

GREENER HORIZONS

Creating Pathways to a Sustainable Future



Sustainability
Report 2024-25



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Message from CAO

Dear Stakeholders,

I am pleased to share some of Chhatrapati Shivaji Maharaj International Airport's (CSMIA) recent milestones, each one a reflection of our ongoing commitment to operational excellence, innovation, and meaningful service.

CSMIA is proud to be the first airport in India and only the third in the world to receive a Level 5 Accreditation for Airport Customer Experience from Airports Council International (ACI). This highest distinction recognises our unwavering focus on elevating every passenger journey.

As we look to the future, our progress remains rooted in sustainability. CSMIA has aligned its decarbonisation strategy with the long-term vision of achieving net zero emissions by 2050. Since August 2022, we have successfully transitioned to 100% green electricity sources, extending this clean energy to all concessionaires across the airport. This milestone contributed to our achievement of Airport Carbon Accreditation (ACA) Level 4+ 'Transition', placing us among the leading airports globally in climate action. Our CSR initiatives, delivered in collaboration with the Adani Foundation, continue to uplift communities through healthcare, education, and women's empowerment. From a governance perspective, our ESG framework is fully aligned with Adani Airport Holdings Limited's (AAHL) strategy, ensuring that sustainability is embedded into every layer of decision-making, supported by structured oversight and cross-functional collaboration.

FY 2024–25 marked a new benchmark in growth. We recorded our highest ever annual passenger traffic at 55.12 million, with an all-time single-day high of 170,516 passengers on 11th January 2025. Our reach continues to expand, with 126 destinations now served during FY 2024–25, an increase from 122 last year. MIAL continues to lead in digital innovation with the deployment of 147 e-gates, highest amongst Indian airports, achieving over 30% adoption of DigiYatra within a year, enabling faster, more seamless, and secure passenger processing.

Supporting this momentum is a comprehensive revamp of our Airport Operations Control Centre (AOCC) at Terminal 2. First established in 2014, the AOCC now operates as a modern, integrated nerve centre designed to ensure efficient coordination and round-the-clock, and round-the-clock operational resilience.

These achievements are a result of the trust our passengers place in us, the dedication of our teams, and our collective effort to build an airport experience that is both world-class and forward-looking.

Thank you for your continued support.

Sincerely,

Vishnu Mohan Jha

Chief Airport Officer, Mumbai International Airport Limited



Message from COO

Dear Stakeholders,

I am pleased to present our annual Sustainability Report, showcasing our continued commitment to environmental responsibility, social impact, and operational excellence.

At CSMIA, we remain deeply focused on reimagining the passenger experience guided by innovation, responsibility, and a belief that every journey should feel seamless and enabled through smart design. Over the past year, we have introduced a range of technological interventions, such as Self-Baggage Drop (SBD), inter-terminal transfers, DigiYatra, and Integrated Pre-Embarkation Security Checks (PESC), that not only improve efficiency, but also reflects our vision of a smarter, more intuitive airport experience. These digital advancements are grounded in our unwavering commitment to transparency, accountability, and sustainability, which continue to define how we operate and serve.

We have also formalised a three-year ESG roadmap that sets ambitious but grounded targets across four key areas: reducing energy intensity, cutting scope 1 and 2 emissions, achieving water positivity, and committing to zero waste to landfill. Alongside these, we are also investing in vital assessments covering climate risk, human rights, biodiversity, and water use, and Water use as we believe sustainability must be measured not just by outcomes, but by how thoughtfully we pursue them.

Our commitment to social responsibility remains strong. This year, in collaboration with the Adani Foundation, we conducted two eye check-up camps, a women's empowerment programme, and organised a mega blood donation drive and a polio immunisation (add the word organised) a polio immunisation campaign, which benefited 4000 people. We also opened a new medical centre at Terminal 1 to strengthen our capacity for care. With Pawfect, we introduced a new wellbeing initiative designed to 'pawsitively' uplift one's travel experience and reduce travel-related anxiety for passengers.

Just as we prioritise service excellence, we continue to invest in our people. With the launch of Saksham, our employee empowerment initiative, we are fostering a culture of capability, ownership, and accountability, ensuring that our teams grow alongside the airport they help shape every day.

Each of these actions reflects our broader vision to grow responsibly, serve with purpose, and ensure that our impact on people, the planet, and the economy is lasting and meaningful.

Sincerely,

Hitarth Mankodi

Chief Operating Officer, Mumbai International Airport Limited

Introduction and Responsible Business

At Mumbai International Airport Limited (MIAL), sustainability is integral to every facet of our operations and decision-making. We recognise the importance of our ongoing sustainability journey and our steadfast commitments. Therefore, we proudly present our Sustainability Report for the financial year 2024-25. This comprehensive report highlights our unwavering commitment to achieving global sustainability benchmarks and showcases the strides we have made in reducing our environmental footprint, enhancing energy efficiency, and fostering community engagement. Through transparent reporting and proactive initiatives, we aim to set a precedent in the aviation industry for sustainable practices and responsible growth.



About the Report

The latest edition of our Sustainability Report builds on the foundation of previous years by delving deeper into the innovative strategies and initiatives we have implemented to enhance our sustainability practices. This year, we have focused on expanding our renewable energy sources, optimising resource consumption, and implementing cutting-edge technologies to reduce our carbon emissions.

Furthermore, we have enhanced our social responsibility programmes, with a focus on empowering local communities, promoting workforce diversity, and ensuring inclusive development.

In terms of corporate governance, we have enhanced our policies to ensure ethical conduct and accountability at every level of the organisation. Economic efficiency continues to be a fundamental principle of our operations, as we seek to maintain financial resilience while making investments in sustainable infrastructure and advanced technologies.

As we have transitioned to an annual reporting schedule, we are more committed than ever to transparent communication and proactive engagement with all our partners and stakeholders.

Our unwavering commitment to global sustainability standards are evident in our alignment with reference to the latest guidelines and frameworks, such as the GRI 2021 Standard, United Nations Sustainable Development Goals, and Business Responsibility and Sustainability Report.

This report does not include restatements from previous reports, ensuring clarity and focus on our latest achievements and initiatives. We welcome your feedback and suggestions, as they are vital for refining our strategies and enhancing our impact. Thank you for your continued interest and support in our sustainability journey. With Mumbai's dynamic spirit driving us, we are dedicated to setting new benchmarks in sustainable aviation, fostering a culture of continuous improvement and innovation.

Reporting period

01st April 2024 to 31st March 2025

Reporting scope and boundary

Terminal 1 & 2, Cargo terminal, Airside and landside areas, MIAL offices.

Reporting cycle

Annual

Date of most recent report

01 Dec 2024

Headquarter and operational countries

Mumbai, India

External Assurance

A limited level assurance has been obtained in reference with ISAE 3000 (Revised), provided by Intertek India Private Limited.

Feedback and suggestions

environment.mial@adani.com

Sustainability Highlights



1,70,516
number of passengers
in single day
on 11 Jan 2025



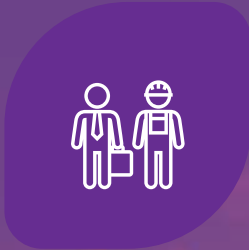
Overall Cargo Tonnage
increased
YoY- 8.1%



Achieved
ACA Level 4+
in Dec 22



**Carbon
Neutral**
for Scope 1 and 2



60,000+
manhours of training



Highest ever
monthly traffic
5.05 million
Dec 2024



5.8%
reduction for Scope 1
and 2 compared to
FY 2024



100%
green electricity



64%
percent of
procurement from
local suppliers



5.00 ASQ score



98.7%
of waste diverted
from landfill



Terminal 2
**IGBC
Platinum
certified**



ESG Performance 2025

Field	Performance Area	Activity	Objective	Status - F25
Service Quality	Communication	Communicating performance to stakeholders	Publication of sustainability report, environmental compliance reporting to regulatory authorities	Continuous
	Customer Experience	Expansion of pre-embarking areas	Reduction in waiting time at security areas	Completed
		FASTag at Multi-Layer Car Parking	Efficient parking	Completed
		Domestic to Domestic (DTD) connections	Comfort and ease in domestic connecting flights	Completed
	Sourcing renewable energy	Installation of solar panels at terminals	Installation of solar panels at rooftops 166 kWp capacity for the reporting period	Work In Progress
			Total Installed solar capacity 4.78 MWp	Completed
			100% sourcing of green energy	Completed
	Safety	Lost man-days	Zero-man days lost due to safety related incidences	Not achieved
	Security	Incident free airport	Perimeter Intruder Detection System (PIDS).	Continuous

ESG Performance 2025

Field	Performance Area	Activity	Objective	Status - F25
Service Quality	Transfer process	Connecting time	Domestic / International: 60 min	Continuous
			International / International: 45 min	
		Handling of complaints	100% complaints to be responded within 2 working days	Continuous
		Response to phone calls	5% calls to be answered within 20 seconds	Continuous
		Availability of flight Information	98% availability	Continuous
		Automated services	98% availability	Continuous
		Lifts, escalators etc.	98% availability	Continuous
		Repair connection time	95% of high priority complaints within 4 hours and 95% of other complaints within 24 hours	Continuous
		Baggage trolleys	100% availability	Continuous
		Cleanliness	Achieve a satisfactory cleanliness rating for 95% of all inspections	Continuous
		Availability of wheel chairs	100% availability within 5 minutes	Continuous

Field	Performance Area	Activity	Objective	Status – F25
Service Quality	Terminal services	Assistance for the Disabled	100% availability within 5 minutes	Continuous
	Check in	Maximum queuing time	05 minutes for business class	Continuous
			20 minutes for economy class	Continuous
	Security check	Waiting time in queue	95% of passengers wait less than 10 Min	Continuous
	CIQ	Checking time in queue	95% of passengers wait less than 10 Min	Continuous
	Baggage delivery	Time for bag delivery from aircraft arrival	Domestic: first bag 10 min, from on blocks time	Continuous
			Domestic: last bag 30 min, from on blocks time	Continuous
			International: first bag 15 min, from on blocks time	Continuous
			International: last bag 40 min, from on blocks time	Continuous
	Passenger arrival process (International)	Time taken from aircraft arrival to curb side	95% of passengers take less than 45 min	Continuous
	Passenger boarding Bridges	% passengers served by boarding bridges	90% of annual passengers	Continuous

Field	Performance Area	Activity	Objective	Status – F25
Service Quality	Runway system	Delays to arriving/ departing aircraft	Average annual delay per aircraft:4 minutes or better based on provision of International standard air traffic control procedures and equipment as per communication navigation system/air traffic movement (CNS/ATM) agreement	Continuous
	Cargo services	Average dwell time	For imports, maximum processing time of within 24 hrs.	Continuous
			For exports, maximum processing time of within 24 hours	
	Car parking	Average time taken to find parking space	95% of drivers take less than 5 minutes	Continuous
		Average time to depart the airport from parking facility	95% of drivers take less than 5 minutes	Continuous
	Taxis	Maximum waiting time	95% of drivers wait less than 3 minutes	Continuous
	Gate lounges	Seating availability	Seats for 80% population/passengers	Continuous

Field	Performance Area	Activity	Objective	Status - F25
Social Performance	OHC	Preventive health care	Blood donation camps	Completed
			OPD programs	Completed
			Health awareness camps, wellness initiatives, webinars	Continuous
	CSR	Corporate Social Responsibility	Enhance social wellbeing and spread awareness about health-related issues.	Continuous
		Protecting flora and fauna	Tree plantation	Completed
Environmental Performance	Environment Improvement Initiatives	Waste Management	Segregation and recycling of non-hazardous waste and treatment of organic waste at OWC facility,	Continuous
			Zero Waste to Landfill certification	Planned
		Noise monitoring System	Continuous aircraft noise monitoring system	Continuous
		Air quality Management	Operation of Continuous Ambient Air Quality Monitoring System as per National Ambient Air Quality Standard 2009 (NAAQS) and DGCA CAR on Climate Change initiatives and Local Air Quality Monitoring.	Continuous
		GHG Emissions Management	Weather Monitoring System	Continuous
			Achievement of Airport Carbon Accreditation level 4+	Completed
			Operational Net Zero (Scope 1 & Scope 2)	Completed
		Fleet Decarbonization	54 (F23; 52, F24:02)	Completed
		Energy Conservation	Reduction in energy intensity by 2%	Continuous
		Water Conservation	Water positive certification	Planned



The Indian Aviation Industry

India’s rapidly growing aviation sector is set to become the world’s largest by 2030, with major government investments expanding airport infrastructure. MIAL plays a key role in this growth, operating near full capacity and preparing for future demand with the development of Navi Mumbai International Airport.



India has emerged as the third-largest air passenger market globally, driven by its rapid growth and expanding middle class. This has led to increased demand in the airport industry, with expectations of significant growth in air travel in the coming years. In response, the Indian government is investing heavily in infrastructure, planning to boost the number of operational airports from 157 to 230 over the next five years. Additionally, it aims to transform all six major metro cities into key international air travel hubs.

According to the International Air Transport Association (IATA), India is expected to overtake the United Kingdom in air passenger traffic, becoming the world’s largest air passenger market by 2030. Annual passenger numbers are projected to reach 500 million, signaling substantial growth in the aviation sector.

MIAL is a significant player in this expansion, with stand utilisation at 92% and runway availability at 94%. It has served

55.12 million passengers and managed 330,063 air traffic movements. The upcoming Navi Mumbai International Airport is also being developed to handle the anticipated increase in demand.

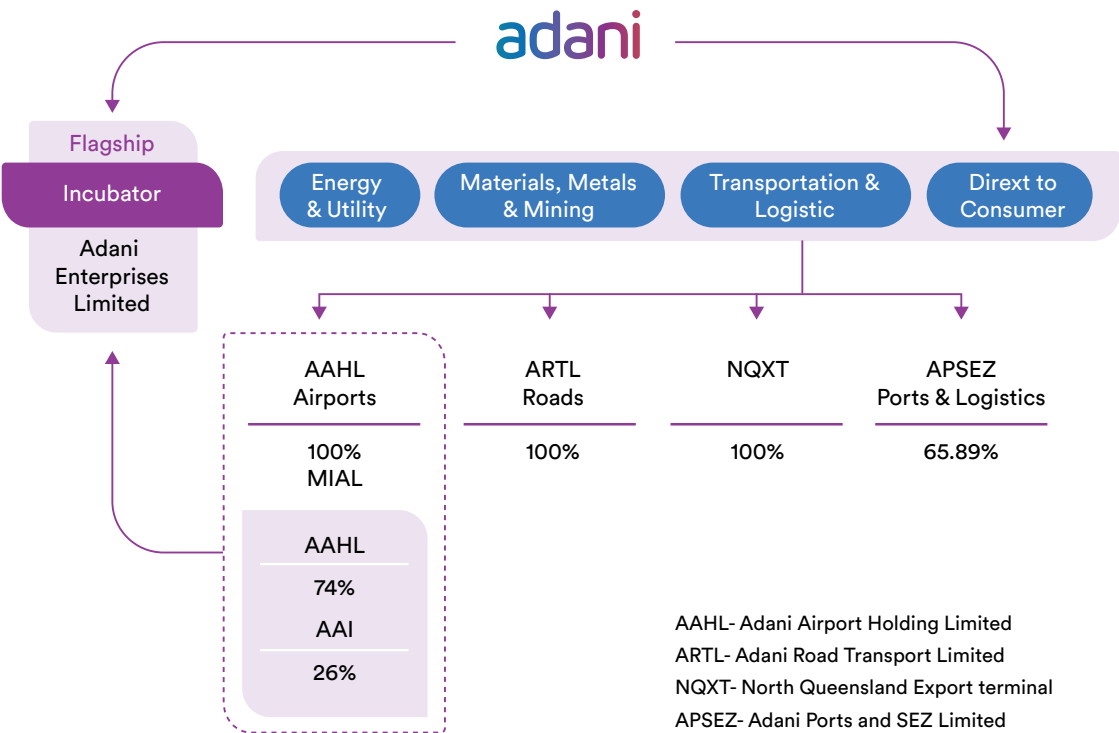
MIAL is a significant player in this expansion, with stand utilisation at 92% and runway availability at 94%

Organisation Profile

Founded and led by visionary industrialist Mr Gautam Adani, the Adani Group, headquartered in Ahmedabad, India, began its journey in 1988 with a focus on commodity trading through its flagship entity, Adani Enterprises Limited (formerly Adani Exports Limited). Today, it’s one of India’s largest and most dynamic diversified business conglomerates, with interests spanning sectors such as transport, logistics, energy, utilities, materials, metals, mining, and various consumer-facing industries. The Adani Group comprises eleven publicly traded companies, four of which hold investment-grade ratings, demonstrating the group’s financial strength and credibility.

Notably, the Adani Group is India’s only issuer of infrastructure investment-grade bonds, highlighting its key role in national infrastructure development.

In 2019, Adani Airport Holding Limited, a subsidiary of Adani Enterprises Limited, was established with the aim of advancing the group’s vision to new heights, further solidifying its commitment to growth and innovation in the infrastructure sector.

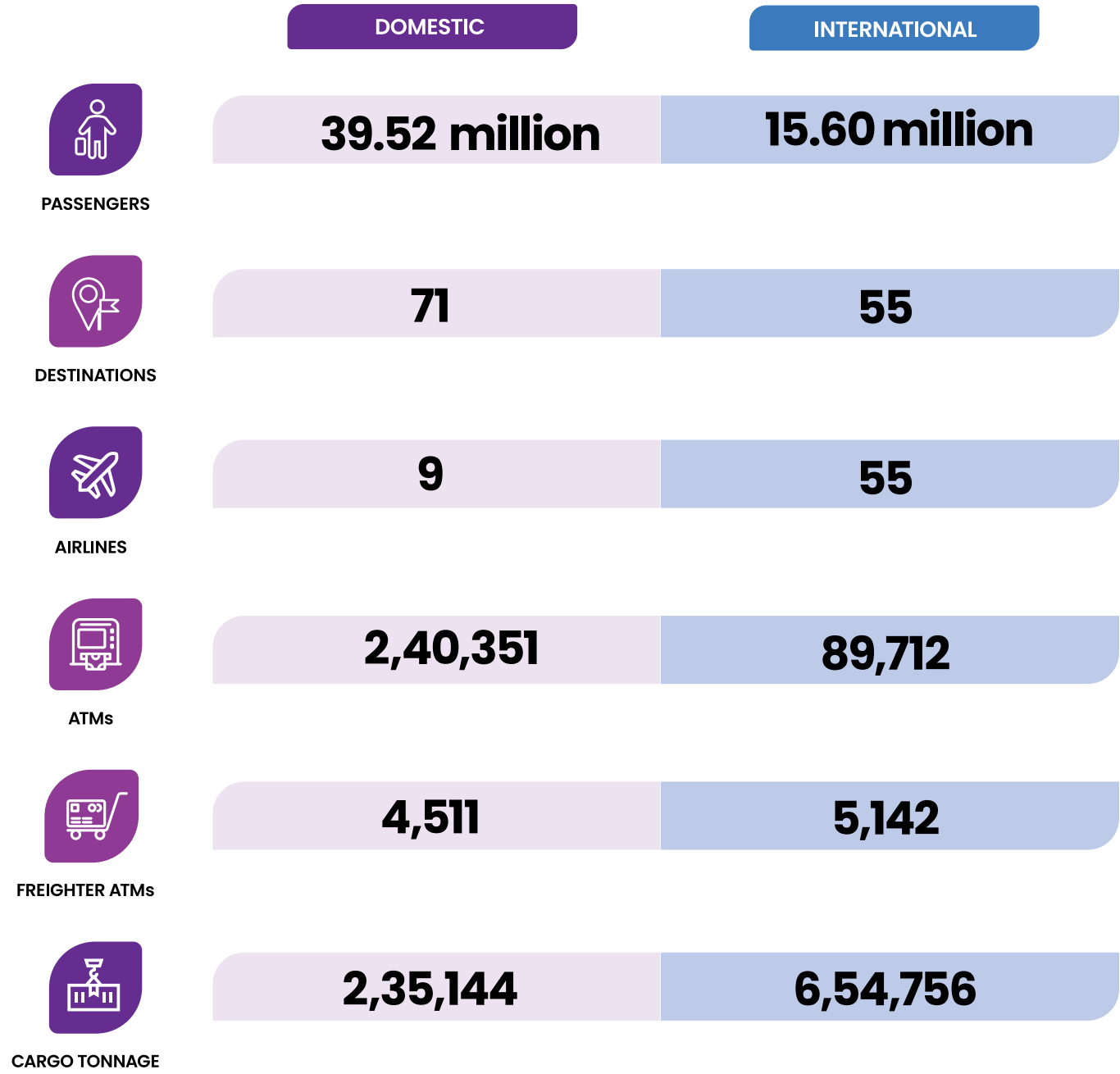


About the Company

In the vibrant metropolis of Mumbai, a city celebrated for its unique blend of charm, ambition, art, and commerce, Mumbai International Airport Limited (MIAL) proudly operates Chhatrapati Shivaji Maharaj International Airport (CSMIA).

Managed by Adani Airport Holdings Limited (AAHL), MIAL is strategically positioned in India's financial capital, drawing people from across the globe to pursue their dreams. AAHL holds a significant 74% stake in MIAL, with the Airports Authority

of India owning the remaining 26%. Our operations are deeply rooted in environmental and social responsibility, with a steadfast commitment to creating value for all stakeholders. We prioritise a safe and secure working and operational environment, reflecting our dedication to sustainable practices and community engagement. We strive to contribute positively to Mumbai's dynamic landscape, fostering growth and innovation within the aviation industry.



Vision



To be a world-class leader in businesses that enrich lives and contribute to the nation in building infrastructure through sustainable value creation.

Mission



A smart and connected airport that curates seamless experiences for all its stakeholders and becomes a global benchmark in the aviation industry.

Values

Courage	We shall embrace new ideas and businesses.
Commitment	We shall stand by our promises and adhere to high standards of business.
Safety and Security	We shall always ensure the highest standards of safety and security for all our stakeholders.
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.

Resonating with the vision and a keen understanding of contemporary mobility needs, the Adani Group envisions transforming CSMIA into India's premier aerotropolis, a global hub catering to both domestic and international travellers. This entails incorporating interdependent clusters of commercial and residential infrastructure, creating a vibrant ecosystem.

Keeping our mission at the forefront, this development is expected to boost aviation-related enterprises and employment opportunities, bolstering metropolitan expansion. At CSMIA, our focus is on delivering a distinctive, experiential offering that prioritises Mumbai's unique characteristics and enhances overall passenger experience.

Navi Mumbai International Airport (NMIA)

Originally conceived in 1997 under the auspices of Mumbai's City and Industrial Development Corp. (CIDCO), NMIA represents a significant infrastructure initiative for Maharashtra. As air traffic demands increased, the horizons opened for expansion of infrastructure resulting in NMIA.

Situated within Mumbai's bustling urban landscape, we proudly introduce Navi Mumbai International Airport (NMIA), heralded as India's pioneering multi-modal aviation and

transportation hub. NMIA is designed to offer seamless connectivity across air, road, suburban rail, metro, high-speed rail, and waterways, ensuring passengers experience a comprehensive and efficient transportation network. The goal is to accommodate up to four terminals and elevate the airport's total passenger handling capacity to 90 million annually.



Single terminal building spanning over **2,00,000 sq mtrs**



20 Million passengers annually (Phase 1)

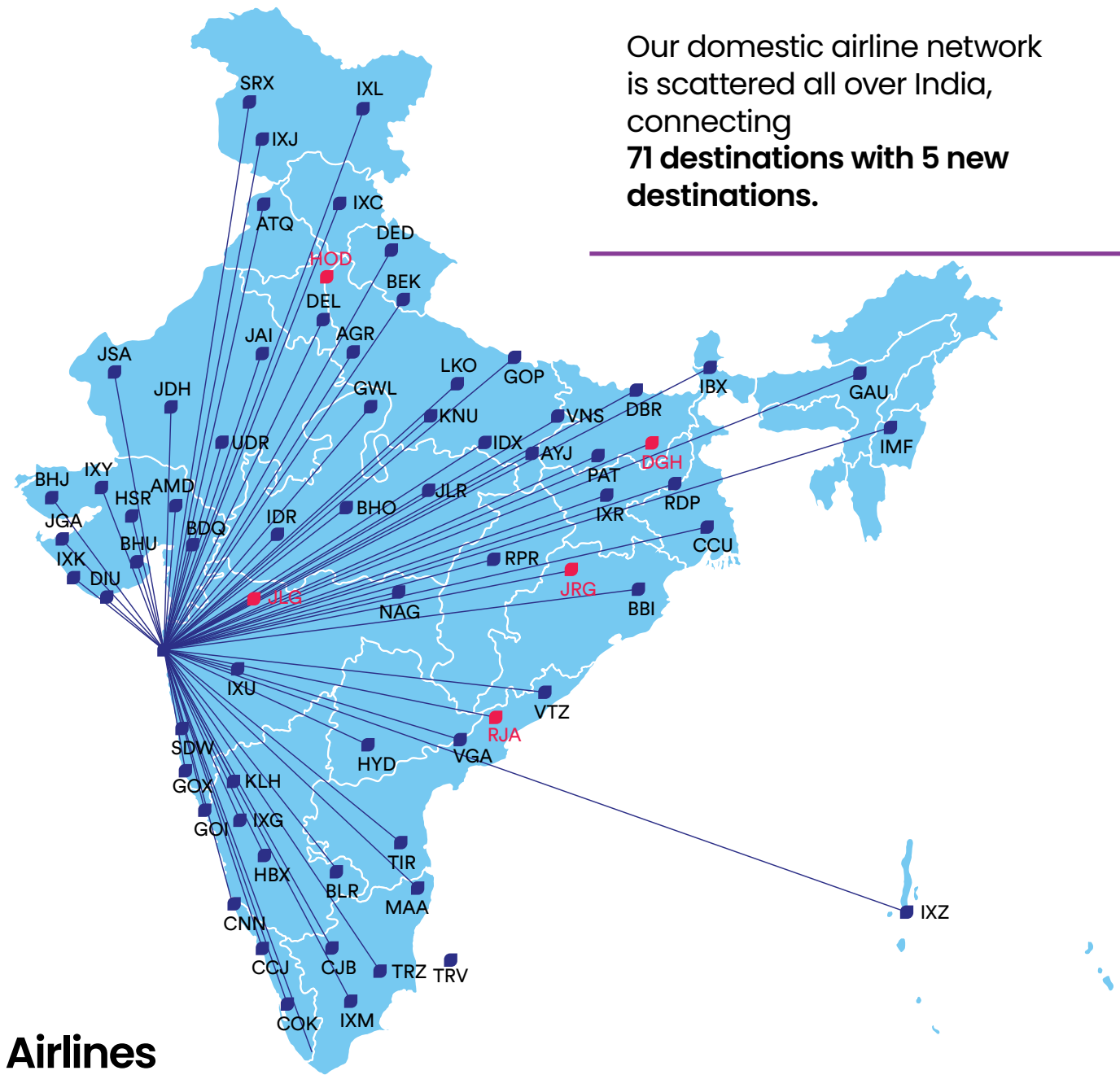


Full-length runway with parallel taxiway 42 aircraft maintenance and parking stands



Elevating Horizons, Uniting Worlds

Domestic Footprint



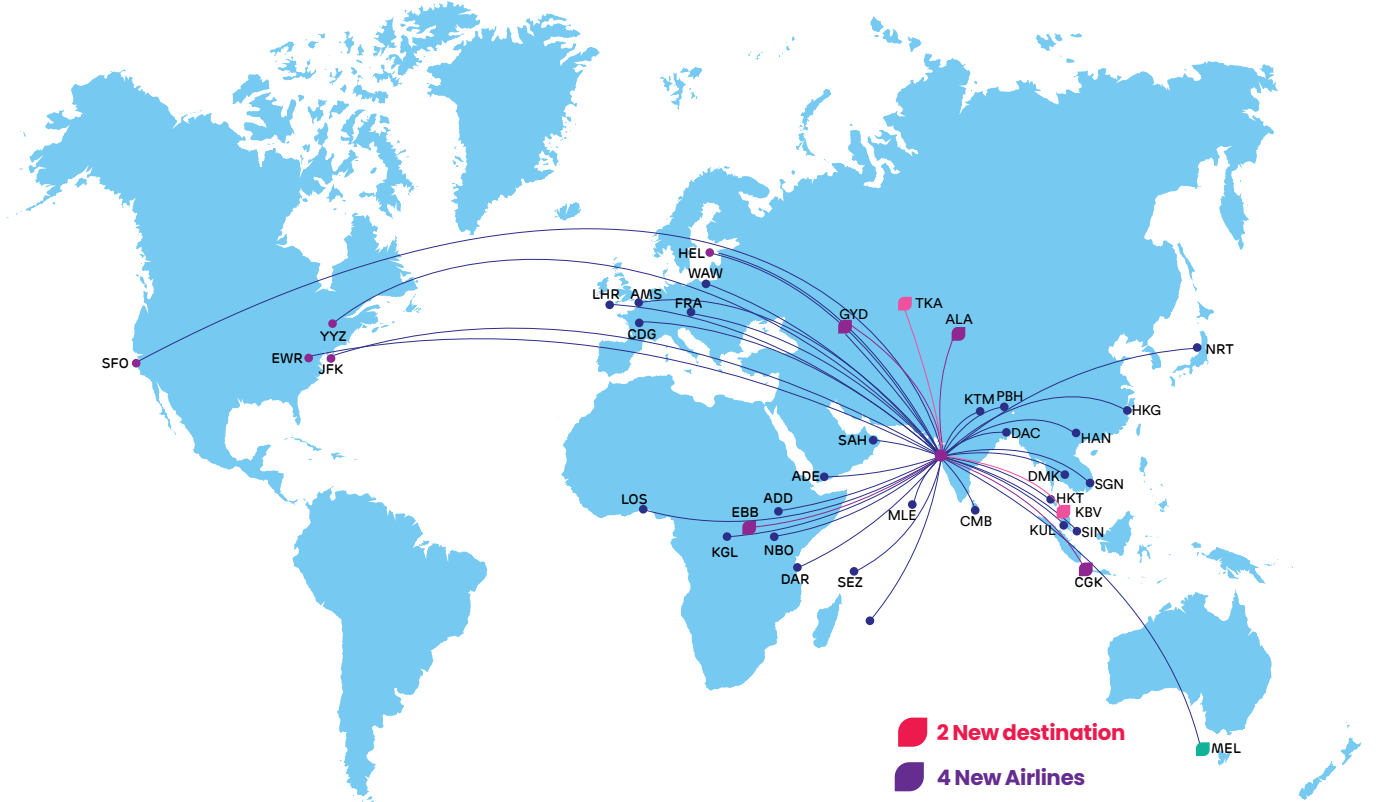
Our domestic airline network is scattered all over India, connecting **71 destinations with 5 new destinations.**

Airlines

- | | | |
|-----------|-------------------|------------------|
| AIR INDIA | AIR INDIA EXPRESS | AIR ASIA INDIA** |
| VISTARA* | INDIGO | AKASA AIR |
| SPICE JET | ALLIANCE AIR | STAR AIR |

*Vistara merged with Air India eff. 12th Nov 2024.
**AirAsia India merged with Air India Express eff. 1st Oct 2024.

Global Footprint

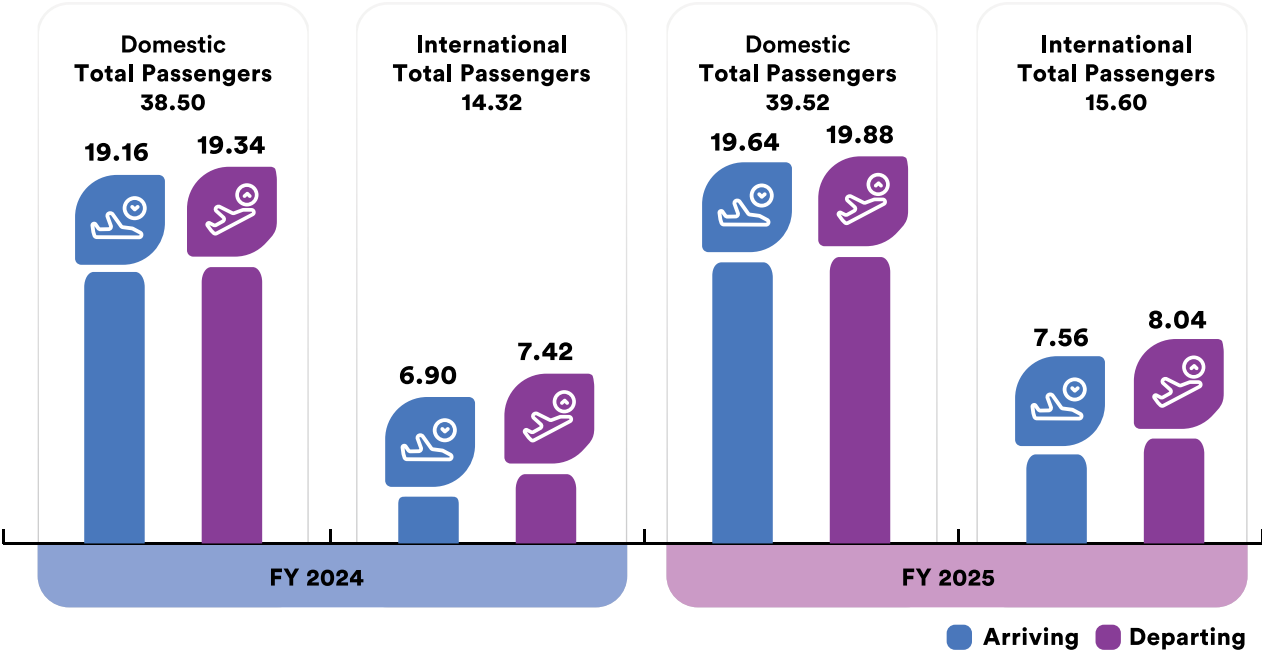


2 New destination
4 New Airlines

- | | | | |
|---------------------|---------------------|------------------------------|----------------------------------|
| AIR ARABIA | ETIHAD AIRWAYS | ROYAL NEPAL AIRLINES | UZBEKISTAN AIRWAYS |
| AIR ASTANA | FLYDUBAI | SALAM AIR | VIETJET AIR |
| AIR CANADA | FLYNAS | SAUDI ARABIAN AIRLINES | VIETNAM AIRLINES |
| AIR FRANCE | GULF AIR | SINGAPORE AIRLINES | VIRGIN ATLANTIC |
| AIR INDIA | INDIGO | SPICEJET | VISTARA |
| AIR INDIA EXPRESS | IRAN AIR | SRILANKAN AIRLINES | YEMENIA AIRWAYS, VIRGIN ATLANTIC |
| AIR MAURITIUS | IRAQI AIRWAYS | SWISS INTERNATIONAL AIRLINES | VISTARA |
| AIR SEYCHELLES | JAZEERA AIRWAYS | THAI AIRWAYS INTERNATIONAL | YEMENIA AIRWAYS |
| AIR TANZANIA | KENYA AIRWAYS | THAI VIET JET | |
| AKASA AIR | KLM ROYAL DUTCH | TURKISH AIRLINES | |
| ALL NIPPON AIRWAYS | KUWAIT AIRWAYS | UGANDA AIRLINES | |
| AZERBAIJAN AIRLINES | LION AIR THAI | | |
| BHUTAN AIRLINES | LOT POLISH AIRLINES | | |
| BRITISH AIRWAYS | LUFTHANSA | | |
| CATHAY PACIFIC | MALAYSIA AIRLINES | | |
| DRUK AIR | MALINDO AIR | | |
| EGYPT AIR | NOK AIR | | |
| EMIRATES | OMAN AIR | | |
| ETHIOPIAN AIRLINES | QATAR AIRWAYS | | |

Our international airline network is scattered all over the world, connecting **55 destinations with 2 new destinations.**

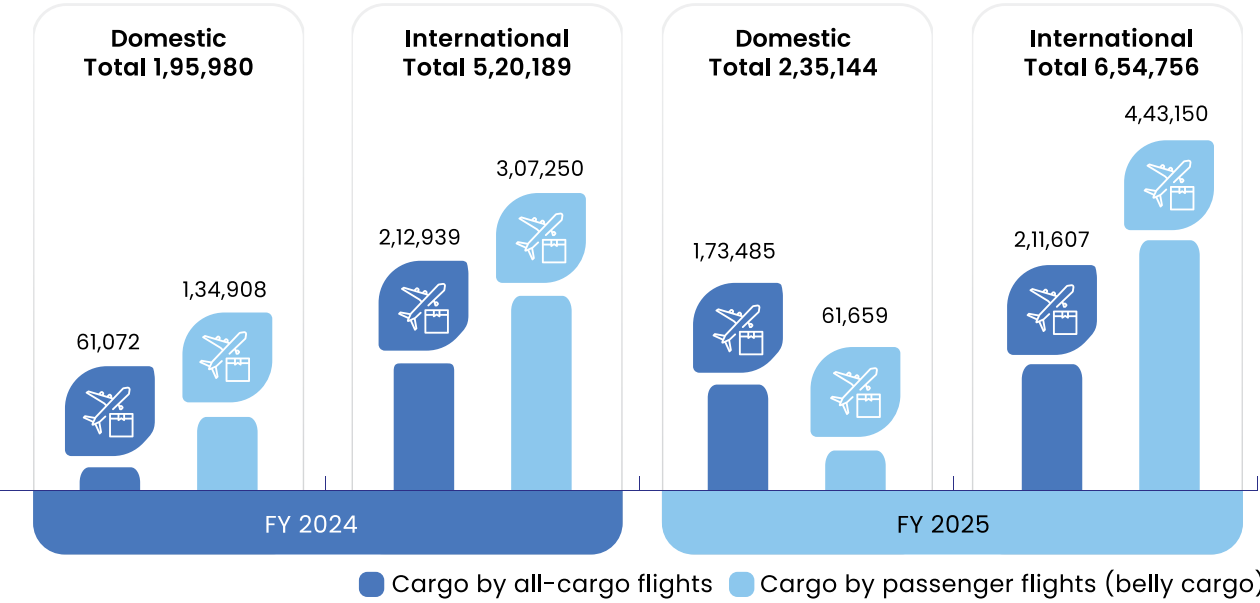
Passenger Movements (In million)



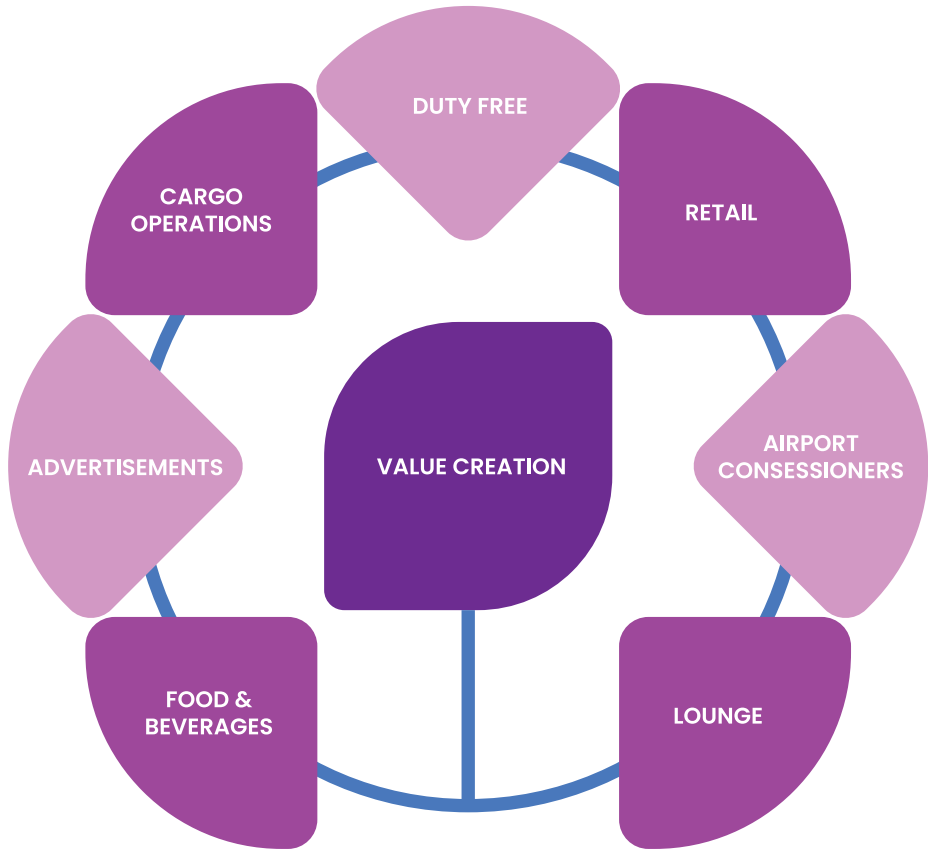
Total number of aircrafts

	FY 2024	FY 2025
Passenger	3,24,972	3,30,063
General Aviation	13,385	14,938
Defence	446	591

Cargo movements in MT



Our Portfolio of Services





Duty-Free Shopping Zones

An exquisite array of sought-after brands, our diverse product range spans liquor, cosmetics, confectionery, fashion & luxury, tobacco, electronics, toys, and wellness items.



Advertisements

Using our cutting-edge infrastructure across multiple mediums, we orchestrate a multitude of opportunities for our partners to showcase their brands and products effectively. Complemented by predictive advertising strategies, our creative and captivating advertising engages passengers deeply.



Lounge

We create exclusive and personalised experience zones for privileged, business class, and loyalty members to enhance their travel experience. Differentiated service offerings for corporate clientele include exclusive meet-and-greet services, dedicated business centres, and expedited lounge access.



Airport concessioners

Our expanded consumer experience zones empower travellers with enhanced shopping and dining experiences. This strategic initiative drives growth in non-aeronautical revenues for us and our partners.



Retail

We curate exclusive brands to meet the tastes of travellers, offering a diverse range of products spanning luxury goods to travel essentials.



Cargo operations

We set ourselves apart as leaders in value for our cargo operations by consistently pioneering innovative strategies. This commitment is exemplified through initiatives such as the Integrated Cargo Terminal (ICT) and the adoption of AMAX/TEDi for digitalisation, enhancing efficiency with Digital Docket Delivery and Electronic Data Interchange (EDI).



Food and beverages

We elevate the culinary experience with a next-generation central food hall that offers diverse cuisines across various budget ranges. Strategically positioned additional F&B concepts throughout the terminal and near departure gates enhance accessibility.

Other Allied Services



Car Parking Services

We prioritise delivering a seamless transportation experience for our passengers. Through affordable and reliable transportation choices and ample parking spaces, we ensure our passengers enjoy their journey throughout.

Pranam Meet and Greet

From meet-and-greet services to lounge access and shopping assistance, our dedicated 'Pranaam' team ensures a stress-free and memorable journey, redefining airport hospitality with excellence and authenticity.



Fuel Farm

MAFFFL is the sole concessionaire of MIAL, the airport operator, for providing ATF (jet A-1) Fuelling services to all aircraft. MAFFFL owns and operates storage & distribution, including a fuel hydrant system at an integrated fuel farm facility at the Mumbai airport on an open access basis.



Corporate Governance

Through robust governance structures, we embed ethical integrity at the core of our operations, strengthening trust among our stakeholders and the wider public. Our proactive approach to risk management allows us to anticipate challenges, safeguard our mission, and advance sustainability with resilience and foresight.

Purposeful Governance for Meaningful Change

Robust corporate governance is the cornerstone of trust and accountability, laying the groundwork for lasting sustainability.

Through robust governance structures, we embed ethical integrity at the core of our operations, strengthening trust among our stakeholders and the wider public. Our proactive approach to risk management allows us to anticipate challenges, safeguard our mission, and advance sustainability with resilience and foresight.

Furthermore, we place strong emphasis on regulatory compliance not only to meet legal obligations but also, but to set higher benchmarks for industry-wide practices. Our corporate governance framework ensures alignment with stringent aviation safety, security, and environmental standards, helping minimise legal risks and prevent operational disruptions.

Designed for efficiency, our governance model streamlines decision-making and optimises resource allocation. We believe that the long-term, sustainable growth of all stakeholders relies on the responsible use of resources and an unwavering

commitment to best practices.

By upholding ethical business standards at every level, we foster trust among airlines, passengers, regulatory authorities, and investors alike. This integrated approach to governance reflects our dedication to sustainable progress and a meaningful contribution to society. Our corporate governance philosophy is grounded in principles we hold cardinal: independence in oversight, accountability in leadership, responsibility in action, and transparency in all dealings. We are committed to timely and fair disclosure, upholding credibility, and embedding sustainability into every layer of decision-making. These values are not mere formalities; they reflect the spirit in which we operate. Anchored in courage, trust, and commitment, they shape the ethical core of our organisation.

COURAGE



We shall embrace new ideas and businesses.

TRUST



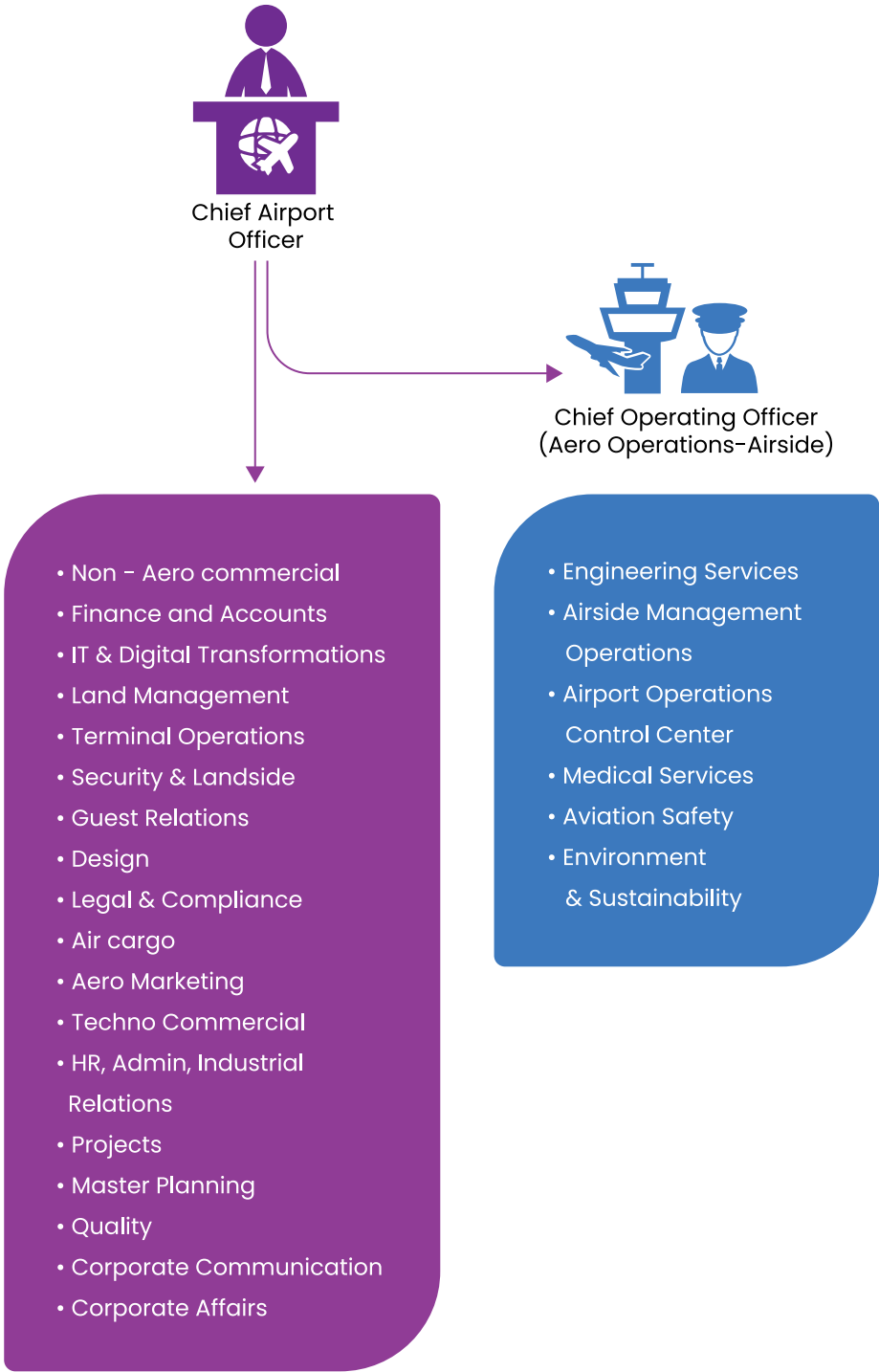
We shall believe in our employees and other stakeholders.

COMMITMENT



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

Organisation structure and composition



A Board Built on Integrity and Insight

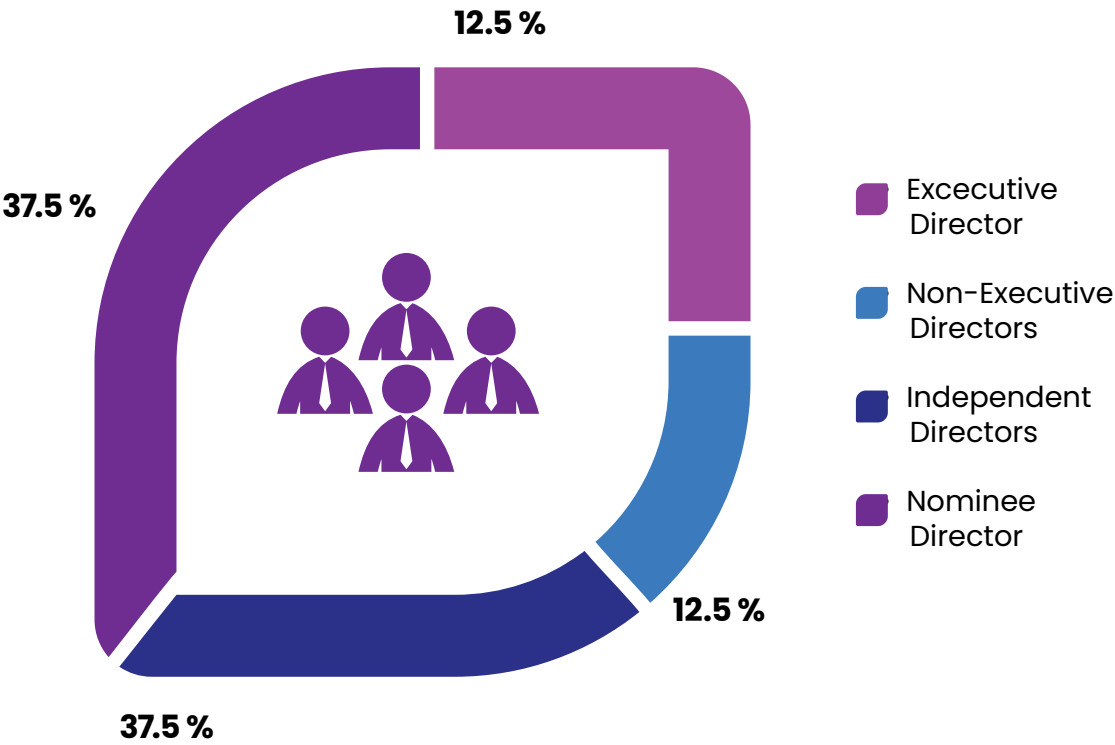
We believe that an effective board is built on strong composition and principled leadership. Our board reflects this belief, bringing together diverse expertise, sound judgement, and an unwavering commitment to ethical governance. With a range of insights, they respond to challenges and act on opportunities with confidence and care. By upholding independence, accountability, and integrity, they foster a governance environment that drives sustainable, long-term growth.

Board Composition: Aligned and Accountable Leadership

Our Board brings together individuals of exceptional calibre – leaders whose experience, integrity, and judgement guide our organisation with clarity and purpose. It reflects a thoughtful balance of perspectives, combining executive insight with independent oversight to ensure robust governance at every level.

composition not only meets the requirements of the Companies Act, 2013, and other statutory provisions, but more importantly, it strengthens our commitment to accountability, inclusivity, and principled leadership.

Currently, the Board comprises eight members, including one Executive Director, one Non-Executive Director, three Independent Directors, and three Nominee Directors representing the Airports Authority of India. This diverse



The Board composition is in conformity with the applicable provisions of the Companies Act, 2013 ("Act"), SEBI Listing Regulations, as amended from time to time, and other applicable statutory

At a Glance: Our Board of Directors



Mr. Jeet Gautam Adani
Whole-time Director

C



Mr. M Suresh
Nominee Director



Mr. Pankaj Malhotra
Nominee Director



Mrs. Rubina Ali
Nominee Director



Mr. Hemant Nerurkar
Independent Director

M M



Mr. Kalaikuruchi Jairaj
Independent Director

M M C



Mr. Rajender Mohan Malla
Independent Director

C M



Mr. Gaurav Gupta
Non-Executive Director

M

Audit Committee

CSR Committee

N&R Committee

C -Chairman M - Member

Board Committees

The Board has established three committees in areas such as risk management, compliance, and reporting that guide the company’s strategy and oversee the implementation of strong governance policies.

Audit Committee

The Audit Committee acts as a bridge for the management, the statutory auditors, Internal Auditors, and the board of directors to evaluate the financial reporting process of the company.

Its role goes beyond oversight; it ensures that our accounting and auditing practices remain transparent, consistent, and accountable. By carefully reviewing internal audit findings and follow-up actions, the Committee helps build trust in the systems that underpin our financial decisions.

Nomination & Remuneration Committee

The Nomination and Remuneration Committee (NRC) plays a key role in shaping the company’s leadership. It is responsible for identifying and recommending candidates for the Board of Directors and senior management, ensuring they bring the right mix of experience, capability, and alignment with our values.

The committee also sets and reviews compensation policies to ensure that executive pay is fair, competitive, and linked to performance. In addition, it oversees succession planning and regularly evaluates the effectiveness of the leadership team, helping to ensure stability and continuity in the company’s direction.

CSR Committee

The Corporate Social Responsibility (CSR) Committee is entrusted with guiding the company’s social impact efforts. Its responsibilities include formulating and recommending a CSR policy in line with Schedule VII of the Companies Act, 2013, advising on appropriate CSR spending, and closely monitoring how the policy is implemented.

The committee also addresses additional responsibilities as assigned by the Board or required by statutory regulations, ensuring our initiatives remain meaningful and compliant.

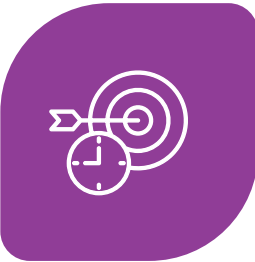
Embedding Sustainability into Governance

Sustainability is embedded in the very architecture of our governance. To institutionalise this commitment, a board-approved Corporate Responsibility Committee has been established at Adani Airport Holdings Limited (AAHL). This committee holds the strategic mandate to guide, review, and strengthen the company's policies, programmes, and direction on sustainability and public responsibility.

To guide its sustainability efforts, AAHL has set up a strong ESG governance framework, led by the CEO and supported by senior leaders from across the organisation. This ESG Steering Committee drives the rollout of ESG initiatives at all AAHL airports and regularly reports their progress to the Corporate Responsibility Committee.

At the MIAL level, this framework is mirrored by an active ESG Working Group, led by the Chief Airport Officer. The group includes representatives from key operational areas such as Engineering and Maintenance, Master Planning, Projects, Environment and Sustainability, Human Resources and Industrial Relations, and Finance. This multidisciplinary team works in close alignment with the AAHL ESG Steering Committee and reports on ESG performance through structured channels at regular intervals.

Guided by an internal ESG Charter, MIAL is committed to developing and implementing a strategy that reflects both our operational context and the broader objectives set by AAHL.



Defining clear, measurable long-term goals and annual targets



Framing policies and operational guidelines across all ESG dimensions



Ensuring accurate, consistent, and transparent reporting of ESG metrics

Through this layered yet integrated governance model, we not only comply with evolving national and international ESG standards but also continuously enhance our own capacity to act as a responsible, forward-looking organisation. Our sustainability structure ensures that MIAL's environmental, social, and governance aspirations are not only documented but also delivered.

AAHL ESG Steering Committee

- Define the ESG strategy and monitor the implementation of the action plan.
- Assess current and emerging ESG trends, and define a strategy to make operations resilient and explore new opportunities to achieve a leadership position in the sector
- To review, approve and communicate ESG-specific disclosures to stakeholders
- Provide guidance for interfacing with external stakeholders such as regulators, investors, the community, customers, rating agencies, and other stakeholders
- Provide ESG insights, resources, and guidance to Airport ESG working groups
- Report the ESG performance of the company to the Board of Directors
- Ensure robust implementation of policies and integration of ESG principles in business operations

MIAL ESG Working Group

- Ensure the implementation of the ESG strategy at the airport
- Monitor ESG implementation at the airport
- Provide technical knowledge, resources, and guidance
- Report the ESG performance to the AAHL ESG Steering Committee
- Share best practices implemented at the airport with peers (other group airports)

Head- Environment and Sustainability

- Driving ESG culture across the organisation and value chain
- Setting short-term and long-term ESG initiatives
- Ensuring compliance with national and global guidelines
- Instituting a transparent monitoring mechanism for implementation of ESG activities
- Setting an actionable path to achieve ESG objectives.
- Enhancing capacity building and identifying key ESG risks and opportunities

Sustainability Pilots

- Driving ESG initiatives at ground level
- Regularly keeping informed of regulations through training programmes and assessments
- Monitoring ESG KPIs on a day-to-day basis
- Collaborating with internal and external stakeholders of the company for ESG goals and targets
- Ensuring collection of accurate data for transparent reporting of ESG metrics
- Implementing corrective actions and improvements based on audit findings and feedback

Selecting Leaders with Purpose and Integrity

The selection of individuals for key leadership roles at MIAL is guided by a clear and considered process, one that values expertise, integrity, and diversity of perspective. Every candidate is evaluated not only for their professional experience and skills, but also for their capacity to contribute meaningfully to the company’s governance and long-term vision. This process strictly follows the provisions of the Companies Act, 2013, along with all other applicable legal requirements.

Appointments to the Board are made by the company’s leadership, based on the recommendations of the Nomination and Remuneration Committee, and are subject to shareholder approval at general meetings. Executive Directors are appointed in line with statutory guidelines and the terms of their engagement with the organisation.

In keeping with regulatory norms and to ensure balanced oversight, no director serves on more than ten committees or acts as an independent director in more than seven listed companies. Similarly, none of our board members chair more than five committees across their directorships. These limits are observed to maintain independence, avoid conflicts of interest, and ensure each member can give due attention to their responsibilities.

All directors have transparently disclosed their committee positions in other organisations, reaffirming our commitment to strong governance and full compliance.

Self-Evaluation for Responsible Leadership

The Board follows a formal and structured process to evaluate its overall performance, including that of individual Directors and the Chairman. This evaluation covers several key areas: the composition of the Board, the skills and experience of its members, how responsibilities are fulfilled, the quality of contributions both within and outside meetings, use of independent judgement, and adherence to sound governance practices. The process reflects our commitment to thoughtful leadership and continuous improvement.



Remuneration Policy based on Performance and Purpose

The Company’s Remuneration Policy is designed to recognise performance through regular, transparent reviews. It ensures that compensation for directors remains appropriate, competitive, and aligned with both individual contribution and the company’s broader goals.

- » Non-Executive Directors receive a sitting fee of ₹50,000 for attending Board and Committee meetings, along with reimbursement of related expenses. The company also provides a directors’ & officers’ liability insurance policy as part of its commitment to safeguarding oversight responsibilities.
- » Independent Directors are evaluated using criteria set by the Nomination and Remuneration Committee. These include participation and contribution, effective use of expertise, relationship management, integrity, confidentiality, and the ability to exercise independent judgement.
- » Executive Directors have their remuneration proposed by the Nomination and Remuneration Committee and approved by the Board. This is based on a careful assessment of industry benchmarks, the company’s performance, the scope of individual responsibilities, past leadership performance, and the wider economic landscape.

To promote responsible decision-making, we have also put in place a malus and clawback policy, allowing it to recover remuneration from senior management if necessary.

Conflict of Interest: Upholding Fairness and Ethical Conduct

Our systems are designed to respect and incorporate diverse perspectives, ensuring that decisions are well rounded, inclusive, and grounded in real-world understanding. The principles that guide our governance – integrity, transparency, and ethics – are not just formal values but part of how we operate every day, as reflected by the conduct of our Board of Directors.

We work to ensure equitable participation among all key stakeholders so that different voices are heard and considered in shaping the company’s direction. Our Code of Conduct reinforces this approach by promoting ethical behaviour among directors and helping prevent conflict of interest, ensuring decisions remain impartial and in the best interest, of the organisation.

During the review period, there were no significant related party transactions, and none of the transactions carried out were found to be against the company’s interests.

Skill Mapping: Expertise Aligned with Vision

The Board of Directors plays a central role in shaping our strategy and ensuring sound governance. With deep expertise across a range of disciplines, board members bring thoughtful oversight to risk management and help steer the organisation with clarity and care.

Their commitment to Environmental, Social, and Governance (ESG) principles strengthens our ability to act responsibly and sustainably. By setting high standards and leading with integrity, the Board helps define not just our business direction, but also the culture and values that guide how we work.

This collective experience and diversity of thought influence our financial performance and support our broader goals, ensuring that progress is both meaningful and accountable.

Our board’s collective knowledge and expertise:

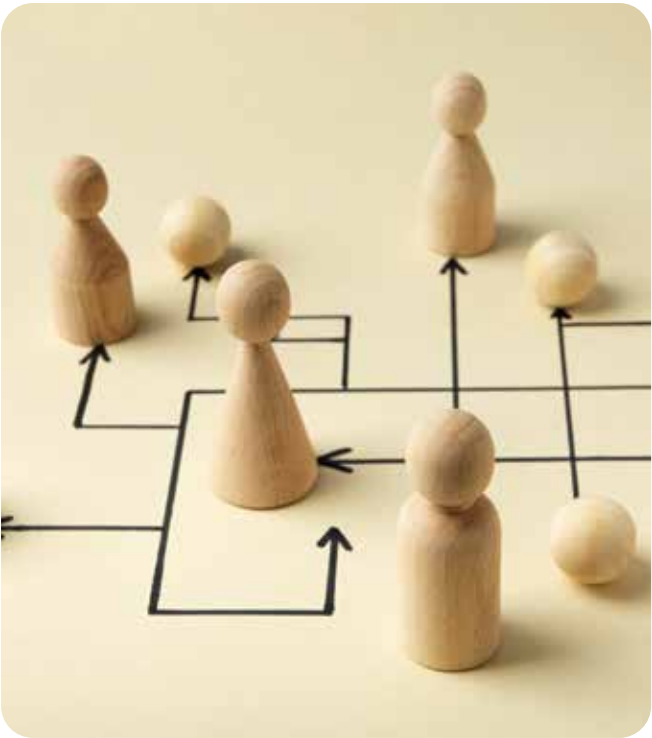
Industry and Sector Experience	Business Leadership
Corporate Governance & ESG	Risk Management
Global Experience	Merger & Acquisition
Financial Expertise	Technology & Innovations

Key Codes, Policies & Framework that Reflect What We Stand For

Our policies are shaped not only by regulatory requirements but also by a commitment to responsible and transparent governance. Crafted in line with the provisions of the Companies Act, 2013 (as amended), they provide a clear and consistent foundation for decision-making, accountability, and operational integrity. Each policy is authorised at the highest level, with the Chief Airport Officer serving as the designated signatory.

Transparency remains a core principle at MIAL. We ensure that our policies are not only accessible to the public but also actively communicated across the organisation. Through ongoing training, clear documentation, and open feedback channels, we support our employees, partners, and stakeholders in upholding ethical conduct in every part of the business.

The policies we follow reflect more than compliance; they reflect our values. MIAL’s policy framework is built around sustainable growth, environmental responsibility, and long-term stewardship. In alignment with AEL’s broader guidance, our policies support both strategic action and the deeper goal of contributing positively to people and the planet.



List of policies

Below is a comprehensive list of the policies implemented at MIAL:

» ACAB Policy	» Risk Management Policy	» Green Procurement Policy
» CSR Policy	» QHSE Policy	» Road safety policy
» Whistleblower Policy	» IFC Policy	» Energy Policy
» ESG Policy	» Hedging policy	» N&R Policy

Newly developed policies at AAHL level adopted by MIAL

» Biodiversity Policy	» ACAB Policy	» Diversity Equity and Inclusion Policy
» Climate Change Policy	» Stakeholder Engagement Policy	» Employee Grievance Management Policy
» Human Rights Policy	» Energy Management Policy	» Prevention of sexual Harassment of Women at Workplace
» Water Stewardship policy	» Waste Management policy	» Occupation Health and Safety Policy

For further information, please visit our ultimate holding company’s website. <https://www.adaniairports.com/sustainability/report>



Safeguarding Against Corruption, Bribery, and Unfair Practices

At MIAL, we hold ourselves to the highest standards of integrity. Our zero-tolerance approach to bribery and corruption is reflected in every aspect of how we operate, ensuring that fairness, transparency, and professionalism guide all business interactions. This commitment applies to everyone who works with us, employees across all levels as well as third-party collaborators. To keep this commitment strong, we conduct regular training for all employees on our anti-corruption and anti-bribery policies. We also carry out periodic assessments to identify and understand potential risks, with findings reviewed annually by the Audit Committee. Robust systems are in place to address these risks, and employees are encouraged to speak up and report any concerns directly to the Vigilance & Ethics Officer through our whistleblower channel: whistleblower@adani.com.

We also remain firmly committed to fair and open competition. Our policies are designed to support a healthy, diverse, and transparent market environment. There were no legal actions related to anti-competitive practices or violations of anti-trust or monopoly laws during the reporting period, an outcome we remain committed to upholding.

Grievance Redressal and Relationship Management: Listening, Responding, and Building Trust

Strong customer and employee relationships are essential to how we work and grow. We prioritise active, two-way communication, listening closely to concerns and responding with both urgency and care. Our customer grievance process is built to ensure timely, effective resolution: we acknowledge feedback within 24 hours, aim to respond to queries within 48 hours, and strive to close grievances within 28 days. These timelines reflect our broader commitment to high service standards and transparent operations.

Beyond customers, we are equally committed to fostering a supportive and responsive environment for our employees. A group-level grievance redressal policy applies to all entities under MIAL, encouraging employees to raise genuine concerns across a range of areas, including:

- Salary payments** – including miscalculations or delayed payments
- Learning and development** – concerns about access to training or upskilling opportunities
- Supervision** – issues related to managerial conduct or team dynamics
- Working conditions** – such as safety, comfort, or general environment
- Processes and policies** – concerns about fairness or clarity in organisational procedures
- Welfare measures** – feedback on employee wellbeing programmes
- Miscellaneous** – any other issues involving multiple or overlapping categories

For FY 2025, we’re proud to report that there were zero incidents of corruption involving employees or business partners and zero public legal cases against the organisation in this regard.

Responsibility for addressing grievances lies with the IR team for contractual workers and the HR team for on-roll employees. This structure ensures that all concerns are handled with clarity and care, fostering a workplace culture where people feel heard and valued.

To support this further, we have launched SPEAK UP, an online grievance portal for on-roll employees. Designed to resolve concerns within 14 working days, the platform ensures confidentiality and follows strict ethical guidelines. The BU GRC Secretary and Committee oversee the process to ensure each case is resolved with fairness and accountability.

Public Policy and Advocacy for Broader Impact

Sound public policy is essential to lasting social and environmental progress. Well-designed regulations help align the interests of diverse stakeholders and ensure that sustainability efforts are both fair and far-reaching.

At MIAL, we recognise that meaningful change often requires looking beyond our own operations. We believe industries have a responsibility to participate in shaping the broader systems they operate within by supporting dialogue, sharing expertise,

and advocating for stronger environmental and social standards.

In this spirit, we actively engage with a range of industry bodies and associations to contribute to policy discussions, stay informed on regulatory developments, and advance shared goals.

Our affiliations include:

» Airports Council International (ACI)	» Directorate General of Civil Aviation (DGCA)	» Airports Authority of India (AAI)
» Ministry of Environment, Forest and Climate Change (MoEFCC)	» Confederation of Indian Industries (CII)	» Association of Private Airport Operators (APAO)
» International Air Transport Association (IATA)	» CAPA Centre for Aviation	» Bombay Natural History Society (BNHS)
» National Safety Organisation	» Foundation For Aviation & Sustainability Tourism (FAST)	» International Civil Aviation Organisation (ICAO)
» Ministry of Civil Aviation (MOCA)	» Maharashtra Pollution Control Board	» Ministry of Labour & Employment
	» Municipal Corporation of Greater Mumbai (MCGM)	

Risk Management and Business Continuity: Prepared for Today, Ready for Tomorrow

At MIAL, uninterrupted airport operations are not just a priority; they are essential. Whether it is a natural disaster, a technical failure, a cybersecurity threat, or a public health crisis, our systems are built to respond with speed, care, and resilience.

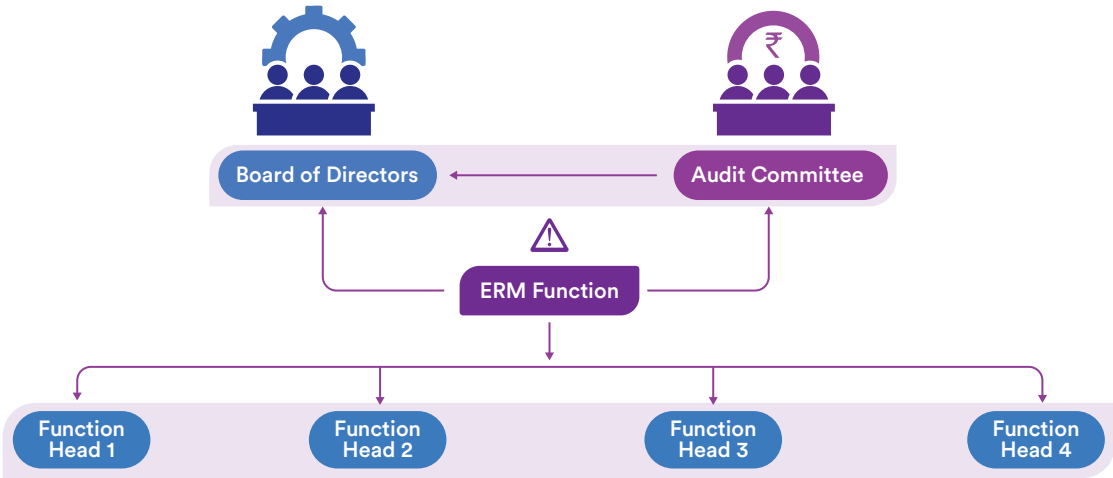
Our Business Continuity Plan is designed to minimise downtime, reduce financial impact, and most importantly, ensure the safety and security of passengers, staff, and partners. It allows us to stay prepared for unexpected disruptions while continuing to deliver critical services without compromise.

Supporting this is a well-defined risk management policy that sets clear standards for identifying, assessing, and addressing risks across all areas of the business. These efforts are closely

aligned with our broader governance framework, helping ensure both operational stability and long-term accountability.

Risk oversight is led by our Enterprise Risk Management (ERM) function, managed by the Company's Management Assurance Department. This team provides organisation-wide visibility into risk exposure, enabling early identification and timely implementation of mitigation strategies. The result is a system that helps us navigate uncertainty with foresight and act before risks become disruptions.

The below chart provides the risk management organisation structure within MIAL:



Roles and Responsibilities in Risk Governance

Board of Directors

The Board holds overall accountability for the organisation's key risks. It ensures that all risk management functions are operating effectively and that the organisation remains aligned with its risk oversight responsibilities.

Audit Committee

The Audit Committee acts as a key advisory body to the Board, overseeing the entire risk management process. It periodically reviews the organisation's risk profile and monitors alignment with the defined risk appetite, providing critical input to support strategic decisions.

Enterprise Risk Management (ERM) Function

The ERM function at MIAL is led by the Management Assurance Department. It is responsible for maintaining a comprehensive view of all risks and ensuring that appropriate risk mitigation measures are in place. This function also leads the development and implementation of the organisation's ERM policy.

Functional Heads

Each department's functional head is responsible for implementing risk management practices within their area. They ensure compliance with the ERM policy, coordinate risk related activities, and serve as the key point of contact for managing function-specific risks in line with the framework set by the Board.

Robust Framework for Managing Risk and Uncertainty

Risk management is not a standalone function; it is an integral part of how we operate and make decisions. Embedded into our culture and day-to-day practices, the process enables us to anticipate challenges, respond effectively, and safeguard continuity.

Our approach is structured around five key activities: **Risk Identification, Risk Assessment, Risk Treatment, Monitoring, and Reporting.** Together, these steps ensure that risks, are addressed proactively and transparently, supporting both operational resilience and long-term accountability.

These are some of the prominent risks that are identified and the respective methodologies to mitigate them.



Mitigating Emerging Risks Through Planning and Compliance

MIAL conducts regular risk assessments to identify potential vulnerabilities and develop strategies to mitigate them. These assessments cover a broad spectrum of risks from natural disasters and health crises to cyberattacks, ensuring that we remain prepared for a wide range of scenarios.

Our response plans are detailed, practical, and regularly updated to reflect evolving regulatory requirements and global best practices. Emergency management is guided by the Airport Emergency Response Plan (AERP), developed in alignment with the standards of the Directorate General of Civil Aviation (DGCA) and the International Civil Aviation Organisation (ICAO). These protocols ensure that essential operations can be maintained or swiftly restored during any disruption.

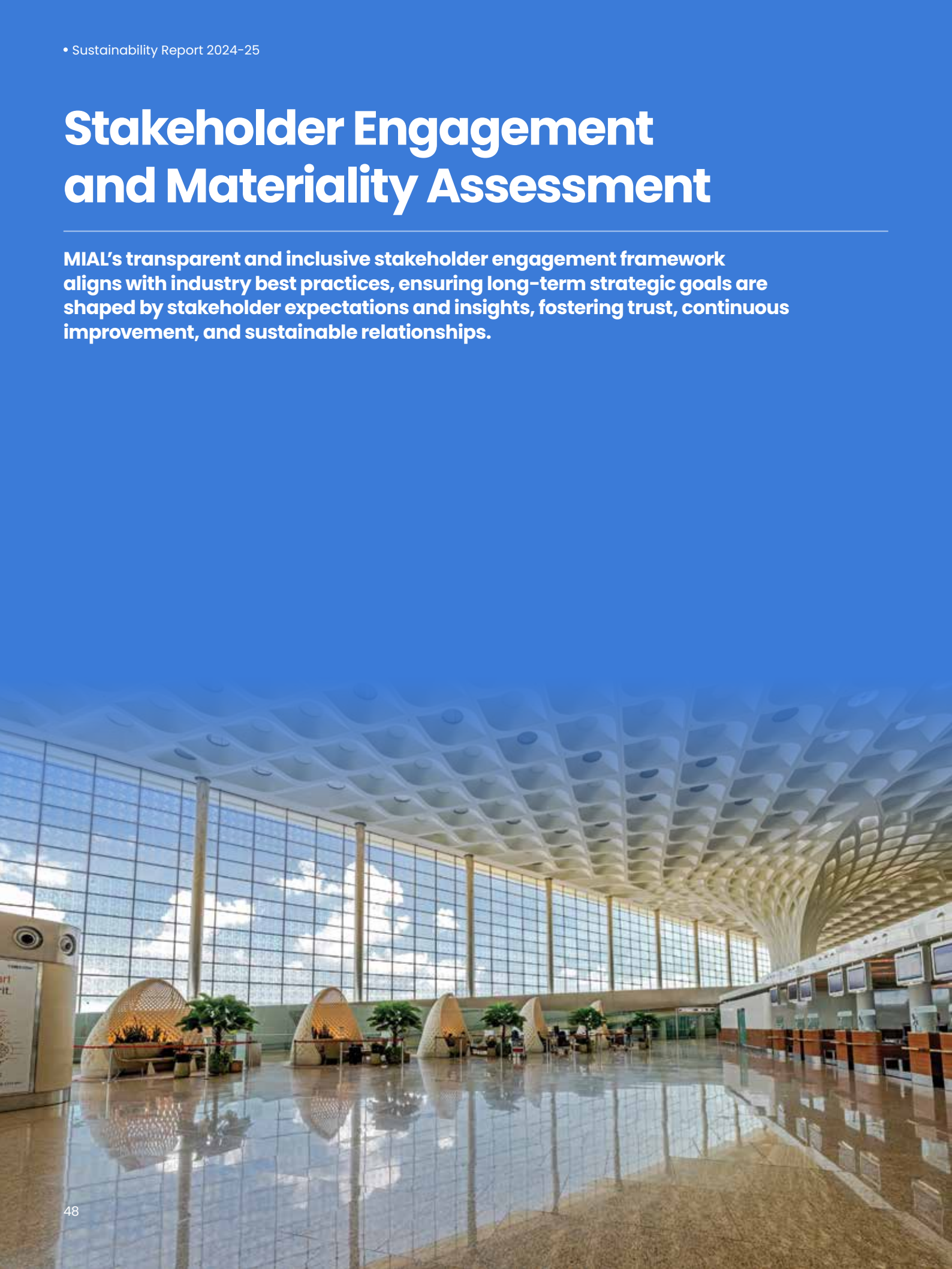
Clear and timely communication is central to the company's emergency response approach. Robust procedures are in place to keep all stakeholders, including passengers, airlines, and staff, informed and supported during challenging situations.

We are proud to report zero instances of non-compliance with laws and regulations in FY 2025, reflecting our continued focus on operational discipline and regulatory alignment.

 RISK	 MITIGATION
• Economic Risk In times of global volatility and economic turbulence, the aviation and airport sectors often feel the impact first. The uncertainty increases the stakes of every decision, raising opportunity costs and making long-term planning more complex. For companies like ours, this unpredictability isn't just a business risk it's a reminder of the resilience and care needed to navigate change thoughtfully and responsibly.	• The Company fosters a resilient business environment, supported by government initiatives that help navigate economic uncertainties at both national and global levels.
• Regulatory & Compliance Risk Frequent regulatory changes both globally and locally pose a challenge to the steady and reliable operation of the aviation and airport industry.	• The company regularly monitors regulatory developments and follows an agile business model to adapt to changes quickly and effectively. This proactive approach ensures careful compliance with laws and regulations, reducing the company's exposure to risk.
• Human Resources Risk The aviation and tourism sectors are highly sensitive to volatility, especially in the context of ongoing global economic uncertainties.	• The Company invests in its employees adequately and has carefully nurtured a conducive environment for its workforce. It recognises the integral role that its employees play in the value creation process and aims to foster enduring relationships with its people.

Stakeholder Engagement and Materiality Assessment

MIAL’s transparent and inclusive stakeholder engagement framework aligns with industry best practices, ensuring long-term strategic goals are shaped by stakeholder expectations and insights, fostering trust, continuous improvement, and sustainable relationships.



Stakeholder Engagement

Recognising and addressing stakeholder expectations is central to achieving our long-term strategic vision. Our approach to stakeholder engagement is designed to be transparent, inclusive, and ongoing, ensuring that our initiatives reflect the needs and aspirations of those most affected by our operations.

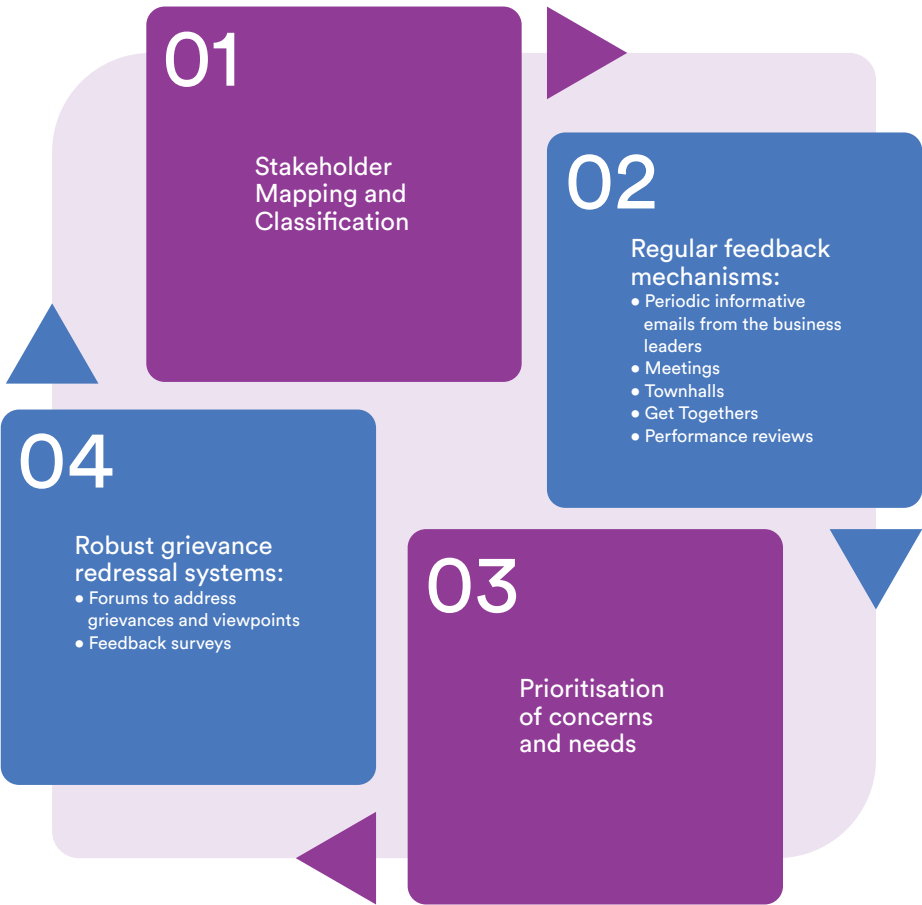
We have instituted a robust stakeholder engagement framework, guided by AAHL policy that embodies the best industry practices. Insights drawn from these interactions directly influences our sustainability priorities, drives continual improvement, builds mutual trust, and reinforces our dedication to cultivating enduring stakeholder relationships.

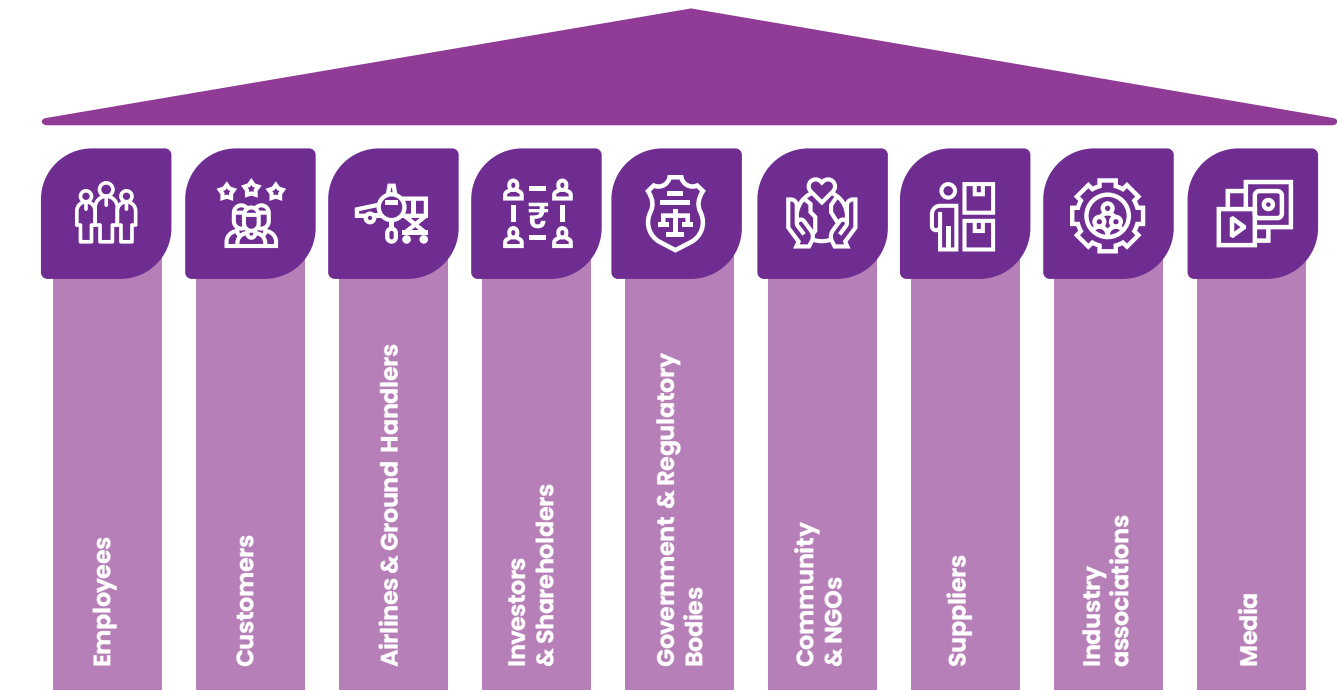
Approach to Sustainability

The aviation industry is increasingly vulnerable to the impacts of climate change, including more frequent extreme weather events, rising temperatures, and operational disruptions. These challenges intensify existing environmental concerns such as carbon emissions, high energy consumption, and noise pollution. In India, where aviation is on the verge of rapid expansion, it is vital to act swiftly to strengthen the sector’s resilience and ensure sustainable growth.

At MIAL, we are leading efforts to embed sustainability and climate resilience into aviation’s future. As India’s foremost private airport operator, we are focused on building smart, low-carbon airports, optimising resource use, and fostering meaningful community partnerships. Our commitment is rooted in continuous, proactive engagement with all stakeholders, laying a strong foundation for a climate-resilient aviation network aligned with global sustainability benchmarks.

Our stakeholder engagement approach





Engagement Outcomes and Reflections

Key Stakeholder Groups	Purpose of Engagement	Consultation Mechanism	Frequency of engagement	Key Expectations
Employees	Employees are at the core of our operations, driving execution, innovation, and customer experience. Their feedback helps shape our workplace policies and productivity measures.	» Employee engagement surveys » Townhall meetings » Performance appraisal reviews » Training programmes » Intranet portal, in-house newsletters » Rewards & recognition programme » Grievance redressal mechanism » Employee well-being programmes » HR interactions	Throughout the year	» Training and skill development » Employee well-being » Health and safety » Career growth » Working conditions » Fair wages » Rewards and recognition » Transparent communication
Customers	Our passengers and business clients define our market, influencing service quality, operational standards, and long-term growth.	» E-mails and meetings » Customer feedback surveys » 24/7 customer care	Throughout the year	» Service quality » Timely delivery » Sustainable products » Safety and Security
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 systems and technologies » Opportunity & competitive environment » Frequent communication, interaction & relations

Key Stakeholder Groups	Purpose of Engagement	Consultation Mechanism	Frequency of engagement	Key Expectations
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
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	Collaborating with industry bodies helps MIAL align with global aviation standards, emerging trends, and best practices.	» 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	» Outlooks and announcements

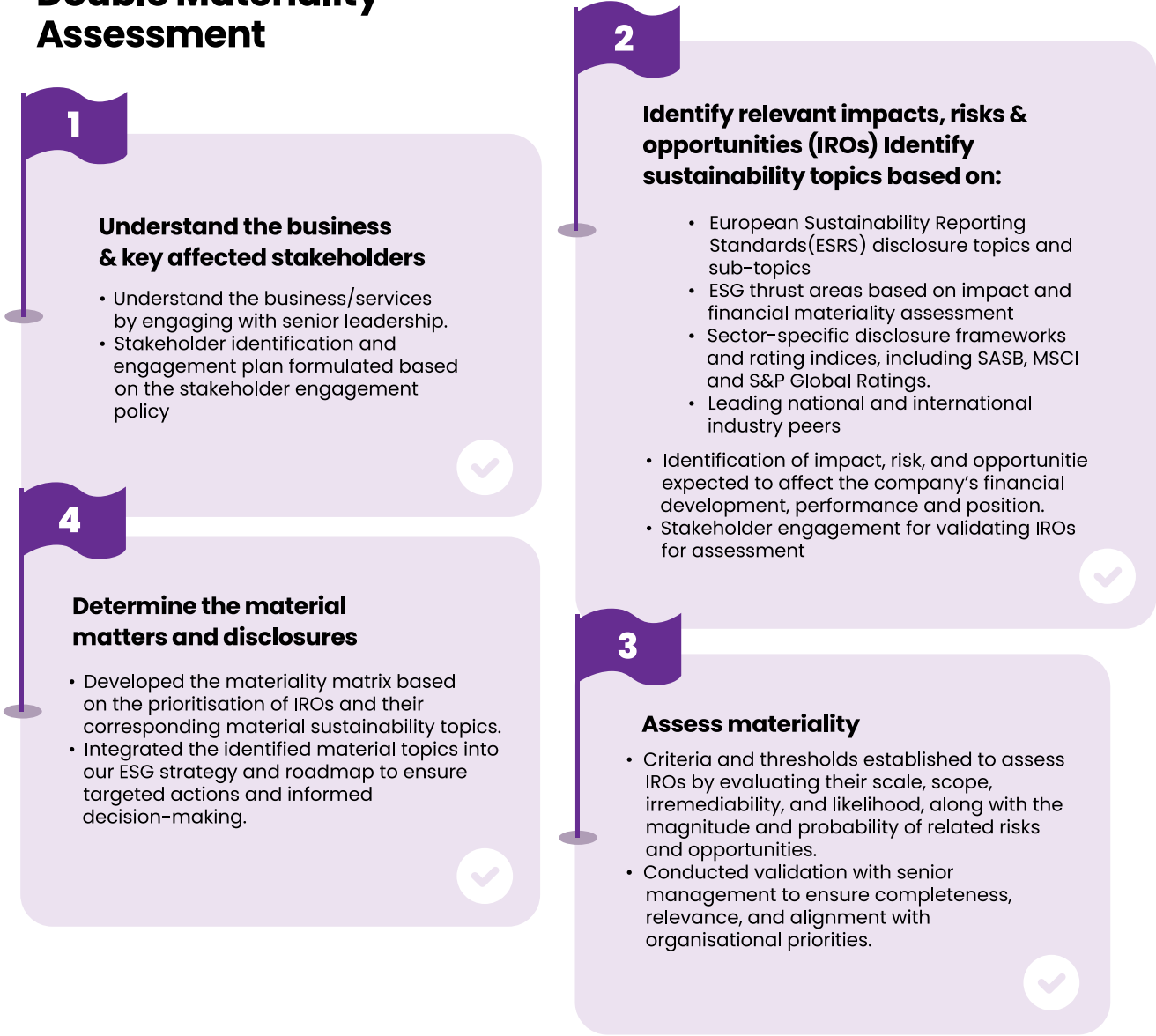
Double Materiality Analysis

We use materiality assessment as a key tool to identify and prioritise the ESG issues that are most important to both our business and our stakeholders. This dual approach captures two perspectives: an inside-out view, analysing how our operations affect the environment and society, and an outside-in view, assessing how external sustainability factors may influence our financial performance, operational resilience, and long-term value creation.

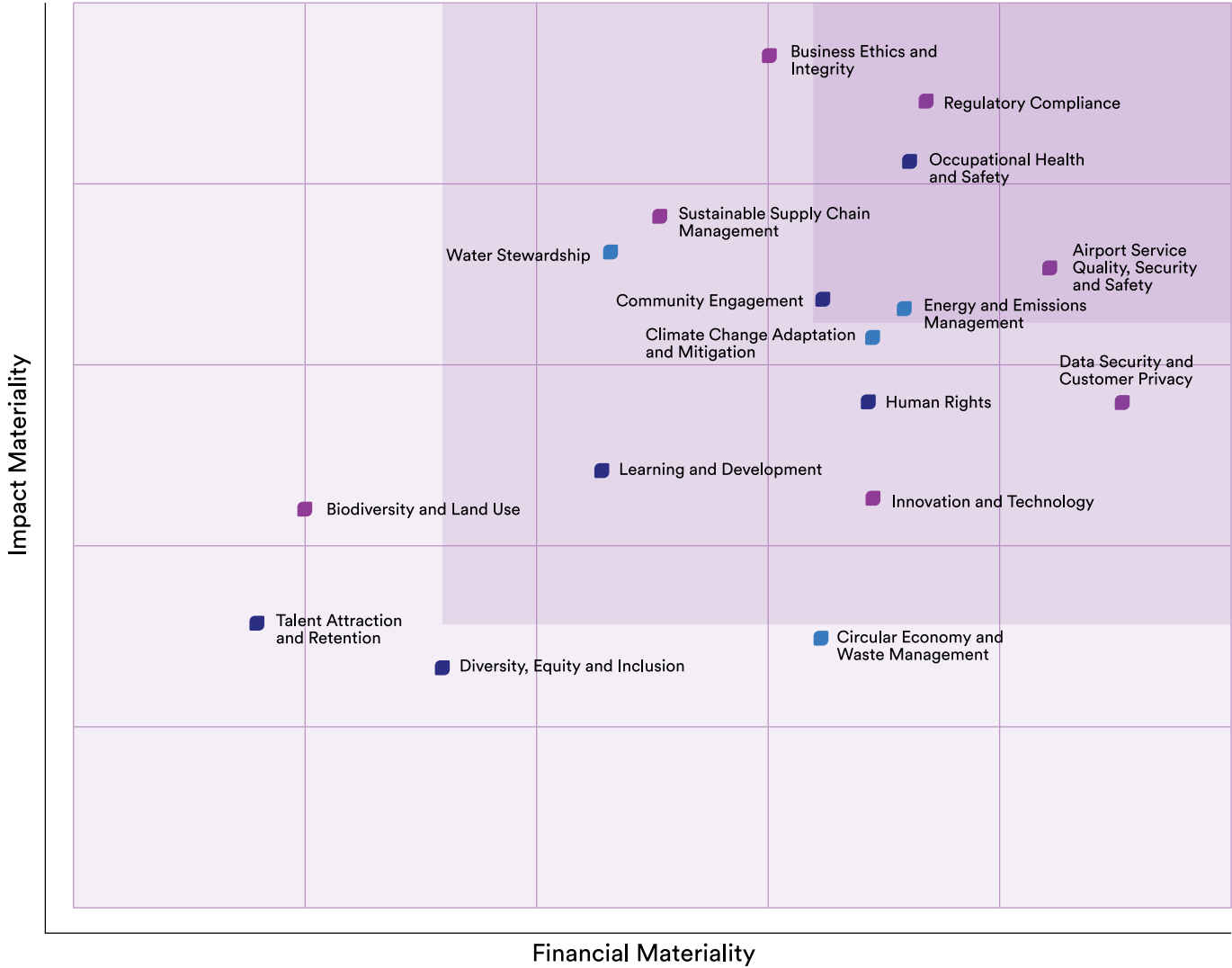
In FY 2024-25, we conducted a comprehensive double materiality assessment through a structured, phased process that addressed both impact materiality and financial

materiality. By engaging actively with stakeholders, analysing industry trends, and evaluating potential risks, we pinpointed the ESG topics most critical to sustaining our growth and success. The insights from this exercise directly inform our ESG strategy, allowing us to allocate resources more effectively and strengthen our ability to meet evolving industry expectations. To ensure our sustainability efforts remain relevant and forward-looking, we plan to revisit and update this assessment every 3 years, keeping pace with the rapidly changing aviation landscape.

Phases of Our Double Materiality Assessment



Materiality Matrix



High	Critical	Very High
Energy and Emissions Management	Data Security and Customer Privacy	Circular Economy and Waste Management
Airport Service Quality, Security and Safety	Climate Change Adaptation and Mitigation	Diversity, Equity and Inclusion
Regulatory Compliance	Sustainable Supply Chain Management	Talent Attraction and Retention
Community Engagement	Business Ethics and Integrity	Biodiversity and Land Use
Occupational Health and Safety	Human Rights	
	Learning and Development	
	Water Stewardship	
	Innovation and Technology	

Environment

Social

Governance

Our materiality matrix categorises topics into four segments based on their relevance to stakeholders and business impact. The segment representing issues of highest importance to both groups highlights our top-priority material topics. These areas are central to our strategic direction and long-term value creation.

Risk and Opportunities of Material Topics

Material Topic	Rationale for identifying the risk/opportunity	Risk / Opportunity	In case of risk, approach to adapt or mitigate	Related GRI disclosure	Corresponding SDG	Report Reference
Energy and Emissions Management	Reducing and controlling the energy consumption and emissions footprint is pivotal to mitigating climate change. • Adoption of low-carbon technologies helps the organisation to prepare for a sustainable future. • Direct and indirect GHG emission tCO ₂ e released due to business activity, which contributes to climate change. • Continued reliance on non-renewable energy consumption, leading to greater emission generation and environmental damage.	Opportunity	---	GRI 302: Energy GRI 305: Emissions	7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION	Environment Management System
Community Engagement	Enhanced socio-economic outcomes for local communities help ensure business continuity and strengthen the company's social licence to operate. This reduces community conflicts and grievances, leading to improved brand reputation and enhanced engagement and trust with stakeholders such as the government, investors, and social activists.	Opportunity	---	---	---	Corporate Social Responsibility (CSR)
Occupational Health and Safety	Lack of adequate safety measures or potential violations of safety standards can lead to occupational injuries and ill health. This can result in legal liabilities, fines, and penalties, as well as operational disruptions due to reduced productivity.	Risk	* MIAL strives to foster a safe working environment and ensure Zero Harm. * Hazards and risks are periodically identified, with mitigation plans devised for each. * MIAL has the ISO 45001:2018 Safety Management System in place. * Safety training is provided to employees and workers on a regular basis to ensure their holistic well-being. * Risks, including ESG risks, are periodically identified, and a systematic approach is defined to manage them.	GRI 403: Occupational Health and Safety	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	Health and Safety

Material Topic	Description	Risk / Opportunity	In case of risk, approach to adapt or mitigate	Related GRI disclosure	Corresponding SDG	Report Reference
Regulatory Compliance	Risk of non-compliance with critical regulations applicable for airport operations, such as: • DGCA Regulations (Safety and Security Systems, Ground Handling Services, Noise Management, etc.) • MoEFCC Guidelines (Environmental Impact Assessments, Environmental Clearances, Air Quality Monitoring Stations, etc.) • Digital Personal Data Protection Act, 2023. The Airports Economic Regulatory Authority (AERA) regulates tariffs at major airports. Changes in regulatory policies can impact revenue streams for airport operators.	Risk	• We have a robust set of environmental, social and governance -related policies to foster a culture of compliance within the organisation. • Disciplinary measures and reinforcement mechanisms have been defined as well. • In addition, legal and functional teams also monitor the regulatory compliances across the company at defined frequencies.	GRI 2-27: Compliance with law and regulations		Corporate Governance
	Offering service excellence through adoption of innovative technologies for efficient check-in and boarding experience, providing passenger assistance facilities, collaborating with airlines for real-time flight/gate updates, and seamless integration with the value chain (transport services at the airport, retail outlets, etc.)	Opportunity	---	---	---	---
Airport Service Quality and Safety	Safety and security related incidents such as accidents or injuries to customers, evacuations of terminals due to security threats, cybersecurity threats, and potential injuries due to ageing infrastructure or maintenance activities.	Risk	At MIAL, we offer comprehensive online and offline training programmes to educate and train our employees on critical issues such as occupational health and safety, cybersecurity, and hazard identification. Our Aircraft Rescue and Fire Fighting (ARFF) teams at each airport regularly conduct mock drills in collaboration with regulatory bodies such as the CISF, local police, and other law enforcement agencies. These drills prepare our teams for various hazardous scenarios, including aircraft fires, emergency evacuations, and hijack situations.	---		---



Environmental Stewardship

MIAL prioritises environmental sustainability by embedding eco-friendly practices and a robust Environmental Management System across all operations. Aligned with industry standards, this approach ensures efficient resource use, waste reduction, and climate action, demonstrating a strong commitment to responsible growth and a greener future.



At MIAL, environmental preservation is a core priority. We seamlessly integrate eco-friendly practices, strong policies, and leading industry standards into our operations. Our commitment to sustainability is reflected in our efforts to reduce resource consumption, enhance waste management, and actively address climate change. Guided by a long-term vision, we champion initiatives that balance economic progress with ecological responsibility.

Sustainability is embedded throughout our organisation, with our Environmental Management System (EMS) forming the foundation of our environmental efforts. This comprehensive framework ensures that environmental considerations are woven into every aspect of our operations. Aligned with top industry standards and regulatory requirements, the EMS includes a wide range of policies, procedures, and best practices. Through strict compliance, we effectively manage risks, boost resource efficiency, and minimise emissions and waste.

Our forward-looking approach not only meets our environmental responsibilities but also demonstrates our deep commitment to sustainable development and a healthier planet. In response to the growing challenges of climate

change, we actively support the use of renewable energy and uphold our role as responsible corporate citizens. Through these actions, CSMA strives to build a resilient and sustainable future for generations to come.

Our forward-looking approach not only meets our environmental responsibilities but also demonstrates our deep commitment to sustainable development and a healthier planet.

Highlights of Awards and Achievements

We are proud to share the numerous accolades and milestones that underscore our unwavering commitment to sustainability. This year has been marked by significant achievements across various dimensions of our sustainability efforts, demonstrating our leadership and dedication to creating a positive impact on the environment and society. Here are some of the standout highlights:



Chhatrapati Shivaji Maharaj International Airport received the ‘Outstanding Achievement – Diamond Rating’ in Emission Reduction from the Global Energy and Environment Foundation on 12th February 2025, in New Delhi. This milestone highlights MIAL’s commitment to sustainable airport operations and environmental stewardship.



With six prestigious awards across various categories, including five first prizes, MIAL has once again demonstrated our commitment to sustainability and green initiatives. Honoured to receive this award from the Consul General of Malaysia in Mumbai. Mr Ahmed Zuwairi Yusoff at the esteemed event on 1st February 2025

Our proactive approach showcases and underscores our dedication to sustainable development and creating a healthier planet for future generations.

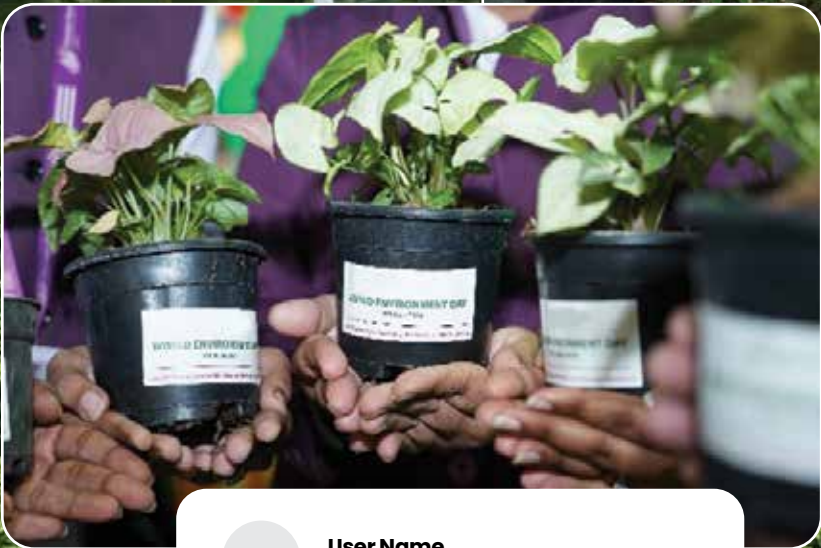
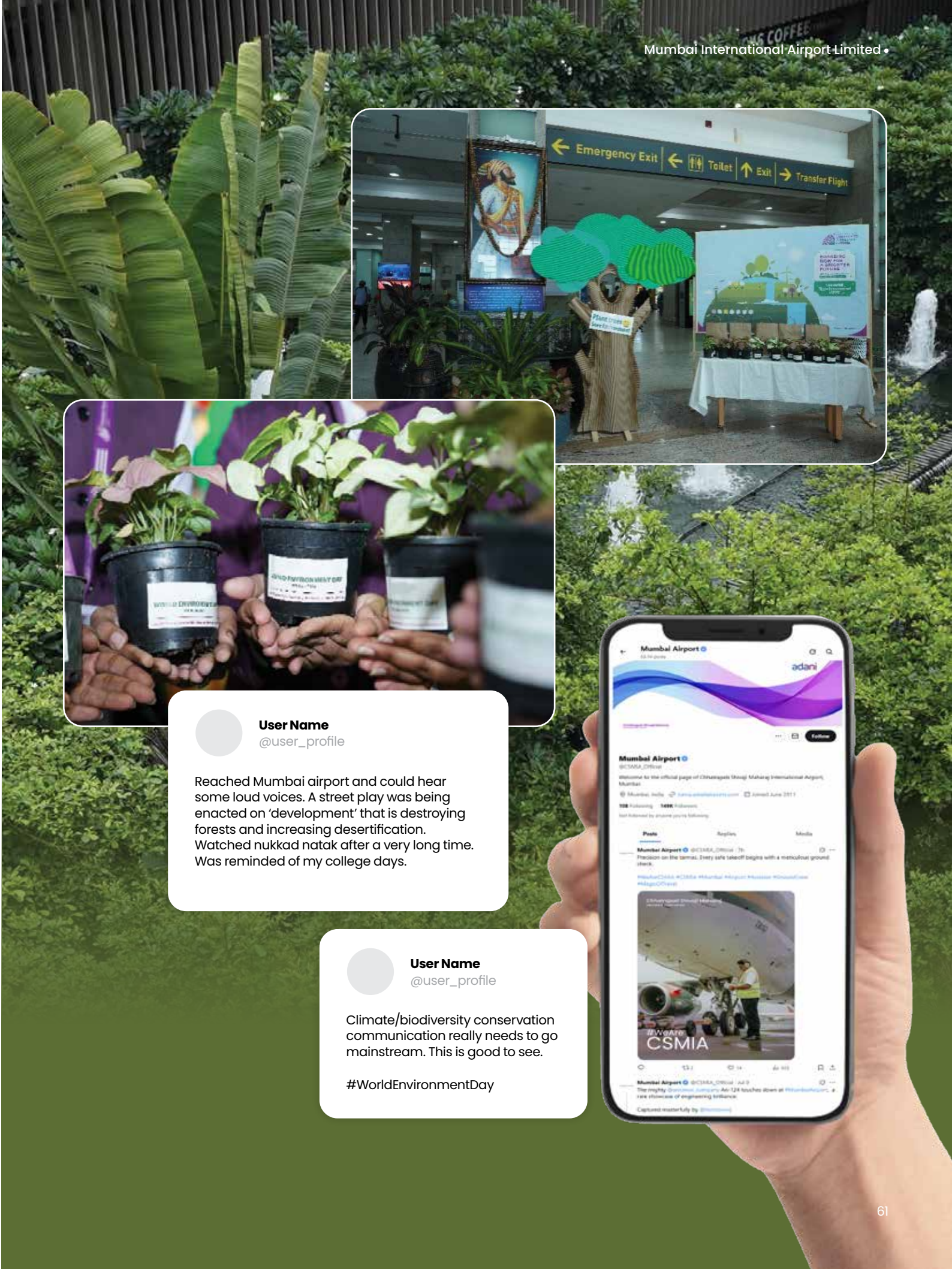
World Environment Day Celebration at Mumbai International Airport

To commemorate World Environment Day 2024, Mumbai International Airport, in collaboration with Team Environment, organised a two-day event on June 5th and 6th at Terminal 1 and Terminal 2, respectively. Themed around “Land Restoration, Desertification, and Drought Resilience”, the initiative aimed to raise environmental awareness among airport passengers and staff through creative, interactive, and educational experiences.

The event featured eco-friendly installations crafted from sustainable materials such as corrugated paper, cardboard boxes, and wood. Key highlights included a selfie point encouraging tree conservation, a thematic backdrop, and a symbolic tree installation showcasing the airport’s environmental milestones.

To spark engagement, each day began with a compelling street play that addressed land degradation issues and concluded with an audience pledge. This was followed by a presentation on environmental initiatives, emphasising the airport’s proactive role in sustainability. A quiz contest added an interactive element, rewarding winners with eco-conscious giveaways like seed pencils, reusable bottles, and 450 saplings distributed across both days.

The initiative was met with enthusiastic participation and positive feedback, highlighting its effectiveness in promoting environmental responsibility.



User Name
@user_profile

Reached Mumbai airport and could hear some loud voices. A street play was being enacted on 'development' that is destroying forests and increasing desertification. Watched nukkad natak after a very long time. Was reminded of my college days.

User Name
@user_profile

Climate/biodiversity conservation communication really needs to go mainstream. This is good to see.

#WorldEnvironmentDay



Environmental Management System

At MIAL, our Environmental Management System (EMS) is a cornerstone of our sustainability strategy, ensuring stringent compliance with environmental regulations and facilitating responsible operations. The EMS adopts a holistic approach that integrates a comprehensive framework of policies, controls, and procedures designed to manage environmental aspects across all functional areas of the airport.

Every department actively contributes to our sustainability goals, fostering a culture of accountability and continuous improvement. This cross-functional collaboration allows for systematic monitoring, assessment, and reporting of environmental performance, helping us identify opportunities for enhancement and set progressively ambitious targets. Regular internal audits and periodic reviews drive operational efficiency while ensuring that environmental considerations remain central to decision-making processes.

To uphold global best practices, MIAL voluntarily pursues third-party certifications, which offer objective validation of our EMS's robustness and effectiveness. These certifications reinforce our commitment to environmental stewardship and transparency while aligning with international benchmarks.

In FY 2024-25, we successfully maintained our key ISO certifications, demonstrating our unwavering dedication to sustainability and operational excellence. These certifications are a testament to our focus on integrating environmental and energy management into our core operations.

Going beyond compliance, we continue to evolve our EMS by incorporating stakeholder feedback, emerging technologies, and evolving global standards. Our aim is not only to minimise our environmental footprint but also to create long-term value for the communities we serve, contributing to a greener, more resilient future.

ISO Certifications Maintained

ISO 14001:2015

Environmental Management System

ISO 50001:2018

Energy Management System

Climate Action



The global climate is undergoing rapid transformation, marked by rising temperatures, altered weather patterns, and an increase in extreme weather events. These shifts present serious risks to infrastructure, ecosystems, and communities. At MIAL, we recognise the significant implications climate change holds for airport operations. We are committed to taking proactive steps to manage these risks and ensure the long-term resilience of our assets and growth.

To better prepare for the impacts of climate change, we are conducting a detailed climate risk assessment, aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework. This approach allows us to identify potential risks and opportunities that climate change presents to our business.

Governance

We have established a robust governance structure to oversee our climate risk management efforts, with committees at the board and management.

These committees are responsible for guiding our climate strategy and ensuring that climate considerations are integrated into our decision-making processes.

Strategy

Our strategy includes defining the time horizon for our risk assessment and identifying climate-related issues that could impact our airports within this timeframe.

By employing scenario analysis, we are exploring both physical risks, such as extreme weather events and sea-level rise, and transitional risks, such as policy changes and market shifts. This strategic approach allows us to anticipate and prepare for a range of possible future states.

TCFD Alignment

Risk Management

Our ongoing climate risk assessment is a critical component of our risk management framework.

We are diligently working to identify, assess, and manage climate-related risks that could affect our operations and strategic objectives.

Metrics and Targets

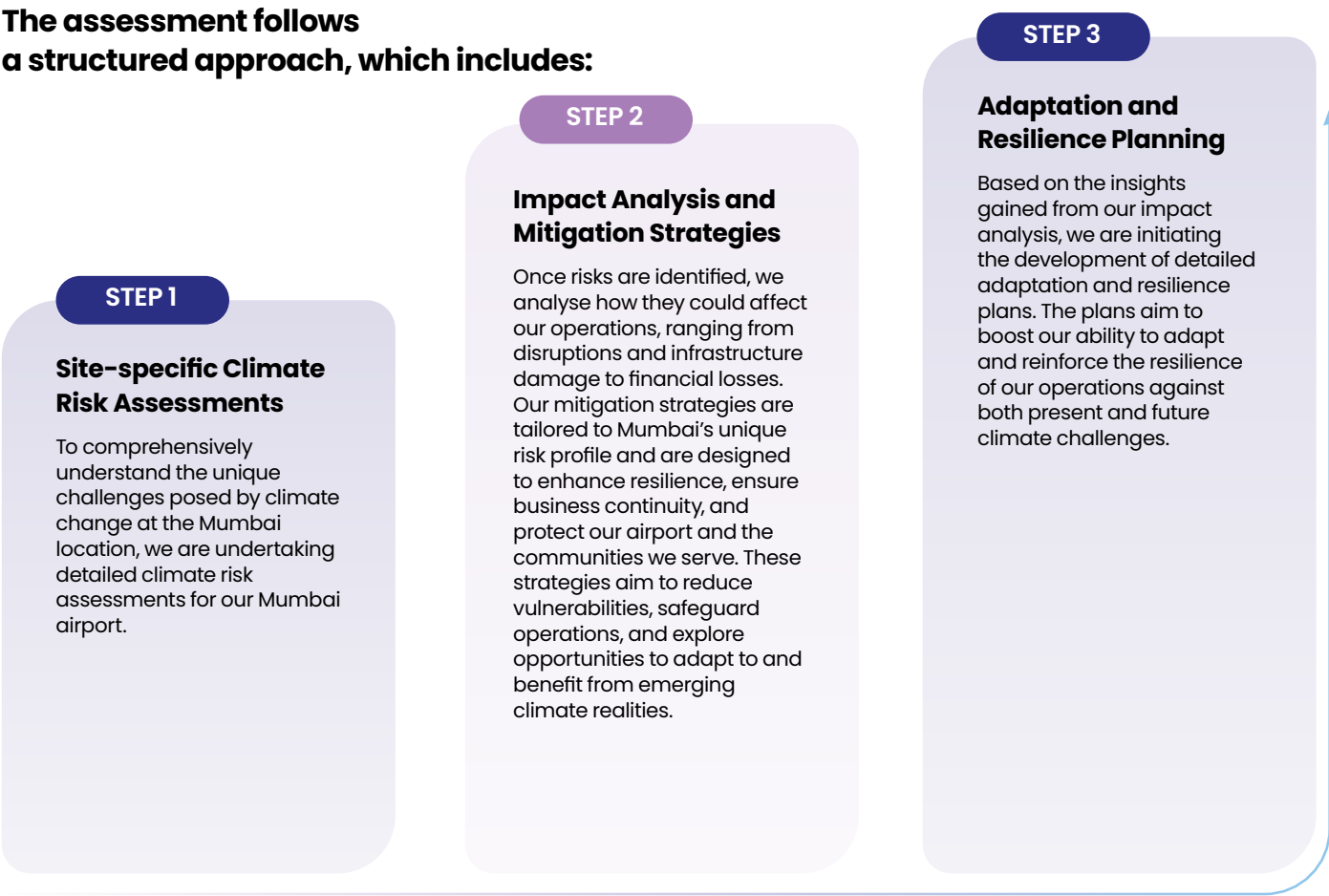
We have established a greenhouse gas (GHG) inventory and set clear metrics and targets for energy and emissions.

Environment heads at the airport level have Key Result Areas (KRAs) related to energy and emissions management, and we are committed to achieving operational net zero targets.



Assessment Process

The assessment follows a structured approach, which includes:



Our planning efforts will focus on addressing the most pressing climate-related risks while also leveraging any opportunities that may emerge. A wide range of adaptive actions will be explored, including infrastructure upgrades like improved flood protection and use of heat-resilient materials, as well as operational enhancements such as updated emergency response protocols and strengthening supply chain resilience. These adaptation plans will remain dynamic, continually refined through evolving climate science, feedback from stakeholders, and industry best practices.

• The scope of 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.

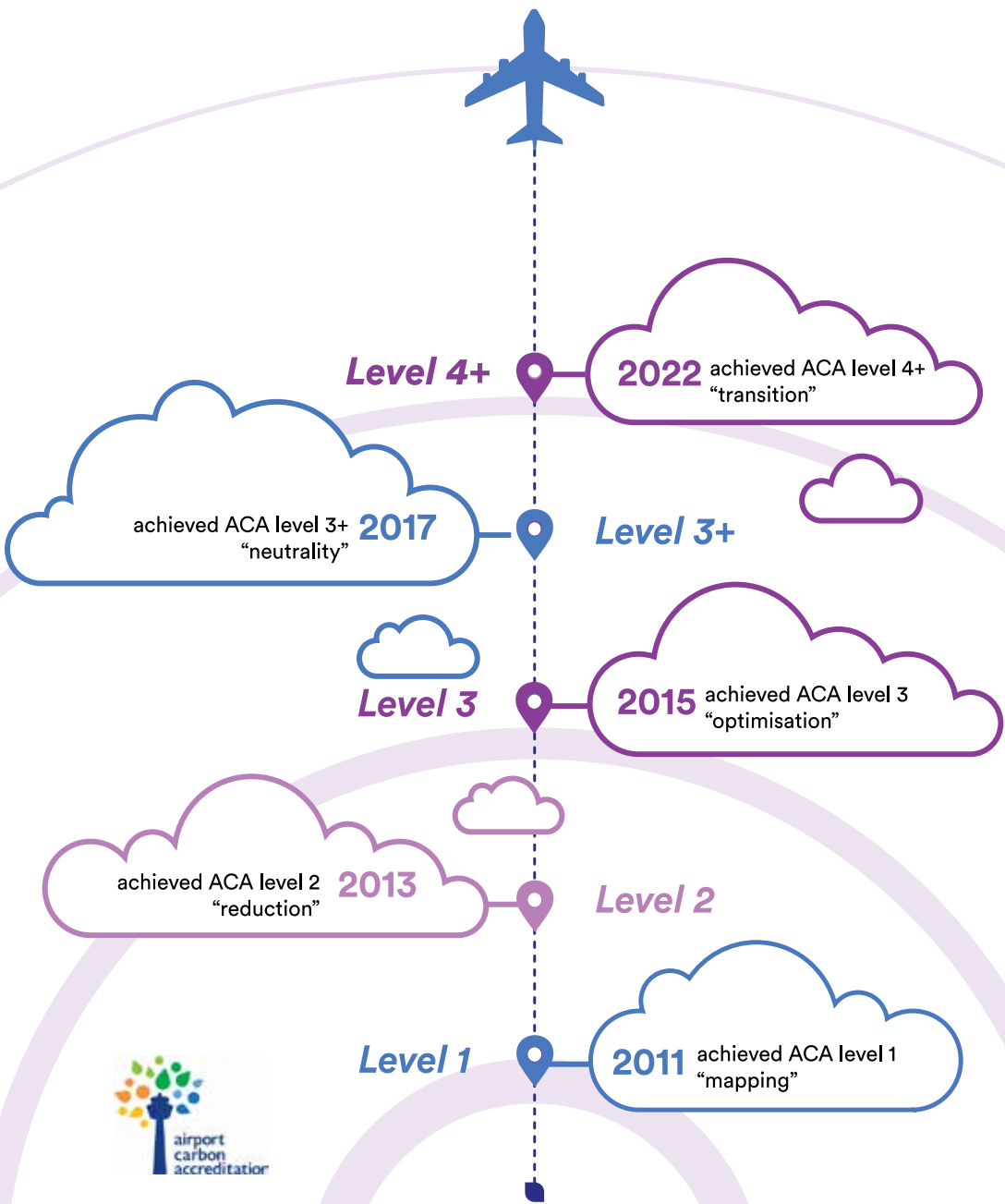
Category	Types of Climatic Risk Covered	Considered Scenarios	Timeframes Covered
Physical Risks	» Heat Waves » Droughts » Floods » Cyclones » Water Stress » Heat Stress » Wildfire	» SSP1-2.6 ("optimistic" scenario limiting the rise in average global surface temperatures by 2100 to 1.3°C to 2.4°C) » SSP2-4.5 ("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)	» Short Term: 2030 » Medium Term: 2050 » Long Term: 2080 and 2100
Transition Risks	» Policy & Regulatory Changes » Market Shifts » Technological Advancements » Reputational	» 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 remain in place, but there is no strengthening of the emission levels of these policies, leading to global warming of 3°C+ by 2100 and high associated climate impact)	



Emissions Management

We at MIAL, began our carbon reduction journey in 2011 by implementing a Carbon Accounting and Management System (CAMS) in accordance with ISO 14064-1 standards and the GHG Protocol. This system allowed us to systematically identify, quantify, and manage our greenhouse gas (GHG) emissions as part of a structured GHG management programme. Since then we have actively participated in the Airports

Council International's (ACI) Airport Carbon Accreditation (ACA) programme. This globally recognised framework independently evaluates and certifies airports based on their carbon management performance, involving multiple levels of certification that reflect an airport's advancement in carbon reduction and climate strategy.



MIAL exceeded expectations by obtaining the prestigious ACA Level 4+ 'Transition' certificate ahead of schedule, although it has aimed to achieve it by 2025. As a result, CSMIA became the third airport in the Asia-Pacific region to reach ACA Level 4+ 'Transition'. This accomplishment underscores CSMIA's robust climate action strategy and alignment with international climate objectives, demonstrating the airport's ongoing commitment to sustainability and global climate leadership.

CSMIA Decarbonisation Roadmap by FY 2029

In line with India's broader net-zero goals, MIAL has pledged to achieve Operational Net Zero (covering Scope 1 & Scope 2 emissions) by FY 2029. To support this vision, MIAL has developed a detailed decarbonisation roadmap published in the previous sustainability report aimed at significantly reducing its carbon footprint and accelerating its transition towards a low-carbon, climate-resilient future.

We are proud to announce that MIAL has successfully achieved carbon neutrality in accordance with the Airport Carbon Accreditation (ACA) guidelines. This landmark achievement marks a major step in our ongoing commitment to environmental responsibility and sustainability leadership. The journey to carbon neutrality has been shaped by years of consistent and focused efforts to monitor, reduce, and offset greenhouse gas (GHG) emissions across all operational areas. By strategically investing in renewable energy sources, implementing comprehensive energy efficiency measures, and adopting advanced low-carbon technologies, we have significantly reduced both our direct and indirect emissions.

To address the remaining emissions, we have partnered with credible carbon offset initiatives, particularly in solar and hydroelectric power projects, ensuring that our residual emissions are effectively neutralised. As part of its sustainability efforts, MIAL has committed to purchasing 600 Verified Carbon Units (VCUs) for the fiscal year 2025.

This milestone not only reinforces our commitment to addressing climate change but also highlights MIAL's leadership role in corporate climate action. As we celebrate this achievement, our focus remains on continuous improvement. We are committed to maintaining our carbon-neutral status and inspiring broader participation in the global movement toward a sustainable and resilient future.

GHG Emissions Measurement and Management



A key part of understanding and mitigating our climate impact involves the systematic measurement and analysis of GHG emissions, which are classified under three categories:

SCOPE 1 Direct emissions from airport operations, including the use of conventional fuels such as diesel, petrol, and CNG, along with refrigerants.			
Direct GHG Emissions*	Unit	FY 2024	FY 2025
	tCO ₂ e	601.7	566.30

*We have become Carbon Neutral after purchasing the carbon credits.

SCOPE 2 Indirect emissions from purchased electricity and energy use.			
Energy Indirect GHG Emissions#	Unit	FY 2024	FY 2025
	tCO ₂ e	0.0	0.0

#We are procuring Green Electricity from Aug 22.

SCOPE 3 Emissions from sources not owned or directly controlled by MIAL but related to our operations, such as employee commutes and outsourced activities.			
Other Indirect (Scope 3**) Emissions	Unit	FY 2024	FY 2025
	tCO ₂ e	50,19,556.2	51,62,355.33

**Category 1: Purchased goods and services, Category 2: Capital Goods, Category 3: Fuel and energy-related activities, Category 5: Waste generated in operations, Category 6: Business travel, Category 7: Employee commuting, Category 8: Upstream leased asset, Category 9: Downstream transportation and distribution, Category 11: Use of sold products and Category 13: Downstream leased asset

GHG Emission Intensity

Emission intensity	Unit	FY 2024	FY 2025
Emissions (Scope 1+2) intensity per rupee of turnover (Total GHG emissions/Turnover in rupees)	tCO ₂ e/INR million	0.01	0.01
Emissions (Scope 1+2) intensity (per million pax) (Total GHG emissions/ Total passengers)	tCO ₂ e/million passengers	11.39	10.27

Air Quality Monitoring and Emission Control

MIAL is equally committed to preserving local air quality. We have deployed a Continuous Ambient Air Quality Monitoring System (CAAQMS) at the airside near Runway 09 to monitor real-time air quality parameters. This system strictly complies

with the National Ambient Air Quality Standards (NAAQS) 2009, reinforcing our responsibility to maintain ambient air quality within safe limits. In addition to monitoring ambient air conditions, we also regularly track key pollutants such as:

Parameters	Unit	FY 2024	FY 2025
Particulate Matter (PM 10)	µg/m³	70.17	79.40
Particulate Matter (PM 2.5)	µg/m³	39.61	39.00
Oxides of Sulphur (SOx)	µg/m³	10.23	11.19
Oxides of Nitrogen (NOx)	µg/m³	29.56	30.73
Carbon Monoxide (CO)	µg/m³	1.27	1.35
Lead	µg/m³	BDL	BDL

These parameters are essential indicators of both environmental impact and public health. By adhering to stringent regulatory norms and continuously improving our practices, we strive to ensure sustainable airport operations and contribute to a healthier ecosystem for our stakeholders and communities.



Energy Management

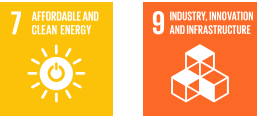
At MIAL, energy management is not a standalone initiative; it is a critical component of our long-term sustainability strategy, closely aligned with our Environmental, Social, and Governance (ESG) policy. We see energy as a shared responsibility that must be managed carefully and together.

Recognising the urgency of climate change and the pivotal role that the aviation sector plays in shaping a sustainable future, we are committed to reducing our environmental footprint through a data-driven, performance-focused approach to energy use. Energy efficiency is a strategic priority embedded in the way we plan, operate, and grow.

Technology, Conservation & Innovation

We actively pursue opportunities to reduce energy use through infrastructure upgrades, retrofitting of equipment, and process improvements. Energy-saving technologies such as LED lighting, efficient HVAC systems, and motion sensor-based controls have been implemented throughout the airport. These are not ad hoc solutions but are part of a deliberate effort to adopt energy-efficient technologies that are scalable and future-ready.

Procurement practices at MIAL reflect our growing focus on sustainability. We favour suppliers and vendors who offer energy-efficient and low-impact solutions, encouraging innovation and green technology adoption throughout our value chain.



Integrating Energy into Core Operations

At the heart of our energy management framework is a commitment to compliance and continuous improvement. We proactively align with all applicable energy-related regulations and standards while going beyond compliance to set internal targets that challenge us to do better each year. Energy performance is treated as a key operational metric, tracked rigorously across business functions and reviewed regularly to ensure accountability at every level.

Advanced monitoring systems and smart analytics allow us to evaluate energy consumption patterns across terminal buildings, airside operations, and support infrastructure. This insight enables us to identify inefficiencies, peak demand zones, and opportunities for immediate and long-term improvements.

Transitioning to Cleaner Energy

A core element of our strategy is reducing our carbon footprint by transitioning away from fossil fuels and toward clean, renewable sources. We continue to expand our renewable energy portfolio, focusing on solar and wind power, and increasing the use of cleaner fuel alternatives for airport operations and support infrastructure.

This shift is also reflected in our support systems, from electric ground vehicles to cleaner power for auxiliary airport services. Every unit of clean energy used contributes directly to lowering our carbon footprint, strengthening our resilience to future energy challenges.

People & Partnerships

A successful energy strategy requires more than just infrastructure; it depends on people. Through internal awareness programmes, training, and ongoing engagement, we are cultivating a culture of energy consciousness across teams.

We also extend our energy management principles to the broader ecosystem by working with suppliers and partners to help them adopt better energy practices. Knowledge sharing, joint initiatives, and benchmarking are integral to our collaborative approach.

Driving Continuous Improvement

Energy performance at MIAL is continuously measured, audited, and refined. Formal energy audits are conducted periodically to ensure that all systems remain optimised and aligned with our evolving targets. Each audit informs the next phase of investment or action, creating a feedback loop that drives improvement.

Our energy strategy remains dynamic, with the flexibility to evolve with regulatory changes, technological advancements, and climate imperatives. Periodic reviews ensure that our

policies remain relevant and that our implementation remains robust.

Real-Time Monitoring and Smart Infrastructure

To ensure continuous oversight and responsive decision-making, we have installed state-of-the-art energy monitoring systems, including Supervisory Control and Data Acquisition (SCADA), which allows real-time monitoring and automated control of energy systems, facilitating rapid response to anomalies or inefficiencies, and BMS that enables centralised operation of critical building systems, enhancing the management of HVAC, lighting, and ventilation with precision and efficiency.

These systems operate 24/7, producing daily section-wise consumption reports. Regular review meetings, chaired by the Heads of Departments (HODs), ensure accountability and timely implementation of corrective actions. This structured governance mechanism reinforces energy management as a critical Key Performance Indicator (KPI) across all levels of the organisation.



Consumption pattern of non-renewable fuels

Energy Source	Unit	FY 2024	FY 2025
Diesel	GJ	7,638.5	7,435.72
Petrol	GJ	189.15	140.28
CNG	GJ	0.33	0.00
Electricity from Grid*	GJ	0.00	0.00
Total	GJ	7,827.9	7,576.0

* MIAL have procured 100% Green electricity Since August 2022.

The above table represents the consumption pattern of non-renewable fuels for 2 consecutive years. We are meticulously committed to reducing our dependence on non-renewable sources and increasing our adoption of renewable sources.

Energy from renewable sources

Energy Source	Unit	FY 2024	FY 2025
Renewable- On site generation (Solar + Wind)	GJ	19,823.15	17,693.78
Green power purchase	GJ	3,74,665.22	4,00,455.96
Total	GJ	3,94,488.37	4,18,149.74

MIAL is proud to announce that, starting FY 2024-25, our entire electricity demand is now powered by renewable energy, reflecting our commitment to sustainability and decarbonisation. we are also expanding the use of cleaner fuels in our operations.

Energy Distribution

Notably, our transition to green electricity is not limited to core airport operations. As part of our inclusive sustainability strategy, we have extended a 100% renewable energy supply to all concessionaires operating within the airport premises, including retail outlets, food and beverage counters, lounges,

and service providers. This has helped us to reduce the airport’s overall carbon footprint, support the sustainability goals of our business partners, and enhance their brand reputation by aligning with global eco-conscious trends, particularly among mindful travellers.

Energy Source	Unit	FY 2024	FY 2025
Energy sold – to concessioners	GJ	1,96,937.82	2,14,541.61

Energy Intensity

Energy intensity serves as a benchmarking tool to assess and compare energy efficiency performance across different airports or within the same airport over time. MIAL’s commitment to responsible energy use is evidenced by a 5.5% reduction in energy intensity in FY 2024–25, compared to the previous fiscal year. This achievement highlights both

cost savings and operational excellence in managing energy resources. We continue to set ambitious energy intensity reduction targets while maintaining close collaboration with stakeholders, including concessionaires, regulatory bodies, and energy providers, to ensure an equitable and inclusive transition to a low-carbon future.

Energy intensity	Unit	FY 2024	FY 2025
Energy intensity per rupee of turnover (Total energy consumption/ Turnover in rupees)	GJ/INR Million	9.86	9.31
Energy intensity (per million pax) (Total energy consumption/Total passengers)	GJ/million passengers	7,616.72	7,723.28



Energy Reduction Initiatives



Daylight Harvesting and Facade Optimisation

Utilising extensive daylight harvesting methods and double-glazed facade systems minimises heat entry, boosting energy efficiency in the terminal.

Optimised Equipment Operation

We run equipment at peak efficiency, reducing energy use while maintaining operational effectiveness.



EC fan in AHUs

Replaced belt-driven AHU fans with 40 nos of direct-driven EC fans in FY 2025 Phase 4, resulting in an estimated energy saving of 107 MWh.

Scheduled AHUs and Lighting

Air Handling Units (AHUs) and lighting systems are programmed to run efficiently, matching operational requirements with energy-saving objectives.

Seasonal Outside Air Usage

Leveraging outside air during winter for HVAC systems minimises energy usage by taking advantage of natural climate conditions.



HVAC System Optimisation

Using a Variable Air Volume (VAV) controlled system throughout the terminal enhances the efficiency of Heating, Ventilation, and Air Conditioning (HVAC) consumption, thereby ensuring optimal use of energy resources.

Variable Frequency Drive (VFD) Control

Variable Frequency Drive (VFD) controlled pumps for chillers, cooling towers, and Air Handling Units (AHUs) provide precise control and optimisation of energy usage.



Energy-Efficient Office Practices

Using task lighting in offices and occupancy sensors in staircases and the Multi-Level Car Park (MLCP), along with IoT-based temperature monitoring and control in areas with less foot traffic, helps reduce energy waste by optimising lighting and HVAC use.

Noise Management

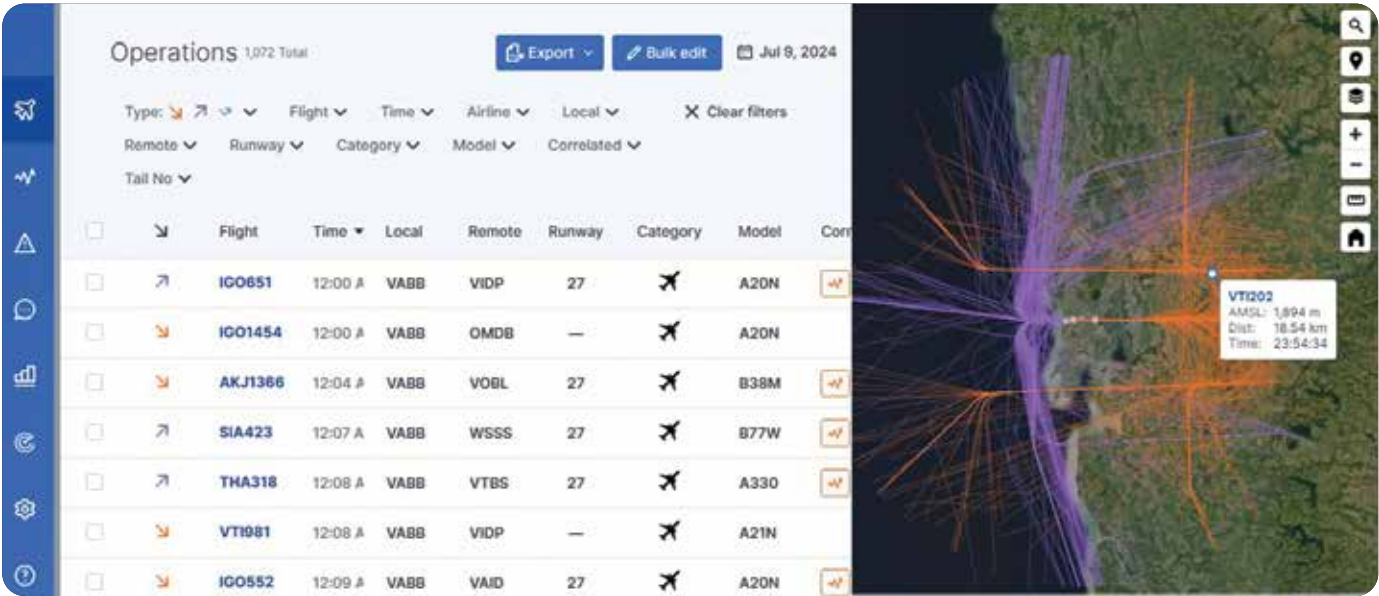
Sound, a fundamental physical phenomenon, arises from vibrations propagating as waves through various media and is characterised by its amplitude (energy), frequency, and duration. While these are objectively measurable, the perception of sound as unwanted “noise” is subjective, influenced by individual sensitivities and even socio-economic factors. Noise becomes a concern when it disrupts normal activities.

At airports, aircraft noise is a particularly contentious environmental issue with far-reaching impacts. Beyond mere annoyance, it can interfere with speech and sleep, potentially lead to hearing loss and other health concerns, and even affect structures, sites, and wildlife. To quantify and manage this noise, specific noise metrics are utilised. These include the Maximum Sound Level (L_{Amax}) of single aircraft events, the Equivalent Sound Level (L_{Aeq}), which integrates level and duration, and the Day-Night Average Sound Level (DNL) that assesses cumulative exposure, especially considering nighttime sensitivity.

Recognising the significant impact of aircraft operations on noise levels, we have implemented a robust noise management system to monitor and track noise events at our airport. We have installed two permanent noise monitoring stations outside the airport premises, one along the landing path and the other one near the take-off path of the main runway. We also have a mobile noise monitoring terminal at airside to ensure coverage of all the areas. These are in accordance with DGCA’s civil aviation requirements for airport operators.

Supporting these efforts is our web-based NOISE DESK tool, facilitating continuous monitoring and management of aircraft noise levels. Beyond noise monitoring, NOISE DESK provides valuable flight path data and real-time weather updates for CSMIA. This enhances the operational efficiency and compliance with stringent regulatory standards for noise management procedures.

Noise Mapping Study



A comprehensive noise mapping study was conducted at CSMIA. Initiated in November 2023 and concluded in August 2024, adhering to DGCA’s aviation noise management regulations. This study utilised flight data and noise modelling software (AEDT) to generate noise maps for various metrics and to review existing noise zones. Furthermore, noise zones for daytime (L_{day}) and nighttime (L_{night}) were developed based on the airport’s maximum runway capacity, considering noise contours of 62 dB and 57 dB, respectively.

The definition of the Airport Noise Zone area aligns with existing regulations concerning height restrictions for safeguarding aircraft operations and incorporates input from the Air Navigation Service Provider and the airport’s Master Plan.

Notably, there is minimal change on the western side of the airport, while a slight expansion is observed on the eastern side (Runway 27) due to an increase in arrivals from that direction.

Overall, the study concludes that there have been no significant changes in the noise zone maps compared to 2019, despite an increase in flight operations.

Water Stewardship

Amid India’s escalating water crisis, we at MIAL have adopted a strategic water stewardship approach focused on reducing freshwater use, recycling, and recharging. Given that our operations heavily depend on water, we prioritise sustainable water management to address urban scarcity, support conservation efforts, and ensure long-term resilience.

India is currently grappling with significant water-related challenges, including rapid groundwater depletion, widespread pollution of rivers and lakes, and inadequate water distribution systems. According to the World Bank, India’s water demand is projected to exceed supply by as much as 50% by 2030, highlighting the urgency for immediate and effective water stewardship.

Our water management framework is grounded in the three fundamental principles of reduce, recycle, and recharge. Each representing a pillar of our comprehensive water stewardship strategy:

In this context, water conservation holds critical importance at MIAL. Mumbai, like many urban centres across India, is heavily dependent on seasonal monsoon rainfall and is vulnerable to periodic water shortages; pressure is further intensified by rapid urbanisation and population growth.

Airport operations, by their very nature, are resource intensive, and water plays a pivotal role in day-to-day functioning. Activities such as facility cleaning, landscaping, maintenance of cooling systems, and provision of passenger amenities demand substantial volumes of water. In response to these challenges, we have instituted a strategic and multi-faceted approach toward responsible water management, with a core emphasis on minimising freshwater consumption, enhancing recycling and reuse, and preserving natural water systems.

Reduce

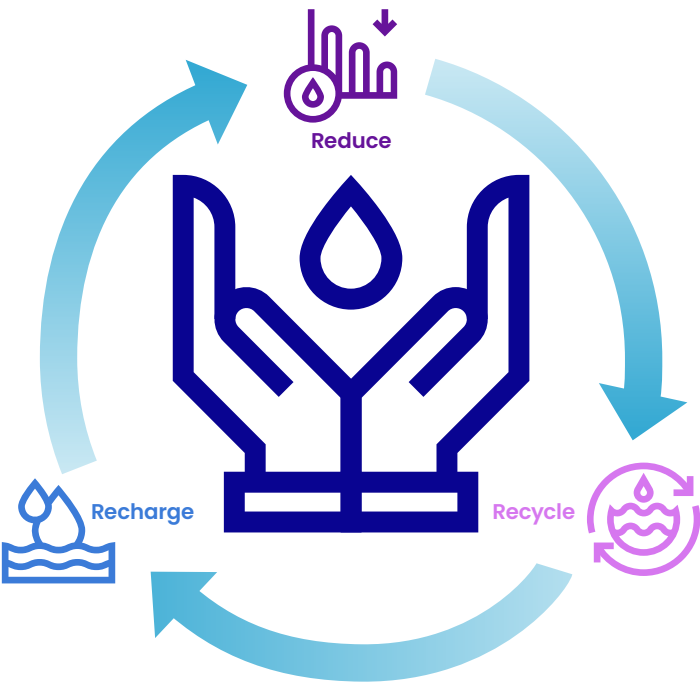
MIAL focuses on reducing water consumption by enhancing operational efficiency and integrating innovative, water-saving technologies across airport facilities without compromising service standards or user comfort. Key initiatives include the installation of waterless urinals at both Terminal 1 and Terminal 2, the use of flow reducers in jet sprays, the deployment of tap aerators in wash basins, and the integration of sensor-based taps at the T1 MIAL office to prevent water wastage.

Recycle

Recognising the importance of water reuse, we have developed a robust water recycling infrastructure, including RO. Treated wastewater is repurposed for non-potable applications such as irrigation of landscaped areas, cooling systems, and other facility maintenance activities. Our state-of-the-art treatment facilities ensure that the recycled water complies with all prescribed quality and safety standards, thereby reducing reliance on fresh water and minimising our environmental footprint.

Recharge

In an effort to replenish local aquifers and promote groundwater sustainability, MIAL invests in groundwater recharge initiatives such as the construction of rainwater harvesting systems and the development of recharge pits across the airport premises. These systems capture monsoon rainwater and direct it into the subsoil layers, allowing natural percolation and helping restore the groundwater table. Recharge pits have been established, playing a vital role in maintaining hydrological balance and reducing the need for external water sourcing.



Water Management

At MIAL, our water management practices are built on strong governance and detailed monitoring. To ensure transparency and accountability, we have installed separate water meters across all concessionaire areas and airline offices, enabling precise tracking of water usage. We maintain dedicated water consumption registers at Terminal 1, Terminal 2, the airside, and cargo terminals, covering all connections from the Municipal Corporation of Greater Mumbai (MCGM). These records are reviewed monthly to evaluate and optimise water usage, promoting informed decision-making and responsible consumption among stakeholders.

Equally crucial is the management of water discharge, which affects local ecosystems and communities. MIAL strictly complies with environmental regulations for sewage treatment. Our operations are supported by advanced sewage treatment facilities with a total capacity of 15 million litres per day (MLD). This infrastructure ensures that all wastewater is treated to meet high safety and environmental standards before being repurposed or released. Through continuous monitoring and rigorous sewage management, we aim to minimise negative impacts on water bodies and protect the natural environment.

Year	Total water withdrawal from Third party water (MCGM)	Total water Consumption	Total water Discharge
FY 2025	12,81,383 Kilolitres	8,37,664 Kilolitres	4,43,719 Kilolitres

Water Audit

MIAL recognises water as a vital resource, integral to both airport operations and environmental stewardship. In alignment with our long-term vision to become a water-positive organisation, we have undertaken a comprehensive, multi-stage water audit designed to assess, optimise, and future-proof our long-term water management practices.

STAGE 1

Strategic Foundation

The first phase of the water audit involved the development of a robust guidance framework that would serve as the foundation for all water-related actions. This included the formulation of a corporate-level water policy and site-specific water strategies aligned with MIAL’s sustainability commitments and water-positive targets. The strategy will be designed to ensure consistency and scalability across all existing Brownfield and upcoming Greenfield airport projects under MIAL’s portfolio.

STAGE 2

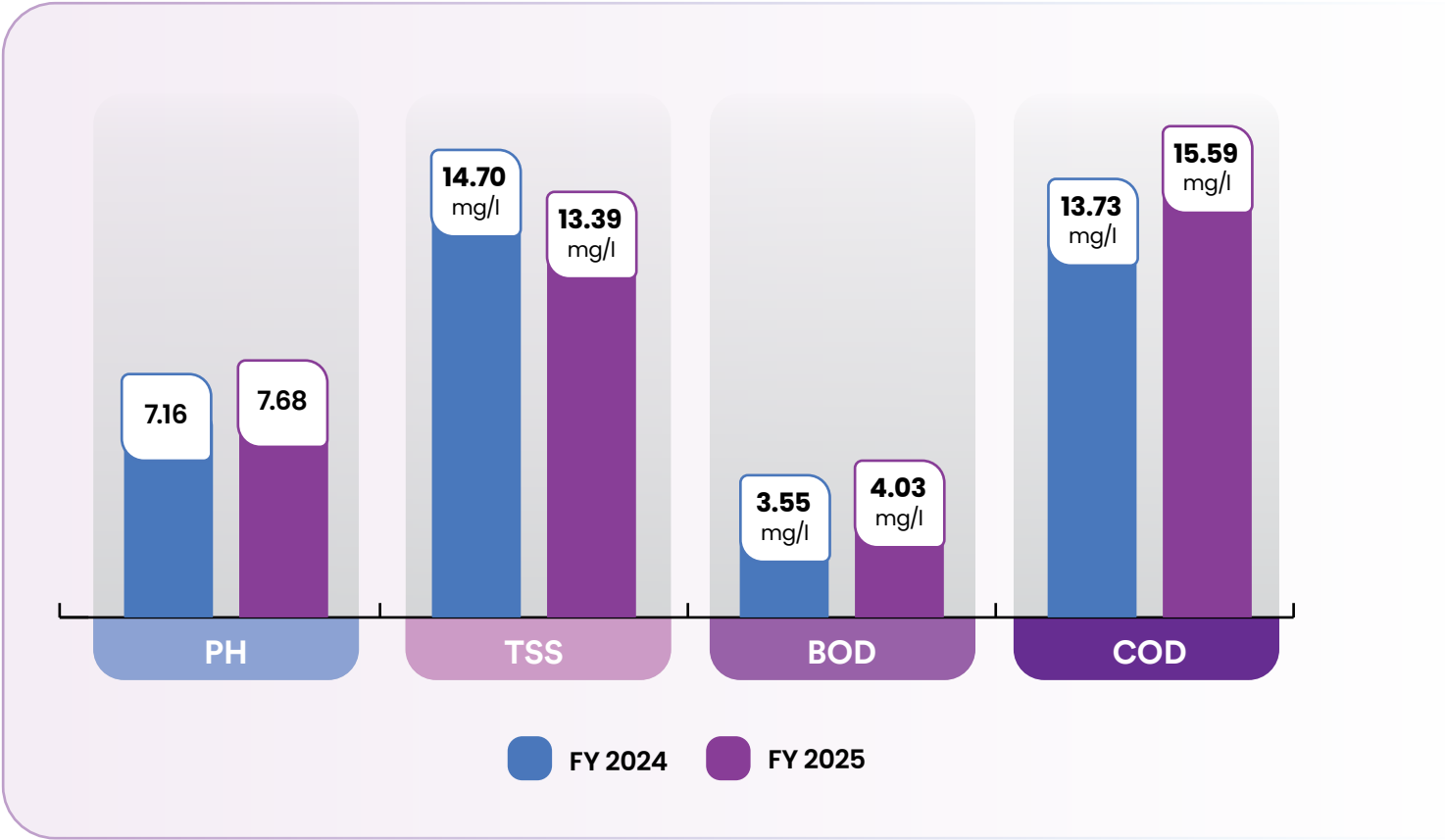
Operational Efficiency

With a clear policy framework in place, the second stage of the audit focuses on maximising operational efficiency across all water-consuming processes. Detailed assessments will be conducted to map water usage patterns, identify inefficiencies, and implement process improvements, from upgrading fixtures to optimising water-intensive operations. The goal is to drive immediate, measurable gains in water performance without compromising service quality or safety.

Storm Water Management

To further safeguard the quality of discharged water, we have implemented preventive systems within our stormwater network. Under our environment management system, stormwater quality is systematically monitored and analysed. Additionally, three oil separators have been installed at key airside locations to capture potential fuel and oil spillages,

thereby preventing contamination. In support of groundwater sustainability, 101 rainwater harvesting pits have been strategically constructed to facilitate percolation into the soil and recharge aquifers. These efforts collectively reflect our commitment to responsible water stewardship, ensuring that every drop is managed with foresight and care.



Addressing the Growing Challenges of Airport Waste

The global aviation sector has seen exponential growth over the past decade, and the trend is expected to continue. This growth brings with it the challenge of managing increasing volumes of waste generated at airports.

At MIAL, effective waste management is a cornerstone of our environmental sustainability strategy. We adhere to best-in-class industry practices that go well beyond regulatory compliance, reflecting our unwavering commitment to responsible and sustainable operations.

Our waste management framework is built on the principles of source segregation, safe storage, responsible disposal, and resource recovery. All waste generated within the airport premises is systematically collected and meticulously segregated at the point of origin. It is classified into hazardous and non-hazardous categories, and each type is directed to designated waste yards outfitted with appropriate containment infrastructure to prevent any risk of environmental contamination.



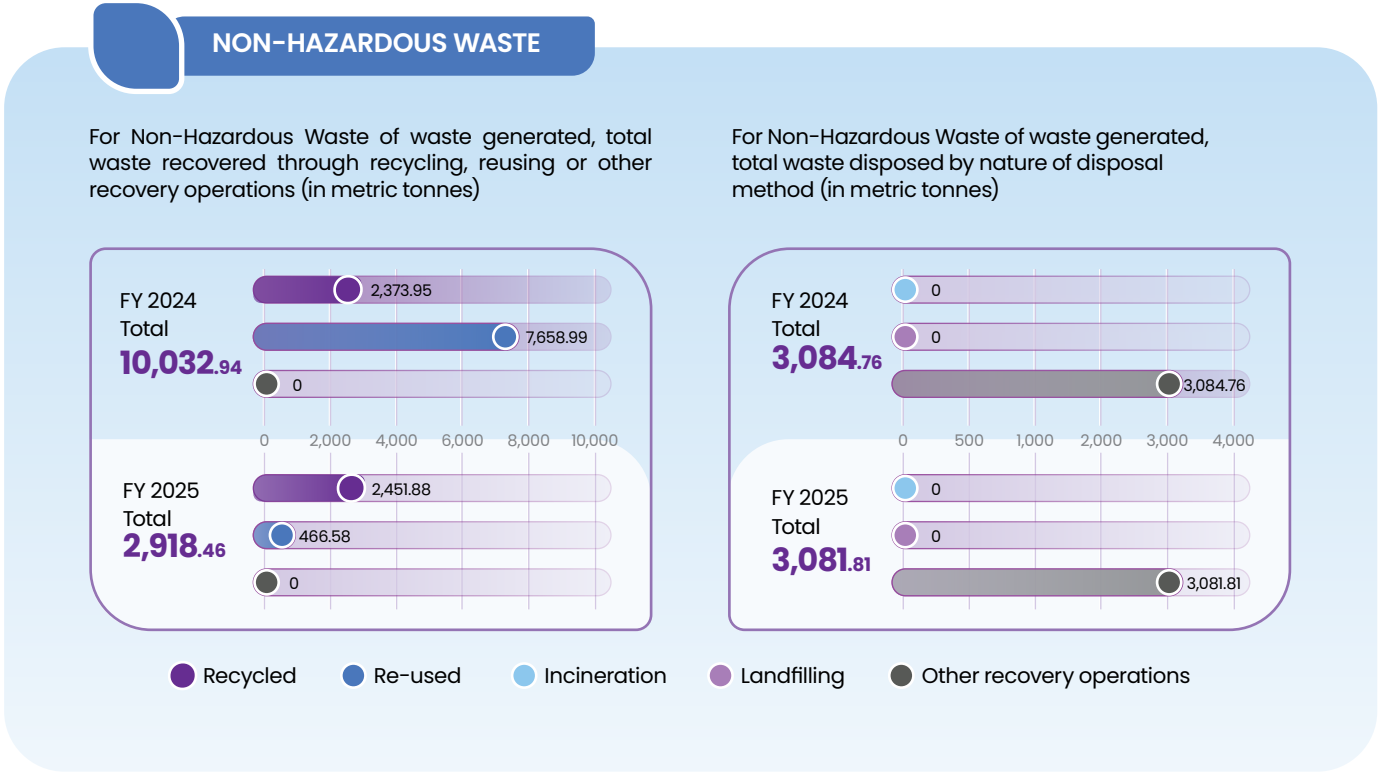
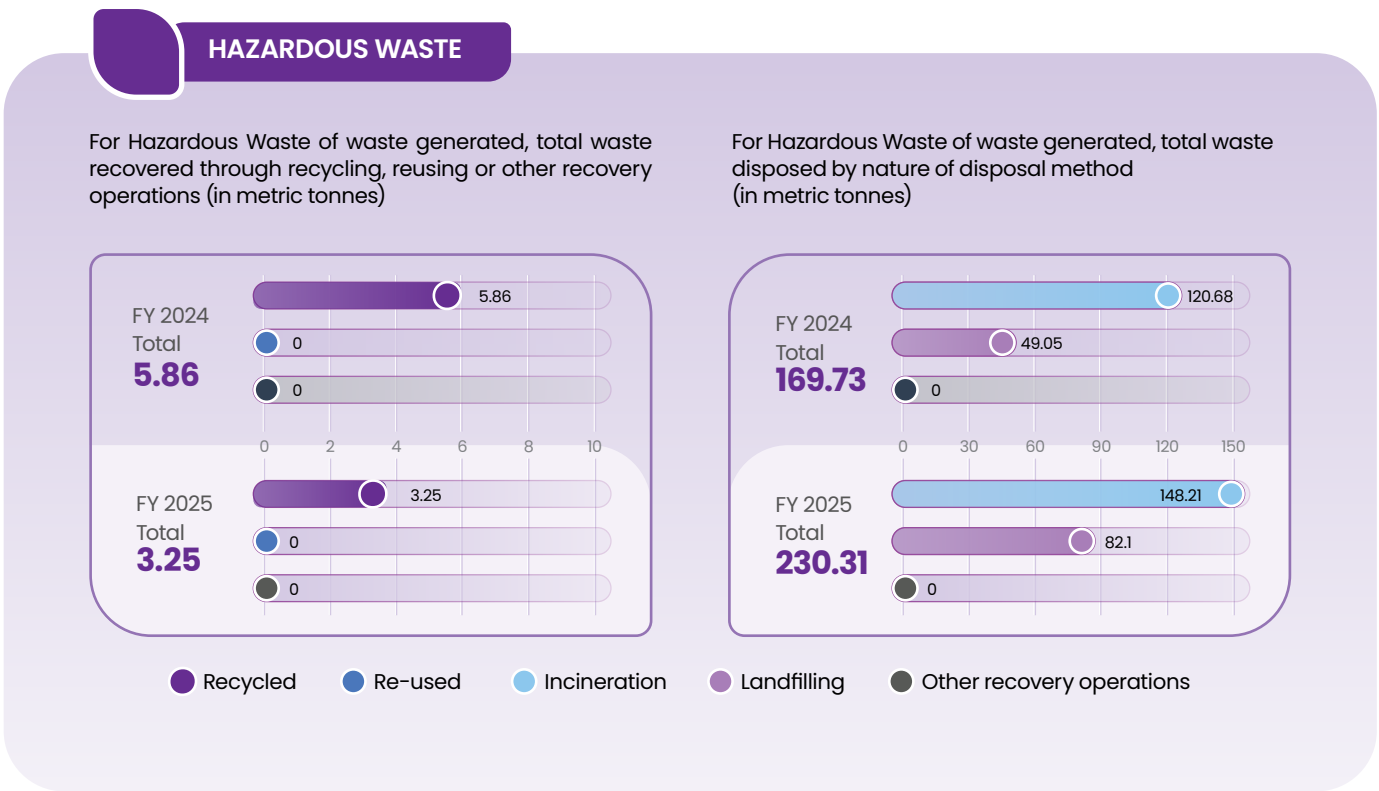
A Holistic Commitment to Sustainable Waste Management

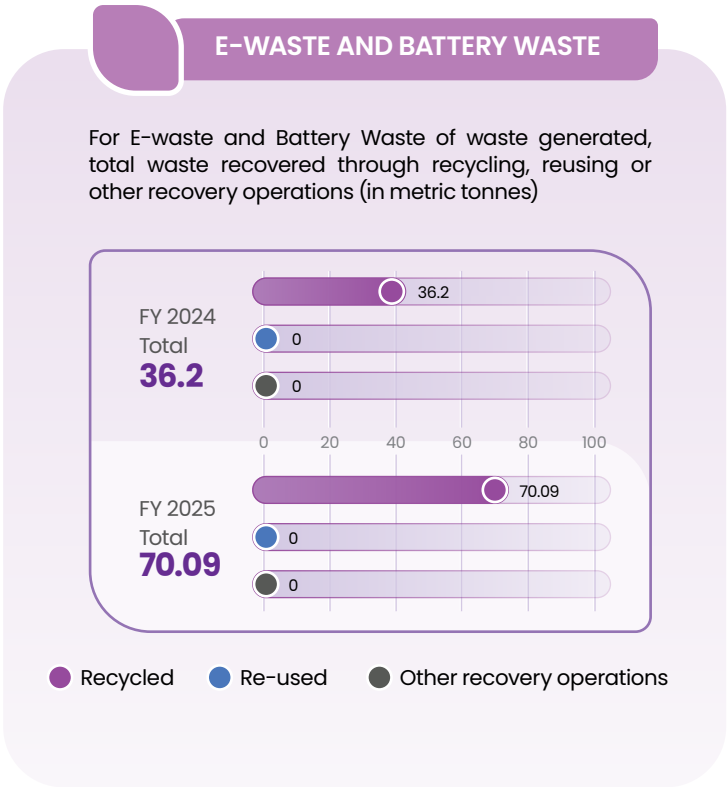
Through a combination of innovative technology, stakeholder engagement, and eco-conscious operations, MIAL is continuously evolving its waste management practices. Whether it is through the integration of automated systems, the promotion of behavioural change, or the repurposing of waste into valuable resources, our focus remains clear: it is to reduce our environmental footprint and inspire a broader shift towards

sustainable living and business operations.

As we look to the future, MIAL is committed to advancing its waste management strategy with even greater efficiency, transparency, and innovation, ensuring we remain at the forefront of sustainable airport practices globally.

Parameter	FY 2024	FY 2025
Total Waste generated (in metric tonnes)		
 Plastic waste (A)	1,093.07	1,145.55
 E Waste (B)	2.46	5.32
 Bio medical waste (C)	0.16	0.159
 Construction and Demolition Waste (D)	7,658.99	466.58
 Battery Waste (E)	33.74	64.77
 Radio-active waste (F)	0	0
 Other Hazardous waste. Please specify, if any. (G)	175.42	233.56
 Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e., by materials relevant to the sector)	4,365.65	4,388.13
 Total (A+B+C+D+E+F+G+H)	13,329.49	6,304.05
 Waste intensity (Total waste generated/million passenger)	252.4	114.37





Sustainable Waste Practices and Responsible Disposal

At MIAL, we emphasise waste minimisation while actively pursuing opportunities to maximise recycling and reuse. Our approach ensures that only non-recoverable waste is directed to final disposal. Such waste is managed through authorised incineration or routed to certified landfills via government-approved and environmentally compliant channels. We partner with authorised recyclers and disposal service providers to ensure all processes adhere to strict environmental standards, thus mitigating ecological risks, optimising waste-related costs, and aligning with evolving environmental regulations. This comprehensive approach underscores our dedication to sustainable operations and environmental stewardship.

Tackling Single-Use Plastic Waste at the Airport

A critical area of concern is the rising impact of single-use plastic, especially in the aviation ecosystem, where such materials are prevalent in packaging, catering, and passenger use. To address this issue, MIAL has introduced Reverse Vending Machines (RVMs) at Terminal 2, specifically targeting the collection of single-use PET plastic bottles.

Closing the Loop with Organic Waste Management

In our pursuit to divert waste from landfills, MIAL has deployed an advanced Organic Waste Composter (OWC) system. This initiative enables us to effectively manage organic waste streams, such as food and other organic waste, by converting them into high-quality, nutrient-rich compost which is reused within the airport campus for landscaping, gardening, and soil enhancement projects.



International Plastic Bag Free Day Celebration at Mumbai International Airport

On 3rd July 2024, Mumbai International Airport hosted a five-hour awareness event at Terminal 2 to mark International Plastic Bag Free Day. The primary objective was to educate passengers and airport employees about the harmful effects of plastic bags and promote the use of sustainable alternatives.

The event featured eco-friendly visuals and installations made from corrugated paper, carton boxes, and wooden frames. A key attraction was the selfie point with a themed backdrop that read “Say No to Plastic Bags”, encouraging photo engagement. A creatively designed pledge board, shaped like a giant bag, invited participants to publicly commit to reducing plastic usage.

Interactive activities ensured meaningful participation. The day kicked off with a puppet show tailored to convey the environmental consequences of plastic bags, which ended by encouraging viewers to make a pledge. This was followed by an introduction to sustainability initiatives.



A quiz contest on the event’s theme engaged attendees, with winners receiving jute tiffin bags and certificates of appreciation; a total of over 170 bags were distributed. A roaming cartoon character added a playful element, especially drawing in children and teaching them eco-friendly habits in a fun, memorable way.

The event received highly positive feedback, with passengers and staff praising the initiative for its creativity and relevance. The high level of interaction and enthusiasm underscored growing environmental awareness among the airport community.

Overall, the International Plastic Bag Free Day celebration at Mumbai International Airport was a successful step toward reducing plastic dependency. It reinforced the airport’s commitment to sustainability and demonstrated the impact of creative, community-driven environmental education.



Biodiversity

As global biodiversity continues to decline, we acknowledge our close connection to the ongoing climate crisis. We are firmly committed to ensuring that our airport operations support, rather than harm, the natural habitats around us. Protecting the living spaces of local birds and animals is not only an environmental priority but also a key part of our efforts to preserve the wider ecosystem. In line with the Adani Group’s values, we view biodiversity conservation as vital to long-term business resilience. Through our actions, we aim to support the global movement toward a nature-positive future.

Biodiversity Management Strategy

We are in the process of developing a comprehensive biodiversity management strategy that aligns with our commitment to operate in harmony with the natural world. At the core of this strategy is our AAHL’s Biodiversity Policy, which serves as its backbone, with a supporting technical standard and guidance note on biodiversity management guiding the integration of biodiversity conservation across all aspects of our operations.

We have initiated the biodiversity assessment for Mumbai Airport based on the following steps:



Governance and Oversight

Biodiversity Policy:

AAHL has developed a comprehensive Biodiversity Policy and supporting Technical Standard and Guidance Note on Biodiversity Management that outlines our commitment to biodiversity conservation and establishes the framework for identifying, evaluating and managing biodiversity-related impacts and risks at our airport. This policy reflects our understanding of the importance of biodiversity and sets the direction for our Environment Management Committee and all related activities.

Our Environment Management Committee (EMC):

We have established an EMC that brings together representatives from our environment, safety, operations, and wildlife hazard management departments, along with members from the local municipal corporation. This committee is tasked with overseeing and regulating activities in the surrounding communities that could potentially increase the bird population, which is a concern for both aviation safety and local biodiversity.

Our Wildlife Hazard Management Committee:

We have also set up a Wildlife Hazard Management Committee, which is authorised to humanely capture and relocate wildlife from our airport premises to suitable natural habitats, in accordance with permissions from the forest department. This committee is dedicated to reducing wildlife-related risks in a manner that is respectful to animal welfare and ecological balance.



Biodiversity Management Plan

Biodiversity Risk Screening:

As the initial phase of our Biodiversity Management Plan, we will conduct biodiversity risk screenings to collect baseline information about our site’s biodiversity and its proximity to ecologically sensitive areas. This step will enable us to identify and proactively manage potential biodiversity risks associated with our operations.

Biodiversity and Ecosystem Services Assessment:

We are currently undertaking a Biodiversity and Ecosystem Services Assessment to develop a detailed inventory of the local biodiversity and the ecosystem services they provide. This ongoing assessment will establish a baseline for our biodiversity, which will be crucial for informed decision-making and strategy development.

Biodiversity Impact and Risk Assessment:

Upon completion of the biodiversity inventory, we plan to conduct a Biodiversity Impact and Risk Assessment to determine the potential impacts of our operations on biodiversity. This assessment will be critical in identifying strategies to avoid, minimise, and mitigate any adverse effects on local ecosystems.

Implementation of Management Measures:

Based on the outcomes of our assessments, we will implement targeted measures to manage identified risks and impacts on biodiversity. These measures will be an essential part of our commitment to conserving biodiversity, restoring habitats, and ensuring the sustainable use of natural resources.



Monitoring and Reporting

Continuous Monitoring:

Following the implementation of our management measures, we will establish a continuous monitoring programme to track the effectiveness of our biodiversity initiatives. This will allow us to adapt our strategies as needed and ensure progress towards our biodiversity objectives.

Transparent Reporting:

We will engage in transparent reporting on our biodiversity efforts, keeping our stakeholders and the public informed about our progress and challenges.



Aspirational Target

No Net Loss:

We have set an aspirational target of achieving ‘No Net Loss’ of biodiversity. This ambitious goal guides our efforts to not only halt the loss of biodiversity but also to contribute to its recovery wherever possible. Our aim is to ensure that our operations leave the surrounding ecosystems as rich and vibrant as they were before.

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.



Tree Plantation

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. We have set ambitious tree plantation targets to enhance green cover and support ecosystem restoration. In FY 2024-25, we successfully planted 2000 trees toward this goal.

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.

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.

To realise our NNL objectives, we will adhere to the IFC’s mitigation hierarchy, which prioritises the avoidance of biodiversity impacts. Where avoidance is not possible, we strive to minimise our ecological footprint, restore affected habitats, and, as a last resort, offset any residual impacts to ensure that there is no net loss to biodiversity. This “avoid, minimise, restore, offset” approach is central to our NNL strategy and will be applied rigorously across all our development activities.



A Green Oasis in the Urban Landscape

In a city where concrete jungles often overshadow the natural landscape, MIAL is taking a stand for sustainability through a remarkable initiative. We are proud to announce the completion of a high-density tree plantation project at the SNTD Women's University in Juhu, Mumbai. This project embodies our commitment to environmental stewardship and community well-being.

In the reporting year, MIAL successfully planted around 2000 native trees, encompassing 25 diverse species, using the innovative Miyawaki method. This approach is designed to create native forests in urban spaces, transforming them into vibrant ecosystems.

Ecological and Environmental Benefits

The benefits of this initiative extend far beyond aesthetics. Our urban forest will contribute to increased biodiversity, providing a sanctuary for local flora and fauna. It will also enhance air and water quality, acting as a natural filter for pollutants. Furthermore, the trees will play a crucial role in carbon sequestration, helping to mitigate the impacts of climate change.

A Commitment to Sustainable Development

This initiative is more than just tree planting; it is a pledge to foster sustainable development and enhance the quality of life in Mumbai. By creating green spaces in urban environments, we aim to inspire other organisations to embrace environmental responsibility.

Before Plantation



After Plantation



Strategies for mitigating bird strikes

These measures are designed to effectively mitigate the risks associated with bird strikes at our airport, ensuring the safety of operations and wildlife alike.

Parameters	Confirmed bird strikes	Strike rate per 10,000 aircraft Movements
FY 2024	25	0.74
FY 2025	21	0.60

Drain Maintenance: Regularly clean drains to prevent standing water from accumulating on airport property.



Pest Control: Apply pest control measures following grass cutting to manage insect populations.



Waste Management: Maintain strict control over garbage and waste across the airport to reduce attractants.



Rodent Control: Implement measures to control rodents in operational areas.



Community Collaboration: Work with local meat/chicken shop owners, fish vendors, and slaughterhouses to ensure proper waste disposal, in coordination with municipal authorities.



Bird Scarers: Utilise bird scarers equipped with a sufficient supply of firecrackers to continuously disperse birds near runways.



Grass Management: Keep grass trimmed to a height of up to 30 cm to discourage birds from settling.



Laser Torches: Deploy laser torches during nighttime to deter birds.



Anti-Perching Devices: Install spikes on airside structures like signage, aerobridges, and lights to prevent birds from perching.



Tree Pruning: Coordinate with municipal tree authorities to trim trees in surrounding areas and along runway approach paths.



Fostering Social Change

At MIAL, we prioritise creating a sustainable social impact by empowering our diverse workforce through inclusive practices, growth opportunities, and employee-centric initiatives. Guided by our belief in ‘Growth with Goodness’, we strive to foster trust, equity, and active community engagement while nurturing a culture rooted in collaboration, diversity, and the empowerment of women.



Nurturing Sustainable Social Impact

We believe that true success is shaped by the people who bring it to life. Our workforce is at the core of our journey, and we are committed to supporting their growth while fostering relationships that go beyond business alone. Guided by our belief in ‘Growth with Goodness’, we focus on building deeper connections with our stakeholders and giving back meaningfully to the communities we are part of. For us, progress is not just about achievements but about the relationships, trust, and shared purpose we nurture along the way.

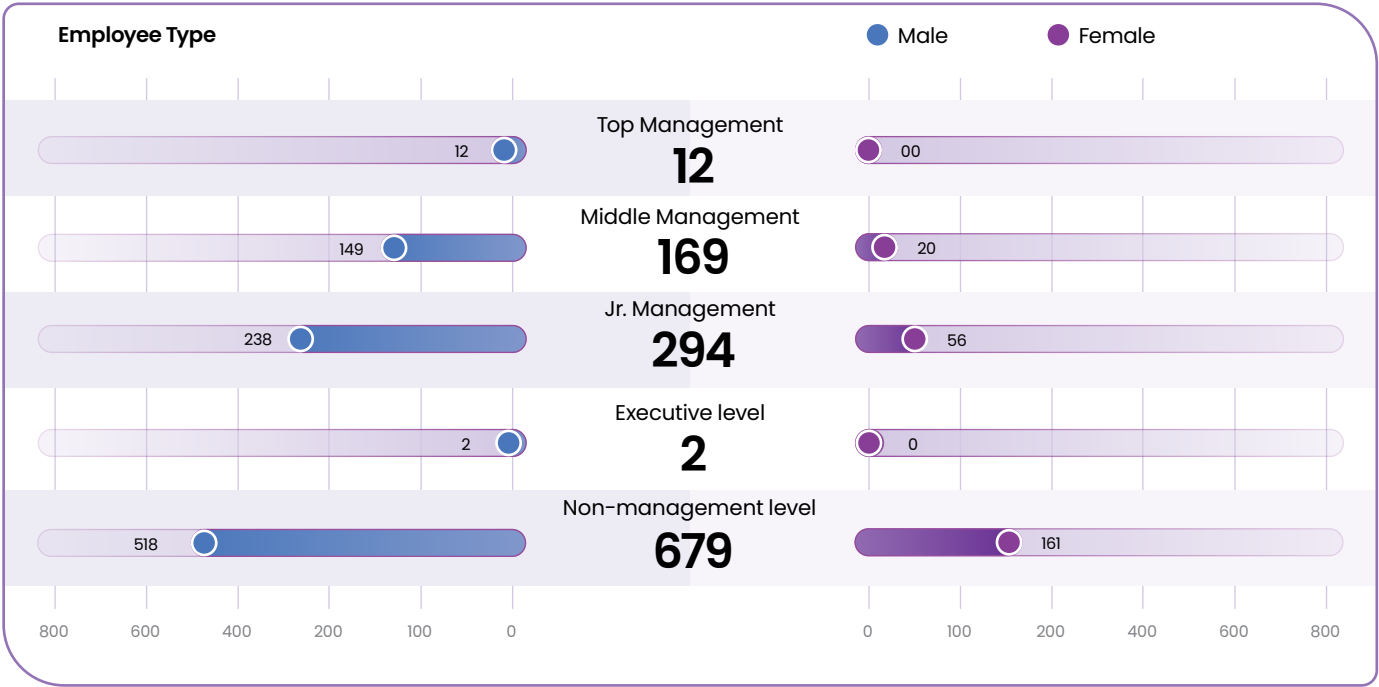
Our Dynamic Workforce

The talent and dedication of our workforce are at the heart of MIAL’s progress and achievements. We are committed to creating an environment where growth, equity, and opportunity are accessible to all. Our focus on employee development is reflected in comprehensive training programmes and leadership initiatives designed to foster adaptability and personal advancement. We are equally dedicated to building

a culture of diversity and inclusion, where every individual feels safe, valued, and empowered. By investing thoughtfully in new programmes and technology, we continue to strengthen employee engagement and satisfaction, cultivating a workplace where productivity and a spirit of collaboration naturally thrive.

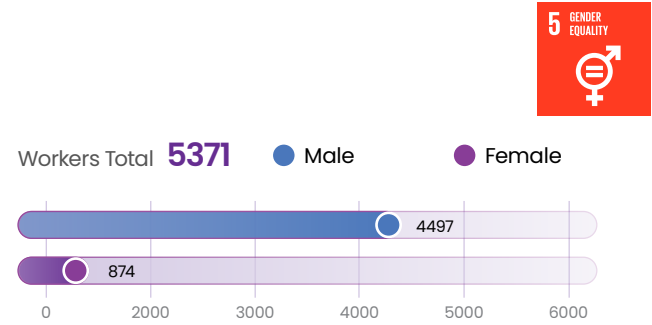
An Insight into our Employees

We are committed to ensuring equal growth opportunities and fair treatment for all our employees. We place a strong emphasis on non-discriminatory practices across job roles, work assignments, and compensation. Diversity is central to our approach, as it brings richer perspectives and drives collective growth. We are particularly focused on empowering women, supported by strategic initiatives that seek to increase their representation across all levels, including leadership roles. Today, our team comprises 1156 full-time employees and 5371 fixed-term workers, each playing a vital role in advancing MIAL’s vision and progress.



Thriving Contractual Worker Base

Embracing diversity is integral to our mission. Our commitment to advancing women is reflected in deliberate actions to strengthen their representation across all levels of the organisation. Our diverse workforce today includes 5371 third-party workers, with 16.9% comprising women professionals. Diversity stands as a key pillar of our strategy, enriching our workplace with a breadth of perspectives, experiences, and expertise across age and gender. This inclusive approach not only fosters innovation but also strengthens our competitive advantage.



Our Recruitment Process

Recruitment drive

Adani Accelerated Leadership Programme

Adani Management Trainee Programme

Post Graduate Engineering Trainee Programme

Graduate Engineering Trainee Programme

At our company, we prioritise attracting, retaining, and engaging top talent while cultivating a culture of trust. This commitment is reflected in our use of the Employee Webcast platform, through recognition of outstanding achievements, and the promotion of cross-functional learning. Additionally, our talent acquisition strategy emphasises responsible and environmentally sustainable practices, leveraging digital platforms, innovative solutions, and rigorous assessments.

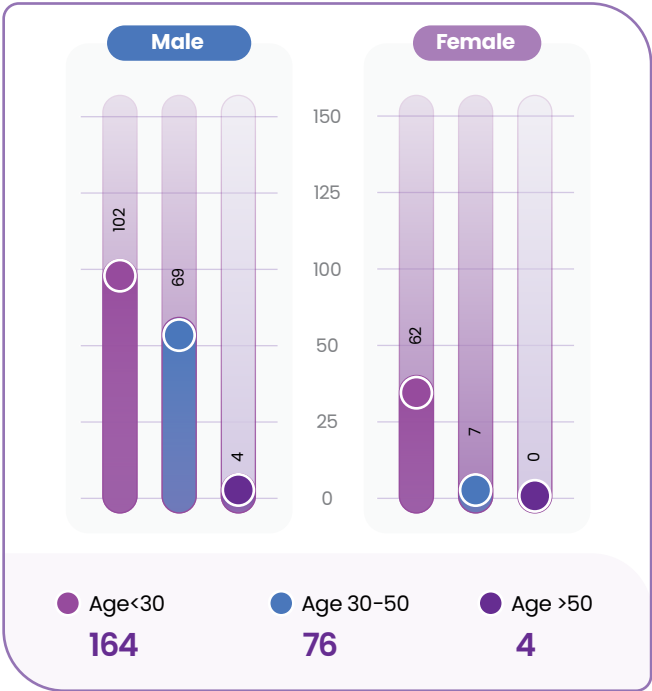
Finding the right person for the job isn't just about finding the most qualified candidate; it is also about finding the candidate who fits best with our company's culture and values. At every step of the way, we ensure that hiring is a two-way process where both the candidate and our company find the right fit. The growth and development of a candidate is equally important to us. Through holistic yet rigorous assessments leveraging digital platforms, we integrate sustainable practices even in our recruitment process. It is a fair process where bias and discrimination towards candidates have no place.

Our recruitment process is built on fairness and merit. Candidates are assessed solely on their skills, experience, and alignment with the specific requirements of the role, ensuring the best fit for our organisational goals. We do not encourage, endorse, or consider regional or any other categorisations in our hiring practices. Every individual is evaluated on their abilities and potential, without bias.

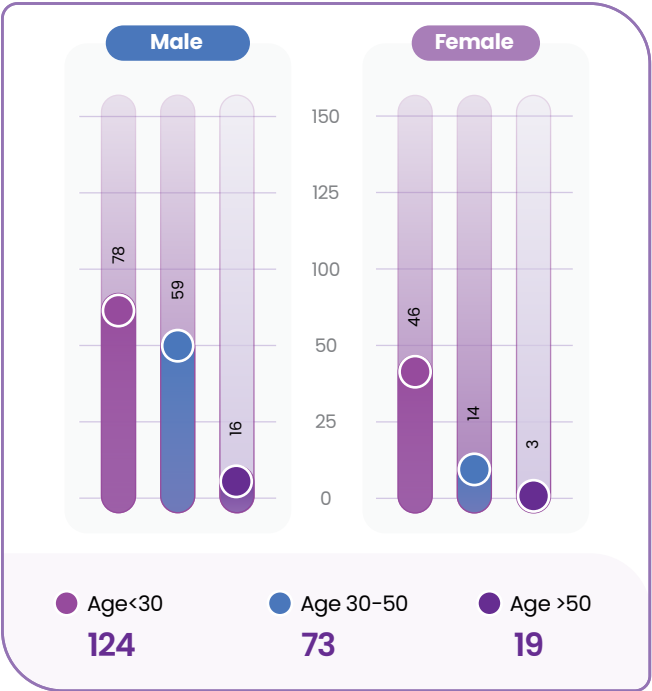
Youth Hiring Through Trainee Programmes: Locally we are hiring trainees for Inline Security and Trainee ARFF through tie-ups with various academies, schools, and colleges.

Employee Hiring and Turnover

Hires for FY 2025



Turnover for FY 2025



Employee Hiring and Turnover Rate

FY 2025	Employee Turnover Rate	Employee Hiring Rate
	19%	21%

Employee Hiring and Turnover rate by gender

FY 2025	Employee Turnover Rate		Employee Hiring Rate	
	Male	Female	Male	Female
	16%	26%	19%	29%

Employee hiring and turnover rate by age distribution

FY 2025	Employee Turnover Rate			Employee Hiring Rate		
	<30	30 - 50	>50	<30	30 - 50	>50
	47%	10%	13%	63%	10%	3%

Performance Review, Appraisals and Development

We believe an effective appraisal is not just about evaluating past performance, it is a guide to unlocking future potential. Through a robust Performance Management System (PMS), we ensure every employee experiences a fair, transparent, and growth-orientated assessment process.

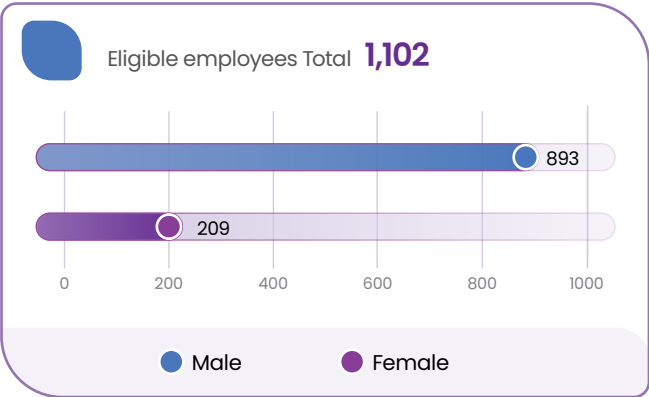
Our PMS outlines clear steps and indicators to measure performance, providing a structured foundation for year-end reviews. Throughout the year, ongoing ratings, thoughtful recommendations, careful deliberations, and constructive feedback sessions ensure the process remains just, balanced, and holistic. By integrating these elements, we help employees identify actionable pathways for development and foster a culture where merit is recognised and advancement is earned.

We also actively promote internal mobility through our Group portal, encouraging employees to explore opportunities across the wider network and grow their careers from within.

Career development reviews and performance appraisals are done for all our eligible employees annually. During the reporting year, 100% of the employees were covered in the performance appraisal.

BOLT – Building Our Leaders of Tomorrow

- » BOLT is an immersive, year-long journey crafted to nurture high-potential individuals and unlock their leadership promise. Launched by the Adani Group, this transformative programme is more than a training; it's a catalyst for personal and professional evolution. This year, 16 employees took their first steps on this path of growth and self-discovery.
- » At its heart, BOLT encourages deep introspection, helping participants uncover their unique leadership styles while fostering a richer understanding of the organisational environment around them. Through thoughtfully designed learning labs focused on leading self, leading others, and leading the business, participants are empowered with the skills, perspectives, and confidence needed to create meaningful impact.



- » The programme also opens doors to enriching experiences: immersive business exposures, one-on-one coaching, functional mentorship, and a powerful foray into social leadership. Together, these elements provide a well-rounded platform that not only builds strong leaders but also inspires them to lead with empathy, clarity, and purpose.

Great People Leader Programme

The programme is a follow-up to our organisation's Admired People Leader initiative. It is informed by insights from our employee engagement and chairman's surveys. The programme includes:

- » Factors that boost employee productivity and motivation in the workplace.
- » Effective strategies for aligning team members with a shared purpose, facilitating skill development for increased success, and empowering them to achieve results.

Rewarding Our People

- » At MIAL, we believe recognition is more than a reward; it's a spark that fuels excellence. When we honour contributions aligned with our vision, goals, and values, we lay the foundation for a workplace where people feel seen, valued, and inspired.
- » Understanding that morale and holistic growth are key to both retention and progress, we've built a culture that consistently uplifts and motivates. Through our Employee Webcast platform, we spotlight achievements big and small, nurturing a sense of belonging and pride.
- » Our recognition programme goes beyond applause; it's a celebration of initiative, creativity, and the pursuit of potential. By acknowledging exceptional efforts, we empower our people to grow not just as individuals, but as a collective force driving our shared success.

Our Award Categories



Kudos to You

This award recognises employees demonstrating Adani's core values of commitment, trust and courage.

Customer Champion of the Month

This award acknowledges employees who excel in customer centricity, setting new standards for customer satisfaction while embodying Adani's core values.

Airport Champion of the Month

This award is for employees across backend functions who consistently uphold Adani's core values, demonstrating resilience and commitment even in challenging situations throughout the month.

Best Airport Force of the Quarter

This award is for an exemplary/outstanding performer of the team in the quarter.

Empowering our Employees

Well-being Initiatives

A truly thriving workplace is one that looks beyond pay cheque and focuses on the well-being of its people. At MIAL, employee health, satisfaction, and happiness are not just priorities; they are foundational to how we work.

Every initiative we design places employees at the heart of the experience. From holistic health and wellness programmes that support both mental and physical well-being to regular

health drives, awareness seminars, and energising in-office activities, MIAL's focus is on creating a workplace that feels caring and connected.

This ongoing investment in our people is a reflection of our values. By fostering a culture of support and vitality, we aim to attract, nurture, and inspire the talent that drives our collective success.



Yoga sessions

In today's fast-paced world, it is often the age-old practices that offer the deepest grounding. Yoga is one such timeless tradition nurturing well-being by bringing the body, mind, and spirit into harmony. Its power lies not just in physical movement but in the quiet strength it builds through breathwork, focus, and reflection.

We recognise the transformative potential of yoga. With guidance from our in-house healthcare professionals, we offer personalised sessions tailored to our employees' needs, helping them build agility, reduce stress, and enhance clarity of mind. Through this practice, we support our people in finding balance amidst the demands of modern life.





Gym and fitness

A holistic lifestyle begins with taking care of one’s body, and at MIAL, we make fitness an accessible and integral part of everyday life. By offering gym memberships and access to fitness facilities, we empower our employees to prioritise their well-being in ways that work for them.

Regular movement not only boosts physical health but also sharpens focus, lifts energy levels, supports weight management, and provides a powerful outlet for stress relief. Through these offerings, we encourage a culture where wellness becomes a shared commitment, one that enhances both individual vitality and collective strength.



Saksham

Project Saksham is a step toward empowering every employee at Adani to become more self-reliant, confident, and equipped to reach their fullest potential. Rooted in the belief that people are at the core of progress, this initiative bridges individual growth with organisational vision.

By aligning HR practices with strategic business goals, Saksham enhances the employee experience, streamlines processes for greater efficiency, and champions data-driven decision-making. It’s not just about systems; it’s about building a workplace where each person is supported, enabled, and inspired to thrive.

Celebrating Housekeeper’s Week

At MIAL, Housekeeper’s Week was celebrated with heartfelt appreciation to honour the indispensable role our housekeeping team plays in upholding the highest standards of cleanliness and service.

The week began with a traditional lamp-lighting ceremony, an expression of our deep gratitude and respect. The celebrations included a graceful welcome dance, a thoughtful skit underscoring the importance of rigorous hygiene practices, and engaging team-building activities that brought everyone together in camaraderie and joy.

A special Rewards & Recognition ceremony acknowledged exceptional dedication and performance, reinforcing how vital our housekeeping team is to MIAL’s everyday excellence. This observance was not just a tribute; it was a reminder of the strength, dignity, and unity that define our workplace.



Women’s Day celebration

Every year, we come together to celebrate International Women’s Day not just as a date on the calendar but as a powerful reminder of the strength, talent, and impact of women in our workplace and beyond.

This day is dedicated to honouring the contributions of our women colleagues, fostering meaningful dialogue, and reaffirming our commitment to gender equality. Through curated events, conversations, and moments of recognition, we strive to create a space where women feel seen, valued, and empowered to thrive.



Celebrating retirement

Superannuation marks not an end but a meaningful new beginning, a “second innings” in the journey of life. We honour this significant milestone through a dedicated monthly celebration that recognises the invaluable contributions of our retirees.

This initiative is our way of expressing deep gratitude for their years of dedication while also cultivating a culture of respect and appreciation among our current teams. In the first quarter of FY 2025, we celebrated the retirement of 13 esteemed colleagues, ensuring their final day at MIAL was not just memorable but filled with warmth, pride, and heartfelt farewells.



No. of Health camp conducted

18

No. of Beneficiaries

3733



No. of OPD conducted

41



No. of Beneficiaries

417



OPDs and health screening camps

A healthy, resilient workforce is the foundation of a thriving organisation. At MIAL, we believe that accessible and timely medical care not only boosts morale and job satisfaction but also plays a key role in reducing absenteeism and enhancing overall productivity.

To support the well-being of our team, we offer complimentary outpatient department (OPD) services and round-the-clock access to occupational health facilities. Throughout the year, we host specialised OPD sessions featuring expert care in areas such as obstetrics & gynaecology, dermatology, ophthalmology, diabetes & obesity, dental health, and cardiology.

These initiatives reflect our commitment to creating a workplace where health is a shared priority and where every employee feels cared for, supported, and empowered to give their best.

Health Camps:

- » Oral Screening Camp
- » Free Hepatitis (B & C) & Health Screening Camp
- » Blood sugar, bone density, BMI, ECG
- » Vision screening camp
- » Hearing camp

24
MAR

World
Tuberculosis Day

Webinar on
National Tuberculosis
Elimination Program
Dr Vijay Bhagat, APHO, CSMIA.
MOHFW, Govt of India

Tuberculosis & Mumbai
Dr Ranjeeta Bagwe. District TB Officer,
Andheri East Dist, BMC

Host : Maj (Dr) Anand D. More (Retd),
Head, Medical Services, MIAL, CSMIA

Date : 24 March

Time : 3.00 OM onwards

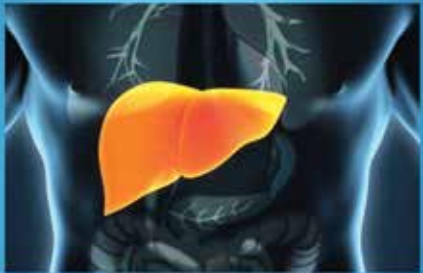
Venue : On Microsoft Teams
(Link Given Below)



WELLNESS WEBINAR

Let's raise worldwide
awareness about **Fatty Liver**

Because **Fatty Liver**
can be a **Silent Killer** !



**FATTY LIVER
- An Epidemic**

11 FEB 2025

2.00PM (INDIA TIME)

Speaker- Dr Gaurav Mehta,
Executive Director, Mumbai International Airport & Medical Research Institute, Mumbai

Host- Major(Dr) Anand D. More (Retd),
Head, Medical Services,
Mumbai International Airport Ltd,
Chhatrapati Shivaji Maharaj International Airport, Mumbai

Meeting Link (Microsoft Teams) appended below

Webinars on Health Issues

We invite experts to talk about ailments and ways to prevent health issues such as tuberculosis, fatty liver, cardiac death, ovarian cancer, etc. These sessions empower employees with knowledge to make informed health decisions, ultimately boosting wellness and productivity.

No. of Webinar
conducted

26

No. of participants

3477



Employee Benefits

We believe that caring for our people goes beyond the workplace; it's about creating an environment where every employee feels supported, valued, and secure. Our comprehensive benefits are thoughtfully designed to promote physical and mental well-being, encourage work-life balance, and foster long-term engagement.

From flexible hours and parental leave to wellness programmes that reduce stress and enhance job satisfaction, our initiatives are rooted in empathy and responsibility. Our benefits package includes a Death Benevolent Fund (DBF) to support families during difficult times, a Group Mediclaim policy for health coverage, and a Group Personal Accident policy for added protection.

We also extend healthcare support through the ESI scheme, provide parental leave for new parents, and ensure coverage under the Employee Compensation Act in cases of disability or invalidity. To further ease daily challenges, we offer an on-site crèche facility for working parents, an Occupational Health Centre (OHC) for immediate medical needs, and access to the Adani Emcare App for convenient, tech-enabled healthcare.

Together, these benefits reflect our commitment to nurturing a stable, motivated, and thriving workforce where care and well-being are part of the everyday experience.

Crèche facility

Access to a crèche provides parents with peace of mind, allowing them to focus on their work while knowing their child is in a safe and nurturing environment. We've set up a dedicated crèche facility for our employees, operational since September 2018. Partnering with a specialised day care provider, we ensure top-notch childcare services.



Occupational Health Centre

OHC is a vital element in ensuring the health of our employees. We offer an on-site Occupational Health Centre (OHC) that provides essential medical assistance, health checkups, and occupational health services, ensuring the well-being of our employees in the workplace.

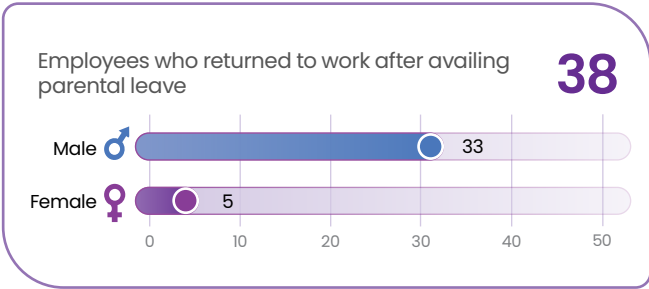
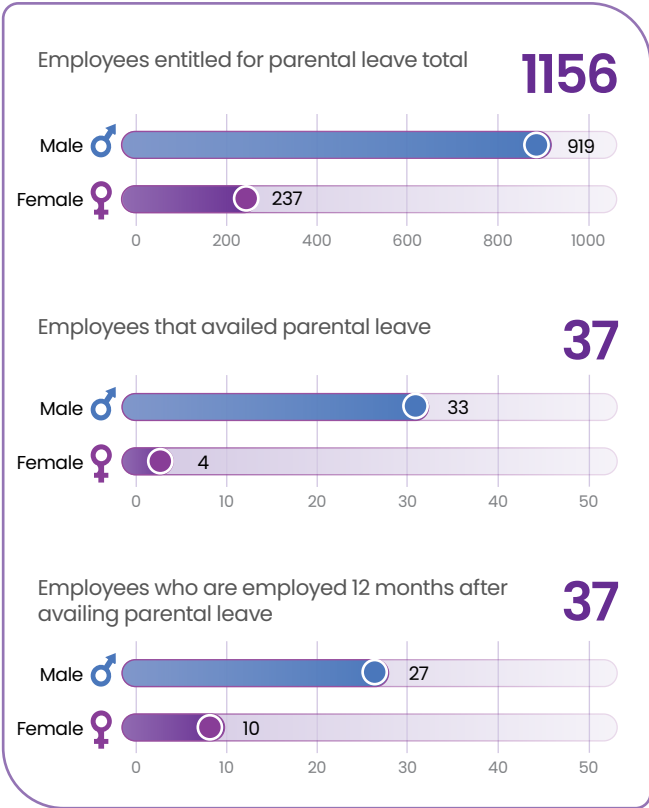
In addition, the Adani Emcare App is available to help track health-related parameters, promoting wellness and health awareness among our employees.

Parental Leaves

Parental leave is more than a benefit; it's a vital support that nurtures the early bond between parents and their newborns. We recognise the significance of this life-changing moment and stand by our employees as they step into parenthood. Our comprehensive parental leave policy offers both maternity and paternity leave, ensuring job security and financial stability during this important time of care, connection, and transition.

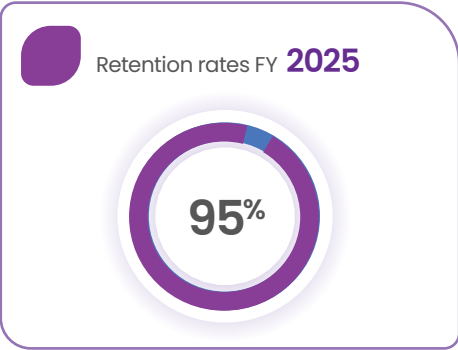
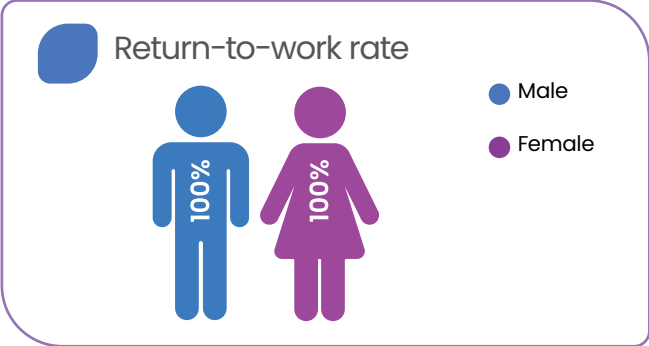
Paternity benefit

We recognise the importance of a father's presence in the early days of a child's life. Our paternity leave policy offers up to six days of paid leave per child, which can be availed within one month of the birth. This support ensures that new fathers have the time to bond with their newborn and share in the responsibilities of parenthood from the very beginning.



Maternity Benefit

We understand that the journey into motherhood brings significant physical and emotional changes. To support new mothers, MIAL offers maternity leave in accordance with the Maternity Benefit Act. As part of our broader commitment to diversity, equity, and inclusion, we've also introduced a dedicated maternity care policy featuring tailored initiatives designed to ease this transition and ensure expecting mothers feel supported every step of the way.



The return-to-work rate of employees that took parental leave is 100% while the retention rate is 95%."

Learning and Development

A culture of learning transforms potential into lasting excellence one step, one lesson at a time. At MIAL, we believe that continuous learning is key to staying ahead in a dynamic industry. By investing in our employees' growth, we not only boost morale and job satisfaction but also ensure they remain equipped with the latest skills and knowledge.

Learning pushes us beyond our comfort zones and opens the door to innovation and adaptability. A well-trained workforce is not just more capable, it's more confident, agile, and ready to meet challenges with purpose and precision.



New Hire Induction Programme (GENESIS)

We believe a strong beginning lays the foundation for lasting success. Our GENESIS programme warmly welcomes new employees, offering them an immersive introduction to the organisation. Through detailed overviews of various departments and a guided walkthrough of airport operations, GENESIS helps new hires understand our structure, culture, and key stakeholders. It's our way of ensuring they feel supported, informed, and truly part of the MIAL family from day one.

Service Academy

In a world of constantly rising expectations, exceptional service remains the heartbeat of MIAL. At the forefront of this commitment are our Customer Service Executives (CSEs) and Passenger Service Executives (PSEs), who shape every passenger's experience with care and professionalism.

To empower them, we've developed a focused learning programme in partnership with our terminal operations team. This initiative sharpens key skills – grooming, customer observation, attitude, and situation management – ensuring that every new CSE and PSE is equipped to respond with confidence and warmth. With 1,142 employees having successfully completed the programme, we've strengthened our ability to consistently exceed service expectations and create memorable journeys for all.

Functional Training for Airside

Designed with precision for our Airside and Terminal Operations teams, these functional training sessions are aligned with global benchmarks, drawing directly from ICAO manuals—Annex 14: Aerodromes and Annex 9: Facilitation. With a strong focus on international standards and industry best practices, the programme enhances operational efficiency while reinforcing critical safety protocols. These in-depth trainings ensure our teams consistently uphold excellence across all facets of airside and terminal operations.

ACE (Adani Commercial Excellence)

The ACE programme delves into the dynamic world of non-aeronautical revenue income generated from passenger engagement beyond the core flying experience. From retail and dining to promotional events, these avenues play a crucial role in shaping the airport's commercial landscape. Through a carefully crafted intervention, the programme equips our commercial team with the knowledge and strategies needed to maximise these revenue streams, enhancing both passenger satisfaction and business performance.

Digital Dexterity Programme
(Online Module)

Launched by the Adani Group, the Digital Dexterity programme is a gateway to future-ready skills. This online learning module sharpens employees’ digital acumen in emerging domains such as the Internet of Things (IoT), blockchain, analytics, and robotics. By building core competencies in these areas, the programme empowers participants to confidently navigate technological shifts and actively contribute to the Group’s digital transformation journey.

E-Vidyalaya

This dynamic learning hub brings flexibility and accessibility to the heart of our training ecosystem. By allowing employees to engage with essential modules from anywhere, it ensures a consistent and seamless learning experience across all teams and locations. As the central platform for all mandatory courses, it reflects our commitment to nurturing a culture of continuous growth. With each session, employees are empowered to enhance their skills, stay current with industry trends, and meet evolving organisational needs on their own terms, at their own pace.

The training that we provide is diversely distributed to all management levels.
The training hours for each management level are provided below:

Employee category	Total number of employees		Total number of training hours provided to employees (Hours)		Average training hours per employee	
	Male	Female	Male	Female	Male	Female
Senior Management	12	0	48	0	4	0
Middle Management	149	20	15,893	497	107	25
Junior Management	238	56	8,633	1,797	36	32
Executive level	2	0	5	0	2	0
Non-management level	518	161	21,763	5,467	42	34
Total	919	237	46,341	7,760	50	33

Worker Training

Empowerment begins with education, and education builds the bridge to excellence. At MIAL, we are dedicated to empowering all our outsourced employees through a robust training framework that encompasses both our in-house programmes and collaborations with third-party contractors.

These sessions delve into vital areas such as safety and health protocols, skill enhancement, and the Prevention of Sexual Harassment (POSH) guidelines. Additionally, they focus

on etiquette, grooming, delivering exceptional customer service, and working with professionalism. Through these comprehensive training initiatives, we are committed to fostering a workforce that is not only well-prepared but also inspired to perform at their best.

Soft Skills Training

Success in the workplace is deeply rooted in effective communication and collaboration. At MIAL, we recognise this and equip our employees with soft skills training to help them navigate everyday interactions with confidence and clarity. The programme sharpens both verbal and non-verbal communication while building essential skills in teamwork, conflict resolution, and collaborative problem-solving. With a strong focus on emotional intelligence, it also supports employees in managing emotions, fostering empathy, and building positive, respectful relationships across the organisation.

Customer Delight

Our Customer Service Excellence training programme is designed to go beyond the basics, focusing on best practices for delivering exceptional service, handling enquiries with care, and resolving complaints with empathy and professionalism. At MIAL, we believe true customer delight comes not just from meeting expectations but consistently exceeding them.

Through this programme, we cultivate a workforce that is both skilled and emotionally attuned, able to engage in thoughtful, personalised interactions that make every customer feel

seen and valued. By honing the art of communication and service, we ensure that every touchpoint reflects the warmth, attentiveness, and excellence our passengers deserve.

We have provided detailed training sessions on safety & health and skill development, along with sessions to keep workers informed about regulations of POSH.

A total of 10500+ workers have been trained for more than 12000+ learning hours.



Human Rights

Safeguarding human rights means empowering individuals and communities through fairness, equality, and integrity. We are committed to upholding these values by adhering to AAHL's Human Rights Policy, ensuring that our business practices reflect deep respect for fundamental rights and freedoms.

Aligned with global standards, our policy draws guidance from key international frameworks, including the Universal Declaration of Human Rights, the Social Accountability 8000 (SA8000) Standard, and the core International Covenants on Civil and Political Rights and Economic, Social, and Cultural Rights. Through this commitment, we strive to create a workplace and business environment rooted in dignity, accountability, and respect for all.

At MIAL, we are committed to fostering a culture where human rights are not only understood but actively upheld by every stakeholder. Through comprehensive training programmes, we equip our employees with the knowledge and tools to champion human rights across the organisation, ensuring awareness, prevention, and swift redressal of any violations.



Human Rights Assessment

Driven by our unwavering dedication to human rights, we carried out a comprehensive evaluation in partnership with an external third party. The goal was to pinpoint and address risks throughout our operations, ensuring alignment with international human rights norms. Key areas of focus included preventing sexual harassment, workplace discrimination, child labour, forced labour, freedom of association and collective bargaining and ensuring fair wages. This proactive strategy underscores our commitment to fostering a safe and respectful workplace and empowers employees to raise any issues they might face.

By identifying and evaluating potential risks or impacts, we mitigate risks and ensure our actions align with our human rights ethos. Through this dynamic and structured approach, we ensure that human rights are not only upheld but celebrated as an integral part of our organisational identity.

Our induction sessions include dedicated modules on human rights and the organisation's code of ethics, reinforcing our values from day one. By rigorously adhering to legal provisions and global standards, we affirm our commitment to accountability, integrity, and respect at every level of our operations.



Prevention Of Sexual Harassment (POSH)

Empowering women starts with creating a safe and respectful workplace for all. To protect our employees, our company has implemented a comprehensive Prevention of Sexual Harassment (POSH) Policy and established an Internal Committee (IC). This is in line with The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013. Every new employee undergoes a comprehensive orientation that includes detailed information about our POSH policy. As well, all employees undergo POSH trainings annually.

We uphold a zero-tolerance stance on sexual harassment in the workplace. Our Internal Committee (IC), chaired by senior female executives and supported by an external expert, plays a crucial role in investigating and resolving complaints with fairness and confidentiality.

The IC also takes a proactive approach, conducting regular awareness initiatives, including guidance for remote work scenarios, to ensure all employees are informed and empowered. Mandatory POSH training and certification are required for everyone, regardless of role or employment status, reinforcing our shared responsibility to maintain a safe and respectful work environment.

Each matter brought forward was addressed with the seriousness it deserves, reflecting our continued commitment to dignity and accountability across the organisation.

During the reporting period, zero complaints of sexual harassment were received



Notice of Change and Collective Bargaining

We remain steadfast in upholding the rights of workers to engage in collective bargaining, a fundamental provision under the Industrial Disputes Act, 1947. This right empowers employees to form trade unions and negotiate collectively, ensuring fair and equitable treatment across all employee levels, including those in the S1 to S5 categories. We make no distinction between employee groups, reinforcing our commitment to fairness and compliance with labour regulations.

In line with Section 9A of the same Act, we also adhere strictly to the mandated 21-day notice period prior to implementing any significant changes that could impact employees. This ensures transparency and gives both employees and labour authorities adequate time to respond, reflecting our responsible and collaborative approach to workplace governance. Currently, 92.4% of our workforce employed through various outsourced vendors is covered by collective bargaining agreements.

These initiatives reflect our proactive commitment to human rights, ensuring that our workplace not only complies with legal standards but actively protects and respects the rights of every individual across our operations.



Freedom of Association

At MIAL, nurturing harmony and fostering peaceful resolutions throughout our supply chain is a priority. We ensure that all our value chain partners uphold labour rights and promote stability. By extending financial support to our vendors, we empower them to reach fair settlements with worker unions, ensuring that the welfare and concerns of all parties are prioritised. This underscores our dedication to cultivating positive labour relations and reinforcing our commitment to ethical business practices and sustainable partnerships.



Child and Forced Labour Risks

Protecting children from labour is not just our responsibility; it is a commitment to safeguarding the future. Every child deserves a childhood filled with learning, play, and care, not the weight of work.

To uphold ethical practices, we mandate strict age verification during recruitment and integrate the same checks into the approval process for Airport Entry Permits (AEP), ensuring that only eligible individuals access airport premises. As per regulatory requirements, notices are prominently displayed affirming that no child is employed within our organisation.

We have also identified operational contexts where the risk of child labour or forced labour could be more pronounced. To prevent any such violations, we adhere rigorously to the legal frameworks laid out by relevant authorities. This ensures that our operations remain fully compliant with all applicable laws, regulations, and international standards.

By embedding integrity, transparency, and accountability into our processes, we ensure a workplace that is both lawful and fair.

As of this reporting period, no instances of child or forced labour have been recorded across our operations.



Discrimination at the Workplace

Our policies are rooted in the principles of equal opportunity, diversity, and fairness, ensuring that every individual is treated with respect and advanced based on merit. Through ongoing efforts to foster an inclusive and equitable workplace, we are proud to report zero cases of discrimination and no violations of the rights of Indigenous peoples during the reporting period. These outcomes reflect our continued commitment to dignity, equity, and responsible business conduct.

Health and Safety



We recognise that maintaining the highest standards of safety is not just essential; it's non-negotiable. Achieving this demands meticulous planning, strict adherence to safety protocols, a commitment to continuous improvement, and above all, a culture of vigilance that empowers every individual to take ownership of safety every day.

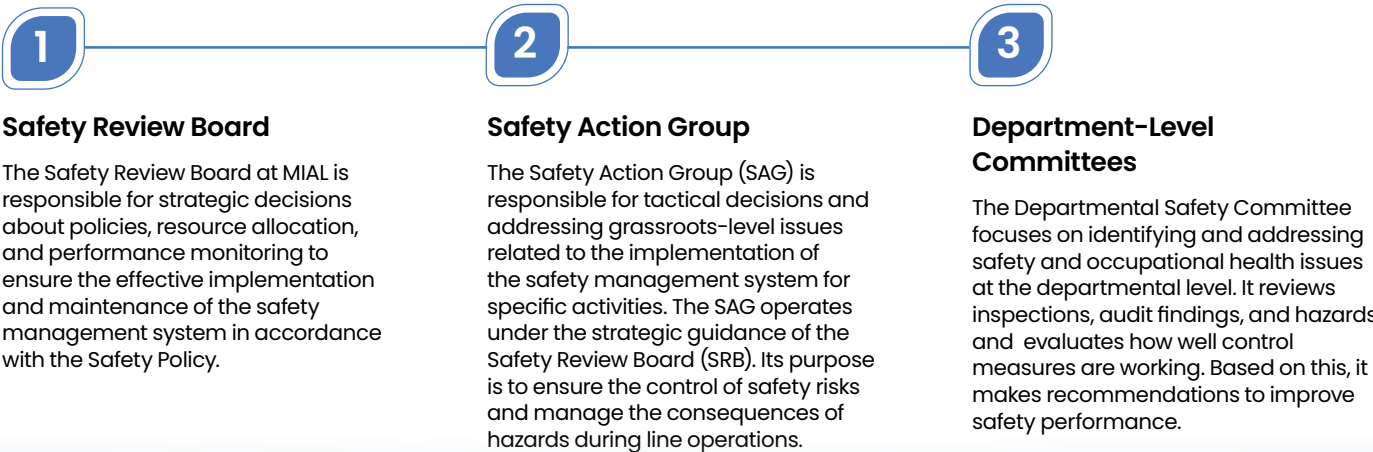
CSMIA stands as one of India's most prestigious and one of the busiest airports. Being one of the busiest airports comes with its own complexities, like managing high passenger volumes, cargo handling, and aircraft operations. To mitigate risks and ensure operational efficiency, we implement safety protocols, conduct thorough safety inspections, and perform rigorous hazard assessments.

We have developed a robust governance framework that is dedicated to maintaining safety across all our operations.

This framework fosters a strong safety culture by encouraging open communication, continuous improvement, and proactive risk management. By involving various levels of the organisation in safety decision-making, MIAL ensures that safety considerations are integrated into all operational aspects, promoting a shared responsibility and commitment to maintaining a safe and healthy environment for everyone involved.

Occupational Health and Safety Governance at MIAL

MIAL's safety governance structure is designed to ensure robust, multi-tiered oversight. At the strategic level, the Safety Review Board (SRB) guides overall decision-making and policy direction. Supporting this, the Safety Action Group (SAG) and Departmental Safety Committees function at the tactical level, addressing day-to-day safety concerns and monitoring departmental performance. These bodies work in alignment with the SRB's strategic vision, creating a cohesive framework that ensures both top-down guidance and ground-level responsiveness.



Safety Management System and Standards

We have built a robust Occupational Health and Safety Management System in alignment with the ISO 45001:2018 Standard. This comprehensive framework ensures the safety and well-being of all employees and workers across our terminals, operational areas, and cargo complex. Beyond ISO compliance, our system also incorporates guidelines from the Directorate General of Civil Aviation (DGCA), meeting both aviation-specific benchmarks and broader legal safety requirements. Through this integrated approach, we uphold a culture of safety that is proactive, accountable, and industry-leading.

- 1

Workplace Safety and Labour Regulations
- 2

Electrical and Fire Safety Standards
- 3

Petroleum Safety
- 4

Explosives and Dangerous Goods
- 5

Passenger Safety
- 6

Radiation Protection
- 7

Vehicle and Transportation Regulations
- 8

Environmental Protection

Cultivating a Safety Culture

We are dedicated to achieving exceptional standards in occupational health and safety. Our adherence to these principles underscores our focus on the welfare of our employees, stakeholders, and the wider community, ensuring that we implement global best practices in safety management.

Our commitment to safety is reinforced through the integration of several critical components: comprehensive training programmes, regular safety assessments, systematic hazard identification, and detailed incident investigations. We also maintain continuous monitoring of safety metrics and key performance indicators (KPIs) to ensure our protocols are executed with precision and accountability across all operations.

- We build safety communities, groups dedicated to promoting well-being.**
- Through departmental safety SPOCs and peer-to-peer training, we ensure vigilance.**
- Our aim is for every employee and stakeholder, from the CAO to new recruits, to actively contribute to our safety culture.**



Hazard Identification, Risk Assessment, and Incident Investigation

We have implemented a comprehensive risk assessment procedure to ensure effective hazard identification across our operations at MIAL. specific scope of activities, allowing for tailored control measures to be established. These measures are designed to mitigate risks, bringing them down to an acceptable level and ensuring a safe operational environment.

Key components: (runway – airside)

MIAL’s safety governance structure is designed to ensure robust, multi-tiered oversight. At the strategic level, the Safety Review Board (SRB) guides overall decision-making and policy direction. Supporting this, the Safety Action Group (SAG) and Departmental Safety Committees function at the tactical level addressing day-to-day safety concerns and monitoring departmental performance. These bodies work in alignment with the SRB’s strategic vision, creating a cohesive framework that ensures both top-down guidance and ground-level responsiveness.

Continuous Improvement:

We learn from incidents, near misses, and industry best practices. Our safety practices evolve with each lesson.



Risk Identification:

We proactively identify hazards across all areas—runways, terminals and even the coffee kiosks.

Risk Control:

Mitigation strategies are embedded in our processes. From runway inspections to baggage handling, safety is non-negotiable.

Safety Assessment

We at MIAL place a strong emphasis on occupational health and safety through comprehensive safety assessments to identify and manage workplace hazards and risks. These assessments are pivotal in preventing accidents, injuries, and occupational illnesses, ensuring compliance with legal standards. By prioritising safety, MIAL fosters a culture of awareness and proactive risk mitigation, contributing to a safe and productive work environment.

Our health and safety risk assessment process focuses on identifying hazards and applying the hierarchy of controls:



Avoidance

Cancel operations or activities when risks outweigh benefits.



Reduction

Decrease the frequency or consequences of accepted risks.



Isolation of Exposure

Implement actions to isolate hazard consequences or add redundancy for protection.

The Incident Investigation Procedure, as per our Standard Operating Procedure (SOP), aims to:

Determine the root causes of incidents and implement corrective actions to prevent recurrence or mitigate outcomes.

Identify opportunities for preventive actions to enhance overall safety measures.

Ensure compliance with mandatory regulatory requirements related to safety incidents.

Communicate investigation results comprehensively to instil confidence in the effectiveness of our safety management system among all stakeholders.

Training on occupational health and safety for employees and workers

At MIAL, we recognise that our people are our greatest strength, and their safety is our top priority. Through regular occupational health and safety (OHS) training and briefing sessions, we ensure that every staff member and worker is equipped with the knowledge to protect themselves and others. These sessions cover key OHS principles, procedures, and job-specific hazards, empowering employees to proactively identify and mitigate risks.

We maintain thorough training records in coordination with respective departments and the HR team, ensuring both regulatory compliance and a culture of continuous safety enhancement. This structured, people-first approach reflects our deep commitment to fostering a safe, informed, and resilient workforce.

Officials responsible for safety assessments undergo comprehensive training in occupational health and safety management, with a strong focus on risk assessment and mitigation techniques. This training is delivered in three structured phases: initial, recurrent, and corrective. To ensure its effectiveness, we conduct evaluations through written tests, interviews, or practical assessments, depending on the context. This approach helps maintain high standards of safety expertise and accountability across our operations.

1200+

Number of participants for webinars and training programmes

21

No. of webinars and training programmes conducted on OHS

Work-related Injuries

Work-related injuries can significantly impact employee well-being and organisational productivity. We constantly work towards proactive safety measures and effective risk management strategies.

Safety Metrics – Employees	FY 2025
Number and rate of fatalities	0
Number and rate of high- consequence work-related injuries (excluding fatalities):	0
Number of recordable work-related injuries	2
Rate of recordable work-related injuries	0.11
Reportable injuries	1
Lost days	45
LTIFR	0.05
Total no. of hours worked	1,83,90,125

The rates have been calculated based on 1,000,000 hours worked.

Worker Ill Health-Related Data

Employee health is central to both individual well-being and organisational effectiveness. To safeguard this, we conduct comprehensive assessments of potential hazards, including physical, chemical, biological, ergonomic, and psychosocial factors. These evaluations enable us to proactively monitor risks and intervene where necessary. Based on the findings, we implement targeted control measures to mitigate health risks, ensuring a safe, supportive, and healthy work environment for all.

MIAL fosters a safe workplace through proactive risk assessments and control strategies like avoidance, reduction, and exposure isolation, ensuring compliance and a strong safety culture.

Medical and Healthcare Activities

Promoting employee well-being is not just our responsibility; it's a vital pillar of our organisational success. At MIAL, we have built a strong, inclusive process for consulting and engaging employees and stakeholders in the ongoing development of our Integrated Management System. This includes regular monthly safety meetings with employees, workers, concessioners, and suppliers, resulting in a total of 16 departmental meetings in FY 2025. Through these collaborative forums, we foster shared ownership of safety and continuous improvement across all levels of operation.

The MIAL Medical Services Department is dedicated to supporting the broader health needs of our workforce by providing access to non-occupational medical care and facilitating specialist consultations when required. To promote awareness and well-being, the department regularly conducts health check-up camps and informative webinars for employees and workers.

All personal health information is handled with strict confidentiality, overseen by the Head of Medical Services, and shared solely with the concerned individual except in exceptional cases where disclosure is necessary. This ensures

a trusted, respectful approach to employee health and privacy.

To encourage participation in health promotion programmes, we use multiple communication channels, such as emails, posters, and banners, demonstrating our commitment to the health of all employees and stakeholders at MIAL.

We are proud to record zero work-related ill-health issues to date, encompassing both our employees and workers.



Blood donation drive

In association with J.J. Mahanagar Raktapedhi, we arranged a blood donation camp in the month of June 2024 in which **2216 volunteers** donated blood.



Pulse polio immunisation drive:

In association with the Public Health Department of Brihanmumbai Municipal Corporation, we conducted Sub National Pulse Polio.

Immunisation Day at CSMIA, in which a total of **362** beneficiaries received polio doses.

Leprosy and Tuberculosis Screening Drive:

The Health Department of Brihanmumbai Municipal Corporation (B.M.C.), under the guidance of the Public Health Department of the Govt. of Maharashtra and MOHFW, Govt. of India, organised free screening for leprosy and tuberculosis at CSMIA in the month of December 2024 under the campaign KUSUM (Kushthrog Mukth Maharashtra).



Automated External Defibrillators (AED) and Cardio-Pulmonary Resuscitation (CPR) training

CSMIA stands out as the only airport in India with a dedicated Automated External Defibrillator (AED) programme, featuring **120** AEDs strategically installed throughout the terminal according to international standards. Each AED cabinet is equipped with a help phone, enabling immediate contact with the Airport Emergency Control Centre (AECC) in case of emergencies. When a call is made from a help phone, the AECC team can accurately identify the location of the AED cabinet and promptly alert the nearest medical team. To ensure effective use of these life-saving devices, MIAL has organised in-house AED and CPR training sessions for MIAL staff and other stakeholders.

14 No. of AED & CPR training
422 Total participants

Highlights



The first Indian airport to establish medical fitness standards for airside drivers and implement them successfully.



The first Indian airport to maintain a fleet of seven ambulances, comprising four advanced life support and three basic life support units, available 24/7.



The only Indian airport to house the largest number of Automated External Defibrillators (AEDs), with a total of 120 AEDs.



The only Indian airport to offer free in-house AED and CPR training accessible to all airport staff, with over 1,500 employees from MIAL and other organisations, including Immigrations, CISF, and airlines, trained.



The only Indian airport to initiate free speciality outpatient departments (OPDs), offering 4-7 OPDs each month, open to all airport employees since 2018.

Mumbai Airport's Oldest Medical Centre Revamped with a Modern Touch!

The oldest Airport Medical Centre at CSMIA (located at T1) has undergone a complete renovation and was inaugurated on March 27, 2025. This significant milestone was marked by the presence of senior leadership from MIAL, CISF, APHO, and various airlines. The newly upgraded facility at Terminal 1 is now a state-of-the-art healthcare center, enhancing medical care and emergency response at Mumbai Airport, ensuring world-class medical services for passengers and staff.



Lives Saved at CSMIA

1

Swift response saves elderly passenger at Terminal 2

At Terminal 2, near Domestic Departure Gate No. 65, a 79-year-old passenger collapsed and lost consciousness. The medical team quickly administered a DC shock using an AED, successfully reviving him. He was transported to Nanavati Hospital for further care via the MIAL ambulance.

2

The medical team intervenes to save a passenger with heart complications

While preparing to board flight AF 217, a 75-year-old passenger showed signs of low blood pressure and a weak pulse. The MIAL medical team conducted an ECG at the Arrival Medical Centre, identifying a complete heart block and myocardial infarction. Swift medication administration and transport to Nanavati Hospital helped save his life.

3

Lifesaving CPR and AED use for unresponsive passenger

The MIAL medical team found a 76-year-old traveller unresponsive in a wheelchair, with barely any pulse or breathing. The team provided CPR and DC shock, along with medications, successfully reviving him. He was then transported to Nanavati Hospital for further care.

4

Decisive action resuscitates unresponsive arrival

After arriving on a flight from Delhi, a 57-year-old female passenger was found unresponsive. She was not showing a pulse, her pupils were mid-dilated and unreactive to light, her blood pressure was unrecordable, and her blood sugar was alarmingly high. The MIAL medical team responded with urgency and resolve, administering CPR, delivering a DC shock with an AED, and providing critical injections. After 40 minutes of continuous effort, they successfully revived her. She was then transferred to a hospital for further treatment, her life reclaimed through swift action and unwavering care.

Medical Cases Handled

Details	FY 2025
Emergency cases	479
Hospitalisation [part of emergency cases]	873
Total cases handled	30,582

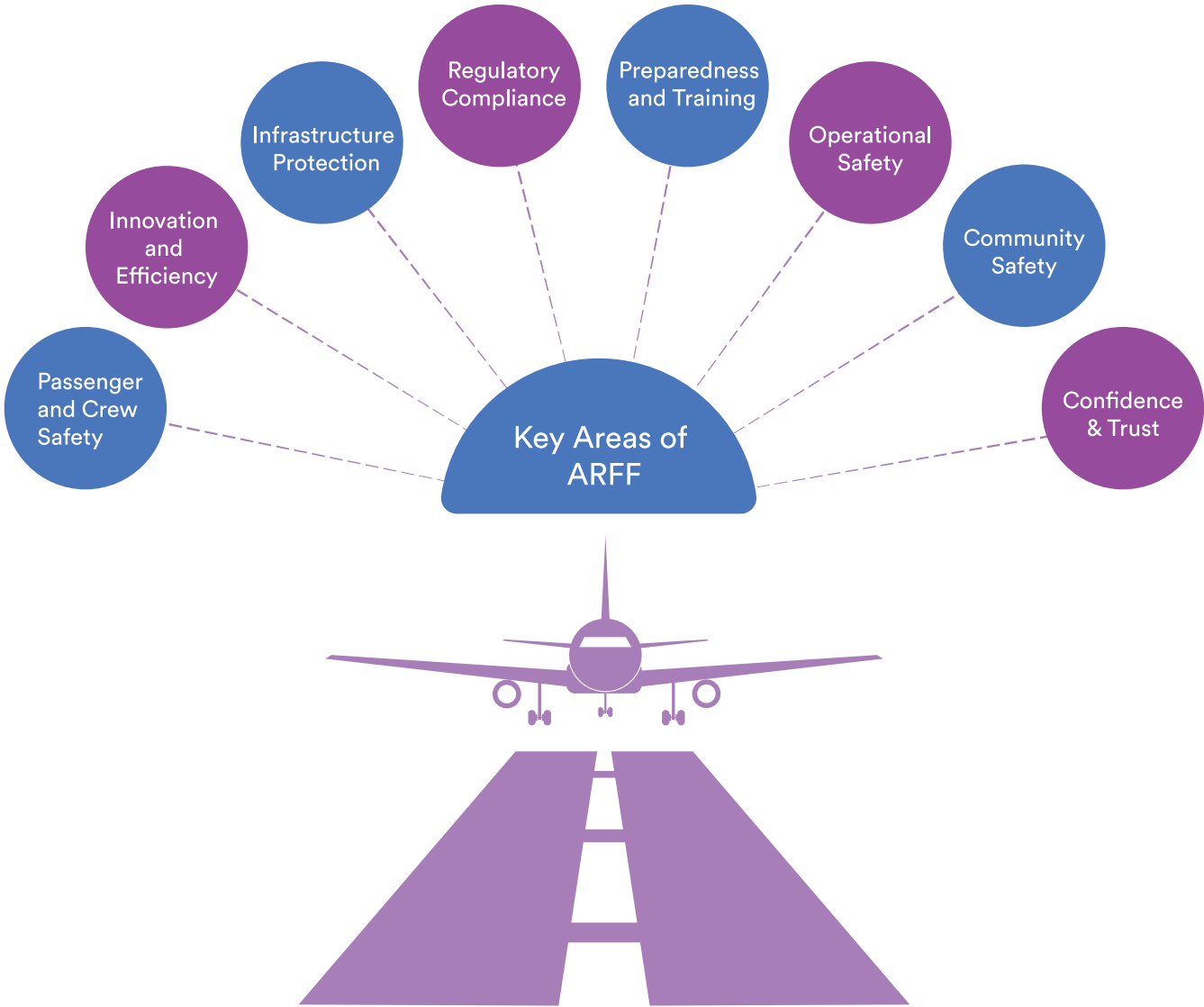
Promoting a safety-first culture through employee recognition

We are dedicated to cultivating a strong safety culture by acknowledging and rewarding employees who consistently adhere to safety protocols, actively report hazards, and contribute to safety improvements. Through regular safety audits, we identify and commend individuals who demonstrate exceptional safety-conscious behaviour. As a token of appreciation, recognised employees receive a Safety First-themed hamper, filled with practical items for everyday use, further embedding the importance of safety in their routines.

Safeguarding the Skies: The Indispensable Role of ARFF in Airport Operations

In the world of aviation, safety is not just a priority; it is a necessity. CSMIA is a bustling centre of activity where safety and efficiency are of utmost importance. Among the many teams ensuring the seamless functioning of these complex environments, the Aerodrome Rescue and Fire Fighting (ARFF) department serves as a pillar of safety and emergency readiness. Over the past year, the MIAL ARFF team has been instrumental in upholding the safety and security of the Chhatrapati Shivaji Maharaj International Airport and its neighbouring communities. Their unwavering dedication has significantly contributed to the airport's operational success and resilience, highlighting the indispensable role of ARFF in aviation safety.

At the heart of the ARFF department's mission is the commitment to respond swiftly and expertly to fire and rescue situations across the airport and its surrounding areas. Whether addressing aircraft emergencies or managing fire incidents within terminals and airport facilities, the team stands as a frontline force of safety and readiness. Their unwavering vigilance, rapid response, and professionalism have been instrumental in safeguarding lives, minimising risk, and ensuring the seamless continuity of airport operations.



Cultivating a Fire Safety Culture

The MIAL ARFF department’s mission extends far beyond emergency response, it is rooted in a deep commitment to building a culture of care, vigilance, and shared responsibility. By leading targeted capacity-building programmes and hands-on training sessions, the ARFF team works in close partnership with airlines, ground handlers, terminal operators, and other airport stakeholders to strengthen understanding and embed fire safety into daily practice.

These efforts have not only enhanced the safety of airport operations but have also fostered a sense of collective ownership and preparedness. In doing so, they have helped ensure that every person working at or passing through CSMIA is protected by a network of people who are trained, aware, and ready. It is this spirit of collaboration and care that continues to uphold CSMIA’s reputation for safety, reliability, and trust.

Complementing its annual training programmes, the ARFF department conducts regular fire safety drills throughout the year, ensuring that every team remains alert, prepared, and aligned in moments that matter most. These drills, which include aircraft crash simulations, fire response exercises, evacuation protocols, and medical emergencies, are designed to reinforce clarity of roles and build confidence in real-time coordination.

By creating a rhythm of readiness, these hands-on exercises strengthen collaboration across departments and deepen our commitment at CSMIA to safeguarding everyone who passes through or works within our premises. It is this continuous practice, rooted in care and responsibility, that helps to uphold a secure and resilient airport environment.



136

No. of Webinars and training programmes conducted on ARFF

3823

Number of Participants for webinars and training programmes

Key in Emergency Response: Forward Command Post

The Forward Command Post (FCP) is a crucial element of the fire department’s emergency response strategy at Mumbai International Airport. It acts as a temporary command centre near incident sites, ensuring efficient management of aviation emergencies, including aircraft accidents, fires, hijackings, natural disasters, and terrorist threats.

Key Features of the FCP

Mobile Command Post: Designed for real-time decision-making and resource coordination, enabling effective deployment of personnel, equipment, and vehicles.

Comprehensive Communication: Supports all necessary radio frequencies for seamless communication with multiple agencies.

State-of-the-Art Vehicle: Equipped with a high-range camera for live coverage, an air-conditioned conference room for video conferencing, and facilities for information display and news monitoring.

Sustained Operations: Includes amenities like a pantry and washroom to support extended emergency operations.

The FCP enhances situational awareness and ensures coordinated, effective responses to incidents, reinforcing MIAL’s commitment to safety and security.



Pioneering Resilience and Efficiency: Advancing Skills through International Training

The ARFF department plays a vital role in sustaining the operational resilience of Mumbai International Airport, upholding the highest fire safety standards while enabling swift, effective responses to emergencies. A milestone in this commitment is the establishment of Asia’s first Disabled Aircraft Recovery Kit (DARK) facility at CSMIA, an advanced infrastructure equipped with high-pressure lifting bags that offer exceptional durability and require minimal manpower, far surpassing traditional recovery systems.

DARK empowers CSMIA to respond rapidly and precisely to incidents such as runway excursions, significantly reducing operational disruptions while prioritising passenger safety. With the capacity to recover large aircraft like the Boeing 777-300, it is an indispensable tool for an airport managing high traffic volumes and intersecting runways.

Further strengthening this capability, MIAL personnel recently underwent intensive hands-on training at the OEM facility in Ostrava, Czech Republic. Working on live aircraft, participants gained crucial experience in deploying DARK components, surveying incident sites, calculating loads, and preparing aircraft for recovery. This practical exposure has enhanced confidence and operational readiness, ensuring that recovery efforts are both swift and safe, safeguarding continuity and resilience in one of the country’s busiest aviation hubs.

Enhancing Emergency Preparedness: Partial Aerodrome Emergency Exercise

In November 2024, Mumbai International Airport successfully conducted a partial aerodrome emergency exercise involving Akasa Air. This exercise tested key facilities, including the newly renovated ‘Casualty Centre’, ‘Airport Emergency Control Centre’, ‘Survivors Reception Area’, and ‘Forward Command Post’. The exercise aimed to maintain proficiency and evaluate improvements from previous full-scale exercises. The successful completion of this exercise underscores MIAL’s commitment to achieving high standards of emergency preparedness and response.



Elevating Airport Security: Ensuring Safe Travel

At MIAL, we prioritise cutting-edge security measures to protect against emerging threats and ensure the highest standards of safety. As a responsible operator, our goal is to eliminate unlawful interference with civil aviation, creating the safest environment for passengers, crew, and personnel.

Our security operations, managed by the Central Industrial Security Force (CISF), focus on two key areas:

Anti-hijacking measures

Implementing strategies to prevent and respond to hijacking threats, safeguarding aircraft and passengers

Anti-sabotage measures

Establishing procedures to prevent and mitigate sabotage, protecting airport infrastructure and operations.

Education and training in aviation security is paramount, serving as the foundational step in ensuring a secure travel experience. As a responsible operator, we are dedicated to eliminating illegal and unlawful interference with civil aviation.



Revolutionising Aviation Security: Advanced Computed Tomography Screening

The detection of explosives and illicit materials is crucial for aviation security, preventing terrorism and smuggling. Over recent years, the screening of cabin baggage has significantly evolved to meet the demands for more advanced technologies. The transition from single-view to dual-view/multi-view X-ray equipment has enhanced threat detection, supplemented by Explosive Trace Detection (ETD) and hand searches. However, the growing complexity of threats necessitates automated explosive detection algorithms, paving the way for Computed Tomography (CT) technology.

Highlights of CT Technology

Automated detection: CT technology automatically identifies explosives in registered baggage, including those concealed in liquids and electronics.

3D imaging: Offers a 360-degree view of cabin baggage, allowing screeners to rotate and manipulate images for thorough analysis.

Enhanced security: Improves detection capabilities with a lower false alarm rate, aiding in the identification of prohibited items.

Operational efficiency: Passengers can keep liquids, aerosols, gels, and large electronics in their bags, streamlining the screening process.

Customer experience: Reduces hassle during cabin baggage screening, contributing to smoother airport operations.

CT technology revolutionises aviation security by offering superior detection capabilities and operational benefits, ensuring a safer travel environment.



Cutting-Edge Security Screening for High-Throughput Environments

The RTT®110 is designed to deliver high-performance security screening from the very first checkpoint, serving as a fast, reliable in-line system at the initial level of assessment. With class-leading high-resolution 3D X-ray imaging, it enables detailed and accurate analysis, enhancing threat detection capabilities. Its ability to process up to 1800 bags per hour ensures speed and efficiency, perfectly suited to the demands of a high-traffic airport environment.

Equipped with advanced explosives detection technology, the RTT®110 strengthens security protocols by swiftly identifying potential threats. Its adaptable system design also allows for smooth integration into existing infrastructure, making it a smart and seamless enhancement to airport security operations.

Survivor Reception Area: A Critical Component for Emergency Management

At CSMIA, we have established a well-structured Survival Reception Area (SRA) to ensure immediate and compassionate care for survivors during critical emergencies such as aviation accidents or mass evacuations. The SRA serves as a vital first point of support focused on the prompt identification, registration, and stabilisation of survivors, while enabling seamless coordination with emergency services.

Designed with efficiency and empathy in mind, the SRA ensures clear communication, robust security, and swift medical prioritisation. It also provides tailored support for individuals with special needs, reinforcing MIAL's commitment to safety, dignity, and care in moments that matter most.

Key features of our SRA include a designated and secure location, medical facilities, shelter, communication systems, and trained personnel. It is equipped with basic supplies, registration facilities, and security measures, as well as transportation support for further movement. Special provisions are available for families and individuals requiring privacy, and a coordination centre manages operations. Psychological support is also offered to address trauma and ensure comprehensive care during critical situations. An efficiently organised SRA is vital for immediate survivor assistance and a smooth transition to further safety or care.

Transforming Surveillance: The Impact of AI-Enabled CCTV Systems

At CSMIA, we are revolutionising surveillance and security by integrating AI-enabled CCTV systems into our operations.

Enhanced Security Monitoring

MIAL's AI systems bolster security by providing continuous and detailed monitoring across the airport. By automating surveillance processes, we increase operational efficiency, allowing our team to focus on critical tasks. The integration of AI technology enables swift identification of potential threats, ensuring rapid incident response and maintaining a safe environment for all passengers.

Advanced Data Analysis and Proactive Response

Our AI-enabled systems harness comprehensive data analysis to enhance decision-making and optimise security protocols. Proactive incident response capabilities allow the anticipation and addressing of incidents before they escalate. This approach ensures the airport remains a secure and efficient hub for travellers.

Privacy Measures

Facial recognition and behavioural analytics play a crucial role in identifying individuals and detecting anomalies. With object recognition, real-time alerts, motion detection, and licence plate recognition, the system provides robust surveillance capabilities. Health and safety are prioritised through mask and PPE detection systems. Zone-based surveillance and crowd analysis facilitate effective management of crowds and traffic. We ensure privacy compliance through secure cloud storage and stringent data protection measures, while predictive maintenance and advanced search functions enhance system reliability and accessibility.



Strengthening Information Technology and Cyber Security at MIAL

Protecting our IT systems is not just about securing data; it's about safeguarding trust and ensuring the continuity of operations in an increasingly connected world. MIAL prioritises IT security to protect not just our systems but also our employees and passengers from any potential threats. Our team conducts regular software updates and patch management to guard against vulnerabilities and cyber threats, fortifying our systems.

To enhance network security, we deploy firewalls and intrusion detection systems that monitor and block unauthorised access attempts. Additionally, we conduct comprehensive employee training and awareness programmes to foster a culture of security, equipping our staff with the knowledge to recognise and respond to potential threats effectively.

We are deeply committed to safeguarding the trust of our stakeholders by upholding the highest standards of cybersecurity and data protection. Guided by our group-level policy, we strictly adhere to national and international regulations, ensuring that every hardware and software asset is monitored and protected with care and precision.

MIAL's approach is both rigorous and responsible, managing protocols to secure digital assets, identifying and addressing potential risks through formal procedures, and upholding the confidentiality, integrity, and availability of critical information. Regular audits reinforce this commitment, and

clearly defined reporting channels ensure that any concerns around cybersecurity or data privacy are taken seriously and addressed promptly.

Beyond compliance, we view information security as a shared responsibility, one that thrives on communication, collaboration, and continuous learning. With a focus on upgrading our infrastructure and drawing on expert guidance, we work collectively to stay ahead of evolving threats. Accountability is central to this effort, with department and business heads entrusted to lead by example, ensuring all breaches, whether actual or suspected, are reported, investigated, and resolved with integrity.

Through this vigilant, people-focused approach, we aim not only to protect our systems but also to uphold the resilience of MIAL's operations and the reputation of the Adani brand with transparency, responsibility, and care at every step.

Using the policy as a base, we have developed a robust framework which ensures operational continuity, optimises digital infrastructure, and minimises environmental impact.

A Comprehensive Approach to Enhancing Data Security



At MIAL, we place a high priority on protecting sensitive information and critical systems from digital threats. Our state-of-the-art cybersecurity measures are designed to address risks from both internal and external sources.

We take a proactive and layered approach to protecting our digital environment, working tirelessly to prevent data leaks and unauthorised access. Our security framework includes robust tools such as Data Leakage Prevention (DLP) solutions, DDoS protection, privileged identity and access management, and advanced endpoint security measures.

These safeguards are closely monitored by our dedicated IT team, while our strategy group evaluates their overall

effectiveness to ensure we remain a step ahead of emerging threats. We also engage with leading experts in IT security, constantly refining our defences and exploring new technologies to strengthen our resilience against cybercrime. Through vigilance, collaboration, and innovation, we uphold our commitment to securing the trust and safety of all those we serve.

To keep abreast of new developments, we host awareness sessions and workshops for both internal and external stakeholders, disseminating technology updates via email and our e-learning portal.

IT Team Leads the Way in Technology Refresh

In a significant step forward in both technological advancement and sustainability. We have completed a comprehensive upgrade of its infrastructure, strengthening operational efficiency, enhancing security, and reducing environmental impact.

Led by the IT team, these recent technology refresh initiatives included the deployment of next-generation firewalls, advanced network switches, and upgraded surveillance systems. Together, these enhancements have fortified the airport's cybersecurity framework, offering stronger protection against evolving threats. The upgraded network infrastructure also enables faster data transfer and more seamless communication across departments, laying the foundation for a smarter, more resilient airport ecosystem.

Each year, we conduct a thorough review of our cybersecurity initiatives and assess our enterprise risk management (ERM) practices. Notably, during the reporting year, we have not recorded any complaints related to data loss or breaches.

Virtualisation and Server Upgrades

A key highlight of the refresh was the transition to a virtualised IT environment, which maximises resource utilisation and operational efficiency. Server migrations to newer, more efficient systems have laid the groundwork for enhanced performance, enabling better workload management and scalability.

Focus on IT-OT Segregation

Recognising the importance of separating Information Technology (IT) and Operational Technology (OT), the team implemented enhanced firewall configurations. This strategic segregation has significantly reduced vulnerabilities, bolstering the airport's overall security strategy.

Environmental Sustainability Initiatives

In alignment with MIAL's commitment to environmental sustainability, the technology upgrades have embraced power-efficient systems. The move to virtualised servers has effectively reduced energy consumption and operational costs, showcasing a balance between technological progression and ecological responsibility.

Furthermore, we have not received any substantiated complaints regarding breaches of customer privacy, whether through leaks, thefts, or losses of customer data, nor have we received any complaints from regulatory bodies.

CrowdStrike Incident: Crisis Management

In a remarkable showcase of crisis management, MIAL successfully navigated a potential cybersecurity debacle during an incident involving the CrowdStrike Falcon endpoint protection platform. The incident, which impacted several critical airline passenger processing systems, highlighted MIAL's robust preparedness and swift response capabilities.

Incident Unfolds with a Low-Severity Alert

The situation began with a low-severity alert for a CrowdStrike patch update. Although there was no indication of a data breach or malicious intent, the alert necessitated immediate attention, as it affected airline passenger processing systems, leading to flight cancellations and delays.

Swift Response from IT Security Team

MIAL's IT security team acted promptly, launching an investigation to assess the impact on airport systems. In coordination with the Security Operations Centre (SOC) and remote support teams, they efficiently isolated critical systems, preventing further escalation of the issue. The team's swift, coordinated response was instrumental in managing the crisis effectively.

Business Continuity Measures Executed Seamlessly

At MIAL, we have activated our Business Continuity Plan (BCP), ensuring ongoing airport operations despite the disruption. Key measures included the use of manual processes such as handwritten boarding passes, announcements via the Passenger Announcement system, deployment of Passenger Services Executives to manage queues, and provision of additional seating and refreshments for affected passengers. This seamless execution highlighted the IT team's preparedness and quick thinking.

Minimal Impact on Critical Operations

The impact on critical airport operations was minimised, with terminal operations experiencing slight disruptions and some flight scheduling delays and cancellations, but no significant issues in security screening, baggage handling, or communication networks.

Proactive Measures and Drills Prove Vital

Prior to the incident, MIAL had meticulously crafted comprehensive contingency plans and regularly conducted crisis management drills. These proactive measures ensured that all relevant parties were well-prepared and understood their roles and responsibilities in the event of a crisis.

Enhanced Data Protection, Coordination and Future Preparedness

MIAL has now implemented stringent data protection measures, isolating affected systems and conducting thorough investigations to ensure data integrity. The rehearsed plans proved invaluable, enabling stakeholders to efficiently execute their roles and transition to manual processes when necessary.

MIAL's effective handling of the CrowdStrike incident stands as a testament to the power of foresight, preparedness, and seamless coordination. The IT team's swift response and clear communication were instrumental in containing the impact and minimising operational disruptions. This incident not only highlighted the strength of MIAL's crisis management framework but also set a valuable benchmark for other critical infrastructure facilities aiming to strengthen their own resilience and response capabilities.

Corporate Social Responsibility: In Service of Community and Change

Corporate social responsibility lies at the heart of our commitment to inclusive, sustainable growth and meaningful community engagement. At MIAL, we believe that our success is deeply intertwined with the well-being of the communities we serve. Through thoughtfully designed initiatives in healthcare, environmental stewardship, and social welfare, we aim to address pressing societal challenges and create lasting, positive impact.

Our CSR efforts are grounded in collaboration with local organisations, stakeholders, and community members to ensure that our contributions are relevant, responsive, and far-reaching. By weaving responsibility into every aspect of our work, we not only uphold our role as a conscientious corporate citizen but also affirm our dedication to being a force for positive transformation, building a future that is healthier, more equitable, and sustainable for all.

Empowering Female Entrepreneurs

As part of our commitment to empowering local communities, we collaborated with the Adani Foundation, which in turn supports the Swabhimaan group, a network of self-help groups comprising 4,000 women.

We first offered women the opportunity to set up stalls at the airport from 2nd to 6th September during Ganesh Chaturthi. Encouraged by the positive response and engagement, we extended the initiative for Navratri as well, from 4th to 10th October, giving them another chance to showcase their work and be part of the festive atmosphere.

The events celebrated the entrepreneurial spirit and creativity of the women, showcasing a diverse range of products. Visitors had the opportunity to explore and purchase goods, jewellery, home décor, and pooja kits, including dhoop, agarbatti, Kapoor/ Camphor and cashew modak. This direct interaction allowed visitors to support local businesses and engage with the talented women entrepreneurs behind them.



Enhancing Vision and Eye Care Initiative for Truck Drivers

Recognising the crucial role truck drivers play in our supply chain and the importance of precise vision in their profession, we are delighted to share the success of our recent initiative focused on eye care in collaboration with the Adani Foundation.

From March 11th to 13th, we organised a comprehensive eye check-up camp for truck drivers at Cargo (Sky Parking), addressing the often overlooked issue of eye health within this community. The initiative aimed to raise awareness and provide accessible care, marking an important step toward supporting the well-being and safety of those who keep essential operations moving.

Key Components of the Eye Checkup Camp

Eye Screening: We conducted thorough eye screenings to identify any potential vision impairments, ensuring early detection and intervention.

Primary Eye Care Services: Professional eye care services were provided on-site, and spectacles were distributed to those in need. For drivers requiring customised spectacles, they were delivered within 20 days.

Eye Health Education: Participants received valuable information and guidance on maintaining optimal eye health post-checkup, empowering them to take charge of their vision care.

Impressive Outreach and Impact

The eye check-up camp exceeded expectations in both outreach and impact, reflecting the strength of our communication and mobilisation efforts. A total of 618 drivers were screened, with 424 pairs of spectacles distributed on-site, making a tangible difference in the daily lives and safety of those who rely on clear vision for their work.

This successful initiative exemplifies MIAL's dedication to enhancing community health and underscores our commitment to corporate responsibility.



Clear Vision for Bright Future

At MIAL, we are committed to making a meaningful difference in the communities we serve. Our latest initiative, in partnership with VisionSpring, focuses on enhancing eye care accessibility for schoolchildren in Mumbai’s suburbs.

On December 21, 2024, our team visited Smt Ashabai Tulashiram Ware High School in Goregaon, Mumbai. With the school authorities’ support, we planned to screen 500 students aged six and above. On the camp day, 196 students from the 2nd standard onwards were screened, providing us with valuable insights into the vision health of our younger community members.

Interventions and Positive Outcomes

During our initiative, we provided essential services to address these challenges:

Referral Services and Counselling

Students received guidance on medical and lifestyle aspects to manage their vision health.



By addressing refractive errors early, we are not only improving the visual health of these students but also breaking down barriers to education.

Corrective Eyeglasses

We distributed 42 pairs of glasses to students in need, ensuring immediate improvement in their visual acuity.



Elevating Customer Experience

Customer service is the heart of any business, and at MIAL, it resonates through every interaction, ensuring passengers feel seen, heard, and valued. We believe that each touchpoint contributes to a meaningful journey, and our mission is to weave personalisation and care into every aspect of the airport experience.

Data privacy and security are at the forefront of our operations. Rigorous protocols safeguard passenger information, and we are proud to report that during the reporting period, no incidents of privacy breaches were recorded. By fostering a culture of personalised service and innovation, MIAL is redefining what travellers can expect from their airport experience.

From arrival to departure, we strive to create a seamless, supportive environment that reflects our deep commitment to passenger well-being. Customer expectations guide our approach, and through close collaboration with business partners, we develop tailored solutions that respond to evolving needs.

Our complaint handling and resolution process is aligned with ISO 10002 standards, reinforcing our promise of accountability and continuous improvement. Informed by insights from our Objective Service Quality (OSQ) framework, our Quality and Customer Experience Department remains dedicated to providing timely, thoughtful, and effective responses, ensuring that every traveller’s voice shapes a better tomorrow at MIAL.

Our dedication to exceptional service and integrated solutions ensures that every journey is not only efficient but also enriching, setting a new benchmark for the industry.

We are proud to announce that MIAL achieved Level 5 accreditation in customer experience from Airports Council International (ACI), becoming the first airport in India and the third airport in the world to achieve this milestone.



CSMIA: Honoured as ‘Best Airport Over 40 Million Passengers’ in Asia-Pacific for the Eighth Consecutive Year

We are proud to share that CSMIA has once again been named the ‘Best Airport Over 40 Million Passengers’ in Asia-Pacific, marking our eighth consecutive win. This remarkable eighth consecutive win highlights CSMIA’s commitment to delivering world-class passenger experiences while setting new benchmarks in service excellence and operational efficiency.

With state-of-the-art infrastructure, pioneering digital innovations, and commitment to sustainability, CSMIA continues to redefine aviation excellence. By prioritising passenger satisfaction and convenience, CSMIA remains dedicated to delivering seamless, world-class travel experiences.



Elevating Journeys: Passenger Experience Initiatives



Paws & Relax

With our “Pawfect” initiative, therapy dogs bring warmth, calm, and companionship to passengers at CSMIA, transforming moments of travel stress into moments of comfort. This thoughtful programme reflects our ongoing commitment to passenger well-being, offering a unique and uplifting experience that makes the airport journey a little more joyful, one wag at a time.

New Seating Enhancements

To enhance passenger comfort at Terminal 2, we have introduced 75 new slumber chairs, along with an additional 315 seating chairs, primarily located in the international arrival corridor and arrival hall. These improvements provide travellers with inviting spaces to relax and rejuvenate as they navigate through the airport.

Staying Connected

In a bid to keep passengers connected, we have installed 11 additional Wi-Fi kiosks throughout Terminal 2. This initiative ensures convenient access to digital services and information, allowing travellers to stay informed and connected during their journey.

Empowering Wellness

In our ongoing commitment to enhancing passenger well-being and convenience, we have installed complimentary sanitary pad dispensers in all ladies’ washrooms across the airport. With a total of 52 dispensers, this initiative ensures that travellers have access to essential hygiene products.

Safety First

Recognising the importance of safety and accessibility, we have equipped PRM (Persons with Reduced Mobility) washrooms in the MLCP (Multi-Level Car Park) at Terminal 2 with emergency bells. This measure is designed to provide added security and peace of mind, ensuring that assistance is readily available to passengers who may require it.

Customer Centricity

Our customer base is made up of individuals from all walks of life. Our top priority is to maintain effective communication with each customer to ensure our services are up to the mark. Through training sessions designed specifically to increase knowledge and awareness of the understanding of our roles at an individual level and at our brand level, we enhance communication skills and create a solution-orientated mindset in the organisation.



Accessibility for All



Inclusive interactions

In our commitment to fostering an inclusive environment, MIAL has introduced sign language training for our Terminal Operations and Customer Service teams. This programme equips our staff with the skills to communicate seamlessly with passengers who use sign language.



Wheelchair assistance

We provide dedicated wheelchair assistance for passengers requiring mobility support. We have a dedicated wheelchair assistance desk on the kerbside.



Support for visually challenged passengers

Our services include aiding visually challenged passengers with Reduced Mobility (PRM) throughout our premises.



Wheelchair-friendly facilities

We have a demarcated area for wheelchair users at the arrival baggage carousels, as well as ramps at various outlets to ensure easy accessibility.



Designated drop-off zones

A designated drop-off zone is available on the kerbside to facilitate smooth access for passengers.



Accessible parking

We offer easily accessible dedicated parking slots at the Multi-Level Car Park (MLCP) for convenience.



Tactile flooring

Tactile flooring is installed at multiple locations throughout the terminal to assist visually impaired passengers.

A Smooth and Swift Journey: Start to End



Digi – Yatra
The Digi-Yatra initiative leverages biometric identification to enhance efficiency and security, reducing the time required for check-in with minimal physical contact.



Domestic to Domestic Transfer
Domestic-to-Domestic (DTD) transfer facility designed to streamline transfers for passengers with connecting domestic flights from Terminal 2 (T2) with pre-embarkation security checks designed to reduce the Minimum Connection Time (MCT) for both passengers and crew members.



Pre-Embarkation Security Check (PESC)
With an enhanced Pre-Embarkation Security Check (PESC) area spread across 5,735 square metres, we have one of the largest security screening areas in the country.



Self-baggage drops
With an increase in self-baggage drops, passengers have been empowered to be self-sufficient for the check-in of their baggage, leading to an incremental capacity addition at the check-in processors.



Parking guidance system for passengers
An advanced parking guidance system at Terminal 2 provides real-time information on available parking spaces, streamlining entry procedures and optimising the parking experience at MIAL.

Customer Health and Safety

At MIAL, we prioritise delivering top-notch culinary experiences by upholding stringent quality standards at our dining venues. Our dedication to food safety is evident through rigorous hygiene checks and periodic food sampling, all aligned with FSSAI regulations. We also conduct comprehensive audits and regular inspections to ensure that all outlets consistently meet our high expectations. These proactive measures are designed to maintain a safe and satisfying dining environment for our passengers.

MIAL recently conducted FOSTAC (Food Safety Training and Certification) sessions for representatives of its food and beverage outlets, emphasising the importance of food safety and hygiene practices. This training equips staff with the necessary knowledge and skills to ensure compliance with food safety regulations, ultimately enhancing the quality and safety of dining experiences for passengers.

Additionally, we maintain our commitment to excellence by conducting annual ISO 9001:2015 quality assurance audits to further ensure compliance with international quality management standards.

As a result of these thorough measures, MIAL has not received any complaints or non-compliance warnings concerning regulatory standards across our outlets.



Passenger Feedback and Grievance Redressal

We value the voice of every passenger and strive to create a seamless travel experience through our Passenger Feedback and Grievance Redressal Tool. This enables travellers to share their thoughts, suggestions, and concerns, allowing us to promptly address any issues and continuously enhance our services. By actively engaging with passenger feedback, we uphold our commitment to transparency and customer satisfaction, ensuring that every visitor feels heard and valued.

Streamlining Feedback

To enhance our passenger engagement and streamline feedback collection, MIAL introduces QR code access points throughout the terminal. These codes are strategically placed in washrooms, F&B outlets, and information desks, providing a convenient and immediate channel for travellers to share their thoughts and experiences.

ISO 10002:2018 Training

MIAL recently conducted ISO 10002:2018 training on effective passenger complaint handling, bringing together representatives from Terminal Operations, Customer Service, Facilities, and the Landside Department. This initiative is part of our ongoing effort to equip teams with the tools and understanding needed to address concerns swiftly and thoughtfully, ensuring every passenger feels heard and supported.

Our dedicated team works with care and precision to resolve grievances efficiently, further strengthening MIAL’s reputation as an airport that genuinely listens. By embracing globally recognised standards, we reaffirm our commitment to continuous improvement and delivering a seamless, responsive passenger experience.

Modes of Raising Complaints



Email and Airport Contact Center



Complaint Register



Website & Social Media



Airsewa



QR code based feedbacks



CPgrams

Customer Privacy and Data Security

Safeguarding customer data is a paramount priority. We employ robust security measures and protocols designed to protect sensitive information from unauthorised access, breaches, and cyber threats. Our approach includes advanced encryption technologies, strict access controls, and continuous monitoring to ensure the integrity and confidentiality of passenger data.

We adhere to stringent regulatory standards and best practices in data protection, providing peace of mind to our travellers regarding the safety of their personal information. We continually update our systems and practices to align with evolving threats and technological advancements, ensuring that customer trust is always maintained. Through these efforts, MIAL not only complies with legal requirements but also exemplifies a trusted environment where passenger privacy is respected and protected.

We have no record of substantiated complaints received concerning breaches of customer privacy, categorised by leaks, thefts, or losses of customer data, nor any complaints from any regulatory bodies.

Customer Feedback

A passenger misplaced an envelope within the airport premises containing 84 lakh Vietnamese dong. However, he did not attempt to recover it, as he was focused on catching his international flight to Vietnam. The envelope was deposited in Lost & Found and, after the stipulated time, was handed over to the Finance Department. Upon receiving the envelope, Finance Department staff discovered a small invoice inside the envelope, bearing the passenger's name. Going beyond his regular duties, he coordinated with the money exchange team, retrieved the passenger's contact details, and reached out to the passenger to reconfirm whether the money belonged to him. Maintaining continuous communication, our staff explained the necessary procedures and documentation to the passenger and ensured that the envelope was handed over without any hassle. In his feedback, the passenger stated, "Such efficient and responsible employees are an asset not just to the aviation industry but to the nation as well."

A passenger, while travelling to Bhubaneswar, discovered that his power bank had been removed by the security team from his check-in bag, as it was classified as a dangerous good. Since the power bank was not claimed by the airline, it was kept with unclaimed articles. After coordinating for a month with various departments and losing all hope, the passenger took a final chance and approached the airport's inline security team for assistance. Inline security staff went above and beyond to help, locating the power bank among over 1,000 other unclaimed power banks. The passenger was astonished when he received a call from our staff informing him that the power bank had been found. It was later handed over following all the necessary procedures. The passenger was delighted by the extraordinary efforts and commitment to passenger service shown by Security Team.

A passenger, while travelling to JFK, misplaced his handbag containing important documents and realised it only after clearing immigration. In distress, he approached Duty Terminal Officer for assistance. He promptly investigated and deduced that the bag was last accessed in the check-in area. Acting swiftly, He coordinated with another duty terminal officer, who successfully located the bag in the check-in area. With the support of CISF and immigration officials, the bag was quickly and safely returned, enabling the passenger to board his flight on time.

Customer Feedback

While travelling from Mumbai Airport, a passenger accidentally left his iPad in a trolley at the Uber pickup point. Upon receiving information about the misplaced item, Crystal Security Supervisor and Bouncer promptly located the iPad and secured it. The passenger was profoundly grateful for the outstanding assistance provided by our staff. Their swift and professional response transformed a potentially stressful situation into a smooth resolution. We deeply appreciate our staff's honesty, integrity, and exemplary customer service, ensuring the safe return of the passenger's belongings. Such dedication reinforces trust and demonstrates the highest standards of service at Mumbai Airport.

A passenger arrived on an international flight, accidentally left his phone in the arrivals area, and entered the departures area for his connecting domestic flight at Terminal 2. Upon realising this, he approached the Information Desk and explained the situation to the Passenger Service Executive. She promptly began coordination and sought assistance from Passenger Service Executive who was allocated to arrivals. He immediately began investigating by retracing the passenger's steps and discovered that the phone had been deposited with the CISF at Arrival Gate C. As passengers are not permitted to exit once entering the departure area, our Passenger Service Executive coordinated with the airline and arranged for airline staff to escort the passenger. Our staff also liaised with CISF to ensure a smooth handover. Their kindness and swift coordination enabled the passenger to retrieve his phone in a timely manner.

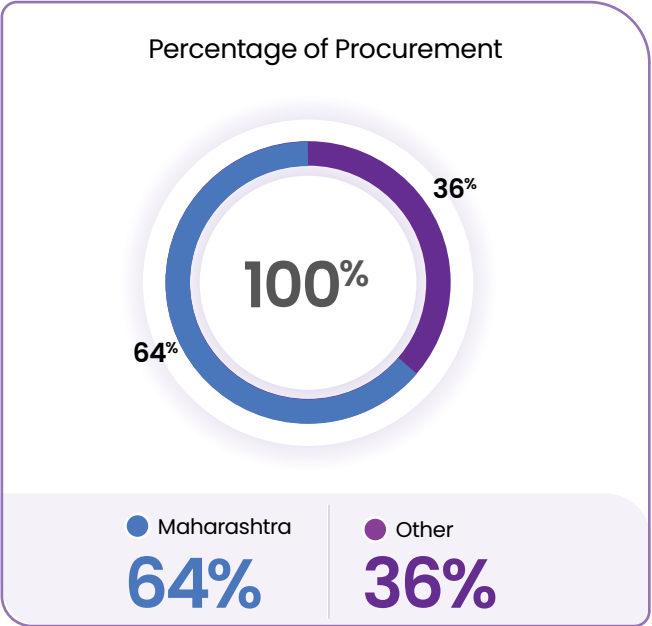
A passenger left his bag on the trolley at the Uber pickup point and left the airport. Upon realising this, he quickly returned to the airport. During his search, he approached Crystal Security staff members for assistance. Displaying genuine concern, staff members successfully located and retrieved the bag, returning it in perfect condition. The passenger expressed his gratitude for team member's efforts efforts and the professionalism they demonstrated, which made a significant difference in what could have been a stressful situation.

Optimising Supply Chain Management

At MIAL, we recognise the critical role of a well-managed supply chain in the aviation industry. Our seamless operations rely heavily on a diverse range of suppliers who provide manpower, operational and maintenance services, ramp and cargo management, and retrofitting work.

A robust supply chain is essential for operational efficiency, safety, and enhancing the passenger experience. Effective management guarantees the timely and reliable delivery of crucial services, minimising disruptions and maintaining smooth airport operations.

We proactively engage with our stakeholders to address any concerns promptly and extend our commitment to environmental and social responsibility to our suppliers. We continuously monitor and enhance our supplier screening and evaluation processes. Notably, we have not encountered any negative social or environmental impacts within our supply chain, underscoring our commitment to responsible and sustainable practices.



Assurance Statement



Independent Limited Assurance Statement to Mumbai International Airport Limited on Selected Sustainability Metrics within their Sustainability Report FY2025

To the Management of Mumbai International Airport Limited, Mumbai, India

Introduction

Intertek India Private Limited ("Intertek") was engaged by Mumbai International Airport Limited ("MIAL") 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 MIAL based on Global Reporting Initiative (GRI) Standards.

The assurance was performed with reference to 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 with reference to with the criteria outlined below.

Intended Users

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

Responsibilities

The management of MIAL 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 MIAL, 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 MIAL in its Report. The reporting boundary included data and information for the period of 1st April 2024 to 31st March 2025 for the operations in Mumbai International Airport Limited 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
- Customer Privacy 2016: 418-1

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, 305-7
- Waste 2020: 306-3, 306-4, 306-5

Social Disclosures

- Employment 2016: 401-1, 401-2, 401-3
- Occupational Health and Safety 2018: 403 -1 to 10
- Training and Education 2016: 404-1, 404-3
- Diversity and Equal Opportunity 2016: 405-1
- 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’.
- International Standard on Assurance Engagements (ISAE) 3410 for ‘Assurance Engagements on Greenhouse Gas Statement

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 the information, explanations and evidence that was considered necessary to provide a limited level of assurance. The assurance was conducted by site visit at MIAL office Mumbai, and desk reviews with regards to the reporting and supporting records for the fiscal year 2025. Data and Information supporting the statement were historical in nature and proven by evidence. Our assurance task was planned and carried out during Feb-Jun 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 MIAL for data analysis.
- Review of sustainability disclosures on sample basis for the reporting period of 1st April 2024 to 31st March of 2025 for MIAL was carried out onsite at MIAL’s corporate office 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 MIAL in the Sustainability Report FY 2025. Based on the procedures performed and the evidence obtained, Intertek concludes with limited assurance that nothing has



Optimising Supply Chain Management

come to our attention that causes us to believe that the selected disclosures presented in MIAL sustainability report FY 2025 are not fairly stated, 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
Assistant Manager-Sustainability
Intertek Assuris
04th Jun 2025

Beth Mielbrecht

Beth Mielbrecht
Project Director
Intertek Assuris
04th Jun 2025

No member of the verification team (stated above) has a business relationship with Mumbai International Airport 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.

GRI Index

GRI Standard	Disclosure	Remark	Page No
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Abbreviations

AAHL	Adani Airport Holdings Limited
ACA	Airport Carbon Accreditation
ACAB	Anti-Corruption and Anti-Bribery Policy
ACI	Airports Council International
AEL	Adani Enterprises Ltd.
AERP	Airport Emergency Response Plan
AHU	Air Handling Units
AO	Airport Operator
ARFF	Aerodrome Rescue and Fire Fighting
ASTPs	Aviation Security Training Packages
ATF	Aviation Turbine Fuel
AVSEC	Aviation Security
BCAS	Bureau of Civil Aviation Security
BMS	Building Management System
BOD	Biochemical Oxygen Demand
BRSR	Business Responsibility and Sustainability Reporting
BU GRC	Business Unit Grievance Redressal Committee
CAMS	Carbon Accounting and Management System
CAPA	Centre for Asia Pacific Aviation
CAO	Chief Airport Officer
CIQ	Custom Immigration Queue
CISF	Central Industrial Security Force
CNG	Compressed Natural Gas
CO	Carbon Monoxide
COD	Chemical Oxygen Demand
COO	Chief Operations Officer

CSE	Customer Service Executives
CSMIA	Chhatrapati Shivaji Maharaj International Airport
CSR	Corporate Social Responsibility
DARK	Disabled Aircraft Recovery Kit
DGCA	Directorate General of Civil Aviation
DGCA CAR	Directorate General of Civil Aviation Civil Aviation Requirements
DJSI	Dow Jones Sustainability Indices
DLP	Data Leakage Prevention
DTD	Domestic to Domestic
E&M	Engineering and Maintenance Services
EC	Environmental Clearance
EDI	Electronic Data Interchange
EMS	Environmental Management Systems
ERM	Enterprise Risk Management
ESG	Environmental Social and Governance
EV	Electric Vehicle
F&B	Food and Beverage
FY	Financial Year
GHG	Green House Gases
GJ	Giga Joule
GWP	Global-Warming Potential
HOD	Head Of Department
HR	Human Resources
HVAC	Heating Ventilation and Air Conditioning
IC	Internal Committee
IC Engine	Internal Combustion Engine

ICAO	International Civil Aviation Organisation
ICT	Integrated Cargo Terminal
IFC	IFC Policy
IGBC	Indian Green Building Council
IoT	Internet of Things
IT	Information Technology
KPI	Key Performance Indicators
KWH	Kilowatt Hour
kWp	Kilowatt Peak
LED	Light Emitting Diode
LTIFR	Lost Time Injury Frequency Rate
MAFFFL	Mumbai Aviation Fuel Farm Facility Private Limited
MCGM	Municipal Corporation of Greater Mumbai
MLCP	Multi-Level Car Park
MoCA	Ministry of Civil Aviation
MoEFCC	Ministry of Environment, Forest and Climate Change
NAAQS	National Ambient Air Quality Standards
NMIA	Navi Mumbai International Airport
NMIAL	Navi Mumbai International Airport Limited
NoX	Oxides of Nitrogen
NRC	Nomination and Remuneration Committee
OHC	Occupational Health Centre
OHS	Occupational Health and Safety
OPD	Outpatient Department
OQS	Objective Quality Survey
OWC	Organic Waste Composter
PESC	Pre-Embarkation Security Checks

PET	Polyethylene Terephthalate
PIDS	Perimeter Intruder Detection System
PM	Particulate Matter
PMS	Performance Management System
PSE	Passenger Service Executives
QHSE	Quality, Health, Safety and the Environment
QR	Quick Response
RE 100	Renewable Energy 100
RESA	Runway End Safety Area
RVM	Reverse Vending Machine
SCADA	SCADA Supervisory Control and Data Acquisition
SOP	Standard Operating Procedure
SRPF	State Reserve Police Force
T1	Terminal 1
TNFD	Taskforce on Nature-related Financial Disclosures
TSS	Total Suspended Solids
VAV	Variable Air Volume

Notes

Notes



Chhatrapati Shivaji Maharaj

International Airport Mumbai

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