports operate responsibly and inclusively. This commitment begins with active, continuous dialogue with all stakeholders, laying the groundwork for a robust, climate-resilient aviation ecosystem that aligns with global sustainability goals.

Stakeholder Engagement

Grasping the perspectives of our stakeholders and proactively addressing their concerns is a cornerstone of realising our strategic vision for the long term. Our stakeholder engagement approach is designed to be collaborative, transparent, and continuous, enabling us to align our efforts with the expectations and shared goals of those who are most impacted by our operations.

We have established a comprehensive framework for stakeholder interaction, guided by our stakeholder engagement policy that reflects global best practices. The insights gained through these engagements not only inform our sustainability priorities but also drive continuous improvement, foster mutual trust, and reinforce our commitment to building strong, long-lasting stakeholder relationships.



Engagement Outcomes and Reflections

Key Stakeholder Group Purpose of Engagement	Engagement Mechanism	Frequency	Key Expectations
Employees A vital force behind our success, enabling effective strategy execution and driving sustained business growth.	» Employee engagement surveys » Town-Hall meetings » Performance appraisal reviews » Training programmes » Intranet portal, in-house newsletters » Rewards & recognition programme » Grievance redressal mechanism » Employee well-being programmes » HR interactions	Through, the year	» Training and skill development » Employee well-being » Health and safety » Career growth » Working conditions » Fair wages » Rewards and recognition » Transparent communication
Customers Market segments are shaped by their evolving needs and preferences, guiding our offerings and strategic focus.	» E-mails and meetings » Customer feedback surveys » 24*7 customer care	Throughout the year	» Service quality » Timely delivery » Sustainable products » Safety and Security
Concessionaire Plays a pivotal role in customer experience and satisfaction	» Airport Facilitation committee meeting (AFCM)	Monthly	» Passenger Experience and satisfaction » Quality Service
Airlines and Ground Handlers Plays a pivotal role in generating airport traffic and supporting overall business performance.	» Meeting with airline representatives » Conference and forums » Feedback » Airport facilitation committee » Stakeholder engagement » Trainings and workshops » Control centres » Safety audits	Throughout the year	» Connectivity » Airport safety and security » Airport planning and development » IT enabled system and technologies » Opportunity & competitive environment » Frequent communication, interaction & relations
Investors & Shareholders Financial capital from this group is crucial for enabling business expansion and supporting long-term growth initiatives.	» Annual General Meeting (AGM) » Quarterly/annual results » ESG reports and disclosures as part of AEL	As Required	» Sustainable growth and returns » Risk management » Corporate governance » Better disclosures, transparency, and credibility of financials

Key Stakeholder Group Purpose of Engagement	Engagement Mechanism	Frequency	Key Expectations
Government & Regulatory Bodies Compliance and business continuity are upheld through adherence to regulatory obligations and evolving policy frameworks guided by this stakeholder group	» Meetings; formal dialogues » Telephonic communication » Video conferences » Email » Reporting to regulatory and statutory agencies in compliance with regulatory requirements	As Required	» Compliance with laws & regulations » Tax » Pollution prevention » Local economy growth and community development » Transparent disclosures (Annual Report, BRSR etc.) as part of AEL
Community & NGOs A conducive working environment is fostered through strong community relations that promote social support, prevent unrest, and enable the creation of shared value.	» Community meetings » Corporate social initiatives » Traditional and social media	Throughout the year	» Welfare and empowerment of local communities
Suppliers & Contractors Operational leverage is achieved through value chain optimisation, cost competitiveness, sustainability integration, and a focus on exceeding customer expectations.	» E-mails and meetings » Contract negotiations » Supplier evaluations/due diligence » Seminars and conferences	Throughout the year	» Fair and long-term business relations » Timely payment » Capacity building » Transparency
Industry associations Collaborative networks help shape cohesive industry viewpoints, enabling effective engagement with the Government on key policy matters and interventions.	» Events » Conferences/seminars » E-mails	As Required	» Knowledge sharing » Compliance with industry standards and regulations
Media Serving as a vital communication channel, this medium helps convey our vision and initiatives to stakeholders, enhancing corporate equity and visibility.	» Press releases » Interviews » Media events » Emails and telephonic communication	As Required	» Outlook, and announcements

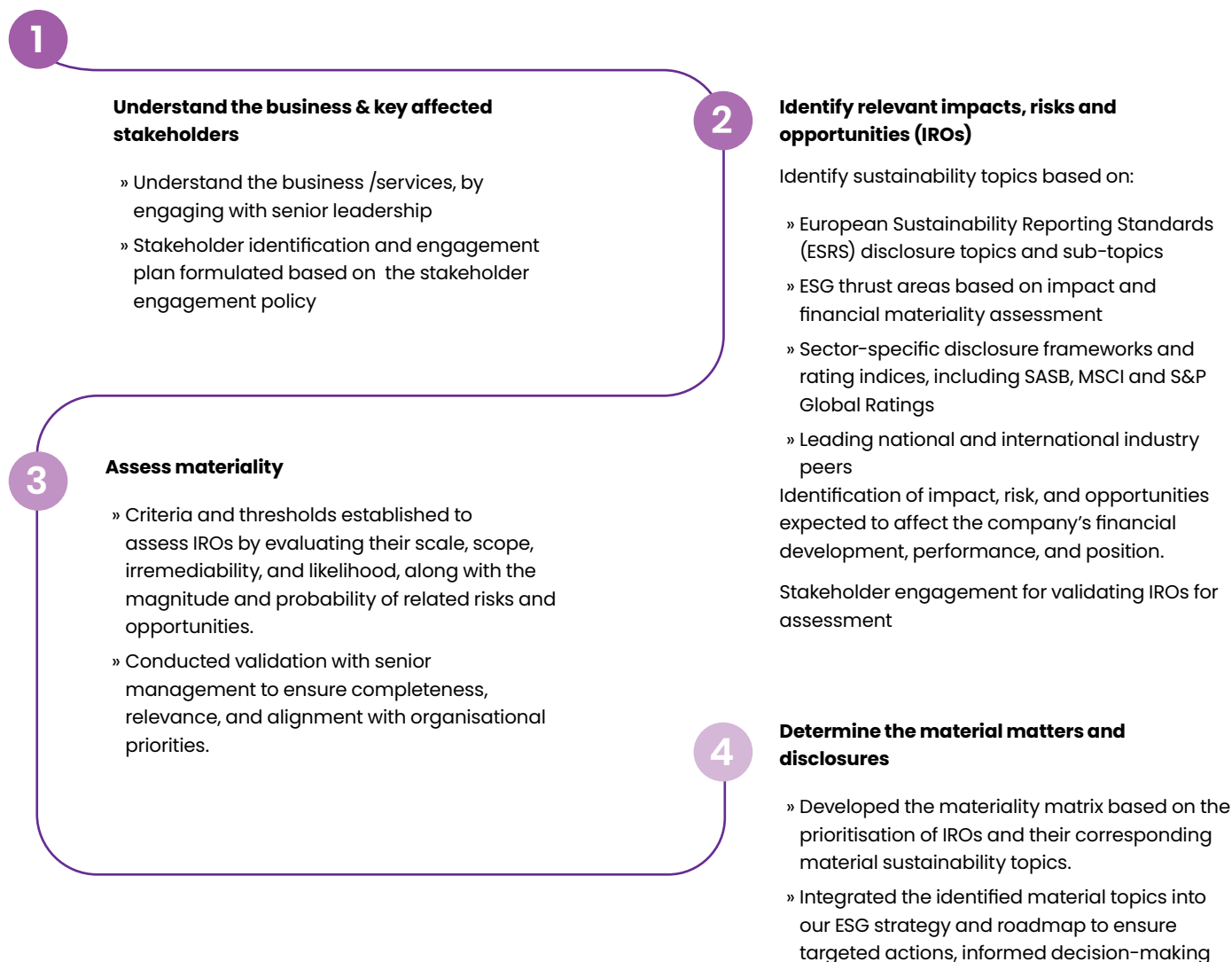


Double Materiality Assessment

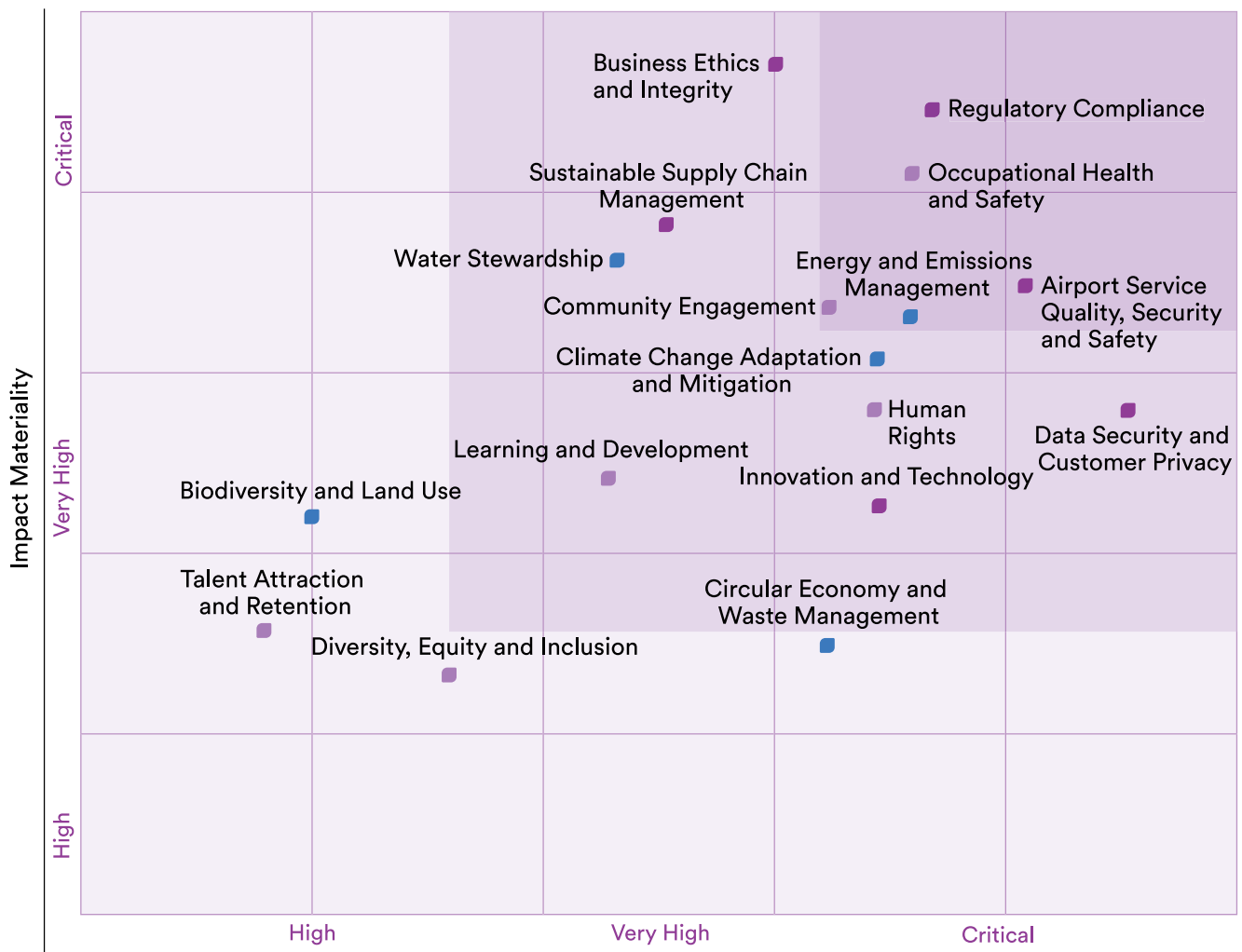
We employ materiality assessment as a pivotal instrument to discern and prioritise the ESG concerns that are of utmost significance to both our enterprise and our stakeholders. This dual-faceted assessment encompasses an inside-out perspective, examining the influence of our operations on the environment and society, as well as an outside-in perspective, evaluating how external sustainability factors can impact our financial standing, operational sustainability, and enduring value creation.

In FY 2024–25, we undertook this thorough assessment through a methodical, phased approach that integrated considerations of both impact materiality (impact of AAHL or its value chain on people or the environment) and financial materiality (risk and opportunities related to ESG aspects that can have a material financial impact on AAHL). Through active stakeholder engagement, scrutiny of industry dynamics, and assessment of risk factors, we identified the ESG issues that are most critical to our ongoing success. The findings from this assessment are instrumental in shaping our ESG strategy, enabling us to deploy our resources with precision, and enhancing our capacity to adapt to the changing expectations of our industry. To maintain the relevance and proactive nature of our sustainability efforts, we intend to re-evaluate this assessment every three years, keeping pace with the fast-evolving aviation sector.

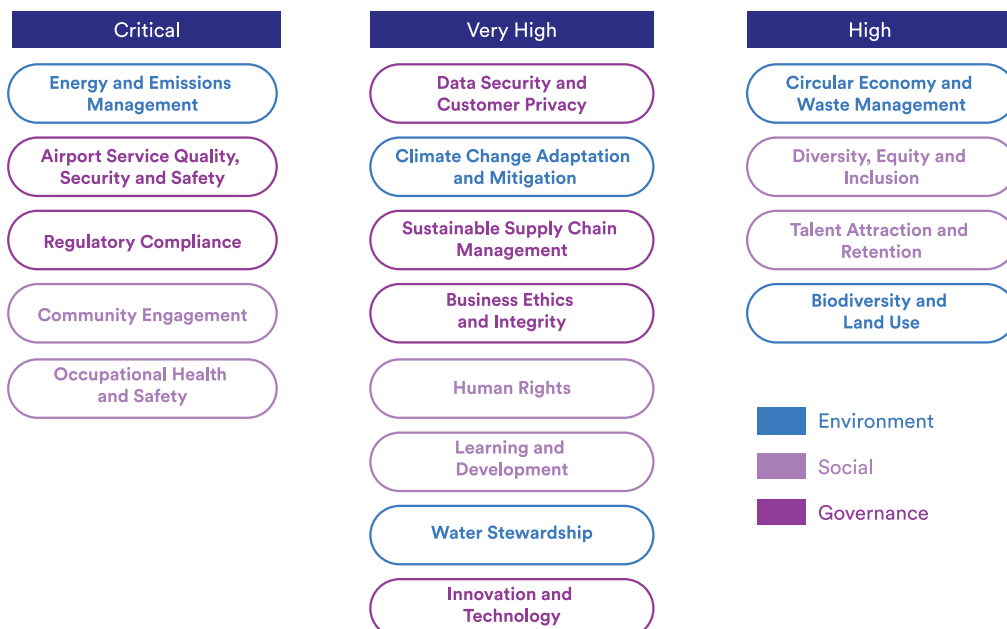
Phases of Our Double Materiality Assessment



Material topics and matrix



Financial Materiality



Key (Critical) Material Issues

Material Topic	Description
Energy and Emissions Management	Greenhouse Gas (GHG) emissions from airport operations contribute to global warming, resulting in long-term climate impacts such as rising temperatures, extreme weather, biodiversity loss, and community health challenges like water scarcity and food shortages. However, airports also have the opportunity to significantly reduce their carbon footprint by adopting clean technologies—such as Sustainable Aviation Fuel (SAF), green electricity, Ground Power Units (GPUs), and converting organic waste into biomass fuel—thus playing a key role in advancing sustainable aviation and achieving Net Zero goals.
Occupational Health and Safety	Airport operations involve risks such as noise exposure, air pollution, chemical handling, manual lifting, and fire hazards. Inadequate safety measures or non-compliance with standards can lead to occupational injuries and health issues for workers.
Community Engagement	AAHL, the Adani Foundation, supports local communities through initiatives in education, healthcare, sustainable livelihoods, and infrastructure. Programmes include free schooling, mobile health units, farmer support, and road development. These efforts promote socio-economic growth, strengthen community ties, and enhance the company's social licence to operate.
Regulatory Compliance	Non-compliance with aviation, environmental, and data protection regulations (DGCA, MoEFCC, DPDP Act, AERA) can lead to legal penalties, operational disruptions, and financial impacts. Shifts in tariff regulations may also affect airport profitability and airline operations.
Airport Service Quality, Security and Safety	Delivering excellent passenger experience through tech-enabled check-ins, real-time updates, efficient assistance, and seamless integration with transport and retail services enhances customer satisfaction and loyalty. At the same time, robust safety and security measures are essential to prevent threats like smuggling, cyberattacks, and infrastructure failures, ensuring operational integrity and public well-being.

Note: For further information, refer to BRSR report page 308, Principle A, Question VII–26





ESG Strategy and Roadmap

Our ESG strategy is deeply embedded in our vision and purpose, bolstered by a comprehensive suite of ESG-focused policies, standards, and management systems. These elements form a solid structural framework that ensures sustainability is interwoven throughout our entire organisation.

Catalysts

To translate our strategy into actionable outcomes, we rely on a set of strong levers:

- » Stakeholder engagement mechanisms that facilitate inclusive dialogue and feedback
- » A structured double materiality assessment to identify and prioritise ESG issues based on stakeholder relevance and business impact
- » Governance structures that ensure oversight, accountability, and alignment with strategic priorities
- » Company-wide innovation and digital tools that enable data-driven decision-making and operational excellence
- » Supporting assessments such as risk and opportunity evaluations, water positivity assessments, and biodiversity assessments, which deepen our understanding of the broader sustainability context and help tailor our responses effectively

Roadmap for Implementation

We operationalised the strategy through a detailed five-year roadmap, developed in collaboration with ESG leads at each airport. This roadmap focuses on ten key implementation parameters:

- » Carbon intensity reduction (Scope 1 & 2)
- » Carbon intensity reduction (Scope 3 – employee business travel)
- » Energy intensity reduction
- » Renewable energy share in total electricity
- » Fleet decarbonisation
- » Specific water intensity index
- » Zero waste to landfill
- » Number of reportable accidents (monitored via Life Saving Safety Rules)
- » Training on safety, ESG, and human rights
- » Tree plantation initiatives

The roadmap has been approved by the Chief Airport Officer and the Board ESG Committee, ensuring strategic alignment and organisational ownership.

Aspirations

Our ESG strategy, guided by the well-defined roadmap, sets the direction for achieving our long-term sustainability aspirations. These targets reflect our commitment to pioneering a greener future in the aviation sector:

- » Operational Net Zero by 2029
- » Carbon neutrality across operations
- » Airport carbon accreditation for all airports
- » 100% Transition to green electricity
- » Fleet decarbonisation
- » Zero waste to landfill by FY 2026
- » Water positivity across all locations
- » No net loss to biodiversity
- » Increase diversity and inclusion at the workplace
- » Zero POSH cases
- » Zero fatalities
- » Leadership rankings in key ESG rating platforms

Digitalisation Initiatives and Innovation Management

At AAHL, digitalisation is a transformative force driving our sustainability and innovation strategy. Far beyond being a tech trend it enables streamlined operations, enhanced transparency, and proactive responses to environmental and social challenges.

By leveraging technologies like IoT, real-time analytics, and predictive systems, we monitor and optimise resource use, reducing waste and emissions. Our core digital platform, Benchmark Gensuite, integrates ESG data across our network,

supported by various additional tools that convert complex data into actionable insights—boosting operational efficiency, agility, and accountability.

This digital ecosystem strengthens our ability to manage social risks across operations and supply chains through advanced ESG analytics, promoting responsibility and regulatory compliance. It also enables transparent communication of sustainability efforts and performance, building stakeholder trust and reinforcing our reputation.

Benchmark Gensuite: A Deep Dive

Among the various tools we employ, Benchmark Gensuite stands out as a vital platform for ESG data collection across AAHL. This comprehensive tool is designed to facilitate the collection, management, and reporting of environmental data, ensuring that we can effectively monitor our sustainability performance.

What Benchmark Gensuite Helps Us Achieve:

Centralised ESG Data Collection:

We use Benchmark Gensuite to bring together data from various airports and departments into one unified platform. This allows us to maintain a consistent and reliable stream of ESG information across all our operations.

Effortless Data Interaction:

With its user-friendly interface, our teams can easily input, retrieve, and interact with data. This ensures that the right people have access to the right information, whenever they need it, and contributes to better data accuracy across the board.

Real-Time Dashboards and Reporting:

The platform equips us with real-time dashboards and automated reporting tools that help us:

- » Track our progress against defined ESG targets.
- » Identify emerging trends or issues early.
- » Make well-informed decisions that support sustainable outcomes.

Regulatory Compliance and Benchmarking:

Benchmark Gensuite supports our compliance with environmental regulations and helps us benchmark our performance against industry peers. This gives us a clear view of where we stand and where we can do better.

Improved Collaboration and Transparency:

The platform enables our teams across departments to work together more effectively. This shared visibility helps us stay aligned, accountable, and focused on continuous improvement.

Audit and Reporting Readiness:

We rely on Benchmark Gensuite for maintaining detailed audit trails and supporting documentation—making us well-prepared for internal reviews, external audits, and stakeholder reporting.

Our Digital Ecosystem

While Benchmark Gensuite is instrumental to our ESG data strategy, it is just one component of our broader, integrated digital ecosystem. Alongside Gensuite, we employ a range of specialised platforms—spanning safety, compliance, HR, learning and development, vendor management, airport operations, and customer engagement—all working in synergy to drive innovation, enhance efficiency, and advance our sustainability objectives.

Adani OneApp

A B2C platform with over 30 million downloads and more than 4.5 lakh transactions in under a year, Adani One integrates flight bookings and offers a seamless digital travel experience. From cabs and trains to retail offers, it enhances passenger convenience and engagement.

Adani EmCare

This platform supports the health and well-being of our workforce by streamlining medical services, occupational health tracking, and emergency response coordination.

Aviio – Airport Community Management

Aviio is a scalable B2B platform for airport management, designed as a replicable “Airport-in-a-Box” model. It enhances collaboration, operational control, and stakeholder engagement and powers a mobile app that delivers real-time situational awareness for airport operations.

SAFEX Gensuite – Safety

This tool is dedicated to managing health and safety protocols. It enables hazard identification, incident reporting, corrective action tracking, and continuous safety audits to foster a culture of safety.

Advanced Visual Docking Guidance System (AVDGS)

Installed at Mumbai International Airport, AVDGS employs AI, ML, and video analytics to improve airside operations, safety, and turnaround efficiency.

Oracle – HRMS

Our Human Resource Management System (HRMS) manages employee lifecycle activities such as recruitment, payroll, performance appraisal, and workforce analytics.

Airport Planning and Operations Centre (APOC)

Powered by Aviio, the APOC integrates operations across airports, serving as the nerve centre for business continuity, disaster recovery, and AI-enabled customer support.

e-Vidyalaya Percipio – Learning & Development

This digital L&D platform offers structured training programmes, personalised learning pathways, and skill development resources to empower employees.

Legatrix – Compliance Management

A robust compliance tool that facilitates real-time tracking of legal and regulatory obligations, thereby ensuring adherence to governance frameworks.

CRM – Customer Relationship Management

This system strengthens passenger engagement by enabling personalised service, managing queries, and ensuring a consistent customer experience across touchpoints.

SAP Ariba – Vendor Management

SAP Ariba streamlines procurement and vendor management processes, ensuring transparency, efficiency, and compliance in supply chain operations.

Digital SOP

Our Digital Standard Operating Procedures help standardise and streamline operations across all airports. These include digital workflows for critical processes such as Hazard Identification and Risk Analysis, TAEP, and others, promoting paperless, compliant, and efficient operations.

Saksham Digital Initiative

A comprehensive digital initiative powered by the Oracle Fusion platform designed to enhance internal operations, employee workflows, and performance monitoring across key functions.

Computer Vision

This technology is deployed for AI-enabled queue monitoring, resource optimisation, and crowd management. A key use case is our flagship “Desk of Goodness”, which supports elderly and specially abled passengers.



As we look ahead, digitalisation will remain a central pillar of our growth and transformation strategy. We are actively investing in next-generation technologies such as AI, machine learning, IoT, and advanced analytics to deepen operational intelligence and improve passenger experiences. From predictive maintenance and automated safety systems to AI-driven crowd management and digital SOPs, our future lies in creating smart, sustainable, and scalable airports.



Leadership and Governance

We recognise that strong corporate governance is critical to building trust, ensuring transparency, and achieving sustained excellence in the aviation sector. As the gateway to millions of travellers across India and a key player in the nation's infrastructure growth, our governance framework is designed to uphold the highest standards of integrity, compliance, and ethical conduct.

Rooted in the governance philosophy of the Adani Group, our approach goes beyond regulatory obligations. It ensures a clear alignment between our strategic objectives and stakeholder expectations, particularly in the complex and dynamic environment of airport operations. Through structured oversight, effective risk management, and accountability mechanisms, we aim to build and operate world-class airports that are safe, sustainable, and service-oriented.

Board of Directors

Our governance structure is anchored by a strong and experienced Board of Directors, both at the AEL Group level and within AAHL. While the AEL Board provides overarching strategic guidance and group-wide governance alignment, the AAHL Board brings focused expertise to navigate the dynamic landscape of the aviation sector. Together, they ensure that our airports are managed with the highest standards of integrity, efficiency, and sustainability.

AEL Group Board of Directors

The Board of Directors at Adani Enterprises Limited (AEL) serves as the strategic nucleus of the Adani Group. Comprising highly respected leaders from diverse sectors, including infrastructure, finance, policy, and sustainability, the AEL Board defines the long-term vision and governance principles that cascade across all businesses within AEL. For AAHL, this means receiving consistent strategic direction and alignment with group-wide priorities. For more information on AEL board members and its board committees, please refer to AEL's Annual Report.

Composition of the Board



2 women Independent Directors
(29% of the total Board strength)



Chairperson is non-executive and independent



2 Executive Directors (29%)
5 Non-Executive Directors (71%)



80% attendance of the board for
FY 2024-25

AAHL Board of Directors

Our Board of Directors at AAHL is at the core of our operational and strategic decision-making. Comprising a blend of executive and independent directors, the board brings extensive experience in aviation infrastructure, regulatory affairs, and customer-centric operations. They work closely with our management team to ensure that our airports deliver exceptional passenger experiences, adhere to stringent compliance requirements, and drive sustainable outcomes.



Dr. Malay Mahadevia
Managing Director – Executive



Mr. Jeet Adani
Non- Executive Director & Promoter



Mr. Arun Bansal
Whole-time Director – Executive

SAC (C)
SEC (C)
CSR
SRC RMC



Mr. Rajender Mohan Malla
Independent Director & Chairperson – Non Executive

AUC (C)
RMC (C)
NRC
SRC SEC



Ms. Dipali Sheth
Independent Director – Non Executive

NRC (C)
CRC CSR
SAC SRC



Dr. Omkar Goswami
Independent Director – Non Executive

CAC (C)
NRC
AUC RMC
SAC SEC



Ms. Gauri Trivedi
Independent Director – Non Executive

CRC (C)
AUC RMC
CSR (C)
SRC (C)

Note : We have nine board level committees, namely,

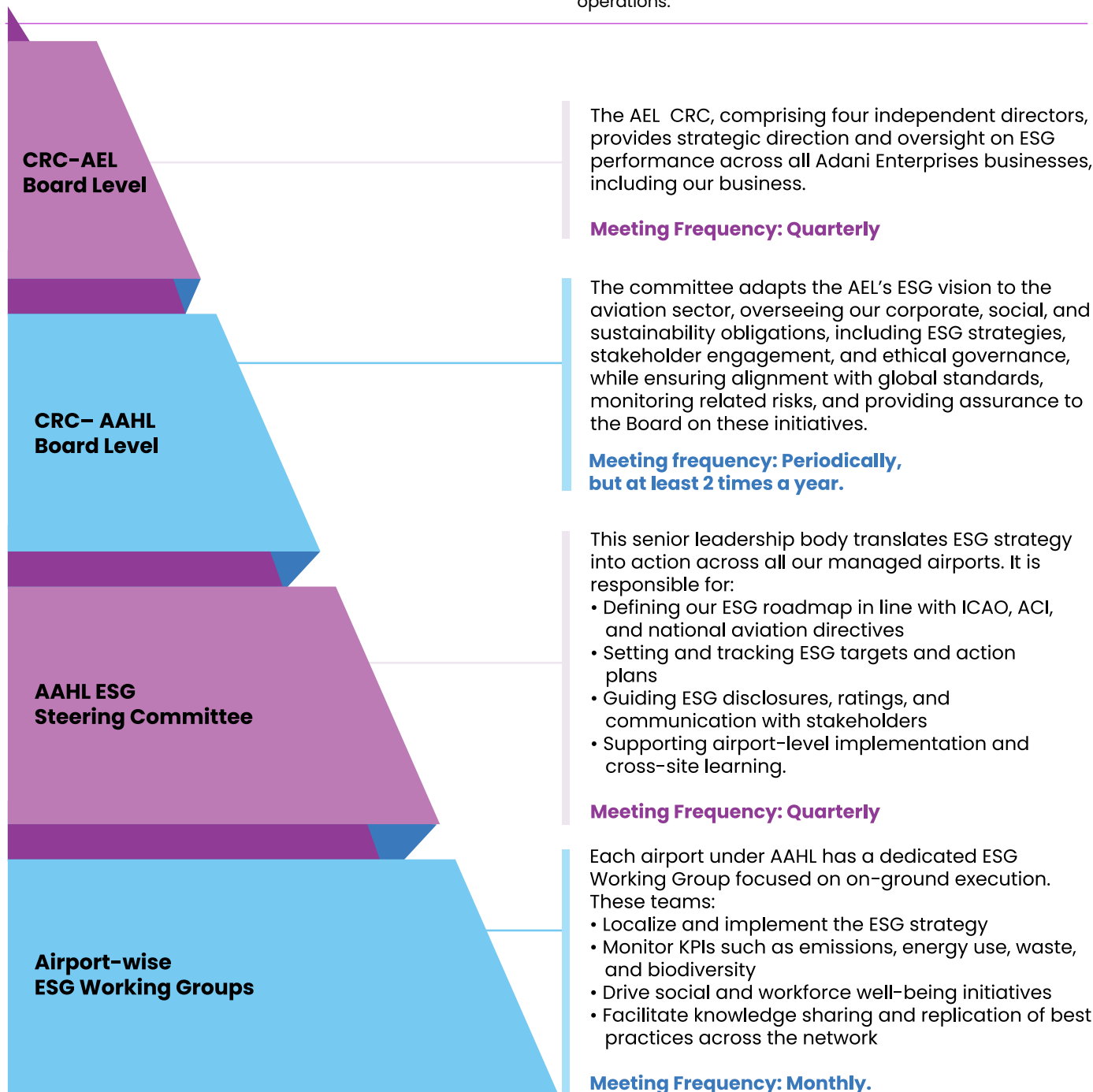
- AUC** Audit Committee
- NRC** Nomination and Remuneration Committee
- CRC** Corporate Responsibility Committee
- CAC** Consumer Affair Committee
- CSR** CSR Committee
- RMC** Risk Management Committee

- SAC** Safety Committee
- SEC** Security Committee
- SRC** Stakeholders Relationship Committee
- C – Chairperson

ESG Governance Framework

We have established an ESG Governance Framework that underscores our unwavering commitment to sustainability and responsible corporate behaviour. This framework is pivotal in aligning our operations with the Group’s vision and global ESG standards, acting as the backbone for managing environmental, social, and governance issues.

Our governance structure is comprised of the Corporate Responsibility Committee (CRC) at the board level (Group and AAHL), the AAHL ESG Steering Committee, and Airport-wise ESG Working Groups, and serves as a strategic foundation for identifying and managing ESG risks and opportunities, supporting continuous improvement, and positioning us as a frontrunner in sustainable airport development and operations.





Environmental Stewardship: Preparing for Green Take-off

With a deep understanding of climate change impacts, especially on aviation in India, we integrate energy conservation, emissions reduction, and resource management into airport operations to build climate-resilient infrastructure while minimising our environmental footprint.



Preparing for Green Take-off

Our environmental ethos is crafted with an acute awareness of the pressing reality of climate change and its profound impacts, especially regarding aviation infrastructure in India. Our approach weaves energy conservation, emissions mitigation, and resource management into the fabric of our airport operations. By responding with agility to the environmental challenges of our times, we aim to fortify our infrastructure against climate risks, ensuring that our skies remain open to progress while our footprint on the earth remains light and mindful of the delicate balance we must maintain.

Approach

Management System

- » ISO 14001
- » ISO 50001

Digital Platform

- » GenSuite
- » Avio

Policies

- » ESG policy
- » Environment Policy
- » Energy Management Policy
- » Climate Change Policy
- » Water Stewardship Policy
- » Waste Management Policy
- » Biodiversity Policy

Ambitions

- » Carbon Neutrality
- » Fleet Decarbonisation
- » Airport Carbon Accreditation (ACA)
- » 100% Green Electricity
- » Operational Net Zero
- » Water Positive
- » Zero Waste to Landfill
- » No Net Loss to Biodiversity

High-priority Topics

- » Energy Emissions and Management
- » Climate Change Adaptation and Mitigation
- » Water Stewardship
- » Air Quality Improvement
- » Circular Economy and Waste Management
- » Land Use and Biodiversity Impact

Link to UN SDGs



Environment Highlights

52%

of renewable
electricity sourced

9.2^{MWp}

Onsite RE
installation

158^{Nos}

of vehicles
transitioned to EV

1,555

Nos of Non-CO₂ Based
Fire Extinguisher
commissioned

~2,100

Nos. of ACs transitioned
to lower Global Warming
Potential (GWP)

100%

Renewable Power
at Mumbai Airport

ACA^{level 4+}

Mumbai airport is
carbon neutral and
ACA level 4+ certified

6.38^{Lacs} KL

of wastewater
recycled & reused
in operations

200⁺

rainwater harvesting
pits to recharge
ground water

91%

waste diverted
from landfill

ZWL

TVR airport is India's first
certified Zero Waste to
Landfill (ZWL)

12,121

trees planted in
FY2024-25

100%

Airports certified
with ISO 14001

3

Airports Certified
for ISO 50001

Environmental Management System

At AAHL, our Environmental Management System (EMS) is the bedrock of our commitment to sustainability and environmental excellence. We have meticulously woven our EMS into the fabric of our daily operations, ensuring that we not only meet but exceed the expectations set by environmental laws and regulations. Notably, we received zero penalties or fines related to environmental compliance in FY 2024-25.

Integrating Sustainability Across Operations

Our approach to environmental management is holistic, with every department actively involved in integrating sustainability into their workflows. Our comprehensive EMS is underpinned by robust policies, strict controls, and systematic procedures that collectively guide our environmental conduct. This ensures that our sustainability objectives are not just theoretical targets but practical realities that resonate throughout the organisation. Collaboration is key to our success, fostering a culture of continuous improvement where we are always looking for ways to enhance our environmental performance. We encourage innovation and set new standards that reflect our commitment to the environment.



Commitment to Environmental Responsibility and ISO 14001 Verification

Our dedication to reducing our environmental footprint is unwavering. The EMS is our strategic tool for managing and mitigating the environmental impacts of our activities. It encompasses a wide array of policies, procedures, and practices that are aligned with industry-leading standards and regulatory requirements. Our proactive management approach allows us to identify potential environmental risks early and take decisive action to mitigate them.

Through our EMS, we focus on reducing resource consumption, minimising waste, and mitigating emissions. We recognise the direct impact our operations have on the environment and commit to optimising our use of resources and reducing our carbon footprint. By adhering to the high standards of our EMS, we contribute to sustainable development and the well-being of future generations.

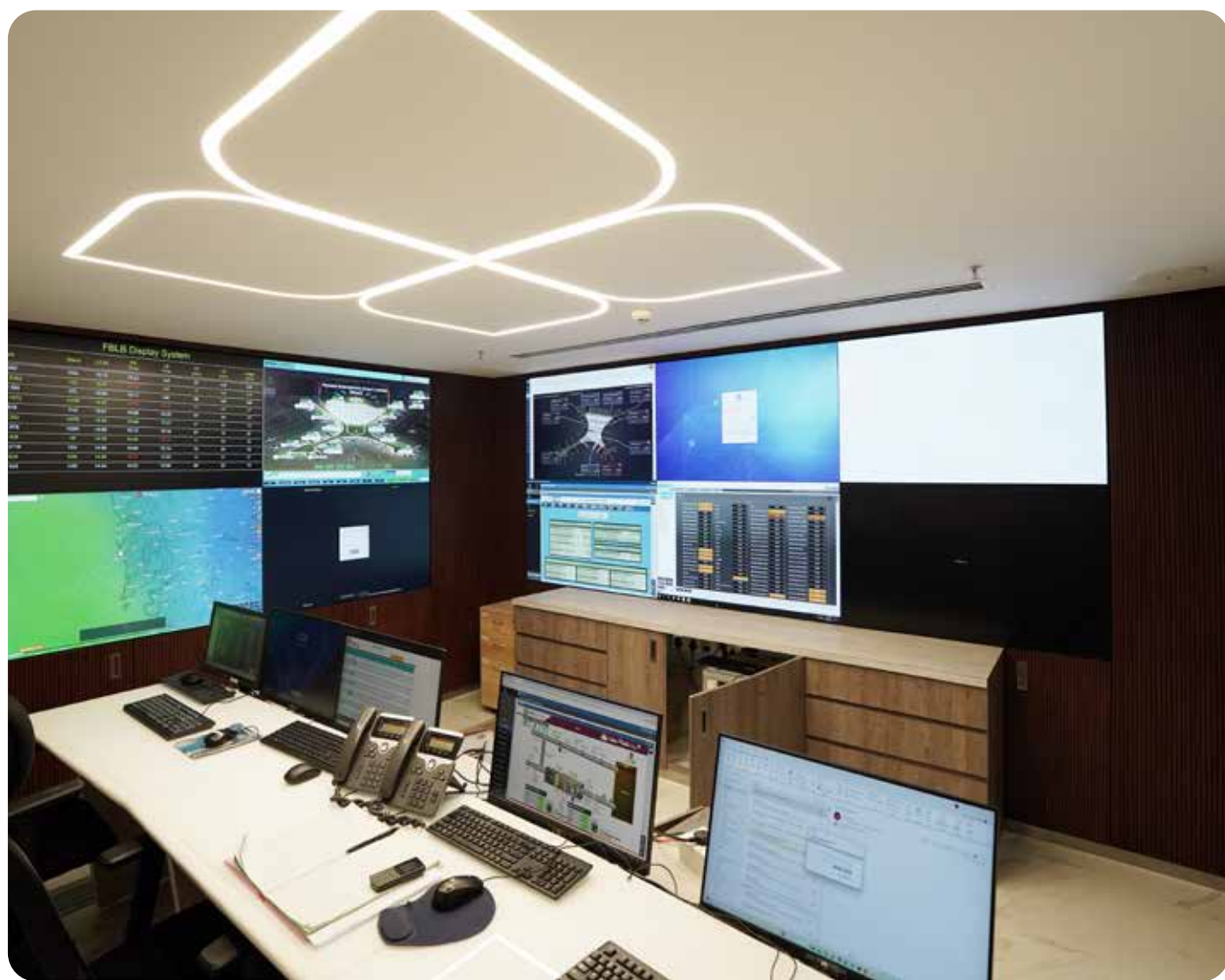
We are proud to announce that our EMS, for all our airports, has been verified against the ISO 14001 standard, a globally recognised benchmark for environmental management systems. This verification is a testament to our rigorous environmental management practices and our commitment to continuous improvement.

Our EMS is supported by various other management systems, such as ISO 45001 for occupational health and safety, ISO 9001 for quality and ISO 50001 for energy management. These systems are implemented following the guidance of the International Organisation for Standardization (ISO) and are verified by third-party auditors. This multi-faceted approach ensures that our commitment to environmental management is comprehensive and considers the well-being of our employees, the efficiency of our energy use, and the overall impact on the planet.

Managing Energy and Emissions: Reducing Our Footprint

Energy is the lifeblood of airport activities, powering everything from ground support equipment to terminal facilities. In our role as stewards of critical aviation infrastructure in India, we understand that managing energy and emissions effectively is vital for achieving sustainability in our operations. Our energy management policy, aligned with ISO 50001 guidelines, provides a solid foundation for our

initiatives, guiding us in optimising energy consumption and minimising emissions. This alignment is essential for reducing operational costs and mitigating our environmental impact. By focusing on energy efficiency and emission management, we not only enhance our commitment to a healthier planet but also establish ourselves as a benchmark for excellence in the industry.



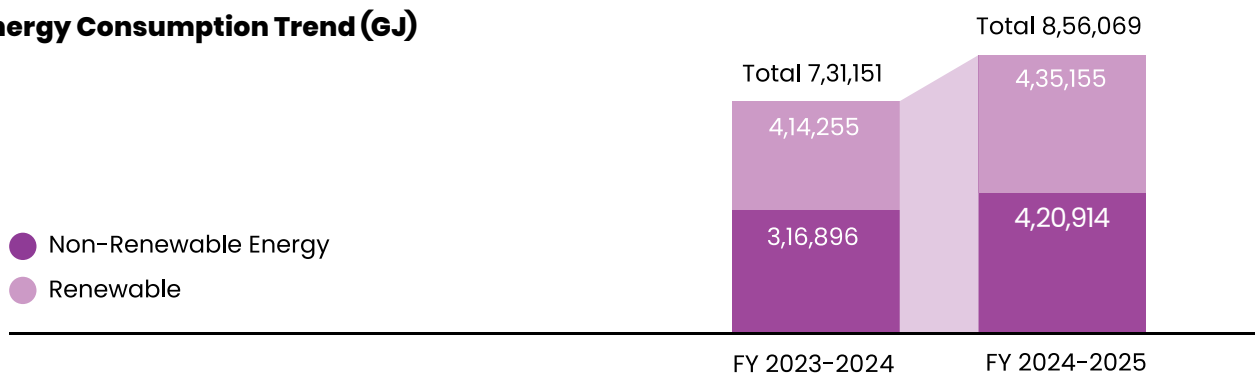
Mumbai Airport Building Management System (BMS) Control Room

Quantifying Our Energy Consumption and Emissions

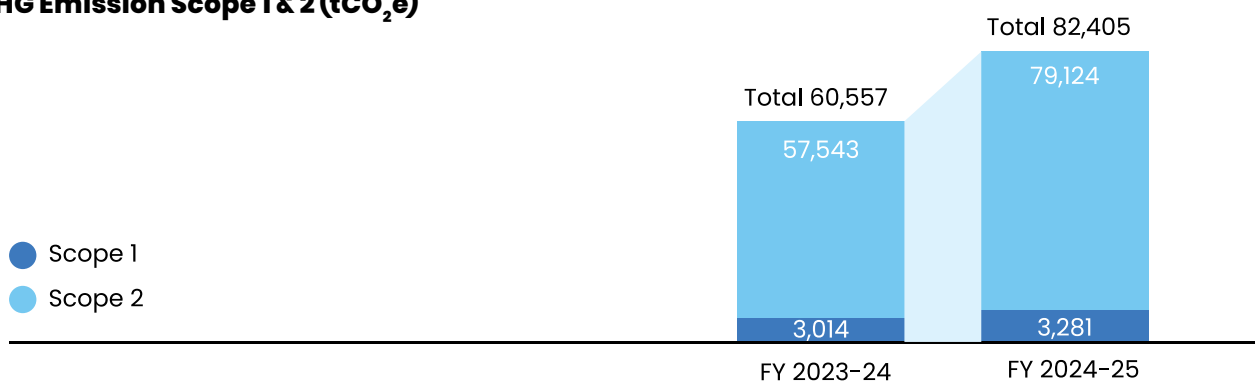
Our commitment to sustainability drives us to continually explore innovative strategies for reducing energy consumption and emissions across our operations. This focus has resulted in a 43% reduction in energy consumption intensity per passenger handled compared to FY 2022–23, while our renewable energy portfolio has expanded to 52%.

Additionally, we have achieved a 3% reduction in Scope 1 and 2 emissions intensity per passenger handled over the same period, reinforcing our ongoing efforts to shape a low-carbon, resilient future for aviation.

Energy Consumption Trend (GJ)



GHG Emission Scope 1 & 2 (tCO₂e)



Scope 3 emissions category (tCO ₂ e)	FY 2024-25
Purchased goods and services	94,308
Capital goods	17,197
Fuel- and energy-related activities	481
Upstream transportation and distribution	675
Business travel	617
Employee commuting	888
Upstream leased assets	547
Downstream transportation and distribution	51,775
Use of sold products	74,43,733
Downstream leased assets	28,897
Total Scope 3 emissions	76,39,118

Navigating Net-Zero: Our Commitment to a Greener Tomorrow

India is advancing toward a low-carbon economy with strong climate commitments, and AAHL aligns with this vision by aiming for operational net zero by FY 2028–29. Through a comprehensive strategy targeting Scope 1, 2, and 3 emissions—including energy efficiency, renewable adoption, and green infrastructure—AAHL supports both national goals and global aviation sustainability targets.



Our Commitment to a Greener Tomorrow

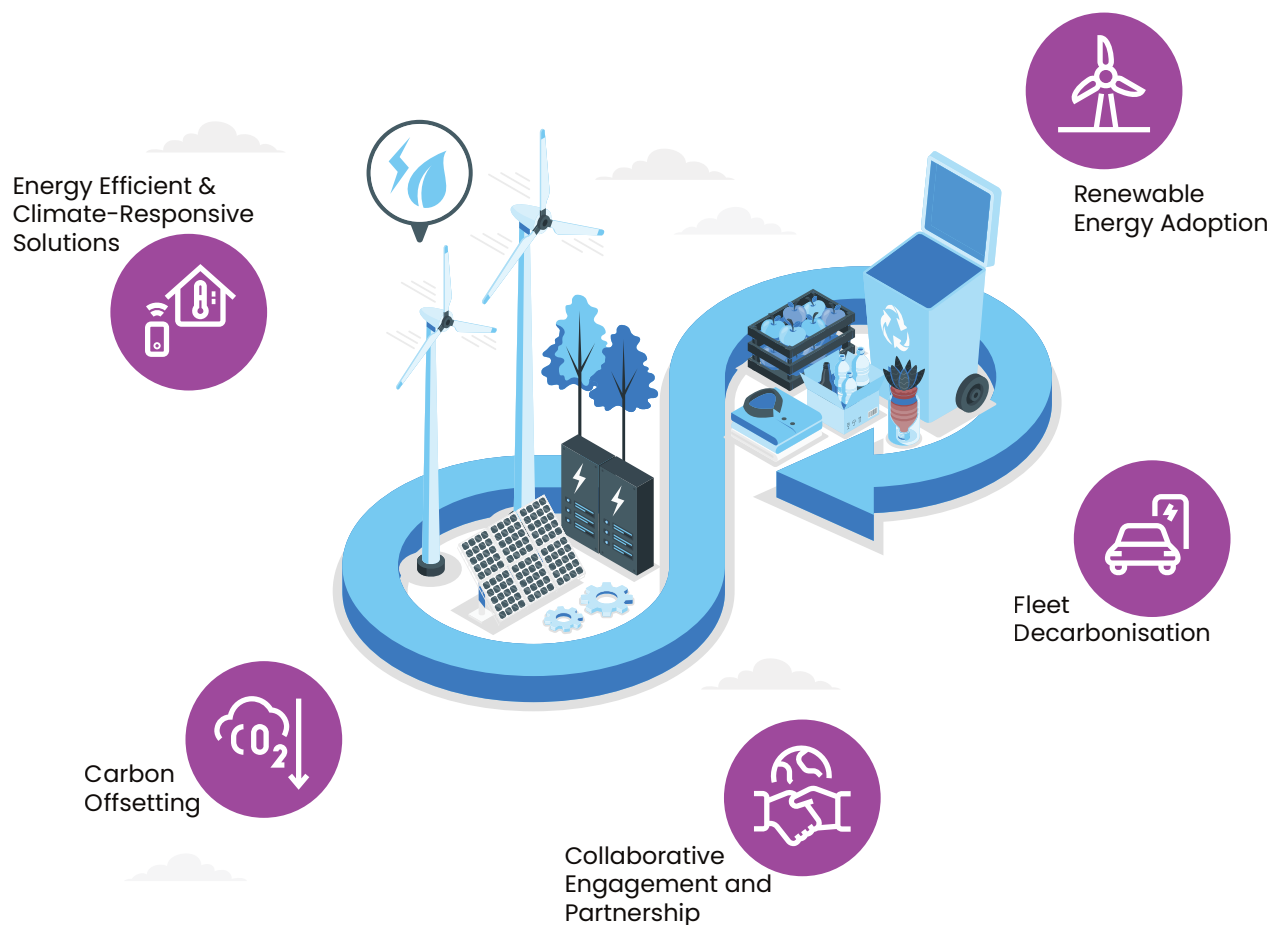
India is making significant strides toward a low-carbon economy, strengthening its Nationally Determined Contributions (NDCs) with ambitious renewable energy targets and a Net Zero goal by 2070. These commitments align with the Paris Agreement, reinforcing the nation's proactive approach to climate action.

Aligned with these goals, AAHL is committed to reducing greenhouse gas emissions and achieving operational net zero by FY 2028–29. Our roadmap complements global aviation sustainability targets, including ICAO and IATA's Net Zero 2050 goals, ensuring a synchronised transition where industry stakeholders collectively advance toward a low-carbon future.

Path to Low Carbon Future

To effectively decarbonise our operations and work towards our operational net zero target, AAHL is adopting a holistic approach to managing Scope 1 and 2 emissions. This multifaceted strategy includes significant investments in energy efficiency, the adoption of renewable energy sources, and the construction of green infrastructure with low energy and emissions characteristics. Additionally, we are addressing Scope 3 emissions through collaboration with our airline partners and other stakeholders.

Operational Net Zero by FY 2028–29



Energy Efficient & Climate-Responsive Solutions

Recognising that sustainable operations begin with the responsible management of resources, we have initiated a series of strategic actions designed to optimise energy usage across our entire operation.



EC Fan Retrofitting: Enhancing AHU efficiency with EC fans to lower energy consumption and emissions.



Optimised Cooling Systems: Reducing energy use and maintenance needs with automatic tube condenser cleaning.



HVLS Fans Installation: Cutting HVAC energy demand by improving air circulation with HVLS fans.



Inverter ACs for Climate Control: Reducing electricity consumption with energy-efficient inverter-based ACs.



HVAC Digitization & Automation: Minimising energy waste through smart automation and system optimisation.



VFD-Controlled Pumps: Lowering power usage in chillers and AHUs with energy-efficient VFD-controlled pumps.



Temperature-Controlled Valves: Enhancing HVAC efficiency with thermal regulating valves to cut energy waste.



Low-GWP Air Conditioners: Transitioning to air conditioners with low Global Warming Potential (GWP) refrigerants to reduce greenhouse gas emissions and improve energy efficiency, with ~2100 units already installed.



Taxiway Z (Zulu) Initiative: Implemented an interoperable taxiway at CSMIA, functioning as a taxiway by day and a standby at night, improving on-time performance and reducing fuel consumption.



Natural Climate Solutions: Decreasing reliance on mechanical cooling by leveraging seasonal outside air.



Non-CO₂ Based Fire Extinguishers: Deploying environmentally friendly fire suppression systems to minimise greenhouse gas emissions, with 1,555 units already replaced.



Advanced Equipment Adoption: Reducing fuel consumption and emissions with efficient Hydrant fuel systems.



Energy Expertise Development: Providing Energy Auditor certification and training to empower employees in energy management.



Comprehensive Energy Audits: Conducting detailed energy audits across airports to achieve ISO 50001 certification, improving energy efficiency. (Mumbai, Mangaluru and Thiruvananthapuram airports are already certified.)

Case Study

EC Blower Mumbai and Guwahati



At Mumbai and Guwahati airport we have installed Electronically Commutated (EC) fans over conventional Alternating Current (AC) fans in AHUs. EC fans, which combine AC and DC technologies, are more energy-efficient, reliable, and easier to maintain due to fewer moving parts and lower mechanical friction. They also offer greater controllability with built-in variable speed controls, leading to significant energy and cost savings. The study recommends replacing AC fans with EC fans in Air Handling Units (AHUs).



Renewable Energy Adoption

The embrace of renewable energy is a core component of our Decarbonisation Roadmap. Our dedication to this shift is demonstrated by our investments in a variety of renewable energy initiatives, which aim to power our operations with clean and sustainable energy. Our efforts in this domain include:



Solar and Wind Energy Projects:

Expanding on-site renewable energy generation with solar and wind installations, achieving 9.2 MWp capacity across the airports.



Direct Renewable Energy Procurement:

Sourcing green power from DISCOMs, paying green energy premiums, and securing 4,00,456 GJ of renewable energy in FY 2024-25.



Offsite Renewable Energy Exploration:

Evaluating offsite captive renewable projects and Virtual Power Purchase Agreements (VPPAs) via ISTS for long-term clean energy integration.





Fleet Decarbonisation

We are embracing the future of eco-friendly transportation by committing to the electrification of our vehicle fleet to the maximum extent. This pivotal move is a key aspect of our sustainability agenda, aimed at significantly curbing our environmental impact. Recognising the significant impact that vehicle emissions have on the environment, we have taken the following steps:



Electric Fleet Transition: Shifting to an EV fleet to cut tailpipe emissions, with 158 vehicles already converted to electric.



EV Charging Network Expansion:

- » Deploying EV charging stations to support fleet electrification and sustainable mobility, with 77 EV charging stations already installed across all seven airports.
- » Partnering with airlines to electrify ground service equipment by providing dedicated EV charging infrastructure.



Collaborative Engagement and Partnership

Understanding the interconnected nature of the aviation infrastructure operations and the importance of collective action in addressing climate change, we are actively cultivating strategic partnerships with a broad range of stakeholders, including airlines, regulatory bodies, and industry partners. Our collaborative efforts are focused on implementing practical measures that can lead to significant emissions reductions and the promotion of sustainable practices. Our key collaborative initiatives include:



Auxiliary Power Unit (APU) Usage Reduction:

Encouraging airlines to adopt Fixed Electric Ground Power (FEGP) and Preconditioned Air (PCA) systems, reducing APU fuel consumption and emissions. Additionally, we are working towards operational net zero, which means that the electricity provided through FEGP and the generation of PCA will





also be sourced from renewable energy in the future, further complementing our airline partners in their emission reduction efforts.



SAF Infrastructure Development: Partnering with airlines and suppliers to develop storage and supply infrastructure for Sustainable Aviation Fuel (SAF), enabling a smoother transition to sustainable energy sources.



Green Electricity Supply: At Mumbai Airport, we are enabling concessionaires and airport partners to access renewable electricity, supporting their transition to sustainable energy while reducing overall carbon emissions. Moving forward, this initiative will be extended to other airports, reinforcing our commitment to decarbonisation across our operations.



Carbon Offsetting

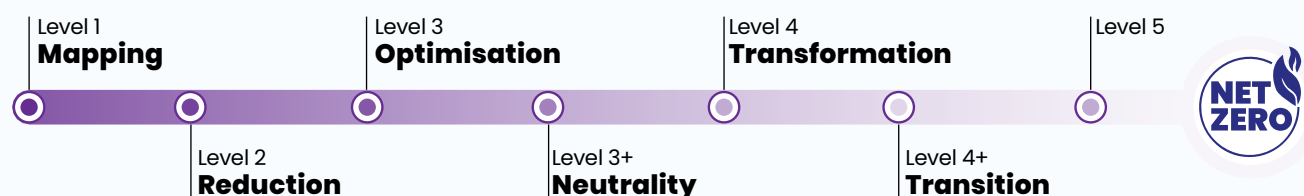
As part of our commitment to sustainability, we are purchasing carbon credits in alignment with the ACI Airport Carbon Accreditation Offset Guidance to support the transition towards a low-carbon economy. In FY 2024-25, we have utilised 65,979 tonnes of carbon credits, which accounts for approximately 80.06% of our total Scope 1 and 2 emissions. This approach enables us to balance our carbon footprint while continuing to implement direct emission reduction measures across our operations. Beyond emissions offsetting, the purchase of these credits contributes to environmentally beneficial projects, including renewable energy, reforestation, and community-based initiatives that enhance biodiversity and promote sustainable practices.

Case Study

Mumbai Airport's ACA 4+ Accreditation

Overview of Airport Carbon Accreditation (ACA)

The Airport Carbon Accreditation (ACA) programme, developed by the Airport Council International (ACI) in 2009, serves as a global standard for carbon management in airports. It independently assesses and recognises the efforts of airports to manage and reduce their carbon emissions through a structured certification process. The programme consists of seven levels of accreditation, each with specific requirements aimed at progressively enhancing carbon management practices:



Achieving higher levels signifies a greater commitment to carbon management, with Level 4+ requiring airports to offset residual emissions and develop comprehensive carbon management strategies aligned with global climate goals.

Importance of ACA Accreditation

The ACA programme is crucial for airports as it provides public recognition of their sustainability efforts, promotes efficiency improvements, and encourages knowledge transfer and standardisation. It also enhances stakeholder engagement and raises awareness about climate change and carbon management within the aviation sector.

Mumbai Airport's Journey to ACA 4+ Accreditation

Mumbai Airport began its journey towards reducing its carbon footprint in 2011 by implementing a Carbon Accounting and Management System (CAMS) based on ISO 14064-1. This system enabled the airport to identify, measure, and manage greenhouse gas (GHG) emissions as part of its GHG management programme. Since then, it has been actively participating in the ACA programme. Initially, we had set a target for 2025 to achieve ACA Level 4+ (Transition) certification for Mumbai airport. However, the airport surpassed this timeline and achieved the esteemed certification in 2022, ahead of its target year. This accomplishment makes the airport, the third airport in the Asia-Pacific region to achieve Level 4+ accreditation, highlighting its commitment to building a robust climate change strategy and managing its carbon footprint effectively.

Impact

Achieving Level 4+ Transition status has significant implications for Mumbai Airport. It demonstrates the airport's alignment with global climate goals and its commitment to reducing GHG emissions. This milestone strengthens the airport's leadership in sustainability and sets a high standard for carbon management in the region. Other airports under AAHL are also working towards achieving similar ACA accreditations.

The success of Mumbai Airport serves as an inspiration and a benchmark for these airports to implement effective carbon management strategies and pursue sustainability initiatives, contributing to the broader goals of reducing carbon emissions in the aviation sector.



Awards



Mumbai Airport: 'Outstanding Achievement – Diamond Rating' award by Global Energy and Environment Foundation in New Delhi on February 12th, 2025



Mumbai Airport: National Award for Excellence in Energy Management 2024



Jaipur Airport won the Platinum Award at the 16th EXCEED Green Future Awards 2024 for its outstanding sustainability efforts and best practices.

Climate Resilience: Navigating Physical and Transition Risks

Recognising the growing risks of climate change, AAHL is proactively assessing its potential impact on airport operations and infrastructure. By conducting a comprehensive climate risk assessment aligned with TCFD guidelines, AAHL aims to identify risks and opportunities to ensure long-term resilience and sustainability.

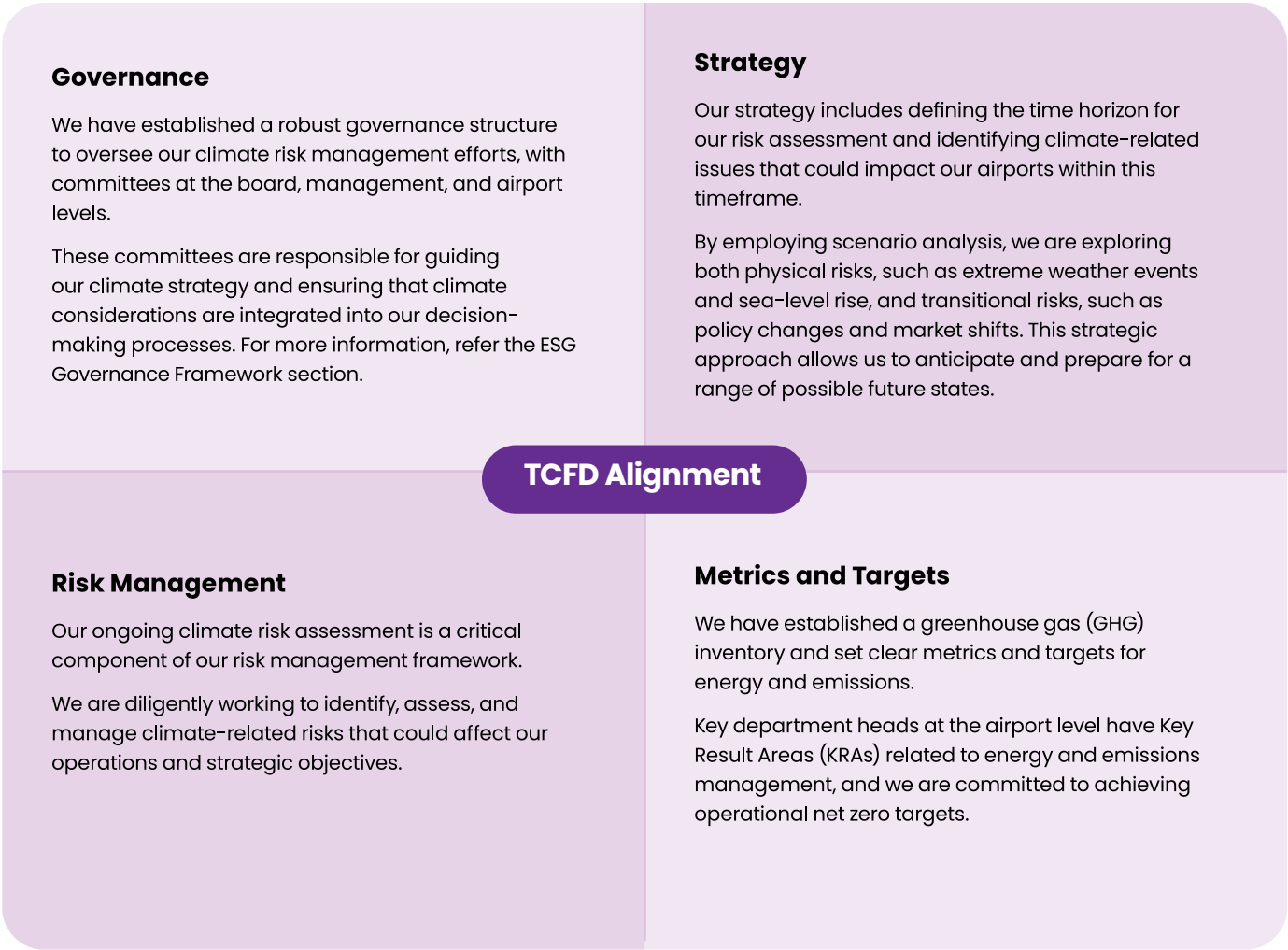


Navigating Physical and Transition Risks

The global climate is undergoing significant changes, with increasing temperatures, shifting weather patterns, and more frequent extreme weather events. These changes pose substantial risks to infrastructure, ecosystems, and communities worldwide. At AAHL, we are acutely aware of the implications of climate change and its potential impact on the airport ecosystem. We understand that our operations, assets, and long-term growth are subject to the risks associated with a changing climate, and we are committed to addressing these challenges proactively.

Assessing Climate Risks & Opportunities

We are currently in the process of conducting a comprehensive climate risk assessment to evaluate the potential risks and opportunities that climate change presents to our business. Our assessment is aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), ensuring that we adhere to global best practices in climate risk management.



Assessment Process

The assessment follows a structured approach, which includes:

step 1

Site-specific Climate Risk Assessments

To comprehensively understand the unique challenges posed by climate change at each location, we have initiated detailed climate risk assessments at two of our seven airports during FY 2024–25. These assessments provide valuable insights for managing climate risks specific to each site.

step 2

Impact Analysis and Mitigation Strategies

Following the site-specific assessments, we delve into analysing the potential impacts of the identified climate risks on our operations. This analysis is critical in developing targeted mitigation strategies to minimise the risks. We are considering a wide range of factors, including operational disruptions, infrastructure damage, and financial implications. Our mitigation strategies will be tailored to each site's unique risk profile and are designed to enhance resilience, ensure business continuity, and protect our airports and the communities we serve. We are also exploring opportunities that may arise from these changes, positioning ourselves to adapt and thrive in a changing climate.

step 3

Adaptation and Resilience Planning

In response to the findings from our impact analysis, we will be preparing to develop comprehensive adaptation and resilience plans for each of our airports, with a particular focus on those most susceptible to climate risks. These plans will be designed to enhance our adaptive capacity and strengthen the resilience of our operations to withstand current and future climatic conditions.

Our planning process will prioritise interventions that address the most critical risks and harness potential opportunities arising from climate change. We will consider a broad spectrum of adaptive measures, from infrastructural improvements such as flood defences and heat-resistant materials to operational changes like revised emergency procedures and supply chain resilience. These plans will be iterative, evolving with ongoing climate research, stakeholder input, and best practices in climate adaptation.



The scope of the ongoing climate risk assessment

Including categories, risk types, scenarios as per IPCC AR6, stages of the value chain, and time horizons—is outlined in the table below.

Physical Risks

Types of Climatic Risk Covered

- | | |
|--------------|----------------|
| » Heat Waves | » Water Stress |
| » Droughts | » Heat Stress |
| » Floods | » Wildfire |
| » Cyclones | |

Considered Scenarios

- » SSP1–2.6 (“optimistic” scenario limiting the rise in average global surface temperatures by 2100 to 1.3°C to 2.4°C)
- » SSP2–4.5 (“middle of the road” scenario with temperatures increasing by 2.1°C to 3.5°C by 2100)
- » SSP5–8.5 (“pessimistic” scenario with temperature increases up to 3.3°C to 5.7°C)

Timeframes Covered

- » Short Term: 2030
- » Medium Term: 2050
- » Long Term: 2080 and 2100

Transition Risks

Types of Climatic Risk Covered

- | |
|-------------------------------|
| » Policy & Regulatory Changes |
| » Market Shifts |
| » Technological Advancements |
| » Reputational |

Considered Scenarios

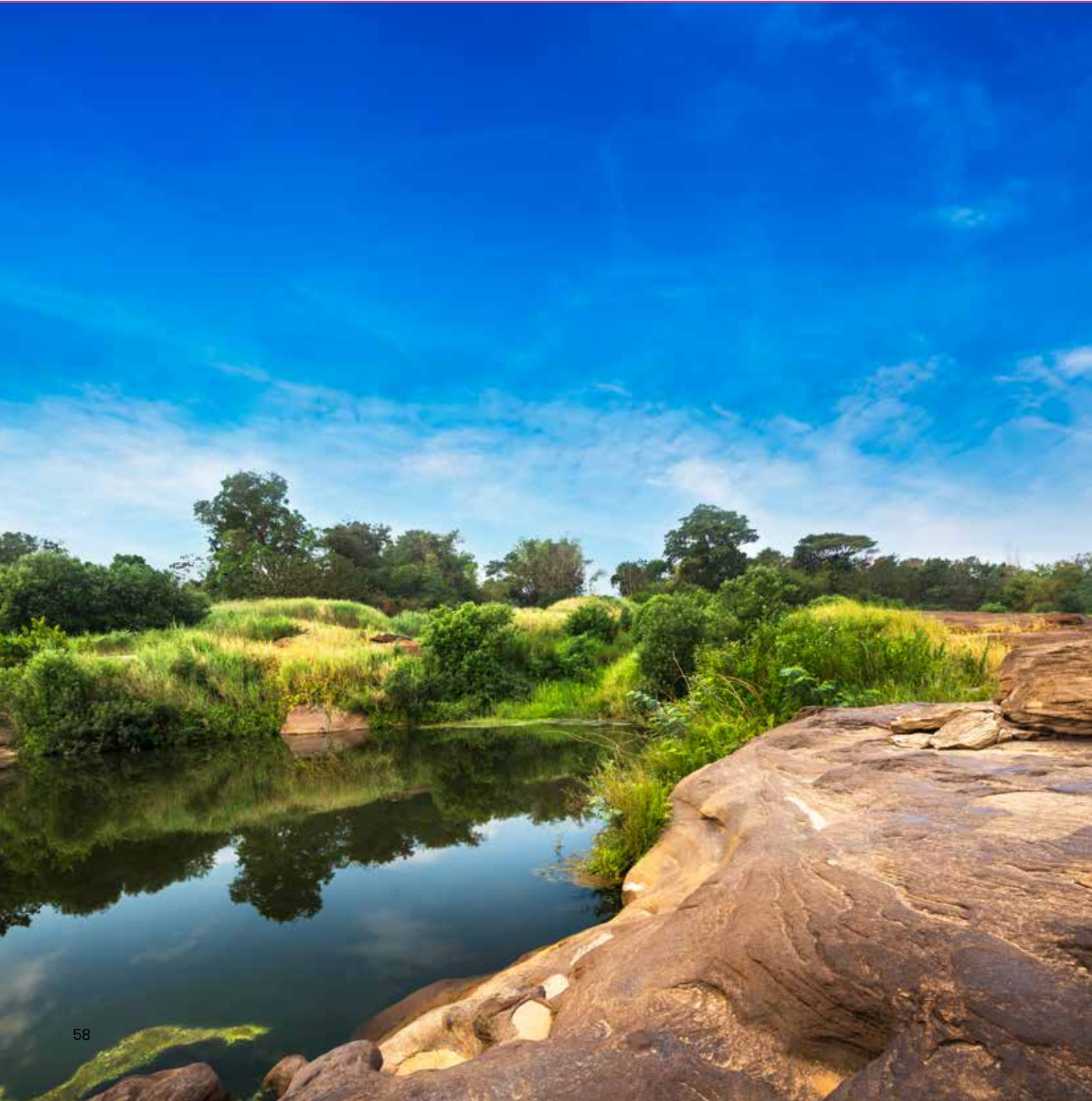
- » Net Zero 2050 (the most optimistic scenario that limits global warming to 1.5°C through stringent climate policies and innovation, reaching net zero CO2 emissions around 2050)
- » Current Policies (the most pessimistic scenario where existing climate policies remains in place, but there is no strengthening of emission level of these policies, to global warming of 3°C+ by 2100 and high associated climate impact)

Timeframes Covered

- » Short Term: 2030
- » Medium Term: 2050
- » Long Term: 2080 and 2100

Managing Water Resources: Strategies for Resilience

AAHL prioritises responsible water management across its airports, recognising water's essential role in operations and sustainability. Through efficient usage and compliance with local regulations, the organisation is committed to preserving this vital resource.

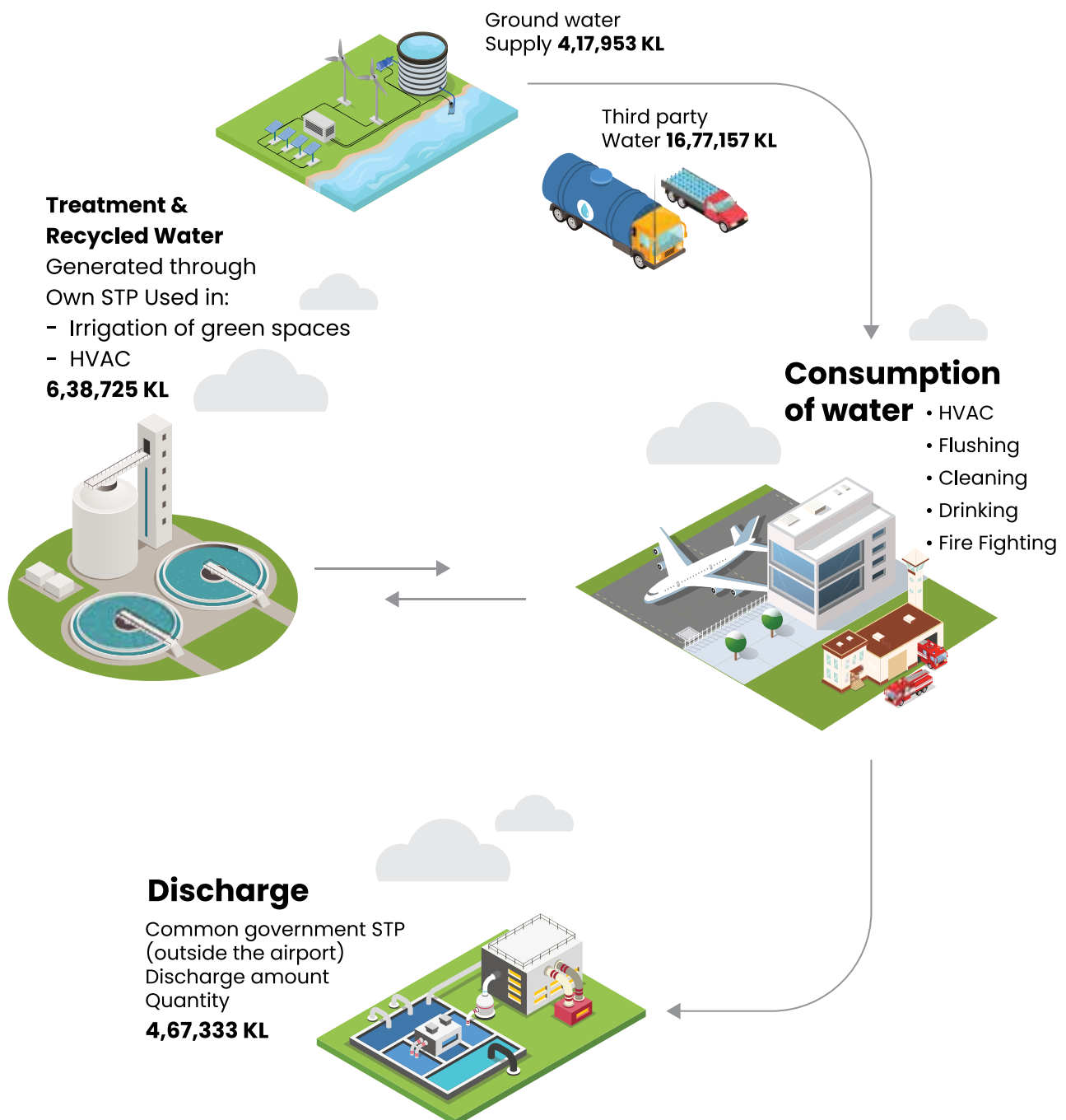


Managing Water Resources

In the face of growing environmental concerns and the critical role that water plays in sustaining life and operations, we have placed a strong emphasis on the judicious management of water resources within our network of airports. Water is utilised at our facilities for various critical purposes, including HVAC operations, human consumption, cleaning and sanitary use,

green cover management, firefighting services, and other essential functions. Our commitment to water stewardship is evident in our comprehensive approach to optimising water consumption, which acknowledges the intrinsic value of water and aligns with stringent local regulations aimed at preserving this vital resource.

Fresh Water Withdrawal



Our Water Management Strategy

Recognising the essential role of water, we have developed a Water Management Strategy grounded in our Water Stewardship Policy. This strategy outlines our commitment to improving water use efficiency and conservation. It is carefully designed to guide us toward achieving water positivity, reflecting our ethos of contributing more to the environment than we extract.

Monitoring water data

- » The water data monitoring system is a key component of our strategy.
- » We regularly track water withdrawal and maintain a water consumption register to ensure precise monitoring and reporting.
- » Additionally, the quality of water withdrawn and the quality of recycled water from our sewage treatment plants (STPs) are assessed by our internal labs at each airport & NABL certified labs.

Water Assessment

- » We are currently undertaking a comprehensive water assessment, marking our initial step toward achieving water positivity.
- » This ongoing analysis is evaluating our water consumption patterns.
- » This assessment will serve as the foundation for setting informed targets and shaping our water positivity aspirations.
- » Water Risk Assessment with global tools like WRI Aqueduct and WWF

Water Management

- » Insights from our ongoing water assessment are guiding the development of a robust water management strategy.

Our key objectives include:

- » Sourcing water responsibly.
- » Reducing freshwater consumption.
- » Enhancing recycling efforts.
- » Capturing oil/fuel spill from storm water
- » Conservation through rainwater harvesting
- » We utilise groundwater and municipal supply to maintain a diversified water withdrawal approach, minimising dependency and ensuring long-term water security.

Water Audits

- » We are strengthening our environmental audits by introducing dedicated water internal audits, ensuring a focused approach to water management.

These audits will be:

- » Informed by insights from our ongoing water assessment.
- » Seamlessly integrated into our broader water strategy.
- » This initiative will drive continuous improvements in water management practices.



Key Initiatives

In alignment with our commitment to sustainable water management, we have identified several key initiatives that form the core of our Water Positivity Strategy. These initiatives are designed to optimise our water usage, reduce our water footprint, and contribute positively to the water balance in our communities.



Water-Efficient Floor Washing Machine:

We use water-saving techniques and tap aerators to minimise water usage while ensuring service quality.



Groundwater Recharge:

Constructed Rainwater harvesting pits to capture rainwater to replenish local groundwater.



Waterless Urinals and Low-Flush Toilets:

Our facilities feature waterless urinals and low-flush toilets to significantly reduce restroom water consumption.



Rainwater for Flushing:

During monsoons at Mumbai airport, we utilise harvested rainwater for flushing purposes.



Sensor-Activated Taps:

Installed sensor-activated taps and flow reducers promote responsible water use.



Wastewater Recycling:

Our programme repurposes treated sewage for horticulture and HVAC systems, showcasing our commitment to water reuse.



Dry Cleaning of Solar Panels:

We conserve water by using dry cleaning methods for solar panels.

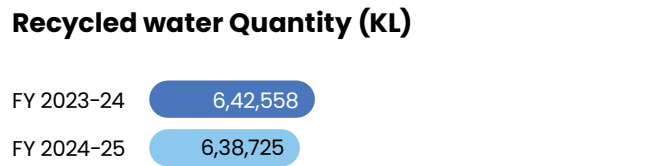
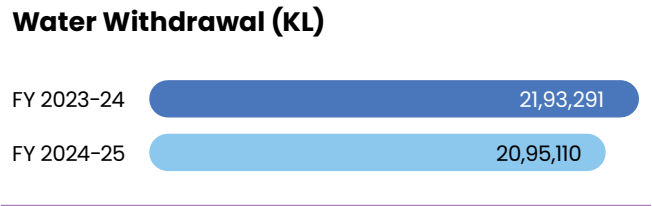
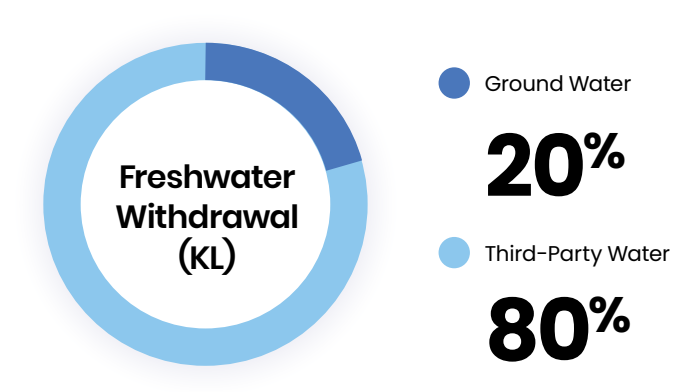


IoT-Based Smart Irrigation:

Intelligent irrigation systems with IoT sensors optimise water use for gardening, ensuring efficient and data-driven watering practices.

Water Resource Performance

We have made significant strides in water conservation through meticulous tracking, recycling, and efficiency measures, achieving a 24% reduction in freshwater consumption intensity measured per passenger handled and a 4% reduction in freshwater withdrawal compared to the previous year. Three (Ahmedabad, Jaipur and Lucknow) of the seven airports are located in areas of water stress as per the analysis done through the Aqueduct tool. Five of our seven airports are zero liquid discharge facilities, while Trivandrum and Mumbai airports channel some portion of their wastewater to common municipal STPs. In the past year, we recycled 6,38,725 KL of water for horticulture and HVAC use, reinforcing our circular resource approach.



Case Study

Cloud-Based Irrigation at Ahmedabad Airport

Overview

At our Ahmedabad Airport, we manage 17 acres of green area that requires regular irrigation. Traditional methods have led to excessive water consumption, prompting us to implement a cloud-based irrigation system. This innovative solution aims to optimise water usage and enhance sustainability by automating irrigation based on real-time weather data and evapotranspiration rates. Our goal is to significantly reduce water consumption while maintaining the health and aesthetics of our green spaces, aligning with our water positivity aspiration.

Impact

The introduction of the cloud-based irrigation system has yielded substantial positive outcomes. By utilising a combination of sensors, controllers, and data analytics, our system manages irrigation processes remotely, ensuring that water is used efficiently.



Water Conservation:

One of the most significant impacts of this initiative is the reduction in water consumption. Compared to traditional irrigation methods, our cloud-based system is projected to save approximately 17,850 kilolitres (KL) of water annually.



Enhanced Plant Growth:

In addition to conserving water, the system promotes optimal plant growth. By calculating the necessary water requirements based on local weather data and evapotranspiration rates, the system ensures that our plants receive the right amount of water at the right time.



Remote Management and Control:

The system also offers the advantage of remote access and control. We can monitor and adjust irrigation schedules from anywhere with an internet connection, providing flexibility and responsiveness to changing weather conditions. This capability not only streamlines our operations but also allows for timely interventions to prevent water waste.

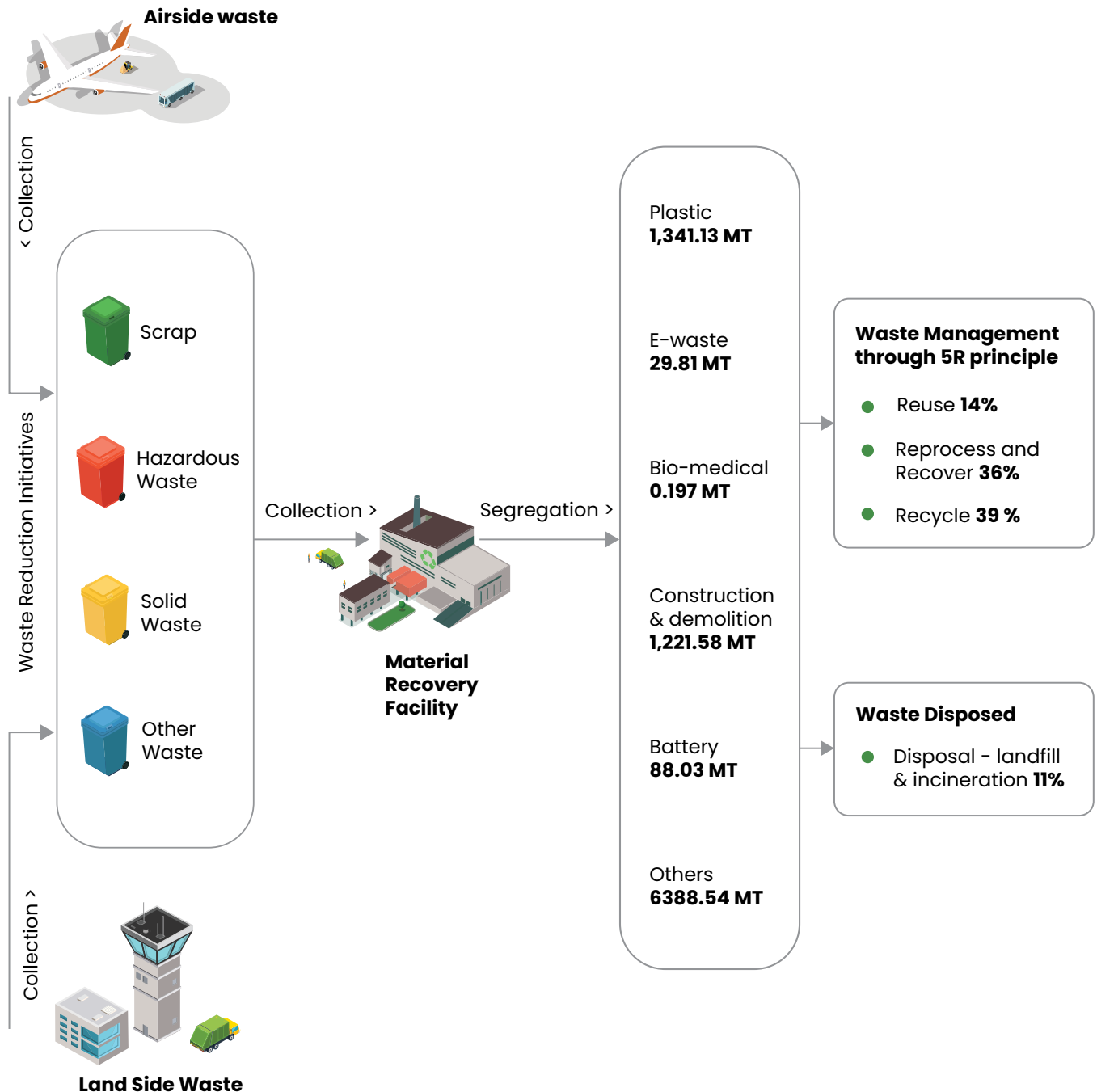


Waste to Resource: A Circular Approach

AAHL embraces a circular economy approach to waste, treating discarded materials as resources for reuse and recycling. This innovative strategy minimises environmental impact, optimises resources, and supports broader ESG goals for a sustainable future.



At AAHL, we are redefining the lifecycle of waste by adopting a circular economy mindset that sees every discarded material not as refuse, but as a potential asset. Our initiative in this domain is driven by a commitment to environmental excellence and the pursuit of resource optimisation. By innovating in the way we handle waste, we aim to minimise our ecological footprint while unlocking new opportunities for material reuse and recycling. This approach aligns with our broader ESG goals, ensuring that every aspect of our waste management process contributes to a more sustainable and resilient future for our airports and the communities they serve.



Our Waste Management Strategy

Guided by our Waste Management Policy, our strategy to manage waste lies in the 5R principle – Reduce, Reuse, Reprocess, Recycle, and Recover—ensuring responsible waste generation, segregation, recovery, and disposal. Beyond compliance, it drives us toward zero waste to landfill, reinforcing our commitment to sustainability.

Governance

- » The governance of the Waste Management Strategy is overseen by our airport's Environment, Operations and Techno-commercial teams.
- » A dedicated Scrap Committee is also constituted for value-added scrap material.

These departments are responsible for:

- » Setting guidelines for waste classification and disposal
- » Shortlisting and finalising authorised vendors for waste collection and disposal

Waste Classification and Sources

Our airports have a comprehensive system for classifying waste generated from both airside and landside into five major categories. This classification provides a detailed understanding of the waste generated and allows us to regularly update our inventory list.

- » Solid Waste: Includes both dry and wet waste generated inside our facilities.
- » Valuable Scrap: includes materials such as furniture, discarded metal, and other metals generated from renovations.
- » Hazardous Waste: Generated through utilities and airport maintenance and operation activities
- » Other Non-Hazardous Waste: Includes horticulture waste, STP sludge, etc.

Collection & Segregation

Our waste collection is managed through the following primary methods:

- » Solid waste generated within terminal buildings and surrounding areas is collected by a contracted waste management vendor.
- » Valuables are handled separately by our Techno-Commercial team, ensuring proper management.
- » Hazardous waste is disposed of as per compliance with regulatory standards.

Storage area: The collected waste is transported to the designated waste yard known as the Material Recovery Facility (MRF), where the following processes occur:

- » Secondary sorting of waste
- » Segregation into diverse sub-categories
- » Weighing of waste before placing it in separate compartments

We adhere strictly to norms related to safety and waste storage throughout the entire process.

Recycling, Recovery & Disposal

- » The scrap committee sells valuable scrap to authorised vendors through auction.
- » Hazardous waste is disposed of by authorised vendors, coordinated by the techno-commercial team.
- » The vendors responsible for solid waste collection also manage its disposal and provide us with documentation confirming the disposal process.
- » We ensure that the disposal process is in accordance with our guidelines and verify that the final disposer complies with our established standards.

Monitoring and Reporting

Monitoring begins at the collection and segregation stage, where we update our inventory daily with the type and quantity of waste generated. This data helps us:

- » Build a trend for waste generation
- » Develop reduction methodologies
- » We also track and analyse waste data related to disposal methods.

Our aim is to achieve zero waste to landfill for all our airports by FY 2025–26.

Key Initiatives

We are employing the 5R principle in our transformative efforts to redefine waste management within our airport network, aiming to minimise environmental impact, achieve Zero Waste to Landfill and encourage a circular economy.

Reduce (Minimising Waste at the Source)	Training: Comprehensive waste management training is provided to staff, equipping them to effectively reduce, segregate, and recycle waste. Paperless Airport Toilets: Hand Air Particle Accelerator (HAPA) dryers have been introduced to reduce paper waste, offering a hygienic alternative to paper towels. Digital Advertising Assets: Transitioning to digital advertising eliminates waste from non-recyclable flex banners. Digi Yatra for Paperless Travel: The 'Digi Yatra' initiative enables passengers to use digital boarding passes and tickets, significantly reducing paper consumption.
Reuse (Extending the Life of Resources)	Horticulture Waste Repurposing: Sending horticulture waste to animal shelters for reuse as feedstock. Construction and Demolition Waste Reuse: C&D waste is repurposed wherever feasible in projects for activities such as road construction and site levelling, thereby reducing the volume of waste requiring alternative disposal. Repurposing of Security Reject Items: Collaborations with non-profit organisations facilitate the distribution of items that do not meet security standards. Security-rejected materials, including alcohol and e-cigarettes, are appropriately transferred to regulatory authorities such as Customs and the Police.
Reprocess (Transforming Waste into Usable Forms)	Organic Waste to Biogas: Facilities at select airports, such as Trivandrum, convert organic waste into biogas, providing a sustainable energy source. Organic Waste Composters (OWC): The OWC system has been introduced to efficiently manage organic waste by converting it into compost for green spaces
Recycle (Converting Waste into New Materials)	Responsible E-Waste Management: All e-waste, including batteries and damaged solar panels, is returned to Original Equipment Manufacturers (OEMs) for repair or material recovery, minimising environmental impact.
Recover (Extracting Energy from Waste)	Energy recovery at cement plant: Hazardous waste like oily cotton or filter paper, generated during maintenance work, is stored separately in the storage yard and sent to the cement plant for co-processing as Refuse Derived Fuel (RDF).

Managing the Plastic Waste



In alignment with this year's Environment Day theme, "Beat Plastic Pollution," we at AAHL, have been actively managing and implementing initiatives to combat plastic pollution for many years.

Single-Use Plastic Ban: Enforced a ban on single-use plastics across all Adani-managed airports.

Vending Machines: Installed plastic bottle vending machines to encourage the use of reusable bottles among our passengers.

Office Practices: Eliminated plastic bottles in our airport offices, promoting sustainable practices among our staff.

Biodegradable Cutlery: Replaced conventional plastic cutlery with biodegradable options in our food services.

Compostable Packaging: Utilised compostable plastics for packaging

wherever feasible, further reducing our plastic footprint.

Water Dispensers: Introduced water dispensers with reusable glasses, resulting in an annual reduction of 23 tons of plastic waste.

Air Dryers: Replaced paper towels with air dryers in our washrooms, saving approximately 2.5 tons of plastic bags (packaging of paper) annually.

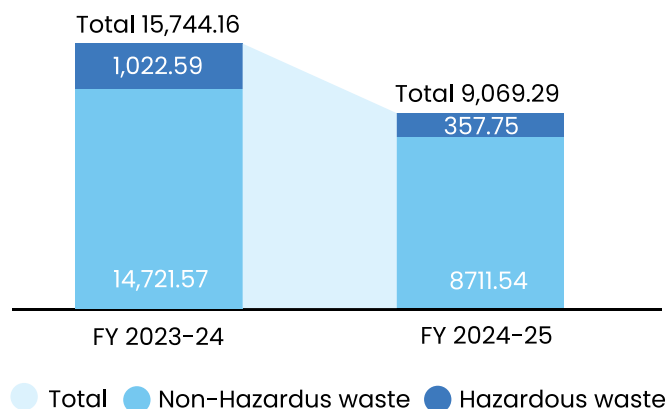
Waste Segregation and Recycling: Collaborated with local recyclers to ensure the recycling of 1,341.13 tons of plastic waste in FY 2024-25.

Awareness Campaigns: Conduct regular awareness campaigns to educate our passengers and staff about the dangers of plastic pollution, including participation in initiatives like International Plastic Bag Free Day.

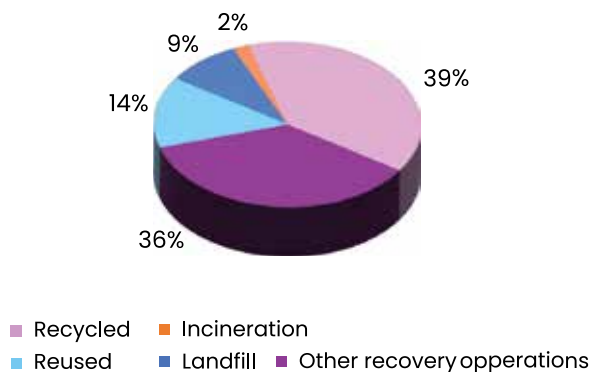
Performance

Our commitment to sustainability in waste management has resulted in 46% reduction in waste generation intensity measured per passenger handled. This reduction reflects proactive measures to minimise waste at its source and improve operational efficiency. Additionally, we were able to divert 91% of waste from landfills this financial year, demonstrating our near-zero waste to landfill achievement and contribution to a more sustainable circular economy. Our operations experienced no significant spills and were fully compliant with all operational requirements.

Waste Generation (MT)



Waste Disposal Metods



CASE STUDY**Achieving Zero Waste to Landfill****Overview**

Our Thiruvananthapuram Airport has successfully positioned itself as a leader in environmental sustainability by becoming the first airport in India to achieve Zero Waste to Landfill (ZWL) status. This accolade, awarded by the Confederation of Indian Industry (CII), was the result of our dedicated efforts to integrate a robust value chain system and adhere to the 5R principles of Sustainable Waste Management: Reduce, Reuse, Reprocess, Recycle, and Recover. Our initiatives have led to an impressive landfill diversion rate of 99.50%.

Expected Impact

The Zero Waste to Landfill achievement at Thiruvananthapuram Airport has had a profound impact on our sustainability practices and goals:

**Benchmark for Waste Management:**

Our ability to divert 99.50% of waste from landfill at Thiruvananthapuram airport sets a new standard for waste management within the aviation sector and exemplifies the potential of the 5R principles in achieving significant environmental outcomes.

**Blueprint for Future Endeavours:**

The systems and processes established at Thiruvananthapuram airport provide a replicable model for our other airports, showcasing the viability and effectiveness of our waste management strategies.

**Aspirational Environmental Targets:**

Encouraged by the success at Thiruvananthapuram airport, we have set a target to reach Zero Waste to Landfill status across all our airports by FY 2025-26. We are actively working towards this goal, utilising the knowledge and practices developed at TIA as a foundation for our company-wide environmental initiatives.

**Zero Waste to Landfill Certificate**

Managing Aviation Noise: Ensuring Harmony with Surroundings

In the dynamic landscape of airport operations, AAHL remains committed to responsible environmental stewardship, with a strong emphasis on effective noise management. Airports play a crucial role as hubs of economic growth and connectivity, and AAHL recognises the importance of balancing operational efficiency with the wellbeing of surrounding communities. To that end, we have proactively developed and implemented a comprehensive noise management strategy, reflecting our dedication to sustainability and social responsibility.

Noise Management Strategy

Our comprehensive strategy is rooted in a three-pronged approach that encompasses measurement, reduction and control, sound insulation plans, and communications. These pillars are designed to work in synergy to not only assess and monitor noise levels but also to actively reduce their impact and engage with the community to address concerns and improve our practices continually.

Measurement

- » Accredited Monitoring:
Noise monitoring is conducted through MoEF&CC and NABL-accredited laboratories to ensure accuracy and compliance.
- » Monitoring Scope:
Sample-based noise monitoring is carried out within the airport premises, while continuous 24x7 monitoring is conducted in the funnel zone outside the airport.
- » Regulatory Compliance:
Measurement protocols are regularly updated to align with the latest requirements of regulatory authorities.

Reduction and Control

- » Through the implementation of innovative operational procedures and infrastructure enhancements, we aim to reduce the noise generated by our activities.
- » We actively reduce noise exposure for passengers, employees, and workers by investing in building sound insulation and providing personal protective equipment to our employees and staff wherever required.

Communications

- » Noise monitoring reports are submitted to the State Pollution Control Board (SPCB) and other relevant regulatory authorities as part of our compliance obligations.
- » These reports are also published on the display boards the airport's perimeter and published on the official website, ensuring transparency and public accessibility.
- » Noise-related parameters and conditions are integrated into our terms of agreement with airlines, reinforcing shared accountability in noise management.

Key Initiatives

In our pursuit to transform our noise management strategy from a conceptual framework into tangible actions, AAHL has embarked on a series of key initiatives. These initiatives are carefully designed to address the multifaceted nature of noise pollution and demonstrate our commitment to environmental and social responsibility.

Noise Zone Mapping:

We have undertaken a comprehensive noise zone mapping exercise for our Mumbai Airport. This initiative involves the creation of detailed maps that delineate areas around the airport affected by varying levels of noise. These maps are instrumental in managing the acoustic impact on local populations and serve as a guide for future airport development and community planning. Similar exercises are currently in progress for our other airports.

Continuous Noise Monitoring Stations:

To ensure compliance with DGCA norms and gather accurate and real-time data on noise levels, we have installed a network of Continuous Noise Monitoring Systems (CNMS) at Mumbai Airport, with plans for similar installations at Ahmedabad and Lucknow airports. These stations are strategically located around the airport, including along the main runway's landing and take-off paths. The data collected is essential for our noise management system, enabling us to monitor trends, identify areas of concern, and implement corrective actions as needed.

Precautionary Measures:

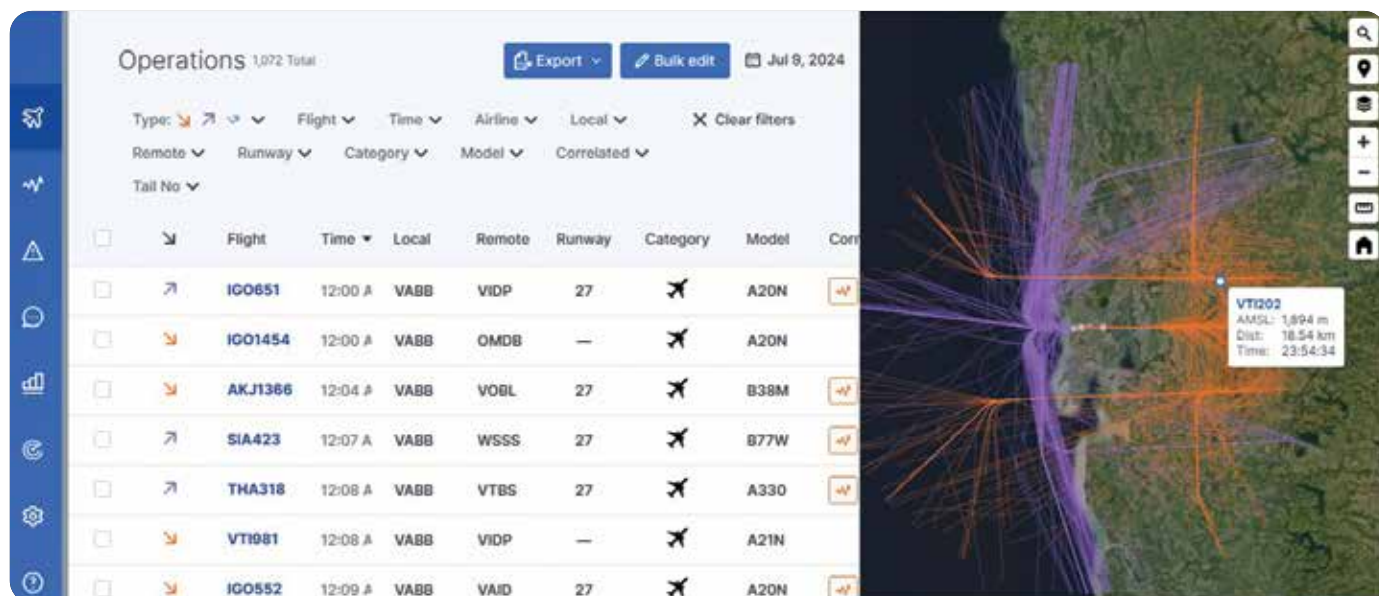
We proactively incorporate soundproofing measures into the design and construction of our terminal structures to reduce the transmission of noise. Furthermore, we are committed to the health and safety of our employees and ground staff, providing them with personal protective equipment such as earplugs and mufflers to protect against high decibel levels.

Adherence to Noise Abatement Procedures:

We promote the Continuous Descent Approach (CDA), an operational technique that allows aircraft to descend in a continuous, smooth, and quiet manner, thereby reducing noise levels.

Community Engagement Programmes:

Our grievance mechanisms are robust and accessible, ensuring that community members can easily communicate with us. We also ensure transparency by publishing noise monitoring reports on our website, providing insights into our noise management practices and their effectiveness.



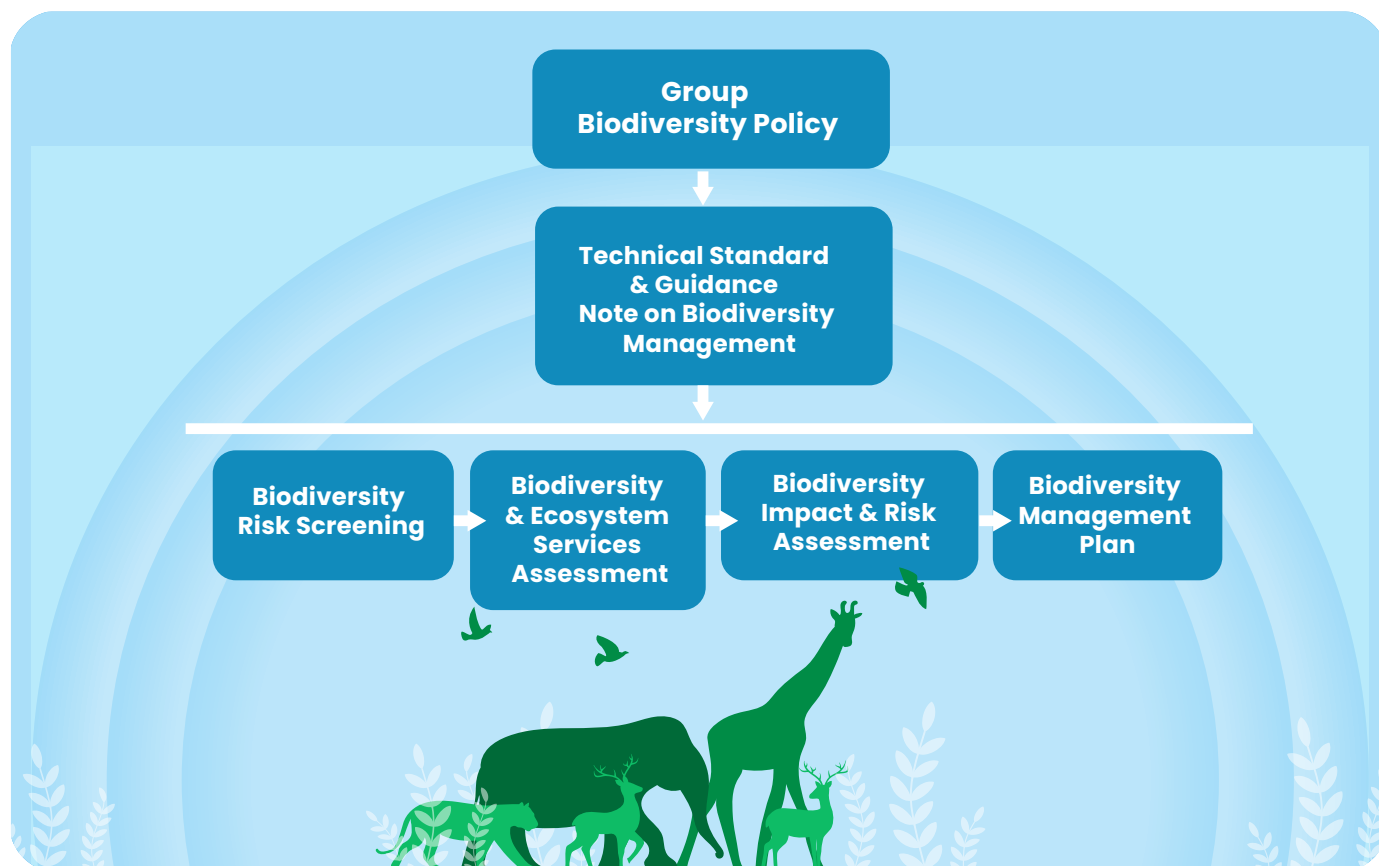
Enhancing Biodiversity: Strategies for Coexistence and Conservation

In the face of a rapidly declining global biodiversity, AAHL recognises the intertwined nature of this crisis with the broader climate emergency. Our commitment is unwavering when it comes to making our airport activities compatible with the protection and conservation of natural habitats and their biodiversity. We understand that the preservation of habitats for animals and birds in our surrounding areas is not just an environmental issue but also a core aspect of our broader ecosystem safeguarding efforts. Embracing our group philosophy, we strongly believe that conserving biodiversity is essential for long-term business sustainability. Our goal is to actively contribute to the global ambition of a nature-positive future.

Biodiversity Management Strategy

At the heart of our Biodiversity Management Strategy lies our Biodiversity Policy, which serves as its foundational framework, supported by Technical Standards and Guidance Notes on Biodiversity Management. These resources facilitate the integration of biodiversity conservation into all facets of our operations. In line with our commitment to biodiversity, we have initiated assessments at our Mumbai Airport, commencing with Biodiversity Risk Screening to gather baseline data and evaluate proximity to ecologically sensitive areas. This will be followed by a Biodiversity and Ecosystem

Services Assessment to catalogue local biodiversity and ecosystem services, which will inform a Biodiversity Impact and Risk Assessment to address potential operational impacts. Based on the findings from these assessments, we will implement targeted management measures and establish continuous monitoring to evaluate their effectiveness. We are dedicated to transparent reporting of our biodiversity initiatives and are committed to 'No Net Loss to Biodiversity', aiming not only to prevent biodiversity loss but also to actively contribute to its recovery.



Key Initiatives to Conserve Biodiversity

In the spirit of proactive environmental leadership, we have crafted a suite of key initiatives that serve as the cornerstone of our efforts to conserve biodiversity. These initiatives represent the actionable core of our strategy, transforming our vision and commitment into measurable outcomes.

Awareness and celebrations

On World Wildlife Day, we engage our employees with mailers that underscore the importance of wildlife conservation and the pivotal role played by organisations like the World Wildlife Fund (WWF). Additionally, we consistently raise awareness about the significance of biodiversity through regular internal mailers and social media posts.

Tree Plantation

AAHL has set forth ambitious tree plantation targets to enhance green cover and support ecosystem restoration. By 2030, our goal is to plant 2.1 lakh trees, focusing on enhancing terrestrial habitats and contributing to the conservation of biodiversity. As of the end of FY 2024–25, we have successfully planted 2,121 trees toward this goal. Our efforts are in synergy with the Adani Group's larger environmental commitment to plant 100 million trees by 2030, as part of the It.org "Trillion Trees Platform" of the World Economic Forum.

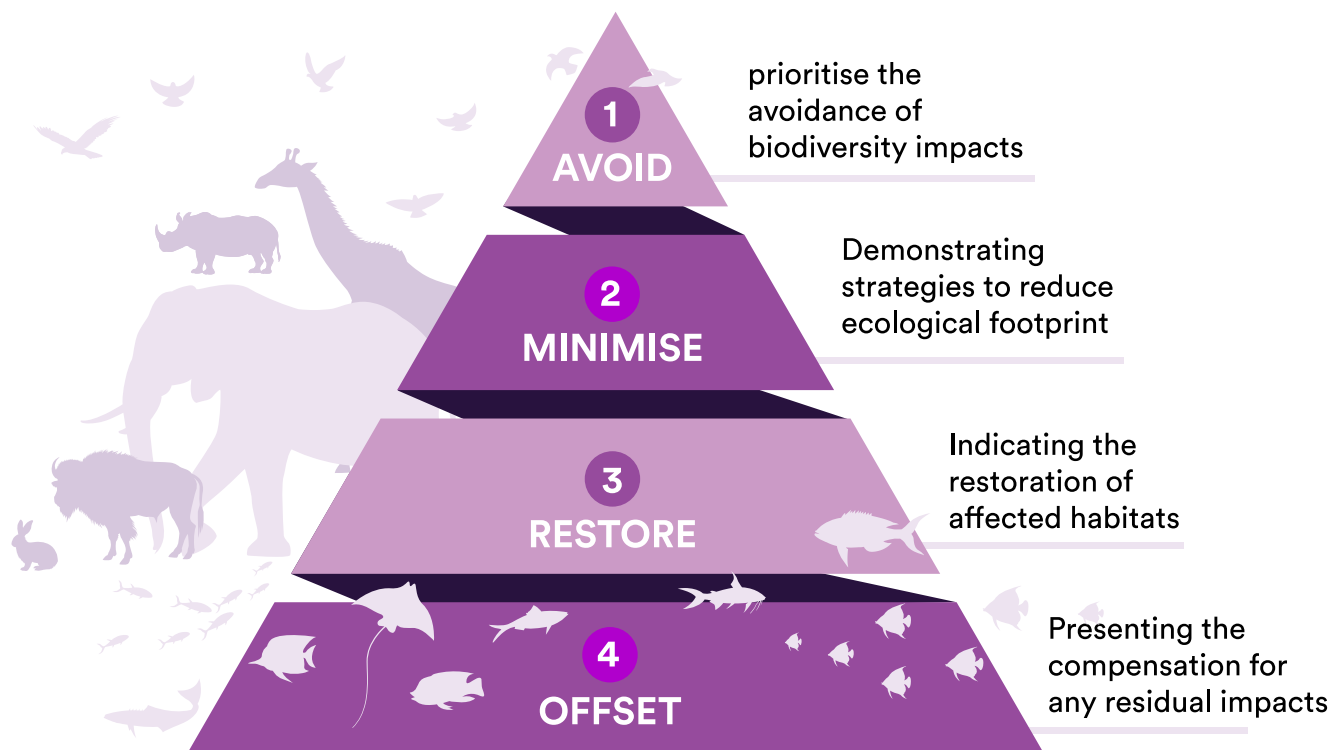
Restoration:

Our restoration efforts in the Jaipur district focus on developing a degraded forest block (located in the Bichun Gram Panchayat) into a biodiversity-rich area. With the oversight, management and approval of the Deputy Conservator of Forest and funding from AAHL (through Adani Foundation), the plantation of 4,000 indigenous plants, covering 10 hectares, was done, achieving a survival rate of 3,900 plants.

No Net Loss to Biodiversity:

Our approach to "No Net Loss (NNL)" in biodiversity is thoughtfully aligned with leading frameworks and principles, including the Taskforce on Nature-related Financial Disclosures (TNFD), the Indian Business & Biodiversity Initiative (IBBI), GRI 101, and the International Finance Corporation (IFC) Performance Standards on Environmental and Social Sustainability while tailoring the definition of NNL to address specific biodiversity priorities, particularly in critical landscapes.

Our biodiversity commitment also contributes to the objective of Target 15 of the Global Biodiversity Framework, which calls on businesses to reduce their negative impacts on biodiversity and actively take measures that enhance their positive contributions to nature.



Ensuring Aviation Safety– Mitigating Bird Strikes Responsibly

Our bird strike mitigation strategy reflects a thoughtful, ecosystem-aware approach that aims to minimise risks to aircraft without compromising our responsibility towards local wildlife. By aligning closely with civil aviation authority guidelines, we ensure our safety measures also respect and complement ecological values. To this end, we have implemented a range of proactive and science-based measures that balance operational safety with biodiversity conservation:

Wildlife Management with Conservation Sensitivity:

We use bird deterrents such as non-invasive sound devices and trained personnel to guide birds away from high-risk zones. All measures are designed to be humane, minimising harm while maintaining safe flight operations.

Rodent and Pest Control with Eco-Awareness:

We employ safe and effective rodent control within operational areas while using non-disruptive tools like laser torches at night to prevent bird activity and black light traps so that they don't impact ecological disturbance

Sustainable Waste Management:

Strict waste segregation, timely garbage disposal, and regular drain cleaning help eliminate food sources and stagnant water, discouraging bird presence while improving overall environmental hygiene.

Community Collaboration for Conservation:

We work closely with local vendors and slaughterhouses to promote proper waste disposal practices in coordination with municipal authorities—helping maintain a clean, wildlife-safe buffer around airport areas.

Eco-Friendly Infrastructure Modifications:

Anti-perching spikes and bird-proofing measures are installed on airport structures to discourage roosting without harming birds or disrupting their natural behaviour.

Vegetation and Habitat Management:

In collaboration with local tree authorities, we conduct strategic pruning of vegetation in and around approach paths, guided by ecological principles to reduce attraction while preserving habitat integrity.

Public Awareness and Education:

Through partnerships with third-party agencies, we organise outreach programmes in local communities, educating stakeholders—including meat and fish vendors—on the importance of proper waste management to reduce bird hazards. These efforts foster a shared sense of responsibility for biodiversity and aviation safety.



Air Quality Management: Ensuring Compliance & Responsibility

We place great emphasis on air quality management due to the critical interface between airport operations and the environment. Our commitment to maintaining and improving air quality is unwavering, as we recognise the impact that airport emissions can have on local air pollution and public health.

Key Initiatives for Air Quality and Emission Control

To effectively manage and mitigate the emissions from our operations, we have instituted several key initiatives:

Continuous Ambient Air Quality Monitoring

We have state-of-the-art Continuous Ambient Air Quality Monitoring Systems (CAAQMS) at the airside of all our airports, with the system at one airport currently in the planning phase. These systems are designed to meticulously monitor a range of ambient air quality parameters, ensuring that we have real-time data to assess the environmental impact of our operations.

Emissions Tracking

In addition to monitoring ambient air quality, we diligently track emissions of sulphur oxides (SOx), nitrogen oxides (NOx), and particulate matter (PM) from our diesel generator sets. By keeping a close watch on these pollutants, we can implement targeted strategies to reduce emissions and enhance air quality.

Third-Party Verification

To ensure the accuracy and credibility of our monitoring efforts, we engage third-party laboratories and agencies accredited by the Ministry of Environment, Forest and Climate Change (MoEF&CC) and the National Accreditation Board for Testing and Calibration Laboratories (NABL). These independent assessments provide us with the data we need to maintain compliance and drive continuous improvement.

Compliance Reporting

The data obtained from our monitoring and third-party assessments are regularly submitted to various regulatory authorities, including but not limited to the State Pollution Control Boards (SPCBs), Central Pollution Control Board (CPCB) and MoEF&CC. This practice demonstrates our adherence to environmental regulations and our commitment to transparency.

Public Awareness

Recognising the importance of public awareness in environmental stewardship, we display ambient air quality readings based on last month’s analysis at the periphery of the airport premises. This initiative aims to keep all stakeholders, including passengers, local communities, and regulatory authorities, well-informed.

Enhanced Energy Utilisation and Emission Reduction

We have installed a diesel generator (DG) set with retrofitting at one of our airports, and modifications to the maintenance process have resulted in better energy utilisation and reduced air emissions. The performance of the air emissions other than GHG through DG sets can be seen through the table below:

	NOx	SOx	Particulate matter (PM)
FY 2023-24	2,925.59 kg	510.59 kg	791.10 kg
FY 2024-25	1,936.69 kg	163.95 kg	244.71 kg

Sustainable Design Thinking: Building with Purpose and Resilience

As one of India's preeminent airport operators, AAHL holds a pivotal position in crafting infrastructure that not only meets the demands of the present but also anticipates the needs of future generations. Our role extends beyond mere functionality; we are significant contributors to the expansive scale of airport infrastructure development. For instance, the sprawling Mega Roof of our Mumbai airport spans an impressive 50,000 square metres, an area equivalent to 10 football fields. This scale of development comes with a profound responsibility to integrate sustainability into every facet of our design and operations.

Our approach to design sustainability is two-pronged. In the case of existing infrastructure acquired during the takeover of airports, we are committed to implementing meaningful enhancements. Our efforts range from boosting energy efficiency and incorporating sustainable materials to upgrading building envelopes, as per requirement, for better thermal performance. These step-by-step improvements are

a testament to our resolve to weave sustainability into our legacy assets while maintaining uninterrupted operations.

Conversely, for all new developments, sustainability is a foundational element, ingrained from the earliest stages of design. Each new terminal, plaza, and ancillary structure is designed and built with an unwavering commitment to green building principles. We meticulously consider every aspect, from material selection to energy modelling, and from enhancing passenger experiences to facilitating sustainable mobility. Our design philosophy ensures that ESG considerations are at the forefront of every decision we make.

By adopting this dual strategy—revitalising existing structures and leading the way in new developments—AAHL is creating an airport ecosystem that is not only ready for the future but also resilient to climate change, efficient in resource use, and in harmony with India's national sustainability objectives and international environmental pledges.

Smart, Sustainable, and Purpose-Driven Design

Our sustainable design features are thoughtfully crafted to minimise environmental impact while integrating eco-friendly materials, energy-efficient systems, and user-centric innovations—maximising functionality, energy performance, and overall passenger experience:

Energy-Efficient Roofing and Envelope Systems:

Our commitment to sustainability is evident in our choice of roofing and envelope systems. In our new construction in Guwahati, we have replaced traditional Galvalume sheets with Aluminium Insulated Roofing, which provides superior thermal insulation. This innovative system significantly reduces the energy load on our HVAC systems, leading to improved indoor comfort and operational efficiency.

Eco-Friendly Cladding Materials:

In our commitment to eco-friendly construction for the new Guwahati Airport terminal building, we are making a conscious shift in our material selection:

- » GFRC (Glass Fiber Reinforced Concrete):
Used for exterior cladding, GFRC offers a reduction in embodied energy and global warming potential.
- » GFRG (Glass Fiber Reinforced Gypsum):
Chosen for interior finishes, GFRG contributes to the sustainability of our indoor environments.
- » Bamboo:
As a rapidly renewable material, bamboo is incorporated into our designs, further reducing the environmental impact of our projects.

These materials are not only environmentally responsible but also contribute to the aesthetic and functional quality of our buildings.

Advanced Glazing for Thermal Performance:

Our new terminals feature ECBC+ and ECBC Super Compliant Glazing, which provides significant benefits in terms of energy conservation:

- » Lower U-Value: Improved insulation leads to reduced heat transfer.
 - » Higher Visible Light Transmittance: More natural daylight reduces the need for artificial lighting.
 - » Reduced SHGC and Shading Coefficient: Less solar heat gain translates to lower HVAC demand and energy savings.
- These glazing features are integral to our energy performance strategy, enhancing occupant comfort while minimising energy consumption.
-

Building Design for Efficiency Our architectural designs are rooted in efficiency:

- » Daylight Harvesting: We harness natural light to minimise reliance on artificial lighting.
- » Double-Glazed Facades: These facades maintain thermal stability, reducing HVAC loads and enhancing energy efficiency.

These design elements are key to our passive energy strategies, ensuring cost savings and a comfortable environment for occupants.

Passive Design Integration We employ passive design principles to reduce dependency on mechanical systems:

- » Intelligent Orientation and Fenestration: These design choices maximise natural lighting and reduce energy use.
 - » Arrival Area Design: The layout is optimised for daylight, improving the passenger experience and reducing electricity consumption.
-

Sustainable Landscaping and Green Spaces Our approach to sustainability encompasses the landscapes that surround and integrate with our terminals:

- » Diverse Green Ecosystem: Plant species (mostly native ones) create a blend of traditional and modern aesthetics.
 - » Portable Green Walls and Vertical Gardens: These features enhance indoor air quality and provide a refreshing atmosphere for passengers.
 - » Indoor Plants: Strategically placed plants improve air quality, aesthetics, and passenger well-being.
 - » Dedicated Nursery: Our nursery emphasises our commitment to biodiversity and green infrastructure.
-

Transit-Integrated Design We prioritise urban connectivity to reduce vehicular emissions:

- » Metro Connectivity: Our terminals in Ahmedabad and Mumbai, and the proposed integration in Jaipur, offer seamless multimodal connectivity.
-

Passenger-Centric Sustainable Design Our terminal designs are developed with the passenger experience in mind:

- » Seamless Mobility: Efficient circulation systems reduce walking distances and enhance passenger convenience.
 - » Cultural Aesthetics: Local art and design elements create engaging and calming spaces.
 - » Universal Accessibility: Our facilities are designed to be accessible to differently abled passengers, ensuring inclusivity and comfort for all.
-

Certified Green

Our dedication to sustainable development is demonstrated through our active pursuit of esteemed green building certifications. These certifications serve as a testament to our environmental commitment and provide a structured framework for our sustainability practices throughout the planning, construction, and operational phases of our projects:

IGBC/LEED Certifications

The Passenger Terminal Buildings at Mumbai (T2) are a prime example of our sustainable design ethos, having been meticulously planned to meet the standards of the Indian Green Building Council (IGBC).

Upcoming Certified Projects

We are in the process of designing three additional terminals at Ahmedabad, Jaipur, and Mumbai with sustainability at their core. These projects are in the preliminary design phase, and we intend to seek IGBC or LEED certification as the designs progress, ensuring that these new developments meet rigorous green building criteria.

Environmental Clearances

In line with our commitment to environmental stewardship, all our projects comply with the environmental clearance requirements set by the MoEFCC. This compliance underscores our adherence to national sustainability regulations and our dedication to responsible environmental management.



Environmental Training and Capacity Building

We understand that the effectiveness of our environmental impact management efforts depends on the knowledge and commitment of the individuals who carry them out. To strengthen our impact, we have implemented a comprehensive training and capacity-building programme aimed at empowering our employees to become champions of environmental stewardship.

Our training initiatives are designed to enhance environmental awareness at all levels of the organisation. We offer a variety of educational programmes and workshops that cover core principles of environmental management and the broader context of sustainability. These sessions are customised to ensure that every team member—regardless of their role—can meaningfully contribute to our environmental goals.

Key topics covered in our training programmes include:

	Carbon Emission Calculation and Inventorisation		Water Management and Water Positivity
	GRI Standards 2021		ESG Ratings
	Waste Management and EPR Compliance		Legal Environmental Compliance

In addition to internal training, we extend our capacity-building efforts to partners, suppliers, and other airport stakeholders. We believe that fostering a culture of environmental responsibility through collaborative education is key to building a truly sustainable ecosystem. We also have a

SHIKHAR: AAHL's Flagship Sustainability Capacity-Building Programme

SHIKHAR is our flagship Environment & Sustainability leadership programme, held twice a year. It serves as a platform to build technical capacity, strengthen team synergy, and align our people with AAHL's long-term sustainability vision.

In FY 2024–25, we hosted SHIKHAR at Ahmedabad Airport and Jaipur Airport, bringing together our Environment & Sustainability teams from across the AAHL network. Through this programme, we reinforced our commitment to achieving key sustainability targets like carbon neutrality & ACA level certification, water positivity, zero waste to landfill, and no net loss to biodiversity, among others.

Immersive Learning & Collaboration Experience

Each edition of SHIKHAR is a three-day journey designed to enhance both technical knowledge and behavioural competencies. During these sessions, we:

- » Participate in technical discussions led by internal and external subject matter experts
- » Engage in brainstorming and learning sessions hosted by our ESG leads
- » Take part in team-building activities that foster collaboration and a sense of shared mission

This structure ensures that we are not only well-versed in sustainability practices but also equipped to work effectively as a united, purpose-driven team.

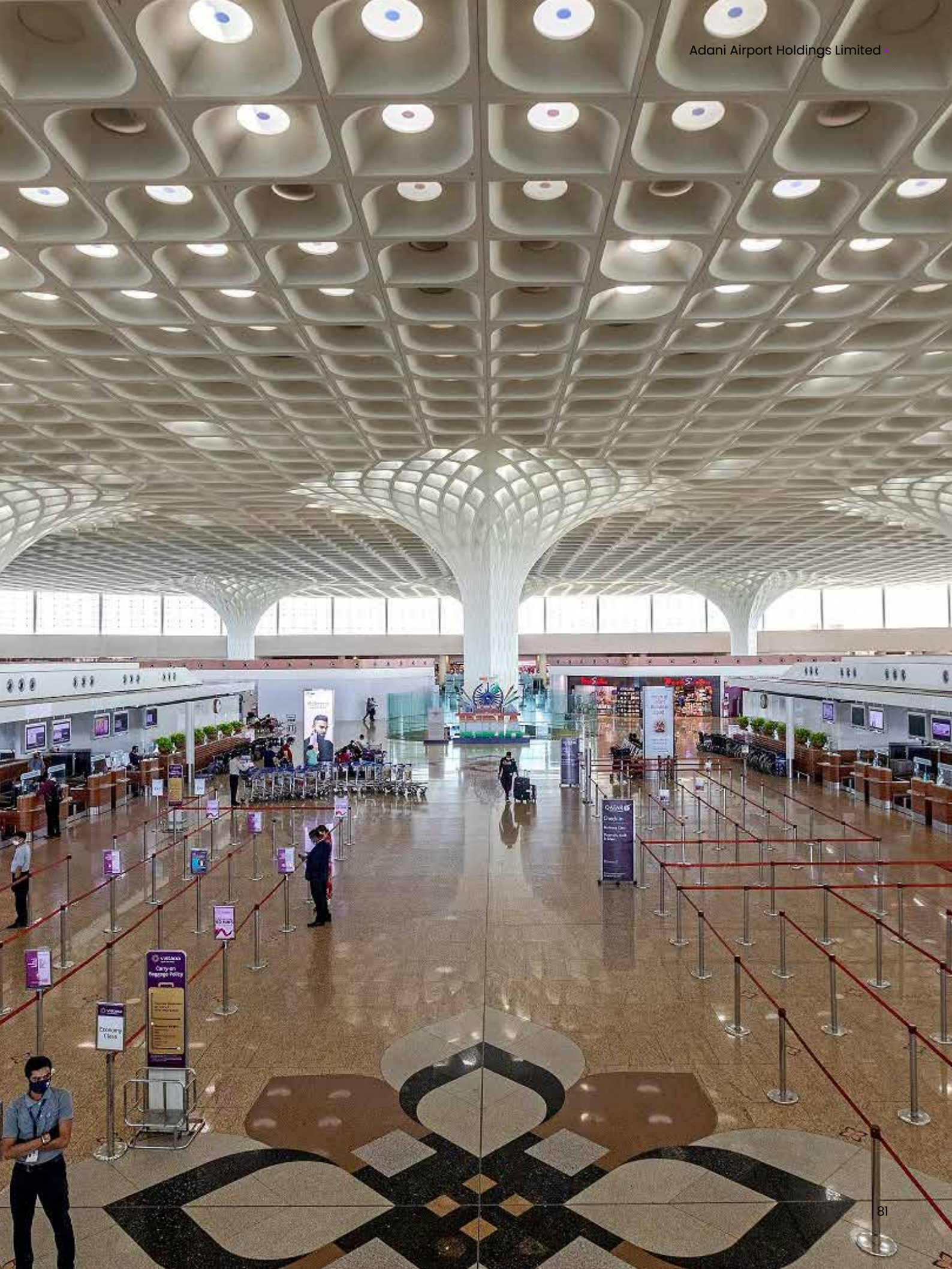
Building a Stronger Sustainability Culture Together

SHIKHAR continues to play a vital role in nurturing a strong culture of sustainability across our organisation. Through the FY 2024–25 events, we:

- » Deepened our understanding of environmental goals and strategies
- » Strengthened collaboration across airports and teams
- » Shared practical solutions and innovations
- » Built leadership and problem-solving skills essential for driving real-world impact

By coming together through SHIKHAR, we reaffirm our belief that empowered teams are at the heart of sustainable progress. This programme is not just about learning—it's about growing together to build a greener, more resilient future.





Social Stewardship: Preparing for an Inclusive Take-off

AAHL's strength lies in its people and communities, with a commitment to inclusivity, safety, ethics, and excellence. By fostering trust, collaboration, and responsible growth, it ensures a thriving environment for all stakeholders.



Our strength comes from our people, passengers, partners, and communities. We are committed to inclusivity, safety, and well-being, creating an environment where everyone thrives. From employees to vendors, we uphold ethical practices, customer excellence, and workplace safety. Our focus extends beyond operations to building trust, empowering communities, and driving responsible growth. With collaboration at our core, we elevate every journey.

Approach

Management System

- » ISO 45001

Digital Tools

- » Saksham
- » Adani EmCare
- » SAFEX
- » Adani One
- » Aviio

Policies

- » Human Rights Policy
- » Diversity, Equity & Inclusion (DEI) Policy
- » CSR Policy
- » Occupational Health & Safety Policy

Ambitions

- » Gender diversity
- » Enhanced employee well-being
- » Supporting education and skill development
- » Upholding labour laws and human rights standards
- » Zero workplace incidents
- » Highest ASQ Rating in Customer experience
- » Strengthening community engagement

High-priority Topics

- » Employee Health, Safety & Well-being
- » Diversity, Equity & Inclusion (DEI)
- » Learning & Development
- » Ethical Labor Practices & Human Rights
- » Employee Engagement & Career Growth
- » Safety Culture & Incident Prevention
- » Community Development & Social Impact

Link to UN SDGs



Social Highlights



12.6%

Women in Workforce



82

Average Training Hours
per employee



**Great Place to
Work Certified**



100%

Airports certified with **ISO
45001**



85%

Employee Satisfaction in
Performance Management
System



8,000+

Numbers of **CSR
beneficiaries**



4.94

Average Score for **Customer
Satisfaction** in ASQ Survey



94%

Spent on **Local
Procurement**

Building a Stronger Workforce

As we progress towards our vision of being the most admired, trendsetting airport enterprise, the passion, dedication, and commitment of our employees remain the key to our success. We prioritise what matters to our employees while evolving the organisation to be future-ready through our emphasis on customer centricity, digitalisation, project management, and agility.

Our workforce is the foundation of our success, driving innovation and excellence. We foster a culture of growth and empowerment, where every employee is valued and provided with opportunities to develop their skills and advance in their

careers. Through structured training programmes, leadership development initiatives, and a commitment to meritocracy, we ensure our people are equipped to meet the evolving demands of the industry.

By prioritising employee well-being, engagement, and inclusivity, we create a supportive and dynamic work environment where individuals thrive and collaborate to achieve organisational objectives. As we expand, our people remain at the core of our journey, driving transformative change and setting new benchmarks in the industry.

Rooted in our firm allegiance to developing workforce, we uphold the following four foundational pillars of Human Resources:



Promoting Diversity Equity and Inclusion



Fostering Employee Engagement



Enabling Talent and Career Development



Upholding Human Rights

Category	Management Category	Total Number	Age Group			Gender	
Workforce			< 30 years	30-50 years	>50 years	Male	Female
Permanent	Senior	67	1	32	34	64	3
	Middle	537	6	425	106	500	37
	Junior	813	119	625	69	682	131
	Staff	465	98	361	6	409	56
	Worker	1,307	620	646	41	1137	170
Total		3,189	844	2,089	256	2,792	397
Other than Permanent	Senior	3	1		2	2	1
	Middle	3		2	1	3	
	Junior	1			1		1
	Staff	10	6	4		6	4
	Worker	22	11	11		18	4
Total		39	18	17	4	29	10

Note: In FY25, AAHL included partial ESG data from newly acquired subsidiaries. Complete integration into the Sustainability Report is planned in phased manner, as the subsidiaries align with the ESG systems and processes of the parent company.

Note: For FY25, third-party workers, such as sweepers engaged through separate service providers, are not included.

Promoting Diversity Equity and Inclusion

Aligned with our Diversity, Equity, and Inclusion (DEI) policy, we are committed to a workplace rooted in fairness, dignity, and respect. Embracing diversity across gender, ethnicity, race, religion, marital status, and disability, we promote equality, non-discrimination, fair compensation, and the empowerment of individuals with disabilities. We are dedicated to increasing the representation of women across our workforce, including in managerial positions.

FY 2024, we started conducting awareness sessions for our contractor workforce to enhance their understanding of diversity, equity, and inclusion. We have formed gender-neutral committees to promote a more inclusive workplace and enhance awareness of equitable practices across our organisation. To empower these committees, a dedicated two-day training programme was conducted on POSH and DEI. This initiative equips committee members with the knowledge and tools needed to effectively lead DEI-related awareness and actions at their respective locations.



Breaking Barriers: Towards a Safe and Inclusive Work Environment for All

As part of our ongoing commitment to creating an equitable workplace for all, we introduced this engaging initiative. The initiative brought in a contractual workforce, allowing them to explore real-life workplace scenarios related to inclusion, unconscious bias, and diversity. Through immersive and interactive discussions, participants gained valuable insights into workplace challenges and the role of inclusivity in fostering a positive and supportive culture.

Nukkad Natak

To ensure that our leaders and employees appreciate the need for a safe and inclusive workplace and understand how to shape an inclusive environment, we conducted a theatre-based intervention (Nukkad Natak) around diversity and inclusion in our corporate office and across all our airports. Through this initiative, employees could connect with and reflect on real-life instances where and how unconscious bias came into play and what could be done to mitigate this. With such planned initiatives and inclusive practices, we cultivate a workplace that celebrates differences, fosters mutual respect, and harnesses the collective strength of varied perspectives.



In line with our inclusivity commitment, we have developed several innovative programmes aimed at creating a better experience for women employees:

Theatre-Based Sessions on Unconscious Bias

This initiative provides our employees with an opportunity to relate to and reflect on real-life instances where unconscious bias may have influenced decisions. The sessions branded **“Nukkad Natak”** facilitated discussions on strategies to address and mitigate such biases. We have covered over 1250 employees in these sessions. We have also extended the same to contract workers under the initiative titled **“Breaking Barriers: Towards a Safe and Inclusive Work Environment for All.”** We have covered over 2200 employees and are aiming to cover around 5000+ contract workers through this initiative.

Covered over

2200

employees

aiming to cover

5000+

contract workers

Be Connected

Be Connected is a platform for all women colleagues at the group level which enables them to outshine and stand out in the corporate environment. As part of this initiative, there are teams of women colleagues at various airports. The team organises monthly programmes on specific topics and gets together to encourage women employees to share experiences, promote bonding and enhance overall wellbeing. It also helps to connect with colleagues from diverse backgrounds and departments and in expanding professional network.

POSH Awareness Programme

We are committed to providing a safe environment for all our stakeholders. To that end, we have extended our POSH Awareness Programme to cover over 11,000 stakeholders across all our airports, in addition to our full-time employees.

Covered over

11,000

stakeholders across
all our airports

Reflections

The Reflections programme was organised at Trivandrum airport to equip our women colleagues with the skills, knowledge and mindset necessary to boost their self-confidence, overcome obstacles, and achieve their personal and professional goals. The journey was rooted in courage, trust and commitment, the unwavering value system of the Adani Group. Spread over 6 modules with 50.5 hrs in 4 months' time, this programme has benefitted our employees by developing a stronger sense of self-worth and self-assurance. Outdoor activities and the Fire chats as part of the journey helped to establish professional networks and build meaningful relationships. Based on this success, we are exploring the rollout of this programme in our other airports.

Empowering Women (DEI)

A cornerstone of our DEI efforts is the empowerment and leadership development of women within our organisation. The overall participation of women in our workforce is 12.6% with 407 female employees.



At AAHL, we are committed to fostering an inclusive and diverse workplace that empowers women to excel in leadership roles. A testament to this commitment was the recognition of two of our exceptional women leaders at the prestigious Giving Wings to Dreams – Awards 2024, hosted by Women in Aviation India (WAI), an esteemed institution dedicated to advancing gender equality in the aviation industry.

Ekta Ghosh, Chief Digital Officer, and Payal Gautam, Head of General Aviation, were honoured for their outstanding contributions. Their leadership and achievements not only reflect their individual excellence but also highlight the evolving role of women in shaping the future of aviation.

This recognition highlights AAHL's efforts in advocating diversity, encouraging a supportive work environment, and ensuring equal growth opportunities for all employees. By celebrating such milestones, we ensure our commitment to creating a more inclusive industry, inspiring future generations of women to pursue careers in aviation.



In a move towards the creation of an inclusive workforce, Mangaluru International Airport has trained an internal team of three to drive the recently inducted Airport Surface Friction Tester (ASFT) including Shefali Mhaldar from the E&M Team. She is among the few women in aviation who are trained to operate the Airport Surface Friction Tester (ASFT), a crucial piece of equipment for ensuring runway safety.



McKinsey Women in the Workplace Research:

We are actively participating in McKinsey's research on women in the workplace, which will provide us with a customised benchmarking report to help us understand and improve our practices.

Commitment to Non-Discrimination

AAHL maintains a zero-tolerance policy toward discrimination in any form. We uphold AEL's Non-Discrimination Policy, ensuring that all employment decisions, including recruitment, promotions, compensation, transfers, and training, are made based on merit and capabilities. We strictly prohibit discrimination on the grounds of race, colour, religion, disability, national origin, genetic information, age, sexual orientation, gender, marital status, or any legally protected characteristic.

Ensuring Equal Pay

Our approach to compensation is founded on fairness and equality. Pay is determined based on skills, experience, and role-specific expertise, rather than gender. While compensation variances may exist at certain levels, they are purely reflective of differences in experience and skill sets rather than any form of gender bias. This ensures a transparent and gender-neutral pay structure, reinforcing our culture of inclusion and respect.

FY 2024-25	
Employee Category	Ratio of Basic Salary of Female to Male
Senior Management	89%
Mid Management	100%
Junior Management	87%
Staff	89%
Worker	140%

Enabling Career and Talent Development

We are committed to nurturing our own talent pool by providing opportunities for internal movement within the business or across other Adani Group businesses.

Talent Acquisition and Onboarding

AAHL's talent acquisition process is built on responsible practices, leveraging digital platforms and innovation. Our strategy focuses on attracting top talent, advancing their growth, and ensuring long-term alignment with our organisational goals.

GroWings Campus Hiring

We have introduced GroWings, a campus recruitment initiative designed to attract, onboard, and develop top talent from leading universities across India. This programme places graduates in various entry-level roles within the organisation, providing them with a strong foundation for growth.

Their development journey includes comprehensive, role-specific training that enhances functional, behavioural, and digital competencies. Through GroWings, we aim to cultivate a highly skilled and engaged talent pipeline, shaping the future leaders of our organisation.

We participate in campus hiring drives organised by Adani Enterprise Limited (AEL), providing opportunities for talented individuals to join our workforce. These drives enable us to attract skilled professionals who align with our values and business objectives.

We had 54 GETs/PGETs/ET/AALP joining us in FY 2024-25, while in FY 2023-24 we had 85 of them joining us.

Talent Acquisition Strategies



CADRE Journey @ Adani Airports



*Cadres outline their comprehensive experience, including their learnings, projects undertaken, current roles, and future. As sessment outcomes highlight their capability to take on additional responsibilities for growth."

Digital Recruitment: Enhanced Candidate Experience

We have digitised our recruitment process, including sourcing, screening, interviews, feedback, salary negotiations, offer letter distribution, and onboarding, to enhance speed and provide a superior candidate experience.

Leveraging Innovation for Inclusive Hiring

Our approach incorporates digital platforms for candidate evaluations, ensuring an inclusive and technology-driven recruitment process that promotes fairness and unbiased assessments.

Talent Acquisition & Onboarding

Holistic Candidate Assessments

We employ structured assessments, such as Predictive Index (PI) and Korn Ferry Four Dimensions (KF4D) evaluations, to gauge a candidate's alignment with our organisational culture and long-term vision, ensuring the right fit for both the individual and the company.

Onboarding

We have a well-designed, comprehensive onboarding process that helps new hires understand the business, get acquainted with departmental context / priorities and appreciate organisational culture. There is a buddy assigned to all new hires to facilitate their effective transition into the organisation.

We prioritise internal hiring and actively support employees in advancing their careers, recognising that existing employees already align with our organisational culture. Providing growth opportunities enhances motivation and fosters a sense of belonging and long-term commitment within the workforce.

There are Individual Development Plans (IDPs) in place for identified key talent, along with planned career movements aligned with their career aspirations and business imperatives. Since April 2024, there have been 240 career movements within the Airports business (Intra BU Movements). There have been 24 movements outwards from the Airports business to other BUs in the Adani Group and 36 movements inwards into the Airports business from other BUs in the Adani Group. Close to 20% of open positions have been filled through internal hiring since April 2024.

20%

internal hiring in FY 2024-25

	 New Hires					 Turnover				
	 Age Group			 Gender		 Age Group			 Gender	
	< 30 years	30–50 years	< 30 years	Male	Female	< 30 years	30–50 years	< 30 years	Male	Female
Management Category										
Senior		3	1	4			8	10	17	1
Middle		24	3	24	3		58	19	72	5
Junior	6	29	1	33	3	19	75	6	87	13
Worker	62	18		61	19	9	2	37	39	9
Staff	29	26		45	10	71	1	53	112	13

Learning and Development

At AAHL, employee growth remains a top priority. We are dedicated to crafting training initiatives that cultivate leadership, accelerate digitalisation, and enhance specialised skills. Our structured learning programmes foster continuous development, driving excellence across the organisation while empowering both employees and leaders. Recognising the diverse functions within airport management, we have developed comprehensive training modules focused on both aero and non-aero operations. These programmes equip employees with the necessary skills and knowledge to excel in their respective domains, contributing to seamless operations.

Our commitment to learning and development extends beyond our employees to include key stakeholders who play a vital role in airport operations. We provide specialised training programmes for airport personnel, airline staff, F&B teams, and other service providers, ensuring seamless coordination and enhanced service standards across our airports.

82

Average Training Hours
per employee

Airport Terminal Planning and Design Course

Recognising the critical role of airport master planning and the limited talent pool in this domain, we partnered with the International Air Transport Association (IATA) to design a customised certification programme. Through an intensive five-day Airport Terminal Planning and Design course, our master planners, architects, and designers are equipped with the latest global best practices. The training focuses on key areas such as:

- » Planning & Infrastructure Development
- » Industry Standards
- » Technology & Innovation
- » Environmental & Sustainability

Participants

75

Training Hours

3,000

Executive Post Graduate Diploma in Advanced Construction Management (EPGD – ACM) programme

Adani Airports has participated in the Executive Postgraduate Diploma in Advanced Construction Management (EPGD-ACM), offered by NICMAR University, Pune. This 20-month programme, designed for select professionals, aims to enhance capabilities in construction and project management. Twenty-five of our employees are enrolled, attending four week-long campus sessions.

The curriculum covers airport project formulation, finance, risk assessment, terminal and runway operations, agile methodologies, and tools like MSP and Primavera, with a strong emphasis on modern construction technologies to manage complex airport projects.

Participants

25

Training Hours

15,000

Great People Leader Programme

The programme is designed to equip people leaders with the mindset and skills needed to foster a positive, high-performing work environment aligned with organisational goals. It focuses on building psychological safety, promoting collaboration, and applying effective leadership styles to enhance team engagement and commitment.

Leaders are trained to delegate with clarity, conduct meaningful career conversations, and support employee growth through Individual Development Plans (IDPs). By recognising contributions and enabling continuous development, the programme empowers leaders to unlock their team's full potential and drive sustainable performance.

Participants

125

Training Hours

1,500

Commercial Academy

The Commercial Academy is designed to enhance business acumen and strategic thinking across our commercial functions.

- » Adani Commercial Excellence Program: Provides a comprehensive understanding of business models across various lines of business (LOBs), revenue streams, business development, operational and financial excellence, contract and concessionaire management, customer experience, and digital strategy.
- » Customer Insights and Analytics: Equips participants with tools to analyse customer segmentation and behaviour, identify need states, conduct gap analysis, and uncover revenue growth opportunities using Electronic Point of Sale (EPOS) data analytics and Penetration, Incidence, Transaction Size, and Average Spend (PITA) techniques for revenue maximisation.

Participants

178

Training Hours

3,816

Technical Academy Our Technical Academy offers specialised training programmes across key operational areas to enhance technical expertise and regulatory compliance. » Airside Operations Training: Includes modules such as Aerodrome Licensing, Aircraft Rescue and Firefighting (ARFF), and Safety Management Systems. » Security Training: Focuses on critical aviation security protocols and procedures. » Cargo Training: Covers specialised handling of Dangerous Goods (DGR), Perishable, and Temperature-Controlled Cargo.	Participants 2,024 Training Hours 87,270
Service Academy Tailored customer service programmes were designed for all key stakeholder groups, including Passenger Service Executives, Pranaam, CISF, Customs, Immigration, Housekeeping, F&B and Retail Concessionaires, Digi Buddies, and Ground Handlers. These training needs were identified based on insights from AC Nielsen's monthly customer satisfaction surveys, ensuring targeted improvements in service delivery.	Participants 5,020 Training Hours 24,296
Hospitality Academy A customised 5-day program was launched for housekeeping staff at Ahmedabad Airport through Tourism and Hospitality Sector Council (THSC) covering service mindset, behavioural and functional skills, followed by an assessment on the 6th day. The purpose was to equip the staff to deliver as per established service standards and enhance customer experience	Participants 25 Training Hours 750
Digital Academy 11 of 13 e-learning Modules have been launched on Digital Dexterity spanning over 40 hours of customised learning content to upgrade employees on digital technology and skills so that they are future-ready.	Participants 2,071 Training Hours 1,29,475
Adani Behavioural Competency Framework (ABCF) The ABCF is built on seven competencies and plays a pivotal role in shaping professional growth and performance at AAHL. To strengthen these competencies, the Learning & Organisation Development (L&OD) team conducts regular training programmes, specifically designed for targeted employee groups. These initiatives ensure that employees are equipped with the necessary skills and behaviours to drive success and uphold the organisation's values.	Participants 462 Training Hours 8,313

Leadership Programme

We are committed to encouraging continuous professional growth by equipping our employees with the skills and mindset needed to take on leadership roles. To support this, we facilitate participation in leadership programmes designed to cultivate strategic thinking, decision-making, and people management skills.

At the Adani Group level, we support employees to enrol in leadership initiatives such as Fulcrum, Takshashila, NorthStar, and the Young Leaders Programme, aimed at preparing employees for senior roles across diverse business functions. At AAHL, we have developed BOLT – Building Our Leaders of Tomorrow, a structured programme designed to identify, nurture, and accelerate the growth of high-potential employees. Through these initiatives, we empower our workforce to drive innovation, lead with confidence, and contribute meaningfully to the organisation's long-term success.



BOLT

Building Our Leaders of Tomorrow

Customised programme to develop future business leaders for the airports business

Key Focus Areas:

1. Leading Self
2. Leading Others
3. Leading the Business
4. Leading the Future
5. Leading the Ecosystem

Participants 17



CEO/CAO Success Programme

Customised programme based on success profiles created for leadership roles.

Key Focus Areas:

1. Strategic thinking & Commercial acumen
2. Design Thinking and Customer Centricity
3. Project Management
4. Stakeholder and Media Management
5. Operations Excellence
6. Regulatory and Compliance framework
7. ESG and Sustainability

Participants 25



Admired People Leaders Programme; Great People Leader Programme

Understanding and applying the key capabilities required to be effective as a people leader

Key Focus Areas:

1. Performance Blueprint
2. Interviewing Skills
3. Onboarding Conversations
4. Leadership Style and Impact
5. Coaching for Peak Performance
6. Motivation at Work

Participants 450



Group Leadership Programme

FULCRUM: Develop strategic and innovative capabilities for future business CXOS (Functional to Business Leaders)

TAKSHASHILA: Prepare mid-level Managers to become Functional Leaders

NORTHSTAR: Develop Effective Leaders at Managing Managers level

YOUNG LEADERS PROGRAM: Develop effective leaders at Managing Others Level

Participants 57

Case Study

BOLT – Building Our Leaders of Tomorrow

We recognise that leadership development is a critical driver of long-term success. With this vision, we introduced BOLT – Building Our Leaders of Tomorrow, a structured 12-month immersive programme designed to cultivate the next generation of leaders within the organisation.

Empowering Future Leaders

BOLT serves as a platform for high-potential individuals, equipping them with the necessary skills to navigate complex business challenges and drive organisational growth. Each year, key talents are carefully selected to embark on this journey of self-discovery, skill enhancement, and strategic thinking.

Holistic Leadership Development

The programme is structured around four core pillars of leadership development, ensuring a comprehensive learning experience:

- » **Leading Self:** Encouraging self-awareness through leadership style assessments, personal reflection, and organisational climate exploration.
- » **Leading Others:** Enhancing interpersonal and team leadership skills to foster collaboration and influence.
- » **Leading Business Priorities:** Strengthening business acumen through action learning projects, strategic decision-making exercises, and hands-on business immersions.
- » **Leading the Future & Ecosystem:** Equipping participants with the tools and mindset needed to adapt to evolving business landscapes and emerging industry trends.

Innovative Learning Approach

BOLT leverages a blend of experiential and structured learning to maximise impact:

- » **Self-Introspection:** Helping participants understand their leadership style and its impact on the organisation.
- » **Learning Labs:** Covering key leadership themes such as leading self, leading others, and leading business.
- » **Business Immersions & Action Learning Projects:** Providing hands-on exposure to real-world business scenarios and challenges.
- » **External Coaching & Functional Mentorship:** Pairing participants with seasoned leaders and experts to accelerate their growth.
- » **Social Leadership Initiatives:** Encouraging responsible leadership through community-driven projects.

Driving Organisational Excellence

BOLT is more than just a leadership programme; it is a strategic enabler that strengthens succession planning, enhances organisational agility, and fosters a culture of high-performance leadership. By investing in future-ready leaders, AAHL continues to build a workforce that is resilient, forward-thinking, and prepared to drive transformation in the aviation sector.

Participation

Since the inception of this leadership development programme, a total of 17 employees have participated and successfully completed the curriculum.

Outcome

Leadership movements: 41% of BOLT alumni have taken on larger roles within 6 months of programme completion

Retention Rate: 90% of participants retained post-programme

Saksham Digital Initiative

The objective of Saksham is to enable self-managing teams and employee/manager self-service through:

- » empowering employees to own their development and career in the organisation
- » Enabling managers to set performance expectations, assess performance, provide feedback/coaching, facilitate development and support career movements of employees

powered by the Oracle Fusion Platform, whereby every employee becomes Saksham (becoming the best version of themselves).

The key benefits of Saksham are:

Enhanced role clarity for employees to understand the performance expectations and competencies/skills required for them to perform their role successfully

Better alignment of individual goals to manager, department & organisational goals with improvement in quality of goal setting (SMART – specific, measurable, achievable, relevant, timebound)

Visibility to employees of possible career paths and what it takes to get there in terms of required experiences / exposures and competencies

Enablement of employee competency development / skill building for current and future aspired roles through relevant learning activities that they could undertake

Increased visibility for managers of their team members to make appropriate people decisions

Better assessment and hiring decisions through availability of quality Job descriptions with well-defined responsibilities and competency requirements

Centralised platform to promote data driven decisions and standardised processes at an organisational level as well as best in class employee experience (resulting in increased engagement and retention of talent)



Business Excellence

Business excellence is a core ideology for us at the Adani Group, stemming from our values and guiding principles. The role of Business Excellence is to enable teams across all units, functions & locations to share their recommendations for kaizens, business process improvements and innovation projects, which in turn positively impact the goals of the organisation.

At Adani Group we have adopted the Adani Business Excellence Framework (ABEM). The ABEM is based on the Malcolm Baldrige framework of business excellence and quality management and has many layers to it, ensuring involvement of all stakeholders and employees from the front line to the leadership. The framework empowers

our organisation to reach its goals, improve results, and become more competitive through innovation and process improvements.

We propagate ABEM through an online module designed to empower employees across the organisation by providing an understanding of business excellence and its principles. It aims to align everyone with the organisation's strategic goals, foster a culture of continuous improvement and innovation, and encourage individuals to take ownership of the organisation's success. By mastering the excellence model, employees will be better equipped to drive innovation and contribute meaningfully to the organisation's achievements.



Adani Knowledge Mall Exhibition- Thiruvananthapuram Airport Zero Waste to Landfill Project Exhibition

Fostering Employee Engagement

We are committed to promoting a dynamic and inclusive workplace where every employee feels empowered to engage and reach their full potential.

Voices that Matter: Building a Culture of Transparency and Feedback

We implement a range of initiatives designed to keep our workforce motivated, connected, and actively involved. We curate a diverse array of engagement activities throughout the year. We believe that an engaged workforce is the establishment of a successful organisation. Engaging with our employees allows us to understand their expectations, measure satisfaction levels, and create a workplace that promotes growth, innovation, and collaboration.

We believe in maintaining transparency and encouraging two-way communication. Employees are well-informed about business updates, key focus areas and initiatives of the organisation, and people policies and processes. They can also share their views or ask questions to the Leadership Team and listen to their responses. This happens through the employee webcast and town hall meeting.

Town Hall Meetings

We host a monthly town hall with our chief airport officers in each of our airports. These meetings provide employees with updates on company developments, strategic goals, and key business priorities. These sessions create a platform for leadership to engage directly with employees, address their concerns, and encourage open dialogue, ensuring alignment with the company's vision. These monthly town halls at each of our airports serve as a forum for employees to get updated on business developments as well as share their views and feedback.

Employee Webcast Platform

We host quarterly employee webcasts with the CEO. These webcasts serve as a space to recognise employees' contributions to projects and operations, celebrate achievements, and facilitate cross-functional learning. By sharing success stories and best practices, we enhance internal cohesion and inspire a culture of continuous improvement.



Great Place to Work Survey

Conducted annually, this survey evaluates the overall employee experience, measuring factors such as workplace culture, leadership effectiveness, work-life balance, and job satisfaction. The insights derived from this survey guide us in implementing initiatives that strengthen our inclusive, collaborative, and high-performing work environment. Complementing the inputs from the survey, The Great Place to Work Institute also conducts a culture audit of the organisation. We have participated in both the GPTW survey and culture audit in November 2024. Over 80% of employees responded to the survey. This was followed by focus group discussions conducted by the GPTW team with different employee groups (randomly selected by the GPTW team).

The Great Place to Work survey primarily measures several key themes that contribute to a positive workplace culture. These themes are crucial in assessing employee satisfaction and engagement. The themes measured in the survey are:



CREDIBILITY

Communication-Communications are open and accessible
Competence - Competence in coordinating human and material resources
Integrity-Integrity in carrying out vision with consistency



RESPECT

Support - Supporting professional development and showing appreciation
Collaborating-Collaboration with employees in relevant decisions
Caring - Caring for employees as individuals with personal lives



FAIRNESS

Equity - Balanced treatment for all in terms of rewards
Impartiality - Absence of favoritism in hiring and promotions
Justice Lack of discrimination and process for appeals



PRIDE

Personal Job In personal job, individual contributions
Team - In work produced by one's team or work group
Company - In the organisation's product and standing in the community



CAMARADERIE

Intimacy-Ability to be oneself
Hospitality-Socially friendly and welcoming atmosphere
Community-Sense of "family" or "team"

We have been certified by the GPTW Institute as a "Great Place to Work", with excellent scores on our Culture Audit (among the best in the Top 100 GPTW-Certified Companies), which is based on an assessment of our Leadership Effectiveness and People Processes / Practices.

Performance Management System

We have implemented a transparent Performance Management System (PMS) with a well-defined and communicated process for all employees, which helps us achieve alignment to goals, collaboration on key initiatives, development of people on required competencies, fair assessment of performance / contributions followed by appropriate rewards / compensation decisions.

Our Performance Management System (PMS) is designed to foster agile conversations between employees and managers, ensuring continuous alignment with business goals. The PMS includes goal setting through dialogue, mid-year and end-year review discussions, feedback and coaching that facilitates employees to voice their opinions, enables managers to provide guidance / inputs to team members and contributes to continuous improvement. Managers are encouraged to schedule sufficient time for feedback sessions, cover achievements, call out strengths and development areas, and have career conversations with their team members.

The PMS helps us track employee performance, set expectations, and provide constructive feedback for ongoing improvement. It plays a crucial role in professional development, aligning individual contributions with organisational priorities, and identifying areas for skill enhancement. The PMS enhances productivity and promotes a culture of continuous learning and growth. This evaluation process ultimately translates into financial incentives and annual salary increments.

There is employee satisfaction of over 85% in the last PMS survey, highlighting the effectiveness of the intervention



Permanent

Employee category	Male (%)	Female (%)
Senior Management	95%	100%
Middle Management	96%	100%
Junior Management	96%	98%
Staff	94%	98%
Worker	97%	94%

Table: Employees who received regular performance and career development review during the reporting period

Other than Permanent

Employee category	Male (%)	Female (%)
Senior Management	100%	0%
Middle Management	100%	NA
Junior Management	NA	100%
Staff	83%	75%
Worker	72%	100%

Table: Employees who received regular performance and career development review during the reporting period

Reward and Recognition

Regularly acknowledging and rewarding employees' hard work and achievements boosts their morale and motivation to contribute further and make a positive difference to the organisation. Our Reward and Recognition policy is designed to promote a motivating culture with a competitive spirit across the organisation and is conducted monthly at different assets and at Head Office (HO).

The key objectives of our R&R policy are:

- » To recognise and reward behaviours that support the organisation's vision, goals, and values.
- » To encourage exceptional customer experience by providing a motivational workplace.
- » To foster creativity, initiative, and teamwork among employees.

In the current fiscal year, monthly R&R events have been held, and approximately 11% of employees have been recognised for their outstanding performance so far in each Airports as well as at HO. Under our R&R policy, there are different award categories through which our employees are recognised, as follows:

Kudos to You: "Kudos to You" is to instantaneously recognise employees for displaying Adani Core Values at the workplace.

Customer Champion of the Month: Employee working towards customer centricity and setting new benchmarks of delighted customer experience while displaying and living with Adani Core values even in challenging situations throughout the month.

Airport Champion of the Month: Employees consistently displaying and working with Adani Core values even in challenging situations throughout the month at the backend functions (employees other than frontliners).

Best Airport Force of the Quarter: Exemplary/Outstanding performance of the team in the quarter.

Airport Champion of the Year: Employees who are consistently displaying Adani Core Values in their work/act/behaviour and acting as a role model at the workplace.



Recently, these recognition programs have been made more inclusive by extending them to our stakeholders as well (eg: CISF, Airlines, Customs, Immigration) with whom we work together to provide a stress-free, delightful experience for our passengers.

The awards introduced for them are:

- » Kudos to You
- » Airport Champion Partner of the Quarter
- » Airport Champion Partner of the Year



Employee Wellbeing

We are committed to raising a supportive and healthy workplace where employees feel valued and empowered. We provide comprehensive health coverage, including medical insurance, to ensure the well-being of our workforce. We offer various leave benefits to promote work-life balance, allowing employees to recharge and attend to personal priorities without compromising their professional growth.

To enhance overall well-being, we organise a range of wellness initiatives, including yoga sessions, wellness events, and stress management workshops, aimed at improving both physical and mental health. We also encourage engagement through indoor games, sports competitions and recreational activities that strengthen teamwork, collaboration, and a sense of community. We have created gym at various assets along with recreation facilities for employees which promote employees' health & engagement at sites.

The company offers the facility of annual health check-up to all employees. This initiative has been valued and well-appreciated by our employees with the overall utilisation rate in FY25 at 98%.

We have the Adani Emcare Health App, which is a comprehensive digital platform designed to enhance employee well-being and provide easy access to essential healthcare services. This user-friendly app maintains a record of annual health checkups, allowing employees to track their health history conveniently. It features a list of empanelled hospitals, ensuring that employees can access quality medical care across a wide network of trusted healthcare providers. We have created teleconsultation facility for employees across assets. This facility allows employees to connect with doctor & consult directly with them for any medical assistance for them or their family members.

By prioritising employee well-being and work-life balance, we cultivate a positive and motivated workforce, enabling employees to excel both professionally and personally.



Corporate Wellness Challenge

This challenge is an initiative to promote employee wellbeing and was designed to enhance the health and well-being of employees within corporate settings. In a world where a sedentary lifestyle and work-related stress often take a toll on individuals' health, this challenge aims to promote positive lifestyle changes. The primary purpose of the challenge is to foster healthy habit formation among employees, ultimately leading to improved overall well-being and productivity in the workplace. The challenge spans a 60-day period, allowing participants ample time to integrate new habits into their daily routines and experience sustainable changes in their health and well-being.



Mental Wellbeing

To promote mental wellness, we organise activities such as Yoga, Karaoke Evening, and Ergonomics. These sessions help employees manage stress, improve focus, and enhance overall mental resilience, ensuring a healthier and more balanced work environment.



Physical Wellbeing

Encouraging an active lifestyle, we conduct various physical wellbeing activities, including Zumba Sessions, Badminton Tournaments, Indoor Games Tournaments, and Cricket Tournaments. These initiatives not only foster fitness and teamwork but also create an engaging and energetic workplace culture.



Webinars & Sessions

Our Health Webinars provide employees with valuable insights into maintaining a healthy lifestyle. These interactive sessions cover essential health topics, empowering individuals to make informed decisions about their well-being.



Medical Camps & Training

Regular medical check-ups and training programmes such as Eye Check-ups and AED & CPR Training etc. ensure employees' health and safety. These initiatives equip employees with essential health knowledge and emergency response skills, contributing to a safe and well-prepared workforce.



Events & Celebrations

We celebrate festivals and events such as Women's Day, Diwali, Holi, etc. to promote inclusivity within our organisation. These celebrations acknowledge and appreciate our diverse workforce, strengthening team spirit and cultural harmony.



Upholding Human Rights

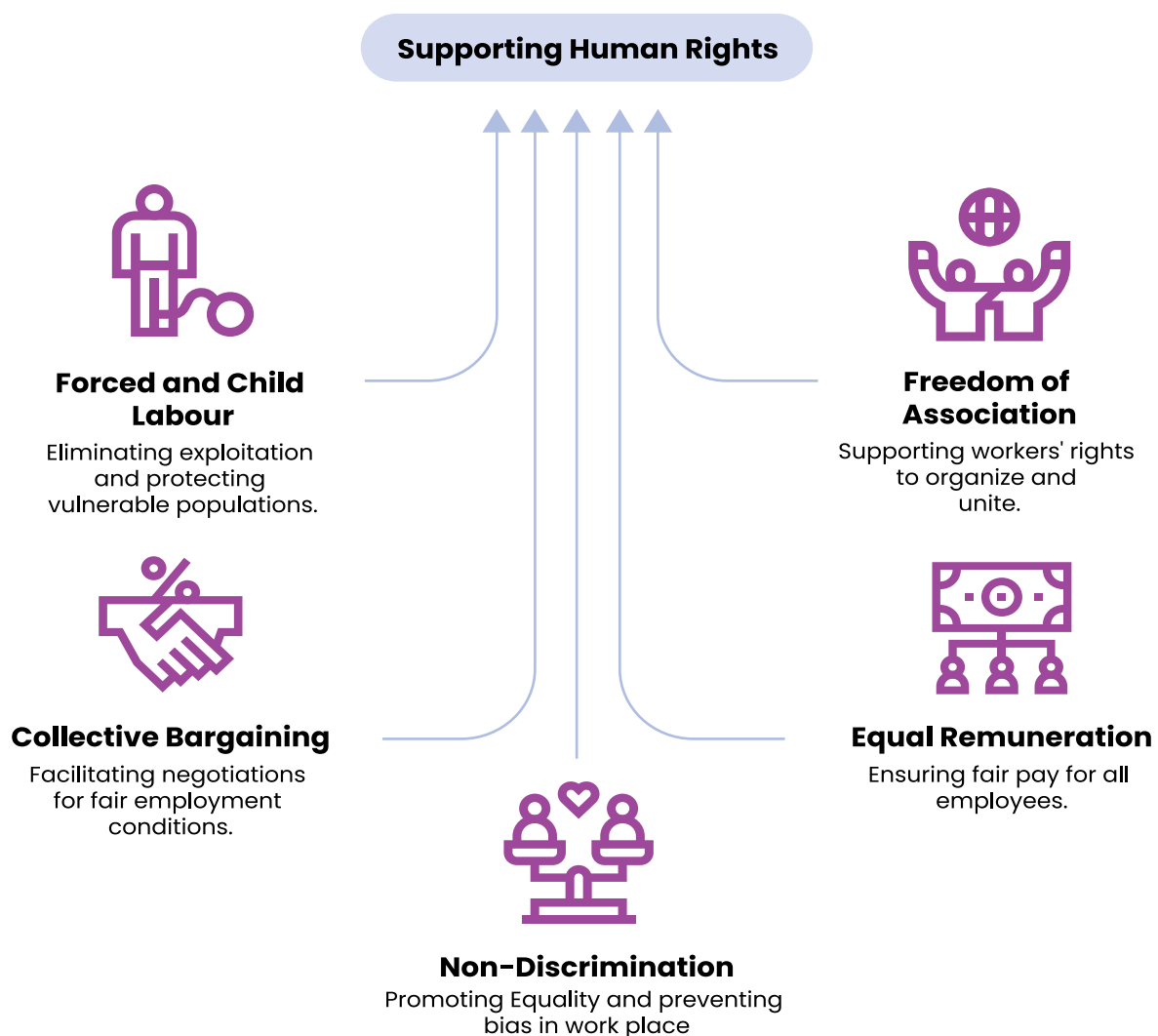
Our commitment to upholding human rights is deeply embedded in our business philosophy. We recognise that respect for human rights is a corporate responsibility and a fundamental value that shapes our ethical approach. Our approach to upholding human rights is guided by internationally recognised frameworks, including the Universal Declaration of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights.

We have human policies at the respective respective airports and at the AAHL level. The policy is structured to proactively identify and address concerns through due diligence, ensuring its applicability to all stakeholders, including employees, associates, customers, contractors, and service

providers.

We also provide regular briefings on human rights protection and respect to relevant stakeholders, including security personnel working under company management, to ensure awareness and compliance at all operational levels.

By embedding human rights considerations into key business processes such as procurement, recruitment, and training, we encourage a work environment that upholds dignity, fairness, and integrity at every level of our organisation. Through comprehensive assessments and careful monitoring, we proactively identify and mitigate potential risks to safeguard human rights. By fostering a culture of accountability and continuous improvement, we strive to make a meaningful impact both within our organisation and in the communities where we operate.



Human Rights Due Diligence

We incorporate human rights due diligence as an ongoing process to identify, prevent, and mitigate risks across our airports. We assess our critical partners, suppliers, and stakeholders to ensure alignment with global human rights principles, fair labour practices, ethical standards, and respect for workers’ rights.

As our business evolves through regulatory changes and expansions, we continuously assess risks, addressing human rights concerns.

Human rights due diligence enables us to systematically manage actual and potential adverse human rights impacts. This approach involves four key components:

Identifying and Assessing Risks:

We evaluate potential and actual human rights risks arising from our activities, as well as those linked to our operations, products, or services through business relationships.

Integrating Findings and Taking Action:

Insights from impact assessments are incorporated into our company processes, ensuring appropriate actions are taken based on our involvement in the identified risks.

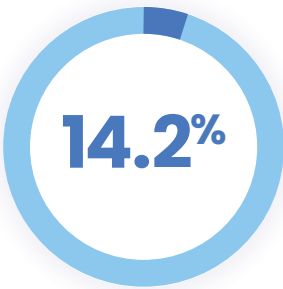
Tracking Effectiveness:

We continuously monitor the effectiveness of our measures to ensure that adverse human rights impacts are being effectively mitigated.

Transparent Communication:

We engage with stakeholders, particularly those affected, by demonstrating our policies, processes, and commitments to addressing human rights concerns.

Operations that have been subject to human rights reviews or impact assessments



FY 2024-25
Total percentage of operations that have been subject to human rights reviews or human rights impact assessments.

Employee training on human rights policies or procedures

FY 2024-25
Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations

10,479

Percentage of employees trained during the reporting period in human rights policies or procedures concerning aspects of human rights that are relevant to operations.

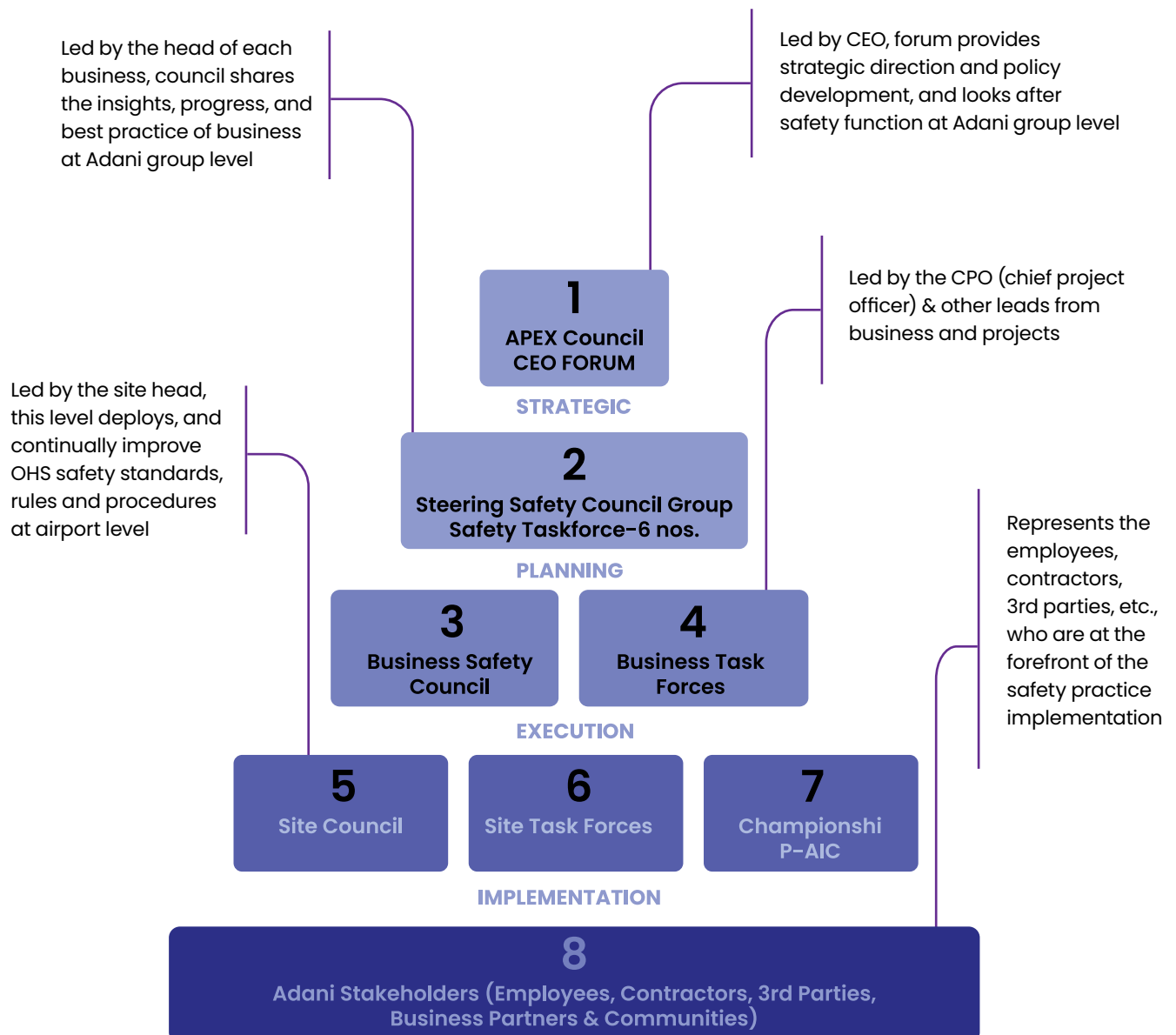
62%

Safety at Every Touchpoint

At AAHL, safety is more than a compliance requirement; it is a core value that underpins every aspect of our operations. With thousands of passengers, employees, and contractors interacting daily across our airports, maintaining a safe environment is essential for seamless operations and stakeholder well-being. For us the health & safety of our stakeholders be they internal or external, is paramount.

Our commitment to health and safety extends from the Adani Group level to its individual businesses, including AAHL, and is further extended to each airport. The health & safety management system is aligned with Group Safety Standards and international best practices and standards, providing a structured framework to govern, manage, and enhance safety protocols. This system enables us to identify risks, implement mitigation strategies, and drive continual improvements across all airport operations.

To uphold the highest safety standards, we employ careful monitoring mechanisms, conduct regular safety audits, and integrate advanced technologies to strengthen our safety infrastructure. By fostering a culture of accountability and preparedness, we ensure a safe working environment for every stakeholder.



At AAHL, safety governance is a strategic enabler that strengthens leadership accountability and builds stakeholder trust. Our governance framework ensures a proactive and structured approach to managing health and safety, driving continuous improvement across all airport operations.

The governance structure is led from the top, with the CEO and Board of Directors (BODs) providing strategic oversight on safety and related initiatives. At the management level, the steering and business council ensures that health and safety strategies are effectively aligned with broader ESG objectives and operational priorities. The steering committee convenes regularly to discuss emerging safety risks, key developments, and lessons learnt from across the Adani group, enabling us to integrate best practices and enhance safety management at all airports. To translate strategies and policies into action, six specialised task forces, led by task force leads, are responsible for implementing safety measures effectively. The site safety council and site task force continuously monitor safety performance, reinforcing compliance and best practices at the ground level.

Our strong governance framework ensures the integration of best practices and sets the foundation for us to enhance the management practices at the site level.



Safety Management

Our comprehensive safety management system (SMS) is built on the foundation of the Adani Group's Safety Management System framework, ensuring a structured and proactive approach to safety across all airport operations. We uphold a strong Occupational Health & Safety (OHS) policy to ensure a safe and healthy work environment for all employees, contractors, and stakeholders. The policy emphasises on the scope, compliance with relevant standards, setting up prioritisation and action plans, and continuous improvement through training, audits, and compliance with the highest safety standards.

SMS integrates all critical business activities; the major components of this framework are performance orientation, executive commitment, teamwork orientation, employee empowerment and enlistment, scientific decision-making, continual improvement, comprehensive and ongoing training, and unity of purpose.

Aligned with international standards, such as ISO 45001:2018, our SMS establishes policies, procedures, and best practices that mitigate workplace safety risks, prevent injuries, and cultivate a safe environment for all stakeholders.

This system encompasses policies, procedures, and best practices designed to prevent workplace injuries and illnesses, fostering a safe and secure environment for all stakeholders.



The key component of SMS:

Strategic Governance & Collaboration:

The framework acts as a link between the business safety council and task forces, ensuring seamless collaboration. The business safety council meets bi-monthly to discuss safety related risks, opportunities, and strategic interventions.

Defined Roles & Responsibilities:

Safety governance is structured with clear accountabilities at all levels, ensuring that site-specific enablers drive safety initiatives effectively.

Dedicated Safety Task Forces:

Specialised teams focus on safety standards, contractor safety management, logistics safety, training, incident investigations, audits, and technological advancements, ensuring comprehensive risk mitigation and operational safety.

Safety Culture

At AAHL, safety is deeply ingrained in our organisational culture and operational ethos. We are dedicated to cultivating a proactive, safety-first mindset at every level of our workforce. Our commitment extends beyond mere compliance, and safety is a core value that shapes our decision-making, risk management, and daily operations. Through deliberate actions and well-defined strategies, we continuously strengthen safety practices across the entire employee lifecycle, ensuring a secure and resilient working environment.

To strengthen our safety culture, we emphasise on the following practices:

Training

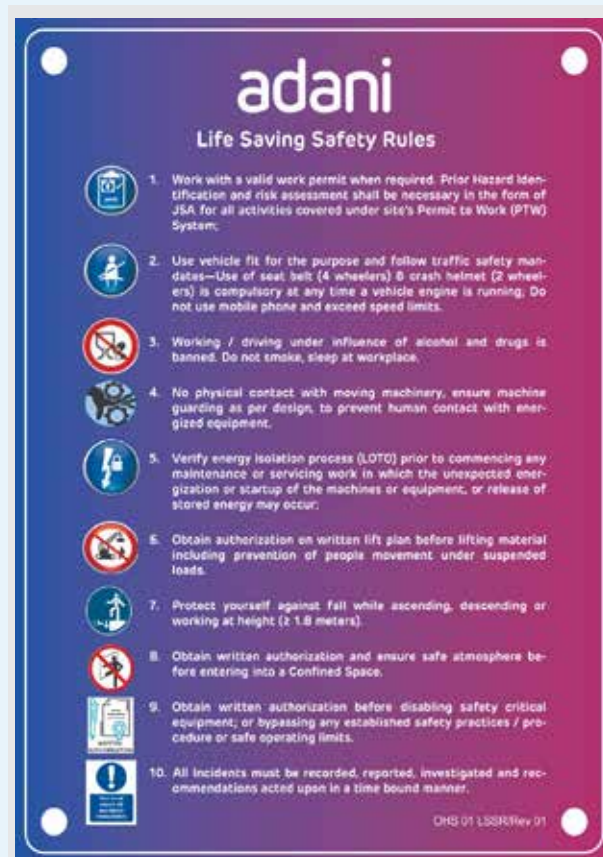
At AAHL, fostering a strong safety culture begins with empowering our workforce through structured and continual training programmes. Our commitment to safety education ensures that employees, contractors, and stakeholders are well-equipped to identify risks, adhere to best practices, and respond effectively to emergencies. By embedding safety training into daily operations and ensuring that all personnel remain up to date with evolving safety protocols, we continue to strengthen our safety culture and minimise safety risks.

Training Platforms & Programmes:

- » Structured Training Programmes identified at the group level, which are determined at the group level, we utilise the “Saksham”, which is a basic induction training on safety and the “Udgam” e-learning platform as a dedicated hub for safety training and awareness. These platforms offer a range of interactive training modules, hands-on sessions, and refresher courses.

Safety Training Initiatives

- » We conduct regular training sessions on Life Saving Safety Rules (LSSR), a set of essential guidelines that serve as a proactive approach to maintaining a safe and secure workplace.
- » Scaffolding Safety: Safe erection, use, and dismantling of scaffolds to ensure workplace safety and prevent incidents.
- » Work at Height Training: Best practices for working on elevated structures, including fall protection measures.
- » Electrical Safety: Safe handling of electrical equipment, hazard recognition, and risk mitigation strategies.
- » Arc Flash Protection: Training on the correct use of Arc Flash Suits, helping employees understand and mitigate the risks associated with electrical faults.
- » Emergency Response & Equipment Use: Proper usage of FRP (Fibre Reinforced Plastic) sticks during electrical emergencies to prevent electrocution and ensure worker safety.
- » Onsite Safety Training on vehicle reversing and blind spots, and its consequences, fall preventions and suspension trauma.
- » We train CISF personnel from the Airport Security Group (ASG), enhancing top-tier security and customer service skills. The training covered communication, de-escalation, cultural sensitivity, and service-security balance.





Risk Management

At AAHL, risk management is integral to our commitment to operational excellence and stakeholder safety. We adopt a systematic, proactive approach to risk assessment and hazard identification, ensuring a safe and resilient airport environment for employees, contractors, passengers, and the broader community.

Our risk identification framework spans the entire lifecycle of airport operations, covering both construction and operational phases. This holistic approach allows us to anticipate, evaluate, and mitigate potential risks. We assess hazards associated with fuel, chemicals, material handling, and various operational processes, ensuring a thorough evaluation of potential risks.

Proactive Risk Assessment & Continuous Monitoring

Risk assessment at AAHL is not a one-time exercise, it is an ongoing, data-driven process that integrates best practices in safety management. Our approach includes:

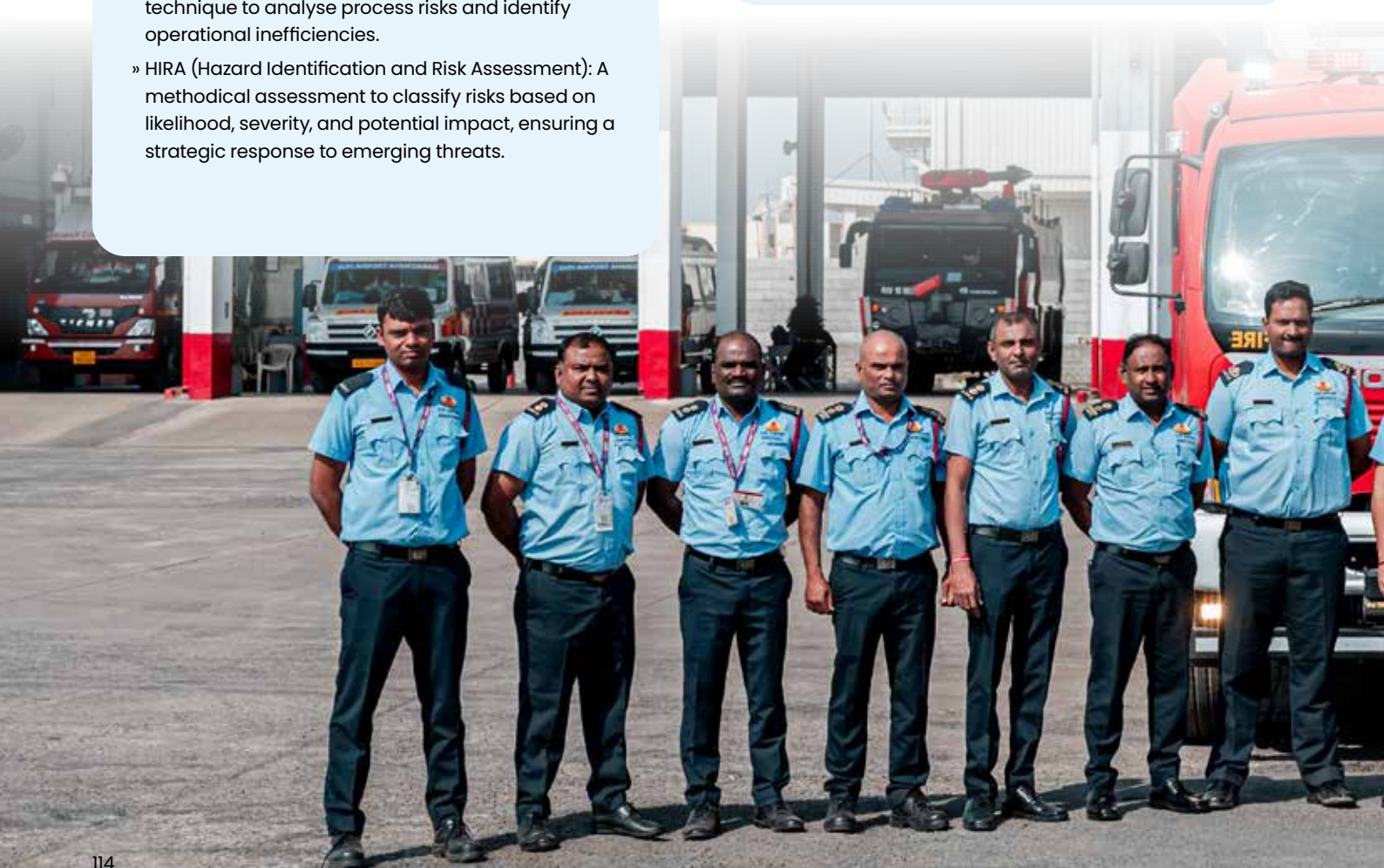
- » HAZOP (Hazard and Operability Study): A structured technique to analyse process risks and identify operational inefficiencies.
- » HIRA (Hazard Identification and Risk Assessment): A methodical assessment to classify risks based on likelihood, severity, and potential impact, ensuring a strategic response to emerging threats.

Safety Campaigns

At AAHL, safety awareness is a continuous process, and we drive it through structured safety campaigns aimed at fostering a strong safety-first culture. These campaigns educate employees, contractors, and stakeholders on best practices, and potential hazards.

Key initiatives include

- » Thematic Safety Months & Weeks: Observing events such as National Safety Week, Fire Safety Week, and Road Safety Month with awareness drives, workshops, and hands-on training.
- » Digital Safety Awareness: AI solutions and the use of the SAFEX platform (GenSuite)
- » Toolbox Talks & Safety Dialogues: Conducted before the start of shifts to refresh employees on potential risks and safe work practices.
- » Roko Toko: This campaign was conducted with the help of local police to promote road safety and responsible driving habits. Free helmets were distributed, and this campaign also rewarded drivers who adhered to safety rules.
- » Campaign on effective use of PPE.



Collaboration with Experts

We believe that safety excellence is best achieved through continuous learning and partnerships with renowned safety experts, regulatory bodies, and industry leaders. Through these collaborations, we enhance our risk management frameworks, safety training modules, and emergency response capabilities.

Our engagement with safety experts such as M/S Radiance Safety Solutions, Arresto Solution Pvt Ltd, M/S Chola Scaffolding Inspectors, Nexpo Solutions PVT Ltd, EQMS, etc. includes:

- » Workshops & Knowledge Sessions: Structured training programmes conducted by industry experts on work at height, electrical and mechanical safety, confined space rescue, lock-out & tag-out (LOTO), fire suppression system, road and driving Safety.
- » Behaviour-Based Safety (BBS) Programmes: Collaboration with safety specialists to reduce human error and encourage proactive safety behaviour.
- » Regulatory & Compliance Advisory: Working with consultants to ensure compliance with international and national safety standards.

Mangalore International Airport

provided a three-day 'Train the Trainer' programme on Material Handling Standard, led by EQMS Ingenuity Pvt Ltd. With participants from various airport functions, this interactive training equipped them with globally recognised best practices, strengthening our commitment to safety.

Safety remains our top priority,

and to uphold this commitment, we conducted a two-day 'AWAKENING' workshop for senior leadership, HODs, team members, and vendor partners. Led by expert facilitators, the workshop featured engaging discussions on airport safety, emphasising Life Saving Rules (LSR), the 10 Safety Commandments, and the I CARE philosophy.



Audits & Certifications

AAHL adheres to globally recognised safety standards, ensuring a structured and transparent approach to occupational health and safety. Our commitment to safety is validated through certification and compliance mechanisms.

Internal Audits

Our internal safety audits are conducted periodically to evaluate day-to-day safety practices and ensure compliance with internal policies and procedures. These audits serve as a proactive measure to identify potential risks before they escalate.

All 7 Operational Airports are certified with ISO 45001:2018

All AAHL airports are certified under ISO 45001:2018. This certification underscores our commitment to:

- » Identifying and mitigating workplace hazards
- » Ensuring a safe and healthy work environment
- » Enhancing incident prevention and emergency response
- » Continuous improvement through regular audits and performance evaluations

British Safety Council (BSC):

We are actively working toward achieving the Sword of Honour Award for Ahmedabad and Mangalore airports, demonstrating our commitment to enhancing safety governance. This certification will underscore our commitment to:

- » Best-in-class safety governance frameworks
- » Employee well-being initiatives
- » Robust risk assessment and mitigation strategies





Safety Competitions

To promote engagement and accountability, we encourage employees and stakeholders to participate in safety-focused competitions, fostering a culture of active involvement and continuous improvement.

Some of our key safety competitions include:

- » Hazard spotting challenges: Employees are encouraged to identify and report potential hazards in their work areas, with recognition for proactive contributions.
- » Safety quiz competitions: Regular quizzes covering emergency response protocols, personal protective equipment (PPE) usage, and workplace hazard identification to test and enhance safety knowledge.
- » Best safety practices award: Recognising teams and individuals who implement innovative safety solutions, helping to reduce risks and improve workplace safety.
- » Mock drills & emergency response challenges: Simulated fire safety, First Aid response, and crisis management scenarios where teams compete to demonstrate their preparedness.



Rewards & Recognition

At every Adani airport, we recognise employees who demonstrate exceptional commitment to workplace safety. This initiative promotes a culture of awareness, risk management, and compliance while motivating teams to uphold high safety standards. By celebrating these champions, we promote knowledge-sharing and emphasise safety as a shared responsibility across operations.

Case Study

AI Camera for Enhanced Safety at Adani Airports

AAHL has integrated AI Camera to enhance project-related safety. By leveraging network of AI-enabled cameras, the system enables real-time monitoring, identifying unsafe conditions, and promptly reporting them to relevant personnel. This technology plays a crucial role in detecting and addressing safety violations, ensuring quick responses to emergencies.

Objectives

The primary objective of implementing AI Camera is to identify unsafe conditions and reporting them to the concerned personnel. The system detects unusual activities or safety violations, allowing for immediate intervention before incidents escalate. It strengthens emergency response capabilities by quickly identifying and addressing potential hazards.

Implementation

- » Crowd Management & Hotspot Identification
- » Safety Violation Detection
- » Incident Prevention & Rapid Response
- » Enhanced Asset Protection

Outcomes & Impact

- » Reduction in operational risks through predictive analytics and proactive decision-making.
- » Compliance with international safety standards, reinforcing AAHL's commitment to best-in-class safety protocols.

Sardar Vallabhbhai Patel
International Airport, Ahmedabad

Gateway to Goodness



Ahmedabad Airport has won the 22nd Greentech Global Workplace Safety Award 2024 for Safety Innovation in Technology.

Case Study

Asia's First Advanced Aircraft Recovery System at Mumbai Airport

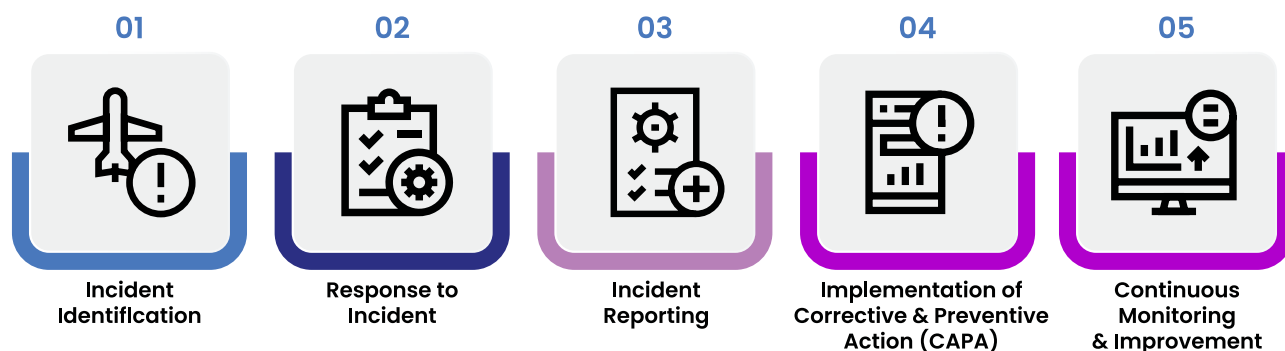
Mumbai Airport has become Asia's first airport to acquire the advanced Disabled Aircraft Recovery Kit (DARK) with High Pressure Lifting Bags, marking a major leap in operational safety and resilience. This state-of-the-art system offers faster, safer, and more efficient aircraft recovery — even for the world's heaviest commercial aircraft such as the B777-300 (approx. 390 metric tons) — while requiring minimal manpower compared to conventional methods.

To ensure swift and effective deployment, CSMIA's Aircraft Rescue and Fire Fighting (ARFF) team, along with airside operations personnel, completed intensive five-day hands-on training. This capability strengthens emergency preparedness, enhances operational safety, and further elevates CSMIA's focus on resilient infrastructure and seamless passenger experience.



Incident Monitoring & Reporting

A structured incident monitoring & reporting framework is essential to ensure the safety and operational efficiency of airports. At AAHL, we follow a systematic, technology-driven approach to incident management, ensuring swift detection, reporting, investigation, and resolution of incidents. We maintain a transparent incident monitoring and reporting system that encourages prompt reporting of safety concerns. This system enables us to analyse incidents, identify root causes, and implement corrective actions to prevent recurrence. Our approach ensures continuous learning and improvement in safety practices.



AAHL employs a multi-layered incident detection mechanism that includes real-time monitoring and AI-based surveillance and incident detection. Frontline employees, such as security personnel, ground staff, and other airline representatives, are trained to identify and report incidents. Various channels to report incidents are:

QR Code-Based Reporting

QR Code-Based Reporting: AAHL has introduced an innovative QR code-based reporting facility at all sites. This allows all stakeholders to report potential hazards anonymously, encouraging a proactive approach to safety.

Real-Time Monitoring

The digital, launched by AAHL, provides real-time data on the airport. This includes information on wait times, gate changes, baggage status, etc. which enables quick responses to potential incidents.

Incident reporting through the SAFEX Platform

All employees have access to the Safety Portal, enabling them to report any safety-related incidents or near misses efficiently. This system ensures proactive risk identification, fostering a safe and secure airport environment through timely reporting and corrective actions.

Upon detecting an incident, the first step is to evaluate its true severity to contain the situation and prevent further risks. Depending on the magnitude of the incident, appropriate response teams such as security forces, emergency medical services, fire safety personnel, and airport operations teams are notified and activated.

All incidents are recorded in the SAFEX platform, ensuring accurate and structured documentation for effective tracking and analysis. This incident log serves as a crucial reference for investigations and reporting, facilitating data-driven decision-making. A monthly MIS report is generated and presented at both the airport level and AAHL group-level meetings, ensuring continuous oversight and safety improvements.

AAHL believes in continual improvement to enhance safety and operational efficiency. Incident trends are analysed periodically to identify recurring issues and areas requiring attention. Insights from past incidents are integrated into safety training programmes, technology upgrades, and operational procedures. The individual airport conducts internal audits and drills, ensuring preparedness for various scenarios. Regular review meetings are held with key stakeholders to evaluate the effectiveness of incident management strategies and drive further improvements.

Emergency Preparedness

Our commitment extends to ensuring safe working conditions and fostering a culture where health and safety remain a top priority. At AAHL, ensuring the safety and security of passengers, employees, and all other stakeholders is a top priority. The Aerodrome Rescue and Fire Fighting (ARFF) department is a vital pillar of safety and emergency preparedness. The ARFF team has been instrumental in ensuring the security of the airport and its surrounding community, playing a key role in maintaining operational resilience. Our emergency preparedness framework is designed to handle a wide range of crises, including fire incidents, medical emergencies, security threats, natural disasters, and aircraft-related incidents. By implementing robust response protocols, regular training, and state-of-the-art emergency infrastructure, we strive to maintain operational resilience and minimise risks.

Emergency Response Framework

Our emergency preparedness is built on a structured framework that includes:

Emergency Response Plans (ERP):

Each airport has a well-documented Airport Emergency Response Plan (AERP), outlining roles, responsibilities, and procedures for handling different emergencies. The emergency response plan includes layout, processes, control measures, evacuation plan, emergency declaration procedures, emergency action plans etc.

Crisis Management Teams:

A dedicated team is in place to coordinate responses, ensuring swift action and efficient communication during emergencies.

Collaboration with Stakeholders:

We work closely with government agencies, local law enforcement, medical teams, fire services, and aviation authorities to ensure an integrated response mechanism.



Safety Drills

AAHL conducts frequent mock drills to test and enhance emergency response protocols. We go beyond the regulatory compliance and conduct frequent safety drills to ensure preparedness for various emergency scenarios. These drills simulate various scenarios, such as fire emergencies, natural disasters, hydraulic failures leading to emergency landings among others to ensure readiness. These exercises involve coordination among different departments and external agencies, enhancing our capability to respond effectively to emergencies. We have identified the following numerous areas for mock drills such as:

Drill	Description
Accidents and Injuries	Workplace accidents such as falls, electric shocks, and injuries caused by moving machinery are common risks in an airport environment. To minimise the impact of such incidents, we conduct accident and injury response drills every quarter. These drills focus on immediate medical response, including first-aid administration, activation of emergency medical teams (EMTs), and transportation of injured personnel to medical facilities.
Fire Emergencies	Fires pose a significant threat in airport operations due to the presence of electrical systems, aviation fuel, possible gas leaks, and combustible materials. To prepare for such hazards, fire emergency drills are conducted every quarter. During these drills, employees are trained in fire extinguisher usage, evacuation procedures, and coordination with the airport's fire and rescue team.
Chemical Spills or Leaks	Airports handle various hazardous substances, including aviation fuel, industrial cleaning agents, and chemicals used in maintenance operations. Mishandling of these substances can lead to spills or leaks, posing severe health and environmental risks. To mitigate such dangers, chemical spill response drills are conducted every six months. These drills include immediate containment procedures, the use of spill kits, and proper hazardous material disposal techniques.
Structural Failures	Construction and maintenance activities within airport premises involve the use of scaffolding, cranes, and large infrastructure elements. Any structural failure, such as the collapse of scaffolding can result in severe injuries or fatalities. To enhance preparedness for such situations, structural failure drills are conducted every six months. These drills simulate scaffold collapses, crane malfunctions, or building integrity failures, allowing response teams to practise rescue operations, evacuation of affected areas, and medical aid deployment.
Natural Disasters	Natural disasters such as earthquakes, floods, and extreme weather conditions can significantly disrupt airport operations. To ensure a coordinated response during such events, we conduct natural disaster drills every six months. These drills include earthquake safety procedures (drop-cover-hold), flood control measures, and storm preparedness strategies. Employees are trained in evacuation techniques, emergency power management, and structural integrity assessments to mitigate risks.
Hazardous Material Events	Airports frequently deal with hazardous materials, including fuel vapours, cargo chemicals, and toxic substances used in maintenance operations. Exposure to these materials can cause serious health issues for employees and passengers. To address this, hazardous material exposure drills are conducted every six months. These drills focus on rapid containment and decontamination procedures, ensuring that affected personnel receive immediate medical attention.
Threats of Violence	Security threats such as violent incidents, bomb threats, etc. pose significant risks in an airport. To enhance security preparedness, we conduct threat response drills every six months. These drills train employees and security personnel in identifying suspicious behaviour, reporting threats, and executing safe evacuation procedures.

Strengthening the Emergency Preparedness Capability



Lucknow airport

has enhanced its emergency preparedness with two advanced firefighting vehicles in its ARFF fleet. The Industrial Fire Tender (IFT), built for tight spaces, carries 1,000 litres of water and 50 litres of foam, while the Domestic Fire Tender (DFT), equipped with 11,000 litres of water and 1,000 litres of foam, strengthens fire response at terminals, fuel depots, and hangars.

Ahmedabad airport

has enhanced its emergency response with a new Domestic Fire Tender (DFT). Our ARFF fleet now includes a state-of-the-art vehicle designed to boost fire safety across airside and landside areas, including terminal buildings, cargo zones and parking spaces.

Contractor Safety Management System

At AAHL, we have established a robust Contractor Safety Management (CSM) system as part of our commitment to ensuring a safe and secure working environment across all airport operations. This programme is aligned with the Adani Group's broader safety initiatives, reinforcing safety protocols, contractor compliance measures, and continuous performance evaluations to uphold the highest standards of workplace safety. To ensure robust safety performance and risk mitigation, we have developed well-defined safety rules, guidelines, and compliance requirements that all contractors must strictly adhere to. These regulations cover site-specific safety protocols, emergency response procedures, and the use of Personal Protective Equipment (PPE). Contractors are required to align their safety practices with AAHL's standards, ensuring a uniform safety culture across all projects and operations.

Before engaging in any contractual work, AAHL conducts a pre-qualification process to assess the safety capabilities, past performance, and compliance history of contractors. This evaluation includes a review of safety certifications, past incident records, adherence to legal requirements, and workforce competency. Only those contractors who meet AAHL's safety benchmarks are selected, ensuring that all operational partners maintain a strong commitment to occupational health and safety standards. Contractors are mandated to conduct regular safety training programmes for their workforce, ensuring that all contract workers are well-informed about workplace hazards, emergency procedures, and safe work practices. Contractors must enforce the proper usage of Personal Protective Equipment (PPE) to minimise workplace injuries and occupational health risks.

To maintain structured safety governance, AAHL has clearly outlined the roles and responsibilities within contractor management.

Contractor Supervisors: Responsible for on-ground safety enforcement, ensuring that all workers comply with safety protocols, risk assessments, and permit-to-work procedures.

Contractor Owners: Accountable for ensuring that all safety obligations are met, including training, equipment maintenance, and adherence to contractually stipulated safety requirements.

Site Managers: Oversee the implementation of safety measures, conduct routine safety inspections, and ensure that any potential risks are promptly addressed.

To proactively mitigate risks, contractors are required to conduct daily toolbox talks before commencing work. These toolbox talks focus on identifying potential hazards associated with the day's tasks, strengthening key safety protocols, addressing workforce concerns related to operational risks etc.

AAHL mandates that contractors deploy only skilled and qualified manpower as per contractual requirements, ensuring that all personnel are adequately trained to perform their assigned tasks safely. AAHL also conducts periodic evaluations of contractor OH&S performance, assessing compliance with safety regulations, incident records, and overall safety culture. These evaluations align with Adani Group's Safety Management, promoting a continual improvement approach to contractor safety management.



Occupational Health & Safety

At AAHL, we are committed to safeguarding the well-being of our employees, contractors, passengers, and all other stakeholders by adopting a strong occupational health framework. Ensuring a safe and healthy work environment is fundamental to our operations, and we take proactive measures to minimise occupational health risks through structured programmes, awareness initiatives, and preventive healthcare measures.

Health and Wellness Programmes

We implement various health and wellness programmes designed to promote physical and mental well-being among employees. These include routine medical check-ups, health awareness sessions, ergonomic assessments, and stress management workshops. We encourage a proactive approach to health, ensuring that our workforce remains fit and productive. In managing these programmes, we maintain strict confidentiality and integrity of personal health data, ensuring it is never used for any personal or professional purpose beyond its intended scope.

Occupational Health Surveillance

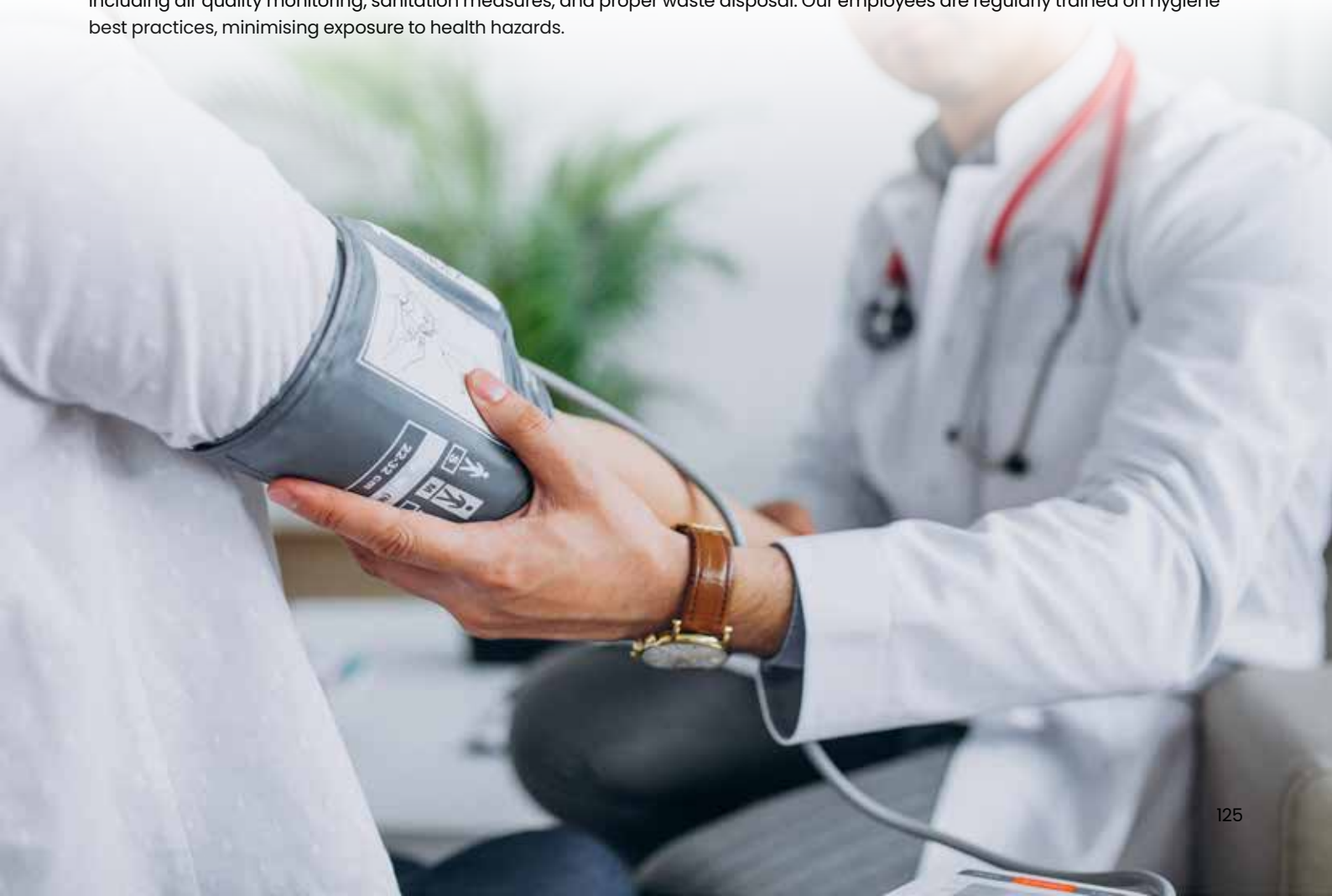
To mitigate workplace-related health risks, we conduct regular occupational health surveillance. This includes health screenings for employees working in high-risk environments, such as those exposed to noise, chemicals, or extreme weather conditions. Notably, during the reporting period, no work-related ill-health cases were identified. Early detection of occupational health concerns allows us to take corrective measures and provide necessary medical support.

Emergency Medical Support

All AAHL airports are equipped with medical centres, staffed with trained healthcare professionals and first-aid responders. We ensure 24/7 availability of medical assistance, including emergency response teams and ambulance services, to address any health-related incidents swiftly.

Hygiene and Workplace Safety

Maintaining high hygiene standards is a priority at AAHL. We adhere to stringent protocols to ensure clean and safe workplaces, including air quality monitoring, sanitation measures, and proper waste disposal. Our employees are regularly trained on hygiene best practices, minimising exposure to health hazards.



Safety Performance

At AAHL, safety performance is an important metric that reflects our commitment to ensuring a safe and incident-free working environment across all airport operations. Our safety performance is assessed using globally recognised safety indicators such as Total Recordable Work-Related Injuries, Lost Time Injury Frequency Rate (LTIFR), Fatality Rate, etc. We set clear safety objectives and key performance indicators, regularly reviewing them to track progress. Independent assurance is conducted to assess compliance with safety standards and identify areas for improvement, ensuring the highest levels of safety are maintained.

Parameter	FY 2023–24	FY 2024–25
Total recordable work-related injuries – Employee	2	0
Total recordable work-related injuries – Worker	8	3
Lost Time Injury Frequency Rate – Employee	0.41	0
Lost Time Injury Frequency Rate – Worker	0.20	0.06
Fatality – Employee	0	0
Fatality – Worker	2	1

Airport Security: Protecting People and Infrastructure

At AAHL, security is guided by a well-defined framework aligned with both national and international regulations. The foundation of AAHL's security framework lies in strict adherence to the regulatory requirements outlined by the Bureau of Civil Aviation Security (BCAS) and with the guidelines of the International Civil Aviation Organisation (ICAO). Our security model encompasses a multi-layered approach involving physical infrastructure, surveillance systems, personnel training, stakeholder coordination, and risk-based assessments.

Governance and Management

Aviation security at AAHL is a coordinated effort involving multiple stakeholders under the oversight of the Bureau of Civil Aviation Security (BCAS), the national aviation security regulator. As an airport operator, AAHL ensures seamless collaboration between key agencies, including CISF, airline operators, law enforcement agencies, and other stakeholders, to maintain a secure and controlled airport environment. Compliance with the International Civil Aviation Organisation (ICAO) and BCAS aviation security guidelines is a priority, with a focus on establishing a secure security framework in alignment with regulatory requirements and business objectives.

Key Elements of Airport Security

Airport security is governed by the National Civil Aviation Security Program (NCASP), which outlines the roles and responsibilities of various stakeholders. Unlawful intrusions that could compromise civil aviation security are primarily managed by CISF, working in close coordination with the Airport Director (CAO) and other enforcement agencies.

Regulatory Framework

Airport security is strictly regulated by the National Civil Aviation Security Program and aviation security orders/circulars issued by BCAS. These regulations ensure the implementation of global best practices and adherence to stringent safety protocols at all AAHL operated airports.

Collaboration with Law Enforcement and Stakeholders

Each airport has a Chief Airport Security Officer (CASO) from CISF who leads the security unit and coordinates closely with the CAO and the Chief Security Officer. Other critical stakeholders include Customs, Immigration, and Civil Police, all of whom contribute to a comprehensive security ecosystem through structured engagement methods.

Security Measures and Training Initiatives

To enhance security preparedness, AAHL airports conduct regular training programmes, mock drills, and awareness campaigns in accordance with the Airport Security Program. These exercises ensure that all security personnel remain well-trained and prepared to respond effectively to potential threats. Advanced security technologies are deployed at AAHL airports in line with BCAS regulations. These technologies support real-time threat detection, surveillance, and access control, strengthening overall security measures.

Risk Assessment and Mitigation

BCAS conducts annual risk assessments for all civil airports in India, categorising them based on security risk levels. Emerging threats, including drone intrusions, are also managed under BCAS guidelines, ensuring a proactive approach to security challenges.

Security Audits and Compliance

To ensure adherence to national aviation security standards and continuous improvement across all airports, AAHL undergoes regular external audits conducted by the Bureau of Civil Aviation Security (BCAS). These audits play a critical role in evaluating the effectiveness of security protocols, systems, and personnel preparedness.

BCAS Audit

A comprehensive review of the airport's overall security framework, including infrastructure, procedures, access control, personnel deployment, and adherence to the National Civil Aviation Security Program (NCASP). The audit assesses compliance levels and recommends corrective actions where necessary.

BCAS Inspection

Periodic and unannounced visits by BCAS officials to inspect specific security areas, such as passenger screening, baggage handling, perimeter security, and emergency response readiness. These inspections ensure that daily operations align with regulatory standards and that any deviations are promptly addressed.

BCAS Test

Simulated threat scenarios or covert testing exercises are carried out to evaluate the alertness, efficiency, and response capability of airport security personnel. These tests may include attempts to breach security protocols to identify vulnerabilities and ensure real-time preparedness.

Elevating Customer Experiences

AAHL places a strong emphasis on customer relations, aiming to provide a seamless and delightful travel experience for all passengers. Our customers are at the core of everything we do. We see every customer as a valued guest, whose experience shapes the reputation of our airports. Their comfort and satisfaction drive our commitment to excellence, influencing how we design services, implement technology, and create a seamless travel experience.

Recognising that airports are more than transit hubs, we aim to make them dynamic spaces that cater to diverse needs whether through personalised assistance, intuitive digital solutions, or world-class hospitality. We actively listen to our passengers, integrating their feedback into service improvements, and fostering a culture of continuous innovation. Our approach is built on trust, convenience, and engagement, ensuring that every interaction at Adani Airports is welcoming and memorable.

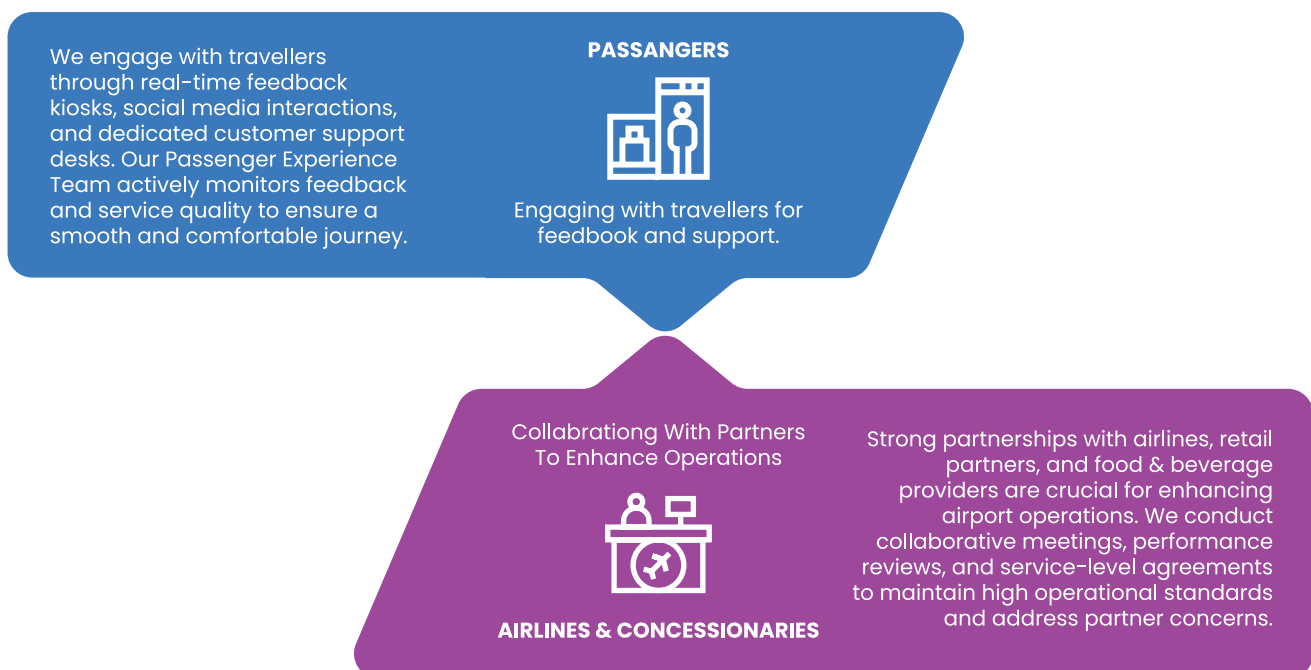


Customer Centric Approach

Our commitment to excellence is driven by a customer-first philosophy, our key customers include passengers, concessionaires, and airlines, each playing a crucial role in our ecosystem. Recognising the diverse needs of these stakeholders, we strive to deliver seamless, efficient, and innovative airport experiences that cater to their expectations. Every stakeholder contributes to the success of AAHL, making it essential for us to foster strong relationships built on trust, efficiency, and responsiveness. To elevate the customer experience, we adopt a data-driven approach to understand evolving customer needs.

Engaging with Our Customers

Customer engagement is integral to delivering a seamless airport experience, we actively engage with our key customers to enhance their experience and ensure operational excellence.



Key Customer Feedback & Surveys

Understanding and enhancing customer experience is a continuous process which helps us create a seamless and enriching airport experience, and customer satisfaction surveys serve as a vital tool in this endeavour. We employ a dual approach to gather valuable customer insights; these surveys provide valuable insights into passenger expectations, service performance, and areas requiring improvement.

Feedback through Structured Surveys – ACI & NPS-CSAT

The Airport Service Quality (ASQ) survey is conducted every quarter by the Airports Council International (ACI) which is a globally recognised benchmarking tool that measures passenger satisfaction across various touchpoints of an airport journey.

- » ASQ provides indexing on parameters such as ease of travelling index, waiting time index, and staff index.
- » It enables us to compare our performance against global standards and implement best practices to enhance passenger experience.

The Net Promoter Score (NPS) – Customer Satisfaction (CSAT) survey is conducted every quarter by a third party at each airport. The survey is used to measure service effectiveness, track trends over time, and identify improvement areas.

Both ACI and NPS CSAT scores help in enhancing service responsiveness by addressing customer concerns in a timely manner.

Regular participation in these surveys allows us to maintain our position as a world-class airport operator by addressing passenger feedback systematically.



Customer Feedback in Real time

AAHL has established multiple touchpoints for customers to voice their feedback. This multi-channel system enables passengers, airlines, concessioners and all other stakeholders to raise issues through digital, on-ground, and interactive platforms, ensuring accessibility and that no feedback goes unheard through:

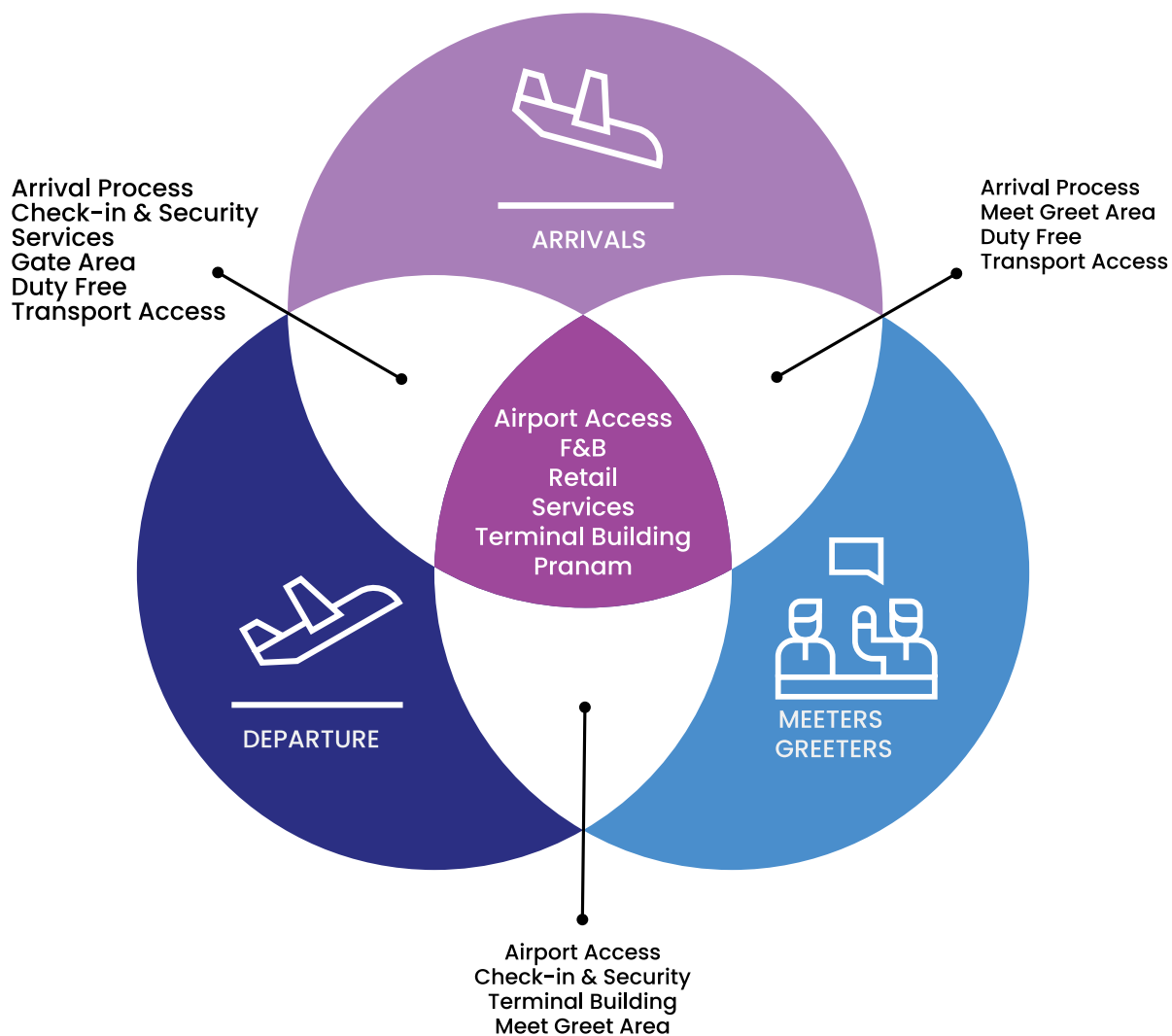
Calls & Emails – Our dedicated customer service helplines and email support channels provide real-time assistance for passenger concerns.

Website & social media – Digital complaint submission through our website and active engagement on social media platforms allow customers to share feedback instantly.

QR Code-Based Feedback & Information Kiosks – Strategically placed across terminals, allowing passengers to share feedback effortlessly.

Feedback Forms – A structured method of collecting insights, allowing us to analyse trends and improve service quality. Driving Customer Satisfaction Through Swift Resolutions

Navigating Key Touchpoints in the Airport Experience



Satisfaction Survey Score

Airport	ACI -ASQ	Target- ACI-ASQ
Ahmedabad	4.98	4.5
Mumbai	5.00	4.5
Guwahati	4.88	4.5
Mangalore	4.96	4.5
Jaipur	4.98	4.5
Lucknow	4.99	4.5
Thiruvananthapuram	4.82	4.5

Customer Survey Results for Continuous Improvement

These surveys are more than just data collection tools; they provide data points that are actively analysed and translated into actionable insights to enhance the airport experience. Customer satisfaction survey results of Airport Service Quality (ASQ) and NPS-CSAT are shared with individual airports for assessment and improvement planning.

The insight gathered enables us to:



Anxiety to Excitement: Elevating Experiences

We are committed to transforming airport journeys by integrating customer feedback into actionable improvements. Through future-forward digitalisation and smart airport innovations, we are redefining the travel experience, making it more personalised, efficient, and hassle-free. By leveraging technology, we streamline operations, enhance passenger interactions, and create world-class, responsive infrastructure. Our approach to remain ahead-of-the-curve ensures that airports are not just gateways but dynamic, intuitive spaces that anticipate and exceed customer expectations. With a focus on seamless mobility, digital convenience, and service excellence, we are building today the airports of tomorrow.

a. Seamless passenger journey through

Self-Service Kiosks & Contactless Check-in:

Self-service kiosks enable passengers to check-in, print boarding passes, and tag their baggage independently, reducing wait times and enhancing convenience. Mobile check-in and biometric-based boarding solutions further eliminate the need for physical documentation, ensuring a contactless and hassle-free experience.



AI-Driven Crowd Management & Queue Optimisation:

Artificial Intelligence (AI)-powered surveillance and predictive analytics help manage peak-hour congestion by identifying passenger hotspots and deploying resources accordingly. Real-time monitoring systems optimise queue lengths at security checkpoints, immigration, and boarding gates, minimising delays and enhancing operational efficiency.

b. Desk of Goodness: Enhancing Passenger Assistance & Convenience

The Desk of Goodness is an AI-powered self-service kiosk that enhances passenger assistance by offering real-time support and information. This AI system at Adani Airports has significantly improved passenger assistance in several ways:

- » Real-Time Assistance for Diverse Needs: The system leverages Visual AI technology to proactively identify passengers who require assistance, such as elderly travellers, mothers with infants, and those needing wheelchair support. Notifications are sent in real-time to “goodness champions” equipped with smart tablets, enabling swift and efficient help.
- » Incident Detection and Safety Enhancements: The AI-powered system can detect incidents like falls or unusual passenger behaviour, ensuring immediate intervention. This capability enhances passenger safety and sets new standards for operational intelligence and situational awareness at airports.
- » Comprehensive Passenger Support: The Desk of Goodness provides services such as baggage wrapping, lost-and-found assistance, and general travel-related queries. It simplifies the travel experience by offering empathetic and efficient support in departure and pre-security areas.
- » Queue Management and Rapid Response: At Ahmedabad Airport, the system uses smart detection techniques to locate passengers needing help, making it India’s first airport to implement video analytics for passenger assistance.

c. Adani One Application: A Unified Digital Platform

The Adani One app enhances the overall passenger experience by offering a comprehensive, user-friendly platform that integrates multiple travel-related services and features. Key ways it improves the passenger journey:

- » Integrated Travel Services: The app allows passengers to book a wide range of services, including flights, trains, hotels, holiday packages, duty-free shopping, cab and parking reservations, porter services, and access to airport lounges—all in one place.
- » Seamless and Connected Journeys: By supporting the “Digi Yatra” initiative, the app facilitates biometric-enabled passenger flows for a touchless experience. This reduces wait times and provides a hassle-free journey through security checks and boarding processes.
- » Real-Time Information Access: Passengers can check flight status, gate changes, wait times at security checks, and baggage updates via the app. This real-time data ensures smoother navigation through the airport.
- » Loyalty Programmes and Offers: The app provides discounts, offers, and loyalty Programmes to passengers, adding value to their travel experience.
- » Enhanced Passenger Assistance: Integrated with other Adani digital platforms like “aviio”, the app ensures better operational efficiency by connecting passengers with airport staff in real-time for assistance with queries or issues.

d. Aviiio: Smart Airport Operations & Data-Driven Decision Making

Aviiio is an advanced digital platform designed to optimise airport operations through real-time data analytics, automation, and AI-driven insights. It plays a crucial role in:

- » Predictive resource management, ensuring efficient deployment of manpower, security, and terminal services.
- » Passenger flow optimisation, using AI to analyse foot traffic and improve queue management.
- » Operational efficiency enhancement, automating baggage handling, ground handling, and security processes.
- » Airline & regulatory coordination, facilitating seamless communication for on-time operations.



e. Pranam Meet & Greet

Pranaam Meet & Greet is a service offered at airports that helps passengers with assistance and services. The service is available at Jaipur, Mumbai, Guwahati, Mangalore and Ahmedabad airports. The service is available through the Adani One app, airport websites, or by contacting the Pranaam reservation desk directly.

Key features of the Pranaam Meet and Greet service include:

- » Personalised assistance: Dedicated Pranaam officers escort guests from their arrival at the airport through various processes, including check-in, security, and immigration.
- » Baggage handling: Porter services are available to assist with luggage throughout the airport journey.
- » Expedited processes: The service aims to minimise waiting times at various checkpoints, including immigration.
- » Special assistance: The service caters to elderly passengers, those with reduced mobility, pregnant women, etc.
- » EV Transfer: Electric carts are available to transport passengers within the airport terminal.



Shaping the Future of Travel

AAHL is continuously innovating to provide a seamless, tech-driven airport experience by integrating cutting-edge digital solutions. As part of our digital transformation roadmap, we are introducing several initiatives aimed at improving passenger convenience, operational efficiency, and overall service excellence.

AI-Based Contact Centre

Currently 80% of the customer connections are for routine queries; the AI-powered contact centre is being developed to handle passenger enquiries with greater efficiency. Customer service agents can focus on resolving complex issues and providing personalised assistance, ensuring faster response times and higher customer satisfaction.

Other key initiatives include:

- » Digital Invoicing for Every Purchase
- » Unlimited Wi-Fi via Adani One
- » AI-Powered Chatbot on website

Integrated Airport Command and Control Centre

Adani Airports is pioneering the development of next-generation Integrated Command and Control Centres, poised to function as the central nervous system for all our operations. Powered by AI and data-driven insights, these cutting-edge centres will provide essential collaborative decision-making tools and heightened situational awareness for rapid and effective response to disruptions. This strategic initiative is meticulously designed to enhance operational efficiency and optimise cost management effectively.



Awards & Recognition

Airport	Award
Ahmedabad	Won two Par Excellence awards and one Excellence award at the 25th Indian National Suggestion Scheme Association (INSSAN). Received 8 gold Awards and 1 silver award at Ahmedabad Chapter Convention on Quality Concepts
Mumbai	In a historic milestone, Mumbai Airport has achieved Level 5 Accreditation for Airport Customer Experience—the highest distinction awarded by the ACI World – Airports Council International. As India's first and the world's third airport to earn this honour, we now stand as a global leader in delivering seamless, innovative, and memorable travel experiences.
Guwahati	GAU Airport has achieved Level 2 ACI Accreditation for Customer Experience
Mangalore	Received 5 gold awards at the 33rd Chapter Convention on Quality Concepts, organised by the Bengaluru chapter of Quality Circle Forum of India (QCFI). Received 3 award in "Excellent" category organised by QCFI- NCQC.
Jaipur	Jaipur (May,2024) Received ACI level 2 Airport Customer Experience Accreditation Jaipur received one gold and silver award on Quality Concepts at QCFI
Lucknow	LKO received 8 Gold and 1 Silver under Kaizen category at QCFI
Trivandrum	ACI level 2 Airport Customer Experience Accreditation

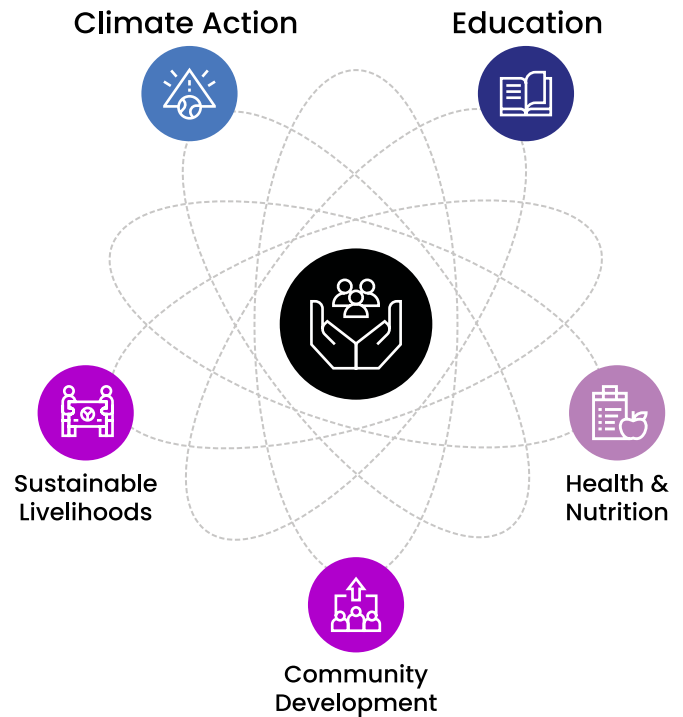


Stronger Together: Uplifting Community

We believe that strong communities are the foundation of a prosperous nation. AAHL is implementing its CSR initiatives through the Adani Foundation. The Adani Foundation, social welfare and development arm of the Adani Group, has remained agile and deeply committed to making strategic social investments for sustainable outcomes across India. It is empowering and enriching the lives of children, women, youth, and marginalised communities in the core areas of education, health and nutrition, sustainable livelihoods, climate action, and community development.

We actively engage with local communities, understand their needs, and design programmes that create meaningful and sustainable impact. Given the diverse geographical locations of our airports across India, we strive to preserve and showcase the rich cultural heritage of each region.

In addition to infrastructure-driven cultural preservation, our CSR activities are designed with a strong focus on effectiveness, efficiency, and sustainable impact. We conduct thorough reviews and assessments to ensure that our projects remain sustainable and continue to generate meaningful benefits for the communities.



Community Engagement & Feedback

We actively engage with the communities surrounding our airports through different engagement channels, ensuring community needs and aspirations are thoroughly understood.

All our programmes originate from the engagement with the community, ensuring we understand their needs and aspirations. Inclusiveness is at the core of our engagement strategy, with a strong focus on women, socially and economically marginalised groups.

To strengthen our commitment to community well-being, we have established a feedback and grievance redressal mechanism, allowing community members to reach out through defined engagement channels. Every concern or feedback is carefully reviewed and addressed, ensuring that the voices of our community are heard and valued with utmost priority.



4cr

CSR Spent in FY2024–25

Empowering Communities

We believe in creating spaces that go beyond travel to empower, include, and inspire people. By leveraging our airport infrastructure, we strive to create meaningful social impact, ensuring that our spaces are inclusive and beneficial to the communities we serve. Through community-focused programmes and projects, we are developing entrepreneurship and sustainable growth. By integrating social responsibility into our airports, we are transforming them into hubs of opportunity and progress.

Our airports serve as hubs of engagement, providing local artisans, entrepreneurs, and marginalised communities with opportunities to showcase their skills and heritage. Our commitment to social responsibility is aligned with Adani Foundation's five key pillars: education, health & nutrition, sustainable livelihood, community development, and climate action.



Education

Education is the cornerstone of progress, and we are committed to creating learning opportunities that inspire curiosity, expand horizons, and empower the next generation. Through collaborations with organisations such as the TUSTI Foundation, NEED Vikas Sansthan, the Computer Education Centre (CEC), etc., we create learning opportunities that inspire young minds. We have embraced Project Udaan, an initiative by the Adani Foundation, is designed to spark curiosity and entrepreneurial thinking among young minds by exposing them to real-world enterprises. By providing students with firsthand experiences at our airports, we aim to promote ambition, innovation, and leadership, shaping a future-ready generation. From airport educational tours to digital literacy programmes, we introduce students to new experiences, skills, and career possibilities.

In collaboration with the Adani Foundation, we have implemented a high-impact, results-driven CSR initiative at ZP School, Asudgao, Navi Mumbai, revolutionising the educational ecosystem for its young learners. This comprehensive project delivered tangible improvements including the renovation of school premises, tiled flooring, and the creation of a modern computer room to facilitate digital literacy. The intervention has benefitted 400 children in the school.

Health & Nutrition

We are committed to promoting the health and well-being of the communities we serve by focusing on both preventive and curative healthcare solutions. India is experiencing a significant rise in non-communicable diseases such as diabetes, heart disease, and cancer that are a leading cause of mortality. Further, maternal and child mortality rates remain grim in rural areas. Through initiatives focused on healthcare access and awareness, we strive to make a meaningful impact. In collaboration with the Adani Foundation, we organise eye check-ups at schools and airports under the Adani Vision Care Programme, conduct health screening camps, and support the treatment of congenital heart diseases and cochlear implant procedures for economically disadvantaged patients at Kokilaben Hospital. To extend healthcare access, we provide mobile health vans, including a newly purchased unit serving 18 villages in Guwahati, Assam. These Mobile Health Units (MHUs) ensure primary healthcare reaches even the most remote communities, benefiting a population of 18,700 through free consultations and medicines.

A key achievement of the Adani Vision Care Programme was the identification of the burden of refractive error in the intervention areas. Among adults, 44% of commercial drivers and 77% of participants in community-level camps were found to have uncorrected refractive errors, including presbyopia, which typically affects individuals aged 40 and above. Notably, 67% of community camp participants in the See to Earn vertical fell into this age category. Screening was conducted of 6,792 people in 49 outreach camps covering 50 schools across 6 locations (Ahmedabad, Guwahati, Jaipur, Lucknow, Mangalore, and Thiruvananthapuram) and 627 were provided with eyeglasses. A total of 143 individuals were referred for further medical care across all programmatic verticals.



Sustainable Livelihood

We aim to increase and diversify community incomes at the grassroots level while promoting socio-economic progress through a self-sustaining ecosystem. The initiatives include on-farm, off-farm, and non-farm areas such as natural farming, lift irrigation, drip irrigation, animal husbandry, dairy development, and supporting women-owned enterprises by providing knowledge, skills, and market connections.

The Adani Saksham Skilling Programme provides skill-based training to youths, enhancing their employability and entrepreneurial capabilities. The programme is now incorporating advanced technologies such as Augmented Reality-Virtual Reality (AR-VR) and offering courses on Metaverse.

Adani Skill Development Centre (ASDC) is embarking on a significant transformation with the establishment of a new state-of-the-art facility in Ahmedabad. The newly acquired Ambuja House will be the cornerstone of this consolidation effort. This facility will host advanced courses such as IoT, 3D printing, Cybersecurity, Advanced Health Care, Data Analytics, and more. Additionally, it will feature a Teacher's Training Academy, which can be utilised for external training sessions conducted for third-party clients.

At our airports, we support differently abled individuals through inclusive Ventures like Mitti Cafe, provide platforms for traditional artisans to showcase their craftsmanship, and promote local businesses by integrating them into our airport ecosystem. By collaborating with individuals and small enterprises, we promote heritage while driving sustainable economic growth.



Climate Action

We are dedicated to raising a sustainable future through climate action and environmental stewardship. Our initiatives focus on tree plantation, environmental awareness campaigns, and community engagement to create a lasting impact on the environment. We actively promote afforestation through tree plantation drives, contributing to greener spaces and biodiversity conservation. Through clean-up drives, sapling distribution, and other collaborative initiatives, we are committed to integrating environmental responsibility into our operations.

At Thiruvananthapuram, the Foundation has collaborated with the Kerala Water Authority by provisioning an aquatic weed harvester to free the Aruvikkara Dam reservoir from floating wastes, plastic waste and weeds, thereby helping prevent eutrophication, improving water quality and enhancing aquatic biodiversity.



Community Development

We are committed to community development, advancing meaningful engagement and support for the regions surrounding our airports. Through various initiatives, we respond to community needs, uphold cultural traditions, and create opportunities for social well-being. We strive to make a positive impact by supporting essential aid during disasters, preserving heritage through local traditions, volunteering to improve educational spaces etc. By collaborating with organisations that empower artisans and promote sustainable crafts, we continue to strengthen community bonds and contribute to their long-term growth.



Resilient Governance for Sustainable Future

AAHL's governance is rooted in integrity, transparency, and accountability, reinforced by strong compliance, risk management, and cybersecurity. This approach builds stakeholder trust, ensures resilience, and drives sustainable long-term value.



Our foundation is built on integrity, accountability, and transparency. We uphold the highest standards of corporate ethics, guided by a strong framework of regulatory compliance and risk management. Through proactive policy advocacy, we contribute to shaping a responsible and future-ready business environment. Our commitment to cybersecurity and data privacy ensures stakeholder trust in a digitally connected world. With governance embedded in every decision, we drive resilience, safeguard stakeholder interests, and foster long-term value creation.

A pproach

Management System

- » ISO 22301
- » ISO 27001

Digital Tools

- » Legatrix
- » SHEEL Portal
- » Ariba

Policies

- » Code of Conduct
- » Anti-Corruption and Anti-Bribery Policy
- » Stakeholder Engagement Policy
- » Insider Trading Code
- » Policy on Related Party Transaction
- » Whistle Blower Policy
- » Board Diversity Policy
- » Nomination and Remuneration Policy

A mbitions

- » 100% compliance with regulatory requirements
- » Zero cases of corruption and bribery
- » Leadership ranks in key ESG rating platforms
- » Supplier Assessment and Capacity Building Programme

H igh-priority Topics

- » Regulatory Compliance
- » Data Security and Customer Privacy
- » Business Ethics and Integrity
- » Innovation and Technology
- » Sustainable Supply Chain

L ink to UN SDGs



Corporate Accountability: Balancing Ethics and Regulation

Corporate ethics and regulatory compliance are fundamental pillars of how we operate and grow as an organisation. Together, they define the integrity of our actions, the transparency of our governance, and the accountability we uphold across all levels of the company. These principles are critical not only to maintaining stakeholder trust but also to supporting our long-term sustainability goals within the highly regulated aviation sector.

Ethical Governance: Guiding Our Conduct

Corporate ethics underpin every aspect of how we do business. Our ethical framework is designed to embed integrity, accountability, and transparency across the organisation. This foundation ensures that ethical considerations are not siloed but woven into strategic planning, daily operations, and employee behaviour.

Our approach is formalised through a comprehensive suite of internal policies, the Code of Conduct, and governance protocols approved by the Board of Directors. These instruments provide a clear blueprint for ethical decision-making, while promoting a shared culture of responsibility and trust among employees, leadership, and partners.

Code of Conduct

The cornerstone of our ethical framework is our Code of Conduct, which articulates the ethical expectations for all employees and serves as a comprehensive guide for decision-making. This document is not merely a set of rules; it embodies our commitment to ethical behaviours and outlines the principles that govern our actions.

Key Aspects

- » Guidance on Ethical Behaviour: Provides clear guidelines on how to navigate ethical dilemmas, encouraging employees to consider the implications of their actions on stakeholders and the environment.
- » Commitment to Anti-Corruption: Reinforces our zero-tolerance policy towards corruption and bribery, prohibiting any form of unethical conduct that could compromise our integrity.
- » Fair Competition: Emphasises our dedication to fair competition, ensuring that all marketing and business practices are conducted honestly and transparently.
- » Data Privacy and Security: Outlines our commitment to protecting the privacy and security of personal information, reinforcing the importance of responsible data handling.

All board members, senior management, and employees are required to undergo training on the Code of Conduct. For the reporting period, all have affirmed compliance with the Code.

Implementation and Oversight

We actively promote ethical awareness through:



Regular Training and Awareness Programmes



Easy Access to Policies and Guidance Tools



Confidential Reporting Channels and Whistleblower Protection



Monitoring and Internal Audits to Identify Gaps and Risks

Ethical oversight is embedded within our broader governance framework, with internal mechanisms in place to detect, prevent, and address misconduct. Our oversight also extends to third parties acting on our behalf, ensuring alignment with our corporate values. We are focused on strengthening our compliance systems through digital tools and data-driven risk alerts, enhancing board-level training on regulatory ethics and ESG governance, and expanding our policy coverage to address emerging challenges in aviation technology.

Number of breaches in FY 2024-25

Corruption or Bribery	0
Sexual Harassment (POSH)	4
Discrimination at Workplace	3
Customer Data Privacy	0
Conflicts of Interest	0
Money laundering or Insider trading	0

Regulatory Framework:

Meeting Standards with Integrity

We operate within a comprehensive regulatory framework covering both public and private requirements. Adhering to these ensures the safety and efficiency of our operations while supporting our long-term sustainability goals.

Key Regulatory Bodies

- » Ministry of Civil Aviation (MoCA): National aviation regulations guiding our day-to-day operations.
- » International Civil Aviation Organisation (ICAO): International standards for safety, security, and sustainability.
- » Directorate General of Civil Aviation (DGCA): Regional regulations maintaining civil aviation safety and security.

In addition to mandatory compliance, AAHL voluntarily follows global standards such as ISO 9001, 14001, 45001, and 27001, demonstrating our commitment to quality, environmental responsibility, and operational safety.



Ministry of Civil Aviation
Government of India



नागर विमानन महानिदेशालय
DIRECTORATE GENERAL OF
CIVIL AVIATION



Compliance Monitoring

To ensure continuous compliance, we employ a dedicated team at our Corporate Head Office, supported by our Site Offices, to oversee regulatory compliance across all operational levels. This team uses two digital tools— to monitor regulatory updates, and track compliance statuses:

- i. Legatrix
- ii. SHEEL Portal

Additionally, regular updates on regulatory changes are monitored via the Ministry of Civil Aviation's website and other relevant sources, ensuring that we remain up-to-date with any changes in legal or regulatory requirements.

Reporting and audits:

We conduct monthly meetings between the Site Teams and the Corporate Head Office Team to discuss the status of compliance, review potential risks, and address any concerns related to regulatory adherence. These meetings are critical for ensuring that all parties are aligned and that compliance is maintained across all levels. In addition to routine monitoring, we conduct internal audits to evaluate our adherence to regulatory requirements. These audits help identify any non-compliance issues, ensuring that corrective actions are taken promptly to mitigate risks.

Non-Compliance Escalation Protocol:

In the event of non-compliance, we have a structured escalation matrix to ensure that issues are addressed efficiently and at the appropriate level of responsibility:

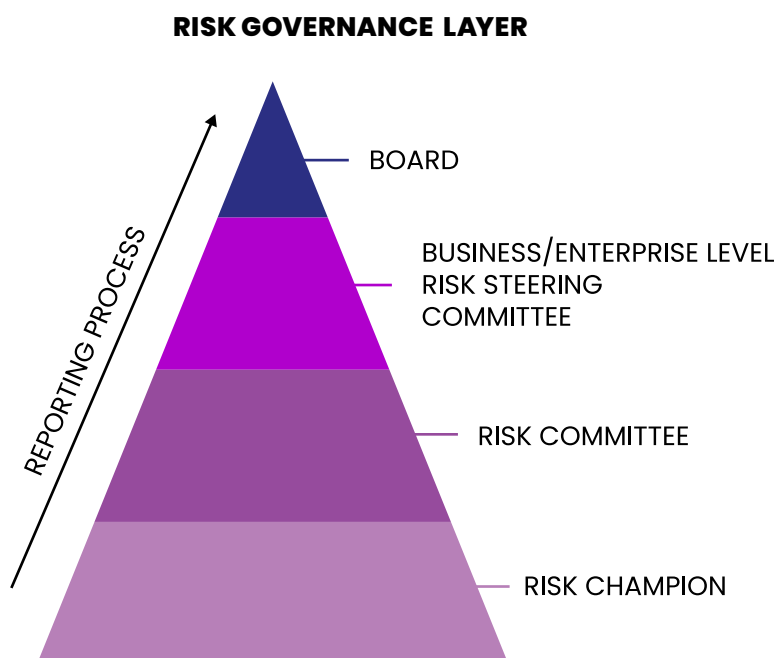
- » Department Head: Initially addresses the issue and implements corrective measures.
- » Site Head: Escalates if the department head is unable to resolve the issue.
- » Chief Airport Officer (CAO): Reviews the situation and takes further action if necessary.
- » Head Office: Final level of escalation to the Corporate Team, which oversees the resolution and ensures compliance.

This clear escalation process ensures that compliance related concerns are addressed swiftly, minimising potential risks to our operations. For the fiscal year 2024–2025, we are proud to report zero fines for anti-competitive behaviour, reflecting our commitment to operating with the highest level of corporate integrity.



Risk Management for Long-Term Resilience

Effective risk management is a bedrock of our commitment to operational excellence, safety, and long-term sustainability. Operating in a dynamic environment, we consider a wide range of risks spanning financial, operational, regulatory, and other social and environmental aspects. To navigate this landscape, we have instituted a robust risk governance framework that enables proactive identification, assessment, and mitigation of potential risks. Our comprehensive Risk Management Framework is designed to respond swiftly to external and internal triggers. The framework empowers us to anticipate risks early, conduct careful analysis, and implement preventive or corrective measures.



Risk Governance

At AAHL, risk governance is embedded at all levels of the organisation, rooted in strategic direction at the Board level and cascading down to operational execution at each airport. The Board-level Risk Management Committee ensures comprehensive supervision of the company's risk landscape. It is responsible for reviewing and approving the Enterprise Risk Management (ERM) framework, risk governance structure, and risk management policies, including ESG, cybersecurity, and climate-related regulatory risks. Key functions of the committee include setting risk appetite, monitoring risk mitigation strategies, ensuring internal controls, and overseeing compliance with risk tolerance thresholds. The committee also evaluates business continuity plans, emerging risks, and credit risk frameworks. It also periodically reviews the risk policy.

At the corporate level, senior management translates the risk management directives into actionable policies, systems, and controls through the enterprise-level risk steering committee. Each airport implements these frameworks through dedicated risk committees responsible for identifying, assessing, and mitigating location-specific risks ranging from safety and security to operational disruptions and environmental risks. Regular reporting, risk dashboards, and audits by risk champions, ensure alignment, accountability, and continual improvement across all airport operations.

Enterprise Risk Management Framework at Adani Airports

We have structured an Enterprise Risk Management (ERM) framework that ensures comprehensive assessment, management and monitoring of risks across all facets of our operations. This framework is closely aligned with our strategic objectives and plays a pivotal role in driving sustainable growth, resilience, and operational excellence. By embedding risk management into our decision-making processes, we maintain proactive oversight and control over potential uncertainties, thereby enhancing our ability to respond swiftly and effectively to evolving internal and external challenges.



Internal Audit

At Adani Airports, internal audits are conducted in line with established auditing standards to evaluate the effectiveness of internal control systems, risk management processes, and compliance with applicable policies and procedures. The internal audit function plays a critical role in identifying areas for improvement and recommending process enhancements to strengthen operational integrity. The Risk Committee at each airport conducts the internal audit, and tracks the implementation of audit recommendations, particularly those aimed at enhancing the company's risk management framework.

Risk Review Process

AAHL follows a comprehensive risk review process to proactively monitor and manage its exposure to various operational, financial, and strategic risks. This process involves assessing both the likelihood and potential impact of identified risks, integrating them with tailored mitigation strategies and control mechanisms that align with the organisation's goals and objectives.

Post-mitigation, residual risks that remain even after applying control measures are evaluated against the organisation's defined risk appetite. This attuned approach ensures that AAHL effectively balances risk management with strategic agility, enabling informed decision-making and optimal resource allocation while maintaining efficient and effective operations within acceptable risk thresholds.

A comprehensive list of identified risks along with their mitigation strategies is provided in our Annual Report, from pages 123 to 125.

Partnering with the Industry to Advocate for Change

At AAHL, policy advocacy is an essential pillar of our stakeholder engagement strategy. We recognise that constructive dialogue with policymakers is vital to ensuring that the distinctive perspectives and needs of the aviation sector are reflected in regulatory frameworks. Our approach to advocacy is primarily driven through active participation in industry and trade associations. These platforms allow us to collaborate with peers, share insights, and collectively represent the interests of the broader airport ecosystem.

We consider it both our duty and responsibility to provide informed input on policies and regulations that have the potential to impact operations, infrastructure development, passenger services, and environmental and other sustainability commitments of the aviation sector. All advocacy activities undertaken by AAHL are guided by the framework and principles laid down by AEL's Policy on Responsible Advocacy and AAHL's Code of Conduct. The guidelines ensure our interactions are transparent, ethical, and aligned with our corporate values. By engaging with policy stakeholders, we aim to contribute meaningfully to shaping a progressive, resilient, and sustainable regulatory environment that supports the long-term growth of India's aviation sector.

Organisation

AAHL Engagement



The Associated Chambers of Commerce & Industry of India (ASSOCHAM)

As a member of ASSOCHAM, AAHL contributes to policy discussions that span across sectors, including infrastructure, logistics, and sustainability. Through this platform, we collaborate with other industry leaders to advocate for progressive reforms, share best practices, and provide inputs on regulatory and policy frameworks.



Association of Private Airport Operators (APAO)

We are an active member of APAO, a dedicated body representing private airport operators in India. Through this association, we engage with government agencies and regulatory authorities to address sector-specific challenges, advocate for operational efficiencies, and support the development of policies that enhance the competitiveness and resilience of airports.



Airports Council International (ACI)

As part of ACI, the global trade representative of the world's airports, AAHL aligns with international standards and best practices in airport management, sustainability, safety, and passenger experience. Our involvement in ACI enables us to engage in global dialogues, benchmark our performance, and contribute to policy advocacy on key issues affecting the global aviation sector.

Digital Defence: Strategies for Cybersecurity and Privacy

AAHL maintains a robust IT and cybersecurity framework aligned with the best practices International Standard for Information Security Management (ISO 27001), the Information Technology (IT) Act, and is on the path of adopting the Digital Personal Data Protection (DPDP) Act. Governance is led by the Board and executed through a structured leadership involving the CEO, CDO, CIO, and CISO. At AAHL, IT and cybersecurity governance and management are structured to ensure a robust framework for decision-making, risk management, and accountability.

A 24x7 Security Operations Center, advanced threat detection tools, and a defined incident response process ensure real-time protection. In addition, strong data privacy practices are embedded into operations, with clear policies on the collection, use, and protection of personal information in line with global standards.



Approach to cybersecurity and data privacy

Governance



AAHL has implemented a comprehensive governance framework for cybersecurity and adopting data privacy, ensuring secure data collection, storage, controlled access, and retention in line with internal protocols and regulatory obligations. This structure supports risk mitigation and regulatory compliance across all digital assets.

Policy & Compliance



AAHL ensures that all data handling and cybersecurity practices comply with relevant legal and regulatory standards, including the IT Act and maturing the adoption of the DPDP Act. Our Cybersecurity Framework and Data Privacy Policy inform stakeholders about data usage with an emphasis on transparency and informed consent.

Training & Awareness



We conduct ongoing training programmes to equip employees with the knowledge and skills needed to follow cybersecurity and data protection protocols. These sessions are aligned with our internal policies to foster a security-first culture across the organisation.

Monitoring & Assurance



Regular audits and assessments are carried out to ensure continued compliance with cybersecurity and data privacy standards. The path to adopt the DPDP Act provisions further demonstrates AAHL's proactive stance toward responsible cyber risk data privacy management.

Cybersecurity and Data Privacy Governance



Board Level Oversight

Cybersecurity governance at AAHL is overseen under the broader framework of AEL's dedicated Information Technology and Data Security (IT&DS) Committee. This committee, comprises five members, with a majority being independent directors. The Board of Directors plays a vital role in providing oversight for IT and cybersecurity matters, ensuring alignment with strategic objectives and organisational goals.

Corporate Level Oversight

Led by the CEO, CDO, CIO, and CISO, the corporate level governance ensures IT and cybersecurity strategies are integrated with digital transformation, business continuity, and compliance. The CIO and CISO drives the cybersecurity agenda, supported by the CIO for IT operations and the CDO for secure digital initiatives.

Asset Level Oversight

On the ground, functional IT and cybersecurity teams manage day-to-day operations, including threat detection, incident response, and infrastructure security. They ensure implementation of policies, regulatory compliance, and alignment with enterprise-level governance across all airports.

Cybersecurity & Data Privacy Management

AAHL adheres to cybersecurity and data privacy policies, aligned with the best practices of ISO 27001, IT Act and is on the path of adopting the DPDP Act. Given the significant volume and diversity of passengers transiting through AAHL-operated airports, the protection of sensitive personal information such as identity details and travel data is of paramount importance. With such a broad data landscape, ensuring the security and privacy of this information is a core responsibility embedded into our overall cybersecurity and data protection framework.

Data privacy and cybersecurity are managed by a dedicated IT and Cybersecurity team and integrated into our enterprise-wide risk and compliance framework. A 24x7 in-house Security Operations Center (SOC) ensures real-time threat monitoring and incident response. We enforce a zero-tolerance policy for data breaches, with strict disciplinary actions for non-compliance. Regular internal audits by the Management Audit and Assurance Services (MAAS) team monitor adherence to privacy and cybersecurity protocols. Passengers and other stakeholder can reach out directly with data concerns, ensuring transparency and trust.

Zero

Data Breaches

Zero

**Consumer Complaints
related to Data Privacy
and Cybersecurity**

Business Continuity & Disaster Recovery

Business continuity is managed in alignment with enterprise-wide risk management strategies. The data recovery (DR) plan ensures the availability, resilience, and recovery of IT systems critical to business operations. All AAHL-managed airports undergo ISO 27001:2013 certification.

Key aspects of business continuity include:

- » Biannual DR drills for critical applications.
- » High availability and redundancy across critical IT infrastructure.
- » Comprehensive data backup strategies.

Training & Awareness

AAHL emphasises continuous training and awareness on IT security, data privacy, and cybersecurity. The Group Cybersecurity team collaborates with business units to plan, execute, and align cybersecurity awareness initiatives across all airports.

- » Phishing simulation drives to educate employees on recognising email threats.
- » Cybersecurity awareness programmes designed for employees at all levels.
- » Mandatory cybersecurity training assigned to new employees.
- » Partner organisations are encouraged to conduct cybersecurity training for their staff.

Internal & External Audits

To ensure robust cybersecurity measures, AAHL conducts:

- » Periodic internal audits to identify vulnerabilities and ensure compliance.
- » Annual external cybersecurity audits, covering governance, risk assessment, access control, and asset protection.

Findings from these audits are tracked for closure, with mitigation strategies and risk treatment plans developed to address identified risks.

Grievance Redressal & Incident Resolution

AAHL has a structured grievance redressal mechanism for all IT-related concerns. A centralised ticketing portal serves as the single point of contact for logging, tracking, and resolving IT issues efficiently.

Key aspects of the grievance mechanism include:

- » Defined resolution timelines, governed by Service Level Agreements (SLAs) to ensure timely response and issue resolution.
- » Regular audits of tickets, resolution efficiency, and SLA compliance to drive continuous improvement.

Shaping a Resilient and Responsible Supply Chain

At AAHL, we recognise that our suppliers are integral to our operational efficiency, sustainability, and ethical business practices. We are committed to treating our suppliers fairly, nurturing a culture of transparency and digital enablement throughout their lifecycle with us.

We regard suppliers as essential pillars of our business, extending our core operations and serving as enablers of value creation for our stakeholders. As a result, we view supplier relationships as an opportunity to integrate sustainability principles into procurement processes to enhance brand reputation and operational efficiency.

To ensure responsible sourcing and supplier accountability, we have established clear guidelines in our Supplier Code of Conduct, which sets expectations around ethical labour practices, environmental compliance, and business integrity, all of which suppliers are required to adhere to. We leverage digital tools to streamline supplier management, from onboarding to payment clearance, ensuring transparency, efficiency, and compliance. Through this approach, we strengthen supplier partnerships, enhance governance, and drive sustainable, result-driven practices across all our airports.

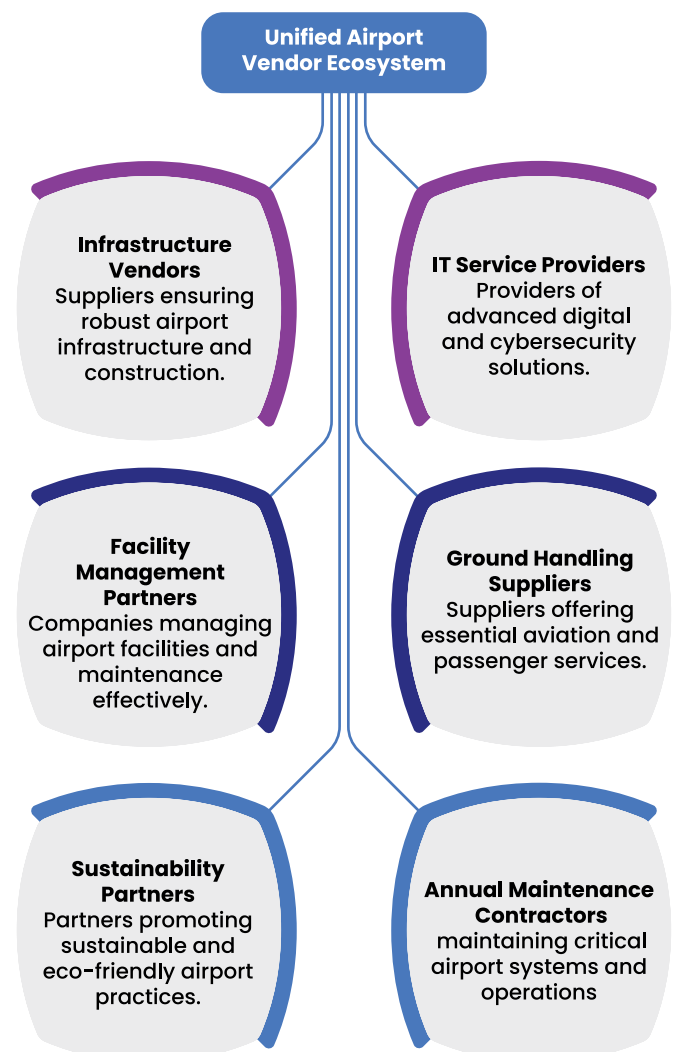
Our Supply Chain Landscape

AAHL collaborates with a diverse range of suppliers and vendors to ensure efficient and high-quality airport operations. Our supplier network spans multiple categories, each playing a vital role in delivering seamless services and infrastructure support.

Diverse Supplier Base:

AAHL engages with a wide spectrum of suppliers and vendors across multiple categories, including:

- » **Infrastructure and Construction Vendors:**
Service providers helping in developing airport infrastructure, and engineering services.
- » **Technology and IT Service Providers:**
Vendors delivering digital solutions, cybersecurity, and airport management systems.
- » **Facility Management and Maintenance Partners:**
Vendors providing housekeeping, cleaning, security, and maintenance services.
- » **Aviation and Ground Handling Suppliers:**
Providers of aviation fuel and passenger services.
- » **Renewable Energy and Sustainability Partners:**
Suppliers supporting green energy initiatives and eco-friendly airport solutions.
- » **Annual Maintenance Contractors (AMCs):**
Service providers responsible for maintaining critical airport systems such as baggage handling, HVAC, and electromechanical operations.



Key Supply Chain Metrics (FY 2024-25)



2,393

Total Number of Suppliers Engaged



92

Number of Critical Suppliers



1,755

Total MSME Suppliers



₹ 10,373^{Cr}

Total Procurement Spend Under Capex



94%

Local Sourcing (within India)

Supplier Classification

Suppliers are classified based on their role in project-related or operational activities. All project-related suppliers are considered critical due to their role in infrastructure development, expansions, and major installations, whereas operational suppliers support the ongoing maintenance and day-to-day functions of airport services.

Suppliers are deemed significant or critical based on:

» Spend Analysis:

Suppliers with substantial procurement spending are prioritised for monitoring and engagement.

» Core Service Contribution:

Suppliers delivering essential services that directly impact airport operations are identified as critical to ensure business continuity and operational excellence.

Supplier Screening & On-boarding

At AAHL, we follow a structured vendor screening & onboarding process to ensure seamless integration of suppliers into our operations. As a highly regulated sector, airports require thorough supplier screening to ensure compliance, sustainability, and alignment with business objectives. We have a structured evaluation process that assesses potential suppliers based on business criteria, ensuring they meet our business & sustainability goals.

The screening begins with a preliminary assessment via the ARIBA portal, enabling efficient and transparent evaluation to identify vendors relevant to our operations. This is followed by pre-qualification checks, where suppliers submit requisite documents for verification. A due diligence assessment, conducted online or offline, evaluates certifications, employee training programmes, and mandatory permits for airport operations.

A fundamental requirement of our screening process is strict adherence to the Supplier Code of Conduct and regulatory compliance requirements.

Once these assessments are successfully completed, the final selection process and contract finalisation take place. The vendor is then onboarded into the Adani Group's Vendor Management System, ensuring seamless collaboration, continuous monitoring, and adherence to compliance and operational efficiency standards.



Vendor Pre-qualification check



Vendor On-boarding questionnaire



Vendor Due Diligence



Finalisation of Contract's Terms & Condition



Introduction of Vendor in the Digital Vendor Management System

Supplier Risk Assessment

At AAHL, we believe in long-term partnerships by actively supporting our suppliers' growth and journeys. Our supplier development initiatives focus on capacity building, continuous improvement, and ESG integration, ensuring alignment with our overall business and sustainability goals.

ESG Training & Technical Support

As part of our supplier development programme, we conduct targeted workshops and training sessions to strengthen suppliers' ESG capabilities. These initiatives focus on:

- » Operational Excellence & Process Improvement: We provide support to enhance efficiency, share best practices for productivity enhancement and develop effective quality management.
- » ESG Training: Our sustainability team provides overall guidance on environmental stewardship, waste management, and carbon footprint reduction. Our safety team provides information on occupational health and safety (OHS) programmes to ensure safe working

environments. We help in aligning with global ESG standards and sustainability reporting requirements.

- » Compliance Guidance: Our techno-commercial team assists suppliers in navigating regulatory requirements, contract management, and financial documentation.
- » Digital Integration: We provide assistance in leveraging SAP Ariba for seamless procurement transactions and training on e-invoicing, contract execution, and digital payment processing.

Continuous Feedback & Collaboration

To ensure ongoing development, we maintain a structured feedback mechanism, allowing suppliers to raise concerns and receive guidance for improvement. This collaborative approach enhances supplier relationships, strengthens supply chain resilience, and drives shared value creation.

Supplier Development

At AAHL, we implement a multi-layered assessment framework for supplier risk assessment to ensure the quality, reliability, and sustainability of our supply chain. This process helps us evaluate suppliers based on key parameters such as track record, technical expertise, resource capabilities, adherence to quality management systems, and commitment to health, safety, and environmental policies. Suppliers are excluded from contracting if they cannot achieve minimum ESG requirements within a set timeframe.

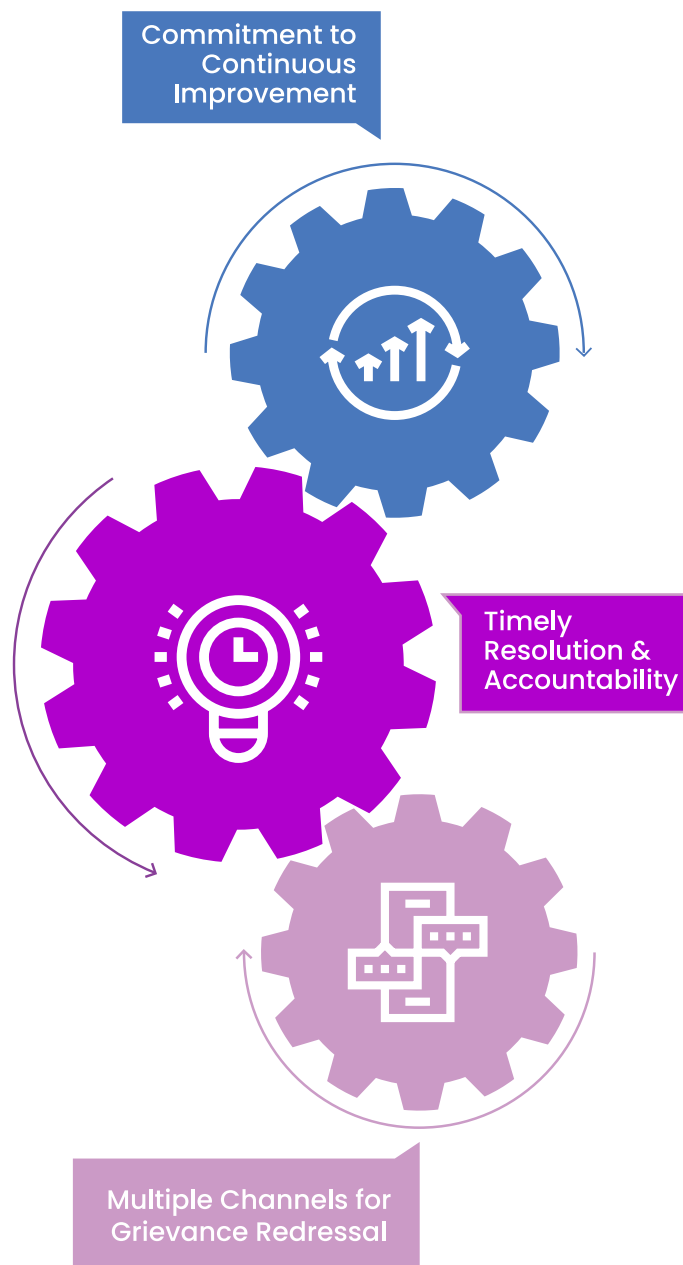
Supplier Grievance Redressal

At AAHL, to uphold our commitment to implement fair, transparent, and ethical business relationships with our suppliers, we have established a structured and accessible grievance mechanism that allows suppliers to raise concerns, seek resolutions, and report any misconduct without fear of retaliation.

We regularly review grievance trends to identify systemic issues and improve supplier engagement practices. By maintaining an open, responsive, and fair grievance redressal system, we reinforce mutual trust, ethical business conduct, and a collaborative supplier ecosystem. We provide multiple paths for suppliers to communicate their concerns, ensuring a seamless and responsive grievance management system:

- » Direct Interaction – Suppliers can engage in one-on-one discussions with company representatives or directly approach supervisors for resolution.
- » Dedicated Grievance Handling Team – A specialised team within AEL is assigned to handle supplier grievances, ensuring timely resolution.
- » Whistleblower & Vigil Mechanism – Suppliers can report serious concerns, including ethical violations, through AEL's Vigil Mechanism / Whistleblower Policy, ensuring confidentiality and protection.

We ensure that all supplier grievances are addressed promptly and effectively through a structured resolution process. Each grievance is logged, tracked, and assigned to the relevant department, with clear accountability for resolution within a defined timeline. Our dedicated grievance handling team ensures that concerns are reviewed objectively and resolved in a fair and transparent manner. In cases requiring further attention, an escalation mechanism is in place, allowing unresolved grievances to be raised to higher management for intervention. Additionally, we maintain strict confidentiality to protect supplier privacy and enforce a zero-retaliation policy, ensuring that suppliers can voice their concerns without fear of repercussions.



Managing Vendor Lifecycle Digitally

To streamline and enhance the efficiency of vendor, supplier, and contractor operations, AAHL has implemented SAP Ariba, a state-of-the-art digital vendor management system.

This platform automates and digitises the entire vendor lifecycle, minimising manual interventions and ensuring transparency, efficiency, and compliance across all procurement processes.

Key Features of the System:

- » End-to-End Digital Management: The system covers the complete vendor lifecycle, eliminating the need for physical documentation and manual processing.
- » Seamless Vendor Onboarding: Simplified registration and compliance submission for prospective vendors.
- » Real-Time Tracking & Transparency: Vendors can monitor their transaction statuses, from bid submission to payment confirmation.
- » Enhanced Compliance & Risk Management: Ensures adherence to regulatory and contractual obligations.

Key Steps of the Vendor Lifecycle Covered in the System

1

Participation in Business Inquiry:

Vendors receive notifications about new business opportunities and can express interest through the system.

2

Submission of Techno-Commercial Offer:

Vendors submit detailed technical and commercial proposals digitally, ensuring accuracy and efficiency.

3

Participation in Auction:

Competitive bidding is conducted via SAP Ariba, enabling a transparent and fair selection process.

4

Receipt of Purchase Order (PO):

Upon selection, vendors receive purchase orders directly through the system.

5

Order Confirmation:

Vendors acknowledge and confirm the order, ensuring clarity in commitments.

6

Invoice Submission:

Vendors submit invoices electronically, reducing processing time and paperwork.

7

Payment Confirmation:

The system facilitates seamless payment processing, providing real-time updates on transaction status.

8

Submission of Compliance Documents:

Vendors upload necessary documents for vendor screening and regulatory compliance.

9

Acknowledgement of Supplier Code of Conduct & Contract Terms:

Vendors confirm their adherence to Adani Airports' ethical, environmental, and operational standards.



Independent Limited Assurance Statement to Adani Airport Holdings Limited on Selected Sustainability Metrics within their Sustainability Report FY2025

To the Management of Adani Airport holdings Limited, Ahmedabad, India

Introduction

Intertek India Private Limited ("Intertek") was engaged by Adani Airport Holdings Limited ("AAHL") to provide an independent limited assurance on its Sustainability Report for FY2025 ("the Report"). The scope of the Report comprises the reporting period of FY2025. The Report is prepared by AAHL based on Global Reporting Initiative (GRI) "in accordance" options for Sustainability Reporting.

The assurance was performed in accordance with the requirements of International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Objective

The objectives of this limited assurance exercise were, by review of objective evidence, to confirm whether any evidence existed that the sustainability related disclosures, as declared in the Report, were not accurate, complete, consistent, transparent and free of material error or omission in accordance with the criteria outlined below.

Intended Users

This Assurance Statement is intended to be a part of the Sustainability Report FY2025 of Adani Airport Holdings Limited.

Responsibilities

The management of AAHL is solely responsible for the development the Report and its presentation. Management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of AAHL, is to provide assurance and express an opinion on the data and assertions in the Report based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within.

Assurance Scope

Assurance has been provided for selected sustainability performance disclosures presented by AAHL in its Report. The reporting boundary included data and information for the period of 1st April 2024 to 31st March 2025 for the operations of Adani Airport Holdings Ltd. at the airports in Ahmedabad, Guwahati, Jaipur, Lucknow, Mumbai, Mangalore and Trivandrum, and Corporate Office in Ahmedabad with respect to selected GRI disclosures. Our scope of assurance included verification of data and information on selected disclosures reported as summarized below:

General Disclosures

- Employees 2021: 2-7
- Workers who are not employees 2021: 2-8

Material Topics

- Process to determine material topics 2021:3-1
- List of material topics 2021: 3-2

Topic Specific Disclosures*Governance Disclosures*

- Procurement Practices 2016: 204-1
- Anti-corruption 2016: 205-2
- Non-discrimination 2016: 406-1

Topic Specific Disclosures*Social Disclosures*

- Employment 2016: 401-1, 401-2, 401-3
- Training and Education 2016: 404-1, 404-3
- Diversity and Equal Opportunity 2016: 405-1, 405-2
- Child Labor 2016: 408-1
- Forced or Compulsory Labor 2016:409-1

Assurance Criteria

Intertek conducted the assurance work with reference to requirements of 'Limited Assurance' procedures as per the following standard:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.

A limited assurance engagement comprises of limited depth of evidence gathering including inquiry and analytical procedures and limited sampling as per professional judgement of assurance provider. A materiality level of 10% was applied. Assessment of compliance and materiality was undertaken against the stated calculation methodology and criteria.

Methodology

Intertek performed assurance work using risk-based approach to obtain information, explanations and evidence that was considered necessary to provide a limited level of assurance. The assurance was conducted by site visit at AAHL airports of Mumbai, Jaipur, and stakeholder interviews with regards to the reporting and supporting records for the fiscal year 2025 at AAHL's corporate office in Ahmedabad. Data and Information supporting the statement were historical in nature and proven by evidence. Our assurance task was planned and carried out during Jan-May 2025. The assessment included the following:

- Assessment of the Report that was prepared with the GRI standards.
- Review of processes and systems used to gather and consolidate data.
- Examined and reviewed documents, data and other information made available at corporate offices and digitally.
- Conducted physical interviews and virtual interviews with key personnel responsible for data management.
- Assessment of appropriateness of various assumptions, estimations and thresholds used by AAHL for data analysis.
- Review of sustainability disclosures on sample basis for the reporting period of 1st April 2024 to 31st March of 2025 for AAHL was carried out onsite at Mumbai airport, Jaipur airport, AAHL's corporate office in Ahmedabad and remotely through virtual interaction and screen sharing tools.
- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed.

Conclusions

Intertek reviewed selected sustainability disclosures provided by AAHL in the Sustainability Report FY 2025. Based on the procedures performed and the evidence obtained, Intertek concludes with limited assurance that nothing has come to our attention that causes us to believe that the selected disclosures presented in AAHL sustainability report FY 2025 are not fairly presented, in all material aspects based on the reporting standards.

Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,500 people. The Intertek assurance team included Competent Sustainability Assurance Professionals, who were not involved in the collection and collation of any data except for this Assurance Opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek India Pvt. Ltd.

Poonam Sinha

Poonam Sinha, Verifier
Manager-Sustainability

2025/06/20

Beth Mielbrecht

Elizabeth Mielbrecht, Reviewer
Project Director

2025/06/20

No member of the verification team (stated above) has a business relationship with Adani Airport Holdings Limited stakeholders beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.



Independent Reasonable Assurance Statement to Adani Airport Holdings Limited on Selected Sustainability Metrics within their Sustainability Report FY2025

To the Management of Adani Airport Holdings Ltd., Ahmedabad, India

Introduction

Intertek India Private Limited ("Intertek") was engaged by Adani Airport Holdings Limited ("AAHL") to provide an independent limited assurance on its Sustainability Report for FY2025 ("the Report"). The scope of the Report comprises the reporting period of FY2025. The Report is prepared by AAHL based on Global Reporting Initiative (GRI) "in accordance" options for Sustainability Reporting.

The assurance was performed in accordance with the requirements of International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information

Objective

The objectives of this reasonable assurance engagement were, by review of objective evidence, to confirm whether the sustainability related disclosures in the Report are in alignment with the Global Reporting Initiative (GRI) and were accurate, complete, consistent, transparent and free of material errors or omission in accordance with the criteria outlined below.

Intended Users

This Assurance Statement is intended to be a part of the Integrated Annual Report of Adani Airport Holdings Limited.

Responsibilities

The management of AAHL is solely responsible for the development of Report and its presentation. Management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of AAHL, is to provide assurance and express an opinion on the data and assertions in the Report based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within.

Assurance Scope

Assurance has been provided for selected sustainability performance disclosures presented by AAHL in its Report. The reporting boundary included data and information for the period of 1st April 2024 to 31st March 2025 for the operations of Adani Airport Holdings Ltd. at the airports in Ahmedabad, Guwahati, Jaipur, Lucknow, Mumbai, Mangalore and Trivandrum, and Corporate Office in Ahmedabad with respect to selected GRI disclosures. Our scope of assurance included verification of data and information on selected disclosures reported as summarized below:



Topic Specific Disclosures

Environmental Disclosures

- Energy 2016: 302-1, 302-3, 302-4
- Water and Effluents 2018: 303-3, 303-4, 303-5
- Emissions 2016: 305-1, 305-2, 305-3, 305-4, 305-5
- Waste 2020: 306-3, 306-4, 306-5

Topic Specific Disclosures

Social Disclosures

- Occupational Health and Safety 2018: 403-9, 403-10

Topic Specific Disclosures

Governance Disclosures

- Customer Privacy 2016: 418-1

Assurance Criteria

Intertek conducted the assurance work in accordance with requirements of 'Reasonable Assurance' procedures as per the following standard:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statement

A reasonable assurance engagement involved assessing the risks of material misstatement of the agreed indicators/parameters whether due to fraud or error, responding to the assessed risks as necessary in the circumstances. A materiality threshold level of 5% was applied.

Limitations

We have relied on the information, documents, records, data, and explanations provided to us by AAHL for the purpose of our review.

The assurance scope excludes:

- Any disclosures beyond those specified in the Scope section above.
- Data and information falling outside the defined reporting period.
- Data pertaining to the Company's financial performance, strategy, and associated linkages articulated in the Report.
- Assertions made by the Company encompassing expressions of opinion, belief, aspiration, expectation, forward-looking statements, and claims related to Intellectual Property Rights and other competitive issues.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

The procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within software/IT systems.

Methodology

Intertek performed assurance work using risk-based approach to obtain information, explanations and evidence that was considered necessary to provide a Reasonable level of assurance. The assurance was conducted by site visit at AAHL airports of Mumbai, Jaipur, and stakeholder interviews with regards to the reporting and supporting records for the fiscal year 2025 at AAHL's corporate office in Ahmedabad. Data and Information supporting the statement were historical in nature and proven by evidence. Our assurance task was planned and carried out during Jan-May 2025. The assessment included the following:

- Assessment of the Report that was prepared with the GRI standards.
- Review of processes and systems used to gather and consolidate data.

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- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed.

Conclusions

Intertek reviewed selected sustainability disclosures provided by AAHL in its Sustainability Report FY2024-25. Based on the data and information provided by AAHL, Intertek concludes that the sustainability data and information is fairly presented in all material aspects as on the reporting standards.

Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,500 people. The Intertek assurance team included competent sustainability assurance professionals, who were not involved in the collection and collation of any data except for this assurance opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek India Pvt. Ltd.

Poonam Sinha

Poonam Sinha, Verifier
Manager-Sustainability

2025/06/20

Beth Mielbrecht

Elizabeth Mielbrecht, Reviewer
Project Director

2025/06/20

No member of the verification team (stated above) has a business relationship with Adani Airport Holdings Ltd. stakeholders beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.

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GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Safety at Every Touchpoint Incident Monitoring & Reporting				120
	416-2 Incidents of non- compliance concerning the health and safety impacts of products and services	Safety at Every Touchpoint Incident Monitoring & Reporting				120
Marketing and labeling						
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Annual Report BRSR Principle 9				346
	417-2 Incidents of non- compliance concerning product and service information and labeling	Annual Report BRSR Principle 9				346
	417-3 Incidents of non- compliance concerning marketing communications	Annual Report BRSR Principle 9				346
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Cybersecurity & Data Privacy Management				151
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity & Data Privacy Management				151

Notes

[illegible]

