



The Future Takes Off Here.

Adani Airport Holdings Ltd
Sustainability snapshot 2024-25

About the report

We, at Adani Airport Holdings Limited (AAHL), are excited to present our Smart Sustainability Report for the financial year 2024-25, covering non-financial indicators from April 1, 2024, to March 31, 2025. This report is supported by our more detailed sustainability report which is available at our website. We emphasize the critical role of sustainability in driving long-term value for our stakeholders and feature illustrative data points that highlight our initiatives.

Our report encompasses all operations across seven major airports in India, providing a comprehensive overview of our environmental, social, and governance (ESG) practices. It has been thoroughly reviewed and endorsed by our Board, ensuring that it presents the key ESG highlights and issues relevant to our organization and aligns with stakeholder priorities.

To ensure the credibility of our data, we have engaged an independent agency, M/s Intertek India Pvt. Ltd, to provide external assurance on selected indicators, which can be accessed through our sustainability report. This report also includes forward-looking statements that may be influenced by various risks and uncertainties. We invite our stakeholders to share their feedback and engage with us regarding our sustainability practices.

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Message from the CEO

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

It gives me immense pride to present Adani Airport Holdings Limited’s first Sustainability Report, a landmark moment that reflects both our achievements and our long-term vision to build airports that are world-class, inclusive, and sustainable.

India is at an inflection point, poised to become the world’s third-largest aviation market. This growth brings responsibility – and we are committed to leading it with innovation, resilience, and sustainability at the core. In FY 2024–25, we served 94.44 million passengers across our network, generating INR 9276.42 crore in revenue and delivering robust performance across operations.

Key milestones included progress at Navi Mumbai International Airport, the inauguration of Lucknow’s integrated terminal, and the rollout of our digital platform AVIO for seamless, data-driven experiences. Mumbai Airport earned an ASQ 5 rating, placing us among the world’s best.

Sustainability is embedded in our operations: 52% renewable energy use, a full shift to electric airport vehicles, and ACA 4+ accreditation at Mumbai Airport reflect our progress. We also advanced social impact through initiatives in education, healthcare, livelihoods, and community development.

This inaugural report is not just a reflection of what we have achieved, but a statement of purpose. We are building airports that embody India’s aspirations – safe, smart, and sustainable – creating long-term value for passengers, partners, communities, and the planet.

Warm regards,
Arun Bansal

“Embedding ESG into our financial strategy ensures that growth, resilience, and responsibility move hand in hand to deliver lasting value.”



Rajesh Kumar Poddar
Chief Finance Officer

“We are committed to pioneering sustainability at scale, guided by intent, upheld with integrity, and focused on measurable impact.”



Shalin Shah
Head Environment & Sustainability

About AAHL

Adani Airports Holdings Limited ('AAHL' or 'We' or 'Our Company'), established in 2019, was established 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).

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
Mangaluru International Airport	2.34
Jaipur International Airport	6.06
Lokpriya Gopinath Bordoloi International Airport, Guwahati	6.16
Thiruvananthapuram International Airport	4.89

Navi Mumbai International Airport is a greenfield airport, scheduled to begin operations in Q3 2024-25.

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.



AAHL operates through five key business segments that create an integrated airport ecosystem:

Aero Business

Focuses on core aviation functions, optimizing airport assets through strategic route development and stakeholder engagement.



Non-Aero Business

Enhances passenger satisfaction and drive commercial growth through partnerships in retail, food and beverage, lounges, and more.



Cargo Operations

Addresses the growing demand for efficient air cargo operations by enhancing logistics across our airports.



Fuel Farm

Modernizing fuel storage infrastructure with state-of-the-art facilities and an 'Open/Equal Access' model, promoting competition among suppliers to lower fuel prices and improve quality.



City Side Development

Leveraging airport-adjacent land for commercial and lifestyle developments, creating integrated spaces that add value to both the airport and the surrounding community.



ESG Highlights

52%

of renewable
electricity sourced

9.2MWp

Onsite RE
installation

158Nos

of vehicles
transitioned to EV

1,555

Nos of Non-CO2 Based
Fire Extinguisher
commissioned

~2,100

no's 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

6.38Lacs KL

of wastewater
recycled & reused
in operations

200+

rainwater harvesting
pits to recharge
ground water

91%

waste diverted
from landfill

ZWL

TRV airport is India's first
Zero Waste to Landfill
certified airport

12,121

trees planted in
FY2024-25

100%

Airports certified
with ISO 14001

3

Airports Certified
for ISO 50001

12.6%

Women in
Workforce

82

Average Training Hours
per employee

Certified as



Great Place to Work

100%

Airports Certified with ISO 45001

94%

Spent on Local Procurement

ZERO

Zero Data Breaches

85%

Employee Satisfaction in Performance Management System

4.94

Average Score for Customer Satisfaction in ASQ Survey

8000+

Beneficiaries through CSR

ZERO

Consumer Complaints related to Data Privacy and Cybersecurity



Awards and Achievements



**AAHL: SKOCH
Award 2024**

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

Mumbai: CII 25th National Award for Excellence in Energy Management, 2024



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



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

Ahmedabad: Certificate of Merit at the National Energy Conservation Awards, 2024

Mumbai: Level 5 Accreditation for Airport Customer Experience by Airports Council International (ACI)



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

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

Jaipur: Silver award at SEEM National Energy Management Awards in recognition of the airport's unwavering commitment to energy efficiency and sustainability, 2024

Ahmedabad Airport: Won two Par Excellence awards and one Excellence award at the 25th Indian National Suggestion Scheme

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.

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

Ahmedabad: Greentech Pollution Control Waste Management & Recycling (PCWR) Awards 2024



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

**Lucknow received 8 Gold and 1 Silver under Kaizen category at QCFI
Jaipur: received one gold and silver award on Quality Concepts at QCFI
Mangaluru: Received 5 gold awards on Quality Concepts at QCFI**

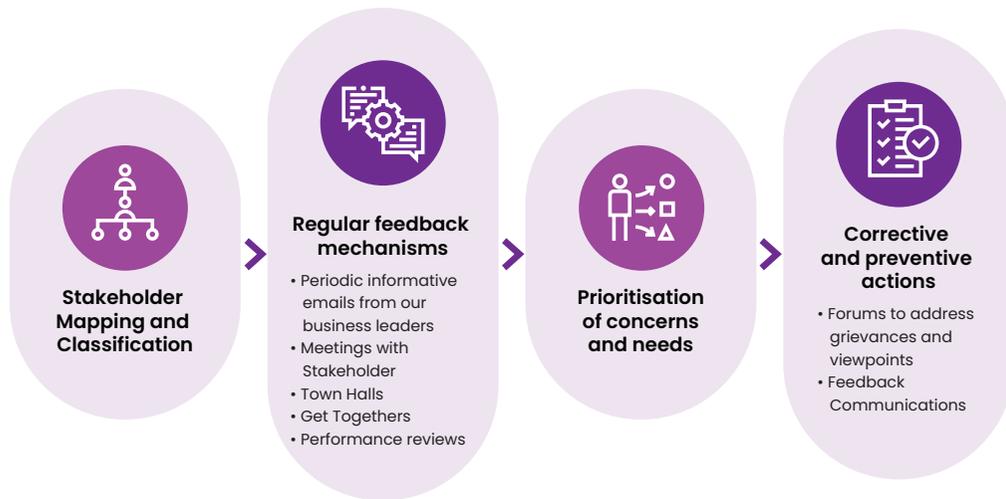
Approach to Sustainability

The aviation sector faces growing climate risks like extreme weather, rising temperatures, and operational disruptions, intensifying challenges of emissions, energy use, and noise. As India's aviation industry expands, urgent action is needed to ensure resilience and sustainability. At AAHL, we are leading this transition by developing smart, low-carbon airports, enhancing resource efficiency, and engaging communities. Through continuous stakeholder collaboration, we aim to build a climate-resilient aviation ecosystem aligned with global sustainability goals.

Stakeholder Engagement

Understanding stakeholder perspectives and addressing their concerns is vital for our long-term strategic vision. Our collaborative and transparent engagement approach aligns our efforts with the expectations of those affected by our operations.

We follow a comprehensive stakeholder interaction framework guided by best practices. Insights from these engagements shape our sustainability priorities, drive improvement, build trust, and strengthen relationships. Our engagement approach includes:

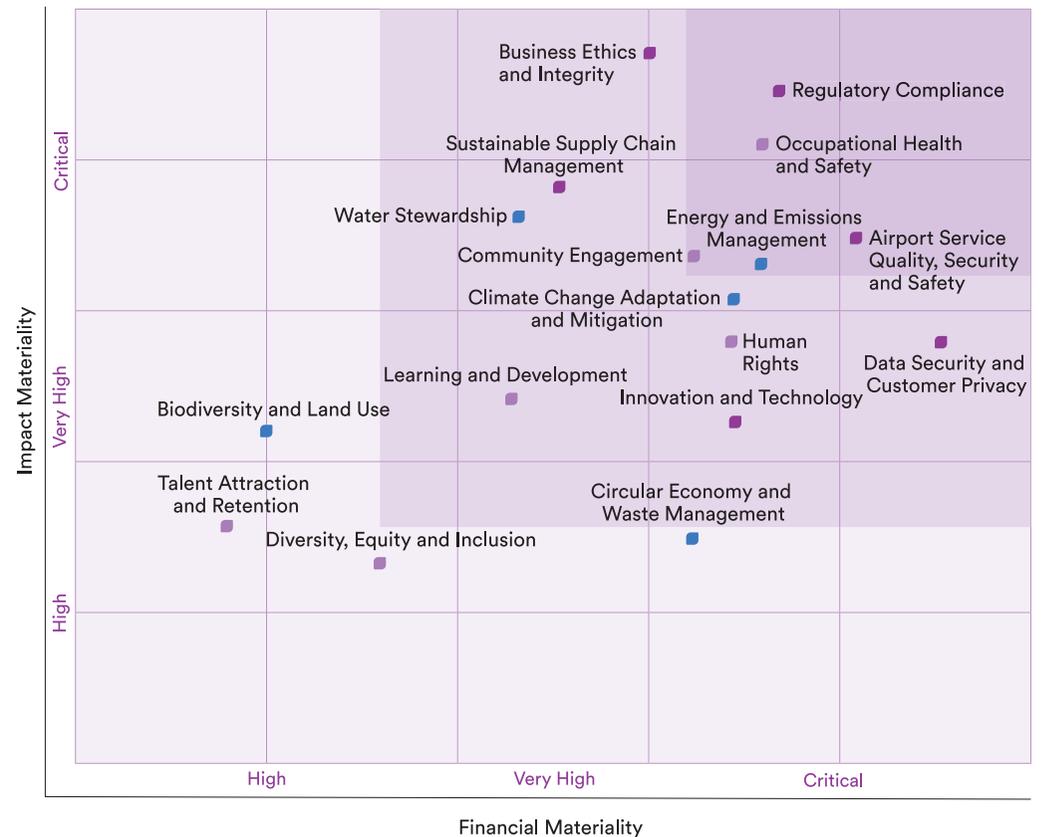


Engaged Stakeholder Groups

- Employees
- Government & Regulatory Bodies
- Customers
- Community & NGOs
- Concessionaires
- Suppliers
- Airlines & Ground Service Handlers
- Industry associations
- Investors & Shareholders
- Media

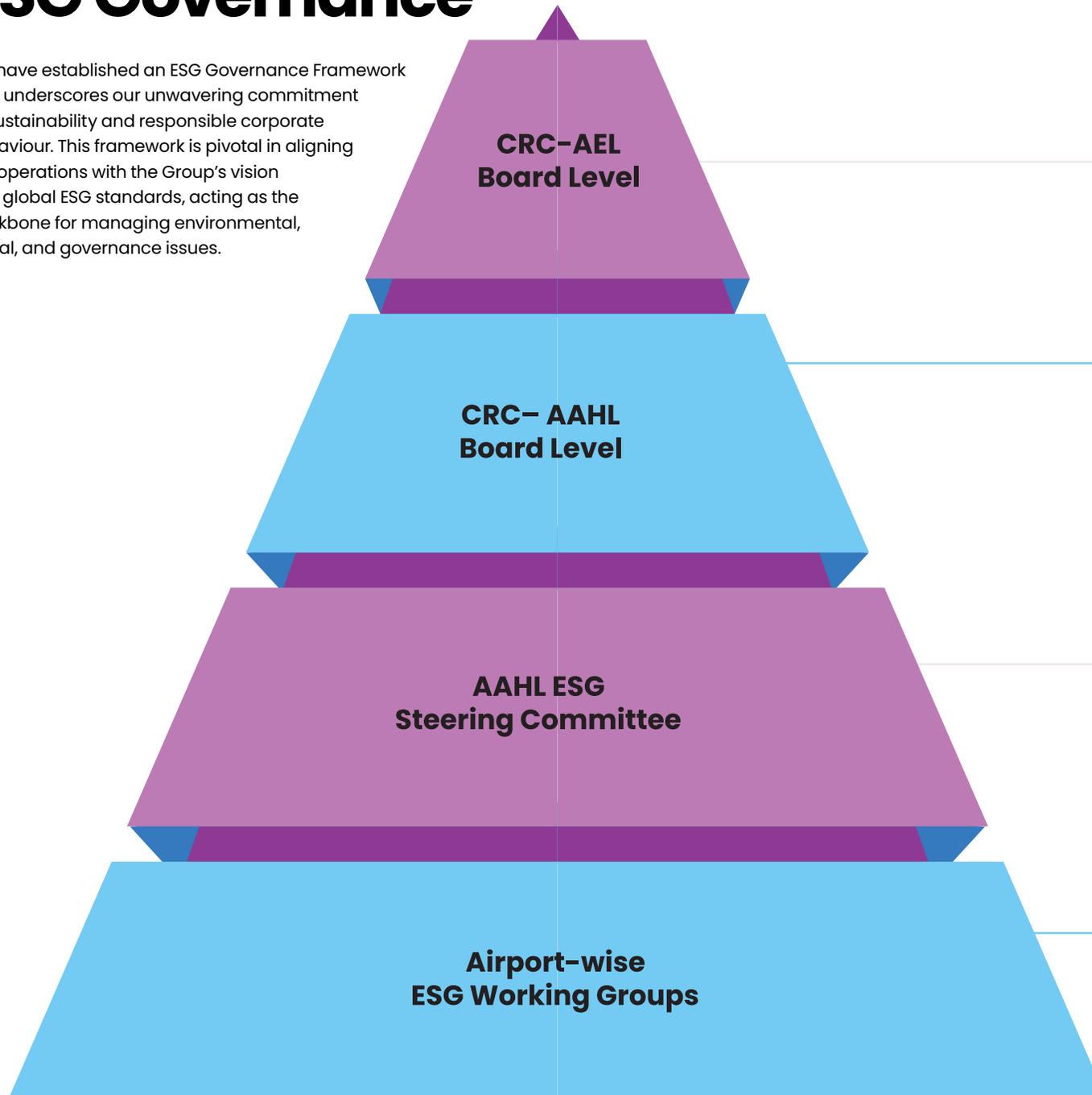
Double Materiality

We utilize Materiality Assessment to identify and prioritize the most significant ESG concerns for our enterprise and stakeholders. In FY 2024-25, we conducted a comprehensive assessment using a phased approach that considered both impact materiality and financial materiality.



ESG Governance

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.



The AEL CRC, comprising four independent directors, provides strategic direction and oversight on ESG performance across all Adani Enterprises businesses, including our business.

Meeting Frequency: Quarterly

The committee adapts the AEL's ESG vision to the aviation sector, overseeing our corporate, social, and sustainability obligations, including ESG strategies, stakeholder engagement, and ethical governance, while ensuring alignment with global standards, monitoring related risks, and providing assurance to the Board on these initiatives.

Meeting frequency: Periodically, but at least 2 times a year.

This senior leadership body translates ESG strategy into action across all our managed airports. It is responsible for:

- Defining our ESG roadmap in line with ICAO, ACI, and national aviation directives
- Setting and tracking ESG targets and action plans
- Guiding ESG disclosures, ratings, and communication with stakeholders
- Supporting airport-level implementation and cross-site learning.

Meeting Frequency: Quarterly

Each airport under AAHL has a dedicated ESG Working Group focused on on-ground execution. These teams:

- Localize and implement the ESG strategy
- Monitor KPIs such as emissions, energy use, waste, and biodiversity
- Drive social and workforce well-being initiatives
- Facilitate knowledge sharing and replication of best practices across the network

Meeting Frequency: Monthly.

Environmental Stewardship: 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.

A pproach

Management System

- » ISO 14001
- » ISO 50001

Digital Platform

- » GenSuite
- » Aviio

Policies

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

A mbitions

- » Carbon Neutrality
- » Fleet Decarbonization
- » ACA Level 4+ certification
- » 100% Green Electricity
- » Operational Net Zero
- » Water Positive
- » Zero Waste to Landfill
- » No Net Loss to Biodiversity

H igh-priority Topics

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

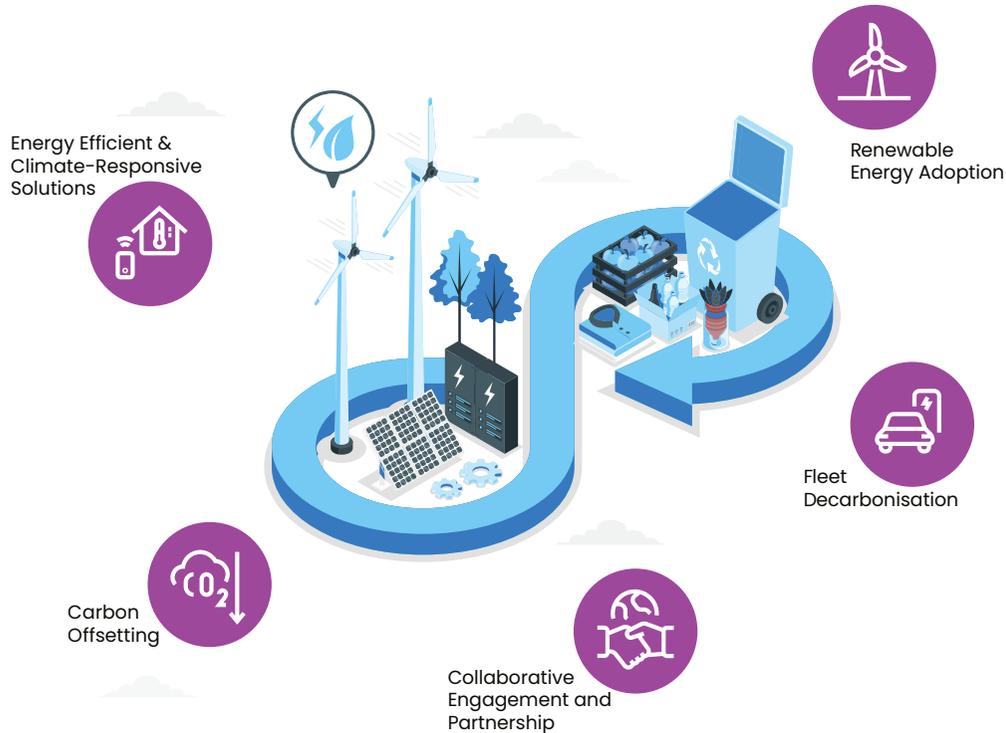
L ink to UN SDGs



Navigating Operational Net-Zero: Reducing Our Footprint

We are committed to reducing greenhouse gas emissions and achieving operational net zero by FY 2028–29, aligning with Nationally Determined Contributions and global aviation sustainability targets like ICAO and IATA’s Net Zero 2050 goals. To decarbonise our operations, we are implementing a comprehensive strategy to manage Scope 1 and 2 emissions and addressing Scope 3 emissions through collaboration with airline partners and other stakeholders.

Operational Net Zero By FY 2028–29



Energy Efficient & Climate-Responsive Solutions

- » EC Fan Retrofitting
- » Optimized Cooling Systems
- » HVLS Fans Installation
- » Inverter ACs for Climate Control
- » HVAC Digitization & Automation
- » VFD-Controlled Pumps
- » Low-GWP Air Conditioners
- » Interoperable taxiway, functioning as a taxiway by day and a stand by night
- » Non-CO₂ Based Fire Extinguishers
- » Energy Auditor certification and training for employee

Renewable Energy Adoption

- » Expanding on-site renewable energy generation with solar and wind installations, achieving 9.2 MW capacity
- » Direct Renewable Energy Procurement of 400456 GJ from DISCOMs
- » Evaluating offsite captive renewable projects and Virtual Power Purchase Agreements (VPPAs) via ISTS

Fleet Decarbonization

- » Electric Fleet Transition, with 158 vehicles already converted to electric
- » 77 EV charging stations installed across all seven airports
- » Partnering with airlines to electrify ground service equipment

Collaborative Engagement and Partnership

- » Auxiliary Power Unit (APU) Usage Reduction
- » SAF Infrastructure Development
- » Green Electricity Supply

Carbon Offsetting

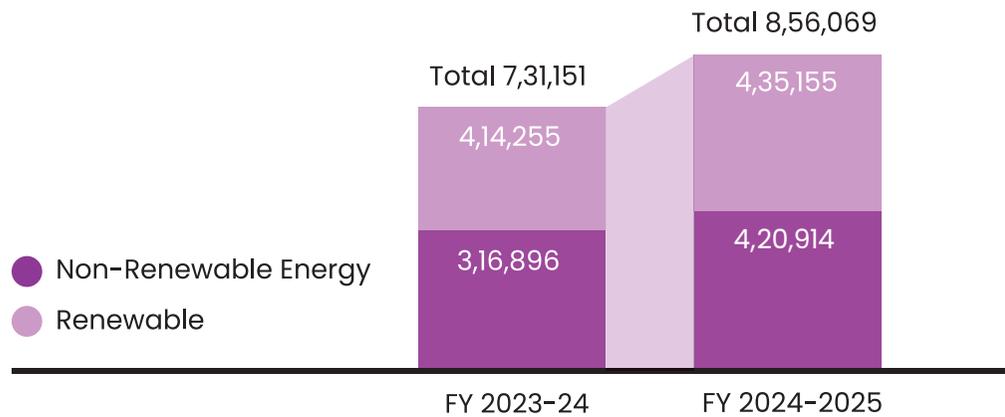
- » Utilized 65,979 tons of carbon credits to support the transition towards a low-carbon economy.

We have also initiated climate risk (both physical and transitional) assessment for two of our airports.

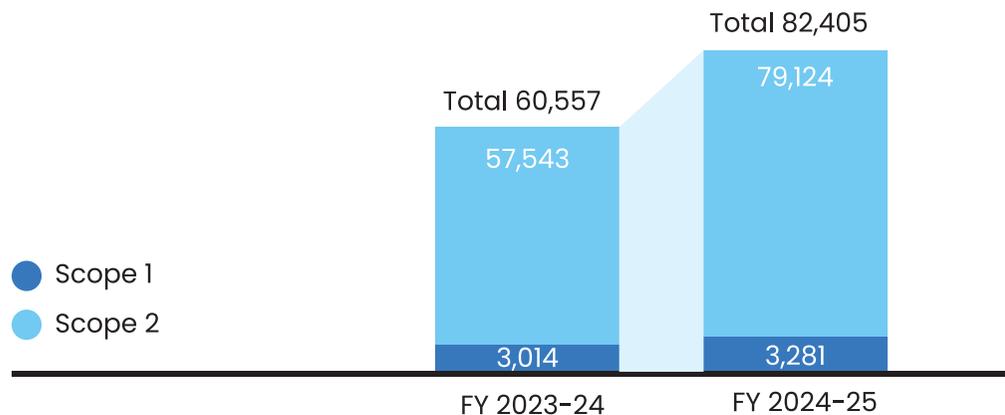
Energy and Emission Performance

Our energy management policy, which adheres to ISO 50001 guidelines, establishes a strong basis for our initiatives aimed at optimizing energy use and reducing emissions. As a result of these initiatives, we have achieved a 43% decrease in energy consumption intensity per passenger since FY 2022-23 and expanded our renewable energy portfolio to 52%. Furthermore, we have realized a 3% reduction in Scope 1 and 2 emissions intensity per passenger, strengthening our commitment to fostering 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 service	94,308
Capital goods	17,197
Fuel- and energy-related activities	481
Business travel	617
Employee commuting	888
Upstream leased assets	547
Waste generated in operations	675
Downstream transportation and distribution	51,775
Processing of sold products	74,43,733
Downstream leased assets	28,897
Total Scope 3 emissions	76,39,118

Managing Water Resources

Water plays a vital role at our facilities, serving essential functions such as HVAC operations, human consumption, cleaning and sanitation, green cover management, fire-fighting services, and more. Our dedication to responsible water management is evident in our comprehensive approach, guided by our Water Stewardship Policy. This strategy focuses on optimizing water consumption and ensuring compliance with local regulations, supported by key initiatives that underpin our commitment to achieving water positivity.

Key Initiatives



Water-Efficient Floor Washing Machine:

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



Waterless Urinals and Low-Flush Toilets:

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



Sensor-Activated Taps:

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



Dry Cleaning of Solar Panels:

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



Groundwater Recharge:

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



Rainwater for Flushing:

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



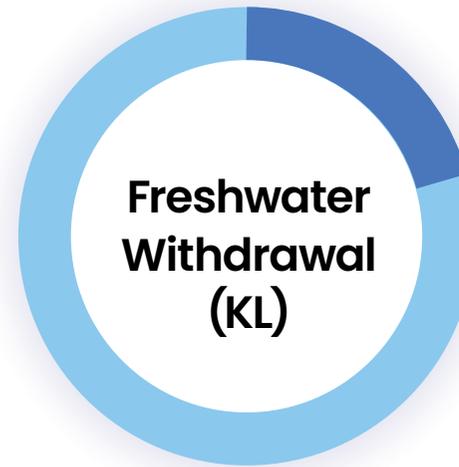
Wastewater Recycling:

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



IoT-Based Smart Irrigation:

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



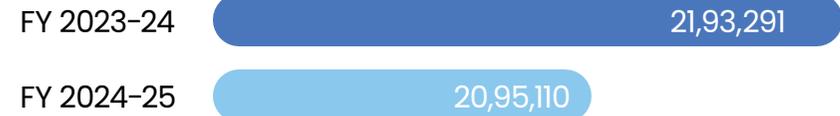
Ground Water

20%

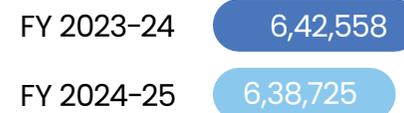
Third-Party Water

80%

Water Withdrawal (KL)



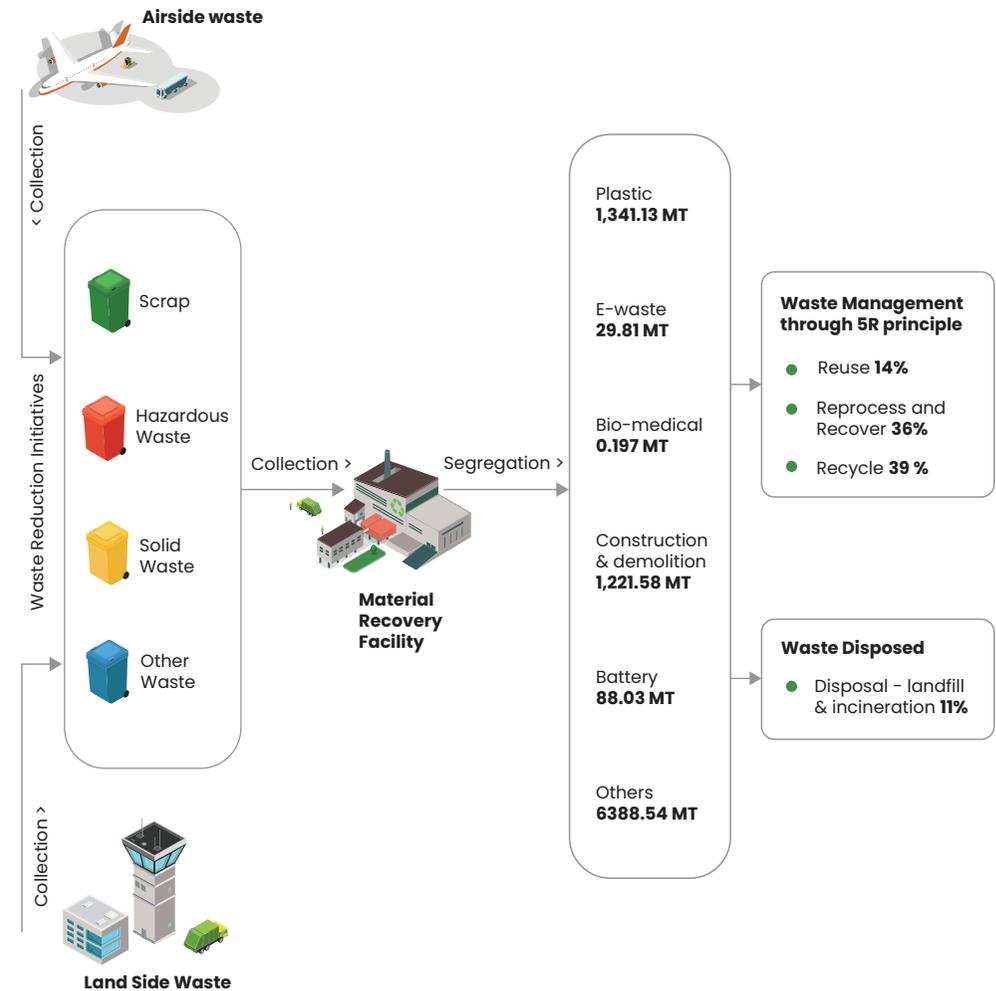
Recycled Water Quantity (KL)



Transforming Waste to Resource

We are redefining the lifecycle of waste by embracing a circular economy mindset, one that views every discarded material not as waste, but as a valuable resource. Guided by our Waste Management Policy, our strategy is anchored in the **5R principle (Reduce, Reuse, Recycle, Recover, and Refuse)** to ensure responsible waste generation, segregation, recovery, and disposal. This approach is further strengthened through a series of focused initiatives that drive resource efficiency, minimize environmental impact, and promote sustainable operations.

Reduce Initiatives	<ul style="list-style-type: none"> » Comprehensive waste management training to effectively reduce, segregate, and recycle waste. » Introduced HAPA dryers to minimize paper waste. » Transitioning to digital advertising eliminating waste from flex banners. » Digi Yatra for Paperless Travel
Reuse Initiatives	<ul style="list-style-type: none"> » Repurposing Horticulture Waste as cattle feedstock » Reuse of Construction and Demolition Waste in projects activities like road construction and site levelling » Collaborations with non-profit organizations facilitate the distribution of items not meeting security standards.
Reprocess Initiatives	<ul style="list-style-type: none"> » Converting organic waste into biogas » Introduced Organic Waste Composters (OWC) for organic waste
Recycle Initiatives	<ul style="list-style-type: none"> » E-waste, like batteries and damaged solar panels, returned to Original Equipment Manufacturers (OEMs)
Recover Initiatives	<ul style="list-style-type: none"> » Hazardous waste sent to cement plant for co-processing as Refuse Derived Fuel



Managing the Plastic Waste

- » Enforced a ban on single-use plastics
- » Installed plastic bottle vending machines
- » Replaced conventional plastic cutlery with biodegradable options
- » Utilized compostable plastics for packaging wherever feasible
- » Replaced paper towels with air dryers in our washrooms, saving approximately 2.5 tons of plastic packaging bags

Enhancing Biodiversity

Our commitment is unwavering when it comes to making our airport activities compatible with the protection and conservation of natural habitats and their biodiversity. 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.

Key Initiatives

Awareness & Celebrations:

Raising awareness on biodiversity through internal mailers, social media posts, and initiatives such as World Wildlife Day campaigns.

Tree Plantation:

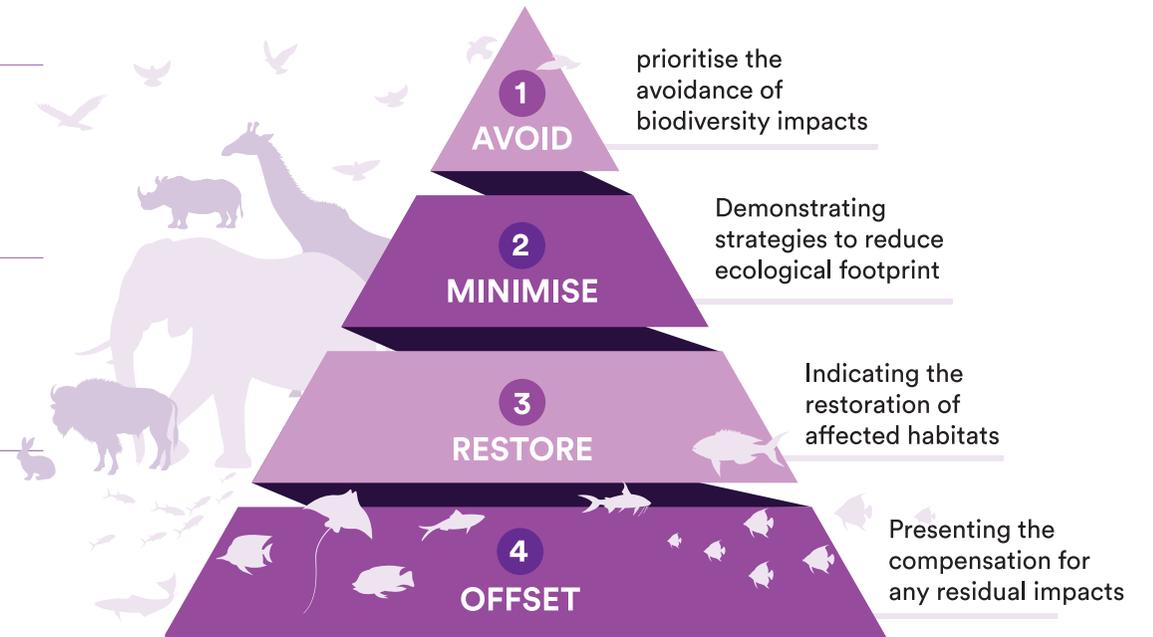
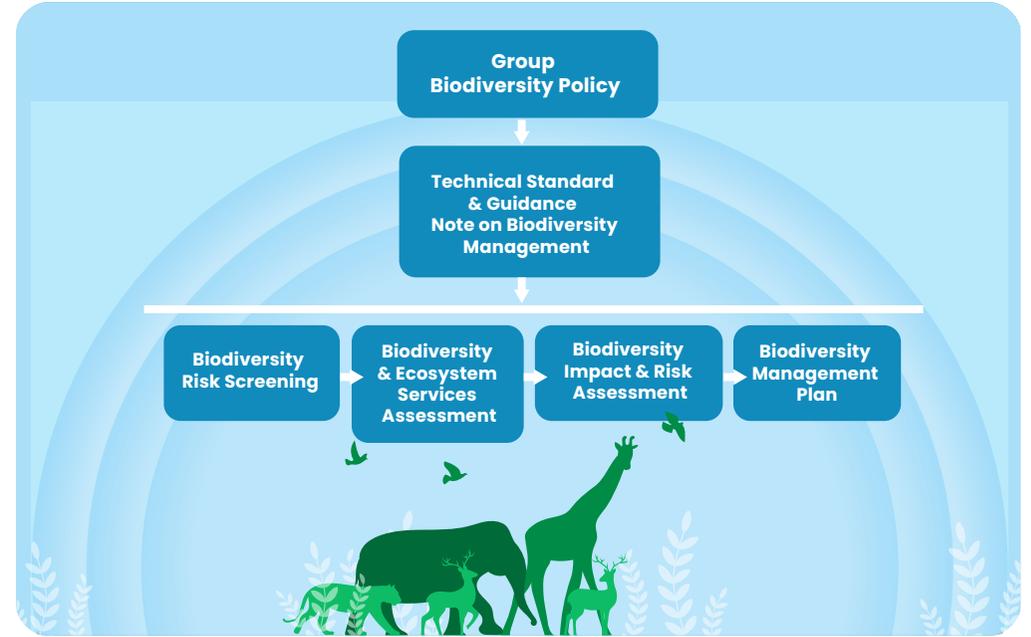
Target to plant 2.1 lakh trees by 2030 (12,121 planted till FY 2024–25), contributing to Adani Group’s goal of 100 million trees under the 1t.org Trillion Trees Platform.

Restoration:

Supported forest restoration in Jaipur (Bichun Gram Panchayat) by planting 4,000 indigenous plants across 10 hectares, with a survival of 3,900.

No Net Loss (NNL):

Adopting an NNL approach aligned with TNFD, IBBI, GRI 101, and IFC standards, focusing on biodiversity priorities in critical landscapes.



Mitigating Bird Strikes for Safer Aviation

Our bird strike mitigation strategy adopts an ecosystem-aware approach that minimizes risks to aircraft while safeguarding local wildlife, through proactive, science-based measures balancing safety and biodiversity.

Wildlife Management with Conservation Sensitivity:

Use of humane bird deterrents (non-invasive sound devices, trained personnel) to guide birds away from high-risk zones.

Rodent and Pest Control with Eco-Awareness:

Use of laser torches at night and black-light traps to reduce bird activity

Sustainable Waste Management:

Strict segregation, timely garbage disposal, and drain cleaning to remove food sources and stagnant water, discouraging bird presence.

Eco-Friendly Infrastructure Modifications:

Installation of anti-perching spikes and bird-proofing measures to deter roosting without harming birds.

Community Collaboration & Awareness

Partnering with local vendors, slaughterhouses, and municipal authorities to promote responsible waste management, supported by outreach programs that foster shared responsibility for biodiversity conservation and aviation safety

Managing Aviation Noise

Our comprehensive noise management strategy is rooted in a three-pronged approach that encompasses Measurement, Reduction and Control, and Communications. We conduct noise monitoring through MoEF&CC and NABL-accredited laboratories, with sample-based checks inside the airport, 24x7 monitoring in the funnel zone, and a CNMS network at Mumbai Airport, supported by noise zone mapping. Regular reports are submitted to regulators and our website, while airline agreements integrate noise-related parameters to ensure shared accountability.

Air Quality Management

We place great emphasis on air quality management due to the critical interface between airport operations and environment.

- » State-of-the-art CAAQMS installed at all airports (one in planning), providing real-time data on ambient air quality.
- » Monitoring validated by MoEF&CC- and NABL-accredited third parties; data submitted to various regulatory authorities to ensure compliance and transparency.

	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

SHIKHAR: Flagship Sustainability Capacity-Building Program

SHIKHAR is our flagship Environment & Sustainability leadership program, 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 program, 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.





Social Stewardship: Preparing for an Inclusive Take-off



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.

A pproach

Management System

- » ISO 45001

Digital Tools

- » Saksham
- » Adani EmCare
- » SAFEX
- » Adani One
- » Aviiio

Policies

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

A mbitions

- » 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

H igh-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

L ink to UN SDGs





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 place strong emphasis on what matters most to our people, their growth, wellbeing, and sense of purpose. By fostering customer centricity, digitalization, project excellence, and agility, we are shaping a future-ready organization that empowers employees to deliver excellence. Rooted in a culture of growth and empowerment, we provide every individual with opportunities to learn, lead, and thrive through structured training, leadership development, and a merit-driven approach.



● **87%**
Male

● **13%**
Female

Promoting Diversity Equity and Inclusion

Aligned with our DEI policy, we foster a workplace built on fairness, dignity, and respect by embracing diversity, ensuring non-discrimination, fair compensation, and empowering individuals with disabilities. We are enhancing women's representation, conducting DEI awareness sessions for our workforce, and strengthening inclusivity through Gender-Neutral Committees supported by dedicated training on POSH and DEI.

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

The initiative brought contractual workforce, allowing them to explore real-life workplace scenarios related to inclusion, unconscious bias, and diversity.

2200
employees

5000+
contract workers
covered till date.



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.



cover over

11,000
stakeholders across
all our airports



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 through "Nukkad Natak".

over **1250** employees
were covered in
these sessions

Other Initiatives includes:

- » Reflections program
- » Be Connected platform
- » McKinsey Women in the Workplace Research
- » Giving Wings to Dreams - Awards 2024, hosted by Women in Aviation India (WAI)



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. We have implemented a range of engagement activities and initiatives designed to keep our workforce motivated, connected, and actively involved.

Employee Engagement:

Achieved through Townhalls, Employee Webcast Platforms, Employee Engagement Survey and Performance Management System.

85%
of Employee satisfaction
in the last PMS survey

Employee Well-Being and Recognition:

We prioritize employee well-being through initiatives that promote physical, mental, and emotional health. Our focus on a safe, supportive, and inclusive workplace enables employees to thrive personally and professionally.



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.

Reward and Recognition

Under our Reward and Recognition policy R&R policy, there are different award categories through which our employees are recognized, as follows:

11%
of the employees
recognised in FY 2024-25

- » Kudos to You
- » Customer Champion of the Month
- » Airport Champion of the Month
- » Best Airport Force of the Quarter
- » Airport Champion of the Year

We extended recognition programs to CISF, airlines, customs, and immigration, introducing awards that honour joint efforts for a seamless passenger experience:

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

Enabling Career and Talent Development

Talent Acquisition and Onboarding

We are committed to nurturing our own talent pool by fostering a culture of continuous growth and opportunity. We actively encourage internal movement, both within our business and across other Adani Group companies, to help our employees explore diverse roles and build well-rounded careers. Our talent acquisition process is anchored in responsible practices, leveraging digital platforms and innovation to attract the best talent.

GroWings Campus Hiring:

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

20%
internal hiring
in FY 25

1154
new hires in
FY 25

36years
Average Employee
Age

Employee Voluntary turnover rate

FY 2023-24 **11.70%**

FY 2024-25 **8.21%**

Learning and Development

Our structured learning programs drive excellence by empowering employees, leaders, and key stakeholders. Through specialized training for personnel, airline staff, F&B teams, and service providers, we ensure seamless coordination and enhanced service standards across our airports. Some of our customised trainings are mentioned below:

82

Total Average Training Hours per employee

Training Name	Participants
Airport Terminal Planning and Design Course	75
Executive Post Graduate Diploma in Advanced Construction Management program	25
Great People Leader Program	125
Commercial Academy	178
Technical Academy	2024
Service Academy	5020
Hospitality Academy	25
Digital Academy	2071
Adani Behavioural Competency Framework (ABCF)	462
Building our Leaders of Tomorrow	17
CEO/CAO Success Program	25
Admired People Leaders Program; Great People Leader Program	450
Group Leadership Programs like FULCRUM, TAKSHASHILA, NORTHSTAR	57

Upholding Human Rights

We are committed to upholding human rights through policies aligned with global frameworks such as the Universal Declaration of Human Rights, the ILO Declaration, and the UN Guiding Principles on Business and Human Rights. Embedded in our business philosophy, this commitment drives ethical conduct across all our airports and operations. We conduct human rights due diligence to identify, prevent, and mitigate risks while ensuring our partners and suppliers adhere to fair labour and ethical standards. Our approach is built on four pillars: Identifying and Assessing Risks, Integrating Findings and Taking Action, Tracking Effectiveness, and Transparent Communication, ensuring respect for human rights remains central to our growth and operations.

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



FY 2024-25

Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country

Employee training on human rights policies or procedures

FY 2024-25

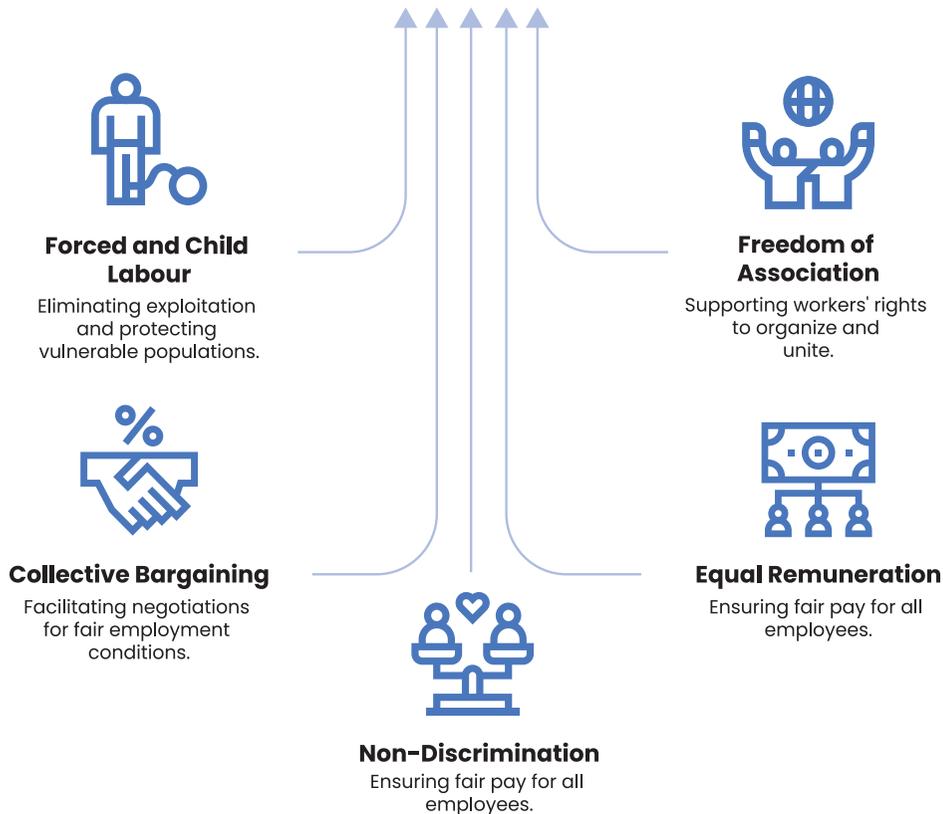
Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations

10479

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

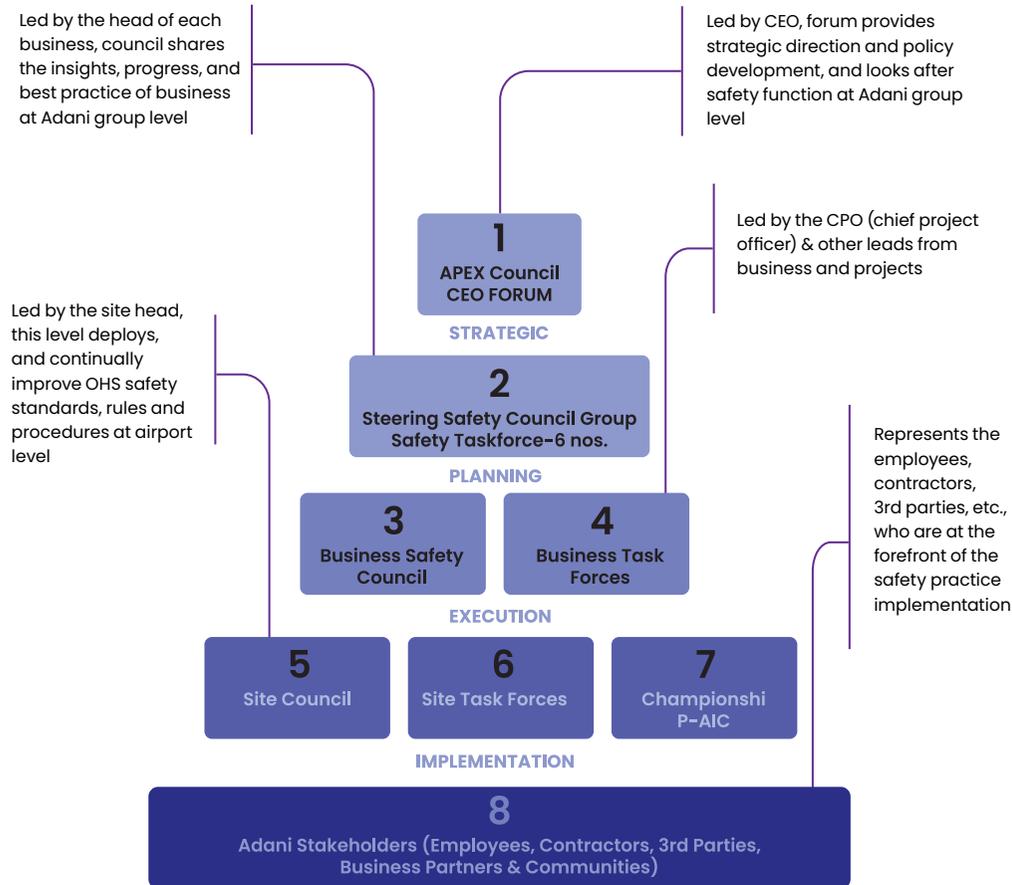
62%

Supporting Human Rights



Safety at Every Touchpoint

Safety is a core value embedded in our operations, with a robust management system aligned to global standards to ensure the health, safety, and well-being of all stakeholders across our airports.



Our Safety Training include following essential topics among others

- » Life Saving Safety Rules (LSSR),
- » Scaffolding Safety
- » Work at Height Training
- » Electrical Safety
- » Arc Flash Protection
- » Emergency Response & Equipment Use

We adopt a systematic, proactive approach to risk assessment and hazard identification, ensuring a safe and resilient airport environment. Our approach includes:

- » HAZOP (Hazard and Operability Study)
- » HIRA (Hazard Identification and Risk Assessment)
- » ISO 45001 Certification - All 7 Operational Airports are certified with ISO 45001:2018

Safety excellence is best achieved through continuous learning and partnerships with renowned safety experts, regulatory bodies, and industry leaders.

- » Workshops & Knowledge Sessions with industry experts
- » Behaviour-Based Safety (BBS) Programs
- » Regulatory & Compliance Advisory

Safety awareness is a continuous process, and we drive it through structured safety campaigns aimed at fostering a strong safety-first culture. Key initiatives are:

- » Thematic Safety Months & Weeks celebrations
- » Use of Digital Safety Awareness tool
- » Toolbox Talks & Safety Dialogues
- » Roko Toko campaign
- » Safety related awards
- » Safety Quizzes

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

Customer engagement

We place strong emphasis on customer relations, ensuring every passenger enjoys a seamless and memorable travel experience. Our customers are at the heart of everything we do their comfort and satisfaction shape our services, technology, and hospitality. Recognizing airports as dynamic spaces, we cater to diverse needs through personalized assistance, intuitive digital solutions, and world-class service. By actively listening to feedback and fostering continuous improvement, we ensure every interaction at Adani Airports is welcoming, efficient, and enriching.



Key Customer Feedback & Surveys

Real time customer feedback through

- » Website & social media-
- » Calls and emails
- » QR Code-Based Feedback & Information Kiosks
- » Feedback Form

Feedback through Structured Surveys

- » Air Service Quality (ASQ) survey
- » Net Promoter Score (NPS)
- » Customer Satisfaction (CSAT) survey

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

Anxiety to Excitement: Elevating Experiences

Through future-forward digitalization and smart airport innovations, we are redefining the travel experience, making it more personalized, efficient, and hassle-free.

- Seamless passenger journey through Self-Service Kiosks & Contactless Check-in
- AI-Driven Crowd Management & Queue Optimization
- Adani One Application which offers multiple travel-related services and features
- Avio platform for Smart Airport Operations & Data-Driven Decision Making
- Pranaam Meet & Greet service to help passengers with assistance and services



Stronger Together: Uplifting Community

We believe that strong communities are the foundation of a prosperous nation. Guided by our CSR Policy, we channel our efforts through the Adani Foundation to drive strategic initiatives in education, health, livelihoods, climate action, and community development. Our programs are designed to empower and uplift marginalized groups across India, fostering inclusive growth and long-term social impact. Through these efforts, we aim to create resilient communities that thrive alongside our business.

4cr

CSR Spent in FY 2024-25

8000+

beneficiaries

Education

- » Collaborations with TUSTI Foundation, NEED Vikas Sansthan, and CEC creating learning opportunities for students.
- » Project Udaan to sparks curiosity and entrepreneurial thinking through exposure to real-world enterprises.
- » CSR initiatives like renovation of school premises, tiled flooring, and the creation of a modern computer room at ZP School, Asudgao, Navi Mumbai, revolutionizing the educational ecosystem for its young learners.

Climate Action

Collaborated with Kerala Water Authority by provisioning an aquatic weed harvester to free the Aruvikkara Dam reservoir from floating wastes.

Community Development

Positive impact created through disaster aid, heritage preservation, educational volunteering, and collaborations, empowering artisans and promote sustainable crafts for long-term community growth.

Health and Nutrition

- » Adani Vision Care Program: Eye check-ups at schools and airports covering 6,792 people, 49 outreach camps over 50 schools across 6 locations (Ahmedabad, Guwahati, Jaipur, Lucknow, Mangalore, Thiruvananthapuram) and 627 people were provided with eyeglasses.
- » Health screening camps and support for treatment of congenital heart diseases and cochlear implants at Kokilaben Hospital.
- » Mobile health vans extend healthcare access, including a new unit serving 18 villages in Guwahati, Assam.



Sustainable Livelihood

- » Adani Saksham Skilling Programme enhances youth employability and entrepreneurial skills.
- » Differently abled individuals, artisans, and local businesses are supported through inclusive ventures within the airport ecosystem

Governance Stewardship for Resilience and Sustainability



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 cyber security 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 Platform

- » Legatrix
- » SHEEL portal
- » Ariba

Policies

- » Code of Conduct
- » Anti-Corruption 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 form the foundation of our governance, ensuring integrity, transparency, and accountability across all levels. Guided by our Code of Conduct, internal policies, and board-approved protocols, we embed ethical principles into strategy, operations, and employee conduct, fostering trust and long-term sustainability in the aviation sector.

Key Aspects of our Code of Conduct

- » **Ethical Behaviour:** Clear guidance for employees to address dilemmas responsibly with stakeholder and environmental impact in mind.
- » **Anti-Corruption:** Zero tolerance for corruption or bribery to uphold integrity.
- » **Fair Competition:** Commitment to honest, transparent marketing and business practices.
- » **Data Privacy and Security:** Strong focus on safeguarding personal information through responsible 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.e.

Number of breaches in FY 2024-25

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

Non-Compliance Escalation Protocol

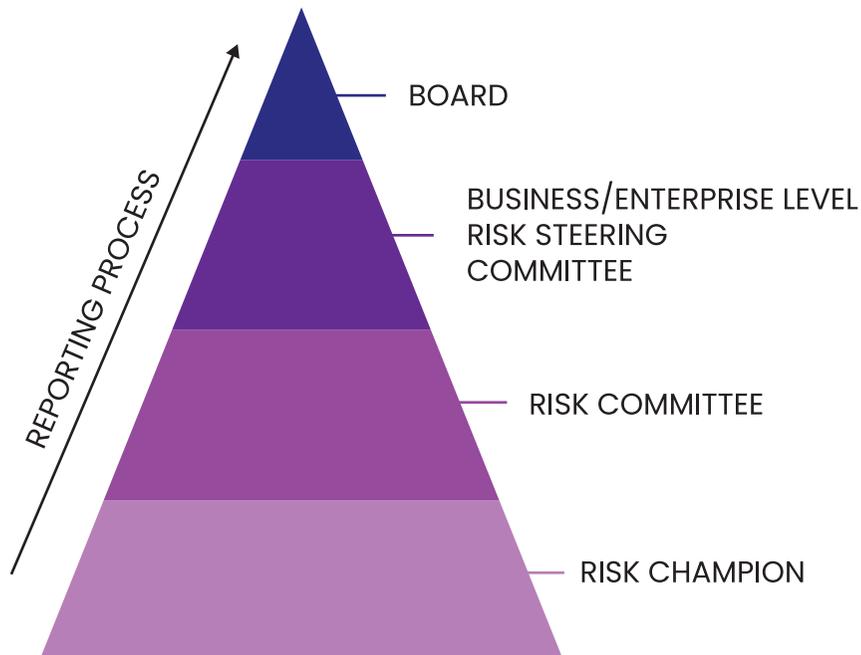
- » **Department Head:** Initially addresses the issue and implements corrective measures.
- » **Site Head:** Escalates if the department head is unable to resolve the issue.
- » **Chief Airport Officer (CAO):** Reviews the situation and takes further action if necessary.
- » **Head Office:** Final level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



Risk Management for Long-Term Resilience

Effective risk management underpins our commitment to excellence, safety, and sustainability, guided by a robust framework that enables early identification, assessment, and mitigation of financial, operational, regulatory, social, and environmental risks.

Risk Governance Layers



- » **Board-level Risk Management Committee** sets risk appetite, reviews policies, and oversees ESG, cyber, and climate risks.
- » **Senior management (Business level risk steering committee)** translates directives into actionable policies, systems, and controls.
- » **Airport-level risk committees**, supported by **risk champions**, address location-specific risks through regular reporting, dashboards, and audits ensure accountability and continuous improvement.

Risk Management Framework



Post-mitigation, residual risks that remain even after applying control measures are evaluated against the organisation's defined risk appetite.



Shaping a Resilient and Responsible Supply Chain

Suppliers are integral to our efficiency, sustainability, and ethics; guided by a Supplier Code of Conduct, we ensure responsible sourcing, fair treatment, and compliance on labour, environment, and integrity. By leveraging digital tools for transparent lifecycle management, we strengthen partnerships, enhance governance, and drive sustainable practices across our airports.

Key Supply Chain Metrics (FY 2024-25)

2,393

Total Number of Suppliers Engaged

1,755

Total MSME Suppliers

10,373^{Cr} INR

Total Procurement Spend Under Capex

94%

Local Sourcing (within India)

92

Number of Critical Suppliers

Supplier Assessment and on-boarding

Every partnership begins with trust. At AAHL, suppliers are more than vendors — they are collaborators in shaping world-class airport experiences. To ensure alignment with our values of sustainability, compliance, and excellence, each supplier goes through a structured onboarding journey as follows:

- » Initial assessment conducted transparently through the ARIBA portal.
- » Rigorous checks on certifications, permits, and sustainability commitments.
- » Mandatory adherence to Supplier Code of Conduct and regulatory requirements.
- » Qualified partners onboarded into the Adani Vendor Management System.
- » Regular multi-layered supplier risk assessments covering track record, expertise, resource capacity, quality systems, and HSE commitments; non-compliant suppliers are supported for further improvement where required.

This structured framework fosters seamless collaboration, accountability, and shared growth.

Engagement and Development

Our engagement initiatives focus on capacity building, continuous improvement, and ESG integration to align supplier practices with our business and sustainability goals.

- » **Operational Excellence:** Driving efficiency, best practices, and strong quality systems.
- » **ESG Support:** Training on environment, waste, carbon, and OHS with alignment to global standards.
- » **Compliance Guidance:** Assistance on regulations, contracts, and financial processes.
- » **Digital Integration:** Enabling e-procurement, e-invoicing, and digital payments via SAP Ariba.
- » **Collaboration & Feedback:** Two-way engagement to strengthen capabilities and create shared value.

Grievance Redressal

We provide multiple paths for suppliers to communicate their concerns, ensuring a seamless and responsive grievance management system:

- » **Direct Interaction:** One-on-one discussions with company representatives or supervisors for quick resolution
- » **Grievance Handling Team:** A dedicated team ensuring timely and effective redressal.
- » **Whistleblower Mechanism:** Confidential channels to report ethical concerns under AEL's Vigil Mechanism.



Cyber security

We adhere to robust Cybersecurity and Data Privacy Policies aligned with ISO 27001, the IT Act, and are progressing toward compliance with the DPDP Act. Key measures include:

- » **Dedicated Governance:** Managed by a specialized IT & Cybersecurity team, integrated into enterprise-wide risk and compliance.
- » **24x7 Security Operations Center (SOC):** Real-time threat monitoring and rapid incident response.
- » **Zero-Tolerance Policy:** Strict actions for data breaches, reinforced by MAAS-led internal audits.
- » **Passenger Transparency:** Direct channels for stakeholders to raise data privacy concerns.
- » **Business Continuity & Disaster Recovery:** Robust plans to ensure uninterrupted operations.
- » **Training & Awareness:** Regular programs for employees and partners to strengthen cyber hygiene.
- » **Internal & External Audits:** Vulnerability checks to ensure compliance with standards.
- » **Grievance Redressal & Incident Resolution:** Clear mechanisms to address issues promptly and transparently.

Zero

Data Breaches

Zero

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

Digital Footprint

Digitalisation is a cornerstone of AAHL's sustainability and innovation strategy, enabling streamlined operations, transparency, and proactive responses to environmental and social challenges. Through IoT, real-time analytics, and predictive systems, resource use is optimised, reducing waste and emissions. Our core platform, **Benchmark Gensuite**, integrates ESG data with advanced tools to convert complex information into actionable insights, enhancing efficiency, agility, and accountability.

Our digital ecosystem currently has:

Adani One platform

Adani EmCare

Legatrix
Compliance
Management

Computer Vision Technology

aviio
Airport Community
Management

SAFEX Gensuite
Safety

SAP Ariba
Vendor
Management

Digital Standard Operating Procedures

AVDGS
(Advanced Visual
Docking Guidance
System)

Oracle HRMS

Saksham platform

APOC
(Airport Planning and
Operations Centre)

e-Vidyalaya
Percipio – Learning
& Development

CRM
Customer Relationship
Management







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